

# County of San Luis Obispo

## Final Budget

Prepared by:

David Edge  
County Administrator

Gere Sibbach



2008-2009

County Officers

Board of Supervisors

|                      |                         |
|----------------------|-------------------------|
| First District.....  | Harry Ovitt             |
| Second District..... | Bruce Gibson            |
| Third District.....  | Jerry Lenthall          |
| Fourth District..... | K.H. "Katcho" Achadjian |
| Fifth District.....  | James Patterson         |

San Luis Obispo County Department Heads

|   |                    |
|---|--------------------|
| Agricultural Commissioner/Sealer of Weights & Measures..... | Robert Lilley      |
| Auditor Controller.....                                     | Gere Sibbach       |
| Chief Probation Officer.....                                | Kim Barrett        |
| Child Support Services Director.....                        | Phil Lowe          |
| Clerk-Recorder.....   | Julie Rodewald     |
| County Administrative Officer.....                          | David Edge         |
| County Assessor.....  | Tom Bordonaro      |
| County Counsel.....   | Warren Jensen      |
| County Fire.....  | Matt Jenkins       |
| District Attorney.....                                      | Gerry Shea         |
| Farm Advisor.....   | Richard Enfield    |
| General Services Agency Director.....                       | Janette Pell       |
| Health Agency Director.....                                 | Jeff Hamm          |
| Human Resources Director.....                               | Vacant             |
| Library Director.....                                       | Brian Reynolds     |
| Planning Director.....                                      | Victor Holanda     |
| Public Works Director.....                                  | Paavo Ogren        |
| Sheriff-Coroner.....  | Pat Hedges         |
| Social Services Director.....                               | Lee Collins        |
| Tax Collector/Treasurer/Public Administrator.....           | Frank Freitas      |
| Veterans Service Officer.....                               | Michael Piepenburg |

## **Mission Statement**

The County's elected representatives and employees are committed to serve the community with pride to enhance the economic, environmental and social quality of life in San Luis Obispo County.

## **Guiding Principles**

Sense of pride  
Aim of excellence  
Respect for others  
Fiscal responsibility  
Community service

## **Communitywide Results & Indicators**

**A Safe Community** – The County will strive to create a community where all people – adults and children alike – have a sense of security and well being, crime is controlled, fire and rescue response is timely and roads are safe.

**A Healthy Community** – The County will strive to ensure all people in our community enjoy healthy, successful and productive lives, and have access to the basic necessities.

**A Livable Community** – The County will strive to keep our community a good place to live by carefully managing growth, protecting our natural resources, promoting life long learning, and creating an environment that encourages respect for all people.

**A Prosperous Community** – The County will strive to keep our economy strong and viable and assure that all share in this economic prosperity.

**A Well Governed Community** – The County will provide high quality “results oriented” services that are responsive to community desires.

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# Budget Message

# County of San Luis Obispo

COUNTY GOVERNMENT CENTER, RM D430 • SAN LUIS OBISPO, CALIFORNIA 93408 • (805) 781-5011



**DAVID EDGE**  
COUNTY ADMINISTRATOR

September 26, 2008

Honorable Board of Supervisors  
County Government Center  
San Luis Obispo, CA 93408

Honorable Board,

On June 16 – 18, 2008, the Board held a public hearing to discuss the County's proposed spending plan for fiscal year 2008-2009. The Board adopted the budget on June 24, 2008 and made adjustments to fund balances available, reserves, designations, and contingencies (based upon year-end fund balances) on August 26, 2008 (agenda item A-15 from the Auditor-Controller).

The Final 2008 – 2009 budget (General Fund and all other funds) authorizes a spending level of \$492.7 million. The General Fund is budgeted at \$387.8 million.

The May 1, 2008 "budget message" (attached) provides an overview of the key components of the County's proposed spending plan. The following is a summary of the changes made to the proposed budget during and after the June budget hearings.

## CHANGES MADE TO THE PROPOSED BUDGET DURING BUDGET HEARINGS

During budget hearings, the Board approved a number of changes to the proposed budget including those in the supplemental budget. The changes made during budget hearings were as follows:

The following changes were made via the supplemental budget document:

- Approved an additional \$72,000 for the Administrative Office in order to continue to fund the Federal lobbyist contract with the Ferguson Group (source of funding: General Fund contingencies)
- The following corrections were made by the Human Resources Department to the position allocation lists for the following departments (there are not any dollar impacts to the budget as a result of these changes):
  - General Services Agency
    - 1.0 Parks Manager title changed to Deputy Director- County Parks

- 1.0 Airports Manager title changed to Deputy Director- County Airports
    - 1.0 Assistant Director- General Services title changed to Deputy Director- General Services
    - 1.0 Assistant Chief Information Officer title changed to Deputy Director- Information Technology
  - Health Agency- Public Health Division
    - -1.0 Administrative Assistant and + 1.0 Health Education Specialist
    - Bargaining unit change for the Senior Physical Occupational Therapist job classification from unit 05 to unit 01
    - Bargaining unit change for the Supervising Physical or Occupational Therapist job classification from unit 07 to unit 05
  - Probation Department
    - -1.0 Legal Clerk and + 1.0 Department Personnel Technician
  - Library
    - -0.25 Administrative Assistant, -0.5 Administrative Assistant, and + 0.75 Administrative Assistant
- Approved a change in the Agricultural Commissioner's budget to restore the County contribution to the U.S. Department of Agriculture Wildlife Services program (for an animal trapper). Additional department fee revenue of \$10,902 and a reduction of \$14,000 of temporary help were used to fund this additional expenditure of \$24,902.
- Approved a technical adjustment to the Mental Health Department budget (fund center 161) in order to add an additional \$299,578 of revenue and expense in order to fund the Kinship Center contract (source of funding: State funds).
- Approved a position allocation change to the Drug & Alcohol Services budget (fund center 162) in order to eliminate a 1.0 Administrative Assistant position and add two 0.5 Administrative Assistant positions. No dollar impact to the budget.
- Approved the addition of a 1.0 Mental Health Therapist position to the Mental Health Services Act (fund center 165) budget. Additional revenue (state funds) of \$44,846 and a contract expense reduction of \$51,523 were used to fund the cost of the position (\$96,369).
- Two projects were added to the Roads fund center at a total of \$214,144. The first project is for the third phase of the Mission Street enhancement project in San Miguel (project cost of \$134,144 funded by a Community Development Block Grant). The second project is to add parking spaces at a Park and Ride station in Templeton. The \$80,000 cost of the project is funded by the San Luis Obispo Council of Governments. Additionally, the list of projects listed in the Public Works budget narrative was amended in order to add these two projects.

- The operations of the Lopez Lake Recreation Area were consolidated in the Parks budget. Previously, Public Works and the Parks division of the General Services Agency jointly managed the operations. \$213,956 was transferred from Public Works to Parks as part of the consolidation.

The following changes to the Proposed Budget were made by your Board during the budget hearings (changes other than the supplemental document):

- A wording change in the Special Districts budget to include the following: “In accordance with the Board's June 26, 2007, direction, Public Works staff will cooperate with appropriate entities on the scoping and requirements to establish adequate seawater intrusion monitoring locations in the Santa Maria Groundwater Basin and develop an equitable cost sharing proposal and return to the Board for final approval. Cooperative efforts and the development of the cost sharing proposal will be funded within the adopted 2008-09 Flood Control General budget.”
- \$25,000 was added to the Community Development fund center in order to increase funding to the Economic Vitality Corporation (source of funding: General Fund contingencies).
- Added 2.0 Deputy Sheriff positions to the Sheriff’s Department and added \$220,000 to the department’s budget in order to fund the positions (source of funding: General Fund contingencies).
- Increased funding for Contributions to Outside Agencies by \$60,000 as follows:
  - + \$5,000 for the San Luis Obispo Arts Council
  - + \$5,000 for Transitional Food and Shelter
  - + \$25,000 for 211 HOTLINE of San Luis Obispo County
  - +\$5,000 for Gatehelp, Inc./Gryphon Place- Needle Exchange Program
  - + \$10,000 for the Upper Salinas Los Tablas RCD
  - +\$7,500 for the Atascadero Veterans Memorial Foundation
  - +\$2,500 for Pacific Wildlife Care
- Your Board approved the creation of a new designation to serve as a potential loan to the Willow Road project. The amount approved was \$6 million and was directed to be transferred from the following reserves and designations:
  - \$1,400,000 Accrued Time Off
  - \$1,800,967 Facilities Planning
  - \$799,033 Future Roads Projects
  - \$2,000,000 General Government Building Replacement

The changes approved during budget hearings increased the total budget by \$10,609,393 and resulted in the addition of 3.0 positions for a total of 2567.75.

CHANGES MADE AFTER BUDGET HEARINGS:

Once the fiscal year ended on June 30, 2008, the Auditor-Controller's Office began the "year-end closing" process, which includes the calculation of actual fund balances (compared to what was projected as part of the budget preparation process). On August 26, 2008 (agenda item A-15) the Board approved an agenda item from the Auditor-Controller, which adopted the final appropriations, reserves, designations, and contingencies. Actual fund balance available (FBA) for all funds was \$6,952,695 higher than budgeted in the proposed budget. The biggest driver of the increase was the General Fund FBA, as it was \$4.3 million higher than budgeted. The additional General Fund FBA was primarily due to actual departmental expenditures being less than budgeted. The attached chart summarizes the year-end changes as approved on August 26, 2008.

As a result of all of these changes (during and after budget hearings), the total County budget is \$492,720,920 and the General Fund is \$387,775,012. Due to the additional FBA, General Fund contingencies were increased from 4% to 5% per Board budget policy number 25.

Sincerely,



David Edge  
County Administrator



# County of San Luis Obispo



COUNTY GOVERNMENT CENTER, RM D430 • SAN LUIS OBISPO, CALIFORNIA 93408 • (805) 781-5011

May 1, 2008

Honorable Board of Supervisors  
County Government Center  
San Luis Obispo, CA 93408

**DAVID EDGE**  
COUNTY ADMINISTRATOR

Honorable Board:

The Fiscal Year (FY) 2008-09 Proposed County budget is submitted for your review and consideration. Your Board will review the budget in detail at public budget hearings, during which time you may add, delete, or modify the proposal as you deem appropriate.

## **RECOMMENDATIONS:**

1. Receive the County Administrator's FY 2008-09 Proposed County Budget for public review
2. Schedule public hearings on the FY 2008-09 Proposed County Budget to begin Monday, June 16, 2008 in the Board of Supervisors Chambers at 8:30 a.m.
3. Order publications of the required legal notices scheduling the public hearings

## **DISCUSSION:**

### **Background:**

Unfortunately, previous predictions about the FY 2008-09 budget are true as this upcoming budget year is proving to be one the most fiscally challenging this County has faced in well over a decade. A budget outlook meeting back in February 2007 noted that while the County's finances were in good shape at the time that rougher waters lied ahead. At that time, the housing market was softening and the County's expenditures were growing at an accelerating rate, primarily due to a significant increase in the annual cost to fund the County's employee pension system.

The FY 2007-08 budget message stated that "While the Proposed Budget is balanced, it reflects a turning point in the County's overall financial status that could require you to make difficult decisions about essential public services in the near future." This transition has occurred and your Board has held three strategic planning sessions during FY 2007-08 in order to craft short and long term strategies designed to tackle the budgetary challenges.

During October 2007, a detailed financial forecast for the General Fund for FY 2008-09 was reviewed with your Board. The forecast stated that the General Fund would be facing a \$16 million to \$23 million operating deficit for a Status Quo budget. Generally speaking, a Status Quo budget is defined as one that takes current year staffing and program expenditures and costs them out for the next year with no material changes (i.e. inflationary increases only and no increases or decreases to staffing or program levels). It also includes the reduction of grant funded programs and positions in instances where the grants are no longer available. This forecast proved to be accurate as the operating deficit for the General Fund for FY 2008-09 for a Status Quo budget was \$18 million. In summary, the key drivers of the deficit are slowing revenues related to the housing market (property taxes, building permits, property transfer taxes, etc), declining federal and state revenues, and

continuing expenditure increases related to employee compensation (wage increases and pension rate increases) as well as other general inflationary increases.

The Proposed Budget closes this \$18 million gap with a three pronged approach - sound policy direction from your Board, good management, and some good fortune. With respect to policy direction, your Board took actions in the current year to help improve the County's position going into FY 2008-09 and provided direction to staff for how to tackle the FY 2008-09 deficit. In October 2007, your Board implemented a partial hiring freeze in order to reduce costs and to increase the number of vacant positions available for either elimination or as a transfer opportunity for employees currently filling positions that may be eliminated as part of the recommended budget. Your Board further directed staff to implement a 2.5% expenditure reduction mid-year in order to increase the fund balance available (FBA) at the end of FY 2007-08. FBA becomes a funding source for the subsequent fiscal year.

Additionally your Board supported a multi-year approach to address the budget challenge. It is anticipated that FY 2009-10 will at least be as difficult, financially, as FY 2008-2009 and quite possibly even tighter given a continuing slide in the housing market and the current soft economy. Accepting this outlook, our approach is to use some one-time money to help balance the budget this upcoming budget year and for the next couple of years in order to help reduce the amount of program reductions that would otherwise need to occur. Finally as policy direction, your Board directed staff to have all departments contribute to the solution while recognizing that meeting legal mandates and public safety are the highest priorities. You also directed staff to investigate revenue enhancement options that could be considered for future voter consideration.

The second prong of the approach to address the deficit was good management. County departments adopted the philosophy behind the hiring limits and only filled positions that are critical to public safety or health, essential for key operations, or were funded with outside revenue (i.e. do not require General Fund money). Additionally, departments "tightened their belts" and implemented the 2.5% mid-year reductions. Lastly, departments submitted budgets that included prioritized options for reducing expenditures. The options were prioritized so that expenditure reductions with the least amount of negative impact to services to the public or to internal operations would be implemented first.

The last prong of the three pronged approach was simple (but important) good fortune. The County should receive \$3 million of additional sales tax revenue than it otherwise would have because of a major infrastructure upgrade at a private company. County staff knew that the County would benefit from this project; however exact amounts and timing were not known when earlier forecasts were created. The County received the first installment of \$1.5 million in March of 2008 and the remainder is anticipated to be received in early 2009. Our ability to include this \$3 million as part of balancing the budget makes a huge difference in the kind of staffing/service level reductions that would otherwise be necessary.

#### Closing the Gap

In summary, the projected \$18 million gap in the General Fund operating budget was addressed in the following manner.

- \$3 million additional sales tax revenue associated with the above noted infrastructure upgrade (\$2.6 million of which is "one-time")
- \$6 million of "one-time" money used to help balance the budget
- \$9 million of expenditure reductions (reduced from the FY 2008-09 Status Quo budget not from FY 2007-08 expenditure levels).

The \$6 million of "one-time" money includes the following:

- \$3.5 million General Fund contingency reduced from 5% to 4%
- \$1 million Use of reserves
- \$790,000 50% of building depreciation redirected to the General Fund

- \$450,000 Eliminate General Fund allocation to the Organizational Development fund
- \$307,000 50% of countywide automation depreciation redirected to the General Fund

### **Key Considerations:**

While many of the elements noted above were used in lieu of service level cuts, they still require a \$9 million cut in expenditures from Status Quo requests. This means virtually every department will feel some negative impacts from this budget, whether it is in the form of existing staff taking on more work to accommodate lost capacity associated with eliminated positions, slower response times to customers, or reduced/eliminated programs. In particular, programs in the Health Agency, and their clients, are significantly impacted - as detailed later in this transmittal and in the departmental budget summaries.

Other considerations include:

- Revenue received from the State and Federal governments is reduced for Health and Human Services programs. Many of these programs are mandated and yet the funds to support these mandated services are not keeping up with the associated costs. More specifically, the amount of General Fund included in the Proposed Budget for the Health Agency is \$20.7 million, which is a \$1.3 million or 7% increase over FY 2007-08. Note that the Status Quo budget request from the department included a \$2.5 million or 13% increase over FY 2007-08. The Department of Social Services (DSS) faces similar challenges. The Proposed Budget includes a \$1.5 million or 22% increase over FY 2007-08 for DSS while the requested Status Quo budget included a \$4 million or 58% increase over FY 2007-08.
- The drastic decline in the housing market is significantly influencing the County's finances. Secured property tax revenues are budgeted to increase by 5% over the amount estimated to be received in FY 2007-08. Note that while still growing, the rate of growth has dropped dramatically. During the height of the housing market (FY 2005-06 and FY 2006-07), secured property tax revenues were increasing 10% - 12% year-over-year. Additionally, the Assessor's Office is in the midst of re-assessing approximately 10,000 properties in the County and it is likely the assessed value will be lowered for the majority of these properties. The dollar impact in the form of property taxes received by the County is not yet known; however it could range from \$250,000 to \$1 million. Lastly, building permits are forecast to drop by 10% compared to FY 2007-08, which influences revenues received by various departments involved in the development process (most notably Planning & Building and Public Works).
- Salary and benefit increases in the Proposed budget are increasing by \$15 million or 7%. This incorporates the net reduction of 51.75 positions. Were these positions not eliminated, the increase would have been \$18.8 million or 8.6% (i.e. per the Status Quo budget). The increase in these costs is primarily attributable to two factors. The first is prevailing wage increases (Cost of Living adjustments) granted to employees and the second is employee pension costs. As previously noted, in February 2007, the County received notice that the annual cost to fund existing retirement benefits was required to increase by \$15 million. It was decided at the time that the increase would be phased-in over a one year period, and the last phase is taking effect July 1, 2008. The County has negotiated with some of the unions and in some cases the employee unions have agreed to split the costs 50/50 with the County (e.g. San Luis Obispo County Employees Association). In other cases, the current employee union contracts preclude the County from negotiating these costs until the contracts expire (e.g. Deputy Sheriffs Association). Even with some of the employee unions agreeing to pay for some of the costs, the County is paying for the majority of the \$15 million annual expense increase.

- Very few new capital projects are included in the Proposed Budget and no General Fund money is recommended to be used for the projects that are proposed. Additionally, the amount of money included for maintenance projects (approximately \$2 million of General Fund) is the same as FY 2007-08. The concept for these lean years is to minimize the amount of new projects and focus on maintaining existing infrastructure.
- It is important to note that the Proposed Budget does not contain any of the possible effects of the State's FY 2008-09 budget. Using an old cliché – this is the “600 lb gorilla in the corner”. It is not yet known what the State is going to do to address its \$16 billion deficit (and growing) and the ramifications will not likely be known until sometime late summer or fall. Depending on the options ultimately adopted by the state, impacts on counties can range from benign to devastating and, at this stage; there is little value in trying to guess where on that continuum we will ultimately end. The Proposed Budget continues to carry a significant Contingency and Reserves that the Board can use to help bridge a gap resulting from state action for the period of time necessary for your thoughtful review of additional program reductions that may be necessary as a long term response to state action.

### **Summary of Expenditures**

- The Proposed FY 2008-09 budget for all funds (i.e. General Fund and non-General Fund budgets) is approximately \$474.6 million, which is a 3.8% decrease over the current year's adopted budget (reference the chart below for more detail).
- The proposed General Fund budget is approximately \$378 million, which is a 1.38% increase over the current year's adopted budget.
- Detailed information about budget changes can be found in the narrative information provided for each fund center (please refer to the index for a listing of all fund centers). The detailed information for each fund center includes a County Administrative Office (CAO) narrative, which describes the key issues in the specific budget. The approach in the narrative is to outline the changes from the FY 2008-09 Proposed Budget to the FY 2007-08 Adopted Budget and to also compare the FY 2008-09 Proposed Budget to the FY 2008-09 Status Quo budget requested by departments. The approach is intended to convey what is changing from one year to the next and to also identify the impacts of not being able to fund the budgets at a Status Quo level.

| <b>All Funds Expenditure Comparison</b> |                             |                              |                                 |
|---|-----------------------------|------------------------------|---------------------------------|
|   | <b>FY 07-08<br/>Adopted</b> | <b>FY 08-09<br/>Proposed</b> | <b>% Increase<br/>/Decrease</b> |
| General Fund                            | 372,766,781                 | 377,898,932                  | 1.38%                           |
| Road Fund                               | 38,253,961                  | 35,828,794                   | -6.34%                          |
| Library                                 | 8,767,166                   | 8,923,895                    | 1.79%                           |
| Parks                                   | 7,411,421                   | 8,420,754                    | 13.62%                          |
| Capital Projects                        | 15,252,254                  | 3,637,500                    | -76.15%                         |
| Community Development                   | 4,713,181                   | 5,209,008                    | 10.52%                          |
| Organizational Effectiveness            | 848,330                     | 571,169                      | -32.67%                         |
| Public Facilities Fees                  | 4,332,477                   | 4,608,694                    | 6.38%                           |
| Automation Replacement                  | 3,543,714                   | 1,921,462                    | -45.78%                         |
| Building Replacement                    | 2,580,315                   | 789,355                      | -69.41%                         |
| Traffic Impact Fees                     | 8,158,853                   | 10,298,424                   | 26.22%                          |
| Wildlife and Grazing                    | 9,803                       | 10,326                       | 5.34%                           |
| Drinking Driver Program                 | 1,655,028                   | 1,648,043                    | -0.42%                          |
| Fish and Game                           | 38,174                      | 23,212                       | -39.19%                         |
| Medical Services Program                | 3,810,257                   | 3,312,921                    | -13.05%                         |
| Emergency Medical Services              | 1,106,739                   | 985,050                      | -13.05%                         |
| Indigent Programs                       | 1,195,934                   | 1,208,434                    | 1.05%                           |
| Tax Reduction Reserves                  | 9,858,870                   | 0                            | -100.00%                        |
| Debt Service                            | 2,281,471                   | 2,880,214                    | 26.24%                          |
| Pension Obligation Bonds                | 6,793,670                   | 6,426,355                    | -5.41%                          |
| <b>Total</b>                            | <b>493,378,399</b>          | <b>474,602,542</b>           | <b>-3.81%</b>                   |

**SUMMARY OF GENERAL FUND DOLLARS ALLOCATED TO DEPARTMENTS**

| <b>Fund Center Number</b> | <b>Department Name</b>            | <b>2007-08 Adopted</b> | <b>FY 2008-09 Proposed</b> | <b>Percent Change</b> |
|---------------------------|-----------------------------------|------------------------|----------------------------|-----------------------|
| 104                       | Administrative Office             | 1,797,967              | 1,907,720                  | 6.1%                  |
| 141                       | Ag Commissioner                   | 2,443,044              | 2,455,325                  | 0.5%                  |
| 137                       | Animal Services                   | 838,306                | 833,263                    | -0.6%                 |
| 109                       | Assessor                          | 8,256,407              | 8,496,936                  | 2.9%                  |
| 107                       | Auditor-Controller                | 4,136,449              | 4,145,747                  | 0.2%                  |
| 161                       | Behavioral Health                 | 6,799,064              | 7,704,374                  | 13.3%                 |
| 100                       | Board of Supervisors              | 1,602,560              | 1,673,691                  | 4.4%                  |
| 267                       | Building Replacement Fund         | 2,300,000              | 789,355                    | -65.7%                |
| 182                       | CALWorks                          | 258,369                | 269,147                    | 4.2%                  |
| 134                       | Child Support Services            | 0                      | 14,620                     | N/A                   |
| 110                       | Clerk-Recorder                    | 705,487                | 585,134                    | -17.1%                |
| 290                       | Community Development             | 280,000                | 305,000                    | 8.9%                  |
| 143                       | Contributions to Court Operations | -568,028               | -925,754                   | -63.0%                |
| 106                       | Contributions to Other Agencies   | 1,699,339              | 1,681,434                  | -1.1%                 |
| 111                       | County Counsel                    | 3,709,515              | 3,766,337                  | 1.5%                  |
| 140                       | County Fire                       | 9,964,932              | 10,264,534                 | 3.0%                  |
| 266                       | Countywide Automation Replacement | 2,119,226              | 306,594                    | -85.5%                |
| 277                       | Debt Service                      | 278,370                | 441,170                    | 58.5%                 |
| 132                       | District Attorney                 | 7,313,863              | 7,822,411                  | 7.0%                  |
| 162                       | Drug & Alcohol Services           | 701,105                | 1,063,386                  | 51.7%                 |
| 138                       | Emergency Services                | 166,996                | 172,736                    | 3.4%                  |
| 215                       | Farm Advisor                      | 455,212                | 449,951                    | -1.2%                 |
| 181                       | Foster Care                       | 254,530                | 277,497                    | 9.0%                  |
| 185                       | General Assistance                | 315,419                | 416,482                    | 32.0%                 |
| 113                       | General Services                  | 9,026,888              | 8,313,919                  | -7.9%                 |
| 131                       | Grand Jury                        | 131,212                | 129,853                    | -1.0%                 |
| 112                       | Human Resources                   | 2,348,536              | 2,049,955                  | -12.7%                |
| 114                       | Information Technology            | 9,545,418              | 9,712,294                  | 1.7%                  |
| 184                       | Law Enforcement Medical Care      | 1,342,475              | 1,276,525                  | -4.9%                 |
| 377                       | Library                           | 570,096                | 586,550                    | 2.9%                  |
| 200                       | Maintenance Projects              | 1,931,900              | 1,931,900                  | 0.0%                  |
| 183                       | Medical Asst Program              | 5,801,604              | 4,793,504                  | -17.4%                |
| 165                       | Mental Health Services Act        | 0                      | 0                          | 0.0%                  |
| 275                       | Organizational Development        | 450,000                | 0                          | -100.0%               |
| 305                       | Parks                             | 3,491,515              | 3,632,421                  | 4.0%                  |
| 142                       | Planning and Building             | 6,659,812              | 5,911,369                  | -11.2%                |
| 139                       | Probation Department              | 7,358,250              | 8,266,168                  | 12.3%                 |
| 135                       | Public Defender                   | 4,782,771              | 4,655,893                  | -2.7%                 |
| 160                       | Public Health                     | 4,410,617              | 5,861,972                  | 32.9%                 |
| 201                       | Public Works Special Services     | 1,698,532              | 1,698,534                  | 0.0%                  |
| 105                       | Risk Management                   | 956,601                | 763,112                    | -20.2%                |
| 245                       | Roads                             | 11,475,999             | 10,096,000                 | -12.0%                |
| 163                       | SART*                             | 324,725                | 0                          | -100.0%               |
| 136                       | Sheriff-Coroner                   | 30,464,026             | 33,945,918                 | 11.4%                 |

| <b>Fund Center Number</b> | <b>Department Name</b>  | <b>2007-08 Adopted</b> | <b>FY 2008-09 Proposed</b> | <b>Percent Change</b> |
|---------------------------|-------------------------|------------------------|----------------------------|-----------------------|
| 108                       | Treasurer/Tax Collector | 1,739,009              | 1,754,070                  | 0.9%                  |
| 186                       | Veterans Services       | 322,022                | 351,560                    | 9.2%                  |
| 133                       | Victim-Witness          | 627,089                | 650,938                    | 3.8%                  |
| 130                       | Waste Management        | 723,440                | 723,440                    | 0.0%                  |
| 108                       | Treasurer/Tax Collector | 1,739,009              | 1,754,070                  | 0.9%                  |
| <b>TOTAL</b>              |                         | <b>167,962,210</b>     | <b>169,344,212</b>         | <b>0.8%</b>           |

Note 1: This chart is intended to provide a summary of the amount of General Fund dollars allocated to departments (not expenditures). The chart does not include the Non-Departmental Revenue fund center nor the Other Financing Sources fund center (where Countywide Overhead is budgeted).

Note 2: The details for each fund center included in this summary chart are available in the departmental sections of the budget.

\* Suspected Abuse Response Team (SART) is incorporated into the Public Health fund center for FY 2008-09

**Recommended Staffing:**

The Proposed Budget recommends 2,565.50 full time equivalent (FTE) permanent and limited term positions. This represents a net decrease of 51.75 positions as compared to the FY 2007-08 current year budget, which is a 2% reduction of the workforce. Because of the hiring process, only three positions (1.75 FTE) are filled. These employees will be subject to the County layoff process and have reemployment rights for future job openings. The cost savings associated with these eliminated positions is approximately \$4 million.

| <b>POSITIONS SUMMARY</b>               |                    |                         |
|--|--------------------|-------------------------|
| <b>2007-08 Adopted Budget</b>          | 2,601              |                         |
| <b>2007-08 Current Allocation</b>      | 2,617.25           |                         |
| <b>2008-09 Recommended</b>             | 2565.5             |                         |
| <b>Net Change (from Adopted)</b>       | 36                 |                         |
| <b>Net Change (from Current)</b>       | -51.75             |                         |
| <b>Percent Change (from Current)</b>   | -2%                |                         |
| <br>                                   |                    |                         |
| <b><u>Department</u></b>               | <b><u>Adds</u></b> | <b><u>Deletions</u></b> |
| Administrative Office                  |                    | -1.00                   |
| Airport                                | 1.00               |                         |
| Assessor                               |                    | -3.00                   |
| Auditor-Controller                     |                    | -0.50                   |
| Board of Supervisors                   |                    | -0.50                   |
| Child Support Services                 |                    | -2.75                   |
| County Counsel                         |                    | -1.00                   |
| Drug & Alcohol Services*               |                    | -5.00                   |
| General Services                       |                    | -1.00                   |
| Human Resources                        |                    | -1.25                   |
| Information Technology                 |                    | -2.00                   |
| Mental Health                          |                    | -4.00                   |
| Mental Health Services Act*            | 2.50               |                         |
| Probation                              |                    | -6.50                   |
| Public Health                          |                    | -4.75                   |
| Suspected Abuse Response Team (SART)** |                    | -1.50                   |
| Sheriff                                |                    | -4.00                   |
| Social Services                        |                    | -16.50                  |
| <b>TOTAL</b>                           | <b>3.50</b>        | <b>-55.25</b>           |

\* One position is recommended to transfer from Drug & Alcohol Services to Mental Health Services Act fund center.

\*\* The SART fund center is consolidated into the Public Health fund center in FY 2008-09. The positions are not eliminated.

### **Summary of Changes in Funding by Program Area**

#### **Health and Human Services – Net Decrease of 29.25 FTE positions**

The Health and Human Services category includes Social Services, Public Health, Mental Health, Drug and Alcohol Services, Law Enforcement Medical Care and Veterans Services. Funding for community based organizations, indigent medical care and the County's contribution to the Community Health Centers for operation of outpatient health clinics are also included in this area.

Health and Human Services programs are largely administered by counties on behalf of the State or Federal governments. Unfortunately, the State and Federal governments have not provided sufficient funds to keep up with growing expenses, and in doing so have essentially put local governments in the position of either cutting these programs or reducing other local services to pay for them. Most counties are not in a position to take on this additional financial responsibility, and many have been forced to reduce service levels as a result. San Luis Obispo County has been fortunate in its ability to supplement the funding for Health and Human Services

programs for a number of years thanks in part to savings derived from the closure of General Hospital and the transfer of the County's outpatient clinics to the Community Health Centers.

In last year's budget message it was noted that FY 2007-08 would likely be the last year in which the County would be able to provide substantial increases in General Fund support to the Health and Human Services budgets without cutting services. This prediction turned out to be correct. As in past years, operating costs have continued to increase as State and Federal revenues have declined. Unlike past years, however, there is not enough General Fund available in FY 2008-09 to make up the difference. To bring the budget into balance the Proposed Budget recommends reductions to a number of General Fund expenditures in Health and Human Services. While these are significant cuts, it is important to note that these are reductions in the overall amount of increase compared to the prior year. The level of General Fund spending in support of Health and Human Services programs is still increasing \$2.8 million overall, from about \$28.2 million in FY 2007-08, to \$31 million in FY 2008-09. Overall, total Health and Human Services expenditures will increase from \$162.9 million in FY 2007-08, to \$167.8 million in the Proposed Budget.

### **Social Services:**

The total level of General Fund support for Social Services is increasing by approximately \$1.5 million, or 22% in FY 2008-09. Revenues are not keeping up with increases in salary and benefits and other operational costs, increasing only \$1.6 million over FY 2007-08. The most significant factors of the increased costs include: an increase of \$605,412 or 20% in the County share of In-Home Supportive Services (IHSS) program costs due to an aging demographic and recent compensation increases granted to caregivers and a salary and benefits increase of \$2,568,517 or 7%, including prevailing wage adjustments.

To offset the growth in General Fund support in Social Services programs, the Proposed Budget recommends several expenditure reductions that reduce the General Fund support by about \$2.4 million from the Department's Status Quo Budget request. These reductions include:

- Elimination of 16.5 FTE, a reduction in temporary help, and the increased use of Voluntary Time Off to generate salary savings
- Reduction of contract expenditures
- Closure of the Social Services office in Morro Bay
- Elimination of the Department's \$45,000 contribution to the Drug and Alcohol Services contract with the Life Steps Foundation for operation of a residential treatment facility
- Additional revenue from the Workforce Investment Act (WIA)
- Deferred replacement of vehicles and computer equipment

### **Health Agency:**

The overall level of General Fund support for the Health Agency is increasing by just over \$1.3 million, or 7% in FY 2008-09. Revenue increases only \$608,541 or 1% compared to the FY 2007-08 adopted level. The proposed increase in General Fund support for FY 2008-09 is substantially lower than the nearly \$5 million increase the Health Agency received in FY 2007-08. This is primarily due to proposed expenditure reductions that reduce the Agency's requested level of General Fund support by \$1.8 million, before adding in the General Fund increase of \$280,000 directed by your Board to support the implementation of a vector control benefit assessment. The proposed General Fund expenditures reductions for each fund center are presented below.

### **Public Health**

The largest increase in General Fund support is in the Public Health fund center, which is recommended to increase by \$1.5 million or 33%. Twenty-two percent (22%) of the increase is due to the incorporation of the

Suspected Abuse Response Team (SART)—formerly a separate fund center and almost entirely General Fund supported—into Public Health beginning in FY 2008-09. Increases to salary and benefits, including the prevailing wage adjustment, and the service and supplies expense associated with the vector control benefit are other significant factors in the overall increase. Overall Public Health revenues are expected to decrease by approximately \$142,000 or less than one percent versus FY 2007-08. The Proposed Budget includes net decrease of 4.75 FTE for Public Health. Recommended expenditure reductions in Public Health include:

- Elimination of a full-time Accounting Technician in the Health Agency accounts payable unit
- Discontinuance of the County-sponsored child car seat education program
- Elimination of the Ombudsman Program provided through the Economic Opportunity Commission (EOC)
- Elimination of a full-time Field Nursing position in Family Health Services
- Elimination of a full-time worker in the Mosquito Abatement Program
- Elimination of reception provided by a half-time Administrative Assistant at family practice sites in Grover Beach and Paso Robles
- Elimination of a three-quarter-time Supervising Public Health Nurse working in the Communicable Disease and Family Planning Programs
- An increase in the use of Voluntary Time Off to generate salary savings
- Deferred replacement of computer equipment

### Mental Health

The level of General Fund support for Mental Health is recommended to increase \$905,310 or 13%. Revenues are decreasing by \$667,794 or 2% while total expenditures increase \$237,516 or less than one percent. Most expenditures remain relatively constant, with variability occurring primarily among contracts for outside mental health service providers. The single largest influence on expenditures is the Governor's elimination of the Homeless Outreach Program in FY 2007-08, accounting for a \$565,297 reduction in professional services expense. A net decrease of 4.0 FTE is recommended in the Proposed Budget. The recommended level of General Fund support for this fund center is \$285,596 or 24% less than what was requested in Mental Health's Status Quo Budget as the result of a number of proposed expenditure reductions. The reductions in Mental Health include:

- Reduction of CalWORKs and Child Welfare Services mental health services for clients who are in need of mental health services on a temporary basis, but are not severely mentally ill
- Elimination of Dual Diagnosis Treatment services for up to 50 clients in the North County that have both a mental disorder and an alcohol or drug problem
- Elimination of a Supervising Administrative Clerk
- An increase in the use of Voluntary Time Off to generate salary savings
- Deferred replacement of computer equipment

### Mental Health Services Act (MHSA)

Mental Health began implementation of the MHSA (Proposition 63) programs, which provide a more intensive and a higher level of treatment to clients than the traditional Mental Health programs, in FY 2006-07. This fund center is funded by the State and requires no General Fund support. Additional MHSA funds were received mid-year FY 2007-08 allowing for the mid-year addition of 9.5 FTE. Some of this funding was one-time money provided by the State to mitigate the loss of the Homeless Outreach Program cut by the Governor in FY 2007-08. The budget includes two budget augmentation requests to support the Latino Outreach Program and a third Full Service Partnership (FSP) team which is helping to offset the loss of the Homeless Outreach Program. The position allocation for MHSA is recommended to increase by 2.5 FTE.

### Drug and Alcohol Services

Drug & Alcohol Services' level of General Fund support is increasing \$362,281 or 51%. Total expenses are increasing 6%, mainly due to salary and benefit increases and increasing internal support costs, while revenue remains flat. The Proposed Budget includes a net decrease of 5.0 FTE for Drug and Alcohol Services. The recommended level of General Fund support is \$237,439 less than the level requested in the Department's Status Quo Budget due to a number of recommended expenditure reductions. The reductions include:

- Elimination of an Administrative Services Officer
- Elimination of Adult Deferred Entry of Judgment (DEJ) treatment for 40 adults in the North County
- Reduction of Youth Treatment for 40 youths and their families in North County
- An increase in the use of Voluntary Time Off to generate salary savings
- Deferred replacement of computer equipment

### Law Enforcement Medical Care

The FY 2008-09 requested level of General Fund support for this fund center decreases \$65,950 or 4% compared to the FY 2007-08 adopted level. Revenue is unchanged compared to FY 2007-08 and expenditures decrease 3%. The reduction in expenditures is due to an overall reduction in service and supplies mainly due to a drop in estimated inpatient care and the elimination of the weekend clinic, which LEMC has not been able to staff for the past two years (employee recruitment challenges).

### County Medical Services Program (CMSP)

Total expenditures and revenue for this fund center are decreasing \$542,417 or 14%. Unlike past years, however, no General Fund support is requested for FY 2008-09. This change is primarily due to a projected \$292,000 reduction in expense for out-of-county care and the use of \$238,000 left over from prior years.

### Medical Assistance Program:

Historically, the County's contribution to offset operating losses at General Hospital and the outpatient primary care clinics was included in this fund center. With closure of the hospital and transfer of the clinics to the Community Health Centers (CHC), this fund center now includes the County's payment to CHC for provision of clinic services as well as funding for indigent patients seen at the private hospitals. This budget also includes residual worker's compensation payments related to claims filed by County employees who worked at the County's hospital and clinics, which are expected to continue to decline and ultimately cease after FY 2009-10.

Total expenditures in this fund center, which are almost entirely supported by the General Fund, are recommended to decrease \$1 million or 17%. There are two components to this reduction. The first is the elimination of the funds transfer from this budget to CMSP (for the reasons noted above), which totaled \$523,000 in FY 2007-08. The second component is a \$500,000 reduction to the \$5.4 million contract with CHC, which is recommended as a General Fund savings measure. CHC states this reduction will force the closure of two clinics, impacting approximately 3,000 patients in Morro Bay and Cambria. If the reduction is adopted, CHC will retain a capacity for more than 200,000 visits per year and will continue to grow, albeit at a slower rate.

### Public Protection – Net decrease of 13.25 FTE positions:

The Public Protection functional area includes the Sheriff-Coroner, Animal Services, District Attorney, Victim/Witness, Child Support Services, Public Defender, Probation, County Fire, Emergency Services, Waste Management, Grand Jury and the County's contribution to Court Operations. Overall the General Fund contribution to public protection is increasing by more than \$4.75 million dollars, a 7% increase compared to the FY 2007-08 Adopted Budget. Recommended funding levels for the Sheriff-Coroner, District Attorney and

Probation are proportionally much closer to the Status Quo budget requested by these three departments compared to other fund centers. Our intent is to provide these three departments the resources needed to effectively protect public safety (including addressing the emerging gang-related crime problem) despite the financial constraints our County is currently facing. The recommended expenditures for these three departments totals more than \$85.3 million compared to more than \$80.2 million approved in the FY 2007-08 Adopted Budget, reflecting more than a \$5 million (or 6.3%) increase overall. Recommended funding levels reflect only a \$2.3 million (4%) reduction in the General Fund contribution compared to requested levels in the Status Quo budgets for these three departments.

Recommended revenues for the public protection budgets total more than \$49.3 million, or almost \$1.9 million less than the FY 2007-08 amount. The most significant decrease in revenue for this group of departments is from the Proposition 172 half-cent sales tax dedicated to public safety. This revenue, which is allocated to the Sheriff-Coroner, Probation, District Attorney and Cal-Fire departments, is declining by almost \$2.5 million compared to the FY 2007-08 Adopted Budget amount. This decline reflects the economic slowdown affecting this county and the state as a whole. The Probation Department also faces a \$590,000 (26%) decline in federal revenue due to legislative changes that prohibit Probation from participating in the Targeted Case management program and limits the reimbursement Probation is eligible to claim for Title IV-E (services to children in foster homes or other out-of-home placements). Revenue increases from other sources help to mitigate a portion of this almost \$3.1 million in reductions.

The recommended budgets create minor reduction in service levels, particularly for the Sheriff-Coroner and Probation departments. However these service levels have not been quantified. The recommended budget for the Sheriff-Coroner reflects a reduction of four FTE including two Deputy Sheriff positions, one Sheriff Commander and one Legal Clerk. In addition, because the Sheriff shifted two Deputy Sheriff positions from the Patrol Division to provide enhance security for the Court (at the request of the Court), and the Position Allocation List (PAL) was not amended to add two Deputy Sheriff positions, the affect is that a total of four Deputy sheriff positions have been eliminated from Patrol. This reduction is expected to have some impact on response time to calls depending on the availability of patrol Deputies at the time of the call; however, specific data and service level impacts have not been identified by the department. It is important to note that eight Deputy Sheriff Positions have been added over the past two years.

While a total reduction of 6.5 FTE is recommended for the Probation Department, the service level impacts are expected to be somewhat transparent to clients and should not have a significant impact on key performance measures such as the recidivism rate. The following vacant positions are recommended for elimination: two Account Clerks (one of which will result in reduced open hours for clients to make payments in person), one Legal Clerk, 1.5 FTE of Deputy Probation Officers (one that serves the Adult Drug Court and one half time position allocated to the County Office of Education), one Limited Term Supervising Deputy Probation Officer for which grant funding has been eliminated, and one Probation Assistant that had been assigned to the Deferred Entry of Judgment program (which will now be administered by Drug and Alcohol Services in the Health Agency). The impacts will like be primarily felt by remaining staff who must absorb the workload from these eliminated positions.

While no positions are being eliminated from the District Attorney's Office, salary savings is built into the budget as two Deputy District Attorneys will be out on Family Leave for a total of 10 months, which will present challenges to the department in coordinating the staffing of court rooms. While this will increase workload for staff in the department, this situation is manageable.

The recommended budget for the Animal Services Division of the Sheriff's Department provides funding at the Status Quo level and provides resources to continue implementing improvements to the operation. Included in the recommended budget are new dog beds to replace the deteriorating beds on which we have received some complaints from volunteers. The department requested the addition of eight Kennel Worker positions to replace

the inmates who currently clean and support the shelter. This augmentation of staff is not included in the recommendation pending the decision by the Board as to where the Animal Services function will be located in the coming year.

Recommended revenue for the Public Defender budget shows an increase of 86% (\$302,400) compared to FY 2007-08 Adopted Budget. This increase reflects the success of the program implemented in January 2007 to collect reimbursement for Public Defender services from clients that have the ability to pay for these services (based on a sliding scale).

#### Land Based Budgets – Zero Change in FTE:

The Land Based budgets are comprised of the Agricultural Commissioner, Planning and Building, Community Development, Public Works Internal Service Fund, Public Works Special Services, Road, and Road Impact Fees.

The contrasting influences that affect the Land Based budgets include an increase in the development of planned road and infrastructure projects and a continued slowdown in private sector building and development projects. Road impact fees, a variety of state and federal funding sources, and special district assessment funding are used to finance the infrastructure projects. The Department of Planning and Building anticipates the continued slowdown in private construction and development activity. However, a repeat of the FY 2007-08 decline in Planning and Building fee revenues is not expected to occur as changes in the Planning and Building Department Fee structure mitigate the decline in permit numbers.

Although the overall amount of General Fund being applied to the land based budgets is decreasing by \$2 million (9%) as compared to the adopted amount for FY 2007-08, the impact to service levels is expected to be minimal. The decrease in General Fund support is primarily related to the elimination of one time expenses that were included in the FY 2007-08 budget and an increase in revenues, largely associated with the changes to the Planning Department Fee structure mentioned above. There are no requested or recommended changes to staffing levels in these budgets, although several changes that occurred during FY 2007-08 are discussed in the individual summaries that follow.

#### **Planning and Building:**

The increased expense in salaries and benefits in the Planning and Building department is more than offset by the decrease of budgeted expenditures for new studies and initiatives involving land use issues and a \$1.2 million dollar increase in revenues. Overall, this department shows a decline of \$748,000 in General Fund support. Revisions to the Planning and Building Department fee schedule for fees that will take effect in FY 2008-09 more closely capture the actual cost for the permitting, plan review and inspections services provided the department. New fees related to the implementation of the Federal and State National Pollution Discharge Elimination System (NPDES) and related Stormwater Management Plan (SWMP) requirements for plans and inspection of construction and development activities contribute to the expected increase in fee revenues. It is important to note that the decreased amount of General Fund support will partially offset significant increases in the amount of General Fund support provided to Planning & Building over the past two fiscal years in order to offset the drop in fee revenue associated with the plummeting housing market. In FY 2006-07, the department received \$1.3 million more General Fund than budgeted and the FY 2007-08 budget included \$3.0 million more General Fund than the amount budgeted for FY 2006-07.

The recommended budget does not include the department's request for two new positions related to plan review and inspection functions required by the new NPDES/SWMP regulations. The department will use existing resources for this program and will monitor the actual work load created by the new requirements. If the department identifies the new requirements as having a substantive impact on the timely processing of

development applications, the department may bring a request for additional staff during FY 2008-09. Lastly, a mid-year (FY 2007-08) organizational change resulted in a net decrease of one position in the department.

### **Public Works:**

The Public Works Internal Service Fund (Fund Center- 405) provides all of the staffing for the Roads, Waste Management, and Special Services Budgets. An increase in workload resulting from new, major projects related to Proposition 1B (state bond funding for local road and bridge projects) and other projects resulted in the mid-year approval 8 FTE in new engineer positions. The expense for the positions is entirely offset by the funding sources for these projects. The department did not request new positions in their budget submittal.

The Roads budget (Fund Center 245) includes about \$10.1 million in General Fund support or about \$1.3 million less than for FY 2007-08. The recommended amount eliminates approximately \$1.1 million in one time funding for drainage projects and \$200,000 in a one time expense for equipment included in the FY 2007-08 budget. A department request for \$1 million in General Fund support for the construction of several road improvement projects is not recommended as this would result in a higher level of General Fund support. The recommended funding level maintains the Pavement Management Program at about the same service level as the 2007-08 fiscal year. Although recent information from the CalTrans cost index for road construction indicates that the cost to construct roads have decreased slightly, this decrease is expected to be temporary. Past trends toward higher costs for materials and fuel are likely to result in greater costs for construction in the future. The use of road impact fees and the use of State and Federal funding sources have allowed the County to develop necessary road and infrastructure projects. The potential for future construction cost increases, the slowdown in private development that generate impact fees, and potential belt tightening at the State and Federal level may pose challenges in meeting future infrastructure needs.

The recommended Roads budget includes the deferral of \$3.5 million in Proposition 1-B bond funds by the State. However, the concurrent restoration of \$3.5 million in Proposition 42 funding provides an offset so that current operations and project development can continue as planned. The Roads budget also provides the first installment for the payment of debt service for the Vineyard Drive Interchange approved in FY 2007-08. A complete listing of projects is shown in Fund Center 405 Public Works ISF.

The Public Works Special Services Budget and the Public Works Waste Management budgets are recommended at the same level of General Fund support as provided in the adopted budget for FY 2007-08. Service levels for these budgets are expected to remain essentially the same although there will be some reduction in the number of chipping and green waste disposal services provided as community clean-up events through the Public Works Waste Management Fund Center.

### Community Services – Net Increase of 1.0 FTE position:

Fund Centers represented in the Community Services functional area include Airports, Farm Advisor, Golf Courses, Library, Parks, Fish and Game, Wildlife and Grazing.

An addition of one (1) Airport Maintenance Worker (AMW) position is recommended for Airports. In FY 2007-08, Airports added two (2) additional AMW positions but subsequently, realized that the number of hours required to support and maintain the projects taking place at the Airports was underestimated. Projects at the Airports include a new rental car facility, parking structure, terminal building, and fuel farm infrastructure.

Parks was approved mid-year FY 2007-08 for an internal loan in the amount of \$358,017 for the development and implementation of a parks reservation system. Parks staff anticipates they will begin to pay back the loan in FY 2010-11 using 50% of new revenue generated as a result of implementing this system.

### Fiscal and Administrative – Net Decrease of 5.0 FTE positions:

This functional group consists of the Administrative Office and the Organizational Development division, Assessor's Office, Auditor-Controller's Office, Board of Supervisors, Clerk-Recorder's Office and Treasurer-Tax Collector-Public Administrator. Due to reductions in General Fund support, changes in staffing are being recommended for several fund centers within this functional group.

The recommended budget for the Administrative Office includes the elimination of one vacant Administrative Assistant-Confidential position. Other staff will adjust their workload to cover the loss of this position, which may result in a slower response to customer requests. Additionally, the funding for the Ferguson Group, the County's federal lobbyist, has been eliminated from the Administrative Office's recommended budget.

The annual General Fund contribution of \$450,000 has been eliminated from the Organizational Development's (OD) recommended budget. The redirection of these funds is part of the "one-time" strategies being used to help balance the overall budget. Organizational Development's reserves will be used to fund the Employee University and other OD operations.

The Assessor's Office's budget recommendation includes the elimination of three (3) vacant positions (Assessment Technician I/II/III, Assessment Technician IV and Property Transfer Technician I/II). The elimination of these 3 positions may cause a delay in the updating and roll over of the Property Assessment Roll, thus delaying the receipt of property tax revenue. As a cost saving measure, both the Assessor and Clerk-Recorder offices have eliminated funding for the courier service between their North County and San Luis Obispo offices. In its place, the departments will use existing staff that travel between the two locations to provide the services.

As part of the Auditor-Controller's Office's budget recommendation, a vacant 1.0 FTE Account Clerk/Senior Account Clerk will be reduced to half-time and job duties will be reassigned among existing staff. Additionally, the Auditor-Controller's Office submitted a budget augmentation request (BAR) in the amount of \$830,000 (hardware, software, and training included) in order to begin the upgrade of the County's Enterprise Financial System (EFS/SAP). The project is recommended to be funded with Countywide Automation Reserves.

The Board of Supervisors' recommended budget includes the elimination of a half-time Administrative Assistant position. The workload associated with this position will be absorbed by other staff.

### Support to County Departments – Net Decrease of 5.25 FTE positions:

The Support to County Departments functional group includes County Counsel, General Services, Fleet Services, Reprographics, Information Technology, Human Resources, Risk Management, and Self Insurance Divisions. As part of the decrease in General Fund support, the recommended budgets for several fund centers within this functional group also contain reductions in staffing.

Along with a reduction in salary and benefits costs for a scheduled leave of absence by a Deputy County Counsel employee, County Counsel's recommended budget includes the deletion of a vacant Deputy County Counsel position. The department will redistribute workload among the remaining Deputy County Counsels which may result in delays for requests from County departments for legal advice, opinions or contract review.

The recommended budget for Human Resources includes the elimination of a Principal Human Resources Analyst that will become vacant in July of the new fiscal year. The associated workload will be reassigned among the remaining HR Analysts. Also, an Administrative Assistant position will be reduced from .75 FTE to .50 FTE.

During FY 2007-08, the Board of Supervisors approved the consolidation of the General Services and Information Technology organizations into a single General Services Agency. The General Services Agency Director and the Chief Information Officer positions were combined into a single General Services Agency Director position. The General Services Agency creates an organizational structure that is intended to be more responsive to customer needs, consolidates multiple administrative functions under one organization increasing the efficient use of administrative resources, and provides opportunities for increased collaboration for the delivery of internal and external services. The individual fund centers for the functions that make up the General Services Agency will continue to exist so as to allow for the budgeting and tracking of expense and revenue specific to those functions.

The recommended budget for Information Technology includes the elimination two vacant positions made possible through efficiencies gained by the evaluation of workload and responsibilities. Information Technology anticipates a decline in new, major technology projects, which will have a negative effect on revenues. Overall, service levels for Information Technology will remain the same as for FY 2007-08.

The budget for the General Services fund center shows a \$677,000 decline in General Fund support due to the elimination of one time expense for property purchase and an increase in charges to departments for custodial, maintenance and other services. A vacant Supervising Administrative Clerk position is being eliminated. The recommended budget will maintain current service levels provided by the General Services organization.

## **Overview of Financing/Revenues**

### **State and Federal Revenue**

State and Federal revenue at approximately \$185 million, represent about 39% of the County's total financing. The recommended funding level represents a \$3.8 million or 2% decrease as compared to FY 2007-08. For a number of years, the amount of funding from the State and Federal governments has been relatively flat and this year represents a significant change in that the amount is actually budgeted at a decrease.

State and Federal revenue is the single largest County revenue source. The majority of these revenues are used to support statutory programs, such as health and welfare services and some criminal justice programs. For the most part, these funds are restricted in use and are not available for discretionary purposes.

### **Taxes**

Property taxes, sales tax, transient occupancy and other taxes at approximately \$153 million, represent about 32% of the County's total financing. The recommended level represents a \$5 million or 3.5% increase over the FY 2007-08 Adopted amount. This is a significantly lower rate of growth as compared to prior years. By way of comparison, tax revenues in FY 2007-08 were budgeted to increase by 9.5% over FY 2006-07 and the FY 2006-07 Adopted budget reflected a 13% increase over the budgeted amount for FY 2005-06.

### **Other Revenues and Financing**

Other revenues at approximately \$58 million represent about 12% of the County's total financing. The recommended level represents an \$8 million or 16% increase over FY 2007-08. This category reflects billings from various County departments to other departments and outside entities for their services. It also includes countywide overhead charges.

## **License/Permit Fees/Charges for Services**

Licenses, permits, and charges for services at approximately \$47 million, represent 10% of the County's total financing. The recommended level represents a \$3.6 million or 8% increase over FY 2007-08. The primary driver of the increase is the increase in fee revenue for the Planning and Building department. While the number of building permits issued is budgeted to drop by 10%, the fee rate charges were increased significantly.

## **Fines, Forfeitures, and penalties**

At approximately \$5 million, this funding source represents about 1% of the County's total financing. The recommended level represents a \$381,000 or 8.2% increase over FY 2007-08. These revenues are generally comprised of court fines and penalties.

## **Interest Earnings**

At approximately \$2.8 million, interest earnings are budgeted to decrease by \$1.7 million or 37% as compared to FY 2007-08 budgeted levels. Interest earnings represent less than 1% of the County's total financing. The reason for the significant reduction is two-fold. First is that interest rates have dropped considerably and the second is related to one of the State's strategies to balance its budget. The State will be delaying payments to all counties; thereby reducing the cash on hand at counties (hence, lower interest earnings). Many counties will need to issue short term debt in order to cover operating expenses because of this tactic by the State. San Luis Obispo County should not have to issue debt for this purpose.

## **Fund Balance Available and Use of Reserves**

Fund Balance Available (FBA) and the use of reserves represent the last two significant funding sources for the total County budget. FBA budgeted at \$12.2 million (for all County funds not just the General Fund) represents 2.5% of the County's total financing and the use of reserves at \$12 million (for all funds not just the General fund) also represents approximately 2.5% of the County's total financing.

## **Reserves**

The County has two types of reserves: general reserves and designations. General reserves are not designated for a specific purpose. They serve to stabilize the County's cash position prior to the receipt of property tax revenues and more importantly provide protection against downturns in the economy or against a major catastrophe if one were to occur within the County. Designations are reserves that are set-aside for specific purposes. These designations help provide for the County's long term financial needs.

In total, at the end of the FY 2007-08 fiscal year, it is estimated that the County will have about \$93 million in total reserves and designation. Most of this amount is in designations for restricted and specific purposes. For FY 2008-09, it is proposed that \$12 million be used to help fund operations and that \$1.8 million be added to the balances. The projected balance at the end of FY 2008-09 is \$83 million (i.e. a net decrease of \$10 million). Note that only reserves and designations that are changing are included in the summaries below.

## **General Fund Reserves**

The General Fund has \$8 million in its general reserve. There are not any recommended changes to this reserve. This reserve was put in place to help guard against a catastrophe as noted above.

It is recommended that \$128,000 be cancelled (used) from the internal financing reserve. This is a loan to the Department of Social Services (DSS) for equipment related to its CalWin system (state mandated computer system). DSS will pay this loan back with interest over five years.

### **Other (Non-General Fund) Reserves and Designations**

Capital Projects Designations: It is recommended that \$88,000 of the facilities planning reserve be used to help fund the capital projects budget. This will leave a balance of approximately \$3.6 million in this fund. Also, \$7 million remains in the detention facilities designation and \$295,000 in the Los Osos landfill designation.

Roads Designations: It is recommended that \$109,000 be used from the future roads projects designation to help fund the Roads budget, which will leave a balance of approximately \$1 million in this designation.

Public Facility Fees Designation (PFF): It is recommended that \$2.27 million be used from this designation and that \$506,000 be added to it, for a net decrease of \$1.7 million. The remaining balance in the PFF designation will be approximately \$12.8 million. There are five different categories of PFFs, which include general government, fire, public protection, library, and parks. Please reference the PFF fund center (Fund Center 247) for more details.

Countywide Automation Designation: It is recommended that \$1.6 million be used from this designation, which will leave a balance of approximately \$4.9 million. Please reference the Countywide Automation fund center (Fund Center 266) for more details.

Government Building Replacement Designation: It is recommended that \$789,355 be placed into this designation for future use, which will bring the balance to approximately \$9.8 million. Per the depreciation schedule included in the County's cost allocation plan, approximately \$1.6 million should be placed into this reserve. However, as previously stated, 50% of this amount is being redirected to the General Fund to help balance the overall budget.

Traffic Impact Fees Designation: It is recommended that \$7.2 million of this designation be used to help fund the various projects included in the Public Works budgets. The remaining balance in this designation will be approximately \$11.3 million.

Wildlife and Grazing Designation: It is recommended that \$3,729 be used to fund the Wildlife and Grazing budget, which will leave a balance of \$4,377.

Library Designation: It is recommended that \$256,243 of the Library's general reserve be used to help fund its operations. The remaining balance in this reserve will be about \$529,000. Note that the Library has other designations related to future building expansion and the total of all of Library's reserves and designations is about \$2.2 million.

Fish and Game Designation: It is recommended that about \$11,000 of this designation be used to help fund the Fish and Game budget, which will leave a balance of about \$108,000.

Organizational Development (OD) Designation: It is recommended that \$312,525 of this designation be used to help fund the Employee University and other OD activities. The remaining balance will be about \$2 million. As previously noted, historically \$450,000 of General Fund money has been allocated to the OD fund center to help pay for its operations. This year this allocation to OD is eliminated in order to help balance the overall General Fund.

County Medical Services Program (CMSP) Designation: It is recommended that \$84,042 be placed into reserves for future use. The total balance is the same amount as this is the first year of this designation.

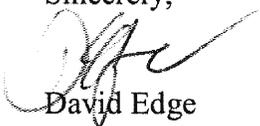
Pension Obligation Bonds (POB) Designation: It is recommended that \$53,355 be used as a funding source to cover administration fees related to these bonds and that \$448,000 be placed into this designation in order to help pay for future pension debt service payments and for cash flow purposes. The new balance will be about \$7 million.

### Acknowledgements

This budget created challenges the like of which the County has not faced in more than a decade. The elected officials and County staff at all levels rose to the occasion by creating a responsible budget that addresses fiscal realities while ensuring that our clients' needs are met as effectively as possible in pursuing our community-wide goals of providing a safe, healthy, livable, prosperous, and well-governed community.

I offer my sincere thanks and appreciation to department staff and to the Administrative Office staff for their contribution in preparing this proposed budget. This budget document and spending plan are the result of many hours of work, many of which were spent during the evenings and weekends. Their efforts to develop this document exhibit a professional dedication that can be used as an example by which we measure public service.

Sincerely,



David Edge  
County Administrator

## **2008-2009 BUDGET GOALS**

The goals of San Luis Obispo County, in the development and implementation of its annual budget, are to:

- Establish a comprehensive financial plan which demonstrates, in measurable terms, that County government runs efficiently, provides high quality services, complies with all legal requirements and produces results that are responsive to community priorities and desires; and
- Further the County's mission to serve the community with pride while enhancing the economic, environmental and social qualities of life in San Luis Obispo County.

## A. All Funds

1. **Budget Process:** County departments shall participate and cooperate during the budget development process to facilitate the creation of a budget based upon a collaborative effort between the Board of Supervisors, the Administrative Office, Department Heads, staff, and the community.
2. **Results Based Decision Making and Budgeting:** The County is committed to providing efficient, high quality services that produce clear results for the public we serve. Budget requests and recommendations must be linked to measurable results that are responsive to communitywide priorities.
3. **Communitywide Results and Indicators:** The Board adopted communitywide results that shall be used by all departments to strategically guide the budget preparation process. Departments will link all goals and funding requests to communitywide results.
4. **Departmental Goals and Performance Measures:** Individual departments will establish goals that will facilitate achievement of the desired communitywide results. Departments will also develop meaningful performance measures that will be used to gauge the success of individual programs within a department. All requests to allocate additional resources to a new program or service must clearly demonstrate expected results in measurable terms. If additional funding is requested to augment an existing program or service, departments must identify actual results achieved to date in meaningful, measurable terms.
5. **Mission Statements:** County departments shall have a Department Mission Statement consistent with San Luis Obispo County's overall Mission Statement.
6. **Pursuit of New Revenues/Maximizing Use of Non-General Fund Revenues:** County departments are directed to pursue revenue sources, when reasonable, in support of the communitywide results sought by the County. Where not prohibited by law, departments will maximize use of non-General Fund revenues, existing designations and trust funds prior to using General Fund money to fund programs.
7. **Matching Funds - County Share:** No increased county share for budgets funded primarily from non-general fund sources if state funding is reduced, unless increased county share is mandated. The Board of Supervisors, at its discretion, may provide county "overmatches" to under-funded programs to ensure or enhance specified levels of service. Proposed "overmatches" shall include the specific, measurable, goals and results expected to be attained at both the "required" and the "overmatch" funding levels.
8. **"In-Kind" Contribution:** Where matching funds are required for grant purposes, provide as much "in-kind" contribution (resources already allocated by the County that will be expended in any case) as allowed, instead of hard dollar matches.
9. **Budget Hearings in June:** Conduct final budget hearings before the end of June; adopt budget by July 1, unless extenuating circumstances arise and the Board adopts a revised budget schedule for that particular year; adjust final numbers - no later than October third.
10. **Cost Allocation:** Allocate Countywide overhead costs to all County departments based on the cost allocation and implementation plan developed annually by the Auditor-Controller. Each department shall incorporate these allocations into their budget.
11. **Enhance Cost Efficiency:** County departments are encouraged to review multi-departmental programs and services in order to enhance coordination and cost efficiency for streamlined achievement of communitywide objectives and results.
12. **Consolidation of Programs:** County departments are encouraged to consolidate programs and organizations to reduce county costs while maintaining or increasing existing levels of service. Before service level reductions are proposed, (i.e. if budget cuts are required), department heads will determine if consolidation of departmental or countywide programs or services would be cost effective.

13. **Privatization of Services:** County departments are encouraged to identify and recommend opportunities for cost savings whenever possible, including the privatization of services that are beneficial to the county and legally possible. Analysis will include review of existing services, including the possibility of "contracting in" with existing personnel and the development of a transition process for those services approved for privatization. In implementing significant new services, a thorough cost and program analysis shall be conducted to ascertain if privatizing will result in reduced costs, increased services and accountability.
14. **Reductions:** Reductions shall be evaluated on a case-by-case basis, in a fashion consistent with Board approved budget policies, to reach the appropriations level required within the available means of financing. When budget reductions are necessary, departments will prioritize their service programs and propose reductions in areas that are least effective in terms of achieving departmental goals and desired results. Departments must also consider the potential effects on interrelated programs and desired communitywide results when developing budget reductions.
15. **Investing in Automation:** The Board recognizes that cost reduction, cost avoidance and process efficiency can be enhanced by utilizing automation. Proposals for investments in automation, particularly computer automation, must measurably demonstrate how cost savings will be achieved and/or how services will be improved. It will be important that countywide benefits, compatibility with existing systems, and potential liabilities are fully addressed. All proposals for major automation improvements will be reviewed and approved by the Information Technology Executive Steering Committee prior to formal Board approval.
16. **Cost Recovery Through Fees:** Utilize fees to recover costs where reasonable and after all cost saving options have been explored. Exceptions will be reviewed on a case-by-case basis.
17. **Savings from Vacant Positions:** Salary and benefit savings resulting from vacant positions shall first be used to offset prevailing wage or other salary increases before requesting re-allocation of the savings to other expenditures that achieve communitywide objectives and results.
18. **Non-Emergency Mid-Year Requests:** Mid-year budget (including staff requests) or capital project requests of a non-immediate nature requiring a transfer from contingencies are recommended to be referred to the next year's budget deliberations. Mid-year requests with other funding sources or which can be absorbed within a department's budget are considered as needed.
19. **Appropriations from Unanticipated Revenues:** Appropriations from departmental unanticipated revenues will not be recommended unless the department is either reaching or exceeding its total departmental revenue estimates on a monthly or quarterly basis, or its revenues are in line with historical revenue trends for that department. Grant program revenues and appropriations would be handled separately.
20. **General Fund Support:** General Fund Support is the amount of General Fund money to a given budget after revenues and other funding sources are subtracted from expenditures. These net costs would be used in developing budget recommendations and when reviewing budgets during the quarterly reporting process. Significant departures from the General Fund Support amounts during the fiscal year may result in a recommendation to reduce expenditures to allow/ensure that the budgeted net cost would be achieved by the end of the fiscal year.
21. **Debt Financing:** Recommendations for debt financing of major projects will include cost benefit analysis of available options and funding alternatives. Every attempt will be made to provide for debt service through dedicated revenues that can be maintained over the life of any debt, before the General Fund is accessed for such a purpose.
22. **Discretionary Programs:** Review all discretionary programs to determine if they are a high priority program with communitywide benefits and demonstrated results. Preferences for funding of new discretionary programs are for those which will facilitate the achievement of Board adopted communitywide results utilizing non-General Fund revenue first, offsetting fee revenue (if appropriate) second, and General Fund last. All requests for discretionary funding must be accompanied by a performance plan that clearly describes actual and/or expected results in measurable terms.

23. **Maintain or Enhance Revenue Generating Ability:** Appropriate sufficient funds to maintain the capabilities of budgets that generate revenues in excess of their costs. Enhancements to such budgets will be dependent upon resulting revenues being in excess of the associated costs.
24. **Use of "One-Time" funds:** One-time revenues shall be dedicated for use for one-time expenditures. Annual budgets will not be increased to the point that ongoing operating costs become overly reliant upon cyclical or unreliable one-time revenues. In the face of economic downturns or significant State cuts in subventions for locally mandated services, the use of one-time funds may be permitted to ease the transition to downsized or reorganized operations.
25. **Funding of Contingencies and Reserves:** For the General Fund place a minimum of 5% of available funds into contingencies. Additionally, place up to 15% of available funds into contingencies and any additional unrestricted funds into reserves, after departments' operational needs are funded.

## B. Capital Projects

1. Review and evaluate projects based upon their cost, scope, countywide significance, correlation to facility master plans, and relation to communitywide objectives and results.
  - A. The following criteria shall be used in evaluating projects:
    1. Additional funds required to make committed projects operational.
    2. Required to meet a legal or policy mandate.
    3. Required to improve unacceptable health and safety conditions.
    4. Is at least 80% revenue offset or there is a "payback" in three years or less.
    5. Required to maintain existing assets or facilities.
    6. Required to maintain existing service levels.
    7. Reduces or avoids other county costs.

Proposed projects shall include the project's anticipated impact on current and future operating costs.

Projects will be recommended for approval that are 100% revenue offset or have their own funding source (such as golf courses and Lake Lopez), which meet one or more of the above criteria and would be reasonable in terms of scope or cost.

Projects should utilize energy and resource efficiencies such as "green building" (LEED) and Low Impact Development (LID) techniques and strategies to reduce ongoing utility and maintenance costs.

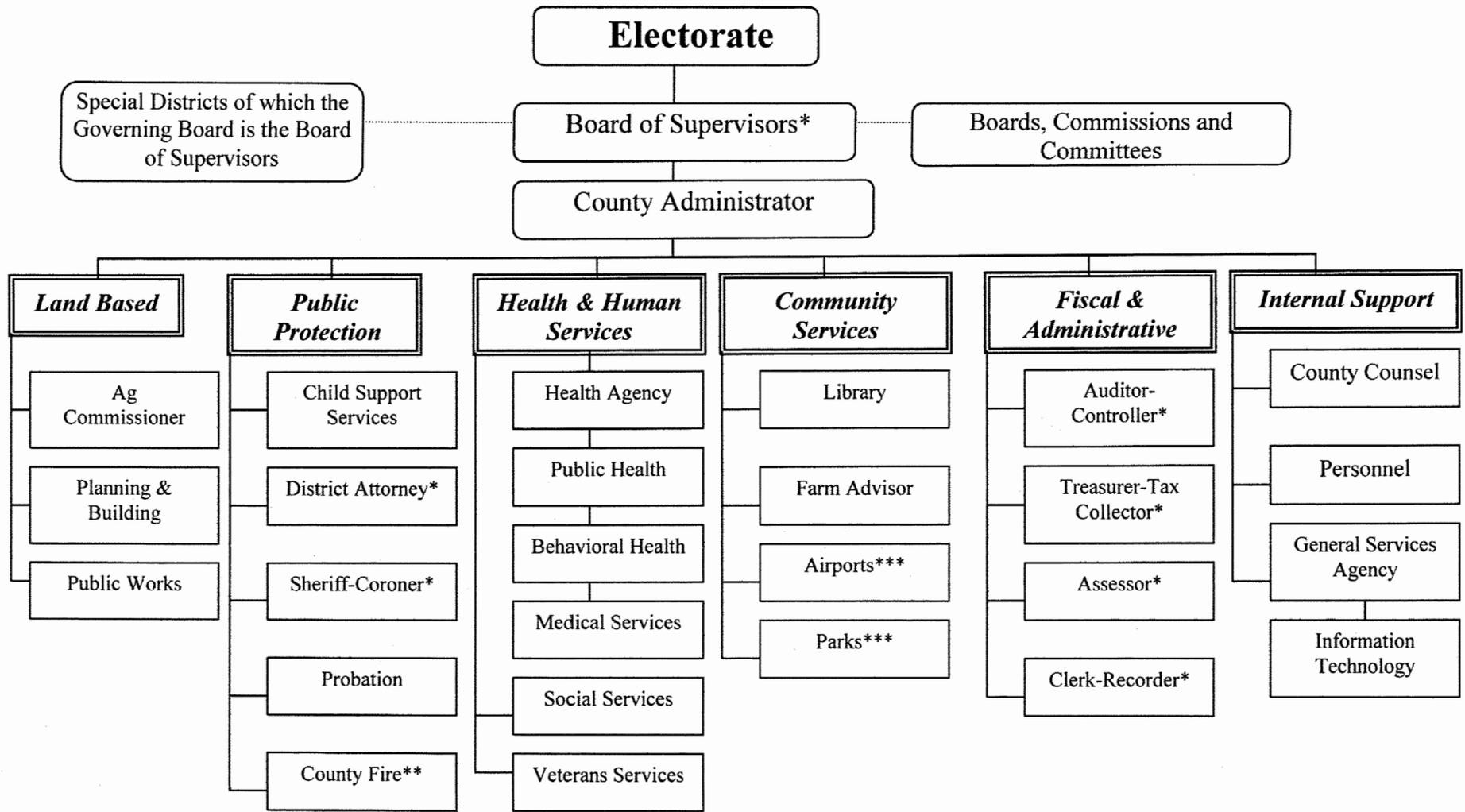
2. **Library Projects:** Consider funding new library buildings or major improvements to existing libraries only if at least 50% of the cost of the project is provided by the community in which the facility is located. The funding required from the community may be comprised from a variety of sources, including grants, school districts, cities, community group funding, private donations, or fees generated for specific use in libraries. The county's portion of this funding formula will be financed from the Library budget (Fund 1205), grants, gifts, the General Fund or fee revenues generated for specific use in libraries.
3. **Maintenance Costs:** Consider cost of ongoing maintenance before recommending capital projects, acquisition of additional parklands or beach accessway projects.
4. **Master Plans:** Consider approving projects included in master plans if they have their own funding sources or if they are requested from other sources which identify an operational need for the facility.
5. **Grant Funded Capital Projects:** For grant funded projects, when a county match is required, budget only the county share if receipt of grant money is not expected in the budget year. If there is a

reasonable expectation that the grant revenue can be received during the budget year, budget the entire project amount including revenues.

6. **Encumbrances:** The Auditor-Controller is authorized to encumber capital project money appropriated for a specific capital project at the end of each fiscal year, if work has been undertaken on that project during the fiscal year. Evidence that work has been undertaken would be in the form of an awarded contract or other item upon which the Board of Supervisors has taken formal action.
7. **Phasing of Large Projects:** For capital projects which will be undertaken over several fiscal years, develop full project scope and costs in the initial year.

# Graphics and General Information

# County of San Luis Obispo Organizational Chart



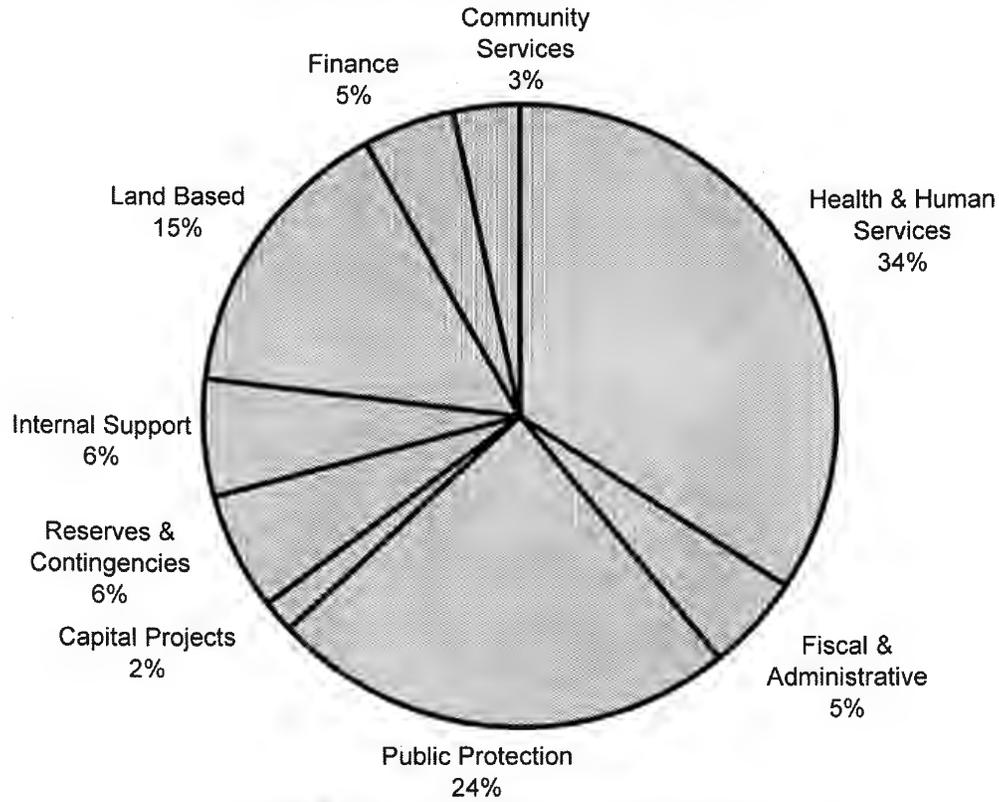
Functional Groups

\*Elected Officials

\*\*Contract

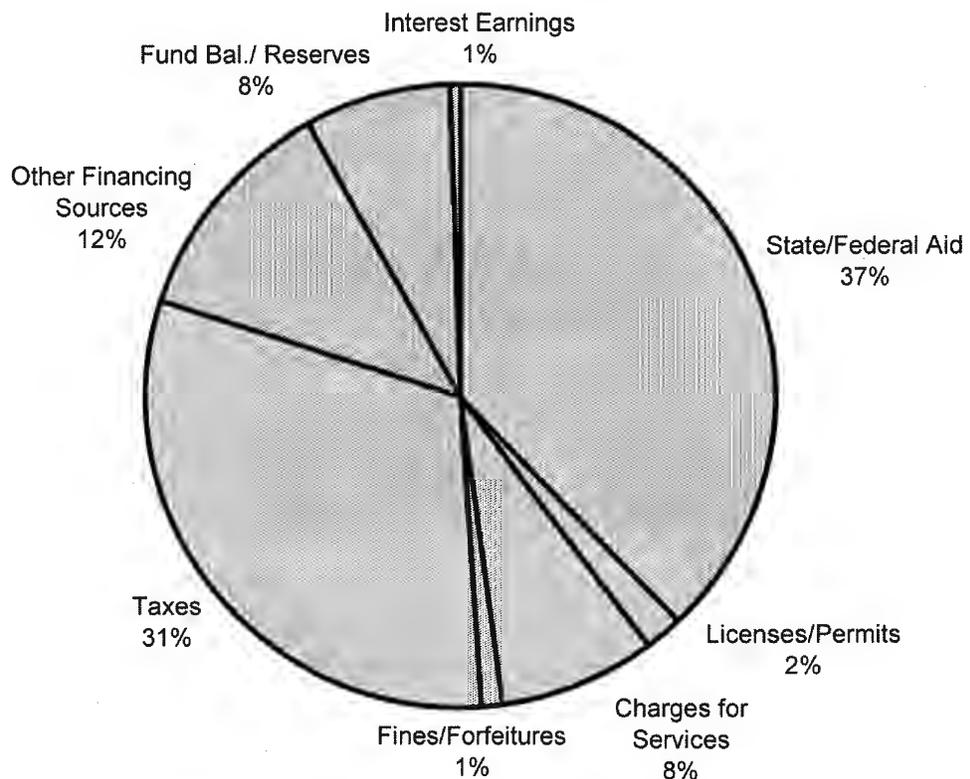
\*\*\*Part of General Services Agency

**Expenditures By Function**  
2008-2009 Final Budget - All Funds



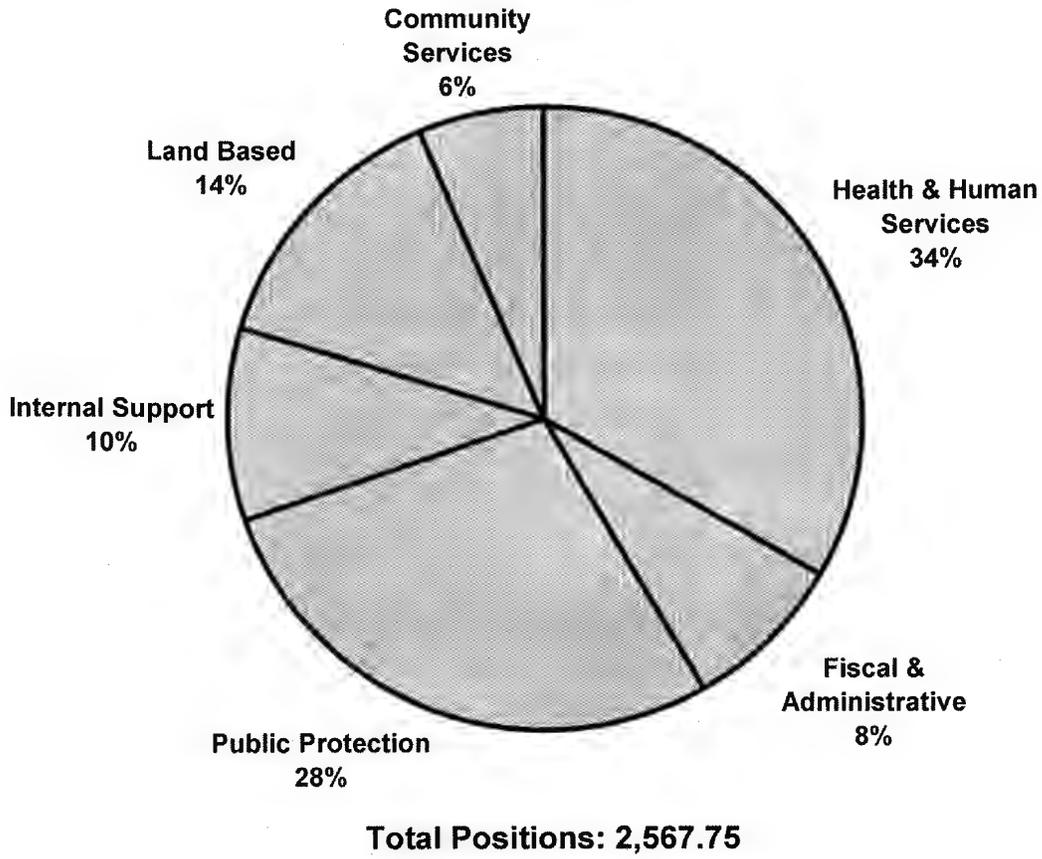
**Dollars in Millions - \$492.7 Total Appropriation**

**Total Financing By Source**  
2008-2009 Final Budget All Funds

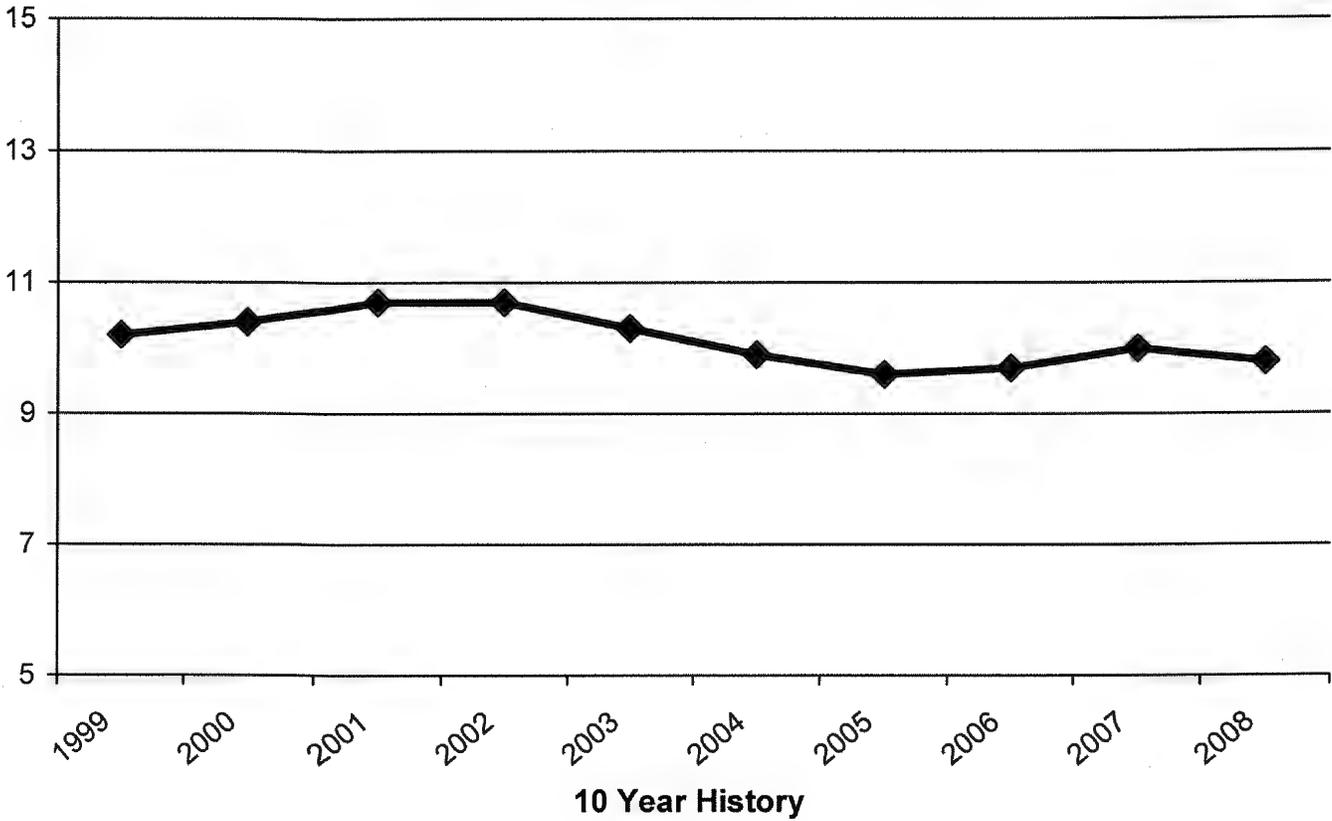


**Dollars in Millions - \$492.7 Total Appropriation**

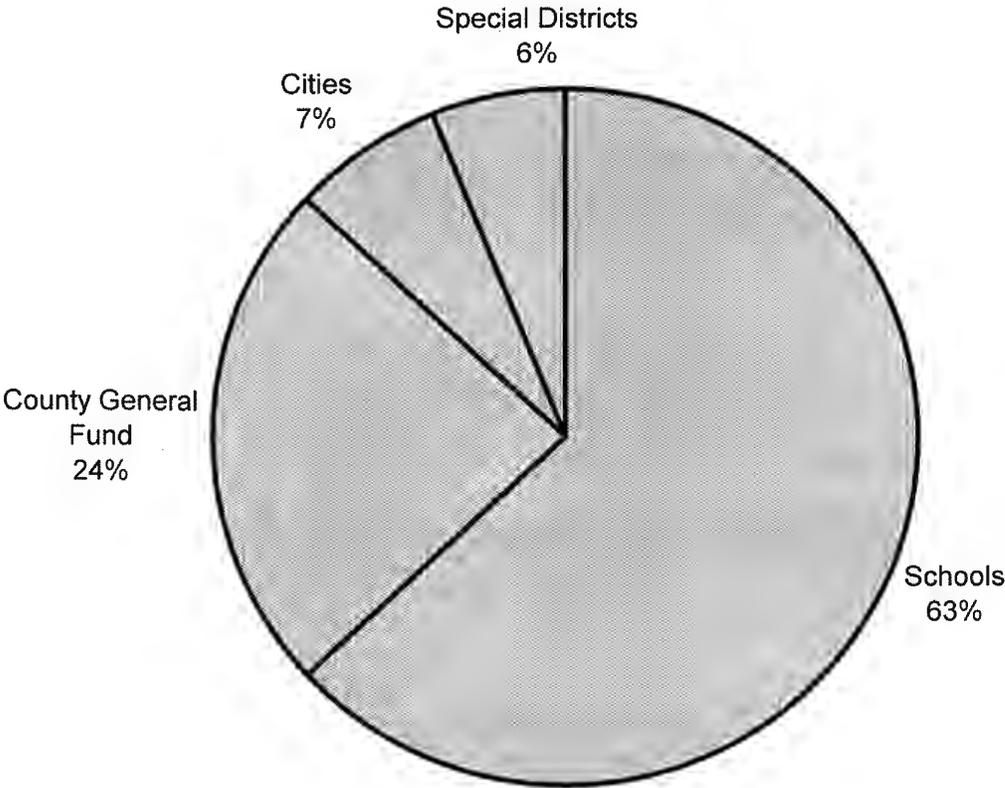
**County of San Luis Obispo –Positions (Full Time Equivalent)  
2008-2009 Final Budget**



**County of San Luis Obispo  
Employees per 1,000 County Residents**



# Property Tax Dollar Distribution By Government Agency



# Personnel Information

## SLO County Budget Preparation System Position Allocation by Functional Area

| Functional Area         | 2007-08<br>Current<br>Allocation | 2008-09<br>Department<br>Request | 2008-09<br>C.A.O.<br>Recommended | 2008-09<br>Board<br>Adopted |
|-------------------------|----------------------------------|----------------------------------|----------------------------------|-----------------------------|
| Community Services      | 160.00<br>0.50 *                 | 162.00<br>0.50 *                 | 161.00<br>0.50 *                 | 161.00<br>0.50 *            |
| Fiscal & Administrative | 214.25                           | 212.75                           | 209.25                           | 209.25                      |
| Health/Human Services   | 856.75<br>29.75 *                | 852.25<br>27.75 *                | 828.50<br>28.75 *                | 829.50<br>28.75 *           |
| Land Based              | 357.25<br>2.00 *                 | 358.25<br>1.00 *                 | 358.25<br>1.00 *                 | 358.25<br>1.00 *            |
| Public Protection       | 704.75<br>32.25 *                | 705.50<br>27.25 *                | 694.50<br>29.25 *                | 696.50<br>29.25 *           |
| Support to County Depts | 259.00                           | 255.75                           | 253.75                           | 253.75                      |
| Total Permanent FTE's   | 2,552.00                         | 2,546.50                         | 2,505.25                         | 2,508.25                    |
| Total Limited Terms     | 64.50                            | 56.50                            | 59.50                            | 59.50                       |
| Total Contract FTE's    | 0.00                             | 0.00                             | 0.00                             | 0.00                        |
| <b>Total FTE's</b>      | <u>2,616.50</u>                  | <u>2,603.00</u>                  | <u>2,564.75</u>                  | <u>2,567.75</u>             |
| Permanent Positions     |                                  |                                  |                                  |                             |
| Full Time               | 2,475                            | 2,472                            | 2,433                            | 2,435                       |
| 3/4 Time                | 37                               | 35                               | 34                               | 35                          |
| 1/2 Time                | 93                               | 91                               | 88                               | 89                          |
| 1/4 Time                | 11                               | 11                               | 11                               | 10                          |
| Total Permanent         | 2,616                            | 2,609                            | 2,566                            | 2,569                       |
| Limited Term Positions  |                                  |                                  |                                  |                             |
| Full Time               | 53                               | 47                               | 49                               | 49                          |
| 3/4 Time                | 4                                | 4                                | 4                                | 4                           |
| 1/2 Time                | 17                               | 13                               | 15                               | 15                          |
| 1/4 Time                | 0                                | 0                                | 0                                | 0                           |
| Total Limited Term      | 74                               | 64                               | 68                               | 68                          |
| Contract Positions      |                                  |                                  |                                  |                             |
| Full Time               | 0                                | 0                                | 0                                | 0                           |
| 3/4 Time                | 0                                | 0                                | 0                                | 0                           |
| 1/2 Time                | 0                                | 0                                | 0                                | 0                           |
| 1/4 Time                | 0                                | 0                                | 0                                | 0                           |
| Total Contract          | 0                                | 0                                | 0                                | 0                           |

\* Indicates Limited Term positions

\*\* Indicates contract positions

SLO County Budget Preparation System  
Position Allocation by Functional Area

**SLO County Budget Preparation System  
Position Allocation Summary**

| Dept                              | Title                       | 2007-08<br>Current<br>Allocation | 2008-09<br>Department<br>Request | 2008-09<br>C.A.O.<br>Recommended | 2008-09<br>Board<br>Adopted | Increase<br>(Decrease) |
|-----------------------------------|-----------------------------|----------------------------------|----------------------------------|----------------------------------|-----------------------------|------------------------|
| <b>ADMINISTRATIVE OFFICE</b>      |                             |                                  |                                  |                                  |                             |                        |
| 104                               | ADMINISTRATIVE OFFICE       | 13.00                            | 12.00                            | 12.00                            | 12.00                       | -1.00                  |
| 131                               | GRAND JURY                  | 0.50                             | 0.50                             | 0.50                             | 0.50                        | 0.00                   |
| 138                               | EMERGENCY SERVICES          | 5.00                             | 5.00                             | 5.00                             | 5.00                        | 0.00                   |
|                                   |                             | 0.75 *                           | 0.75 *                           | 0.75 *                           | 0.75 *                      | 0.00 *                 |
|                                   | Total                       | 19.25                            | 18.25                            | 18.25                            | 18.25                       | -1.00                  |
| <b>AGRICULTURAL COMMISSIONER</b>  |                             |                                  |                                  |                                  |                             |                        |
| 141                               | AGRICULTURAL COMMISSIONER   | 46.00                            | 46.00                            | 46.00                            | 46.00                       | 0.00                   |
| <b>ASSESSOR</b>                   |                             |                                  |                                  |                                  |                             |                        |
| 109                               | ASSESSOR                    | 89.00                            | 89.00                            | 86.00                            | 86.00                       | -3.00                  |
| <b>AUDITOR-CONTROLLER</b>         |                             |                                  |                                  |                                  |                             |                        |
| 107                               | AUDITOR-CONTROLLER          | 43.75                            | 43.75                            | 43.25                            | 43.25                       | -0.50                  |
| <b>BEHAVIORAL HEALTH SERVICES</b> |                             |                                  |                                  |                                  |                             |                        |
| 161                               | MENTAL HEALTH               | 137.50                           | 136.50                           | 133.50                           | 133.50                      | -4.00                  |
| 162                               | DRUG & ALCOHOL SERVICES     | 39.25                            | 36.75                            | 34.75                            | 34.75                       | -4.50                  |
|                                   |                             | 11.75 *                          | 10.25 *                          | 11.25 *                          | 11.25 *                     | -0.50 *                |
| 375                               | DRIVING UNDER THE INFLUENCE | 14.00                            | 14.00                            | 14.00                            | 14.00                       | 0.00                   |
|                                   | Total                       | 202.50                           | 197.50                           | 193.50                           | 193.50                      | -9.00                  |
| <b>BOARD OF SUPERVISORS</b>       |                             |                                  |                                  |                                  |                             |                        |
| 100                               | BOARD OF SUPERVISORS        | 13.00                            | 12.50                            | 12.50                            | 12.50                       | -0.50                  |
| <b>CHILD SUPPORT SERVICES</b>     |                             |                                  |                                  |                                  |                             |                        |
| 134                               | CHILD SUPPORT SERVICES      | 46.50                            | 43.75                            | 43.75                            | 43.75                       | -2.75                  |
| <b>CLERK/RECORDER</b>             |                             |                                  |                                  |                                  |                             |                        |
| 110                               | CLERK/RECORDER              | 23.50                            | 23.50                            | 23.50                            | 23.50                       | 0.00                   |
| <b>COUNTY COUNSEL</b>             |                             |                                  |                                  |                                  |                             |                        |
| 111                               | COUNTY COUNSEL              | 23.25                            | 23.25                            | 22.25                            | 22.25                       | -1.00                  |
| <b>DISTRICT ATTORNEY</b>          |                             |                                  |                                  |                                  |                             |                        |
| 132                               | DISTRICT ATTORNEY           | 83.00                            | 83.00                            | 83.00                            | 83.00                       | 0.00                   |
|                                   |                             | 1.00 *                           | 1.00 *                           | 1.00 *                           | 1.00 *                      | 0.00 *                 |
| 133                               | VICTIM/WITNESS ASSISTANCE   | 13.50                            | 13.50                            | 13.50                            | 13.50                       | 0.00                   |
|                                   |                             | 0.50 *                           | 0.50 *                           | 0.50 *                           | 0.50 *                      | 0.00 *                 |
|                                   | Total                       | 98.00                            | 98.00                            | 98.00                            | 98.00                       | 0.00                   |
| <b>FARM ADVISOR</b>               |                             |                                  |                                  |                                  |                             |                        |
| 215                               | FARM ADVISOR                | 5.00                             | 5.00                             | 5.00                             | 5.00                        | 0.00                   |
|                                   |                             | 0.50 *                           | 0.50 *                           | 0.50 *                           | 0.50 *                      | 0.00 *                 |
|                                   | Total                       | 5.50                             | 5.50                             | 5.50                             | 5.50                        | 0.00                   |

\* Indicates Limited Term positions

\*\* Indicates contract positions

**SLO County Budget Preparation System  
Position Allocation Summary**

| Dept                              | Title                             | 2007-08<br>Current<br>Allocation | 2008-09<br>Department<br>Request | 2008-09<br>C.A.O.<br>Recommended | 2008-09<br>Board<br>Adopted | Increase<br>(Decrease) |
|-----------------------------------|-----------------------------------|----------------------------------|----------------------------------|----------------------------------|-----------------------------|------------------------|
| GENERAL SERVICES                  |                                   |                                  |                                  |                                  |                             |                        |
| 113                               | GENERAL SERVICES                  | 108.50                           | 107.50                           | 107.50                           | 107.50                      | -1.00                  |
| 305                               | PARKS                             | 42.00                            | 42.00                            | 42.00                            | 42.00                       | 0.00                   |
| 406                               | REPROGRAPHICS ISF                 | 3.00                             | 3.00                             | 3.00                             | 3.00                        | 0.00                   |
| 407                               | FLEET SERVICES ISF                | 14.00                            | 14.00                            | 14.00                            | 14.00                       | 0.00                   |
| 425                               | AIRPORTS ENTERPRISE               | 15.00                            | 16.00                            | 16.00                            | 16.00                       | 1.00                   |
|                                   | Total                             | 182.50                           | 182.50                           | 182.50                           | 182.50                      | 0.00                   |
| GOLF COURSES                      |                                   |                                  |                                  |                                  |                             |                        |
| 427                               | GOLF COURSES                      | 16.00                            | 17.00                            | 16.00                            | 16.00                       | 0.00                   |
| HUMAN RESOURCES                   |                                   |                                  |                                  |                                  |                             |                        |
| 105                               | RISK MANAGEMENT                   | 6.00                             | 6.00                             | 6.00                             | 6.00                        | 0.00                   |
| 112                               | HUMAN RESOURCES                   | 18.75                            | 18.50                            | 17.50                            | 17.50                       | -1.25                  |
|                                   | Total                             | 24.75                            | 24.50                            | 23.50                            | 23.50                       | -1.25                  |
| INFORMATION TECHNOLOGY DEPARTMENT |                                   |                                  |                                  |                                  |                             |                        |
| 114                               | INFORMATION TECHNOLOGY DEPARTMENT | 85.50                            | 83.50                            | 83.50                            | 83.50                       | -2.00                  |
| LIBRARY                           |                                   |                                  |                                  |                                  |                             |                        |
| 377                               | LIBRARY                           | 82.00                            | 82.00                            | 82.00                            | 82.00                       | 0.00                   |
| MENTAL HEALTH ACT                 |                                   |                                  |                                  |                                  |                             |                        |
| 165                               | MENTAL HEALTH ACT                 | 26.00                            | 26.00                            | 28.50                            | 29.50                       | 3.50                   |
| ORGANIZATIONAL DEVELOPMENT        |                                   |                                  |                                  |                                  |                             |                        |
| 275                               | ORGANIZATIONAL DEVELOPMENT        | 2.00                             | 2.00                             | 2.00                             | 2.00                        | 0.00                   |
| PLANNING & BUILDING DEPARTMENT    |                                   |                                  |                                  |                                  |                             |                        |
| 142                               | PLANNING & BUILDING DEPARTMENT    | 114.00                           | 114.00                           | 114.00                           | 114.00                      | 0.00                   |
| PROBATION DEPARTMENT              |                                   |                                  |                                  |                                  |                             |                        |
| 139                               | PROBATION DEPARTMENT              | 147.25                           | 149.75                           | 143.75                           | 143.75                      | -3.50                  |
|                                   |                                   | 24.00 *                          | 19.00 *                          | 21.00 *                          | 21.00 *                     | -3.00 *                |
|                                   | Total                             | 171.25                           | 168.75                           | 164.75                           | 164.75                      | -6.50                  |
| PUBLIC HEALTH DEPARTMENT          |                                   |                                  |                                  |                                  |                             |                        |
| 160                               | PUBLIC HEALTH DEPARTMENT          | 161.50                           | 162.00                           | 157.25                           | 157.25                      | -4.25                  |
|                                   |                                   | 18.00 *                          | 17.50 *                          | 17.50 *                          | 17.50 *                     | -0.50 *                |
| 184                               | LAW ENFORCEMENT MED CARE          | 12.50                            | 12.50                            | 12.50                            | 12.50                       | 0.00                   |
| 350                               | CO MEDICAL SERVICES PROG          | 10.75                            | 10.75                            | 10.75                            | 10.75                       | 0.00                   |
|                                   | Total                             | 202.75                           | 202.75                           | 198.00                           | 198.00                      | -4.75                  |

\* Indicates Limited Term positions

\*\* Indicates contract positions

**SLO County Budget Preparation System  
Position Allocation Summary**

| Dept                           | Title                          | 2007-08<br>Current<br>Allocation | 2008-09<br>Department<br>Request | 2008-09<br>C.A.O.<br>Recommended | 2008-09<br>Board<br>Adopted | Increase<br>(Decrease) |
|--------------------------------|--------------------------------|----------------------------------|----------------------------------|----------------------------------|-----------------------------|------------------------|
| PUBLIC WORKS - ISF             |                                |                                  |                                  |                                  |                             |                        |
| 405                            | PUBLIC WORKS - ISF             | 197.25                           | 198.25                           | 198.25                           | 198.25                      | 1.00                   |
|                                |                                | 2.00 *                           | 1.00 *                           | 1.00 *                           | 1.00 *                      | -1.00 *                |
|                                | Total                          | 199.25                           | 199.25                           | 199.25                           | 199.25                      | 0.00                   |
| SHERIFF-CORONER                |                                |                                  |                                  |                                  |                             |                        |
| 136                            | SHERIFF-CORONER                | 388.00                           | 388.00                           | 384.00                           | 386.00                      | -2.00                  |
|                                |                                | 6.00 *                           | 6.00 *                           | 6.00 *                           | 6.00 *                      | 0.00 *                 |
| 137                            | ANIMAL SERVICES                | 21.00                            | 22.00                            | 21.00                            | 21.00                       | 0.00                   |
|                                | Total                          | 415.00                           | 416.00                           | 411.00                           | 413.00                      | -2.00                  |
| SOCIAL SERVICES ADMINISTRATION |                                |                                  |                                  |                                  |                             |                        |
| 180                            | SOCIAL SERVICES ADMINISTRATION | 449.75                           | 449.75                           | 433.25                           | 433.25                      | -16.50                 |
| SUSPECTED ABUSE RESPONSE TEAM  |                                |                                  |                                  |                                  |                             |                        |
| 163                            | SUSPECTED ABUSE RESPONSE TEAM  | 1.50                             | 0.00                             | 0.00                             | 0.00                        | -1.50                  |
| TREAS-TAX COLL-PUBLIC ADM      |                                |                                  |                                  |                                  |                             |                        |
| 108                            | TREAS-TAX COLL-PUBLIC ADM      | 30.00                            | 30.00                            | 30.00                            | 30.00                       | 0.00                   |
| VETERANS SERVICES              |                                |                                  |                                  |                                  |                             |                        |
| 186                            | VETERANS SERVICES              | 4.00                             | 4.00                             | 4.00                             | 4.00                        | 0.00                   |
|                                | Total Permanent Employees      | 2,552.00                         | 2,546.50                         | 2,505.25                         | 2,508.25                    | -43.75                 |
|                                | Total Limited Term Employees   | 64.50                            | 56.50                            | 59.50                            | 59.50                       | -5.00                  |
|                                | Total Contract Employees       | 0.00                             | 0.00                             | 0.00                             | 0.00                        | 0.00                   |
|                                | GRAND TOTAL                    | 2,616.50                         | 2,603.00                         | 2,564.75                         | 2,567.75                    | -48.75                 |

\* Indicates Limited Term positions

\*\* Indicates contract positions

Position Allocation by Department

| Class      | Title  | PT  | Current | 2008-09 Request | 2008-09 Recommended | 2008-09 Adopted |
|------------|--|-----|---------|-----------------|---------------------|-----------------|
| <b>100</b> | <b>BOARD OF SUPERVISORS</b>                  |     |         |                 |                     |                 |
| 02203      | Administrative Assistant Series              | 1/2 | 0.50    | 0.00            | 0.00                | 0.00            |
| 02223      | Administrative Assistant Confidential Series |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 02223      | Administrative Assistant Confidential Series | 1/2 | 0.50    | 0.50            | 0.50                | 0.50            |
| 08799      | Legislative Assistant                        |     | 5.00    | 5.00            | 5.00                | 5.00            |
| 00925      | Secretary - Confidential                     |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 00103      | Supervisor                                   |     | 5.00    | 5.00            | 5.00                | 5.00            |
|            | Department Totals                            |     | 13.00   | 12.50           | 12.50               | 12.50           |
| <b>104</b> | <b>ADMINISTRATIVE OFFICE</b>                 |     |         |                 |                     |                 |
| 08887      | Administrative Analyst Aide - Confidential   |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 02223      | Administrative Assistant Confidential Series |     | 1.00    | 0.00            | 0.00                | 0.00            |
| 08891      | Administrative Services Officer I            |     |         |                 |                     |                 |
| 08892      | or Administrative Services Officer II        |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 08958      | Assistant County Administrative Officer      |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 00205      | County Administrative Officer                |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 08884      | Administrative Analyst I                     |     |         |                 |                     |                 |
| 08883      | or Administrative Analyst II                 |     |         |                 |                     |                 |
| 08882      | or Administrative Analyst III                |     |         |                 |                     |                 |
| 08886      | or Principal Administrative Analyst          |     | 6.00    | 7.00            | 7.00                | 7.00            |
| 02040      | or Deputy County Administrative Officer      |     |         |                 |                     |                 |
| 08952      | Principal Human Resources Analyst            |     | 1.00    | 0.00            | 0.00                | 0.00            |
| 00925      | Secretary - Confidential                     |     | 1.00    | 1.00            | 1.00                | 1.00            |
|            | Department Totals                            |     | 13.00   | 12.00           | 12.00               | 12.00           |
| <b>105</b> | <b>RISK MANAGEMENT</b>                       |     |         |                 |                     |                 |
| 02203      | Administrative Assistant Series              |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 02111      | Human Resources Analyst Aide                 |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 09657      | Risk Management Analyst I                    |     |         |                 |                     |                 |
| 09658      | or Risk Management Analyst II                |     |         |                 |                     |                 |
| 09663      | or Risk Management Analyst III               |     | 4.00    | 4.00            | 4.00                | 4.00            |
|            | Department Totals                            |     | 6.00    | 6.00            | 6.00                | 6.00            |
| <b>107</b> | <b>AUDITOR-CONTROLLER</b>                    |     |         |                 |                     |                 |
| 02051      | Accountant-Auditor Trainee                   |     |         |                 |                     |                 |
| 00713      | or Accountant-Auditor I                      |     |         |                 |                     |                 |
| 00714      | or Accountant-Auditor II                     |     |         |                 |                     |                 |
| 00715      | or Accountant-Auditor III                    |     | 15.00   | 15.00           | 15.00               | 15.00           |
| 02050      | Accounting Systems Aide-Confidential         |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 00914      | Accounting Technician                        |     |         |                 |                     |                 |
| 00913      | or Accounting Technician - Confidential      |     | 5.00    | 5.00            | 5.00                | 5.00            |
| 02223      | Administrative Assistant Confidential Series |     | 2.00    | 2.00            | 2.00                | 2.00            |
| 02223      | Administrative Assistant Confidential Series | 3/4 | 0.75    | 0.75            | 0.75                | 0.75            |
| 08891      | Administrative Services Officer I            |     |         |                 |                     |                 |
| 08892      | or Administrative Services Officer II        |     | 3.00    | 3.00            | 3.00                | 3.00            |
| 00900      | Assistant Auditor-Controller                 |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 00102      | Auditor-Controller                           |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 02223      | Administrative Assistant Confidential Series |     |         |                 |                     |                 |
| 00982      | or Data Entry Operator III - Confidential    |     | 2.00    | 2.00            | 2.00                | 2.00            |
| 02052      | Division Manager-Auditor-Controller          |     | 2.00    | 2.00            | 2.00                | 2.00            |
| 00716      | Principal Accountant-Auditor                 |     | 6.00    | 6.00            | 6.00                | 6.00            |
| 00911      | Account Clerk                                |     |         |                 |                     |                 |
| 00909      | or Senior Account Clerk                      |     | 4.00    | 4.00            | 3.00                | 3.00            |
| 00911      | Account Clerk                                | 1/2 | 0.00    | 0.00            | 0.50                | 0.50            |
| 00909      | or Senior Account Clerk                      | 1/2 |         |                 |                     |                 |
| 00939      | Supervising Admin Clerk II - Confidential    |     | 1.00    | 1.00            | 1.00                | 1.00            |
|            | Department Totals                            |     | 43.75   | 43.75           | 43.25               | 43.25           |

Position Allocation by Department

| <u>Class</u> | <u>Title</u>                                  | <u>PT</u> | <u>Current</u> | <u>2008-09<br/>Request</u> | <u>2008-09<br/>Recommended</u> | <u>2008-09<br/>Adopted</u> |
|--------------|---|-----------|----------------|----------------------------|--------------------------------|----------------------------|
| <b>108</b>   | <b>TREAS-TAX COLL-PUBLIC ADM</b>              |           |                |                            |                                |                            |
| 00914        | Accounting Technician                         |           | 1.00           | 1.00                       | 1.00                           | 1.00                       |
| 00393        | Assistant Treasurer/Tax Collector/Public Admn |           | 1.00           | 1.00                       | 1.00                           | 1.00                       |
| 08903        | Departmental Automation Specialist I          |           |                |                            |                                |                            |
| 08904        | or Departmental Automation Specialist II      |           |                |                            |                                |                            |
| 08906        | or Departmental Automation Specialist III     |           | 1.00           | 1.00                       | 1.00                           | 1.00                       |
| 00780        | Financial Analyst I                           |           |                |                            |                                |                            |
| 00781        | or Financial Analyst II                       |           |                |                            |                                |                            |
| 00782        | or Financial Analyst III                      |           | 6.00           | 6.00                       | 6.00                           | 6.00                       |
| 00770        | or Principal Financial Analyst                |           | 1.00           | 1.00                       | 1.00                           | 1.00                       |
| 00911        | Account Clerk                                 |           |                |                            |                                |                            |
| 00909        | or Senior Account Clerk                       |           | 13.00          | 13.00                      | 13.00                          | 13.00                      |
| 00927        | Supervising Admin Clerk I                     |           | 1.00           | 1.00                       | 1.00                           | 1.00                       |
| 00938        | Supervising Admin Clerk I - Confidential      |           | 1.00           | 1.00                       | 1.00                           | 1.00                       |
| 00928        | Supervising Admin Clerk II                    |           | 1.00           | 1.00                       | 1.00                           | 1.00                       |
| 00893        | Supervising Financial Technician              |           | 3.00           | 3.00                       | 3.00                           | 3.00                       |
| 00110        | Treasurer-Tax Collector-Public Administrator  |           | 1.00           | 1.00                       | 1.00                           | 1.00                       |
|              | Department Totals                             |           | 30.00          | 30.00                      | 30.00                          | 30.00                      |
| <b>109</b>   | <b>ASSESSOR</b>                               |           |                |                            |                                |                            |
| 00914        | Accounting Technician                         |           | 1.00           | 1.00                       | 1.00                           | 1.00                       |
| 00913        | or Accounting Technician - Confidential       |           |                |                            |                                |                            |
| 02203        | Administrative Assistant Series               |           | 3.00           | 3.00                       | 3.00                           | 3.00                       |
| 00718        | Appraiser Trainee                             |           |                |                            |                                |                            |
| 00711        | or Appraiser I                                |           |                |                            |                                |                            |
| 00709        | or Appraiser II                               |           |                |                            |                                |                            |
| 00707        | or Appraiser III                              |           | 26.00          | 26.00                      | 26.00                          | 26.00                      |
| 08894        | Assessment Analyst Trainee                    |           |                |                            |                                |                            |
| 00941        | or Assessment Analyst I                       |           |                |                            |                                |                            |
| 00942        | or Assessment Analyst II                      |           |                |                            |                                |                            |
| 00943        | or Assessment Analyst III                     |           | 5.00           | 5.00                       | 5.00                           | 5.00                       |
| 08948        | Assessment Manager                            |           | 5.00           | 5.00                       | 5.00                           | 5.00                       |
| 00894        | Assessment Technician I                       |           |                |                            |                                |                            |
| 00895        | or Assessment Technician II                   |           |                |                            |                                |                            |
| 00896        | or Assessment Technician III                  |           | 15.00          | 15.00                      | 14.00                          | 14.00                      |
| 00897        | Assessment Technician IV                      |           | 3.00           | 3.00                       | 2.00                           | 2.00                       |
| 00658        | Assessment Technician Supervisor              |           | 2.00           | 2.00                       | 2.00                           | 2.00                       |
| 00101        | Assessor                                      |           | 1.00           | 1.00                       | 1.00                           | 1.00                       |
| 00701        | Assistant Assessor                            |           | 1.00           | 1.00                       | 1.00                           | 1.00                       |
| 00723        | Auditor-Appraiser Trainee                     |           |                |                            |                                |                            |
| 00712        | or Auditor-Appraiser I                        |           |                |                            |                                |                            |
| 00710        | or Auditor-Appraiser II                       |           |                |                            |                                |                            |
| 00708        | or Auditor-Appraiser III                      |           | 4.00           | 4.00                       | 4.00                           | 4.00                       |
| 00723        | Auditor-Appraiser Trainee                     | 1/2       |                |                            |                                |                            |
| 00712        | or Auditor-Appraiser I                        | 1/2       |                |                            |                                |                            |
| 00710        | or Auditor-Appraiser II                       | 1/2       |                |                            |                                |                            |
| 00708        | or Auditor-Appraiser III                      | 1/2       | 1.00           | 1.00                       | 1.00                           | 1.00                       |
| 00671        | Cadastral Mapping Systems Specialist I        |           |                |                            |                                |                            |
| 00672        | or Cadastral Mapping Systems Specialis II     |           |                |                            |                                |                            |
| 00673        | or Cadastral Mapping Systems Specialist III   |           | 4.00           | 4.00                       | 4.00                           | 4.00                       |
| 00675        | Cadastral Mapping Systems Supervisor          |           | 1.00           | 1.00                       | 1.00                           | 1.00                       |
| 02203        | Administrative Assistant Series               |           |                |                            |                                |                            |
| 00587        | or Property Transfer Tech I                   |           |                |                            |                                |                            |
| 00588        | or Property Transfer Tech II                  |           | 11.00          | 11.00                      | 10.00                          | 10.00                      |
| 00589        | Property Transfer Tech III                    |           | 1.00           | 1.00                       | 1.00                           | 1.00                       |
| 00938        | Supervising Admin Clerk I - Confidential      |           | 1.00           | 1.00                       | 1.00                           | 1.00                       |
| 00724        | Supervising Appraiser                         |           | 3.00           | 3.00                       | 3.00                           | 3.00                       |
| 00579        | Supervising Property Transfer Technician      |           | 1.00           | 1.00                       | 1.00                           | 1.00                       |
|              | Department Totals                             |           | 89.00          | 89.00                      | 86.00                          | 86.00                      |

Position Allocation by Department

| <u>Class</u> | <u>Title</u>                                 | <u>PT</u> | <u>Current</u> | <u>2008-09<br/>Request</u> | <u>2008-09<br/>Recommended</u> | <u>2008-09<br/>Adopted</u> |
|--------------|--|-----------|----------------|----------------------------|--------------------------------|----------------------------|
| <b>110</b>   | <b>CLERK/RECORDER</b>                        |           |                |                            |                                |                            |
| 08891        | Administrative Services Officer I            |           |                |                            |                                |                            |
| 08892        | or Administrative Services Officer II        |           | 1.00           | 1.00                       | 1.00                           | 1.00                       |
| 00250        | Assistant County Clerk-Recorder              |           | 1.00           | 1.00                       | 1.00                           | 1.00                       |
| 02203        | Administrative Assistant Series              |           |                |                            |                                |                            |
| 02552        | or Clerk-Recorder Assistant II               |           | 11.00          | 11.00                      | 11.00                          | 11.00                      |
| 02553        | or Clerk-Recorder Assistant III              |           | 3.00           | 3.00                       | 3.00                           | 3.00                       |
| 02203        | Administrative Assistant Series              | 1/2       |                |                            |                                |                            |
| 02552        | or Clerk-Recorder Assistant II               | 1/2       | 0.50           | 0.50                       | 0.50                           | 0.50                       |
| 02553        | or Clerk-Recorder Assistant III              | 1/2       |                |                            |                                |                            |
| 02554        | Clerk-Recorder Assistant IV                  |           | 3.00           | 3.00                       | 3.00                           | 3.00                       |
| 00108        | County Clerk-Recorder                        |           | 1.00           | 1.00                       | 1.00                           | 1.00                       |
| 02558        | Division Supervisor-Clerk-Recorder           |           | 2.00           | 2.00                       | 2.00                           | 2.00                       |
| 02261        | Systems Administrator I                      |           |                |                            |                                |                            |
| 02262        | or Systems Administrator II                  |           |                |                            |                                |                            |
| 02263        | or Systems Administrator III                 |           | 1.00           | 1.00                       | 1.00                           | 1.00                       |
|              | Department Totals                            |           | 23.50          | 23.50                      | 23.50                          | 23.50                      |
| <b>111</b>   | <b>COUNTY COUNSEL</b>                        |           |                |                            |                                |                            |
| 02203        | Administrative Assistant Series              |           | 1.00           | 1.00                       | 1.00                           | 1.00                       |
| 08891        | Administrative Services Officer I            |           |                |                            |                                |                            |
| 08892        | or Administrative Services Officer II        |           | 1.00           | 1.00                       | 1.00                           | 1.00                       |
| 00303        | Assistant County Counsel                     |           | 1.00           | 1.00                       | 1.00                           | 1.00                       |
| 00310        | Chief Deputy County Counsel                  |           | 1.00           | 1.00                       | 1.00                           | 1.00                       |
| 00302        | County Counsel                               |           | 1.00           | 1.00                       | 1.00                           | 1.00                       |
| 00313        | Deputy County Counsel I                      |           |                |                            |                                |                            |
| 00317        | or Deputy County Counsel II                  |           |                |                            |                                |                            |
| 00318        | or Deputy County Counsel III                 |           |                |                            |                                |                            |
| 00312        | or Deputy County Counsel IV                  |           | 11.00          | 11.00                      | 10.00                          | 10.00                      |
| 00313        | Deputy County Counsel I                      | 3/4       |                |                            |                                |                            |
| 00317        | or Deputy County Counsel II                  | 3/4       |                |                            |                                |                            |
| 00318        | or Deputy County Counsel III                 | 3/4       |                |                            |                                |                            |
| 00312        | or Deputy County Counsel IV                  | 3/4       | 0.75           | 0.75                       | 0.75                           | 0.75                       |
| 00313        | Deputy County Counsel I                      | 1/2       |                |                            |                                |                            |
| 00317        | or Deputy County Counsel II                  | 1/2       |                |                            |                                |                            |
| 00318        | or Deputy County Counsel III                 | 1/2       |                |                            |                                |                            |
| 00312        | or Deputy County Counsel IV                  | 1/2       | 0.50           | 0.50                       | 0.50                           | 0.50                       |
| 02230        | Legal Clerk                                  |           |                |                            |                                |                            |
| 02223        | Administrative Assistant Confidential Series |           |                |                            |                                |                            |
| 02235        | or Legal Clerk-Confidential                  |           | 5.00           | 5.00                       | 5.00                           | 5.00                       |
| 02236        | Supervising Legal Clerk I-Confidential       |           | 1.00           | 1.00                       | 1.00                           | 1.00                       |
|              | Department Totals                            |           | 23.25          | 23.25                      | 22.25                          | 22.25                      |
| <b>112</b>   | <b>HUMAN RESOURCES</b>                       |           |                |                            |                                |                            |
| 02203        | Administrative Assistant Series              |           | 4.00           | 4.00                       | 4.00                           | 4.00                       |
| 02203        | Administrative Assistant Series              | 3/4       | 0.75           | 0.00                       | 0.00                           | 0.00                       |
| 02203        | Administrative Assistant Series              | 1/2       | 0.00           | 0.50                       | 0.50                           | 0.50                       |
| 02223        | Administrative Assistant Confidential Series |           |                |                            |                                |                            |
| 02223        | Administrative Assistant Confidential Series | 3/4       |                |                            |                                |                            |
| 08891        | Administrative Services Officer I            |           |                |                            |                                |                            |
| 08892        | or Administrative Services Officer II        |           | 1.00           | 1.00                       | 1.00                           | 1.00                       |
| 08903        | Departmental Automation Specialist I         |           |                |                            |                                |                            |
| 08904        | or Departmental Automation Specialist II     |           |                |                            |                                |                            |
| 08906        | or Departmental Automation Specialist III    |           | 1.00           | 1.00                       | 1.00                           | 1.00                       |
| 08957        | Deputy Director of Human Resources           |           | 1.00           | 1.00                       | 1.00                           | 1.00                       |
| 02111        | Human Resources Analyst Aide                 |           | 3.00           | 3.00                       | 3.00                           | 3.00                       |
| 02110        | Human Resources Analyst Aide-Confidential    |           | 1.00           | 1.00                       | 1.00                           | 1.00                       |
| 08953        | Human Resources Director                     |           | 1.00           | 1.00                       | 1.00                           | 1.00                       |
| 08952        | Principal Human Resources Analyst            |           | 1.00           | 1.00                       | 0.00                           | 0.00                       |
| 00874        | Personnel Analyst I                          |           |                |                            |                                |                            |
| 00873        | or Personnel Analyst II                      |           |                |                            |                                |                            |
| 00864        | or Personnel Analyst III                     |           | 5.00           | 5.00                       | 5.00                           | 5.00                       |
| 00875        | or Principal Personnel Analyst               |           |                |                            |                                |                            |
|              | Department Totals                            |           | 18.75          | 18.50                      | 17.50                          | 17.50                      |

Position Allocation by Department

| <u>Class</u> | <u>Title</u>                              | <u>PT</u> | <u>Current</u> | <u>2008-09<br/>Request</u> | <u>2008-09<br/>Recommended</u> | <u>2008-09<br/>Adopted</u> |
|--------------|---|-----------|----------------|----------------------------|--------------------------------|----------------------------|
| <b>113</b>   | <b>GENERAL SERVICES</b>                   |           |                |                            |                                |                            |
| 00905        | Accountant I                              |           |                |                            |                                |                            |
| 00906        | or Accountant II                          |           |                |                            |                                |                            |
| 00907        | or Accountant III                         |           | 2.00           | 2.00                       | 2.00                           | 2.00                       |
| 00914        | Accounting Technician                     |           | 1.00           | 1.00                       | 1.00                           | 1.00                       |
| 02203        | Administrative Assistant Series           |           | 4.00           | 4.00                       | 4.00                           | 4.00                       |
| 02203        | Administrative Assistant Series           | 1/2       | 0.50           | 0.50                       | 0.50                           | 0.50                       |
| 08795        | Administrative Services Manager           |           | 1.00           | 1.00                       | 1.00                           | 1.00                       |
| 00620        | Architectural Supervisor                  |           | 1.00           | 1.00                       | 1.00                           | 1.00                       |
| 00624        | Architectural Technician                  |           | 1.00           | 1.00                       | 1.00                           | 1.00                       |
| 00390        | Assistant Director-General Services       |           | 0.00           | 1.00                       | 1.00                           | 0.00                       |
| 00609        | Property Management Aide                  |           |                |                            |                                |                            |
| 00622        | or Assistant Real Property Agent          |           | 1.00           | 1.00                       | 1.00                           | 1.00                       |
| 00623        | or Associate Real Property Agent          |           | 2.00           | 2.00                       | 2.00                           | 2.00                       |
| 01301        | Building Maintenance Superintendent       |           | 1.00           | 1.00                       | 1.00                           | 1.00                       |
| 01304        | Buildings Facilities Manager              |           | 1.00           | 1.00                       | 1.00                           | 1.00                       |
| 02181        | Buyer I                                   |           | 1.00           | 1.00                       | 1.00                           | 1.00                       |
| 02182        | or Buyer II                               |           | 3.00           | 3.00                       | 3.00                           | 3.00                       |
| 01335        | Custodian                                 |           | 31.00          | 31.00                      | 31.00                          | 31.00                      |
| 00280        | Department Administrator                  |           | 1.00           | 1.00                       | 1.00                           | 1.00                       |
| 08903        | Departmental Automation Specialist I      |           |                |                            |                                |                            |
| 08904        | or Departmental Automation Specialist II  |           |                |                            |                                |                            |
| 08906        | or Departmental Automation Specialist III |           | 1.00           | 1.00                       | 1.00                           | 1.00                       |
| 08963        | Deputy Director-General Services          |           | 1.00           | 0.00                       | 0.00                           | 1.00                       |
| 01314        | Facilities Maintenance Mechanic I         |           |                |                            |                                |                            |
| 01316        | or Facilities Maintenance Mechanic II     |           |                |                            |                                |                            |
| 01315        | or Facilities Maintenance Mechanic III    |           | 16.00          | 16.00                      | 16.00                          | 16.00                      |
| 01313        | Facility Maintenance Mechanic Leadworker  |           | 2.00           | 2.00                       | 2.00                           | 2.00                       |
| 08961        | General Services Agency Director          |           | 1.00           | 1.00                       | 1.00                           | 1.00                       |
| 00248        | General Services Director                 |           |                |                            |                                |                            |
| 01319        | Groundskeeper                             |           | 3.00           | 3.00                       | 3.00                           | 3.00                       |
| 01334        | Lead Custodian                            |           | 2.00           | 2.00                       | 2.00                           | 2.00                       |
| 01317        | Locksmith-Maintenance Worker              |           | 2.00           | 2.00                       | 2.00                           | 2.00                       |
| 01307        | Maintenance Painter I                     |           |                |                            |                                |                            |
| 01308        | or Maintenance Painter II                 |           | 3.00           | 3.00                       | 3.00                           | 3.00                       |
| 01210        | Park Ranger Specialist                    |           | 1.00           | 1.00                       | 1.00                           | 1.00                       |
| 00614        | Property Manager                          |           | 1.00           | 1.00                       | 1.00                           | 1.00                       |
| 00909        | Senior Account Clerk                      |           | 3.00           | 3.00                       | 3.00                           | 3.00                       |
| 00613        | Assistant Capital Projects Coordinator    |           |                |                            |                                |                            |
| 00615        | or Associate Capital Projects Coordinator |           | 6.00           | 6.00                       | 6.00                           | 6.00                       |
| 00619        | or Senior Capital Projects Coordinator    |           | 4.00           | 4.00                       | 4.00                           | 4.00                       |
| 01321        | Senior Storekeeper                        |           | 1.00           | 1.00                       | 1.00                           | 1.00                       |
| 01338        | Stock Clerk                               |           | 1.00           | 1.00                       | 1.00                           | 1.00                       |
| 00927        | Supervising Admin Clerk I                 |           | 1.00           | 0.00                       | 0.00                           | 0.00                       |
| 00939        | Supervising Admin Clerk II - Confidential |           | 1.00           | 1.00                       | 1.00                           | 1.00                       |
| 09644        | Supervising Buyer                         |           | 1.00           | 1.00                       | 1.00                           | 1.00                       |
| 01323        | Supervising Custodial Leadworker          |           | 2.00           | 2.00                       | 2.00                           | 2.00                       |
| 01318        | Supervising Facility Maintenance Mechanic |           | 3.00           | 3.00                       | 3.00                           | 3.00                       |
| 02180        | Utility Coordinator                       |           | 1.00           | 1.00                       | 1.00                           | 1.00                       |
|              | Department Totals                         |           | 108.50         | 107.50                     | 107.50                         | 107.50                     |
| <b>114</b>   | <b>INFORMATION TECHNOLOGY DEPARTMENT</b>  |           |                |                            |                                |                            |
| 00911        | Account Clerk                             | 1/2       | 0.50           | 0.50                       | 0.50                           | 0.50                       |
| 00905        | Accountant I                              |           | 1.00           | 1.00                       | 1.00                           | 1.00                       |
| 00906        | or Accountant II                          |           |                |                            |                                |                            |
| 00907        | or Accountant III                         |           |                |                            |                                |                            |
| 00914        | Accounting Technician                     |           | 1.00           | 1.00                       | 1.00                           | 1.00                       |
| 00913        | Accounting Technician - Confidential      |           | 1.00           | 1.00                       | 1.00                           | 1.00                       |
| 02203        | Administrative Assistant Series           |           | 1.00           | 1.00                       | 1.00                           | 1.00                       |
| 08795        | Administrative Services Manager           |           | 1.00           | 1.00                       | 1.00                           | 1.00                       |
| 08891        | Administrative Services Officer I         |           |                |                            |                                |                            |
| 08892        | or Administrative Services Officer II     |           |                |                            |                                |                            |
| 02253        | Assistant Chief Information Officer       |           | 0.00           | 1.00                       | 1.00                           | 0.00                       |
| 02250        | Chief Information Officer                 |           |                |                            |                                |                            |
| 09679        | Communications Aide                       |           | 1.00           | 1.00                       | 1.00                           | 1.00                       |

Position Allocation by Department

| Class      | Title   | PT  | Current | 2008-09 Request | 2008-09 Recommended | 2008-09 Adopted |
|------------|---|-----|---------|-----------------|---------------------|-----------------|
| 09677      | Communications Manager                        |     | 1.00    | 0.00            | 0.00                | 0.00            |
| 00959      | Communications Technician I                   |     |         |                 |                     |                 |
| 00958      | or Communications Technician II               |     | 5.00    | 5.00            | 5.00                | 5.00            |
| 01715      | Computer Oper Supervisor - Confidential       |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 00970      | Computer Systems Tech Aide - Confidential     |     |         |                 |                     |                 |
| 00987      | or Computer Systems Tech I - Confidential     |     |         |                 |                     |                 |
| 00988      | or Computer Systems Tech II - Confidential    |     |         |                 |                     |                 |
| 01989      | or Computer Systems Tech III - Confidential   |     | 6.00    | 6.00            | 6.00                | 6.00            |
| 08903      | Departmental Automation Specialist I          |     |         |                 |                     |                 |
| 08904      | or Departmental Automation Specialist II      |     |         |                 |                     |                 |
| 08906      | or Departmental Automation Specialist III     |     | 6.00    | 6.00            | 6.00                | 6.00            |
| 08962      | Deputy Director-Information Technology        |     | 1.00    | 0.00            | 0.00                | 1.00            |
| 02252      | Information Technology Manager                |     | 3.00    | 3.00            | 3.00                | 3.00            |
| 02268      | Information Technology Project Manager I      |     |         |                 |                     |                 |
| 02269      | or Information Technology Project Manager II  |     | 0.00    | 1.00            | 0.00                | 0.00            |
| 02270      | or Information Technology Project Manager III |     | 4.00    | 3.00            | 4.00                | 4.00            |
| 02267      | Information Technology Supervisor             |     | 8.00    | 8.00            | 8.00                | 8.00            |
| 02257      | Network Engineer I                            |     |         |                 |                     |                 |
| 02258      | or Network Engineer II                        |     |         |                 |                     |                 |
| 02259      | or Network Engineer III                       |     | 4.00    | 4.00            | 4.00                | 4.00            |
| 01711      | Network Hardware Specialist I                 |     |         |                 |                     |                 |
| 01712      | or Network Hardware Specialist II             |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 00883      | Secretary I                                   |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 00969      | Senior Communications Technician              |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 01714      | Senior Computer Sys Tech - Confidential       |     | 2.00    | 2.00            | 2.00                | 2.00            |
| 02260      | Senior Network Engineer                       |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 02255      | Senior Software Engineer                      |     | 4.00    | 4.00            | 4.00                | 4.00            |
| 02256      | Senior Systems Administrator                  |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 02264      | Software Engineer I                           |     |         |                 |                     |                 |
| 02265      | or Software Engineer II                       |     |         |                 |                     |                 |
| 02266      | or Software Engineer III                      |     | 18.00   | 18.00           | 18.00               | 18.00           |
| 02264      | Software Engineer I                           | 1/2 |         |                 |                     |                 |
| 02265      | or Software Engineer II                       | 1/2 |         |                 |                     |                 |
| 02266      | or Software Engineer III                      | 1/2 | 0.50    | 0.50            | 0.50                | 0.50            |
| 02261      | Systems Administrator I                       |     |         |                 |                     |                 |
| 02262      | or Systems Administrator II                   |     |         |                 |                     |                 |
| 02263      | or Systems Administrator III                  |     | 9.00    | 8.00            | 8.00                | 8.00            |
| 02254      | Technology Supervisor                         |     |         |                 |                     |                 |
| 00961      | Telephone Systems Coordinator                 |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 00961      | Telephone Systems Coordinator                 | 1/2 | 0.50    | 0.50            | 0.50                | 0.50            |
|            | Department Totals                             |     | 85.50   | 83.50           | 83.50               | 83.50           |
| <b>131</b> | <b>GRAND JURY</b>                             |     |         |                 |                     |                 |
| 02203      | Administrative Assistant Series               | 1/2 | 0.50    | 0.50            | 0.50                | 0.50            |
|            | Department Totals                             |     | 0.50    | 0.50            | 0.50                | 0.50            |
| <b>132</b> | <b>DISTRICT ATTORNEY</b>                      |     |         |                 |                     |                 |
| 02203      | Administrative Assistant Series               |     | 3.00    | 3.00            | 3.00                | 3.00            |
| 08795      | Administrative Services Manager               |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 00392      | Assistant District Attorney                   |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 00270      | Chief Deputy District Attorney                |     | 2.00    | 2.00            | 2.00                | 2.00            |
| 09648      | Chief District Attorney Investigator          |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 08903      | Departmental Automation Specialist I          |     |         |                 |                     |                 |
| 08904      | or Departmental Automation Specialist II      |     |         |                 |                     |                 |
| 08906      | or Departmental Automation Specialist III     |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 00308      | Deputy District Attorney I                    |     |         |                 |                     |                 |
| 00309      | or Deputy District Attorney II                |     |         |                 |                     |                 |
| 00311      | or Deputy District Attorney III               |     |         |                 |                     |                 |
| 00314      | or Deputy District Attorney IV                |     | 30.00   | 30.00           | 30.00               | 30.00           |
| 00105      | District Attorney                             |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 09645      | District Attorney Investigator I              |     |         |                 |                     |                 |
| 09646      | or District Attorney Investigator II          |     |         |                 |                     |                 |
| 09647      | or District Attorney Investigator III         |     | 12.00   | 12.00           | 12.00               | 12.00           |
| 00684      | Division Manager-District Attorney            |     | 1.00    | 1.00            | 1.00                | 1.00            |

Position Allocation by Department

| Class      | Title                                       | PT  | Current | 2008-09 Request | 2008-09 Recommended | 2008-09 Adopted |
|------------|---|-----|---------|-----------------|---------------------|-----------------|
| 00380      | Economic Crime Officer I                    |     |         |                 |                     |                 |
| 00381      | or Economic Crime Officer II                |     |         |                 |                     |                 |
| 00382      | or Economic Crime Officer III               |     | 2.00    | 2.00            | 2.00                | 2.00            |
| 00383      | Economic Crime Technician I                 |     |         |                 |                     |                 |
| 00384      | or Economic Crime Technician II             |     | 3.00    | 3.00            | 3.00                | 3.00            |
| 02203      | Administrative Assistant Series             |     |         |                 |                     |                 |
| 02230      | or Legal Clerk                              |     | 12.00   | 12.00           | 12.00               | 12.00           |
| 02238      | Paralegal                                   |     | 2.00    | 2.00            | 2.00                | 2.00            |
| 00883      | Secretary I                                 |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 00909      | Senior Account Clerk                        |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 01536      | Social Worker I                             |     |         |                 |                     |                 |
| 01532      | or Social Worker II                         |     |         |                 |                     |                 |
| 01524      | or Social Worker III                        |     |         |                 |                     |                 |
| 01519      | or Social Worker IV                         |     | 2.00    | 2.00            | 2.00                | 2.00            |
| 09675      | Supervising District Attorney Investigator  |     | 2.00    | 2.00            | 2.00                | 2.00            |
| 02231      | Supervising Legal Clerk I                   |     | 3.00    | 3.00            | 3.00                | 3.00            |
| 02232      | Supervising Legal Clerk II                  |     | 2.00    | 2.00            | 2.00                | 2.00            |
| 02237      | Supervising Legal Clerk II-Confidential     |     |         |                 |                     |                 |
|            | Limited Permanent                           |     |         |                 |                     |                 |
| 00309      | Deputy District Attorney II                 | 1/2 | 0.50    | 0.50            | 0.50                | 0.50            |
| 02238      | Paralegal                                   | 1/2 | 0.50    | 0.50            | 0.50                | 0.50            |
|            | Department Totals                           |     | 84.00   | 84.00           | 84.00               | 84.00           |
| <b>133</b> | <b>VICTIM/WITNESS ASSISTANCE</b>            |     |         |                 |                     |                 |
| 02203      | Administrative Assistant Series             |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 02203      | Administrative Assistant Series             | 1/2 | 1.00    | 1.00            | 1.00                | 1.00            |
| 00684      | Division Manager-District Attorney          |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 09620      | Senior Victim/Witness Coordinator           |     | 2.00    | 2.00            | 2.00                | 2.00            |
| 09614      | Victim/Witness Assistance Coordinator Aide  |     |         |                 |                     |                 |
| 09634      | or Victim/Witness Assistance Coordinator I  |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 09637      | or Victim/Witness Assistance Coordinator II |     | 6.00    | 6.00            | 6.00                | 6.00            |
| 09614      | Victim/Witness Assistance Coordinator Aide  | 1/2 |         |                 |                     |                 |
| 09634      | or Victim/Witness Assistance Coordinator I  | 1/2 |         |                 |                     |                 |
| 09637      | or Victim/Witness Assistance Coordinator II | 1/2 | 1.50    | 1.50            | 1.50                | 1.50            |
|            | Limited Permanent                           |     |         |                 |                     |                 |
| 09614      | Victim/Witness Assistance Coordinator Aide  | 1/2 |         |                 |                     |                 |
| 09634      | or Victim/Witness Assistance Coordinator I  | 1/2 | 0.50    | 0.50            | 0.50                | 0.50            |
| 09637      | or Victim/Witness Assistance Coordinator II | 1/2 |         |                 |                     |                 |
|            | Department Totals                           |     | 14.00   | 14.00           | 14.00               | 14.00           |
| <b>134</b> | <b>CHILD SUPPORT SERVICES</b>               |     |         |                 |                     |                 |
| 08795      | Administrative Services Manager             |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 00394      | Asst Director of Child Support Services     |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 08903      | Departmental Automation Specialist I        |     |         |                 |                     |                 |
| 08904      | or Departmental Automation Specialist II    |     |         |                 |                     |                 |
| 08906      | or Departmental Automation Specialist III   |     | 1.00    | 0.00            | 0.00                | 0.00            |
| 00256      | Director of Child Support Services          |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 09621      | Family Support Officer I                    |     |         |                 |                     |                 |
| 09622      | or Family Support Officer II                |     |         |                 |                     |                 |
| 09682      | or Family Support Officer III               |     | 16.00   | 15.00           | 15.00               | 15.00           |
| 09682      | Family Support Officer III                  | 3/4 | 0.75    | 0.75            | 0.75                | 0.75            |
| 02203      | Administrative Assistant Series             |     |         |                 |                     |                 |
| 02230      | or Legal Clerk                              |     | 17.00   | 17.00           | 17.00               | 17.00           |
| 02230      | Legal Clerk                                 | 3/4 | 0.75    | 0.00            | 0.00                | 0.00            |
| 02203      | Administrative Assistant Series             | 1/2 |         |                 |                     |                 |
| 02230      | or Legal Clerk                              | 1/2 | 1.00    | 1.00            | 1.00                | 1.00            |
| 09683      | Supervising Family Support Officer          |     | 2.00    | 2.00            | 2.00                | 2.00            |
| 02231      | Supervising Legal Clerk I                   |     | 2.00    | 2.00            | 2.00                | 2.00            |
| 02232      | Supervising Legal Clerk II                  |     | 2.00    | 2.00            | 2.00                | 2.00            |
| 02261      | Systems Administrator I                     |     |         |                 |                     |                 |
| 02262      | or Systems Administrator II                 |     |         |                 |                     |                 |
| 02263      | or Systems Administrator III                |     | 1.00    | 1.00            | 1.00                | 1.00            |
|            | Department Totals                           |     | 46.50   | 43.75           | 43.75               | 43.75           |

Position Allocation by Department

| Class      | Title                                   | PT  | Current | 2008-09 Request | 2008-09 Recommended | 2008-09 Adopted |
|------------|---|-----|---------|-----------------|---------------------|-----------------|
| <b>136</b> | <b>SHERIFF-CORONER</b>                  |     |         |                 |                     |                 |
| 00905      | Accountant I                            |     | 1.00    | 1.00            | 0.00                | 0.00            |
| 00906      | or Accountant II                        |     | 0.00    | 0.00            | 1.00                | 1.00            |
| 00907      | or Accountant III                       |     |         |                 |                     |                 |
| 00914      | Accounting Technician                   |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 02203      | Administrative Assistant Series         |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 08795      | Administrative Services Manager         |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 08891      | Administrative Services Officer I       |     |         |                 |                     |                 |
| 08892      | or Administrative Services Officer II   |     | 3.00    | 3.00            | 3.00                | 3.00            |
| 00341      | CAL-ID Program Coordinator              |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 01341      | Cook I                                  |     |         |                 |                     |                 |
| 01340      | or Cook II                              |     |         |                 |                     |                 |
| 01350      | or Cook III                             |     | 6.00    | 6.00            | 6.00                | 6.00            |
| 00346      | Correctional Technician                 |     | 26.00   | 26.00           | 26.00               | 26.00           |
| 00350      | Crime Prevention Specialist             |     | 2.00    | 2.00            | 2.00                | 2.00            |
| 02011      | Department Personnel Technician - Conf. |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 08906      | Departmental Automation Specialist III  |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 00339      | Sheriff's Cadet                         |     |         |                 |                     |                 |
| 00338      | or Deputy Sheriff                       |     | 101.00  | 101.00          | 99.00               | 101.00          |
| 00354      | Food Service Supervisor - Corrections   |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 02203      | Administrative Assistant Series         |     |         |                 |                     |                 |
| 02230      | or Legal Clerk                          |     | 26.00   | 26.00           | 25.00               | 25.00           |
| 02203      | Administrative Assistant Series         | 1/2 |         |                 |                     |                 |
| 02230      | or Legal Clerk                          | 1/2 | 0.50    | 0.50            | 0.50                | 0.50            |
| 00909      | Senior Account Clerk                    |     | 2.00    | 2.00            | 2.00                | 2.00            |
| 02255      | Senior Software Engineer                |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 00336      | Sergeant                                |     | 17.00   | 17.00           | 17.00               | 17.00           |
| 00331      | Sheriff's Chief Deputy                  |     | 3.00    | 3.00            | 3.00                | 3.00            |
| 02593      | Sheriff's Commander                     |     | 7.00    | 7.00            | 6.00                | 6.00            |
| 00357      | Sheriff's Correctional Lieutenant       |     | 3.00    | 3.00            | 3.00                | 3.00            |
| 00347      | Sheriff's Correctional Officer          |     | 95.00   | 95.00           | 95.00               | 95.00           |
| 00335      | Sheriff's Correctional Sergeant         |     | 12.00   | 12.00           | 12.00               | 12.00           |
| 00342      | Sheriff's Dispatcher                    |     | 12.00   | 12.00           | 12.00               | 12.00           |
| 05000      | Sheriff's Dispatcher Supervisor         |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 02594      | Sheriff's Forensic Specialist           |     | 2.00    | 2.00            | 2.00                | 2.00            |
| 00348      | Sheriff's Property Officer              |     | 2.00    | 2.00            | 2.00                | 2.00            |
| 00345      | Sheriff's Senior Correctional Officer   |     | 15.00   | 15.00           | 15.00               | 15.00           |
| 00340      | Sheriff's Senior Deputy                 |     | 30.00   | 30.00           | 30.00               | 30.00           |
| 00343      | Sheriff's Senior Dispatcher             |     | 3.00    | 3.00            | 3.00                | 3.00            |
| 00107      | Sheriff-Coroner                         |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 08960      | Sr Correctional Technician              |     | 3.00    | 3.00            | 3.00                | 3.00            |
| 01336      | Storekeeper I                           | 1/2 | 0.50    | 0.50            | 0.50                | 0.50            |
| 01331      | Storekeeper II                          |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 02231      | Supervising Legal Clerk I               |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 02232      | Supervising Legal Clerk II              |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 02261      | Systems Administrator I                 |     |         |                 |                     |                 |
| 02262      | or Systems Administrator II             |     |         |                 |                     |                 |
| 02263      | or Systems Administrator III            |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 02254      | Technology Supervisor                   |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 02592      | Undersheriff                            |     | 1.00    | 1.00            | 1.00                | 1.00            |
|            | Limited Permanent                       |     |         |                 |                     |                 |
| 00350      | Crime Prevention Specialist             |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 00338      | Deputy Sheriff                          |     | 4.00    | 4.00            | 4.00                | 4.00            |
| 00597      | Supervising Clinical Lab Technologist   |     | 1.00    | 1.00            | 1.00                | 1.00            |
|            | Department Totals                       |     | 394.00  | 394.00          | 390.00              | 392.00          |
| <b>137</b> | <b>ANIMAL SERVICES</b>                  |     |         |                 |                     |                 |
| 02203      | Administrative Assistant Series         |     | 4.00    | 4.00            | 4.00                | 4.00            |
| 08891      | Administrative Services Officer I       |     |         |                 |                     |                 |
| 08892      | or Administrative Services Officer II   |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 01422      | Animal Control Lead Officer             |     | 2.00    | 3.00            | 2.00                | 2.00            |
| 01417      | Animal Control Officer                  |     | 7.00    | 7.00            | 7.00                | 7.00            |
| 00219      | Animal Services Humane Educator         | 1/2 | 0.50    | 0.50            | 0.50                | 0.50            |
| 01410      | Animal Services Manager (Non-Vet)       |     |         |                 |                     |                 |
| 01411      | or Animal Services Manager (Vet)        |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 08956      | Animal Shelter Coordinator              |     | 1.00    | 1.00            | 1.00                | 1.00            |

Position Allocation by Department

| <u>Class</u> | <u>Title</u>                              | <u>PT</u> | <u>Current</u> | <u>2008-09<br/>Request</u> | <u>2008-09<br/>Recommended</u> | <u>2008-09<br/>Adopted</u> |
|--------------|---|-----------|----------------|----------------------------|--------------------------------|----------------------------|
| 08903        | Departmental Automation Specialist I      |           | 1.00           | 1.00                       | 1.00                           | 1.00                       |
| 08904        | or Departmental Automation Specialist II  |           |                |                            |                                |                            |
| 08906        | or Departmental Automation Specialist III |           |                |                            |                                |                            |
| 01420        | Kenel Worker                              |           | 2.00           | 2.00                       | 2.00                           | 2.00                       |
| 01420        | Kenel Worker                              | 1/2       | 0.50           | 0.50                       | 0.50                           | 0.50                       |
| 00911        | Account Clerk                             |           |                |                            |                                |                            |
| 00909        | or Senior Account Clerk                   |           | 1.00           | 1.00                       | 1.00                           | 1.00                       |
|              | Department Totals                         |           | 21.00          | 22.00                      | 21.00                          | 21.00                      |
| <b>138</b>   | <b>EMERGENCY SERVICES</b>                 |           |                |                            |                                |                            |
| 02203        | Administrative Assistant Series           |           | 1.00           | 1.00                       | 1.00                           | 1.00                       |
| 08884        | Administrative Analyst I                  |           |                |                            |                                |                            |
| 08883        | or Administrative Analyst II              |           |                |                            |                                |                            |
| 08882        | or Administrative Analyst III             |           |                |                            |                                |                            |
| 08886        | or Principal Administrative Analyst       |           | 1.00           | 1.00                       | 1.00                           | 1.00                       |
| 02040        | or Deputy County Administrative Officer   |           |                |                            |                                |                            |
| 00844        | Emergency Services Coordinator I          |           |                |                            |                                |                            |
| 00845        | or Emergency Services Coordinator II      |           |                |                            |                                |                            |
| 00846        | or Emergency Services Coordinator III     |           | 3.00           | 3.00                       | 3.00                           | 3.00                       |
|              | Limited Permanent                         |           |                |                            |                                |                            |
| 00844        | Emergency Services Coordinator I          | 3/4       |                |                            |                                |                            |
| 00845        | or Emergency Services Coordinator II      | 3/4       | 0.75           | 0.75                       | 0.75                           | 0.75                       |
| 00846        | or Emergency Services Coordinator III     | 3/4       |                |                            |                                |                            |
|              | Department Totals                         |           | 5.75           | 5.75                       | 5.75                           | 5.75                       |
| <b>139</b>   | <b>PROBATION DEPARTMENT</b>               |           |                |                            |                                |                            |
| 00911        | Account Clerk                             |           | 5.00           | 6.00                       | 4.00                           | 4.00                       |
| 00905        | Accountant I                              |           |                |                            |                                |                            |
| 00906        | or Accountant II                          |           | 1.00           | 1.00                       | 1.00                           | 1.00                       |
| 00907        | or Accountant III                         |           |                |                            |                                |                            |
| 02203        | Administrative Assistant Series           |           | 5.00           | 5.00                       | 5.00                           | 5.00                       |
| 08795        | Administrative Services Manager           |           | 1.00           | 1.00                       | 1.00                           | 1.00                       |
| 08891        | Administrative Services Officer I         |           |                |                            |                                |                            |
| 08892        | or Administrative Services Officer II     |           | 2.00           | 2.00                       | 2.00                           | 2.00                       |
| 00329        | Assistant Chief Probation Officer         |           | 1.00           | 1.00                       | 1.00                           | 1.00                       |
| 00213        | Chief Probation Officer                   |           | 1.00           | 1.00                       | 1.00                           | 1.00                       |
| 03501        | Collections Officer I                     |           | 2.00           | 2.00                       | 2.00                           | 2.00                       |
| 03502        | or Collections Officer II                 |           | 4.00           | 4.00                       | 4.00                           | 4.00                       |
| 01341        | Cook I                                    |           |                |                            |                                |                            |
| 01340        | or Cook II                                |           |                |                            |                                |                            |
| 01350        | or Cook III                               |           | 3.00           | 3.00                       | 3.00                           | 3.00                       |
| 00346        | Correctional Technician                   |           | 4.00           | 4.00                       | 4.00                           | 4.00                       |
| 00346        | Correctional Technician                   | 3/4       | 0.75           | 0.75                       | 0.75                           | 0.75                       |
| 02010        | Department Personnel Technician           |           | 1.00           | 0.00                       | 0.00                           | 1.00                       |
| 08903        | Departmental Automation Specialist I      |           |                |                            |                                |                            |
| 08904        | or Departmental Automation Specialist II  |           |                |                            |                                |                            |
| 08906        | or Departmental Automation Specialist III |           | 2.00           | 2.00                       | 2.00                           | 2.00                       |
| 00324        | Deputy Probation Officer I                |           |                |                            |                                |                            |
| 00323        | or Deputy Probation Officer II            |           | 50.00          | 52.00                      | 49.00                          | 49.00                      |
| 00324        | Deputy Probation Officer I                | 1/2       |                |                            |                                |                            |
| 00323        | or Deputy Probation Officer II            | 1/2       | 1.00           | 0.50                       | 0.50                           | 0.50                       |
| 00691        | Division Manager-Probation                |           | 4.00           | 4.00                       | 4.00                           | 4.00                       |
| 00370        | Juvenile Services Officer I               |           | 3.00           | 3.00                       | 3.00                           | 3.00                       |
| 00371        | or Juvenile Services Officer II           |           | 20.00          | 20.00                      | 20.00                          | 20.00                      |
| 00372        | Juvenile Services Officer III             |           | 5.00           | 5.00                       | 5.00                           | 5.00                       |
| 02203        | Administrative Assistant Series           |           |                |                            |                                |                            |
| 02230        | or Legal Clerk                            |           | 9.00           | 10.00                      | 10.00                          | 9.00                       |
| 02203        | Administrative Assistant Series           | 1/2       |                |                            |                                |                            |
| 02230        | or Legal Clerk                            | 1/2       | 1.50           | 1.50                       | 1.50                           | 1.50                       |
| 00326        | Probation Assistant                       |           | 3.00           | 3.00                       | 2.00                           | 2.00                       |
| 00909        | Senior Account Clerk                      |           | 1.00           | 1.00                       | 1.00                           | 1.00                       |
| 00928        | Supervising Admin Clerk II                |           | 1.00           | 1.00                       | 1.00                           | 1.00                       |
| 00373        | Supervising Deputy Probation Officer      |           | 11.00          | 11.00                      | 11.00                          | 11.00                      |
| 02660        | Supervising Juvenile Services Officer     |           | 4.00           | 4.00                       | 4.00                           | 4.00                       |

Position Allocation by Department

| Class      | Title  | PT  | Current | 2008-09 Request | 2008-09 Recommended | 2008-09 Adopted |
|------------|--|-----|---------|-----------------|---------------------|-----------------|
| 02231      | Supervising Legal Clerk I                    |     | 1.00    | 1.00            | 1.00                | 1.00            |
|            | Limited Permanent                            |     |         |                 |                     |                 |
| 00911      | Account Clerk                                |     | 3.00    | 2.00            | 2.00                | 2.00            |
| 02203      | Administrative Assistant Series              |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 02203      | Administrative Assistant Series              | 1/2 | 0.50    | 0.50            | 0.50                | 0.50            |
| 03501      | Collections Officer I                        |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 03502      | or Collections Officer II                    |     |         |                 |                     |                 |
| 00324      | Deputy Probation Officer I                   |     |         |                 |                     |                 |
| 00323      | or Deputy Probation Officer II               |     | 8.00    | 6.00            | 8.00                | 8.00            |
| 00324      | Deputy Probation Officer I                   | 1/2 |         |                 |                     |                 |
| 00323      | or Deputy Probation Officer II               | 1/2 | 0.50    | 0.50            | 0.50                | 0.50            |
| 00370      | Juvenile Services Officer I                  |     |         |                 |                     |                 |
| 00371      | or Juvenile Services Officer II              |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 02203      | Administrative Assistant Series              |     |         |                 |                     |                 |
| 02230      | or Legal Clerk                               |     | 1.00    | 0.00            | 0.00                | 0.00            |
| 00326      | Probation Assistant                          |     | 3.00    | 3.00            | 3.00                | 3.00            |
| 00909      | Senior Account Clerk                         |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 00373      | Supervising Deputy Probation Officer         |     | 4.00    | 3.00            | 3.00                | 3.00            |
|            | Department Totals                            |     | 171.25  | 168.75          | 164.75              | 164.75          |
| <b>141</b> | <b>AGRICULTURAL COMMISSIONER</b>             |     |         |                 |                     |                 |
| 02203      | Administrative Assistant Series              |     | 4.00    | 4.00            | 4.00                | 4.00            |
| 08891      | Administrative Services Officer I            |     |         |                 |                     |                 |
| 08892      | or Administrative Services Officer II        |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 00201      | Ag Commissioner/Sealer of Weights & Measures |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 02731      | Agr/Weights & Measures Tech I                |     |         |                 |                     |                 |
| 02732      | or Agr/Weights & Measures Tech II            |     | 8.00    | 8.00            | 8.00                | 8.00            |
| 02732      | Agr/Weights & Measures Tech II               | 3/4 | 1.50    | 1.50            | 1.50                | 1.50            |
| 02731      | Agr/Weights & Measures Tech I                | 1/2 |         |                 |                     |                 |
| 02732      | or Agr/Weights & Measures Tech II            | 1/2 | 0.50    | 0.50            | 0.50                | 0.50            |
| 02730      | Agricultural Resource Specialist             |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 00802      | Chief Deputy-Agricultural Commissioner       |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 00823      | Chief Deputy-Sealer Weights & Measures       |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 08903      | Departmental Automation Specialist I         |     |         |                 |                     |                 |
| 08904      | or Departmental Automation Specialist II     |     |         |                 |                     |                 |
| 08906      | or Departmental Automation Specialist III    |     | 2.00    | 2.00            | 2.00                | 2.00            |
| 00816      | Agricultural Inspector/Biologist Trainee     |     |         |                 |                     |                 |
| 00817      | or Agricultural Inspector/Biologist I        |     |         |                 |                     |                 |
| 00818      | or Agricultural Inspector/Biologist II       |     |         |                 |                     |                 |
| 00819      | or Agricultural Inspector/Biologist III      |     | 15.00   | 15.00           | 15.00               | 15.00           |
| 00804      | or Deputy Agricultural Commissioner          |     | 3.00    | 3.00            | 3.00                | 3.00            |
| 00816      | Agricultural Inspector/Biologist Trainee     | 1/2 |         |                 |                     |                 |
| 00817      | or Agricultural Inspector/Biologist I        | 1/2 |         |                 |                     |                 |
| 00818      | or Agricultural Inspector/Biologist II       | 1/2 |         |                 |                     |                 |
| 00819      | or Agricultural Inspector/Biologist III      | 1/2 | 2.00    | 2.00            | 2.00                | 2.00            |
| 00804      | or Deputy Agricultural Commissioner          | 1/2 |         |                 |                     |                 |
| 02803      | Environmental Resource Specialist            |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 01620      | Mapping/Graphics Systems Specialist I        |     |         |                 |                     |                 |
| 01621      | or Mapping/Graphics Systems Specialist II    |     |         |                 |                     |                 |
| 01622      | or Mapping/Graphics Systems Specialist III   |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 00826      | Weights & Measures Inspector Trainee         |     |         |                 |                     |                 |
| 00824      | or Weights & Measures Inspector I            |     |         |                 |                     |                 |
| 00821      | or Weights & Measures Inspector II           |     |         |                 |                     |                 |
| 00825      | or Weights & Measures Inspector III          |     | 3.00    | 3.00            | 3.00                | 3.00            |
|            | Department Totals                            |     | 46.00   | 46.00           | 46.00               | 46.00           |
| <b>142</b> | <b>PLANNING &amp; BUILDING DEPARTMENT</b>    |     |         |                 |                     |                 |
| 00905      | Accountant I                                 |     |         |                 |                     |                 |
| 00906      | or Accountant II                             |     |         |                 |                     |                 |
| 00907      | or Accountant III                            |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 00914      | Accounting Technician                        |     | 2.00    | 2.00            | 2.00                | 2.00            |
| 00913      | or Accounting Technician - Confidential      |     |         |                 |                     |                 |
| 02203      | Administrative Assistant Series              |     | 12.00   | 12.00           | 12.00               | 12.00           |
| 08795      | Administrative Services Manager              |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 08891      | Administrative Services Officer I            |     |         |                 |                     |                 |

Position Allocation by Department

| Class              | Title  | PT  | Current | 2008-09 Request | 2008-09 Recommended | 2008-09 Adopted |
|--------------------|--|-----|---------|-----------------|---------------------|-----------------|
| 08892              | or Administrative Services Officer II        |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 01699              | Assistant Building Official                  |     | 2.00    | 2.00            | 2.00                | 2.00            |
| 00391              | Assistant Director-Planning and Building     |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 01601              | Building Inspector I                         |     |         |                 |                     |                 |
| 01602              | or Building Inspector II                     |     |         |                 |                     |                 |
| 01603              | or Building Inspector III                    |     | 12.00   | 12.00           | 12.00               | 12.00           |
| 01701              | Building Plans Examiner I                    |     |         |                 |                     |                 |
| 01702              | or Building Plans Examiner II                |     |         |                 |                     |                 |
| 01703              | or Building Plans Examiner III               |     | 7.00    | 7.00            | 7.00                | 7.00            |
| 08903              | Departmental Automation Specialist I         |     |         |                 |                     |                 |
| 08904              | or Departmental Automation Specialist II     |     |         |                 |                     |                 |
| 08906              | or Departmental Automation Specialist III    |     | 3.00    | 3.00            | 3.00                | 3.00            |
| 00237              | Director of Planning/Building                |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 00681              | Division Manager-Building (Chief Bldg Offcl) |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 00690              | Division Manager-Planning                    |     | 4.00    | 4.00            | 4.00                | 4.00            |
| 08415              | Environmental Health Specialist III          |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 00877              | Environmental Quality Coord                  |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 01620              | Mapping/Graphics Systems Specialist I        |     |         |                 |                     |                 |
| 01621              | or Mapping/Graphics Systems Specialist II    |     |         |                 |                     |                 |
| 01622              | or Mapping/Graphics Systems Specialist III   |     | 3.00    | 3.00            | 3.00                | 3.00            |
| 02805              | Permit Technician                            |     | 5.00    | 5.00            | 5.00                | 5.00            |
| 02800              | Planner I                                    |     |         |                 |                     |                 |
| 02801              | or Planner II                                |     |         |                 |                     |                 |
| 02802              | or Planner III                               |     | 15.00   | 15.00           | 15.00               | 15.00           |
| 02803              | or Environmental Resource Specialist         |     | 8.00    | 8.00            | 8.00                | 8.00            |
| 02804              | or Principal Environmental Specialist        |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 01708              | Resource Protection Specialist I             |     |         |                 |                     |                 |
| 01709              | or Resource Protection Specialist II         |     | 5.00    | 5.00            | 5.00                | 5.00            |
| 01710              | or Resource Protection Specialist III        |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 00883              | Secretary I                                  |     | 3.00    | 3.00            | 3.00                | 3.00            |
| 00911              | Account Clerk                                |     |         |                 |                     |                 |
| 00909              | or Senior Account Clerk                      |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 00603              | Senior Planner                               |     | 10.00   | 10.00           | 10.00               | 10.00           |
| 00928              | Supervising Admin Clerk II                   |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 01600              | Supervising Building Inspector               |     | 2.00    | 2.00            | 2.00                | 2.00            |
| 01700              | Supervising Building Plans Examiner          |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 01707              | Supervising Planner                          |     | 6.00    | 6.00            | 6.00                | 6.00            |
| 01623              | Supv Mapping/Graphics Systems Specialist     |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 02261              | Systems Administrator I                      |     |         |                 |                     |                 |
| 02262              | or Systems Administrator II                  |     |         |                 |                     |                 |
| 02263              | or Systems Administrator III                 |     | 1.00    | 1.00            | 1.00                | 1.00            |
| Contract Positions |  |     |         |                 |                     |                 |
| Department Totals  |  |     | 114.00  | 114.00          | 114.00              | 114.00          |
| <b>160</b>         | <b>PUBLIC HEALTH DEPARTMENT</b>              |     |         |                 |                     |                 |
| 00905              | Accountant I                                 |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 00906              | or Accountant II                             |     |         |                 |                     |                 |
| 00907              | or Accountant III                            |     |         |                 |                     |                 |
| 00914              | Accounting Technician                        |     | 4.00    | 4.00            | 3.00                | 3.00            |
| 00914              | Accounting Technician                        | 1/2 | 0.50    | 0.50            | 0.50                | 0.50            |
| 02203              | Administrative Assistant Series              |     | 17.00   | 18.00           | 17.00               | 16.00           |
| 02203              | Administrative Assistant Series              | 3/4 | 0.75    | 0.75            | 0.75                | 0.75            |
| 02203              | Administrative Assistant Series              | 1/2 | 0.50    | 1.00            | 0.50                | 0.50            |
| 08795              | Administrative Services Manager              |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 08891              | Administrative Services Officer I            |     | 4.00    | 4.00            | 4.00                | 4.00            |
| 08892              | or Administrative Services Officer II        |     | 4.00    | 4.00            | 4.00                | 4.00            |
| 09632              | Communicable Disease Investigator            | 3/4 | 1.50    | 1.50            | 1.50                | 1.50            |
| 09632              | Communicable Disease Investigator            | 1/2 | 0.50    | 0.50            | 0.50                | 0.50            |
| 00410              | Cross Connection Inspector                   |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 02010              | Department Personnel Technician              |     | 3.00    | 3.00            | 3.00                | 3.00            |
| 08903              | Departmental Automation Specialist I         |     |         |                 |                     |                 |
| 08904              | or Departmental Automation Specialist II     |     |         |                 |                     |                 |
| 08906              | or Departmental Automation Specialist III    |     | 6.00    | 6.00            | 6.00                | 6.00            |
| 08903              | Departmental Automation Specialist I         | 1/2 |         |                 |                     |                 |
| 08904              | or Departmental Automation Specialist II     | 1/2 |         |                 |                     |                 |
| 08906              | or Departmental Automation Specialist III    | 1/2 | 0.50    | 0.50            | 0.50                | 0.50            |

Position Allocation by Department

| <u>Class</u> | <u>Title</u>                                | <u>PT</u> | <u>Current</u> | <u>2008-09<br/>Request</u> | <u>2008-09<br/>Recommended</u> | <u>2008-09<br/>Adopted</u> |
|--------------|---|-----------|----------------|----------------------------|--------------------------------|----------------------------|
| 03005        | Deputy Director-Health Agency               |           | 1.00           | 1.00                       | 1.00                           | 1.00                       |
| 08954        | Division Manager-Environmental Health       |           | 1.00           | 1.00                       | 1.00                           | 1.00                       |
| 08950        | Division Manager-Health Agency              |           | 1.00           | 0.00                       | 0.00                           | 0.00                       |
| 08955        | Division Manager-Public Health Nursing Serv |           | 1.00           | 1.00                       | 1.00                           | 1.00                       |
| 08406        | Environmental Health Aide                   |           | 3.00           | 3.00                       | 2.00                           | 2.00                       |
| 08413        | Environmental Health Specialist I           |           |                |                            |                                |                            |
| 08414        | or Environmental Health Specialist II       |           |                |                            |                                |                            |
| 08415        | or Environmental Health Specialist III      |           | 16.00          | 16.00                      | 16.00                          | 16.00                      |
| 08413        | Environmental Health Specialist I           | 1/2       |                |                            |                                |                            |
| 08414        | or Environmental Health Specialist II       | 1/2       |                |                            |                                |                            |
| 08415        | or Environmental Health Specialist III      | 1/2       | 0.50           | 0.50                       | 0.50                           | 0.50                       |
| 00437        | Epidemiologist                              |           | 1.00           | 1.00                       | 1.00                           | 1.00                       |
| 03003        | Health Agency Director                      |           | 1.00           | 1.00                       | 1.00                           | 1.00                       |
| 00221        | Health Education Specialist                 |           | 4.00           | 3.00                       | 3.00                           | 4.00                       |
| 00447        | Laboratory Assistant I                      |           |                |                            |                                |                            |
| 00446        | or Laboratory Assistant II                  |           | 2.00           | 2.00                       | 2.00                           | 2.00                       |
| 02203        | Administrative Assistant Series             |           |                |                            |                                |                            |
| 02230        | or Legal Clerk                              |           | 1.00           | 1.00                       | 1.00                           | 1.00                       |
| 00543        | Licensed Vocational Nurse                   | 3/4       | 0.75           | 0.75                       | 0.75                           | 0.75                       |
| 00420        | Community Health Nurse                      |           |                |                            |                                |                            |
| 00417        | or Public Health Nurse                      |           |                |                            |                                |                            |
| 00415        | or Senior Community Health Nurse            |           |                |                            |                                |                            |
| 00421        | or Senior Public Health Nurse               |           |                |                            |                                |                            |
| 00457        | or Nurse Practitioner/Physician's Assistant |           | 19.00          | 19.00                      | 18.00                          | 18.00                      |
| 00420        | Community Health Nurse                      | 1/2       |                |                            |                                |                            |
| 00417        | or Public Health Nurse                      | 1/2       |                |                            |                                |                            |
| 00415        | or Senior Community Health Nurse            | 1/2       |                |                            |                                |                            |
| 00421        | or Senior Public Health Nurse               | 1/2       |                |                            |                                |                            |
| 00457        | or Nurse Practitioner/Physician's Assistant | 1/2       | 1.50           | 2.00                       | 2.00                           | 2.00                       |
| 08538        | Patient Services Representative             |           | 5.00           | 5.00                       | 5.00                           | 5.00                       |
| 00575        | Physical or Occupational Therapist Aide     |           | 2.00           | 2.00                       | 2.00                           | 2.00                       |
| 00571        | Physical or Occupational Therapist I        |           |                |                            |                                |                            |
| 00572        | or Physical or Occupational Therapist II    |           | 6.00           | 6.00                       | 6.00                           | 6.00                       |
| 00571        | Physical or Occupational Therapist I        | 1/4       |                |                            |                                |                            |
| 00572        | or Physical or Occupational Therapist II    | 1/4       | 0.50           | 0.50                       | 0.50                           | 0.50                       |
| 01583        | Program Manager I                           |           |                |                            |                                |                            |
| 01584        | or Program Manager II                       |           | 4.00           | 4.00                       | 4.00                           | 4.00                       |
| 03004        | Public Health Admin/Health Officer          |           | 1.00           | 1.00                       | 1.00                           | 1.00                       |
| 00422        | Public Health Aide I                        |           |                |                            |                                |                            |
| 00423        | or Public Health Aide II                    |           | 7.00           | 7.00                       | 7.00                           | 7.00                       |
| 00424        | or Public Health Aide III                   |           | 4.00           | 4.00                       | 4.00                           | 4.00                       |
| 00422        | Public Health Aide I                        | 1/2       |                |                            |                                |                            |
| 00423        | or Public Health Aide II                    | 1/2       | 0.50           | 0.50                       | 0.00                           | 0.00                       |
| 00424        | or Public Health Aide III                   | 1/2       |                |                            |                                |                            |
| 08959        | Public Health Laboratory Manager            |           | 1.00           | 1.00                       | 1.00                           | 1.00                       |
| 00442        | Public Health Microbiologist I              |           |                |                            |                                |                            |
| 00441        | or Public Health Microbiologist II          |           | 5.00           | 5.00                       | 5.00                           | 5.00                       |
| 00442        | Public Health Microbiologist I              | 3/4       |                |                            |                                |                            |
| 00441        | or Public Health Microbiologist II          | 3/4       | 0.75           | 0.75                       | 0.75                           | 0.75                       |
| 00442        | Public Health Microbiologist I              | 1/2       |                |                            |                                |                            |
| 00441        | or Public Health Microbiologist II          | 1/2       | 0.50           | 0.50                       | 0.50                           | 0.50                       |
| 01347        | Public Health Nutritionist I                |           | 2.00           | 2.00                       | 2.00                           | 2.00                       |
| 01348        | or Public Health Nutritionist II            |           | 1.00           | 1.00                       | 1.00                           | 1.00                       |
| 01347        | Public Health Nutritionist I                | 3/4       | 0.75           | 0.75                       | 0.75                           | 0.75                       |
| 01348        | or Public Health Nutritionist II            | 3/4       |                |                            |                                |                            |
| 01347        | Public Health Nutritionist I                | 1/2       | 1.00           | 1.00                       | 1.00                           | 1.00                       |
| 01348        | or Public Health Nutritionist II            | 1/2       |                |                            |                                |                            |
| 01347        | Public Health Nutritionist I                | 1/4       | 0.25           | 0.25                       | 0.25                           | 0.25                       |
| 01348        | or Public Health Nutritionist II            | 1/4       |                |                            |                                |                            |
| 03281        | SART Clinical Coordinator                   | 1/2       | 0.00           | 0.50                       | 0.50                           | 0.50                       |
| 00886        | Secretary I - Confidential                  |           | 1.00           | 1.00                       | 1.00                           | 1.00                       |
| 00909        | Senior Account Clerk                        |           | 3.00           | 3.00                       | 4.00                           | 4.00                       |
| 00911        | Account Clerk                               | 1/2       |                |                            |                                |                            |
| 00909        | or Senior Account Clerk                     | 1/2       | 0.50           | 0.50                       | 0.50                           | 0.50                       |
| 01536        | Social Worker I                             |           |                |                            |                                |                            |
| 01532        | or Social Worker II                         |           |                |                            |                                |                            |
| 01524        | or Social Worker III                        |           |                |                            |                                |                            |

Position Allocation by Department

| Class                                 | Title  | PT  | Current | 2008-09 Request | 2008-09 Recommended | 2008-09 Adopted |
|---------------------------------------|--|-----|---------|-----------------|---------------------|-----------------|
| 01519                                 | or Social Worker IV                            |     | 2.00    | 2.00            | 2.00                | 2.00            |
| 01536                                 | Social Worker I                                | 1/2 |         |                 |                     |                 |
| 01532                                 | or Social Worker II                            | 1/2 |         |                 |                     |                 |
| 01524                                 | or Social Worker III                           | 1/2 |         |                 |                     |                 |
| 01519                                 | or Social Worker IV                            | 1/2 | 1.00    | 1.00            | 1.00                | 1.00            |
| 03001                                 | Sr Physical or Occupational Therapist          |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 08416                                 | Supervising Environmental Health Specialist    |     | 3.00    | 3.00            | 3.00                | 3.00            |
| 00573                                 | Supervising Physical or Occupational Therapist |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 00444                                 | Supervising Public Health Microbiologist       |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 00414                                 | Supervising Public Health Nurse                |     | 6.00    | 6.00            | 6.00                | 6.00            |
| 00414                                 | Supervising Public Health Nurse                | 3/4 | 0.75    | 0.75            | 0.00                | 0.00            |
| Limited Permanent                     |  |     |         |                 |                     |                 |
| 02203                                 | Administrative Assistant Series                |     | 4.00    | 4.00            | 4.00                | 4.00            |
| 02203                                 | Administrative Assistant Series                | 1/2 | 1.00    | 1.00            | 1.00                | 1.00            |
| 01539                                 | Eligibility Technician I                       |     |         |                 |                     |                 |
| 01540                                 | or Eligibility Technician II                   |     |         |                 |                     |                 |
| 01541                                 | or Eligibility Technician III                  |     |         |                 |                     |                 |
| 00221                                 | Health Education Specialist                    |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 00420                                 | Community Health Nurse                         |     |         |                 |                     |                 |
| 00417                                 | or Public Health Nurse                         |     |         |                 |                     |                 |
| 00415                                 | or Senior Community Health Nurse               |     |         |                 |                     |                 |
| 00421                                 | or Senior Public Health Nurse                  |     |         |                 |                     |                 |
| 00457                                 | or Nurse Practitioner/Physician's Assistant    |     | 10.00   | 10.00           | 10.00               | 10.00           |
| 00420                                 | Community Health Nurse                         | 1/2 |         |                 |                     |                 |
| 00417                                 | or Public Health Nurse                         | 1/2 |         |                 |                     |                 |
| 00415                                 | or Senior Community Health Nurse               | 1/2 |         |                 |                     |                 |
| 00421                                 | or Senior Public Health Nurse                  | 1/2 |         |                 |                     |                 |
| 00457                                 | or Nurse Practitioner/Physician's Assistant    | 1/2 | 0.50    | 0.00            | 0.00                | 0.00            |
| 01347                                 | Public Health Nutritionist I                   | 3/4 | 0.75    | 0.75            | 0.75                | 0.75            |
| 01348                                 | or Public Health Nutritionist II               | 3/4 |         |                 |                     |                 |
| 01536                                 | Social Worker I                                | 3/4 |         |                 |                     |                 |
| 01532                                 | or Social Worker II                            | 3/4 |         |                 |                     |                 |
| 01524                                 | or Social Worker III                           | 3/4 |         |                 |                     |                 |
| 01519                                 | or Social Worker IV                            | 3/4 | 0.75    | 0.75            | 0.75                | 0.75            |
| Department Totals                     |  |     | 179.50  | 179.50          | 174.75              | 174.75          |
| <b>161 BEHAVIORAL HEALTH SERVICES</b> |  |     |         |                 |                     |                 |
| 00905                                 | Accountant I                                   |     |         |                 |                     |                 |
| 00906                                 | or Accountant II                               |     | 3.00    | 3.00            | 3.00                | 3.00            |
| 00907                                 | or Accountant III                              |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 00914                                 | Accounting Technician                          |     | 3.00    | 3.00            | 3.00                | 3.00            |
| 02203                                 | Administrative Assistant Series                |     | 11.00   | 11.00           | 11.00               | 11.00           |
| 02203                                 | Administrative Assistant Series                | 1/2 | 1.50    | 1.50            | 1.50                | 1.50            |
| 08795                                 | Administrative Services Manager                |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 08891                                 | Administrative Services Officer I              |     |         |                 |                     |                 |
| 08892                                 | or Administrative Services Officer II          |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 03071                                 | Behavioral Health Administrator                |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 08951                                 | Division Manager-Mental Health Services        |     | 3.00    | 3.00            | 3.00                | 3.00            |
| 00519                                 | Mental Health Medical Director                 |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 08568                                 | Mental Health Pre-Licensed Nurse               |     |         |                 |                     |                 |
| 08570                                 | or Mental Health Nurse Trainee                 |     |         |                 |                     |                 |
| 08573                                 | or Mental Health Nurse I                       |     |         |                 |                     |                 |
| 08572                                 | or Mental Health Nurse II                      |     | 4.00    | 4.00            | 4.00                | 4.00            |
| 08571                                 | or Mental Health Nurse III                     |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 08525                                 | Mental Health Program Supervisor               |     | 6.00    | 6.00            | 6.00                | 6.00            |
| 08569                                 | Mental Health Supervising Nurse                |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 08529                                 | Mental Health Therapist I                      |     |         |                 |                     |                 |
| 08528                                 | or Mental Health Therapist II                  |     |         |                 |                     |                 |
| 08527                                 | or Mental Health Therapist III                 |     |         |                 |                     |                 |
| 08526                                 | or Mental Health Therapist IV                  |     | 67.00   | 67.00           | 65.00               | 65.00           |
| 08529                                 | Mental Health Therapist I                      | 3/4 |         |                 |                     |                 |
| 08528                                 | or Mental Health Therapist II                  | 3/4 |         |                 |                     |                 |
| 08527                                 | or Mental Health Therapist III                 | 3/4 |         |                 |                     |                 |
| 08526                                 | or Mental Health Therapist IV                  | 3/4 | 3.00    | 3.00            | 3.00                | 3.00            |
| 08529                                 | Mental Health Therapist I                      | 1/2 |         |                 |                     |                 |
| 08528                                 | or Mental Health Therapist II                  | 1/2 |         |                 |                     |                 |

Position Allocation by Department

| <u>Class</u>      | <u>Title</u>                              | <u>PT</u> | <u>Current</u> | <u>2008-09<br/>Request</u> | <u>2008-09<br/>Recommended</u> | <u>2008-09<br/>Adopted</u> |
|-------------------|---|-----------|----------------|----------------------------|--------------------------------|----------------------------|
| 08527             | or Mental Health Therapist III            | 1/2       |                |                            |                                |                            |
| 08526             | or Mental Health Therapist IV             | 1/2       | 4.00           | 4.00                       | 4.00                           | 4.00                       |
| 08576             | Mental Health Worker Aide                 |           | 1.00           | 1.00                       | 1.00                           | 1.00                       |
| 08575             | or Mental Health Worker I                 |           |                |                            |                                |                            |
| 08574             | or Mental Health Worker II                |           | 1.00           | 1.00                       | 1.00                           | 1.00                       |
| 00525             | Psychologist                              |           | 3.00           | 3.00                       | 3.00                           | 3.00                       |
| 00883             | Secretary I                               |           | 1.00           | 1.00                       | 1.00                           | 1.00                       |
| 00911             | Account Clerk                             | 1/2       |                |                            |                                |                            |
| 00909             | or Senior Account Clerk                   | 1/2       | 0.50           | 0.50                       | 0.50                           | 0.50                       |
| 00582             | Medical Records Technician                |           | 5.00           | 4.00                       | 4.00                           | 4.00                       |
| 00593             | or Senior Medical Records Technician      |           | 6.00           | 6.00                       | 6.00                           | 6.00                       |
| 00522             | Staff Psychiatrist                        |           | 5.00           | 5.00                       | 5.00                           | 5.00                       |
| 00522             | Staff Psychiatrist                        | 1/2       | 0.50           | 0.50                       | 0.50                           | 0.50                       |
| 00899             | Supervising Accounting Technician         |           | 1.00           | 1.00                       | 1.00                           | 1.00                       |
| 00928             | Supervising Admin Clerk II                |           | 1.00           | 1.00                       | 0.00                           | 0.00                       |
| Department Totals |   |           | 137.50         | 136.50                     | 133.50                         | 133.50                     |
| <b>162</b>        | <b>DRUG &amp; ALCOHOL SERVICES</b>        |           |                |                            |                                |                            |
| 00905             | Accountant I                              |           |                |                            |                                |                            |
| 00906             | or Accountant II                          |           |                |                            |                                |                            |
| 00907             | or Accountant III                         |           | 1.00           | 1.00                       | 1.00                           | 1.00                       |
| 02203             | Administrative Assistant Series           |           | 2.00           | 2.00                       | 2.00                           | 1.00                       |
| 02203             | Administrative Assistant Series           | 1/2       | 0.00           | 0.00                       | 0.00                           | 1.00                       |
| 08795             | Administrative Services Manager           |           | 1.00           | 1.00                       | 1.00                           | 1.00                       |
| 08891             | Administrative Services Officer I         |           |                |                            |                                |                            |
| 08892             | or Administrative Services Officer II     |           | 2.00           | 2.00                       | 1.00                           | 1.00                       |
| 08949             | Division Manager-Drug & Alcohol Services  |           | 1.00           | 1.00                       | 1.00                           | 1.00                       |
| 08610             | Drug & Alcohol Program Supervisor         |           | 3.00           | 3.00                       | 3.00                           | 3.00                       |
| 08620             | Drug & Alcohol Services Specialist I      |           |                |                            |                                |                            |
| 08621             | or Drug & Alcohol Services Specialist II  |           |                |                            |                                |                            |
| 08622             | or Drug & Alcohol Services Specialist III |           |                |                            |                                |                            |
| 08623             | or Drug & Alcohol Services Specialist IV  |           | 19.00          | 17.00                      | 16.00                          | 16.00                      |
| 08620             | Drug & Alcohol Services Specialist I      | 3/4       |                |                            |                                |                            |
| 08621             | or Drug & Alcohol Services Specialist II  | 3/4       |                |                            |                                |                            |
| 08622             | or Drug & Alcohol Services Specialist III | 3/4       |                |                            |                                |                            |
| 08623             | or Drug & Alcohol Services Specialist IV  | 3/4       | 2.25           | 2.25                       | 2.25                           | 2.25                       |
| 08620             | Drug & Alcohol Services Specialist I      | 1/2       |                |                            |                                |                            |
| 08621             | or Drug & Alcohol Services Specialist II  | 1/2       |                |                            |                                |                            |
| 08622             | or Drug & Alcohol Services Specialist III | 1/2       |                |                            |                                |                            |
| 08623             | or Drug & Alcohol Services Specialist IV  | 1/2       | 1.00           | 0.50                       | 0.50                           | 0.50                       |
| 08606             | Drug & Alcohol Worker Aide                |           |                |                            |                                |                            |
| 08607             | or Drug & Alcohol Worker I                |           |                |                            |                                |                            |
| 08608             | or Drug & Alcohol Worker II               |           | 5.00           | 5.00                       | 5.00                           | 5.00                       |
| 00909             | Senior Account Clerk                      |           | 1.00           | 1.00                       | 1.00                           | 1.00                       |
| 00928             | Supervising Admin Clerk II                |           | 1.00           | 1.00                       | 1.00                           | 1.00                       |
| Limited Permanent |   |           |                |                            |                                |                            |
| 02203             | Administrative Assistant Series           |           | 1.00           | 1.00                       | 1.00                           | 1.00                       |
| 02203             | Administrative Assistant Series           | 1/2       | 0.50           | 0.00                       | 0.00                           | 0.00                       |
| 08620             | Drug & Alcohol Services Specialist I      |           |                |                            |                                |                            |
| 08621             | or Drug & Alcohol Services Specialist II  |           | 1.00           | 1.00                       | 1.00                           | 1.00                       |
| 08622             | or Drug & Alcohol Services Specialist III |           |                |                            |                                |                            |
| 08623             | or Drug & Alcohol Services Specialist IV  |           | 4.00           | 4.00                       | 4.00                           | 4.00                       |
| 08620             | Drug & Alcohol Services Specialist I      | 3/4       |                |                            |                                |                            |
| 08621             | or Drug & Alcohol Services Specialist II  | 3/4       |                |                            |                                |                            |
| 08622             | or Drug & Alcohol Services Specialist III | 3/4       |                |                            |                                |                            |
| 08623             | or Drug & Alcohol Services Specialist IV  | 3/4       | 0.75           | 0.75                       | 0.75                           | 0.75                       |
| 08620             | Drug & Alcohol Services Specialist I      | 1/2       |                |                            |                                |                            |
| 08621             | or Drug & Alcohol Services Specialist II  | 1/2       | 2.00           | 1.00                       | 2.00                           | 2.00                       |
| 08622             | or Drug & Alcohol Services Specialist III | 1/2       | 0.50           | 0.50                       | 0.50                           | 0.50                       |
| 08623             | or Drug & Alcohol Services Specialist IV  | 1/2       |                |                            |                                |                            |
| 08606             | Drug & Alcohol Worker Aide                |           |                |                            |                                |                            |
| 08607             | or Drug & Alcohol Worker I                |           | 1.00           | 1.00                       | 1.00                           | 1.00                       |
| 08608             | or Drug & Alcohol Worker II               |           |                |                            |                                |                            |

Position Allocation by Department

| Class             | Title                                       | PT  | Current | 2008-09 Request | 2008-09 Recommended | 2008-09 Adopted |
|-------------------|---|-----|---------|-----------------|---------------------|-----------------|
| 08606             | Drug & Alcohol Worker Aide                  | 1/2 |         |                 |                     |                 |
| 08607             | or Drug & Alcohol Worker I                  | 1/2 | 1.00    | 1.00            | 1.00                | 1.00            |
| 08608             | or Drug & Alcohol Worker II                 | 1/2 |         |                 |                     |                 |
| Department Totals |   |     | 51.00   | 47.00           | 46.00               | 46.00           |
| <b>163</b>        | <b>SUSPECTED ABUSE RESPONSE TEAM</b>        |     |         |                 |                     |                 |
| 02203             | Administrative Assistant Series             | 1/2 | 0.50    | 0.00            | 0.00                | 0.00            |
| 00420             | Community Health Nurse                      | 1/2 | 0.50    | 0.00            | 0.00                | 0.00            |
| 00417             | or Public Health Nurse                      | 1/2 |         |                 |                     |                 |
| 00415             | or Senior Community Health Nurse            | 1/2 |         |                 |                     |                 |
| 00421             | or Senior Public Health Nurse               | 1/2 |         |                 |                     |                 |
| 00457             | or Nurse Practitioner/Physician's Assistant | 1/2 |         |                 |                     |                 |
| 03281             | SART Clinical Coordinator                   | 1/2 | 0.50    | 0.00            | 0.00                | 0.00            |
| Department Totals |   |     | 1.50    | 0.00            | 0.00                | 0.00            |
| <b>165</b>        | <b>MENTAL HEALTH SERVICES ACT</b>           |     |         |                 |                     |                 |
| 02203             | Administrative Assistant Series             |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 08891             | Administrative Services Officer I           |     |         |                 |                     |                 |
| 08892             | or Administrative Services Officer II       |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 08951             | Division Manager-Mental Health Services     |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 08622             | Drug & Alcohol Services Specialist III      |     | 0.00    | 0.00            | 1.00                | 1.00            |
| 08535             | Mental Health Medical Records Supervisor    |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 08571             | Mental Health Nurse III                     | 1/2 | 0.50    | 0.50            | 0.50                | 0.50            |
| 08525             | Mental Health Program Supervisor            |     | 2.00    | 2.00            | 2.00                | 2.00            |
| 08529             | Mental Health Therapist I                   |     |         |                 |                     |                 |
| 08528             | or Mental Health Therapist II               |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 08527             | or Mental Health Therapist III              |     |         |                 |                     |                 |
| 08526             | or Mental Health Therapist IV               |     | 17.00   | 17.00           | 19.00               | 20.00           |
| 08529             | Mental Health Therapist I                   | 1/2 |         |                 |                     |                 |
| 08528             | or Mental Health Therapist II               | 1/2 |         |                 |                     |                 |
| 08527             | or Mental Health Therapist III              | 1/2 |         |                 |                     |                 |
| 08526             | or Mental Health Therapist IV               | 1/2 | 0.50    | 0.50            | 0.00                | 0.00            |
| 00522             | Staff Psychiatrist                          |     | 1.00    | 1.00            | 1.00                | 1.00            |
| Department Totals |   |     | 26.00   | 26.00           | 28.50               | 29.50           |
| <b>180</b>        | <b>SOCIAL SERVICES ADMINISTRATION</b>       |     |         |                 |                     |                 |
| 00914             | Accounting Technician                       |     | 4.00    | 4.00            | 4.00                | 4.00            |
| 02203             | Administrative Assistant Series             |     | 65.00   | 65.00           | 64.00               | 64.00           |
| 08795             | Administrative Services Manager             |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 08891             | Administrative Services Officer I           |     |         |                 |                     |                 |
| 08892             | or Administrative Services Officer II       |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 01502             | Assistant Social Services Director          |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 00427             | Community Service Aide                      |     | 20.00   | 20.00           | 17.00               | 17.00           |
| 01501             | County Social Services Director             |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 02010             | Department Personnel Technician             |     | 2.00    | 2.00            | 2.00                | 2.00            |
| 02011             | Department Personnel Technician - Conf.     |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 08903             | Departmental Automation Specialist I        |     |         |                 |                     |                 |
| 08904             | or Departmental Automation Specialist II    |     |         |                 |                     |                 |
| 08906             | or Departmental Automation Specialist III   |     | 4.00    | 4.00            | 4.00                | 4.00            |
| 00693             | Division Manager-Social Services            |     | 10.00   | 10.00           | 10.00               | 10.00           |
| 01544             | Employment/Resource Specialist I            |     |         |                 |                     |                 |
| 01545             | or Employment/Resource Specialist II        |     |         |                 |                     |                 |
| 01546             | or Employment/Resource Specialist III       |     | 118.00  | 118.00          | 114.00              | 114.00          |
| 01544             | Employment/Resource Specialist I            | 1/2 |         |                 |                     |                 |
| 01545             | or Employment/Resource Specialist II        | 1/2 |         |                 |                     |                 |
| 01546             | or Employment/Resource Specialist III       | 1/2 | 0.50    | 0.50            | 0.00                | 0.00            |
| 01547             | Employment/Resource Specialist IV           |     | 16.00   | 16.00           | 16.00               | 16.00           |
| 01550             | Employment/Services Supervisor              |     | 23.00   | 23.00           | 21.00               | 21.00           |
| 02203             | Administrative Assistant Series             |     |         |                 |                     |                 |
| 02230             | or Legal Clerk                              |     | 5.00    | 5.00            | 5.00                | 5.00            |
| 01560             | Personal Care Aide                          |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 01560             | Personal Care Aide                          | 3/4 | 3.00    | 3.00            | 3.00                | 3.00            |
| 01583             | Program Manager I                           |     |         |                 |                     |                 |
| 01584             | or Program Manager II                       |     | 15.00   | 15.00           | 15.00               | 15.00           |

Position Allocation by Department

| Class             | Title                                       | PT  | Current | 2008-09 Request | 2008-09 Recommended | 2008-09 Adopted |
|-------------------|---|-----|---------|-----------------|---------------------|-----------------|
| 01583             | Program Manager I                           | 1/2 |         |                 |                     |                 |
| 01584             | or Program Manager II                       | 1/2 |         |                 |                     |                 |
| 00909             | Senior Account Clerk                        |     | 11.00   | 11.00           | 10.00               | 10.00           |
| 03200             | Senior Division Manager-Social Services     |     | 1.00    | 1.00            | 0.00                | 0.00            |
| 02255             | Senior Software Engineer                    |     | 2.00    | 2.00            | 2.00                | 2.00            |
| 01531             | Social Services Investigator                |     | 3.00    | 3.00            | 3.00                | 3.00            |
| 01555             | Social Svcs Program Review Specialist       |     | 27.00   | 27.00           | 26.00               | 26.00           |
| 01536             | Social Worker I                             |     |         |                 |                     |                 |
| 01532             | or Social Worker II                         |     |         |                 |                     |                 |
| 01524             | or Social Worker III                        |     |         |                 |                     |                 |
| 01519             | or Social Worker IV                         |     | 77.00   | 77.00           | 75.00               | 75.00           |
| 01536             | Social Worker I                             | 3/4 |         |                 |                     |                 |
| 01532             | or Social Worker II                         | 3/4 |         |                 |                     |                 |
| 01524             | or Social Worker III                        | 3/4 |         |                 |                     |                 |
| 01519             | or Social Worker IV                         | 3/4 | 0.75    | 0.75            | 0.75                | 0.75            |
| 01536             | Social Worker I                             | 1/2 |         |                 |                     |                 |
| 01532             | or Social Worker II                         | 1/2 |         |                 |                     |                 |
| 01524             | or Social Worker III                        | 1/2 |         |                 |                     |                 |
| 01519             | or Social Worker IV                         | 1/2 | 2.50    | 2.50            | 2.50                | 2.50            |
| 01516             | Social Worker Supervisor II                 |     | 16.00   | 16.00           | 15.00               | 15.00           |
| 02264             | Software Engineer I                         |     |         |                 |                     |                 |
| 02265             | or Software Engineer II                     |     |         |                 |                     |                 |
| 02266             | or Software Engineer III                    |     | 2.00    | 2.00            | 2.00                | 2.00            |
| 00899             | Supervising Accounting Technician           |     | 3.00    | 3.00            | 3.00                | 3.00            |
| 00927             | Supervising Admin Clerk I                   |     | 9.00    | 9.00            | 9.00                | 9.00            |
| 02231             | Supervising Legal Clerk I                   |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 02232             | Supervising Legal Clerk II                  |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 01537             | Supervising Social Services Investigator    |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 02261             | Systems Administrator I                     |     |         |                 |                     |                 |
| 02262             | or Systems Administrator II                 |     |         |                 |                     |                 |
| 02263             | or Systems Administrator III                |     | 1.00    | 1.00            | 1.00                | 1.00            |
| Department Totals |   |     | 449.75  | 449.75          | 433.25              | 433.25          |
| <b>184</b>        | <b>LAW ENFORCEMENT MED CARE</b>             |     |         |                 |                     |                 |
| 02203             | Administrative Assistant Series             |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 00500             | Pre-Licensed Correctional Nurse             |     |         |                 |                     |                 |
| 00527             | or Correctional Nurse I                     |     |         |                 |                     |                 |
| 00528             | or Correctional Nurse II                    |     | 8.00    | 7.00            | 7.00                | 7.00            |
| 00524             | Correctional Nurse Supervisor               | 3/4 | 0.75    | 0.75            | 0.75                | 0.75            |
| 00543             | Licensed Vocational Nurse                   |     | 1.00    | 2.00            | 2.00                | 2.00            |
| 00543             | Licensed Vocational Nurse                   | 1/4 | 0.25    | 0.00            | 0.00                | 0.00            |
| 08529             | Mental Health Therapist I                   | 3/4 | 0.00    | 0.75            | 0.75                | 0.75            |
| 08528             | or Mental Health Therapist II               | 3/4 |         |                 |                     |                 |
| 08527             | or Mental Health Therapist III              | 3/4 |         |                 |                     |                 |
| 08526             | or Mental Health Therapist IV               | 3/4 |         |                 |                     |                 |
| 08529             | Mental Health Therapist I                   | 1/2 | 0.50    | 0.00            | 0.00                | 0.00            |
| 08528             | or Mental Health Therapist II               | 1/2 |         |                 |                     |                 |
| 08527             | or Mental Health Therapist III              | 1/2 |         |                 |                     |                 |
| 08526             | or Mental Health Therapist IV               | 1/2 |         |                 |                     |                 |
| 00420             | Community Health Nurse                      |     |         |                 |                     |                 |
| 00417             | or Public Health Nurse                      |     |         |                 |                     |                 |
| 00415             | or Senior Community Health Nurse            |     |         |                 |                     |                 |
| 00421             | or Senior Public Health Nurse               |     |         |                 |                     |                 |
| 00457             | or Nurse Practitioner/Physician's Assistant |     | 1.00    | 1.00            | 1.00                | 1.00            |
| Department Totals |   |     | 12.50   | 12.50           | 12.50               | 12.50           |
| <b>186</b>        | <b>VETERANS SERVICES</b>                    |     |         |                 |                     |                 |
| 02203             | Administrative Assistant Series             |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 00866             | Assistant Veterans Service Officer II       |     | 2.00    | 2.00            | 2.00                | 2.00            |
| 00252             | Veterans Service Officer                    |     | 1.00    | 1.00            | 1.00                | 1.00            |
| Department Totals |   |     | 4.00    | 4.00            | 4.00                | 4.00            |

Position Allocation by Department

| Class      | Title                                       | PT  | Current | 2008-09 Request | 2008-09 Recommended | 2008-09 Adopted |
|------------|---|-----|---------|-----------------|---------------------|-----------------|
| <b>215</b> | <b>FARM ADVISOR</b>                         |     |         |                 |                     |                 |
| 00813      | 4-H Program Assistant                       |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 02203      | Administrative Assistant Series             |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 02203      | Administrative Assistant Series             | 1/2 | 0.50    | 0.50            | 0.50                | 0.50            |
| 02731      | Agr/Weights & Measures Tech I               |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 02732      | or Agr/Weights & Measures Tech II           |     |         |                 |                     |                 |
| 00221      | Health Education Specialist                 | 1/2 | 0.50    | 0.50            | 0.50                | 0.50            |
| 00927      | Supervising Admin Clerk I                   |     | 1.00    | 1.00            | 1.00                | 1.00            |
|            | Limited Permanent                           |     |         |                 |                     |                 |
| 00911      | Account Clerk                               | 1/2 | 0.50    | 0.50            | 0.50                | 0.50            |
| 00909      | or Senior Account Clerk                     | 1/2 |         |                 |                     |                 |
|            | Department Totals                           |     | 5.50    | 5.50            | 5.50                | 5.50            |
| <b>275</b> | <b>ORGANIZATIONAL DEVELOPMENT</b>           |     |         |                 |                     |                 |
| 08884      | Administrative Analyst I                    |     |         |                 |                     |                 |
| 08883      | or Administrative Analyst II                |     |         |                 |                     |                 |
| 08882      | or Administrative Analyst III               |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 08886      | or Principal Administrative Analyst         |     |         |                 |                     |                 |
| 02040      | or Deputy County Administrative Officer     |     |         |                 |                     |                 |
| 02111      | Human Resources Analyst Aide                |     |         |                 |                     |                 |
| 00874      | Personnel Analyst I                         |     |         |                 |                     |                 |
| 00873      | or Personnel Analyst II                     |     |         |                 |                     |                 |
| 00864      | or Personnel Analyst III                    |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 00875      | or Principal Personnel Analyst              |     |         |                 |                     |                 |
|            | Department Totals                           |     | 2.00    | 2.00            | 2.00                | 2.00            |
| <b>305</b> | <b>PARKS</b>                                |     |         |                 |                     |                 |
| 02203      | Administrative Assistant Series             |     | 2.00    | 2.00            | 2.00                | 2.00            |
| 08965      | Deputy Director-County Parks                |     | 1.00    | 0.00            | 0.00                | 1.00            |
| 01203      | Park Operations Coordinator                 |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 01223      | Park Ranger Aide                            |     |         |                 |                     |                 |
| 01222      | or Park Ranger I                            |     |         |                 |                     |                 |
| 01221      | or Park Ranger II                           |     | 19.00   | 19.00           | 19.00               | 19.00           |
| 01220      | or Park Ranger III                          |     | 8.00    | 8.00            | 8.00                | 8.00            |
| 01210      | Park Ranger Specialist                      |     | 3.00    | 3.00            | 3.00                | 3.00            |
| 01250      | Parks Manager                               |     | 0.00    | 1.00            | 1.00                | 0.00            |
| 01251      | Parks Superintendent                        |     | 2.00    | 2.00            | 2.00                | 2.00            |
| 02800      | Planner I                                   |     |         |                 |                     |                 |
| 02801      | or Planner II                               |     |         |                 |                     |                 |
| 02802      | or Planner III                              |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 02803      | or Environmental Resource Specialist        |     |         |                 |                     |                 |
| 02804      | or Principal Environmental Specialist       |     |         |                 |                     |                 |
| 00603      | Senior Planner                              |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 01204      | Supervising Park Ranger                     |     | 4.00    | 4.00            | 4.00                | 4.00            |
|            | Department Totals                           |     | 42.00   | 42.00           | 42.00               | 42.00           |
| <b>350</b> | <b>COUNTY MEDICAL SERVICES PROGRAM</b>      |     |         |                 |                     |                 |
| 00905      | Accountant I                                |     |         |                 |                     |                 |
| 00906      | or Accountant II                            |     |         |                 |                     |                 |
| 00907      | or Accountant III                           |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 00914      | Accounting Technician                       |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 01539      | Eligibility Technician I                    |     | 0.00    | 1.00            | 1.00                | 1.00            |
| 01540      | or Eligibility Technician II                |     |         |                 |                     |                 |
| 01541      | or Eligibility Technician III               |     | 3.00    | 2.00            | 2.00                | 2.00            |
| 00420      | Community Health Nurse                      | 1/2 |         |                 |                     |                 |
| 00417      | or Public Health Nurse                      | 1/2 | 0.50    | 0.50            | 0.50                | 0.50            |
| 00415      | or Senior Community Health Nurse            | 1/2 |         |                 |                     |                 |
| 00421      | or Senior Public Health Nurse               | 1/2 |         |                 |                     |                 |
| 00457      | or Nurse Practitioner/Physician's Assistant | 1/2 |         |                 |                     |                 |
| 01583      | Program Manager I                           |     |         |                 |                     |                 |
| 01584      | or Program Manager II                       |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 00540      | Registered Nurse I                          |     |         |                 |                     |                 |
| 00537      | or Registered Nurse II                      |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 00911      | Account Clerk                               |     |         |                 |                     |                 |

Position Allocation by Department

| Class             | Title  | PT  | Current | 2008-09 Request | 2008-09 Recommended | 2008-09 Adopted |
|-------------------|--|-----|---------|-----------------|---------------------|-----------------|
| 00909             | or Senior Account Clerk                      |     | 2.00    | 2.00            | 2.00                | 2.00            |
| 00911             | Account Clerk                                | 3/4 |         |                 |                     |                 |
| 00909             | or Senior Account Clerk                      | 3/4 | 0.75    | 0.75            | 0.75                | 0.75            |
| 00911             | Account Clerk                                | 1/2 |         |                 |                     |                 |
| 00909             | or Senior Account Clerk                      | 1/2 | 0.50    | 0.50            | 0.50                | 0.50            |
| Department Totals |  |     | 10.75   | 10.75           | 10.75               | 10.75           |
| <b>375</b>        | <b>DRIVING UNDER THE INFLUENCE</b>           |     |         |                 |                     |                 |
| 02203             | Administrative Assistant Series              |     | 4.00    | 4.00            | 4.00                | 4.00            |
| 08620             | Drug & Alcohol Services Specialist I         |     | 10.00   | 10.00           | 10.00               | 10.00           |
| 08621             | or Drug & Alcohol Services Specialist II     |     |         |                 |                     |                 |
| 08622             | or Drug & Alcohol Services Specialist III    |     |         |                 |                     |                 |
| 08623             | or Drug & Alcohol Services Specialist IV     |     |         |                 |                     |                 |
| Department Totals |  |     | 14.00   | 14.00           | 14.00               | 14.00           |
| <b>377</b>        | <b>LIBRARY</b>                               |     |         |                 |                     |                 |
| 00905             | Accountant I                                 |     |         |                 |                     |                 |
| 00906             | or Accountant II                             |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 00907             | or Accountant III                            |     |         |                 |                     |                 |
| 02203             | Administrative Assistant Series              |     | 34.00   | 34.00           | 34.00               | 34.00           |
| 02203             | Administrative Assistant Series              | 3/4 | 3.00    | 2.25            | 2.25                | 3.00            |
| 02203             | Administrative Assistant Series              | 1/2 | 3.00    | 3.50            | 3.50                | 3.00            |
| 02204             | Administrative Assistant Aide                | 1/4 | 1.50    | 1.75            | 1.75                | 1.50            |
| 02201             | or Administrative Assistant I                | 1/4 |         |                 |                     |                 |
| 02202             | or Administrative Assistant II               | 1/4 |         |                 |                     |                 |
| 02203             | or Administrative Assistant Series           | 1/4 |         |                 |                     |                 |
| 08891             | Administrative Services Officer I            |     |         |                 |                     |                 |
| 08892             | or Administrative Services Officer II        |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 01001             | Assistant Library Director                   |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 02010             | Department Personnel Technician              | 1/2 | 0.50    | 0.50            | 0.50                | 0.50            |
| 01003             | Librarian I                                  |     |         |                 |                     |                 |
| 01004             | or Librarian II                              |     | 12.00   | 12.00           | 12.00               | 12.00           |
| 01003             | Librarian I                                  | 3/4 |         |                 |                     |                 |
| 01004             | or Librarian II                              | 3/4 | 1.50    | 1.50            | 1.50                | 1.50            |
| 01011             | Librarian III                                |     | 3.00    | 3.00            | 3.00                | 3.00            |
| 01013             | Library Assistant                            | 1/2 | 3.00    | 3.00            | 3.00                | 3.00            |
| 00210             | Library Director                             |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 01009             | Library Driver Clerk I                       |     |         |                 |                     |                 |
| 01010             | or Library Driver Clerk II                   |     | 3.00    | 3.00            | 3.00                | 3.00            |
| 04000             | Library Manager                              |     | 2.00    | 2.00            | 2.00                | 2.00            |
| 00911             | Account Clerk                                |     |         |                 |                     |                 |
| 00909             | or Senior Account Clerk                      |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 01002             | Supervising Librarian                        |     | 2.00    | 2.00            | 2.00                | 2.00            |
| 01007             | Supervising Library Assistant                |     | 8.00    | 8.00            | 8.00                | 8.00            |
| 01007             | Supervising Library Assistant                | 1/2 | 0.50    | 0.50            | 0.50                | 0.50            |
| Department Totals |  |     | 82.00   | 82.00           | 82.00               | 82.00           |
| <b>405</b>        | <b>PUBLIC WORKS - ISF</b>                    |     |         |                 |                     |                 |
| 00905             | Accountant I                                 |     |         |                 |                     |                 |
| 00906             | or Accountant II                             |     |         |                 |                     |                 |
| 00907             | or Accountant III                            |     | 3.00    | 3.00            | 3.00                | 3.00            |
| 00914             | Accounting Technician                        |     | 2.00    | 2.00            | 2.00                | 2.00            |
| 02203             | Administrative Assistant Series              |     | 4.00    | 4.00            | 4.00                | 4.00            |
| 08795             | Administrative Services Manager              |     | 3.00    | 4.00            | 4.00                | 4.00            |
| 08795             | Administrative Services Manager              | 3/4 | 0.75    | 0.75            | 0.75                | 0.75            |
| 08795             | Administrative Services Manager              | 1/2 | 0.50    | 0.50            | 0.50                | 0.50            |
| 08891             | Administrative Services Officer I            |     |         |                 |                     |                 |
| 08892             | or Administrative Services Officer II        |     | 2.00    | 2.00            | 2.00                | 2.00            |
| 09624             | Assistant Water Systems Superintendent       |     | 2.00    | 2.00            | 2.00                | 2.00            |
| 00609             | Property Management Aide                     |     |         |                 |                     |                 |
| 00622             | or Assistant Real Property Agent             |     |         |                 |                     |                 |
| 00623             | or Associate Real Property Agent             |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 02901             | Chief Water Treatment Plant Operator-Grade 3 |     | 1.00    | 1.00            | 1.00                | 1.00            |
| 02902             | Chief Water Treatment Plant Operator-Grade 4 |     | 1.00    | 1.00            | 1.00                | 1.00            |

Position Allocation by Department

| Class | Title   | PT | Current | 2008-09<br>Request | 2008-09<br>Recommended | 2008-09<br>Adopted |
|-------|---|----|---------|--------------------|------------------------|--------------------|
| 02903 | Civil Engineering Technician Aide             |    |         |                    |                        |                    |
| 00648 | or Civil Engineer Technician I                |    |         |                    |                        |                    |
| 00650 | or Civil Engineer Technician II               |    |         |                    |                        |                    |
| 00652 | or Civil Engineer Technician III              |    | 15.00   | 15.00              | 15.00                  | 15.00              |
| 00280 | Department Administrator                      |    | 2.00    | 2.00               | 2.00                   | 2.00               |
| 08903 | Departmental Automation Specialist I          |    |         |                    |                        |                    |
| 08904 | or Departmental Automation Specialist II      |    |         |                    |                        |                    |
| 08906 | or Departmental Automation Specialist III     |    | 2.00    | 2.00               | 2.00                   | 2.00               |
| 00662 | Deputy Director-Admin-Dept of Public Wrks/T   |    |         |                    |                        |                    |
| 00663 | Deputy Director-Eng Svcs-Dept of Public Wks/T |    |         |                    |                        |                    |
| 00666 | Deputy Director-Public Works                  |    | 2.00    | 2.00               | 2.00                   | 2.00               |
| 00245 | Director of Public Works and Transportation   |    | 1.00    | 1.00               | 1.00                   | 1.00               |
| 00664 | Division Manager-Road Maintenance             |    | 1.00    | 1.00               | 1.00                   | 1.00               |
| 00694 | Division Manager-Utilities                    |    | 1.00    | 1.00               | 1.00                   | 1.00               |
| 00641 | Engineer I                                    |    |         |                    |                        |                    |
| 00640 | or Engineer II                                |    |         |                    |                        |                    |
| 00634 | or Engineer III                               |    | 28.00   | 28.00              | 28.00                  | 28.00              |
| 00633 | Engineer IV                                   |    | 12.00   | 12.00              | 12.00                  | 12.00              |
| 02904 | Environmental Division Manager                |    | 1.00    | 1.00               | 1.00                   | 1.00               |
| 01106 | Grounds Restoration Specialist                |    | 1.00    | 1.00               | 1.00                   | 1.00               |
| 09680 | Hydraulic Operations Administrator III        |    | 1.00    | 1.00               | 1.00                   | 1.00               |
| 02905 | Nacimientto Project Manager                   |    | 1.00    | 1.00               | 1.00                   | 1.00               |
| 02800 | Planner I                                     |    | 1.00    | 1.00               | 1.00                   | 1.00               |
| 02801 | or Planner II                                 |    |         |                    |                        |                    |
| 02802 | or Planner III                                |    |         |                    |                        |                    |
| 02803 | or Environmental Resource Specialist          |    | 5.00    | 5.00               | 5.00                   | 5.00               |
| 02804 | or Principal Environmental Specialist         |    |         |                    |                        |                    |
| 01115 | Public Works Leadworker                       |    | 9.00    | 9.00               | 9.00                   | 9.00               |
| 01112 | Public Works Section Supervisor               |    | 5.00    | 5.00               | 5.00                   | 5.00               |
| 01105 | Public Works Worker I                         |    |         |                    |                        |                    |
| 01117 | or Public Works Worker II                     |    |         |                    |                        |                    |
| 01119 | or Public Works Worker III                    |    | 35.00   | 35.00              | 35.00                  | 35.00              |
| 01103 | Public Works Worker IV                        |    | 15.00   | 15.00              | 15.00                  | 15.00              |
| 00642 | Right-of-Way Agent                            |    | 1.00    | 1.00               | 1.00                   | 1.00               |
| 00632 | Engineer V                                    |    | 4.00    | 4.00               | 4.00                   | 4.00               |
| 00661 | or Road Maintenance Superintendent            |    |         |                    |                        |                    |
| 00909 | Senior Account Clerk                          |    | 4.00    | 4.00               | 4.00                   | 4.00               |
| 01321 | Senior Storekeeper                            |    | 1.00    | 1.00               | 1.00                   | 1.00               |
| 09613 | Senior Water Systems Chemist                  |    | 1.00    | 1.00               | 1.00                   | 1.00               |
| 00610 | Solid Waste Coordinator I                     |    |         |                    |                        |                    |
| 00611 | or Solid Waste Coordinator II                 |    |         |                    |                        |                    |
| 00612 | or Solid Waste Coordinator III                |    | 1.00    | 1.00               | 1.00                   | 1.00               |
| 00927 | Supervising Admin Clerk I                     |    | 1.00    | 1.00               | 1.00                   | 1.00               |
| 00928 | Supervising Admin Clerk II                    |    | 1.00    | 1.00               | 1.00                   | 1.00               |
| 09619 | Water Quality Manager                         |    | 1.00    | 1.00               | 1.00                   | 1.00               |
| 09617 | Water Systems Chemist I                       |    |         |                    |                        |                    |
| 09618 | or Water Systems Chemist II                   |    | 4.00    | 4.00               | 4.00                   | 4.00               |
| 09615 | Water Systems Lab Tech I                      |    |         |                    |                        |                    |
| 09616 | or Water Systems Lab Tech II                  |    | 3.00    | 3.00               | 3.00                   | 3.00               |
| 09623 | Water Systems Superintendent                  |    | 2.00    | 2.00               | 2.00                   | 2.00               |
| 09629 | Water Systems Worker Trainee                  |    |         |                    |                        |                    |
| 09628 | or Water Systems Worker I                     |    |         |                    |                        |                    |
| 09627 | or Water Systems Worker II                    |    |         |                    |                        |                    |
| 09626 | or Water Systems Worker III                   |    | 14.00   | 14.00              | 14.00                  | 14.00              |
| 09625 | Water Systems Worker IV                       |    | 1.00    | 1.00               | 1.00                   | 1.00               |
|       | Limited Permanent                             |    |         |                    |                        |                    |
| 08795 | Administrative Services Manager               |    | 1.00    | 0.00               | 0.00                   | 0.00               |
| 02803 | Environmental Resource Specialist             |    | 1.00    | 1.00               | 1.00                   | 1.00               |
|       | Department Totals                             |    | 199.25  | 199.25             | 199.25                 | 199.25             |

Position Allocation by Department

| <u>Class</u> | <u>Title</u>                            | <u>PT</u> | <u>Current</u> | <u>2008-09<br/>Request</u> | <u>2008-09<br/>Recommended</u> | <u>2008-09<br/>Adopted</u> |
|--------------|---|-----------|----------------|----------------------------|--------------------------------|----------------------------|
| <b>406</b>   | <b>REPROGRAPHICS ISF</b>                |           |                |                            |                                |                            |
| 01000        | Reprographics Leadworker                |           | 1.00           | 1.00                       | 1.00                           | 1.00                       |
| 00996        | Reprographics Technician I              |           |                |                            |                                |                            |
| 00992        | or Reprographics Technician II          |           |                |                            |                                |                            |
| 00994        | or Reprographics Technician III         |           | 2.00           | 2.00                       | 2.00                           | 2.00                       |
|              | Department Totals                       |           | <u>3.00</u>    | <u>3.00</u>                | <u>3.00</u>                    | <u>3.00</u>                |
| <b>407</b>   | <b>FLEET SERVICES ISF</b>               |           |                |                            |                                |                            |
| 09653        | Automotive Mechanic I                   |           |                |                            |                                |                            |
| 09654        | or Automotive Mechanic II               |           | 4.00           | 4.00                       | 4.00                           | 4.00                       |
| 01121        | Equipment Mechanic I                    |           |                |                            |                                |                            |
| 01120        | or Equipment Mechanic II                |           | 4.00           | 4.00                       | 4.00                           | 4.00                       |
| 01123        | Equipment Service Worker                |           | 1.00           | 1.00                       | 1.00                           | 1.00                       |
| 02300        | Fleet Manager                           |           | 1.00           | 1.00                       | 1.00                           | 1.00                       |
| 02303        | Fleet Service Writer                    |           | 2.00           | 2.00                       | 2.00                           | 2.00                       |
| 02301        | Fleet Shop Supervisor                   |           | 1.00           | 1.00                       | 1.00                           | 1.00                       |
| 02302        | Lead Fleet Mechanic                     |           | 1.00           | 1.00                       | 1.00                           | 1.00                       |
|              | Department Totals                       |           | <u>14.00</u>   | <u>14.00</u>               | <u>14.00</u>                   | <u>14.00</u>               |
| <b>425</b>   | <b>AIRPORTS ENTERPRISE</b>              |           |                |                            |                                |                            |
| 00905        | Accountant I                            |           |                |                            |                                |                            |
| 00906        | or Accountant II                        |           |                |                            |                                |                            |
| 00907        | or Accountant III                       |           | 1.00           | 1.00                       | 1.00                           | 1.00                       |
| 00914        | Accounting Technician                   |           | 1.00           | 1.00                       | 1.00                           | 1.00                       |
| 00913        | or Accounting Technician - Confidential |           |                |                            |                                |                            |
| 02203        | Administrative Assistant Series         | 3/4       | 0.75           | 0.75                       | 0.75                           | 0.75                       |
| 01406        | Airport Maintenance Worker              |           | 6.00           | 7.00                       | 7.00                           | 7.00                       |
| 01402        | Airport Operation Specialist            |           | 1.00           | 1.00                       | 1.00                           | 1.00                       |
| 01403        | Airport Operations Supervisor           |           | 2.00           | 2.00                       | 2.00                           | 2.00                       |
| 00852        | Airports Manager                        |           | 0.00           | 1.00                       | 1.00                           | 0.00                       |
| 01401        | Assistant Airports Manager              |           | 1.00           | 1.00                       | 1.00                           | 1.00                       |
| 00609        | Property Management Aide                |           |                |                            |                                |                            |
| 00622        | or Assistant Real Property Agent        |           |                |                            |                                |                            |
| 00623        | or Associate Real Property Agent        |           | 1.00           | 1.00                       | 1.00                           | 1.00                       |
| 08964        | Deputy Director-County Airports         |           | 1.00           | 0.00                       | 0.00                           | 1.00                       |
| 00909        | Senior Account Clerk                    | 1/4       | 0.25           | 0.25                       | 0.25                           | 0.25                       |
|              | Department Totals                       |           | <u>15.00</u>   | <u>16.00</u>               | <u>16.00</u>                   | <u>16.00</u>               |
| <b>427</b>   | <b>GOLF COURSES</b>                     |           |                |                            |                                |                            |
| 01121        | Equipment Mechanic I                    |           |                |                            |                                |                            |
| 01120        | or Equipment Mechanic II                |           | 2.00           | 2.00                       | 2.00                           | 2.00                       |
| 01212        | Golf Course Superintendent              |           | 1.00           | 1.00                       | 1.00                           | 1.00                       |
| 01217        | Golf Course Supervisor                  |           | 1.00           | 2.00                       | 1.00                           | 1.00                       |
| 01234        | Greenskeeper                            |           | 8.00           | 8.00                       | 8.00                           | 8.00                       |
| 01233        | Lead Greenskeeper                       |           | 4.00           | 4.00                       | 4.00                           | 4.00                       |
| 01233        | Department Totals                       |           | <u>16.00</u>   | <u>17.00</u>               | <u>16.00</u>                   | <u>16.00</u>               |
|              | County Totals                           |           | 2,616.50       | 2,603.00                   | 2,564.75                       | 2,567.75                   |

**COUNTY OFFICERS AND DEPARTMENT HEADS  
2008-2009 SALARY SCHEDULE**

| <u>Elected Officials</u>                     | <u>Annual Salary</u> |
|--|----------------------|
| Supervisor                                   | \$ 84,032            |
| Assessor                                     | 156,042              |
| Auditor-Controller                           | 156,042              |
| County Clerk-Recorder                        | 135,658              |
| Treasurer-Tax Collector-Public Administrator | 156,042              |
| District Attorney                            | 185,931              |
| Sheriff-Coroner                              | 182,104              |

| <u>Appointed Department Heads</u>            | <u>Annual Salary</u> |                |
|--|----------------------|----------------|
|  | <u>Minimum</u>       | <u>Maximum</u> |
| Ag Commissioner/Sealer of Weights & Measures | \$ 107,825           | - 131,058      |
| General Services Agency Director             | 139,908              | - 170,052      |
| Chief Probation Officer                      | 119,577              | - 145,348      |
| County Administrative Officer                | 179,189              | - 217,813      |
| County Counsel                               | 152,960              | - 185,928      |
| County Social Services Director              | 130,413              | - 158,535      |
| Director of Behavioral Health Services       | 123,903              | - 150,610      |
| Director of Child Support Services           | 127,543              | - 155,040      |
| Director of Planning/Building                | 123,799              | - 150,506      |
| Director of Public Health/Health Officer     | 154,687              | - 188,008      |
| Director of Public Works and Transportation  | 139,919              | - 170,058      |
| Health Agency Director                       | 136,882              | - 166,397      |
| Library Director                             | 104,164              | - 126,607      |
| Human Resources Director                     | 121,095              | - 147,199      |
| Veterans Service Officer                     | 89,085               | - 108,283      |

\*These salaries, and the salary schedule on the following pages are the 2007-2008 rates as of April 2008. For the most current salary information, contact the County Human Resources Department.

**MAJOR COUNTY PAID EMPLOYEE BENEFITS FOR FISCAL YEAR 2007-2008**

- Retirement. The County operates its own independent retirement plan. Participation in the plan is mandatory for all employees except elected officials. The County sold Pension Obligation Bonds (POBs) during 2004-2005. The County's share of the budgeted retirement contribution based upon salaries for 2008-2009 are shown below. Additionally, the County pays for the costs associated with the unfunded liability related to retiree healthcare costs. This latter cost is commonly referred to as Other Post Employment Benefits (OPEB). Currently this is funded at 1.6% of payroll for all bargaining units and is in addition to the numbers noted in the table below

| <u>Employee Group</u>                     | <u>County</u><br><u>2008-09</u> | <u>POBs</u><br><u>2008/09</u> | <u>Total</u> |
|---|---------------------------------|-------------------------------|--------------|
| Attorneys                                 | 21.62 %                         | 3.93 %                        | 25.55 %      |
| Management and Confidential               | 18.00                           | 3.93                          | 21.93        |
| Public Services, Clerical and Supervisory | 16.67                           | 3.93                          | 20.06        |
| Trades, Crafts and Services               | 18.32                           | 3.93                          | 22.25        |
| Probation Management                      | 15.01                           | 3.89                          | 18.90        |
| Probation Officers/Supervisors            | 14.73                           | 3.89                          | 18.62        |
| Law Enforcement Safety Management         | 24.09                           | 2.64                          | 26.73        |
| Law Enforcement Safety                    | 27.50                           | 2.64                          | 30.14        |
| Law Enforcement Non-safety                | 17.79                           | 3.93                          | 21.72        |

## MAJOR COUNTY PAID EMPLOYEE BENEFITS FOR FISCAL YEAR 2008-2009

Additionally, the County pays a portion of the employee's retirement contribution (County pickup):

| <u>Employee Group</u>                     | <u>2007/08</u> | <u>2008/09</u> |
|---|----------------|----------------|
| Elected Officials                         | 13.55 %        | 13.55 %        |
| Attorneys, Management and Confidential    | 9.29           | 9.29           |
| Law Enforcement, Safety                   | 7.00           | 7.00           |
| Law Enforcement Non-Safety                | 4.20           | 4.20           |
| District Attorney Investigators           | 7.20           | 7.20           |
| Public Services, Clerical and Supervisory | 5.75           | 5.75           |
| Trades, Crafts and Services               | 7.38           | 7.38           |
| Probation Officers/Supervisors            | 5.75           | 5.75           |
| Probation Management                      | 9.29           | 9.29           |

2. Workers' Compensation. The County's Workers' Compensation program is self-insured. Workers' Compensation is charged to departments to maintain adequate reserves and is based upon job classification and departmental experience. The following rates will become effective for 2008-2009 based on \$100.00 of payroll for each department:

RISK EXPOSURE:

| <u>Code</u> | <u>Classification</u> | <u>Exposure Rate</u> |
|-------------|-----------------------|----------------------|
| 2           | Police                | \$ 1.44              |
| 3           | Clerical              | .17                  |
| 5           | Institutional         | .72                  |
| 7           | County-Other          | .64                  |
| 8           | County-Manual         | 1.74                 |
| 9           | Roads                 | 1.61                 |

LOSS EXPOSURE:

| <u>Department</u>       | <u>Experience Factor</u> | <u>Department</u>       | <u>Experience Factor</u> |
|-------------------------|--------------------------|-------------------------|--------------------------|
| Administrative Office   | 5.09                     | Agricultural Comm.      | 1.49                     |
| Auditor-Controller      | 3.77                     | Planning & Building     | 1.52                     |
| Treasurer-Tax Collector | 9.92                     | Animal Services         | 9.92                     |
| Assessor                | 1.55                     | Public Works            | 2.58                     |
| County Counsel          | 1.05                     | Public Health           | 3.99                     |
| Personnel               | 21.41                    | Mental Health           | 3.10                     |
| Pension Trust           | 1.00                     | Drug & Alcohol Services | 3.01                     |
| General Services        | 3.02                     | Air Pollution Control   | 1.07                     |
| Information Technology  | 2.64                     | Law Library             | 1.00                     |
| Clerk-Recorder          | 5.09                     | Social Services         | 5.59                     |
| Board of Supervisors    | 2.26                     | Veterans Services       | 3.56                     |
| District Attorney       | 1.22                     | Library                 | 1.56                     |
| Child Support Services  | 1.54                     | Farm Advisor            | 1.45                     |
| Victim Witness          | 1.40                     | Sheriff-Coroner         | 2.58                     |
| Probation               | 3.36                     |                         |                          |

3. Social Security. The County matches the employees' contribution to Social Security. The 2008 calendar year rate is 6.20% on maximum wages of \$102,000. The County also matches the employee's contribution to Medicare. The 2008 calendar year rate is 1.45% of total wages (no maximum).
4. Disability Insurance. The County provides a long-term disability insurance for all attorneys, management, District Attorney Investigators and confidential employees. The premium rates for 2008-2009 will be .432% of gross salary to a maximum monthly gross of \$13,500.

## MAJOR COUNTY PAID EMPLOYEE BENEFITS FOR FISCAL YEAR 2008-2009

5. Unemployment. The County's unemployment insurance program is self-insured and is funded by charging departments to maintain adequate reserves. The rate for 2008-2009 is .200% of gross salary.
6. Life Insurance. The County provides \$30,000 term life insurance coverage to all District Attorney (DA) Investigators, attorneys, staff management and confidential employees at a cost of \$4.77 per month. General management and department heads receive \$50,000 coverage at a cost of \$7.95 per month.
7. Health, Vision and Dental Insurance. The County offers health insurance coverage through the Public Employees' Retirement System (PERS). Additionally, we offer two dental plans and a vision plan.

County contributions to the health, dental and vision plans are as follows:

| <u>Employee Group</u>                     | <u>Monthly Contribution per employee</u> |
|---|--|
| Attorneys, Management and Confidential    | \$ 741.00                                |
| Public Services, Clerical and Supervisory | 600.00                                   |
| Probation Officers                        | 559.00                                   |
| Trades, Crafts, and Services              | 572.26                                   |
| District Attorney Investigators           | 290.00                                   |
| Deputy Sheriffs Association               | 400.00                                   |
| Management Law Enforcement                | 425.00                                   |
| Dispatchers                               | 434.50                                   |

8. Vacation. Permanent employees who have passed probation accrue vacation time as follows:

| <u>Years of Service</u>                      | <u>Vacation Days/Year</u> |
|--|---------------------------|
| Beginning of service to end of fourth year   | 10                        |
| Beginning of fifth year to end of ninth year | 15                        |
| Over ten years of service                    | 20                        |

Employees must complete their first probationary period before taking any vacation time off. Vacation payoffs at the time of termination are limited to thirty (30) or forty (40) days, depending on the bargaining unit.

9. Sick Leave. Permanent employees accrue twelve (12) days sick leave for each year of service. The bargaining units and unrepresented groups can accrue sick leave up to specified maximums. Employees with more than five years of service (10 years for law enforcement) are paid for one half of their accrued sick leave, to a maximum of 90 days, upon termination.
10. Holidays. Legal holidays are designated by the Board of Supervisors with county ordinance and agreements with the unions. Permanent employees are entitled to twelve (12) paid holidays and one (1) paid personal leave day per fiscal year.
11. Compensatory Time Off. Employees may earn one and one-half hours of compensatory time off (CTO) for each hour worked in lieu of being paid overtime according the Fair Labor Standards Act (FLSA) and Memorandum of Understanding (MOU). Public services, clerical and supervisory employees, confidential employees, DA investigators, law enforcement and dispatchers may accrue up to 120 hours of CTO. The Trades, Crafts and Services unit may accrue up to 90 hours. Employees are paid for their accrued CTO upon termination.
12. Administrative Leave. General management employees are allowed six days of administrative leave each fiscal year. Attorneys, operations and staff management are allowed four days each fiscal year. Probation managers are allowed five days each year. Confidential employees are allowed three days each fiscal year. There is no carry-over of unused administrative leave into the next fiscal year and employees are not paid for any administrative leave balances.

## MAJOR COUNTY PAID EMPLOYEE BENEFITS FOR FISCAL YEAR 2008-2009

13. Annual Leave. Employees who work in designated 24-hour facilities may elect to participate in the annual leave program, which allows the employees to accrue holidays and utilize them as paid time off. Annual leave must be used prior to vacation. Employees are paid for their accrued annual leave upon termination.

Job Class Listing by Title

| Job Class | Title  | Range | BU | Monthly Salary |        |
|-----------|--|-------|----|----------------|--------|
|           |  |       |    | Step 1         | Step 5 |
| 00813     | 4-H Program Assistant                        | 1691  | 13 | 2,931          | 3,564  |
| 03094     | APCD Fiscal/Admin Svcs Mgr                   | 3678  | 07 | 6,375          | 7,750  |
| 00911     | Account Clerk                                | 1457  | 13 | 2,525          | 3,070  |
| 00905     | Accountant I                                 | 2264  | 07 | 3,924          | 4,770  |
| 00906     | Accountant II                                | 2647  | 07 | 4,588          | 5,576  |
| 00907     | Accountant III                               | 3078  | 07 | 5,335          | 6,486  |
| 00713     | Accountant-Auditor I                         | 2264  | 07 | 3,924          | 4,770  |
| 00714     | Accountant-Auditor II                        | 2716  | 07 | 4,708          | 5,723  |
| 00715     | Accountant-Auditor III                       | 3678  | 07 | 6,375          | 7,750  |
| 02051     | Accountant-Auditor Trainee                   | 2033  | 07 | 3,524          | 4,285  |
| 02050     | Accounting Systems Aide-Confidential         | 2208  | 11 | 3,827          | 4,652  |
| 00914     | Accounting Technician                        | 1859  | 13 | 3,222          | 3,919  |
| 00913     | Accounting Technician - Confidential         | 1920  | 11 | 3,328          | 4,046  |
| 00518     | Acute Care Supervising Nurse                 | 3538  | 05 | 6,133          | 7,455  |
| 08885     | Administrative Analyst Aide                  | 2140  | 01 | 3,709          | 4,508  |
| 08887     | Administrative Analyst Aide - Confidential   | 2209  | 11 | 3,829          | 4,654  |
| 08884     | Administrative Analyst I                     | 2713  | 07 | 4,703          | 5,717  |
| 08883     | Administrative Analyst II                    | 3143  | 07 | 5,448          | 6,621  |
| 08882     | Administrative Analyst III                   | 3678  | 07 | 6,375          | 7,750  |
| 02204     | Administrative Assistant Aide                | 1212  | 13 | 2,101          | 2,555  |
| 02201     | Administrative Assistant I                   | 1335  | 13 | 2,314          | 2,813  |
| 02202     | Administrative Assistant II                  | 1469  | 13 | 2,546          | 3,094  |
| 02203     | Administrative Assistant III                 | 1617  | 13 | 2,803          | 3,408  |
| 02220     | Administrative Asst Aide-Confidential        | 1265  | 11 | 2,193          | 2,664  |
| 02221     | Administrative Asst I-Confidential           | 1390  | 11 | 2,409          | 2,931  |
| 02222     | Administrative Asst II-Confidential          | 1530  | 11 | 2,652          | 3,224  |
| 02223     | Administrative Asst III-Confidential         | 1684  | 11 | 2,919          | 3,546  |
| 08795     | Administrative Services Manager              | 3678  | 07 | 6,375          | 7,750  |
| 08891     | Administrative Services Officer I            | 2264  | 07 | 3,924          | 4,770  |
| 08892     | Administrative Services Officer II           | 2716  | 07 | 4,708          | 5,723  |
| 00201     | Ag Commissioner/Sealer of Weights & Measures | 5184  | 09 | 8,986          | 10,922 |
| 02731     | Agr/Weights & Measures Tech I                | 1941  | 01 | 3,364          | 4,089  |
| 02732     | Agr/Weights & Measures Tech II               | 2116  | 01 | 3,668          | 4,460  |
| 00817     | Agricultural Inspector/Biologist I           | 2116  | 01 | 3,668          | 4,460  |
| 00818     | Agricultural Inspector/Biologist II          | 2338  | 01 | 4,053          | 4,926  |
| 00819     | Agricultural Inspector/Biologist III         | 2645  | 01 | 4,585          | 5,573  |
| 00816     | Agricultural Inspector/Biologist Trainee     | 1941  | 01 | 3,364          | 4,089  |
| 02730     | Agricultural Resource Specialist             | 3031  | 01 | 5,254          | 6,386  |
| 00791     | Agricultural/Masurement Standards Tech I     | 1762  | 01 | 3,054          | 3,713  |
| 00792     | Agricultural/Masurement Standards Tech II    | 1921  | 01 | 3,330          | 4,047  |
| 00222     | Aids Program Coordinator                     | 2554  | 07 | 4,427          | 5,382  |
| 00832     | Air Pollution Control Engineer I             | 2828  | 01 | 4,902          | 5,957  |
| 00829     | Air Pollution Control Engineer II            | 3171  | 01 | 5,496          | 6,684  |
| 00841     | Air Pollution Control Engineer III           | 3444  | 01 | 5,970          | 7,256  |
| 03093     | Air Pollution Control Officer                | 5284  | 09 | 9,159          | 11,131 |
| 00835     | Air Quality Specialist I                     | 2479  | 01 | 4,297          | 5,224  |
| 00836     | Air Quality Specialist II                    | 2796  | 01 | 4,846          | 5,892  |
| 00839     | Air Quality Specialist III                   | 3220  | 01 | 5,581          | 6,784  |
| 00834     | Air Quality Specialist Trainee               | 2266  | 01 | 3,928          | 4,774  |
| 01406     | Airport Maintenance Worker                   | 1872  | 02 | 3,245          | 3,943  |
| 01402     | Airport Operation Specialist                 | 2145  | 01 | 3,718          | 4,519  |
| 01403     | Airport Operations Supervisor                | 2534  | 05 | 4,392          | 5,340  |
| 00852     | Airports Manager                             | 4044  | 07 | 7,010          | 8,519  |
| 01422     | Animal Control Lead Officer                  | 2030  | 05 | 3,519          | 4,280  |
| 01417     | Animal Control Officer                       | 1730  | 01 | 2,999          | 3,645  |
| 00219     | Animal Services Humane Educator              | 1627  | 01 | 2,820          | 3,427  |
| 01410     | Animal Services Manager (Non-Vet)            | 3367  | 07 | 5,836          | 7,095  |
| 01411     | Animal Services Manager (Vet)                | 4044  | 07 | 7,010          | 8,519  |
| 08956     | Animal Shelter Coordinator                   | 1817  | 01 | 3,149          | 3,827  |
| 00711     | Appraiser I                                  | 2202  | 01 | 3,817          | 4,638  |
| 00709     | Appraiser II                                 | 2550  | 01 | 4,420          | 5,375  |
| 00707     | Appraiser III                                | 2782  | 01 | 4,822          | 5,860  |
| 00718     | Appraiser Trainee                            | 1907  | 01 | 3,305          | 4,016  |
| 01238     | Aquatics Coordinator                         | 1252  | 00 | 2,170          | 2,640  |
| 00620     | Architectural Supervisor                     | 3615  | 05 | 6,266          | 7,616  |
| 00624     | Architectural Technician                     | 1978  | 01 | 3,429          | 4,169  |
| 00941     | Assessment Analyst I                         | 2713  | 07 | 4,703          | 5,717  |

Job Class Listing by Title

| Job Class | Title   | Range | BU | Monthly Salary |        |
|-----------|---|-------|----|----------------|--------|
|           |   |       |    | Step 1         | Step 5 |
| 00942     | Assessment Analyst II                         | 3143  | 07 | 5,448          | 6,621  |
| 00943     | Assessment Analyst III                        | 3678  | 07 | 6,375          | 7,750  |
| 08894     | Assessment Analyst Trainee                    | 1708  | 01 | 2,961          | 3,598  |
| 08948     | Assessment Manager                            | 3678  | 07 | 6,375          | 7,750  |
| 00894     | Assessment Technician I                       | 1449  | 01 | 2,512          | 3,052  |
| 00895     | Assessment Technician II                      | 1655  | 01 | 2,869          | 3,487  |
| 00896     | Assessment Technician III                     | 1808  | 01 | 3,134          | 3,810  |
| 00897     | Assessment Technician IV                      | 2041  | 01 | 3,538          | 4,300  |
| 00658     | Assessment Technician Supervisor              | 2363  | 05 | 4,096          | 4,978  |
| 00101     | Assessor                                      | 7502  | 10 | 13,003         | 13,003 |
| 01401     | Assistant Airports Manager                    | 3678  | 07 | 6,375          | 7,750  |
| 00701     | Assistant Assessor                            | 5050  | 08 | 8,753          | 10,639 |
| 00900     | Assistant Auditor-Controller                  | 5050  | 08 | 8,753          | 10,639 |
| 01699     | Assistant Building Official                   | 3723  | 07 | 6,453          | 7,842  |
| 00613     | Assistant Capital Projects Coordinator        | 2520  | 01 | 4,368          | 5,309  |
| 02253     | Assistant Chief Information Officer           | 4846  | 08 | 8,400          | 10,208 |
| 00329     | Assistant Chief Probation Officer             | 4625  | 08 | 8,017          | 9,745  |
| 08958     | Assistant County Administrative Officer       | 7092  | 08 | 12,293         | 14,943 |
| 00250     | Assistant County Clerk-Recorder               | 4363  | 07 | 7,563          | 9,194  |
| 00303     | Assistant County Counsel                      | 6132  | 08 | 10,629         | 12,920 |
| 00390     | Assistant Director-General Services           | 4781  | 08 | 8,287          | 10,074 |
| 00391     | Assistant Director-Planning and Building      | 4759  | 08 | 8,249          | 10,026 |
| 00392     | Assistant District Attorney                   | 6132  | 08 | 10,629         | 12,920 |
| 01001     | Assistant Library Director                    | 3731  | 07 | 6,467          | 7,862  |
| 08534     | Assistant Mental Health Administrator         | 3459  | 07 | 5,996          | 7,289  |
| 00622     | Assistant Real Property Agent                 | 2430  | 01 | 4,212          | 5,122  |
| 01502     | Assistant Social Services Director            | 5226  | 08 | 9,058          | 11,008 |
| 00393     | Assistant Treasurer/Tax Collector/Public Admn | 4811  | 08 | 8,339          | 10,138 |
| 00868     | Assistant Veterans Service Officer I          | 1826  | 01 | 3,165          | 3,848  |
| 00866     | Assistant Veterans Service Officer II         | 2089  | 01 | 3,621          | 4,401  |
| 09624     | Assistant Water Systems Superintendent        | 3100  | 05 | 5,373          | 6,531  |
| 00615     | Associate Capital Projects Coordinator        | 3032  | 01 | 5,255          | 6,389  |
| 00623     | Associate Real Property Agent                 | 2818  | 01 | 4,885          | 5,937  |
| 00394     | Asst Director of Child Support Services       | 4293  | 08 | 7,441          | 9,046  |
| 00712     | Auditor-Appraiser I                           | 2264  | 07 | 3,924          | 4,770  |
| 00710     | Auditor-Appraiser II                          | 2679  | 07 | 4,644          | 5,645  |
| 00708     | Auditor-Appraiser III                         | 3372  | 07 | 5,845          | 7,105  |
| 00102     | Auditor-Controller                            | 7502  | 10 | 13,003         | 13,003 |
| 09653     | Automotive Mechanic I                         | 2078  | 02 | 3,602          | 4,378  |
| 09654     | Automotive Mechanic II                        | 2184  | 02 | 3,786          | 4,600  |
| 03071     | Behavioral Health Administrator               | 5957  | 09 | 10,325         | 12,551 |
| 00265     | Board of Construction Appeals                 | 0515  | 00 | 893            | 1,085  |
| 01601     | Building Inspector I                          | 2248  | 01 | 3,897          | 4,735  |
| 01602     | Building Inspector II                         | 2577  | 01 | 4,467          | 5,429  |
| 01603     | Building Inspector III                        | 2850  | 01 | 4,940          | 6,006  |
| 01301     | Building Maintenance Superintendent           | 3347  | 07 | 5,801          | 7,053  |
| 01701     | Building Plans Examiner I                     | 2765  | 01 | 4,793          | 5,824  |
| 01702     | Building Plans Examiner II                    | 3032  | 01 | 5,255          | 6,389  |
| 01703     | Building Plans Examiner III                   | 3277  | 01 | 5,680          | 6,906  |
| 01304     | Buildings Facilities Manager                  | 4060  | 07 | 7,037          | 8,554  |
| 01327     | Bus Driver                                    | 1409  | 02 | 2,442          | 2,969  |
| 02181     | Buyer I                                       | 1949  | 01 | 3,378          | 4,105  |
| 02182     | Buyer II                                      | 2246  | 01 | 3,893          | 4,732  |
| 00341     | CAL-ID Program Coordinator                    | 3703  | 07 | 6,419          | 7,800  |
| 00672     | Cadastral Mapping Systems Specialis II        | 2399  | 01 | 4,158          | 5,054  |
| 00671     | Cadastral Mapping Systems Specialist I        | 2028  | 01 | 3,515          | 4,271  |
| 00673     | Cadastral Mapping Systems Specialist III      | 2874  | 01 | 4,982          | 6,055  |
| 00675     | Cadastral Mapping Systems Supervisor          | 3329  | 05 | 5,770          | 7,015  |
| 00635     | Capital Projects Inspector                    | 3032  | 01 | 5,255          | 6,389  |
| 00891     | Chief Accountant                              | 4037  | 07 | 6,997          | 8,507  |
| 00704     | Chief Appraiser                               | 4037  | 07 | 6,997          | 8,507  |
| 00310     | Chief Deputy County Counsel                   | 5750  | 07 | 9,967          | 12,116 |
| 00270     | Chief Deputy District Attorney                | 5750  | 07 | 9,967          | 12,116 |
| 00802     | Chief Deputy-Agricultural Commissioner        | 4203  | 07 | 7,285          | 8,856  |
| 00823     | Chief Deputy-Sealer Weights & Measures        | 3990  | 07 | 6,916          | 8,408  |
| 09648     | Chief District Attorney Investigator          | 5598  | 07 | 9,703          | 11,795 |
| 02250     | Chief Information Officer                     | 6116  | 09 | 10,601         | 12,886 |

Job Class Listing by Title

| Job Class | Title  | Range | BU | Monthly Salary |        |
|-----------|--|-------|----|----------------|--------|
|           |  |       |    | Step 1         | Step 5 |
| 00213     | Chief Probation Officer                      | 5749  | 09 | 9,965          | 12,113 |
| 02901     | Chief Water Treatment Plant Operator-Grade 3 | 2803  | 05 | 4,859          | 5,905  |
| 02902     | Chief Water Treatment Plant Operator-Grade 4 | 2953  | 05 | 5,119          | 6,223  |
| 00578     | Chief of Assessment Standards                | 4037  | 07 | 6,997          | 8,507  |
| 00389     | Child Support Ombudsperson                   | 3143  | 07 | 5,448          | 6,621  |
| 00648     | Civil Engineer Technician I                  | 2437  | 01 | 4,224          | 5,134  |
| 00650     | Civil Engineer Technician II                 | 2791  | 01 | 4,838          | 5,883  |
| 00652     | Civil Engineer Technician III                | 3203  | 01 | 5,552          | 6,748  |
| 02903     | Civil Engineering Technician Aide            | 1955  | 01 | 3,389          | 4,120  |
| 02552     | Clerk-Recorder Assistant II                  | 1743  | 13 | 3,021          | 3,673  |
| 02553     | Clerk-Recorder Assistant III                 | 1846  | 13 | 3,200          | 3,890  |
| 02554     | Clerk-Recorder Assistant IV                  | 2039  | 05 | 3,534          | 4,295  |
| 00596     | Clinical Lab Technologist - Temp Licensed    | 1867  | 01 | 3,236          | 3,933  |
| 00576     | Clinical Laboratory Assistant I              | 1327  | 01 | 2,300          | 2,796  |
| 00577     | Clinical Laboratory Assistant II             | 1517  | 01 | 2,629          | 3,198  |
| 00550     | Clinical Laboratory Manager                  | 3052  | 07 | 5,290          | 6,431  |
| 00552     | Clinical Laboratory Technologist             | 2313  | 01 | 4,009          | 4,874  |
| 03501     | Collections Officer I                        | 1981  | 01 | 3,434          | 4,174  |
| 03502     | Collections Officer II                       | 2081  | 01 | 3,607          | 4,384  |
| 00260     | Commissioner - Civil Service                 | 0515  | 00 | 893            | 1,085  |
| 00255     | Commissioner - Planning                      | 0515  | 00 | 893            | 1,085  |
| 09632     | Communicable Disease Investigator            | 2025  | 01 | 3,510          | 4,266  |
| 09679     | Communications Aide                          | 1649  | 01 | 2,858          | 3,474  |
| 09677     | Communications Manager                       | 3880  | 07 | 6,725          | 8,176  |
| 00959     | Communications Technician I                  | 2364  | 01 | 4,098          | 4,980  |
| 00958     | Communications Technician II                 | 2657  | 01 | 4,605          | 5,600  |
| 03030     | Community Health Liaison                     | 0800  | 00 | 1,387          | 1,685  |
| 00420     | Community Health Nurse                       | 2802  | 01 | 4,857          | 5,902  |
| 00427     | Community Service Aide                       | 1218  | 01 | 2,111          | 2,567  |
| 01715     | Computer Oper Supervisor - Confidential      | 3360  | 11 | 5,824          | 7,077  |
| 00970     | Computer Systems Tech Aide - Confidential    | 1581  | 11 | 2,740          | 3,331  |
| 00987     | Computer Systems Tech I - Confidential       | 1892  | 11 | 3,279          | 3,987  |
| 00988     | Computer Systems Tech II - Confidential      | 2104  | 11 | 3,647          | 4,432  |
| 01989     | Computer Systems Tech III - Confidential     | 2420  | 11 | 4,195          | 5,098  |
| 09999     | Contract Employee                            | 0515  | 00 | 893            | 1,085  |
| 01341     | Cook I                                       | 1437  | 01 | 2,491          | 3,026  |
| 01340     | Cook II                                      | 1727  | 01 | 2,993          | 3,638  |
| 01350     | Cook III                                     | 1857  | 01 | 3,219          | 3,914  |
| 00527     | Correctional Nurse I                         | 2745  | 01 | 4,758          | 5,782  |
| 00528     | Correctional Nurse II                        | 3178  | 01 | 5,509          | 6,696  |
| 00524     | Correctional Nurse Supervisor                | 3716  | 05 | 6,441          | 7,829  |
| 00346     | Correctional Technician                      | 1794  | 13 | 3,110          | 3,780  |
| 00205     | County Administrative Officer                | 8615  | 09 | 14,933         | 18,151 |
| 00108     | County Clerk-Recorder                        | 6522  | 10 | 11,305         | 11,305 |
| 00302     | County Counsel                               | 7354  | 09 | 12,747         | 15,494 |
| 00512     | County Physician                             | 2893  | 00 | 5,015          | 6,098  |
| 01501     | County Social Services Director              | 6270  | 09 | 10,868         | 13,211 |
| 00350     | Crime Prevention Specialist                  | 2880  | 21 | 4,992          | 6,068  |
| 00410     | Cross Connection Inspector                   | 2575  | 01 | 4,463          | 5,425  |
| 01335     | Custodian                                    | 1522  | 02 | 2,638          | 3,207  |
| 00983     | Data Entry Operator III                      | 1697  | 13 | 2,941          | 3,576  |
| 00982     | Data Entry Operator III - Confidential       | 1753  | 11 | 3,039          | 3,695  |
| 00280     | Department Administrator                     | 4293  | 07 | 7,441          | 9,046  |
| 02010     | Department Personnel Technician              | 1743  | 13 | 3,021          | 3,673  |
| 02011     | Department Personnel Technician - Conf.      | 1798  | 11 | 3,117          | 3,787  |
| 08903     | Departmental Automation Specialist I         | 2399  | 01 | 4,158          | 5,054  |
| 08904     | Departmental Automation Specialist II        | 2874  | 01 | 4,982          | 6,055  |
| 08906     | Departmental Automation Specialist III       | 3333  | 01 | 5,777          | 7,023  |
| 00804     | Deputy Agricultural Commissioner             | 3283  | 07 | 5,691          | 6,916  |
| 02040     | Deputy County Administrative Officer         | 5546  | 09 | 9,613          | 11,684 |
| 00313     | Deputy County Counsel I                      | 3001  | 12 | 5,202          | 6,323  |
| 00317     | Deputy County Counsel II                     | 3474  | 12 | 6,022          | 7,320  |
| 00318     | Deputy County Counsel III                    | 4019  | 12 | 6,966          | 8,469  |
| 00312     | Deputy County Counsel IV                     | 5031  | 12 | 8,720          | 10,599 |
| 03002     | Deputy County Health Officer                 | 6323  | 08 | 10,960         | 13,322 |
| 08957     | Deputy Director of Human Resources           | 5062  | 08 | 8,774          | 10,665 |
| 09514     | Deputy Director of Social Services           | 4985  | 08 | 8,641          | 10,504 |

Job Class Listing by Title

| Job Class | Title   | Range | BU | Monthly Salary |        |
|-----------|---|-------|----|----------------|--------|
|           |   |       |    | Step 1         | Step 5 |
| 00662     | Deputy Director-Admin-Dept of Public Wrks/T   | 6304  | 08 | 10,927         | 13,283 |
| 08964     | Deputy Director-County Airports               | 4246  | 08 | 7,360          | 8,946  |
| 08965     | Deputy Director-County Parks                  | 4466  | 08 | 7,741          | 9,407  |
| 00663     | Deputy Director-Eng Svcs-Dept of Public Wks/T | 5481  | 08 | 9,500          | 11,547 |
| 08963     | Deputy Director-General Services              | 5407  | 08 | 9,372          | 11,391 |
| 03005     | Deputy Director-Health Agency                 | 4582  | 08 | 7,942          | 9,655  |
| 08962     | Deputy Director-Information Technology        | 5480  | 08 | 9,499          | 11,546 |
| 00666     | Deputy Director-Public Works                  | 5481  | 08 | 9,500          | 11,547 |
| 00308     | Deputy District Attorney I                    | 3001  | 04 | 5,202          | 6,323  |
| 00309     | Deputy District Attorney II                   | 3474  | 04 | 6,022          | 7,320  |
| 00311     | Deputy District Attorney III                  | 4019  | 04 | 6,966          | 8,469  |
| 00314     | Deputy District Attorney IV                   | 5031  | 04 | 8,720          | 10,599 |
| 00324     | Deputy Probation Officer I                    | 2125  | 31 | 3,683          | 4,477  |
| 00323     | Deputy Probation Officer II                   | 2554  | 31 | 4,427          | 5,382  |
| 00338     | Deputy Sheriff                                | 3277  | 03 | 5,680          | 6,906  |
| 00256     | Director of Child Support Services            | 6132  | 09 | 10,629         | 12,920 |
| 08596     | Director of Drug & Alcohol Services           | 4722  | 07 | 8,185          | 9,948  |
| 08401     | Director of Environmental Health              | 4722  | 07 | 8,185          | 9,948  |
| 00509     | Director of Health Promotion Services         | 2956  | 07 | 5,124          | 6,228  |
| 00237     | Director of Planning/Building                 | 5952  | 09 | 10,317         | 12,542 |
| 00412     | Director of Public Health Nursing             | 4006  | 07 | 6,944          | 8,440  |
| 00245     | Director of Public Works and Transportation   | 6727  | 09 | 11,660         | 14,172 |
| 00105     | District Attorney                             | 8939  | 10 | 15,494         | 15,494 |
| 09645     | District Attorney Investigator I              | 3302  | 06 | 5,723          | 6,956  |
| 09646     | District Attorney Investigator II             | 3778  | 06 | 6,549          | 7,959  |
| 09647     | District Attorney Investigator III            | 4129  | 06 | 7,157          | 8,700  |
| 02052     | Division Manager-Auditor-Controller           | 4734  | 08 | 8,206          | 9,975  |
| 00681     | Division Manager-Building (Chief Bldg Offcl)  | 4228  | 08 | 7,329          | 8,908  |
| 00682     | Division Manager-Child Support Services       | 3678  | 07 | 6,375          | 7,750  |
| 00684     | Division Manager-District Attorney            | 3530  | 07 | 6,119          | 7,438  |
| 08949     | Division Manager-Drug & Alcohol Services      | 4064  | 07 | 7,044          | 8,561  |
| 08954     | Division Manager-Environmental Health         | 5045  | 07 | 8,745          | 10,629 |
| 08950     | Division Manager-Health Agency                | 4064  | 07 | 7,044          | 8,561  |
| 08951     | Division Manager-Mental Health Services       | 4064  | 07 | 7,044          | 8,561  |
| 00690     | Division Manager-Planning                     | 3837  | 07 | 6,651          | 8,084  |
| 00691     | Division Manager-Probation                    | 3482  | 07 | 6,035          | 7,337  |
| 08955     | Division Manager-Public Health Nursing Serv   | 4333  | 07 | 7,511          | 9,131  |
| 00664     | Division Manager-Road Maintenance             | 4001  | 07 | 6,935          | 8,431  |
| 00693     | Division Manager-Social Services              | 4027  | 07 | 6,980          | 8,483  |
| 00694     | Division Manager-Utilities                    | 4475  | 07 | 7,757          | 9,429  |
| 02558     | Division Supervisor-Clerk-Recorder            | 2534  | 05 | 4,392          | 5,340  |
| 08610     | Drug & Alcohol Program Supervisor             | 2919  | 05 | 5,060          | 6,150  |
| 08620     | Drug & Alcohol Services Specialist I          | 1917  | 01 | 3,323          | 4,040  |
| 08621     | Drug & Alcohol Services Specialist II         | 2222  | 01 | 3,851          | 4,683  |
| 08622     | Drug & Alcohol Services Specialist III        | 2447  | 01 | 4,241          | 5,155  |
| 08623     | Drug & Alcohol Services Specialist IV         | 2702  | 01 | 4,683          | 5,692  |
| 08615     | Drug & Alcohol Svcs Clinical Programs Mgr     | 3607  | 07 | 6,252          | 7,599  |
| 08606     | Drug & Alcohol Worker Aide                    | 1302  | 01 | 2,257          | 2,742  |
| 08607     | Drug & Alcohol Worker I                       | 1660  | 01 | 2,877          | 3,498  |
| 08608     | Drug & Alcohol Worker II                      | 1822  | 01 | 3,158          | 3,838  |
| 00380     | Economic Crime Officer I                      | 1842  | 01 | 3,193          | 3,883  |
| 00381     | Economic Crime Officer II                     | 2030  | 01 | 3,519          | 4,280  |
| 00382     | Economic Crime Officer III                    | 2130  | 01 | 3,692          | 4,488  |
| 00383     | Economic Crime Technician I                   | 1868  | 01 | 3,238          | 3,935  |
| 00384     | Economic Crime Technician II                  | 1963  | 01 | 3,403          | 4,136  |
| 01539     | Eligibility Technician I                      | 1648  | 01 | 2,857          | 3,472  |
| 01540     | Eligibility Technician II                     | 1793  | 01 | 3,108          | 3,779  |
| 01541     | Eligibility Technician III                    | 1986  | 01 | 3,442          | 4,183  |
| 00844     | Emergency Services Coordinator I              | 2713  | 07 | 4,703          | 5,717  |
| 00845     | Emergency Services Coordinator II             | 2985  | 07 | 5,174          | 6,290  |
| 00846     | Emergency Services Coordinator III            | 3678  | 07 | 6,375          | 7,750  |
| 01544     | Employment/Resource Specialist I              | 1648  | 01 | 2,857          | 3,472  |
| 01545     | Employment/Resource Specialist II             | 1793  | 01 | 3,108          | 3,779  |
| 01546     | Employment/Resource Specialist III            | 1986  | 01 | 3,442          | 4,183  |
| 01547     | Employment/Resource Specialist IV             | 2264  | 01 | 3,924          | 4,770  |
| 01550     | Employment/Services Supervisor                | 2501  | 05 | 4,335          | 5,269  |
| 00641     | Engineer I                                    | 2762  | 01 | 4,787          | 5,819  |

## Job Class Listing by Title

| Job Class | Title                                      | Range | BU | Monthly Salary |        |
|-----------|--|-------|----|----------------|--------|
|           |  |       |    | Step 1         | Step 5 |
| 00640     | Engineer II                                | 3164  | 01 | 5,484          | 6,665  |
| 00634     | Engineer III                               | 3602  | 01 | 6,243          | 7,590  |
| 00633     | Engineer IV                                | 4130  | 05 | 7,159          | 8,703  |
| 00632     | Engineer V                                 | 4475  | 07 | 7,757          | 9,429  |
| 01124     | Engineering Equipment Manager              | 3114  | 07 | 5,398          | 6,562  |
| 02904     | Environmental Division Manager             | 4293  | 07 | 7,441          | 9,046  |
| 08406     | Environmental Health Aide                  | 1809  | 01 | 3,136          | 3,812  |
| 08413     | Environmental Health Specialist I          | 2360  | 01 | 4,091          | 4,973  |
| 08414     | Environmental Health Specialist II         | 2708  | 01 | 4,694          | 5,704  |
| 08415     | Environmental Health Specialist III        | 2988  | 01 | 5,179          | 6,295  |
| 00877     | Environmental Quality Coord                | 4293  | 07 | 7,441          | 9,046  |
| 02803     | Environmental Resource Specialist          | 3031  | 01 | 5,254          | 6,386  |
| 00437     | Epidemiologist                             | 3409  | 07 | 5,909          | 7,181  |
| 01121     | Equipment Mechanic I                       | 2130  | 02 | 3,692          | 4,488  |
| 01120     | Equipment Mechanic II                      | 2322  | 02 | 4,025          | 4,891  |
| 01123     | Equipment Service Worker                   | 1586  | 02 | 2,749          | 3,340  |
| 01314     | Facilities Maintenance Mechanic I          | 1726  | 02 | 2,992          | 3,637  |
| 01316     | Facilities Maintenance Mechanic II         | 1872  | 02 | 3,245          | 3,943  |
| 01315     | Facilities Maintenance Mechanic III        | 2248  | 02 | 3,897          | 4,735  |
| 01313     | Facility Maintenance Mechanic Leadworker   | 2360  | 02 | 4,091          | 4,973  |
| 09621     | Family Support Officer I                   | 1842  | 01 | 3,193          | 3,883  |
| 09622     | Family Support Officer II                  | 2030  | 01 | 3,519          | 4,280  |
| 09682     | Family Support Officer III                 | 2130  | 01 | 3,692          | 4,488  |
| 00780     | Financial Analyst I                        | 2264  | 07 | 3,924          | 4,770  |
| 00781     | Financial Analyst II                       | 2716  | 07 | 4,708          | 5,723  |
| 00782     | Financial Analyst III                      | 3678  | 07 | 6,375          | 7,750  |
| 02300     | Fleet Manager                              | 3855  | 07 | 6,682          | 8,122  |
| 02303     | Fleet Service Writer                       | 1626  | 02 | 2,818          | 3,425  |
| 02301     | Fleet Shop Supervisor                      | 2725  | 05 | 4,723          | 5,741  |
| 00354     | Food Service Supervisor - Corrections      | 2301  | 05 | 3,988          | 4,848  |
| 08961     | General Services Agency Director           | 6727  | 09 | 11,660         | 14,172 |
| 00248     | General Services Director                  | 5934  | 09 | 10,286         | 12,504 |
| 01212     | Golf Course Superintendent                 | 3298  | 07 | 5,717          | 6,949  |
| 01217     | Golf Course Supervisor                     | 2711  | 05 | 4,699          | 5,711  |
| 01234     | Greenskeeper                               | 1979  | 02 | 3,430          | 4,170  |
| 01106     | Grounds Restoration Specialist             | 2249  | 02 | 3,898          | 4,737  |
| 01319     | Groundskeeper                              | 1664  | 02 | 2,884          | 3,505  |
| 00536     | Head Nurse                                 | 3054  | 01 | 5,294          | 6,434  |
| 00226     | Health Agency Administrator I              | 2956  | 07 | 5,124          | 6,228  |
| 00227     | Health Agency Administrator II             | 3547  | 07 | 6,148          | 7,472  |
| 00228     | Health Agency Administrator III            | 4411  | 07 | 7,646          | 9,294  |
| 00229     | Health Agency Administrator IV             | 4743  | 08 | 8,221          | 9,993  |
| 03003     | Health Agency Director                     | 6581  | 09 | 11,407         | 13,867 |
| 00872     | Health Care Analyst                        | 2956  | 07 | 5,124          | 6,228  |
| 00221     | Health Education Specialist                | 1867  | 01 | 3,236          | 3,933  |
| 02111     | Human Resources Analyst Aide               | 2140  | 01 | 3,709          | 4,508  |
| 02110     | Human Resources Analyst Aide-Confidential  | 2209  | 11 | 3,829          | 4,654  |
| 00856     | Human Resources Director                   | 5146  | 09 | 8,920          | 10,842 |
| 08953     | Human Resources Director                   | 5822  | 09 | 10,091         | 12,267 |
| 09680     | Hydraulic Operations Administrator III     | 3049  | 05 | 5,285          | 6,422  |
| 02252     | Information Technology Manager             | 4293  | 07 | 7,441          | 9,046  |
| 02268     | Information Technology Project Manager I   | 2647  | 07 | 4,588          | 5,576  |
| 02269     | Information Technology Project Manager II  | 3177  | 07 | 5,507          | 6,694  |
| 02270     | Information Technology Project Manager III | 3528  | 07 | 6,115          | 7,431  |
| 02267     | Information Technology Supervisor          | 4074  | 07 | 7,062          | 8,585  |
| 00370     | Juvenile Services Officer I                | 1985  | 31 | 3,441          | 4,181  |
| 00371     | Juvenile Services Officer II               | 2186  | 31 | 3,789          | 4,607  |
| 00372     | Juvenile Services Officer III              | 2405  | 31 | 4,169          | 5,067  |
| 01420     | kennel Worker                              | 1513  | 02 | 2,623          | 3,188  |
| 00447     | Laboratory Assistant I                     | 1444  | 01 | 2,503          | 3,044  |
| 00446     | Laboratory Assistant II                    | 1648  | 01 | 2,857          | 3,472  |
| 00869     | Law Librarian - Contract                   | 1333  | 00 | 2,311          | 2,810  |
| 01334     | Lead Custodian                             | 1694  | 02 | 2,936          | 3,569  |
| 02302     | Lead Fleet Mechanic                        | 2438  | 02 | 4,226          | 5,136  |
| 01233     | Lead Greenskeeper                          | 2249  | 02 | 3,898          | 4,737  |
| 02230     | Legal Clerk                                | 1815  | 13 | 3,146          | 3,824  |
| 02235     | Legal Clerk-Confidential                   | 1873  | 11 | 3,247          | 3,945  |

## Job Class Listing by Title

| Job Class | Title                                    | Range | BU | Monthly Salary |        |
|-----------|--|-------|----|----------------|--------|
|           |  |       |    | Step 1         | Step 5 |
| 08799     | Legislative Assistant                    | 3312  | 11 | 5,741          | 5,741  |
| 01003     | Librarian I                              | 2074  | 01 | 3,595          | 4,370  |
| 01004     | Librarian II                             | 2296  | 05 | 3,980          | 4,839  |
| 01011     | Librarian III                            | 2528  | 05 | 4,382          | 5,325  |
| 01013     | Library Assistant                        | 1685  | 01 | 2,921          | 3,550  |
| 00210     | Library Director                         | 5008  | 09 | 8,681          | 10,551 |
| 01009     | Library Driver Clerk I                   | 1415  | 01 | 2,453          | 2,981  |
| 01010     | Library Driver Clerk II                  | 1685  | 01 | 2,921          | 3,550  |
| 04000     | Library Manager                          | 3384  | 07 | 5,866          | 7,131  |
| 00543     | Licensed Vocational Nurse                | 1858  | 01 | 3,221          | 3,916  |
| 01237     | Lifeguard I                              | 0926  | 00 | 1,605          | 1,952  |
| 01236     | Lifeguard II                             | 1103  | 00 | 1,912          | 2,324  |
| 01317     | Locksmith-Maintenance Worker             | 2248  | 02 | 3,897          | 4,735  |
| 01307     | Maintenance Painter I                    | 2028  | 02 | 3,515          | 4,271  |
| 01308     | Maintenance Painter II                   | 2248  | 02 | 3,897          | 4,735  |
| 01620     | Mapping/Graphics Systems Specialist I    | 2028  | 01 | 3,515          | 4,271  |
| 01621     | Mapping/Graphics Systems Specialist II   | 2399  | 01 | 4,158          | 5,054  |
| 01622     | Mapping/Graphics Systems Specialist III  | 2874  | 01 | 4,982          | 6,055  |
| 00582     | Medical Records Technician               | 1725  | 13 | 2,990          | 3,635  |
| 08532     | Mental Health Administrator              | 4037  | 07 | 6,997          | 8,507  |
| 08533     | Mental Health Clinical Program Manager   | 3607  | 07 | 6,252          | 7,599  |
| 00519     | Mental Health Medical Director           | 8679  | 07 | 15,044         | 18,285 |
| 08535     | Mental Health Medical Records Supervisor | 2307  | 05 | 3,999          | 4,860  |
| 08573     | Mental Health Nurse I                    | 2825  | 01 | 4,897          | 5,952  |
| 08572     | Mental Health Nurse II                   | 3178  | 01 | 5,509          | 6,696  |
| 08571     | Mental Health Nurse III                  | 3445  | 01 | 5,971          | 7,257  |
| 08570     | Mental Health Nurse Trainee              | 2685  | 01 | 4,654          | 5,656  |
| 08568     | Mental Health Pre-Licensed Nurse         | 2473  | 01 | 4,287          | 5,210  |
| 08525     | Mental Health Program Supervisor         | 3177  | 05 | 5,507          | 6,694  |
| 08569     | Mental Health Supervising Nurse          | 3694  | 05 | 6,403          | 7,784  |
| 08529     | Mental Health Therapist I                | 2034  | 01 | 3,526          | 4,287  |
| 08528     | Mental Health Therapist II               | 2354  | 01 | 4,080          | 4,961  |
| 08527     | Mental Health Therapist III              | 2592  | 01 | 4,493          | 5,462  |
| 08526     | Mental Health Therapist IV               | 2866  | 01 | 4,968          | 6,037  |
| 08576     | Mental Health Worker Aide                | 1267  | 01 | 2,196          | 2,669  |
| 08575     | Mental Health Worker I                   | 1615  | 01 | 2,799          | 3,404  |
| 08574     | Mental Health Worker II                  | 1772  | 01 | 3,071          | 3,735  |
| 00979     | Microcomputer Technician I               | 2155  | 01 | 3,735          | 4,541  |
| 00980     | Microcomputer Technician II              | 2422  | 01 | 4,198          | 5,103  |
| 02905     | Nacimiento Project Manager               | 6851  | 07 | 11,875         | 14,437 |
| 02257     | Network Engineer I                       | 2821  | 07 | 4,890          | 5,944  |
| 02258     | Network Engineer II                      | 3350  | 07 | 5,807          | 7,060  |
| 02259     | Network Engineer III                     | 3703  | 07 | 6,419          | 7,800  |
| 01711     | Network Hardware Specialist I            | 2268  | 01 | 3,931          | 4,777  |
| 01712     | Network Hardware Specialist II           | 2550  | 01 | 4,420          | 5,375  |
| 00457     | Nurse Practitioner/Physician's Assistant | 3493  | 01 | 6,055          | 7,360  |
| 02238     | Paralegal                                | 2103  | 01 | 3,645          | 4,430  |
| 09781     | Park Aide I                              | 0902  | 00 | 1,563          | 1,900  |
| 09782     | Park Aide II                             | 1067  | 00 | 1,849          | 2,248  |
| 00968     | Park Gate Attendant                      | 1098  | 00 | 1,903          | 2,316  |
| 01203     | Park Operations Coordinator              | 2696  | 01 | 4,673          | 5,682  |
| 01223     | Park Ranger Aide                         | 1432  | 02 | 2,482          | 3,018  |
| 01222     | Park Ranger I                            | 1712  | 02 | 2,967          | 3,607  |
| 01221     | Park Ranger II                           | 1979  | 02 | 3,430          | 4,170  |
| 01220     | Park Ranger III                          | 2249  | 02 | 3,898          | 4,737  |
| 01210     | Park Ranger Specialist                   | 2472  | 02 | 4,285          | 5,209  |
| 01250     | Parks Manager                            | 4060  | 07 | 7,037          | 8,554  |
| 01251     | Parks Superintendent                     | 3298  | 07 | 5,717          | 6,949  |
| 08538     | Patient Services Representative          | 1734  | 01 | 3,006          | 3,654  |
| 02805     | Permit Technician                        | 1918  | 01 | 3,325          | 4,042  |
| 01560     | Personal Care Aide                       | 1527  | 01 | 2,647          | 3,215  |
| 00874     | Personnel Analyst I                      | 2713  | 07 | 4,703          | 5,717  |
| 00873     | Personnel Analyst II                     | 3064  | 07 | 5,311          | 6,455  |
| 00864     | Personnel Analyst III                    | 3678  | 07 | 6,375          | 7,750  |
| 00820     | Pest Detection Trapper                   | 1307  | 00 | 2,265          | 2,754  |
| 00575     | Physical or Occupational Therapist Aide  | 1719  | 01 | 2,980          | 3,623  |
| 00571     | Physical or Occupational Therapist I     | 2599  | 01 | 4,505          | 5,474  |

## Job Class Listing by Title

| Job Class | Title                                   | Range | BU | Monthly Salary |        |
|-----------|---|-------|----|----------------|--------|
|           |   |       |    | Step 1         | Step 5 |
| 00572     | Physical or Occupational Therapist II   | 2866  | 01 | 4,968          | 6,037  |
| 02800     | Planner I                               | 2297  | 01 | 3,981          | 4,841  |
| 02801     | Planner II                              | 2586  | 01 | 4,482          | 5,450  |
| 02802     | Planner III                             | 2881  | 01 | 4,994          | 6,070  |
| 00500     | Pre-Licensed Correctional Nurse         | 2470  | 01 | 4,281          | 5,205  |
| 00541     | Pre-Licensed Nurse                      | 2163  | 01 | 3,749          | 4,557  |
| 00716     | Principal Accountant-Auditor            | 4018  | 07 | 6,965          | 8,467  |
| 08886     | Principal Administrative Analyst        | 4293  | 07 | 7,441          | 9,046  |
| 02804     | Principal Environmental Specialist      | 3678  | 07 | 6,375          | 7,750  |
| 00770     | Principal Financial Analyst             | 4018  | 07 | 6,965          | 8,467  |
| 08952     | Principal Human Resources Analyst       | 4293  | 07 | 7,441          | 9,046  |
| 00875     | Principal Personnel Analyst             | 3890  | 07 | 6,743          | 8,195  |
| 00326     | Probation Assistant                     | 1895  | 01 | 3,285          | 3,995  |
| 00374     | Probation Community Liason              | 0823  | 00 | 1,427          | 1,733  |
| 01581     | Program Coordinator I                   | 2686  | 07 | 4,656          | 5,658  |
| 01582     | Program Coordinator II                  | 2956  | 07 | 5,124          | 6,228  |
| 01583     | Program Manager I                       | 2856  | 07 | 4,950          | 6,016  |
| 01584     | Program Manager II                      | 3143  | 07 | 5,448          | 6,621  |
| 00614     | Property Manager                        | 3943  | 07 | 6,835          | 8,306  |
| 00587     | Property Transfer Tech I                | 1631  | 01 | 2,827          | 3,437  |
| 00588     | Property Transfer Tech II               | 1790  | 01 | 3,103          | 3,773  |
| 00589     | Property Transfer Tech III              | 1959  | 01 | 3,396          | 4,127  |
| 00525     | Psychologist                            | 3478  | 01 | 6,029          | 7,329  |
| 03004     | Public Health Admin/Health Officer      | 7437  | 09 | 12,891         | 15,668 |
| 00422     | Public Health Aide I                    | 1355  | 01 | 2,349          | 2,855  |
| 00423     | Public Health Aide II                   | 1430  | 01 | 2,479          | 3,014  |
| 00424     | Public Health Aide III                  | 1627  | 01 | 2,820          | 3,427  |
| 08959     | Public Health Laboratory Manager        | 4413  | 07 | 7,649          | 9,298  |
| 00442     | Public Health Microbiologist I          | 2695  | 01 | 4,671          | 5,680  |
| 00441     | Public Health Microbiologist II         | 2980  | 01 | 5,165          | 6,276  |
| 00417     | Public Health Nurse                     | 2970  | 01 | 5,148          | 6,259  |
| 01347     | Public Health Nutritionist I            | 2437  | 01 | 4,224          | 5,134  |
| 01348     | Public Health Nutritionist II           | 2685  | 01 | 4,654          | 5,656  |
| 01115     | Public Works Leadworker                 | 2294  | 02 | 3,976          | 4,833  |
| 01112     | Public Works Section Supervisor         | 2733  | 05 | 4,737          | 5,760  |
| 01105     | Public Works Worker I                   | 1616  | 02 | 2,801          | 3,406  |
| 01117     | Public Works Worker II                  | 1791  | 02 | 3,104          | 3,775  |
| 01119     | Public Works Worker III                 | 1887  | 02 | 3,271          | 3,975  |
| 01103     | Public Works Worker IV                  | 2103  | 02 | 3,645          | 4,430  |
| 01125     | Purchasing Technician                   | 1615  | 01 | 2,799          | 3,404  |
| 00540     | Registered Nurse I                      | 2568  | 01 | 4,451          | 5,411  |
| 00537     | Registered Nurse II                     | 2889  | 01 | 5,008          | 6,086  |
| 01000     | Reprographics Leadworker                | 1968  | 01 | 3,411          | 4,144  |
| 00996     | Reprographics Technician I              | 1303  | 01 | 2,259          | 2,744  |
| 00992     | Reprographics Technician II             | 1632  | 01 | 2,829          | 3,441  |
| 00994     | Reprographics Technician III            | 1877  | 01 | 3,253          | 3,957  |
| 00337     | Reserve Deputy Sheriff                  | 2455  | 00 | 4,255          | 5,172  |
| 01708     | Resource Protection Specialist I        | 2203  | 01 | 3,819          | 4,642  |
| 01709     | Resource Protection Specialist II       | 2762  | 01 | 4,787          | 5,819  |
| 01710     | Resource Protection Specialist III      | 3049  | 01 | 5,285          | 6,422  |
| 00642     | Right-of-Way Agent                      | 3874  | 07 | 6,715          | 8,162  |
| 09657     | Risk Management Analyst I               | 2713  | 07 | 4,703          | 5,717  |
| 09658     | Risk Management Analyst II              | 3143  | 07 | 5,448          | 6,621  |
| 09663     | Risk Management Analyst III             | 3678  | 07 | 6,375          | 7,750  |
| 00661     | Road Maintenance Superintendent         | 3385  | 07 | 5,867          | 7,133  |
| 03281     | SART Clinical Coordinator               | 3054  | 01 | 5,294          | 6,434  |
| 00925     | Secretary - Confidential                | 1767  | 11 | 3,063          | 3,721  |
| 00883     | Secretary I                             | 1691  | 13 | 2,931          | 3,564  |
| 00886     | Secretary I - Confidential              | 1767  | 11 | 3,063          | 3,721  |
| 00884     | Secretary II                            | 1750  | 13 | 3,033          | 3,689  |
| 00909     | Senior Account Clerk                    | 1703  | 13 | 2,952          | 3,588  |
| 00929     | Senior Account Clerk - Confidential     | 1758  | 11 | 3,047          | 3,704  |
| 00619     | Senior Capital Projects Coordinator     | 3285  | 05 | 5,694          | 6,919  |
| 00551     | Senior Clinical Laboratory Technologist | 2592  | 01 | 4,493          | 5,462  |
| 00969     | Senior Communications Technician        | 2924  | 01 | 5,068          | 6,160  |
| 00415     | Senior Community Health Nurse           | 2704  | 01 | 4,687          | 5,697  |
| 01714     | Senior Computer Sys Tech - Confidential | 2836  | 11 | 4,916          | 5,975  |

## Job Class Listing by Title

| Job Class | Title                                      | Range | BU | Monthly Salary |        |
|-----------|--|-------|----|----------------|--------|
|           |  |       |    | Step 1         | Step 5 |
| 03200     | Senior Division Manager-Social Services    | 4293  | 07 | 7,441          | 9,046  |
| 00593     | Senior Medical Records Technician          | 1900  | 13 | 3,293          | 4,004  |
| 00972     | Senior Microcomputer Technician            | 2665  | 01 | 4,619          | 5,614  |
| 02260     | Senior Network Engineer                    | 3972  | 07 | 6,885          | 8,370  |
| 09515     | Senior Park Gate Attendant                 | 1272  | 00 | 2,205          | 2,681  |
| 00603     | Senior Planner                             | 3177  | 05 | 5,507          | 6,694  |
| 00421     | Senior Public Health Nurse                 | 3184  | 01 | 5,519          | 6,708  |
| 02255     | Senior Software Engineer                   | 3884  | 07 | 6,732          | 8,183  |
| 01321     | Senior Storekeeper                         | 1793  | 02 | 3,108          | 3,779  |
| 02256     | Senior Systems Administrator               | 3884  | 07 | 6,732          | 8,183  |
| 00978     | Senior Systems Software Specialist         | 3349  | 07 | 5,805          | 7,056  |
| 09620     | Senior Victim/Witness Coordinator          | 2338  | 05 | 4,053          | 4,926  |
| 09613     | Senior Water Systems Chemist               | 3374  | 01 | 5,848          | 7,108  |
| 00336     | Sergeant                                   | 3980  | 14 | 6,899          | 8,384  |
| 00339     | Sheriff's Cadet                            | 2880  | 21 | 4,992          | 6,068  |
| 00331     | Sheriff's Chief Deputy                     | 5850  | 15 | 10,140         | 12,327 |
| 02593     | Sheriff's Commander                        | 5273  | 15 | 9,140          | 11,111 |
| 00357     | Sheriff's Correctional Lieutenant          | 4776  | 15 | 8,278          | 10,062 |
| 00347     | Sheriff's Correctional Officer             | 2880  | 03 | 4,992          | 6,068  |
| 00335     | Sheriff's Correctional Sergeant            | 3605  | 14 | 6,249          | 7,595  |
| 00342     | Sheriff's Dispatcher                       | 2691  | 22 | 4,664          | 5,670  |
| 05000     | Sheriff's Dispatcher Supervisor            | 3246  | 22 | 5,626          | 6,838  |
| 02594     | Sheriff's Forensic Specialist              | 3245  | 21 | 5,625          | 6,836  |
| 00348     | Sheriff's Property Officer                 | 2880  | 21 | 4,992          | 6,068  |
| 00345     | Sheriff's Senior Correctional Officer      | 3179  | 03 | 5,510          | 6,698  |
| 00340     | Sheriff's Senior Deputy                    | 3605  | 03 | 6,249          | 7,595  |
| 00343     | Sheriff's Senior Dispatcher                | 2952  | 22 | 5,117          | 6,221  |
| 00107     | Sheriff-Coroner                            | 8755  | 10 | 15,175         | 15,175 |
| 01518     | Social Services In-Home Counselor          | 1811  | 01 | 3,139          | 3,817  |
| 01531     | Social Services Investigator               | 2443  | 01 | 4,235          | 5,146  |
| 09507     | Social Services Principal Fiscal Manager   | 3620  | 07 | 6,275          | 7,628  |
| 01555     | Social Svcs Program Review Specialist      | 2264  | 01 | 3,924          | 4,770  |
| 01536     | Social Worker I                            | 1928  | 01 | 3,342          | 4,061  |
| 01532     | Social Worker II                           | 2103  | 01 | 3,645          | 4,430  |
| 01524     | Social Worker III                          | 2323  | 01 | 4,027          | 4,893  |
| 01519     | Social Worker IV                           | 2682  | 01 | 4,649          | 5,651  |
| 01512     | Social Worker Supervisor I                 | 2576  | 05 | 4,465          | 5,427  |
| 01516     | Social Worker Supervisor II                | 2957  | 05 | 5,125          | 6,230  |
| 02264     | Software Engineer I                        | 2647  | 07 | 4,588          | 5,576  |
| 02265     | Software Engineer II                       | 3177  | 07 | 5,507          | 6,694  |
| 02266     | Software Engineer III                      | 3528  | 07 | 6,115          | 7,431  |
| 00610     | Solid Waste Coordinator I                  | 2293  | 01 | 3,975          | 4,831  |
| 00611     | Solid Waste Coordinator II                 | 2873  | 01 | 4,980          | 6,053  |
| 00612     | Solid Waste Coordinator III                | 3173  | 01 | 5,500          | 6,687  |
| 08960     | Sr Correctional Technician                 | 1907  | 13 | 3,305          | 4,016  |
| 03001     | Sr Physical or Occupational Therapist      | 3061  | 01 | 5,306          | 6,450  |
| 00522     | Staff Psychiatrist                         | 7672  | 07 | 13,298         | 16,165 |
| 01338     | Stock Clerk                                | 1384  | 02 | 2,399          | 2,915  |
| 01336     | Storekeeper I                              | 1478  | 02 | 2,562          | 3,117  |
| 01331     | Storekeeper II                             | 1627  | 02 | 2,820          | 3,427  |
| 09673     | Student Intern Trainee                     | 0515  | 00 | 893            | 1,085  |
| 00898     | Supervising Accounting Tech - Confidential | 2230  | 11 | 3,865          | 4,699  |
| 00899     | Supervising Accounting Technician          | 2160  | 05 | 3,744          | 4,550  |
| 00927     | Supervising Admin Clerk I                  | 1940  | 05 | 3,363          | 4,087  |
| 00938     | Supervising Admin Clerk I - Confidential   | 2000  | 11 | 3,467          | 4,214  |
| 00928     | Supervising Admin Clerk II                 | 2172  | 05 | 3,765          | 4,578  |
| 00939     | Supervising Admin Clerk II - Confidential  | 2241  | 11 | 3,884          | 4,723  |
| 00842     | Supervising Air Pollution Control Engineer | 3787  | 05 | 6,564          | 7,979  |
| 00840     | Supervising Air Quality Specialist         | 3543  | 05 | 6,141          | 7,464  |
| 00724     | Supervising Appraiser                      | 3285  | 05 | 5,694          | 6,919  |
| 00725     | Supervising Auditor-Appraiser              | 3713  | 07 | 6,436          | 7,824  |
| 01600     | Supervising Building Inspector             | 3113  | 05 | 5,396          | 6,559  |
| 01700     | Supervising Building Plans Examiner        | 3605  | 05 | 6,249          | 7,595  |
| 09644     | Supervising Buyer                          | 2481  | 05 | 4,300          | 5,228  |
| 00597     | Supervising Clinical Lab Technologist      | 2849  | 05 | 4,938          | 6,003  |
| 01323     | Supervising Custodial Leadworker           | 1815  | 05 | 3,146          | 3,824  |
| 00373     | Supervising Deputy Probation Officer       | 3063  | 32 | 5,309          | 6,453  |

Job Class Listing by Title

| Job Class | Title  | Range | BU | Monthly Salary |        |
|-----------|--|-------|----|----------------|--------|
|           |  |       |    | Step 1         | Step 5 |
| 09675     | Supervising District Attorney Investigator     | 4487  | 06 | 7,777          | 9,454  |
| 08416     | Supervising Environmental Health Specialist    | 3464  | 05 | 6,004          | 7,299  |
| 01318     | Supervising Facility Maintenance Mechanic      | 2701  | 05 | 4,682          | 5,691  |
| 09683     | Supervising Family Support Officer             | 2449  | 05 | 4,245          | 5,160  |
| 00893     | Supervising Financial Technician               | 2160  | 05 | 3,744          | 4,550  |
| 02660     | Supervising Juvenile Services Officer          | 2592  | 32 | 4,493          | 5,462  |
| 02231     | Supervising Legal Clerk I                      | 1948  | 05 | 3,377          | 4,103  |
| 02236     | Supervising Legal Clerk I-Confidential         | 2013  | 11 | 3,489          | 4,243  |
| 02232     | Supervising Legal Clerk II                     | 2112  | 05 | 3,661          | 4,449  |
| 02237     | Supervising Legal Clerk II-Confidential        | 2179  | 11 | 3,777          | 4,590  |
| 01002     | Supervising Librarian                          | 2783  | 05 | 4,824          | 5,862  |
| 01007     | Supervising Library Assistant                  | 1779  | 05 | 3,084          | 3,747  |
| 01204     | Supervising Park Ranger                        | 2711  | 05 | 4,699          | 5,711  |
| 00573     | Supervising Physical or Occupational Therapist | 3496  | 05 | 6,060          | 7,367  |
| 01707     | Supervising Planner                            | 3457  | 05 | 5,992          | 7,285  |
| 00579     | Supervising Property Transfer Technician       | 2190  | 05 | 3,796          | 4,616  |
| 00444     | Supervising Public Health Microbiologist       | 3333  | 05 | 5,777          | 7,023  |
| 00414     | Supervising Public Health Nurse                | 3494  | 05 | 6,056          | 7,361  |
| 01537     | Supervising Social Services Investigator       | 2897  | 05 | 5,021          | 6,105  |
| 00103     | Supervisor                                     | 4040  | 17 | 7,003          | 7,003  |
| 01623     | Supv Mapping/Graphics Systems Specialist       | 3329  | 05 | 5,770          | 7,015  |
| 02261     | Systems Administrator I                        | 2647  | 07 | 4,588          | 5,576  |
| 02262     | Systems Administrator II                       | 3177  | 07 | 5,507          | 6,694  |
| 02263     | Systems Administrator III                      | 3528  | 07 | 6,115          | 7,431  |
| 02254     | Technology Supervisor                          | 4074  | 07 | 7,062          | 8,585  |
| 00961     | Telephone Systems Coordinator                  | 1761  | 01 | 3,052          | 3,709  |
| 00726     | Temporary Election Assistant                   | 0800  | 00 | 1,387          | 1,685  |
| 09678     | Transit Systems Supervisor                     | 1815  | 13 | 3,146          | 3,824  |
| 00110     | Treasurer-Tax Collector-Public Administrator   | 7502  | 10 | 13,003         | 13,003 |
| 00811     | UC/Farm Advisor Assistant                      | 0952  | 00 | 1,650          | 2,007  |
| 02592     | Undersheriff                                   | 6743  | 16 | 11,688         | 14,206 |
| 00665     | Utilities Division Manager                     | 4208  | 07 | 7,294          | 8,866  |
| 02180     | Utility Coordinator                            | 3237  | 05 | 5,611          | 6,819  |
| 00252     | Veterans Service Officer                       | 4283  | 09 | 7,424          | 9,024  |
| 09614     | Victim/Witness Assistance Coordinator Aide     | 1695  | 01 | 2,938          | 3,571  |
| 09634     | Victim/Witness Assistance Coordinator I        | 1820  | 01 | 3,155          | 3,834  |
| 09637     | Victim/Witness Assistance Coordinator II       | 2117  | 01 | 3,669          | 4,462  |
| 09619     | Water Quality Manager                          | 3758  | 05 | 6,514          | 7,918  |
| 09617     | Water Systems Chemist I                        | 2905  | 01 | 5,035          | 6,120  |
| 09618     | Water Systems Chemist II                       | 3210  | 01 | 5,564          | 6,765  |
| 09615     | Water Systems Lab Tech I                       | 1943  | 01 | 3,368          | 4,092  |
| 09616     | Water Systems Lab Tech II                      | 2256  | 01 | 3,910          | 4,753  |
| 09623     | Water Systems Superintendent                   | 3155  | 05 | 5,469          | 6,649  |
| 09628     | Water Systems Worker I                         | 2244  | 02 | 3,890          | 4,729  |
| 09627     | Water Systems Worker II                        | 2691  | 02 | 4,664          | 5,670  |
| 09626     | Water Systems Worker III                       | 2990  | 02 | 5,183          | 6,301  |
| 09625     | Water Systems Worker IV                        | 2803  | 05 | 4,859          | 5,905  |
| 09629     | Water Systems Worker Trainee                   | 1794  | 02 | 3,110          | 3,780  |
| 00824     | Weights & Measures Inspector I                 | 2116  | 01 | 3,668          | 4,460  |
| 00821     | Weights & Measures Inspector II                | 2338  | 01 | 4,053          | 4,926  |
| 00825     | Weights & Measures Inspector III               | 2645  | 01 | 4,585          | 5,573  |
| 00826     | Weights & Measures Inspector Trainee           | 1941  | 01 | 3,364          | 4,089  |

# Fixed Assets

Fixed Assets by Department

| Code | Description                               | 2008-09 Board Approved |            |            |
|------|---|------------------------|------------|------------|
|      |   | Qty                    | Per Unit   | Cost       |
| 107  | <b>AUDITOR-CONTROLLER</b>                 |                        |            |            |
| A    | Equip for SAP/EFS upgrade project         | 1                      | \$ 780,000 | \$ 780,000 |
|      | Department Totals                         |                        |            | \$ 780,000 |
| 110  | <b>CLERK/RECORDER</b>                     |                        |            |            |
| R    | Copier for north county office            | 1                      | \$ 5,500   | \$ 5,500   |
|      | Department Totals                         |                        |            | \$ 5,500   |
| 113  | <b>GENERAL SERVICES</b>                   |                        |            |            |
| R    | Replacement Copier                        | 1                      | \$ 11,000  | \$ 11,000  |
|      | Department Totals                         |                        |            | \$ 11,000  |
| 114  | <b>INFORMATION TECHNOLOGY DEPARTMENT</b>  |                        |            |            |
| R    | RACES Repeaters (communication equip)     | 2                      | \$ 12,667  | \$ 25,334  |
| R    | Radio Repeaters (communication equip)     | 2                      | 6,500      | 13,000     |
| R    | Radio Voter Channel Cards                 | 2                      | 10,000     | 20,000     |
|      | Department Totals                         |                        |            | \$ 58,334  |
| 132  | <b>DISTRICT ATTORNEY</b>                  |                        |            |            |
| R    | Replacement copy machine                  | 2                      | \$ 14,000  | \$ 28,000  |
|      | Department Totals                         |                        |            | \$ 28,000  |
| 139  | <b>PROBATION DEPARTMENT</b>               |                        |            |            |
| R    | DIGITAL COPIER                            | 1                      | \$ 5,085   | \$ 5,085   |
|      | Department Totals                         |                        |            | \$ 5,085   |
| 140  | <b>COUNTY FIRE</b>                        |                        |            |            |
| R    | Chief Officer Utility                     | 2                      | \$ 27,000  | \$ 54,000  |
| R    | Fire Engine Type1                         | 1                      | 400,000    | 400,000    |
|      | Department Totals                         |                        |            | \$ 454,000 |
| 141  | <b>AGRICULTURAL COMMISSIONER</b>          |                        |            |            |
| R    | Copier Replacement                        | 1                      | \$ 7,500   | \$ 7,500   |
|      | Department Totals                         |                        |            | \$ 7,500   |
| 142  | <b>PLANNING &amp; BUILDING DEPARTMENT</b> |                        |            |            |
| R    | MICROFICHE READER/PRINTER                 | 1                      | \$ 8,000   | \$ 8,000   |
|      | Department Totals                         |                        |            | \$ 8,000   |
| 180  | <b>SOCIAL SERVICES ADMINISTRATION</b>     |                        |            |            |
| R    | CIS Replacement Server(CalWIN Adhoc Rpt)  | 1                      | \$ 15,000  | \$ 15,000  |
| R    | Replacement Photocopiers (\$6,000 ea)     | 2                      | 6,000      | 12,000     |
| R    | Server Replacement(Entire CalWIN Netwrk)  | 1                      | 160,153    | 160,153    |
| A    | Vehicle New-Fraud unit                    | 1                      | 12,700     | 12,700     |
| R    | Vehicle replcmnt mid-size                 | 3                      | 14,000     | 42,000     |
|      | Department Totals                         |                        |            | \$ 241,853 |
| 266  | <b>COUNTYWIDE AUTOMATION REPLACEMENT</b>  |                        |            |            |
| A    | Blades for Blade Center 2                 | 1                      | \$ 73,981  | \$ 73,981  |
| A    | DS4700 Expansion (Data Center Equipment)  | 1                      | 33,668     | 33,668     |
| R    | DS6800 (Data Center Equipment)            | 1                      | 114,446    | 114,446    |
| R    | Firewall Replacement                      | 1                      | 25,631     | 25,631     |
| R    | Hydro-alert Repeaters (Radio Equipment)   | 2                      | 6,850      | 13,700     |
| A    | LT03 Tape Drives (Data Center Equipment)  | 1                      | 25,500     | 25,500     |
| A    | Network Switches & Firewalls              | 1                      | 136,000    | 136,000    |
| R    | Server Replacement                        | 1                      | 79,500     | 79,500     |
| R    | Simulcast Repeaters (Radio Equipment)     | 4                      | 15,075     | 60,300     |
| R    | Waveguide Pressurization Hardware(Radio)  | 5                      | 5,000      | 25,000     |
|      | Department Totals                         |                        |            | \$ 587,726 |
| 305  | <b>PARKS</b>                              |                        |            |            |
| A    | Pool Cover Reel: Shame1 Park              | 1                      | \$ 6,000   | \$ 6,000   |
| A    | Pool Cover: Hardie Park                   | 1                      | 6,000      | 6,000      |
| A    | Pool Cover: Shame1 Park                   | 1                      | 6,000      | 6,000      |
| A    | Utility Vehicle                           | 1                      | 9,800      | 9,800      |
|      | Department Totals                         |                        |            | \$ 27,800  |

Fixed Assets by Department

| Code | Description                        | 2008-09 Board Approved |           |              |
|------|------------------------------------|------------------------|-----------|--------------|
|      |                                    | Qty                    | Per Unit  | Cost         |
| 350  | CO MEDICAL SERVICES PROG           |                        |           |              |
| R    | Replace existing copy machine      | 1                      | \$ 6,100  | \$ 6,100     |
|      | Department Totals                  |                        |           | \$ 6,100     |
| 375  | DRIVING UNDER THE INFLUENCE        |                        |           |              |
| R    | Photocopier                        | 1                      | \$ 6,000  | \$ 6,000     |
|      | Department Totals                  |                        |           | \$ 6,000     |
| 405  | PUBLIC WORKS - ISF                 |                        |           |              |
| R    | Air Pollution Filters/Traps        | 7                      | \$ 12,000 | \$ 84,000    |
| R    | Brush Chipper                      | 1                      | 32,000    | 32,000       |
| R    | Loader                             | 1                      | 235,000   | 235,000      |
| R    | Road Grader                        | 1                      | 265,000   | 265,000      |
| R    | Road Striper                       | 1                      | 400,000   | 400,000      |
| R    | Truck, 1 Ton Utility               | 1                      | 37,000    | 37,000       |
| R    | Truck, 1/2 Ton                     | 6                      | 22,000    | 132,000      |
| R    | Truck, 3/4 Ton                     | 3                      | 30,000    | 90,000       |
| R    | Truck, Dump 2 Ton                  | 1                      | 50,000    | 50,000       |
|      | Department Totals                  |                        |           | \$ 1,325,000 |
| 407  | FLEET SERVICES ISF                 |                        |           |              |
| R    | Compact Sedan - Used               | 8                      | \$ 12,679 | \$ 101,432   |
| R    | Intermediate Sedan Used            | 20                     | 14,884    | 297,680      |
| R    | Patrol Sedan                       | 10                     | 34,729    | 347,290      |
| R    | Patrol Truck, Utility SUV 4x4      | 2                      | 34,728    | 69,456       |
| R    | Truck Full Size                    | 5                      | 19,594    | 97,970       |
| R    | Truck Mid Size                     | 9                      | 18,191    | 163,719      |
| R    | Truck Utility 4x4                  | 1                      | 29,216    | 29,216       |
| R    | Van Mid Size                       | 2                      | 14,864    | 29,728       |
| R    | Van, Full Size                     | 7                      | 27,562    | 192,934      |
|      | Department Totals                  |                        |           | \$ 1,329,425 |
| 425  | AIRPORTS ENTERPRISE                |                        |           |              |
| A    | John Deer Tractor / Mower          | 1                      | \$ 85,000 | \$ 85,000    |
| A    | Knuckle Boom Lift                  | 1                      | 50,000    | 50,000       |
|      | Department Totals                  |                        |           | \$ 135,000   |
| 427  | GOLF COURSES                       |                        |           |              |
| R    | Rotary Mower, 4WD                  | 1                      | \$ 20,500 | \$ 20,500    |
| R    | Tee Mower                          | 1                      | 30,000    | 30,000       |
| R    | Utility Vehicle, Clubcar           | 1                      | 8,500     | 8,500        |
| R    | Utility Vehicle, Toro Workman      | 1                      | 18,000    | 18,000       |
| R    | Utility Vehicle, Toro Workman / MB | 1                      | 18,000    | 18,000       |
|      | Department Totals                  |                        |           | \$ 95,000    |

# Summary of Schedules

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SUMMARY OF COUNTY BUDGET  
 FOR FISCAL YEAR 2008-09

| COUNTY FUNDS<br>(1)      | Fund       | AVAILABLE FINANCING  |   |  |  | FINANCING REQUIREMENTS                |  |   |
|--------------------------|------------|--|---|--|--|---------------------------------------|--|---|
|                          |            | Fund Balance<br>Unreserved/<br>Undesignated<br>June 30,2008<br>(2) | Cancelled<br>Prior<br>Years<br>Reserve<br>(3) | Estimated<br>Additional<br>Financing<br>Sources<br>(4) | Total<br>Available<br>Financing<br>(5) | Estimated<br>Financing<br>Uses<br>(6) | Provisions<br>for<br>Reserves<br>and/or<br>Designations<br>(7) | Total<br>Financing<br>Requirements<br>(8) |
| General Fund             | 1000000000 | 14,678,128   | 1,528,000                                     | 371,568,884  | 387,775,012                            | 382,574,045                           | 5,200,967  | 387,775,012                               |
| Capital Projects         | 1100000000 | 561,466  | 1,889,467                                     | 3,549,000  | 5,999,933                              | 5,438,467                             | 561,466  | 5,999,933                                 |
| Road Fund                | 1200000000 | 507,436  | 908,000                                       | 35,433,971   | 36,849,407                             | 36,042,938                            | 806,469  | 36,849,407                                |
| Community Devel Pgm      | 1200500000 | 9,492  | 0   | 5,234,008  | 5,243,500                              | 5,243,500                             | 0  | 5,243,500                                 |
| Public Facility Fees     | 1201000000 | 163,704  | 2,270,881                                     | 2,337,813  | 4,772,398                              | 4,049,000                             | 723,398  | 4,772,398                                 |
| Parks                    | 1201500000 | 408,990  | 0   | 8,162,982  | 8,571,972                              | 8,571,972                             | 0  | 8,571,972                                 |
| Automation Replacement   | 1202000000 | 74,036   | 1,614,462                                     | 307,000  | 1,995,498                              | 1,921,462                             | 74,036   | 1,995,498                                 |
| Gen Gov Building Replace | 1202500000 | 325,370  | 2,000,000                                     | 789,355  | 3,114,725                              | 2,000,000                             | 1,114,725  | 3,114,725                                 |
| Tax Reduction Resrv      | 1203000000 | 564,571  | 0   | 405,530  | 970,101                                | 0                                     | 970,101  | 970,101                                   |
| Impact Fee-Traffic       | 1203500000 | 0  | 7,185,424                                     | 3,113,000  | 10,298,424                             | 10,298,424                            | 0  | 10,298,424                                |
| Wildlife And Grazing     | 1204000000 | 1,430  | 3,729   | 5,350  | 10,509                                 | 10,326                                | 183  | 10,509                                    |
| Driving Under Influence  | 1204500000 | 280,653  | 0   | 1,500,892  | 1,781,545                              | 1,681,545                             | 100,000  | 1,781,545                                 |
| Library                  | 1205000000 | 382,318  | 361,922                                       | 8,179,655  | 8,923,895                              | 8,923,895                             | 0  | 8,923,895                                 |
| Fish And Game            | 1205500000 | 7,275  | 10,996  | 10,000   | 28,271                                 | 23,212                                | 5,059  | 28,271                                    |
| Org Development          | 1206000000 | 365,624  | 312,525                                       | 100,000  | 778,149                                | 571,169                               | 206,980  | 778,149                                   |
| County Med Svcs Prog     | 1206500000 | 38,961   | 45,081  | 3,228,879  | 3,312,921                              | 3,228,879                             | 84,042   | 3,312,921                                 |
| Emergency Med Svcs       | 1207000000 | 0  | 0   | 985,050  | 985,050                                | 985,050                               | 0  | 985,050                                   |
| Cal Hlth Indig Prog      | 1207500000 | 0  | 0   | 1,208,434  | 1,208,434                              | 1,208,434                             | 0  | 1,208,434                                 |
| Debt Service-COP         | 1208000000 | 0  | 0   | 2,880,214  | 2,880,214                              | 2,880,214                             | 0  | 2,880,214                                 |
| POB - DSF                | 1801000000 | 794,607  | 53,355  | 6,373,000  | 7,220,962                              | 5,978,217                             | 1,242,745  | 7,220,962                                 |
| <b>TOTAL</b>             |            | <b>19,164,061</b>  | <b>18,183,842</b>                             | <b>455,373,017</b>                                     | <b>492,720,920</b>                     | <b>481,630,749</b>                    | <b>11,090,171</b>  | <b>492,720,920</b>                        |

Appropriation Limit 391,401,697  
 Appropriation Subject to Gann Limit 167,994,600

ANALYSIS OF FUND BALANCE UNRESERVED/UNDESIGNATED

FOR FISCAL YEAR 2008-09

| COUNTY FUNDS<br>(1)            | Fund       | TOTAL<br>FUND BALANCE<br>as of<br>June 30, 2008<br>Actual<br>(2) | Encumbrances<br>(3) | LESS: FUND BALANCE RESERVED OR<br>DESIGNATED AT JUNE 30 |                     | FUND BALANCE<br>Unreserved/<br>Undesignated<br>June 30, 2008<br>Actual<br>(6) |
|--------------------------------|------------|--|---------------------|---|---------------------|---|
|                                |            |  |                     | General<br>& Other<br>Reserves<br>(4)                   | Designations<br>(5) |   |
| General Fund                   | 1000000000 | 43,955,323   | 12,412,094          | 8,000,000   | 8,865,101           | 14,678,128  |
| Capital Projects               | 1100000000 | 13,729,290   | 2,624,316           | 0   | 10,543,508          | 561,466   |
| Road Fund                      | 1200000000 | 8,977,556  | 7,015,885           | 0   | 1,454,235           | 507,436   |
| Community Devel Pgm            | 1200500000 | 9,496  | 4                   | 0   | 0                   | 9,492   |
| Public Facility Fees           | 1201000000 | 16,548,439   | 3,591,256           | 0   | 12,793,479          | 163,704   |
| Parks                          | 1201500000 | 486,749  | 73,054              | 0   | 4,705               | 408,990   |
| Co-Wide Automation Replacement | 1202000000 | 11,113,632   | 3,516,422           | 0   | 7,523,174           | 74,036  |
| Gen Gov Building Replacement   | 1202500000 | 9,326,464  | 0                   | 0   | 9,001,094           | 325,370   |
| Tax Reduction Resrv            | 1203000000 | 4,715,128  | 0                   | 0   | 4,150,557           | 564,571   |
| Impact Fee-Traffic             | 1203500000 | 14,128,938   | 0                   | 0   | 14,128,938          | 0   |
| Wildlife And Grazing           | 1204000000 | 9,536  | 0                   | 4,592   | 3,514               | 1,430   |
| Driving Under the Influence    | 1204500000 | 558,782  | 0                   | 208,129   | 70,000              | 280,653   |
| Library                        | 1205000000 | 4,061,902  | 1,284,087           | 786,003   | 1,609,494           | 382,318   |
| Fish And Game                  | 1205500000 | 127,040  | 0                   | 38,638  | 81,127              | 7,275   |
| Organizational Development     | 1206000000 | 2,665,695  | 9,414               | 535,000   | 1,755,657           | 365,624   |
| County Med Svcs Prog           | 1206500000 | 2,062,840  | 2,023,879           | 0   | 0                   | 38,961  |
| Emergency Med Svcs             | 1207000000 | 518,849  | 518,849             | 0   | 0                   | 0   |
| Cal Hlth Indig Prog            | 1207500000 | 1,102,010  | 1,102,010           | 0   | 0                   | 0   |
| Pension Obligation Bond DSF    | 1801000000 | 7,033,495  | 0                   | 0   | 6,238,888           | 794,607   |
| <b>TOTAL</b>                   |            | <u>141,131,164</u>   | <u>34,171,270</u>   | <u>9,572,362</u>  | <u>78,223,471</u>   | <u>19,164,061</u>   |

DETAIL OF PROVISIONS FOR RESERVES/DESIGNATIONS  
(with supplemental data affecting reserve/designations balances)

X Encumbrances excluded

FOR FISCAL YEAR 2008-09

| COUNTY FUNDS<br>(1)               | RESERVES/<br>DESIGNATIONS<br>BALANCE<br>as of<br>June 30, 2008<br>(2) | AMOUNT MADE AVAILABLE FOR<br>FINANCING BY CANCELLATION |   | INCREASE OR NEW RESRVs/DESIG<br>TO BE PROVIDED IN BUDGET YR |   | TOTAL<br>RESERVES/<br>DESIGNATIONS<br>for<br>Budget Year<br>(7) |  | Fund<br>(8) |
|-----------------------------------|---|--|---|---|---|---|--|-------------|
|                                   |   | PROPOSED<br>(3)  | APPROVED/<br>ADOPTED BY<br>BOARD<br>(4) | PROPOSED<br>(5)   | APPROVED/<br>ADOPTED BY<br>BOARD<br>(6) |   |  |             |
| General Fund                      |   |  |   |   |   |   |  | 1000000000  |
| General Reserve                   | 8,000,000   | 0  | 0                                       | 0   | 0                                       | 8,000,000   |  |             |
| Designations                      |   |  |   |   |   |   |  |             |
| Accrued Time Off                  | 1,400,000   | 0  | 1,400,000                               | 0   | 0                                       | 0   |  |             |
| Co. Fire Equip. Replace           | 1,183,620   | 0  | 0                                       | 0   | 0                                       | 1,183,620   |  |             |
| Internal Financing                | 4,281,481   | 128,000  | 128,000                                 | 0   | 0                                       | 4,153,481   |  |             |
| Post-employment Health            | 2,000,000   | 0  | 0                                       | 0   | 0                                       | 2,000,000   |  |             |
| Willow Rd Interchange             | 0   | 0  | 0                                       | 0   | 5,200,967                               | 5,200,967   |  |             |
| <b>TOTAL General Fund</b>         | <b>16,865,101</b>   | <b>128,000</b>   | <b>1,528,000</b>                        | <b>0</b>  | <b>5,200,967</b>                        | <b>20,538,068</b>   |  |             |
| Capital Projects                  |   |  |   |   |   |   |  | 1100000000  |
| Designations                      |   |  |   |   |   |   |  |             |
| Detention Facilities              | 6,500,000   | 0  | 0                                       | 0   | 0                                       | 6,500,000   |  |             |
| Facilities Planning               | 3,748,508   | 88,500   | 1,889,467                               | 0   | 561,466                                 | 2,420,507   |  |             |
| LO Landfill Closure               | 295,000   | 0  | 0                                       | 0   | 0                                       | 295,000   |  |             |
| <b>TOTAL Capital Projects</b>     | <b>10,543,508</b>   | <b>88,500</b>  | <b>1,889,467</b>                        | <b>0</b>  | <b>561,466</b>                          | <b>9,215,507</b>  |  |             |
| Road Fund                         |   |  |   |   |   |   |  | 1200000000  |
| Designations                      |   |  |   |   |   |   |  |             |
| Future Road Projects              | 1,249,235   | 108,967  | 908,000                                 | 0   | 7,436                                   | 348,671   |  |             |
| Huasna Mine Reserve               | 122,000   | 0  | 0                                       | 0   | 0                                       | 122,000   |  |             |
| N. River Mine Reserve             | 83,000  | 0  | 0                                       | 0   | 0                                       | 83,000  |  |             |
| Willow Rd Interchange             | 0   | 0  | 0                                       | 0   | 799,033                                 | 799,033   |  |             |
| <b>TOTAL Road Fund</b>            | <b>1,454,235</b>  | <b>108,967</b>   | <b>908,000</b>                          | <b>0</b>  | <b>806,469</b>                          | <b>1,352,704</b>  |  |             |
| Public Facility Fees              |   |  |   |   |   |   |  | 1201000000  |
| Designations                      |   |  |   |   |   |   |  |             |
| Reserve for County Fire           | 3,227,846   | 0  | 0                                       | 181,918   | 165,742                                 | 3,393,588   |  |             |
| Reserve for General Gov't         | 1,249,753   | 189,804  | 189,804                                 | 0   | 47,727                                  | 1,107,676   |  |             |
| Reserve for Law Enforcmnt         | 785,988   | 0  | 0                                       | 161,317   | 192,970                                 | 978,958   |  |             |
| Reserve for Library               | 2,994,948   | 0  | 0                                       | 216,459   | 255,918                                 | 3,250,866   |  |             |
| Reserve for Parks                 | 4,534,944   | 2,081,077  | 2,081,077                               | 0   | 61,041                                  | 2,514,908   |  |             |
| <b>TOTAL Public Facility Fees</b> | <b>12,793,479</b>   | <b>2,270,881</b>                                       | <b>2,270,881</b>                        | <b>559,694</b>  | <b>723,398</b>                          | <b>11,245,996</b>   |  |             |

DETAIL OF PROVISIONS FOR RESERVES/DESIGNATIONS  
 (with supplemental data affecting reserve/designations balances)

X Encumbrances excluded

FOR FISCAL YEAR 2008-09

| COUNTY FUNDS<br>(1)            | RESERVES/<br>DESIGNATIONS<br>BALANCE<br>as of<br>June 30, 2008<br>(2) | AMOUNT MADE AVAILABLE FOR<br>FINANCING BY CANCELLATION |   | INCREASE OR NEW RESRVS/DESIG<br>TO BE PROVIDED IN BUDGET YR |   | TOTAL<br>RESERVES/<br>DESIGNATIONS<br>for<br>Budget Year<br>(7) | Fund<br>(8) |
|--------------------------------|---|--|---|---|---|---|-------------|
|                                |   | PROPOSED<br>(3)  | APPROVED/<br>ADOPTED BY<br>BOARD<br>(4) | PROPOSED<br>(5)   | APPROVED/<br>ADOPTED BY<br>BOARD<br>(6) |   |             |
| Parks                          |   |  |   |   |   |   | 1201500000  |
| Designations                   |   |  |   |   |   |   |             |
| Parks Projects                 | 4,705   | 0  | 0                                       | 0   | 0                                       | 4,705   |             |
| TOTAL Parks                    | 4,705   | 0  | 0                                       | 0   | 0                                       | 4,705   |             |
| Co-Wide Automation Replacement |   |  |   |   |   |   | 1202000000  |
| Designations                   |   |  |   |   |   |   |             |
| Actg. Systems Development      | 1,313,796   | 1,313,796  | 1,313,796                               | 0   | 0                                       | 0   |             |
| Automation Replacement         | 5,203,839   | 300,666  | 300,666                                 | 0   | 74,036                                  | 4,977,209   |             |
| Budget System Development      | 725,274   | 0  | 0                                       | 0   | 0                                       | 725,274   |             |
| Property Tax System            | 280,265   | 0  | 0                                       | 0   | 0                                       | 280,265   |             |
| TOTAL Co-Wide Automation Repla | 7,523,174   | 1,614,462  | 1,614,462                               | 0   | 74,036                                  | 5,982,748   |             |
| Gen Gov Building Replacement   |   |  |   |   |   |   | 1202500000  |
| Designations                   |   |  |   |   |   |   |             |
| Gov. Building Rpl              | 9,001,094   | 0  | 2,000,000                               | 789,355   | 1,114,725                               | 8,115,819   |             |
| TOTAL Gen Gov Building Replace | 9,001,094   | 0  | 2,000,000                               | 789,355   | 1,114,725                               | 8,115,819   |             |
| Tax Reduction Resrv            |   |  |   |   |   |   | 1203000000  |
| Designations                   |   |  |   |   |   |   |             |
| Desig-Prop Tax Litigation      | 392,422   | 0  | 0                                       | 0   | 405,530                                 | 797,952   |             |
| Tax Reduction Reserves         | 3,758,135   | 0  | 0                                       | 0   | 564,571                                 | 4,322,706   |             |
| TOTAL Tax Reduction Resrv      | 4,150,557   | 0  | 0                                       | 0   | 970,101                                 | 5,120,658   |             |
| Impact Fee-Traffic             |   |  |   |   |   |   | 1203500000  |
| Designations                   |   |  |   |   |   |   |             |
| Improvement Fees               | 14,128,938  | 7,185,424  | 7,185,424                               | 0   | 0                                       | 6,943,514   |             |
| TOTAL Impact Fee-Traffic       | 14,128,938  | 7,185,424  | 7,185,424                               | 0   | 0                                       | 6,943,514   |             |
| Wildlife And Grazing           |   |  |   |   |   |   | 1204000000  |
| General Reserve                | 4,592   | 215  | 215                                     | 0   | 0                                       | 4,377   |             |
| Designations                   |   |  |   |   |   |   |             |
| Wildlife Projects              | 3,514   | 3,514  | 3,514                                   | 0   | 183                                     | 183   |             |
| TOTAL Wildlife And Grazing     | 8,106   | 3,729  | 3,729                                   | 0   | 183                                     | 4,560   |             |

DETAIL OF PROVISIONS FOR RESERVES/DESIGNATIONS  
(with supplemental data affecting reserve/designations balances)

X Encumbrances excluded

FOR FISCAL YEAR 2008-09

| COUNTY FUNDS<br>(1)            | RESERVES/<br>DESIGNATIONS<br>BALANCE<br>as of<br>June 30, 2008<br>(2) | AMOUNT MADE AVAILABLE FOR<br>FINANCING BY CANCELLATION |   | INCREASE OR NEW RESRVS/DESIG<br>TO BE PROVIDED IN BUDGET YR |   | TOTAL<br>RESERVES/<br>DESIGNATIONS<br>for<br>Budget Year<br>(7) | Fund<br>(8) |
|--------------------------------|---|--|---|---|---|---|-------------|
|                                |   | PROPOSED<br>(3)  | APPROVED/<br>ADOPTED BY<br>BOARD<br>(4) | PROPOSED<br>(5)   | APPROVED/<br>ADOPTED BY<br>BOARD<br>(6) |   |             |
| Driving Under the Influence    |   |  |   |   |   |   | 1204500000  |
| General Reserve                | 208,129   | 0  | 0                                       | 0   | 0                                       | 208,129   |             |
| Designations                   |   |  |   |   |   |   |             |
| Systems Development            | 70,000  | 0  | 0                                       | 0   | 100,000                                 | 170,000   |             |
| TOTAL Driving Under the Influe | 278,129   | 0  | 0                                       | 0   | 100,000                                 | 378,129   |             |
| Library                        |   |  |   |   |   |   | 1205000000  |
| General Reserve                | 786,003   | 256,243  | 256,243                                 | 0   | 0                                       | 529,760   |             |
| Designations                   |   |  |   |   |   |   |             |
| Atascadero Building Expan      | 238,940   | 0  | 0                                       | 0   | 0                                       | 238,940   |             |
| Computer Equipment Repl        | 23,530  | 0  | 0                                       | 0   | 0                                       | 23,530  |             |
| Facilities Planning            | 1,347,024   | 0  | 105,679                                 | 0   | 0                                       | 1,241,345   |             |
| TOTAL Library                  | 2,395,497   | 256,243  | 361,922                                 | 0   | 0                                       | 2,033,575   |             |
| Fish And Game                  |   |  |   |   |   |   | 1205500000  |
| General Reserve                | 38,638  | 0  | 0                                       | 0   | 0                                       | 38,638  |             |
| Designations                   |   |  |   |   |   |   |             |
| Environmental Settlemt         | 18,110  | 5,000  | 5,000                                   | 0   | 0                                       | 13,110  |             |
| Fish and Game Projects         | 63,017  | 5,996  | 5,996                                   | 0   | 5,059                                   | 62,080  |             |
| TOTAL Fish And Game            | 119,765   | 10,996   | 10,996                                  | 0   | 5,059                                   | 113,828   |             |
| Organizational Development     |   |  |   |   |   |   | 1206000000  |
| General Reserve                | 535,000   | 0  | 0                                       | 0   | 0                                       | 535,000   |             |
| Designations                   |   |  |   |   |   |   |             |
| Countywide Training            | 1,755,657   | 312,525  | 312,525                                 | 0   | 206,980                                 | 1,650,112   |             |
| TOTAL Organizational Developme | 2,290,657   | 312,525  | 312,525                                 | 0   | 206,980                                 | 2,185,112   |             |
| County Med Svcs Prog           |   |  |   |   |   |   | 1206500000  |
| Designations                   |   |  |   |   |   |   |             |
| Automation replacement         | 0   | 0  | 45,081                                  | 84,042  | 84,042                                  | 38,961  |             |
| TOTAL County Med Svcs Prog     | 0   | 0  | 45,081                                  | 84,042  | 84,042                                  | 38,961  |             |

DETAIL OF PROVISIONS FOR RESERVES/DESIGNATIONS  
 (with supplemental data affecting reserve/designations balances)

X Encumbrances excluded

FOR FISCAL YEAR 2008-09

| COUNTY FUNDS<br>(1)                         | RESERVES/<br>DESIGNATIONS<br>BALANCE<br>as of<br>June 30, 2008<br>(2) | AMOUNT MADE AVAILABLE FOR<br>FINANCING BY CANCELLATION |   | INCREASE OR NEW RESRVS/DESIG<br>TO BE PROVIDED IN BUDGET YR |   | TOTAL<br>RESERVES/<br>DESIGNATIONS<br>for<br>Budget Year<br>(7) |  | Fund<br>(8) |
|---|---|--|---|---|---|---|--|-------------|
|   |   | PROPOSED<br>(3)  | APPROVED/<br>ADOPTED BY<br>BOARD<br>(4) | PROPOSED<br>(5)   | APPROVED/<br>ADOPTED BY<br>BOARD<br>(6) |   |  |             |
| Pension Obligation Bond DSF<br>Designations |   |  |   |   |   |   |  | 1801000000  |
| Desig - POB Debt Service                    | 6,238,888   | 53,355   | 53,355                                  | 448,138   | 1,242,745                               | 7,428,278   |  |             |
| TOTAL Pension Obligation Bond               | 6,238,888   | 53,355   | 53,355                                  | 448,138   | 1,242,745                               | 7,428,278   |  |             |
| <b>TOTAL</b>                                | <u>87,795,833</u>   | <u>12,033,082</u>                                      | <u>18,183,842</u>                       | <u>1,881,229</u>  | <u>11,090,171</u>                       | <u>80,702,162</u>   |  |             |

SUMMARY OF ESTIMATED REVENUE, OTHER FINANCING SOURCES AND TRANSFERS

FOR THE FISCAL YEAR ENDED 2008-09

| DESCRIPTION<br>(1)                            | 2006-07<br>ACTUAL<br>(2) | 2007-08<br>ACTUAL<br>(3) | 2008-09<br>PROPOSED<br>(4) | 2008-09<br>ADOPTED<br>(5) |
|---|--------------------------|--------------------------|----------------------------|---------------------------|
| <b>SUMMARIZATION BY SOURCE</b>                |                          |                          |                            |                           |
| CURRENT SECURED PROPERTY TAX                  | 87,083,547               | 93,519,895               | 98,856,584                 | 98,856,584                |
| CURRENT UNSECURED PROPERTY TAX                | 2,172,036                | 2,282,498                | 2,192,873                  | 2,192,873                 |
| SUPPLEMENTAL PROPERTY TAX                     | 8,020,338                | 4,188,153                | 3,244,290                  | 3,244,290                 |
| OTHER TAX (NON-CURRENT/SUPPL PROP TAX)        | 42,836,638               | 44,928,609               | 48,230,323                 | 48,230,323                |
| <b>Total</b>                                  | <b>140,112,559</b>       | <b>144,919,155</b>       | <b>152,524,070</b>         | <b>152,524,070</b>        |
| LICENSES AND PERMITS                          | 9,117,927                | 9,414,373                | 10,068,801                 | 10,068,801                |
| FINES, FORFEITURES AND PENALTIES              | 6,913,144                | 10,187,947               | 5,035,791                  | 5,035,791                 |
| REVENUE FROM USE OF MONEY AND PROPERTY        | 8,051,457                | 7,038,395                | 2,808,620                  | 2,814,780                 |
| INTERGOVERNMENTAL REVENUES - STATE            | 119,976,120              | 126,957,528              | 123,525,291                | 123,949,715               |
| - FEDERAL                                     | 51,577,733               | 55,657,919               | 47,839,178                 | 47,839,178                |
| - OTHER                                       | 12,580,002               | 13,379,760               | 13,411,586                 | 13,411,586                |
| CHARGES FOR SERVICES                          | 37,090,960               | 36,724,250               | 36,801,979                 | 38,705,452                |
| OTHER REVENUES                                | 23,507,441               | 20,037,907               | 20,925,626                 | 19,374,995                |
| <b>OTHER FINANCING SOURCES</b>                | <b>43,174,847</b>        | <b>29,918,453</b>        | <b>37,417,152</b>          | <b>41,648,649</b>         |
| <b>TOTAL</b>                                  | <b>452,102,190</b>       | <b>454,235,687</b>       | <b>450,358,094</b>         | <b>455,373,017</b>        |
| <b>SUMMARIZATION BY FUND</b>                  |                          |                          |                            |                           |
| 1000000000 General Fund                       | 345,054,202              | 352,112,058              | 367,412,591                | 371,568,884               |
| 1100000000 Capital Projects                   | 18,532,478               | 5,661,564                | 3,549,000                  | 3,549,000                 |
| 1200000000 Road Fund                          | 37,201,301               | 41,783,231               | 35,219,827                 | 35,433,971                |
| 1200500000 Community Devel Pgm                | 6,090,273                | 6,701,222                | 5,209,008                  | 5,234,008                 |
| 1201000000 Public Facility Fees               | 3,693,300                | 3,160,009                | 2,337,813                  | 2,337,813                 |
| 1201500000 Parks                              | 8,216,859                | 10,242,542               | 7,949,026                  | 8,162,982                 |
| 1202000000 Co-Wide Automation Replacement     | 2,676,238                | 2,752,106                | 307,000                    | 307,000                   |
| 1202500000 Gen Gov Building Replacement       | 1,242,853                | 2,625,371                | 789,355                    | 789,355                   |
| 1203000000 Tax Reduction Resrv                | 604,870                  | 568,571                  | 0                          | 405,530                   |
| 1203500000 Impact Fee-Traffic                 | 3,325,515                | 4,039,021                | 3,113,000                  | 3,113,000                 |
| 1204000000 Wildlife And Grazing               | 6,526                    | 5,780                    | 5,350                      | 5,350                     |
| 1204500000 Driving Under the Influence        | 1,454,757                | 1,504,397                | 1,500,892                  | 1,500,892                 |
| 1205000000 Library                            | 7,806,702                | 8,083,160                | 8,179,655                  | 8,179,655                 |
| 1205500000 Fish And Game                      | 26,444                   | 13,692                   | 10,000                     | 10,000                    |
| 1206000000 Organizational Development         | 573,872                  | 551,913                  | 100,000                    | 100,000                   |
| 1206500000 County Med Svcs Prog               | 3,654,162                | 3,299,842                | 3,228,879                  | 3,228,879                 |
| 1207000000 Emergency Med Svcs                 | 803,150                  | 1,038,622                | 985,050                    | 985,050                   |
| 1207500000 Cal Hlth Indig Prog                | 1,684,293                | 1,174,651                | 1,208,434                  | 1,208,434                 |
| 1208000000 Debt Service-Cert of Participation | 2,425,144                | 2,193,771                | 2,880,214                  | 2,880,214                 |
| <b>1801000000 Pension Obligation Bond DSF</b> | <b>7,029,251</b>         | <b>6,724,164</b>         | <b>6,373,000</b>           | <b>6,373,000</b>          |
| <b>TOTAL</b>                                  | <b>452,102,190</b>       | <b>454,235,687</b>       | <b>450,358,094</b>         | <b>455,373,017</b>        |

ANALYSIS OF FINANCING SOURCES BY SOURCE BY FUND

BUDGET FOR THE FISCAL YEAR 2008-09

| ACCT    | REVENUE CLASSIFICATION<br>(1)  | 2006-07<br>ACTUAL<br>(2) | 2007-08<br>ACTUAL<br>(3) | 2008-09<br>PROPOSED<br>(4) | 2008-09<br>ADOPTED<br>(5) | FUND<br>(6) |
|---------|--------------------------------|--------------------------|--------------------------|----------------------------|---------------------------|-------------|
|         | CURRENT PROPERTY TAXES         |                          |                          |                            |                           |             |
| 4000005 | PROP. TAXES CURR. SECURED      | 82,400,223               | 81,803,006               | 86,840,004                 | 86,840,004                |             |
| 4000005 | PROP. TAXES CURR. SECURED      | 1,262,709                | 1,054,748                | 1,413,023                  | 1,413,023                 | Road Fund   |
| 4000005 | PROP. TAXES CURR. SECURED      | 5,984,888                | 6,002,704                | 6,775,366                  | 6,775,366                 | Library     |
| 4000007 | PROPERTY TAX-UNITARY           | 0                        | 6,856,417                | 6,905,324                  | 6,905,324                 |             |
| 4000007 | PROPERTY TAX-UNITARY           | 0                        | 308,934                  | 0                          | 0                         | Road Fund   |
| 4000007 | PROPERTY TAX-UNITARY           | 0                        | 500,818                  | 0                          | 0                         | Library     |
| 4000010 | SUPPLEMENTAL-CURR. SECURED     | 7,520,587                | 3,913,098                | 3,000,000                  | 3,000,000                 |             |
| 4000010 | SUPPLEMENTAL-CURR. SECURED     | 71,071                   | 37,380                   | 0                          | 0                         | Road Fund   |
| 4000010 | SUPPLEMENTAL-CURR. SECURED     | 407,213                  | 213,541                  | 228,040                    | 228,040                   | Library     |
| 4000015 | REDEVELOPMENT AGENCY TAX       | (2,446,112)              | (2,870,336)              | (2,935,339)                | (2,935,339)               |             |
| 4000015 | REDEVELOPMENT AGENCY TAX       | (118,161)                | (136,396)                | (141,794)                  | (141,794)                 | Library     |
| 4000025 | PROP. TAXES CURR. UNSEC.       | 2,005,280                | 2,107,377                | 2,022,597                  | 2,022,597                 |             |
| 4000025 | PROP. TAXES CURR. UNSEC.       | 24,797                   | 26,172                   | 27,306                     | 27,306                    | Road Fund   |
| 4000025 | PROP. TAXES CURR. UNSEC.       | 141,959                  | 148,949                  | 142,970                    | 142,970                   | Library     |
| 4000030 | SUPPLEMENTAL-CURR. UNSEC.      | 20,189                   | 22,680                   | 15,000                     | 15,000                    |             |
| 4000030 | SUPPLEMENTAL-CURR. UNSEC.      | 190                      | 216                      | 0                          | 0                         | Road Fund   |
| 4000030 | SUPPLEMENTAL-CURR. UNSEC.      | 1,088                    | 1,238                    | 1,250                      | 1,250                     | Library     |
|         | Total - CURRENT PROPERTY TAXES | 97,275,921               | 99,990,546               | 104,293,747                | 104,293,747               |             |
|         | TAXES OTHER THAN CURRENT PROP  |                          |                          |                            |                           |             |
| 4010005 | PROP. TAXES PRIOR SECURED      | (170,180)                | (194,652)                | (300,000)                  | (300,000)                 |             |
| 4010005 | PROP. TAXES PRIOR SECURED      | (2,022)                  | (2,406)                  | 0                          | 0                         | Road Fund   |
| 4010005 | PROP. TAXES PRIOR SECURED      | (11,871)                 | (13,779)                 | (35,000)                   | (35,000)                  | Library     |
| 4010010 | SUPPLEMENTL-PRIOR SECURED      | (7,830)                  | (10,614)                 | 0                          | 0                         |             |
| 4010010 | SUPPLEMENTL-PRIOR SECURED      | (81)                     | (106)                    | 0                          | 0                         | Road Fund   |
| 4010010 | SUPPLEMENTL-PRIOR SECURED      | (475)                    | (613)                    | 0                          | 0                         | Library     |
| 4010015 | PROP. TAXES PRIOR UNSEC.       | 104,697                  | 73,773                   | 80,000                     | 80,000                    |             |
| 4010015 | PROP. TAXES PRIOR UNSEC.       | 1,296                    | 912                      | 0                          | 0                         | Road Fund   |
| 4010015 | PROP. TAXES PRIOR UNSEC.       | 7,427                    | 5,223                    | 5,500                      | 5,500                     | Library     |
| 4010020 | SUPPLEMENTAL-PRIOR UNSEC       | 32,825                   | 37,219                   | 25,000                     | 25,000                    |             |
| 4010020 | SUPPLEMENTAL-PRIOR UNSEC       | 344                      | 363                      | 0                          | 0                         | Road Fund   |
| 4010020 | SUPPLEMENTAL-PRIOR UNSEC       | 1,953                    | 2,085                    | 1,735                      | 1,735                     | Library     |
| 4010025 | REDEMPTION FEES                | 24,780                   | 24,760                   | 25,000                     | 25,000                    |             |
| 4010030 | DELINQUENT/COST REIMBRSM       | 117,523                  | 101,585                  | 118,000                    | 118,000                   |             |
| 4010035 | PENALTIES-DELINQUENT TAX       | 201,192                  | 131,123                  | 150,000                    | 150,000                   |             |
| 4010035 | PENALTIES-DELINQUENT TAX       | 119                      | 93                       | 0                          | 0                         | Road Fund   |
| 4010035 | PENALTIES-DELINQUENT TAX       | 682                      | 534                      | 950                        | 950                       | Library     |
| 4010045 | TLRF PROCEEDS                  | 750,000                  | 750,000                  | 1,750,000                  | 1,750,000                 |             |
| 4010045 | TLRF PROCEEDS                  | 499,778                  | 500,000                  | 500,000                    | 500,000                   | Cop Loan DS |
| 4010050 | SALES AND USE TAXES            | 6,026,278                | 6,961,283                | 7,490,000                  | 7,490,000                 |             |
| 4010065 | AIRCRAFT TAX                   | 245,007                  | 217,250                  | 215,000                    | 215,000                   |             |
| 4010070 | PROPERTY TRANSFER TAX          | 2,618,600                | 1,907,639                | 2,000,000                  | 2,000,000                 |             |

ANALYSIS OF FINANCING SOURCES BY SOURCE BY FUND

BUDGET FOR THE FISCAL YEAR 2008-09

| ACCT    | REVENUE CLASSIFICATION<br>(1)         | 2006-07<br>ACTUAL<br>(2) | 2007-08<br>ACTUAL<br>(3) | 2008-09<br>PROPOSED<br>(4) | 2008-09<br>ADOPTED<br>(5) | FUND<br>(6) |
|---------|---------------------------------------|--------------------------|--------------------------|----------------------------|---------------------------|-------------|
| 4010073 | RACEHORSE TAX                         | 12,455                   | 4,543                    | 10,000                     | 10,000                    |             |
| 4010075 | TRANSIENT OCCUPANCY TAX               | 6,125,864                | 6,539,489                | 6,500,000                  | 6,500,000                 |             |
| 4010076 | SALE OF TAX DEEDED PROP.              | 4,650                    | 6,900                    | 7,350                      | 7,350                     |             |
| 4010077 | PROPERTY TAX IN-LIEU OF SALES TAX     | 2,421,407                | 1,858,673                | 2,358,673                  | 2,358,673                 |             |
| 4010078 | PROPERTY TAX IN-LIEU OF VLF           | <u>23,832,220</u>        | <u>26,027,332</u>        | <u>27,328,115</u>          | <u>27,328,115</u>         |             |
|         | Total - TAXES OTHER THAN CURRENT PROP | 42,836,638               | 44,928,609               | 48,230,323                 | 48,230,323                |             |
|         | LICENSES AND PERMITS                  |                          |                          |                            |                           |             |
| 4050005 | FRANCHISES-CABLE                      | 717,181                  | 718,352                  | 800,000                    | 800,000                   |             |
| 4050006 | FRANCHISE FEES-PUB UTIL               | 1,396,313                | 1,431,221                | 1,400,000                  | 1,400,000                 |             |
| 4050010 | FRANCHISE FEES-GARBAGE                | 667,656                  | 699,151                  | 800,000                    | 800,000                   |             |
| 4050011 | FRANCHISE FEES-PETROLEUM              | 15,457                   | 15,916                   | 0                          | 0                         |             |
| 4050015 | ANIMAL LICENSES                       | 317,458                  | 397,790                  | 400,000                    | 400,000                   |             |
| 4050020 | BUSINESS LICENSES                     | 81,057                   | 94,831                   | 143,055                    | 143,055                   |             |
| 4050025 | BUILDING PERMITS                      | 1,593,243                | 1,361,700                | 1,188,871                  | 1,188,871                 |             |
| 4050030 | GRADING PERMITS                       | 50,949                   | 37,128                   | 0                          | 0                         |             |
| 4050035 | PLAN CHECK FEES                       | 1,275,636                | 1,845,284                | 1,076,117                  | 1,076,117                 |             |
| 4050040 | SUB PERMITS-MECH EL PLUMB             | 360,867                  | 313,810                  | 1,408,527                  | 1,408,527                 |             |
| 4050045 | MINOR USE PERMIT APPLICATION          | 14,382                   | 12,720                   | 16,941                     | 16,941                    |             |
| 4050065 | LAND USE PERMITS                      | 978,927                  | 822,727                  | 1,002,772                  | 1,002,772                 |             |
| 4050070 | PLOT PLANS                            | 615,271                  | 556,758                  | 717,232                    | 717,232                   |             |
| 4050075 | GENERAL PLAN AMENDMENTS               | 71,454                   | 30,831                   | 46,005                     | 46,005                    |             |
| 4050080 | AGRICULTURAL PRESERVE FEE             | 28,037                   | 43,606                   | 99,570                     | 99,570                    |             |
| 4050085 | SUBDIVISION PERMITS                   | 492,396                  | 369,969                  | 567,477                    | 567,477                   |             |
| 4050090 | SPECIFIC PLANS                        | 162,644                  | 337,216                  | 0                          | 0                         |             |
| 4050095 | FINGER PRINTING FEES                  | 10,546                   | 9,065                    | 14,000                     | 14,000                    |             |
| 4050100 | EXPLOSIVE PERMITS                     | 1,445                    | 1,147                    | 1,200                      | 1,200                     |             |
| 4050105 | OTHER LICENSES AND PERMIT             | 171,990                  | 209,620                  | 228,505                    | 228,505                   |             |
| 4050110 | GUN PERMITS                           | 2,865                    | 3,315                    | 2,200                      | 2,200                     |             |
| 4050111 | DOMESTIC VIOLENCE FEES                | 54,342                   | 56,068                   | 56,200                     | 56,200                    |             |
| 4050120 | BURIAL PERMITS                        | 12,011                   | 9,520                    | 10,857                     | 10,857                    |             |
| 4050130 | MISC PERMITS                          | 25,800                   | 36,628                   | 65,090                     | 65,090                    |             |
| 4050150 | TOBACCO RETAILERS LICENSES            | 0                        | 0                        | 24,182                     | 24,182                    |             |
|         | Total - LICENSES AND PERMITS          | 9,117,927                | 9,414,373                | 10,068,801                 | 10,068,801                |             |
|         | FINES, FORFEITURES AND PENALTIES      |                          |                          |                            |                           |             |
| 4100005 | 50% EXCESS MOE REVENUE-ST             | (518,871)                | (610,269)                | (490,000)                  | (490,000)                 |             |
| 4100010 | LAND USE FINES                        | 10,173                   | 8,986                    | 2,600                      | 2,600                     |             |
| 4100015 | RED LIGHT - VC21453, 54, 57           | 1,355                    | 162,577                  | 1,100                      | 1,100                     |             |
| 4100045 | VEHICLE FORFEITURES-VC14607.6         | 5,552                    | 292                      | 2,000                      | 2,000                     |             |
| 4100055 | PROBA DRUG FEE-PC1203.1AB             | 2,850                    | 1,963                    | 2,300                      | 2,300                     |             |
| 4100065 | CHILD RESTRNT FEE-COUNTY              | 1,554                    | 924                      | 1,600                      | 1,600                     |             |
| 4100070 | CHILD RESTRAINT FEE-CITY              | 1,999                    | 1,482                    | 1,200                      | 1,200                     |             |

ANALYSIS OF FINANCING SOURCES BY SOURCE BY FUND

BUDGET FOR THE FISCAL YEAR 2008-09

| ACCT    | REVENUE CLASSIFICATION<br>(1)         | 2006-07<br>ACTUAL<br>(2) | 2007-08<br>ACTUAL<br>(3) | 2008-09<br>PROPOSED<br>(4) | 2008-09<br>ADOPTED<br>(5) | FUND<br>(6)      |
|---------|---------------------------------------|--------------------------|--------------------------|----------------------------|---------------------------|------------------|
| 4100080 | BATTRD WM SHEL-PC1203.097             | 200                      | 1,000                    | 0                          | 0                         |                  |
| 4100085 | TRAFFIC SCH-VC42007.1(\$24)           | 325,409                  | 323,073                  | 250,000                    | 250,000                   |                  |
| 4100090 | CNTY FIX IT-VC 40611                  | 27,283                   | 24,549                   | 22,000                     | 22,000                    |                  |
| 4100100 | CO-FAILURE TO APPEAR(FTA)             | 10,689                   | 9,700                    | 9,000                      | 9,000                     |                  |
| 4100105 | CO MOTOR VEH/CRIM FINES               | 1,082,234                | 1,259,017                | 900,000                    | 900,000                   |                  |
| 4100130 | LAB FEE-PC1463.14                     | 13,581                   | 51,163                   | 69,000                     | 69,000                    |                  |
| 4100135 | CITIES FIX IT-VC40611                 | 13,647                   | 14,637                   | 12,000                     | 12,000                    |                  |
| 4100140 | SMALL CLAIMS ADVISORY FEE             | 9,465                    | 9,837                    | 9,700                      | 9,700                     |                  |
| 4100150 | PA-EMERGENCY MED SERVICES             | 425,367                  | 478,532                  | 432,000                    | 432,000                   | Emergcy Med Svcs |
| 4100152 | PA-SB1773 RICHIE'S FUND               | 51,129                   | 442,950                  | 432,000                    | 432,000                   | Emergcy Med Svcs |
| 4100155 | SUPERIOR COURT FINES-BASE             | 42,220                   | 41,133                   | 42,000                     | 42,000                    |                  |
| 4100165 | SETTLEMENTS/JUDGEMENTS                | 56,250                   | 12,000                   | 83,750                     | 83,750                    |                  |
| 4100165 | SETTLEMENTS/JUDGEMENTS                | 1,000,000                | 0                        | 0                          | 0                         | Capital Projects |
| 4100180 | BLDG CODE INVESTIG FEES               | 72,851                   | 111,960                  | 107,016                    | 107,016                   |                  |
| 4100195 | TRAFFIC SCHOOL FEES                   | 1,220,410                | 943,008                  | 1,000,000                  | 1,000,000                 |                  |
| 4100206 | ASSET FORFEITURES                     | 158,101                  | 78,492                   | 0                          | 0                         |                  |
| 4100220 | BLOOD ALCOHOL FINES                   | 172,193                  | 231,219                  | 238,000                    | 238,000                   |                  |
| 4100225 | AIDS EDUCATION FINE-PC264             | 29                       | 335                      | 25                         | 25                        |                  |
| 4100230 | PENALTY AS-FINGERPRINT ID             | 135,960                  | 148,719                  | 156,247                    | 156,247                   |                  |
| 4100250 | FISH AND GAME FINES                   | 26,414                   | 13,692                   | 10,000                     | 10,000                    | Fish & Game      |
| 4100255 | OFF-HIGHWAY MOTOR FINES               | 4,528                    | 0                        | 2,000                      | 2,000                     | Parks Spl Rev    |
| 4100260 | AGRICULTURE FINES                     | 26,004                   | 28,289                   | 0                          | 0                         |                  |
| 4100265 | BUSINESS & PROFESSIONS                | (6,014)                  | (6,761)                  | 4,500                      | 4,500                     |                  |
| 4100270 | HEALTH/SAFETY FINES/FORFT             | 29,512                   | 20,788                   | 24,900                     | 24,900                    |                  |
| 4100285 | CITIES- ALL MISDEMEANORS              | 45,140                   | 31,216                   | 28,000                     | 28,000                    |                  |
| 4100290 | FEES -ALCOHOL ABUSE & EDU             | 57,000                   | 0                        | 107,000                    | 107,000                   |                  |
| 4100300 | CITY MOTOR VEHICLE FINES              | 131,338                  | 134,563                  | 115,000                    | 115,000                   |                  |
| 4100310 | ST PENALTY F&GAME-PC1464              | 2,338                    | 3,318                    | 2,000                      | 2,000                     |                  |
| 4100315 | PENALTY AS-CRIM JUS CONST             | 280,056                  | 0                        | 0                          | 0                         | Cop Loan DS      |
| 4100320 | PENALTY AS-CTHS TEMP CONS             | 0                        | 7,856                    | 0                          | 0                         |                  |
| 4100320 | PENALTY AS-CTHS TEMP CONS             | 860,292                  | 4,680,409                | 0                          | 0                         | Capital Projects |
| 4100320 | PENALTY AS-CTHS TEMP CONS             | 0                        | 243,061                  | 309,869                    | 309,869                   | Cop Loan DS      |
| 4100337 | REGISTRATION FEE-VC 9250.19           | 206,213                  | 249,738                  | 187,303                    | 187,303                   |                  |
| 4100340 | ST PENALTY ASSMNTS-PC1464             | 590,396                  | 665,123                  | 550,000                    | 550,000                   |                  |
| 4100365 | TRAFFIC SCH FEES-MADDY FUND           | 112,305                  | 93,977                   | 108,000                    | 108,000                   | Emergcy Med Svcs |
| 4100366 | ADM PENALTY-HS 25187                  | 151,613                  | 175,000                  | 205,000                    | 205,000                   |                  |
| 4100390 | TRAFFIC SCHOOL FEES - CITY            | 29,481                   | 37,826                   | 23,000                     | 23,000                    |                  |
| 4100465 | DNA Database                          | 0                        | 25,289                   | 38,501                     | 38,501                    |                  |
| 4100470 | WET AND RECKLESS REVENUE              | 44,898                   | 37,284                   | 37,180                     | 37,180                    | DUI              |
|         | Total - FINES, FORFEITURES AND PENALT | 6,913,144                | 10,187,947               | 5,035,791                  | 5,035,791                 |                  |

ANALYSIS OF FINANCING SOURCES BY SOURCE BY FUND

BUDGET FOR THE FISCAL YEAR 2008-09

| ACCT    | REVENUE CLASSIFICATION<br>(1)         | 2006-07<br>ACTUAL<br>(2) | 2007-08<br>ACTUAL<br>(3) | 2008-09<br>PROPOSED<br>(4) | 2008-09<br>ADOPTED<br>(5) | FUND<br>(6)      |
|---------|---------------------------------------|--------------------------|--------------------------|----------------------------|---------------------------|------------------|
|         | USE OF MONEY AND PROPERTY             |                          |                          |                            |                           |                  |
| 4150000 | INTEREST                              | 3,211,526                | 2,408,450                | 1,506,000                  | 1,506,000                 |                  |
| 4150000 | INTEREST                              | 959,167                  | 853,390                  | 0                          | 0                         | Capital Projects |
| 4150000 | INTEREST                              | 304,857                  | 97,024                   | 150,000                    | 150,000                   | Road Fund        |
| 4150000 | INTEREST                              | 4,917                    | 3,377                    | 0                          | 0                         | Comm Dev Pgm     |
| 4150000 | INTEREST                              | 700,968                  | 697,171                  | 0                          | 0                         | Pub Fac Fees     |
| 4150000 | INTEREST                              | 23,587                   | 29,387                   | 15,000                     | 18,300                    | Parks Spl Rev    |
| 4150000 | INTEREST                              | 399,342                  | 417,981                  | 0                          | 0                         | Automtn Replc    |
| 4150000 | INTEREST                              | 280,315                  | 325,371                  | 0                          | 0                         | Building Replcmt |
| 4150000 | INTEREST                              | 604,870                  | 568,571                  | 0                          | 0                         | Tax Reductn Res  |
| 4150000 | INTEREST                              | 661,771                  | 688,466                  | 400,000                    | 400,000                   | Impact Fee       |
| 4150000 | INTEREST                              | 527                      | 483                      | 350                        | 350                       | Wildlife Grazing |
| 4150000 | INTEREST                              | 19,639                   | 22,106                   | 10,000                     | 10,000                    | DUI              |
| 4150000 | INTEREST                              | 162,252                  | 153,341                  | 130,000                    | 130,000                   | Library          |
| 4150000 | INTEREST                              | 120,838                  | 111,986                  | 100,000                    | 100,000                   | Org Development  |
| 4150000 | INTEREST                              | 31,380                   | 62,883                   | 40,000                     | 40,000                    | Co Med Svcs Prog |
| 4150000 | INTEREST                              | 11,196                   | 13,146                   | 13,050                     | 13,050                    | Emergcy Med Svcs |
| 4150000 | INTEREST                              | 45,731                   | 26,833                   | 32,500                     | 32,500                    | Cal Hlth Ind Pgm |
| 4150000 | INTEREST                              | 0                        | 2,300                    | 0                          | 0                         | Cop Loan DS      |
| 4150000 | INTEREST                              | 224,686                  | 231,158                  | 120,000                    | 120,000                   | POB- DSF         |
| 4150015 | COMMUNICATION LEASE FACIL             | 9,000                    | 12,593                   | 7,600                      | 7,600                     |                  |
| 4150020 | RENT-LAND/BLDG-SHORT TERM             | 68,796                   | 93,279                   | 73,223                     | 73,223                    |                  |
| 4150020 | RENT-LAND/BLDG-SHORT TERM             | 12,035                   | 5,029                    | 8,219                      | 8,219                     | Parks Spl Rev    |
| 4150025 | RENT-LAND/BLDG-LONG TERM              | 100,091                  | 101,041                  | 103,528                    | 103,528                   |                  |
| 4150025 | RENT-LAND/BLDG-LONG TERM              | 30,464                   | 32,024                   | 27,350                     | 30,210                    | Parks Spl Rev    |
| 4150030 | FARM LAND RENT                        | 1,650                    | 1,800                    | 1,800                      | 1,800                     | Parks Spl Rev    |
| 4150035 | RENTAL OF VETERANS BLDGS.             | 61,852                   | 79,205                   | 70,000                     | 70,000                    |                  |
|         | Total - USE OF MONEY AND PROPERTY     | 8,051,457                | 7,038,395                | 2,808,620                  | 2,814,780                 |                  |
|         | AID FROM STATE GOVERNMENT             |                          |                          |                            |                           |                  |
| 4200005 | ST RLGN-SALES TX-SOC SRVC             | 7,012,048                | 7,768,645                | 8,008,418                  | 8,008,418                 |                  |
| 4200010 | ST RLGN-SALES TAX-M H                 | 4,055,549                | 4,267,858                | 4,338,035                  | 4,338,035                 |                  |
| 4200015 | ST RLGN-SALES TAX-HEALTH              | 1,676,459                | 1,764,689                | 1,752,689                  | 1,752,689                 |                  |
| 4200020 | ST REALGN- VLF                        | 4,104,212                | 4,134,780                | 4,370,711                  | 4,370,711                 |                  |
| 4200020 | ST REALGN- VLF                        | 3,013,726                | 3,013,726                | 3,013,726                  | 3,013,726                 | Co Med Svcs Prog |
| 4200021 | ST REALGN- VLF GROWTH                 | 222,077                  | 164,612                  | 34,765                     | 34,765                    |                  |
| 4200022 | ST AID REALIGNMENT                    | 1,110,658                | 542,064                  | 620,000                    | 620,000                   |                  |
| 4200023 | ST AID REALIGNMENT-VLF                | 99,273                   | 99,273                   | 99,273                     | 99,273                    |                  |
| 4200026 | ST AID REALIGNMENT-MENTAL HEALTH-GROW | 33,651                   | 0                        | 0                          | 0                         |                  |
| 4200027 | ST AID REALIGNMENT-HEALTH-GROWTH      | 35,550                   | 0                        | 0                          | 0                         |                  |
| 4200035 | SB90 STATE MANDATED COSTS             | 2,174,686                | 377,479                  | 1,000,371                  | 1,000,371                 |                  |
| 4200040 | ST AID- DRUG/MENTL HEALTH             | 647,911                  | 774,601                  | 735,364                    | 735,364                   |                  |
| 4200045 | STATE AID- EXTRADITION                | (23,891)                 | 61,196                   | 80,000                     | 80,000                    |                  |

ANALYSIS OF FINANCING SOURCES BY SOURCE BY FUND

BUDGET FOR THE FISCAL YEAR 2008-09

| ACCT    | REVENUE CLASSIFICATION<br>(1)         | 2006-07<br>ACTUAL<br>(2) | 2007-08<br>ACTUAL<br>(3) | 2008-09<br>PROPOSED<br>(4) | 2008-09<br>ADOPTED<br>(5) | FUND<br>(6)      |
|---------|---------------------------------------|--------------------------|--------------------------|----------------------------|---------------------------|------------------|
| 4200055 | STATE AID FOR AGRICULTURE             | 606,377                  | 666,728                  | 1,398,566                  | 1,398,566                 |                  |
| 4200065 | STATE AID-NUCLEAR PLANNG              | 782,469                  | 913,747                  | 1,045,830                  | 1,045,830                 |                  |
| 4200065 | STATE AID-NUCLEAR PLANNG              | 0                        | 1,459                    | 0                          | 0                         | Parks Spl Rev    |
| 4200070 | STATE AID VETERAN AFFAIRS             | 62,062                   | 66,339                   | 59,500                     | 59,500                    |                  |
| 4200075 | HOMEOWNER PROP TAX RELIEF             | 803,913                  | 808,063                  | 800,000                    | 800,000                   |                  |
| 4200075 | HOMEOWNER PROP TAX RELIEF             | 9,837                    | 9,957                    | 10,047                     | 10,047                    | Road Fund        |
| 4200075 | HOMEOWNER PROP TAX RELIEF             | 56,319                   | 56,677                   | 55,448                     | 55,448                    | Library          |
| 4200080 | STATE REIMB-CMC/ASH CASES             | 544,982                  | 684,148                  | 607,500                    | 607,500                   |                  |
| 4200085 | ST AID-DRUG AND ALCOHOL               | 54,566                   | 54,566                   | 54,566                     | 54,566                    |                  |
| 4200090 | ST AID-INS FRAUD INVESTIG             | 99,592                   | 171,616                  | 157,458                    | 157,458                   |                  |
| 4200095 | ST AID-DMV-VEH CRIME INV              | 310,984                  | 276,999                  | 307,500                    | 307,500                   |                  |
| 4200100 | ST AID-PERINATAL T E F                | 243,724                  | 243,724                  | 243,724                    | 243,724                   |                  |
| 4200105 | STATE AWARDED GRANTS                  | 3,071,003                | 3,861,525                | 3,353,385                  | 3,353,385                 |                  |
| 4200105 | STATE AWARDED GRANTS                  | 34,825                   | 531,238                  | 0                          | 0                         | Capital Projects |
| 4200105 | STATE AWARDED GRANTS                  | 5,250                    | 0                        | 0                          | 0                         | Parks Spl Rev    |
| 4200105 | STATE AWARDED GRANTS                  | 61,534                   | 61,803                   | 61,803                     | 61,803                    | Library          |
| 4200110 | ST AID-MANGD CARE-INPATNT             | 773,575                  | 795,354                  | 843,075                    | 843,075                   |                  |
| 4200118 | ST AID PROP 1B                        | 0                        | 4,798,849                | 0                          | 0                         | Road Fund        |
| 4200125 | STATE REIMB FOR DNA TESTING           | 13,194                   | 33,850                   | 58,932                     | 58,932                    |                  |
| 4200130 | ST AID-PROP 12 PARKS GRANT            | 0                        | 25,117                   | 0                          | 0                         |                  |
| 4200130 | ST AID-PROP 12 PARKS GRANT            | 1,368                    | 0                        | 0                          | 0                         | Capital Projects |
| 4200130 | ST AID-PROP 12 PARKS GRANT            | 24,393                   | 0                        | 0                          | 0                         | Parks Spl Rev    |
| 4200132 | ST AID PROP 36 TREATMENT PROGRAM      | 56,399                   | 294,150                  | 143,326                    | 143,326                   |                  |
| 4200135 | ST AID PROP 36 SUBSTANCE ABUSE GRANT  | 806,076                  | 674,447                  | 685,211                    | 685,211                   |                  |
| 4200137 | STATE AID PROP 40 CLEAN WATER CLEAN A | 0                        | 70,000                   | 0                          | 0                         |                  |
| 4200137 | STATE AID PROP 40 CLEAN WATER CLEAN A | 52,799                   | 1,301,840                | 0                          | 0                         | Road Fund        |
| 4200140 | ST REV-PAROLE HOLDS                   | 287,431                  | 320,142                  | 342,000                    | 342,000                   |                  |
| 4200141 | STATE COASTAL GRANT                   | 144,600                  | (91)                     | 0                          | 0                         |                  |
| 4200141 | STATE COASTAL GRANT                   | 1,446                    | 16,862                   | 0                          | 0                         | Capital Projects |
| 4200145 | ST AID - ILLEGAL PLANT SUPPR          | 100,699                  | 87,300                   | 0                          | 0                         |                  |
| 4200150 | ST AID - CHILD SUP ADMIN              | 1,345,501                | 1,387,932                | 1,604,201                  | 1,604,201                 |                  |
| 4200170 | STATE AID - OTHER                     | 1,587,320                | 1,333,354                | 1,263,704                  | 1,263,704                 |                  |
| 4200170 | STATE AID - OTHER                     | 942                      | 431,104                  | 0                          | 0                         | Capital Projects |
| 4200170 | STATE AID - OTHER                     | 171,550                  | 54,025                   | 600,000                    | 600,000                   | Comm Dev Pgm     |
| 4200170 | STATE AID - OTHER                     | 135,246                  | 90,421                   | 81,380                     | 81,380                    | Library          |
| 4200175 | STATE - WELFARE ADMIN.                | 26,754,938               | 29,050,973               | 29,646,800                 | 29,646,800                |                  |
| 4200180 | STATE AID ADULT PROGRAMS              | 918,710                  | 0                        | 0                          | 0                         |                  |
| 4200185 | STATE AID-GAIN PROGRAM                | 66,660                   | 53,029                   | 0                          | 0                         |                  |
| 4200185 | STATE AID-GAIN PROGRAM                | 10,000                   | 0                        | 0                          | 0                         | Road Fund        |
| 4200190 | STATE AID - ABATEMENT                 | 17,125                   | 28,446                   | 25,000                     | 25,000                    |                  |
| 4200195 | ST AID-CS COLL-FOSTR CARE             | 66,965                   | 67,109                   | 53,000                     | 53,000                    |                  |
| 4200200 | MEDI-CAL: PATIENTS-ST +FED            | 7,271,247                | 7,778,716                | 9,274,659                  | 9,461,685                 |                  |
| 4200210 | ST AID-CALIF CHILDREN SRVC            | 1,014,881                | 1,298,745                | 1,553,499                  | 1,553,499                 |                  |

ANALYSIS OF FINANCING SOURCES BY SOURCE BY FUND

BUDGET FOR THE FISCAL YEAR 2008-09

| ACCT    | REVENUE CLASSIFICATION<br>(1)         | 2006-07<br>ACTUAL<br>(2) | 2007-08<br>ACTUAL<br>(3) | 2008-09<br>PROPOSED<br>(4) | 2008-09<br>ADOPTED<br>(5) | FUND<br>(6)      |
|---------|---------------------------------------|--------------------------|--------------------------|----------------------------|---------------------------|------------------|
| 4200215 | STATE - HEALTH ADMIN.                 | 959,342                  | 1,223,655                | 1,047,455                  | 1,047,455                 |                  |
| 4200220 | ST AID-EPSDT-MENTAL HEALTH            | 1,872,819                | 3,374,842                | 3,473,703                  | 3,627,065                 |                  |
| 4200226 | ST AID-GAS TAX-UNCLAIMED              | 985,802                  | 988,557                  | 1,044,000                  | 1,044,000                 |                  |
| 4200230 | STATE - HIGHWAY USERS TAX             | 5,871,998                | 5,809,368                | 5,900,000                  | 5,900,000                 | Road Fund        |
| 4200240 | STATE AID CONSTRUCTION                | 2,000,000                | 0                        | 0                          | 0                         | Capital Projects |
| 4200240 | STATE AID CONSTRUCTION                | 1,800,442                | 1,379,389                | 0                          | 0                         | Road Fund        |
| 4200241 | STATE AID - URBAN STATE HWY ACCOUNT   | 675,000                  | 48,000                   | 0                          | 80,000                    | Road Fund        |
| 4200242 | STATE AID - REGIONAL STATE HWY ACCOUN | 500,000                  | 1,241,032                | 0                          | 0                         | Road Fund        |
| 4200245 | TRANS DEV ACT SB 325                  | 2,141,550                | 2,397,035                | 2,000,000                  | 2,000,000                 | Road Fund        |
| 4200250 | ST AID-ISTEA EXCHANGE                 | 578,060                  | 578,060                  | 578,060                    | 578,060                   | Road Fund        |
| 4200255 | ST AID-PUBLIC SAFETY SRVC             | 20,044,714               | 20,164,125               | 20,207,001                 | 20,207,001                |                  |
| 4200260 | ST AID-BICYCLE LANE ACCT              | 123,595                  | 0                        | 0                          | 0                         | Capital Projects |
| 4200265 | ST AID - TRAFFIC CONGESTION           | 2,596,605                | 0                        | 3,500,000                  | 3,500,000                 | Road Fund        |
| 4200270 | STATE-MOTOR VEH LIC FEE               | 168,576                  | 0                        | 0                          | 0                         |                  |
| 4200275 | OTHER STATE IN-LIEU TAXES             | 785                      | 3,626                    | 800                        | 800                       |                  |
| 4200285 | OPEN SPACE SUBVENTION                 | 1,091,127                | 1,088,726                | 1,100,000                  | 1,100,000                 |                  |
| 4200290 | ST-10% REST FINE REBATE               | 0                        | 0                        | 100                        | 100                       |                  |
| 4200295 | ST-10% SBOC VOC REBATE                | 6,438                    | 7,539                    | 8,000                      | 8,000                     |                  |
| 4200300 | CHIP HOSPITAL                         | 183,198                  | 155,325                  | 183,198                    | 183,198                   | Cal Hlth Ind Pgm |
| 4200305 | ST AID - SLESF                        | 1,382,443                | 1,295,428                | 1,201,729                  | 1,201,729                 |                  |
| 4200315 | ST-AB818 PROPERTY TAX ADMIN           | 88,750                   | 0                        | 0                          | 0                         |                  |
| 4200320 | ST AID-PASS THRU GRANTS               | 1,051,539                | 741,304                  | 736,574                    | 736,574                   |                  |
| 4200320 | ST AID-PASS THRU GRANTS               | 2,050                    | 54,660                   | 0                          | 0                         | Road Fund        |
| 4200330 | STATE AID FOR DISASTER                | 172,118                  | 18,605                   | 0                          | 0                         | Road Fund        |
| 4200335 | ST-WELFARE ADMIN-PRIOR YR             | 1,285,662                | 1,260,982                | 0                          | 0                         |                  |
| 4200340 | ST AID - MHSA                         | <u>1,861,096</u>         | <u>3,758,084</u>         | <u>4,161,205</u>           | <u>4,165,241</u>          |                  |
|         | Total - AID FROM STATE GOVERNMENT     | 119,976,120              | 126,957,528              | 123,525,291                | 123,949,715               |                  |
|         | AID FROM FEDERAL GOVERNMENT           |                          |                          |                            |                           |                  |
| 4250005 | FED AID ENTITLEMNT LAND               | 0                        | 0                        | 625,000                    | 625,000                   |                  |
| 4250010 | FEDERAL AID-STORM DAMAGE              | 49,508                   | 0                        | 0                          | 0                         | Road Fund        |
| 4250015 | FEDERAL - HEALTH ADMIN                | 3,180,267                | 3,155,638                | 3,066,629                  | 3,066,629                 |                  |
| 4250015 | FEDERAL - HEALTH ADMIN                | 0                        | 120,153                  | 77,400                     | 77,400                    | Co Med Svcs Prog |
| 4250020 | FEDERAL AID CONSTRUCTION              | 2,825,945                | 6,360,800                | 1,486,250                  | 1,486,250                 | Road Fund        |
| 4250025 | FEDERAL GRAZING FEES                  | 5,999                    | 5,297                    | 5,000                      | 5,000                     | Wildlife Grazing |
| 4250026 | FEDERAL AID FOREST RESERVE            | 11,519                   | 11,495                   | 11,500                     | 11,500                    | Road Fund        |
| 4250035 | FED AID-DRUG FREE SCH/COM             | 163,757                  | 190,746                  | 223,304                    | 223,304                   |                  |
| 4250050 | FED AID-LLEBG GRANT                   | 11,555                   | 13,084                   | 0                          | 0                         |                  |
| 4250055 | FED AID - REIMB                       | 64,657                   | 62,964                   | 52,000                     | 52,000                    |                  |
| 4250061 | FED AID - IDEA FUNDS                  | 486,006                  | 493,186                  | 493,186                    | 493,186                   |                  |
| 4250065 | FEDERAL FUNDS - CDBG                  | 2,215,416                | 2,731,428                | 2,059,246                  | 2,059,246                 | Comm Dev Pgm     |
| 4250070 | FEDERAL FUNDS - HOME                  | 1,619,841                | 2,387,742                | 1,295,173                  | 1,295,173                 | Comm Dev Pgm     |
| 4250075 | FEDERAL FUNDS - ESG                   | 96,583                   | 90,945                   | 92,073                     | 92,073                    | Comm Dev Pgm     |

ANALYSIS OF FINANCING SOURCES BY SOURCE BY FUND

BUDGET FOR THE FISCAL YEAR 2008-09

| ACCT    | REVENUE CLASSIFICATION<br>(1)         | 2006-07<br>ACTUAL<br>(2) | 2007-08<br>ACTUAL<br>(3) | 2008-09<br>PROPOSED<br>(4) | 2008-09<br>ADOPTED<br>(5) | FUND<br>(6)  |
|---------|---------------------------------------|--------------------------|--------------------------|----------------------------|---------------------------|--------------|
| 4250080 | FEDERAL FUNDS - SNAP                  | 951,258                  | 804,312                  | 848,222                    | 848,222                   | Comm Dev Pgm |
| 4250085 | FEDERAL AID - SECURITY                | 40,000                   | 35,690                   | 0                          | 0                         |              |
| 4250086 | FED AID - SCAAP PASS THRU             | 216,318                  | 249,798                  | 0                          | 0                         |              |
| 4250090 | FED AID-DRUG AND ALCOHOL              | 1,569,721                | 1,542,109                | 1,539,288                  | 1,539,288                 |              |
| 4250095 | FEDERAL-GRANTS                        | 2,785,679                | 2,346,328                | 1,420,110                  | 1,420,110                 |              |
| 4250105 | FEDERAL AID - OTHER                   | 2,659,131                | 1,860,837                | 318,516                    | 318,516                   |              |
| 4250110 | FEDERAL - WELFARE ADMIN               | 26,422,001               | 27,740,585               | 30,183,216                 | 30,183,216                |              |
| 4250115 | FEDERAL AID - ABATEMENT               | 33,364                   | 44,096                   | 35,000                     | 35,000                    |              |
| 4250120 | FEDERAL AID-GAIN PROGRAM              | 769,967                  | 427,910                  | 0                          | 0                         |              |
| 4250120 | FEDERAL AID-GAIN PROGRAM              | 13,974                   | 0                        | 0                          | 0                         | Road Fund    |
| 4250125 | FED AID-NUTRITION PROGRAM             | 120,188                  | 112,698                  | 125,000                    | 125,000                   |              |
| 4250130 | FED AID-PERINTL SETASIDE              | 72,201                   | 72,201                   | 72,201                     | 72,201                    |              |
| 4250136 | FED AID - PUBLIC HEALTH SECURITY      | 873,403                  | 852,614                  | 659,154                    | 659,154                   |              |
| 4250140 | FED AID-CHILD SUP ADMIN               | 3,314,790                | 3,157,670                | 3,142,416                  | 3,142,416                 |              |
| 4250141 | FED-WELFARE ADMN-PRIOR YR             | 379,665                  | 279,646                  | 0                          | 0                         |              |
| 4250145 | FED AID-INCENTIVES                    | 624,871                  | 427,397                  | 0                          | 0                         |              |
| 4250150 | FEDERAL AID FHWA                      | 149                      | 0                        | 0                          | 0                         | Road Fund    |
| 4250155 | FEDERAL AID-ADDI                      | 0                        | 80,550                   | 9,294                      | 9,294                     | Comm Dev Pgm |
|         | Total - AID FROM FEDERAL GOVERNMENT   | 51,577,733               | 55,657,919               | 47,839,178                 | 47,839,178                |              |
|         | AID FROM OTHER GOVERNMENT AGENCIES    |                          |                          |                            |                           |              |
| 4300005 | OTHER GOVT AGENCY REVENUE             | 1,516,849                | 1,631,942                | 1,851,833                  | 1,851,833                 |              |
| 4300010 | COMBINED FED/ST CALWORKS              | 9,696,455                | 10,200,727               | 10,213,171                 | 10,213,171                |              |
| 4300015 | OTHER GOV'T: RDA PASS THRU            | 1,322,565                | 1,500,138                | 1,300,000                  | 1,300,000                 |              |
| 4300015 | OTHER GOV'T: RDA PASS THRU            | 44,133                   | 46,953                   | 46,582                     | 46,582                    | Library      |
|         | Total - AID FROM OTHER GOVERNMENT AGE | 12,580,002               | 13,379,760               | 13,411,586                 | 13,411,586                |              |
|         | TOTAL AID FROM GOVERNMENTAL AGENCIES  | 184,133,855              | 195,995,207              | 184,776,055                | 185,200,479               |              |
|         | CHARGES FOR CURRENT SERVICES          |                          |                          |                            |                           |              |
| 4350100 | AFFORDABLE HOUSING FEE TRANSFERRED    | (34,005)                 | (30,260)                 | (20,000)                   | (20,000)                  | Pub Fac Fees |
| 4350101 | AFFORDABLE HOUSNG IN-LIEU             | 34,006                   | 30,261                   | 20,000                     | 20,000                    | Pub Fac Fees |
| 4350102 | PUB FAC FEE-LIBRARY                   | 239,240                  | 214,529                  | 216,459                    | 216,459                   | Pub Fac Fees |
| 4350103 | PUB FACIL FEE-FIRE                    | 1,217,881                | 1,046,999                | 931,918                    | 931,918                   | Pub Fac Fees |
| 4350104 | PUB FACIL FEE-PARKS                   | 915,682                  | 726,526                  | 717,923                    | 717,923                   | Pub Fac Fees |
| 4350105 | PUB FACIL FEE-GEN GOVT                | 330,244                  | 340,744                  | 310,196                    | 310,196                   | Pub Fac Fees |
| 4350106 | APPEAL FEE                            | 948                      | 762                      | 0                          | 0                         | Road Fund    |
| 4350107 | PUB FAC FEE-LAW ENFORCE               | 174,284                  | 184,038                  | 161,317                    | 161,317                   | Pub Fac Fees |
| 4350108 | ROAD IMPACT FEES                      | 2,663,744                | 3,350,555                | 2,713,000                  | 2,713,000                 | Impact Fee   |
| 4350209 | REVENUE TRANSFER FROM TRUST FUNDS     | 2,079,960                | 107,690                  | 250,000                    | 250,000                   |              |
| 4350235 | BILLINGS OH-OUTSIDE AGENCIES          | 47,255                   | 94,888                   | 94,418                     | 94,418                    |              |
| 4350245 | OTHER BILLINGS TO COURTS              | 1,319,666                | 1,185,232                | 1,254,172                  | 1,254,172                 |              |
| 4350250 | SHERIFF BLNGS - COURT SECUR           | 3,164,538                | 3,556,773                | 3,565,526                  | 3,565,526                 |              |

ANALYSIS OF FINANCING SOURCES BY SOURCE BY FUND

BUDGET FOR THE FISCAL YEAR 2008-09

| ACCT    | REVENUE CLASSIFICATION<br>(1)      | 2006-07<br>ACTUAL<br>(2) | 2007-08<br>ACTUAL<br>(3) | 2008-09<br>PROPOSED<br>(4) | 2008-09<br>ADOPTED<br>(5) | FUND<br>(6)      |
|---------|------------------------------------|--------------------------|--------------------------|----------------------------|---------------------------|------------------|
| 4350255 | BILLINGS TO OUTSIDE AGENCIES       | 54,398                   | 88,558                   | 102,377                    | 102,377                   |                  |
| 4350255 | BILLINGS TO OUTSIDE AGENCIES       | 180,737                  | 180,736                  | 180,736                    | 180,736                   | Cal Hlth Ind Pgm |
| 4350260 | FEES-YOUNG ADULTS PROGRAM          | 94,292                   | 102,685                  | 92,640                     | 92,640                    | DUI              |
| 4350265 | ROAD TRANSVERSE CUT FEE            | 15,486                   | 26,408                   | 12,000                     | 12,000                    | Road Fund        |
| 4350266 | ROAD LONGITUDE CUT FEE             | 2,578                    | 64,139                   | 4,000                      | 4,000                     | Road Fund        |
| 4350285 | EXTD FIRST OFFENDER FEES           | 249,217                  | 193,324                  | 220,984                    | 220,984                   | DUI              |
| 4350295 | PREAPPLICATION PROCESS             | 7,622                    | 50,487                   | 60,032                     | 60,032                    |                  |
| 4350305 | FLOOD HAZARD PROPERTY REPORTS      | 362                      | 464                      | 320                        | 320                       |                  |
| 4350310 | FIRE SUPPRESSION/COST REI          | 129,699                  | 232,255                  | 0                          | 0                         |                  |
| 4350315 | AMBULANCE REIMBURSEMENT            | 159,300                  | 164,725                  | 169,545                    | 169,545                   |                  |
| 4350320 | INMATE ASSISTANCE REIMBRS          | 789                      | 778                      | 800                        | 800                       |                  |
| 4350325 | BOOKING FEES-INDIVIDUALS           | 1,271                    | 201                      | 1,500                      | 1,500                     |                  |
| 4350330 | PUBLIC EDUCATION GOV'T ACCESS FEE  | 49,640                   | 53,810                   | 0                          | 0                         |                  |
| 4350335 | MONITORING FEE-PC1203.1B           | 311,354                  | 271,852                  | 310,000                    | 310,000                   |                  |
| 4350340 | JUVENILE INFORMAL SUPERVISION      | 124,670                  | 89,840                   | 58,000                     | 58,000                    |                  |
| 4350345 | DIVERSN MONITRG-PC1001.53          | 109                      | 34                       | 0                          | 0                         |                  |
| 4350350 | MITIGATION FEE-AIR                 | 59,337                   | 11,969                   | 650                        | 650                       |                  |
| 4350350 | MITIGATION FEE-AIR                 | 0                        | 150,238                  | 0                          | 0                         | Road Fund        |
| 4350365 | CHANGE OF PLEA                     | 405                      | 975                      | 750                        | 750                       |                  |
| 4350370 | PROBA MGMNT FEE-ADULTS             | 23,176                   | 18,724                   | 23,000                     | 23,000                    |                  |
| 4350380 | SENTENCING REPORT FEE              | 125,605                  | 98,744                   | 120,000                    | 120,000                   |                  |
| 4350385 | RESTITN COLL FEE-PC1203.1          | 210,761                  | 180,756                  | 210,000                    | 210,000                   |                  |
| 4350390 | RECORD SEALING FEE                 | 1,612                    | 1,749                    | 2,000                      | 2,000                     |                  |
| 4350395 | RED INSTALLMENT PLAN FEE           | 1,682                    | 2,840                    | 3,785                      | 3,785                     |                  |
| 4350400 | ADMINISTRATIVE SERVICES            | 1,227,920                | 1,470,625                | 1,607,557                  | 1,607,557                 |                  |
| 4350404 | ADMIN FEE - GC 29412               | 35,341                   | 39,651                   | 21,000                     | 21,000                    |                  |
| 4350405 | SPECIAL ASSESSMENT FEES            | 142,164                  | 143,258                  | 143,086                    | 143,086                   |                  |
| 4350410 | ASSESSMNT APPORTNMNT FEES          | 738                      | 2,521                    | 2,940                      | 2,940                     |                  |
| 4350415 | PROP.REDEMPT.SEARCH FEES           | 10,800                   | 7,007                    | 7,693                      | 7,693                     |                  |
| 4350425 | PUBLIC DEFENDR SRVS-ADULT          | 0                        | 328,963                  | 252,595                    | 252,595                   |                  |
| 4350430 | ELECTION SERVICES                  | 586,442                  | 28,056                   | 255,000                    | 255,000                   |                  |
| 4350435 | DEFERRED ENTRY OF JUDGMENT         | 129,968                  | 157,293                  | 153,100                    | 153,100                   |                  |
| 4350441 | SEGREGATIONS FEE                   | 216                      | 0                        | 175                        | 175                       |                  |
| 4350445 | DMV DELINQUENT VESSEL FEE          | 521                      | 892                      | 995                        | 995                       |                  |
| 4350450 | UNSEC DELINQUENT COLL FEE          | 17,448                   | 20,625                   | 28,000                     | 28,000                    |                  |
| 4350455 | OTHER COURT-ORDERED REIMB          | 184                      | 0                        | 2,000                      | 2,000                     |                  |
| 4350457 | PUBLIC DEFENDER REIMBURSEMENT FEES | 29,034                   | 40,719                   | 372,800                    | 372,800                   |                  |
| 4350460 | LEGAL SERVICES                     | 41,877                   | 47,813                   | 60,200                     | 60,200                    |                  |
| 4350465 | INVOLUNTARY LIEN NOTICES           | 12,668                   | 18,328                   | 17,500                     | 17,500                    |                  |
| 4350470 | INSTALLMENT FEES                   | 173                      | (62)                     | 0                          | 0                         |                  |
| 4350475 | PROCESSING FEES                    | 116,262                  | 103,952                  | 105,000                    | 105,000                   |                  |
| 4350480 | ENVIRONMNTL ASSESSMT FEES          | 245,298                  | 229,134                  | 449,487                    | 449,487                   |                  |
| 4350490 | PUBLICATION FEES                   | 3,452                    | 1,514                    | 2,010                      | 2,010                     |                  |

ANALYSIS OF FINANCING SOURCES BY SOURCE BY FUND

BUDGET FOR THE FISCAL YEAR 2008-09

| ACCT    | REVENUE CLASSIFICATION<br>(1)    | 2006-07<br>ACTUAL<br>(2) | 2007-08<br>ACTUAL<br>(3) | 2008-09<br>PROPOSED<br>(4) | 2008-09<br>ADOPTED<br>(5) | FUND<br>(6)      |
|---------|----------------------------------|--------------------------|--------------------------|----------------------------|---------------------------|------------------|
| 4350495 | PLANNING/ENGINEERING SVCS        | 2,070                    | 3,614                    | 1,000                      | 1,000                     | Road Fund        |
| 4350500 | ROAD PERMIT FEES                 | 16,916                   | 15,150                   | 20,000                     | 20,000                    | Road Fund        |
| 4350505 | FILING FEES-CORNER RECORD        | 1,411                    | 1,575                    | 1,576                      | 1,576                     |                  |
| 4350510 | LOT LINE ADJUSTMENTS             | 10,366                   | 0                        | 0                          | 0                         |                  |
| 4350515 | ALLOCATION ADMIN FEE             | 85,839                   | 42,409                   | 40,008                     | 40,008                    |                  |
| 4350520 | ITD BILL OUTSIDE AGENCIES        | 205,651                  | 174,817                  | 199,118                    | 199,118                   |                  |
| 4350525 | ITD BILL OUTSIDE AGENCIES COMM   | 143,031                  | 165,256                  | 143,929                    | 143,929                   |                  |
| 4350530 | FIRE PROTECTION SERVICES         | 1,683,657                | 1,853,043                | 1,842,222                  | 1,842,222                 |                  |
| 4350540 | AGRICULTURAL SERVICES            | 59,823                   | 62,785                   | 67,125                     | 78,027                    |                  |
| 4350545 | RODENT CONTROL                   | 50,055                   | 28,893                   | 38,400                     | 38,400                    |                  |
| 4350550 | HOME DETENTION PROGRAM           | 127,776                  | 223,225                  | 202,000                    | 202,000                   |                  |
| 4350555 | STANDARDIZATION INSPECTS         | 5,495                    | 6,895                    | 8,190                      | 8,190                     |                  |
| 4350560 | ALTERNATIVE WORK PROG REV        | 99,363                   | 110,991                  | 102,250                    | 102,250                   |                  |
| 4350565 | WEEKENDER PROGRAM                | 136,083                  | 103,966                  | 75,000                     | 75,000                    |                  |
| 4350570 | CIVIL PROCESS SERVICE            | 125,122                  | 110,982                  | 118,000                    | 118,000                   |                  |
| 4350580 | REIMB JUV COURT PROF FEES        | 72,283                   | 69,980                   | 120,205                    | 120,205                   |                  |
| 4350581 | ESTATE FEES                      | 21,190                   | 5,423                    | 17,275                     | 17,275                    |                  |
| 4350585 | GUARDIANSHIP FEES                | 131,238                  | 107,000                  | 118,000                    | 118,000                   |                  |
| 4350590 | REPRESENTATIVE PAYEE FEES        | 19,447                   | 21,733                   | 19,500                     | 19,500                    |                  |
| 4350595 | HUMANE SERVICES                  | 50,643                   | 54,688                   | 68,500                     | 68,500                    |                  |
| 4350600 | IMPOUND FEES                     | 49,434                   | 50,715                   | 52,000                     | 52,000                    |                  |
| 4350605 | BOARDING FEES                    | 26,638                   | 23,416                   | 34,000                     | 34,000                    |                  |
| 4350610 | ANIMAL PLACEMENT                 | 43,310                   | 46,360                   | 57,000                     | 57,000                    |                  |
| 4350616 | LAW ENFORCEMENT SERVICES         | 76,319                   | 73,928                   | 63,208                     | 63,208                    |                  |
| 4350620 | BOOKING FEES (SB 2557)           | 449,703                  | 576,639                  | 410,680                    | 410,680                   |                  |
| 4350625 | RECORDER'S SPECL PROJECTS        | 372,263                  | 669,695                  | 561,808                    | 561,808                   |                  |
| 4350630 | RECORDG FEE-MICROGRAPHICS        | 53,834                   | 44,320                   | 37,400                     | 37,400                    |                  |
| 4350635 | RECORDING FEES                   | 1,435,803                | 1,093,002                | 1,165,509                  | 1,165,509                 |                  |
| 4350640 | RECORDING FEES-VHS               | 6,325                    | 4,152                    | 2,768                      | 2,768                     |                  |
| 4350641 | CIVIL SPECIAL FEE GC26746        | 0                        | 1,662                    | 0                          | 0                         |                  |
| 4350650 | DEVELOPMENT FEE- ADMIN           | 83,432                   | 52,786                   | 48,410                     | 48,410                    |                  |
| 4350650 | DEVELOPMENT FEE- ADMIN           | 3,192                    | 3,300                    | 0                          | 0                         | Parks Spl Rev    |
| 4350655 | SEPARATE TAX BILL COSTS          | 84,400                   | 99,038                   | 90,000                     | 90,000                    |                  |
| 4350656 | REIMB FOR PROJ COSTS             | 0                        | 75,000                   | 0                          | 0                         | Capital Projects |
| 4350660 | ENCROACHMENT PERMIT FEES         | 74,633                   | 74,629                   | 70,000                     | 70,000                    | Road Fund        |
| 4350665 | ROAD ABANDONMENT FEE             | 91,632                   | 70,772                   | 156,089                    | 156,089                   |                  |
| 4350675 | CURB & GUTTER WAIVERS            | 0                        | 1,555                    | 4,734                      | 4,734                     |                  |
| 4350675 | CURB & GUTTER WAIVERS            | 1,317                    | 4,270                    | 2,000                      | 2,000                     | Road Fund        |
| 4350676 | CURB & GUTTER PERMIT WITH DESIGN | 51,523                   | 22,857                   | 76,487                     | 76,487                    | Road Fund        |
| 4350677 | CURB & GUTTER PERMIT W/O DESIGN  | 9,324                    | 20,359                   | 8,000                      | 8,000                     | Road Fund        |
| 4350680 | VENDING MACHINE REVENUE          | 88                       | 36                       | 0                          | 0                         |                  |
| 4350685 | COIN TELEPHONE COMMISSION        | 903                      | 137                      | 0                          | 0                         |                  |
| 4350705 | NURSING FEES                     | 414,883                  | 384,206                  | 412,500                    | 412,500                   |                  |

ANALYSIS OF FINANCING SOURCES BY SOURCE BY FUND

BUDGET FOR THE FISCAL YEAR 2008-09

| ACCT    | REVENUE CLASSIFICATION<br>(1) | 2006-07<br>ACTUAL<br>(2) | 2007-08<br>ACTUAL<br>(3) | 2008-09<br>PROPOSED<br>(4) | 2008-09<br>ADOPTED<br>(5) | FUND<br>(6)   |
|---------|-------------------------------|--------------------------|--------------------------|----------------------------|---------------------------|---------------|
| 4350710 | HOME HEALTH NURSING FEES      | (12,564)                 | 0                        | 0                          | 0                         |               |
| 4350715 | LABORATORY SERVICES           | 435,666                  | 904,828                  | 1,155,616                  | 1,155,616                 |               |
| 4350720 | SUPPLEMENTAL ROLL-5% ADMN     | 1,430,751                | 831,320                  | 1,300,000                  | 1,300,000                 |               |
| 4350725 | MENTAL HEALTH SVCS-MEDICARE   | 111,006                  | 54,954                   | 126,573                    | 126,573                   |               |
| 4350730 | SECOND CHANCE CHARGES-ALC     | 555,284                  | 592,687                  | 677,656                    | 677,656                   | DUI           |
| 4350735 | ALCOHOLISM SERVICES           | 97,670                   | 133,031                  | 114,500                    | 114,500                   |               |
| 4350740 | COBRA MED INS ADMIN FEE       | 851                      | 701                      | 800                        | 800                       |               |
| 4350745 | ENVIRONMENTAL HEALTH SERVICES | 1,552,066                | 1,567,671                | 1,874,500                  | 1,874,500                 |               |
| 4350760 | INST CARE/SV-MEDICALSB855     | 7                        | 0                        | 0                          | 0                         |               |
| 4350765 | MEDICAL REMB SERV/PAT CAR     | 699,215                  | 620,917                  | 557,577                    | 557,577                   |               |
| 4350770 | CUTS & COMBINATN REQUESTS     | 7,360                    | 5,935                    | 5,000                      | 5,000                     |               |
| 4350775 | ADOPTION FEES                 | 1,000                    | 3,700                    | 1,700                      | 1,700                     |               |
| 4350780 | RECORDING FEE-INFO SYSTEM     | (289)                    | 0                        | 0                          | 0                         | Parks Sp1 Rev |
| 4350785 | CALIF CHILDREN SERVICES       | 4,962                    | 4,829                    | 9,000                      | 9,000                     |               |
| 4350790 | INST.CARE-JUVENILE HALL       | 55,894                   | 45,852                   | 50,000                     | 50,000                    |               |
| 4350795 | MENTAL HLTH SVCS-INSURANCE    | 163,452                  | 106,615                  | 250,000                    | 250,000                   |               |
| 4350800 | INSTITUTIONAL CARE/SERVICE    | 0                        | 0                        | 50                         | 50                        |               |
| 4350805 | LOST-DAMAGED MATERIALS        | 16,717                   | 16,279                   | 18,500                     | 18,500                    | Library       |
| 4350810 | LIBRARY SERVICES              | 185,728                  | 163,671                  | 181,100                    | 181,100                   | Library       |
| 4350815 | FIRST OFFENDER FEES           | 468,599                  | 530,021                  | 462,432                    | 462,432                   | DUI           |
| 4350820 | WASTE TIPPING FEES-AB 939     | 12,342                   | 15,631                   | 14,316                     | 14,316                    |               |
| 4350835 | COPYING FEES                  | 1,470                    | 557                      | 1,000                      | 1,000                     |               |
| 4350835 | COPYING FEES                  | 18,218                   | 17,712                   | 18,800                     | 18,800                    | Library       |
| 4350840 | LIBRARY REQUEST FEES          | 547                      | 572                      | 475                        | 475                       | Library       |
| 4350845 | MOBILE HOME PK HEARING FEE    | 0                        | 300                      | 0                          | 0                         |               |
| 4350860 | CAMPING FEES                  | 1,206,757                | 1,502,282                | 1,643,013                  | 2,931,421                 | Parks Sp1 Rev |
| 4350865 | DAILY PASSES                  | 152,354                  | 144,839                  | 111,800                    | 387,313                   | Parks Sp1 Rev |
| 4350870 | GROUP ENTRANCE FEES           | 112,981                  | 121,910                  | 126,319                    | 131,912                   | Parks Sp1 Rev |
| 4350875 | SEASON PASSES                 | 41,840                   | 46,114                   | 40,092                     | 101,462                   | Parks Sp1 Rev |
| 4350880 | SEASON BOAT LICENSES          | 24,126                   | 23,499                   | 24,445                     | 61,488                    | Parks Sp1 Rev |
| 4350885 | DAILY BOAT PASSES             | 33,480                   | 30,918                   | 34,800                     | 92,757                    | Parks Sp1 Rev |
| 4350890 | INCOME FROM CONCESSIONS       | 10,233                   | 9,376                    | 15,800                     | 15,800                    |               |
| 4350890 | INCOME FROM CONCESSIONS       | 30,294                   | 5,712                    | 1,500                      | 110,500                   | Parks Sp1 Rev |
| 4350895 | SWIMMING POOL FEES            | 76,135                   | 73,125                   | 78,546                     | 78,546                    | Parks Sp1 Rev |
| 4350905 | DOG/DAY USE                   | 14,379                   | 16,191                   | 16,160                     | 35,584                    | Parks Sp1 Rev |
| 4350910 | SHOWERS/LOCKERS               | 31,598                   | 33,413                   | 36,933                     | 58,559                    | Parks Sp1 Rev |
| 4350920 | MOBL HOME DUP TX CLEARNCE     | 162                      | 46                       | 115                        | 115                       |               |
| 4350925 | PARKLAND FEE (QUIMBY FEE)     | 10,867                   | 0                        | 0                          | 0                         |               |
| 4350925 | PARKLAND FEE (QUIMBY FEE)     | 591,245                  | 1,108,730                | 0                          | 0                         | Parks Sp1 Rev |
| 4350935 | OTHER CLERK FEES              | 428,348                  | 416,706                  | 493,000                    | 493,000                   |               |
| 4350950 | MISCELLANEOUS FEES            | 4,073                    | 107,686                  | 111,760                    | 111,760                   |               |
| 4350950 | MISCELLANEOUS FEES            | 10,119                   | 22,778                   | 0                          | 0                         | Road Fund     |
| 4350950 | MISCELLANEOUS FEES            | 7,402                    | 104                      | 0                          | 0                         | Parks Sp1 Rev |

ANALYSIS OF FINANCING SOURCES BY SOURCE BY FUND

BUDGET FOR THE FISCAL YEAR 2008-09

| ACCT    | REVENUE CLASSIFICATION<br>(1)        | 2006-07<br>ACTUAL<br>(2) | 2007-08<br>ACTUAL<br>(3) | 2008-09<br>PROPOSED<br>(4) | 2008-09<br>ADOPTED<br>(5) | FUND<br>(6)      |
|---------|--------------------------------------|--------------------------|--------------------------|----------------------------|---------------------------|------------------|
| 4350950 | MISCELLANEOUS FEES                   | (515)                    | 231                      | 0                          | 0                         | DUI              |
| 4350960 | MONUMENTATION FEES                   | 61,245                   | 62,944                   | 125,603                    | 125,603                   |                  |
| 4350965 | DRAINAGE/FLOOD BLDG PMT REVIEW       | 65,868                   | 52,827                   | 59,320                     | 59,320                    |                  |
| 4350970 | RECREATIONAL PROGRAMS                | 26,568                   | 23,714                   | 8,597                      | 9,722                     | Parks Spl Rev    |
| 4350971 | SKATE PARK FEES                      | 3,958                    | 8,731                    | 8,000                      | 8,000                     | Parks Spl Rev    |
| 4350980 | OTHER RECREATIONAL FEES              | 16,640                   | 29,447                   | 27,680                     | 43,192                    | Parks Spl Rev    |
| 4350990 | DEVELOPMENT PLAN INSPECTN            | 63,578                   | 40,775                   | 66,497                     | 66,497                    |                  |
| 4350995 | PAR MAP CHECKING THRU T/A            | 32,628                   | 44,458                   | 139,713                    | 139,713                   |                  |
| 4351000 | TR MAP CHECKING THRU T/A             | 28,566                   | 43,746                   | 91,053                     | 91,053                    |                  |
| 4351005 | RECORDS OF SURVEY FEES               | 37,195                   | 34,154                   | 30,733                     | 30,733                    |                  |
| 4351010 | OTHER SERVICE CHARGES                | 93,572                   | 74,872                   | 100,000                    | 100,000                   |                  |
| 4351040 | MENTAL HLTH SVCS-SELF PAY            | 44,696                   | 15,047                   | 47,000                     | 47,000                    |                  |
| 4351045 | PROGRAM REV - CHILD&FAMILIES         | 403,442                  | 353,378                  | 374,019                    | 374,019                   |                  |
| 4351052 | PROGRAM REV - MINOR                  | 47,364                   | 26,093                   | 50,000                     | 50,000                    |                  |
| 4351055 | BOOK,PAMPHLT,BROCHR SALES            | 11,532                   | 8,873                    | 5,300                      | 5,300                     |                  |
| 4351060 | MAP SALES                            | 4,771                    | 2,226                    | 2,002                      | 2,002                     |                  |
| 4351065 | PUB INFO SALE-COMP FILES             | 33,770                   | 26,632                   | 27,535                     | 27,535                    |                  |
| 4351070 | PM INSPECT-IMP PLANS P11E            | 139,915                  | 143,698                  | 163,933                    | 163,933                   |                  |
| 4351075 | TM INSPECT-IMP PLANS P11D            | 562,615                  | 311,261                  | 262,403                    | 262,403                   |                  |
| 4351080 | TOBACCO SETTLEMENT                   | 1,818,688                | 1,936,171                | 1,988,000                  | 1,988,000                 |                  |
| 4351080 | TOBACCO SETTLEMENT                   | 742,846                  | 790,830                  | 812,000                    | 812,000                   | Cal Hlth Ind Pgm |
| 4351095 | LOT LINE ADJUST APPLICATION          | 0                        | 4,794                    | 6,337                      | 6,337                     |                  |
| 4351100 | COND USE PMT/DEV PLAN APP            | 0                        | 12,861                   | 22,859                     | 22,859                    |                  |
| 4351110 | CERT OF CORRECTION                   | 0                        | 625                      | 1,954                      | 1,954                     |                  |
| 4351120 | CERT COMPLIANCE-NON LLA              | 0                        | 2,776                    | 1,582                      | 1,582                     |                  |
| 4351125 | LOT LINE ADJUST CHECKING             | 0                        | 9,779                    | 8,008                      | 8,008                     |                  |
| 4352240 | SB2557 PROPERTY TAX ADMIN FEE        | 1,270,844                | 1,344,780                | 1,000,000                  | 1,000,000                 |                  |
| 4352250 | ROAD EXCEPTION REQUEST - TRACT MAP   | 1,076                    | 1,603                    | 1,187                      | 1,187                     |                  |
| 4352255 | BULK TRANSFER FEE                    | 720                      | 1,302                    | 600                        | 600                       |                  |
| 4352260 | SUBDIVISION/PARCEL TRACT MAP         | 9,541                    | 6,761                    | 8,640                      | 8,640                     |                  |
| 4400010 | WATER SALES-BUSINESS                 | 6,587                    | 0                        | 0                          | 0                         |                  |
| 4400020 | WATER SALES FOR RESALE               | 35,381                   | 37,073                   | 83,469                     | 83,469                    |                  |
| 4400030 | WATER SALES-OTHER                    | 1,058                    | 0                        | 0                          | 0                         |                  |
|         | Total - CHARGES FOR CURRENT SERVICES | 37,090,960               | 36,724,250               | 36,801,979                 | 38,705,452                |                  |
|         | OTHER REVENUES                       |                          |                          |                            |                           |                  |
| 4550000 | OTHER REVENUE                        | 1,309,317                | 1,653,831                | 1,276,025                  | 1,276,025                 |                  |
| 4550000 | OTHER REVENUE                        | 1,368                    | 146                      | 0                          | 0                         | Capital Projects |
| 4550000 | OTHER REVENUE                        | 13,926                   | 14,661                   | 0                          | 0                         | Road Fund        |
| 4550000 | OTHER REVENUE                        | 3,622                    | 155                      | 3,200                      | 5,350                     | Parks Spl Rev    |
| 4550000 | OTHER REVENUE                        | 1,120                    | 0                        | 0                          | 0                         | DUI              |
| 4550000 | OTHER REVENUE                        | 14,915                   | 23,817                   | 20,000                     | 20,000                    | Library          |
| 4550000 | OTHER REVENUE                        | 30                       | 0                        | 0                          | 0                         | Fish & Game      |

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BUDGET FOR THE FISCAL YEAR 2008-09

| ACCT    | REVENUE CLASSIFICATION<br>(1) | 2006-07<br>ACTUAL<br>(2) | 2007-08<br>ACTUAL<br>(3) | 2008-09<br>PROPOSED<br>(4) | 2008-09<br>ADOPTED<br>(5) | FUND<br>(6)        |
|---------|-------------------------------|--------------------------|--------------------------|----------------------------|---------------------------|--------------------|
| 4550000 | OTHER REVENUE                 | 3,034                    | 1,175                    | 0                          | 0                         | Org Development    |
| 4550000 | OTHER REVENUE                 | 1,717                    | 0                        | 0                          | 0                         | Co Med Svcs Prog   |
| 4550000 | OTHER REVENUE                 | 347                      | 0                        | 0                          | 0                         | Emergency Med Svcs |
| 4550000 | OTHER REVENUE                 | 587                      | 0                        | 0                          | 0                         | Cal Hlth Ind Pgm   |
| 4550010 | SEMINAR/CONF/WORKSHOP FEE     | 85,777                   | 73,824                   | 62,380                     | 62,380                    |                    |
| 4550011 | SETTLEMENTS-ENVIRONMENTAL     | 4,000                    | 31,250                   | 70,000                     | 70,000                    |                    |
| 4550011 | SETTLEMENTS-ENVIRONMENTAL     | 60,000                   | 0                        | 0                          | 0                         | Capital Projects   |
| 4550015 | LIBRARY CARD ACCESS FEES      | 5,993                    | 6,755                    | 6,000                      | 6,000                     |                    |
| 4550020 | REV APPLICABLE PRIOR YRS      | (48,587)                 | (789,999)                | 0                          | 0                         |                    |
| 4550020 | REV APPLICABLE PRIOR YRS      | (64,999)                 | (868,528)                | 0                          | 0                         | Capital Projects   |
| 4550020 | REV APPLICABLE PRIOR YRS      | 2,232                    | (342)                    | 0                          | 0                         | Parks Spl Rev      |
| 4550025 | REF/ADJ-PRIOR YEAR EXPENS     | 188                      | 1,182                    | 0                          | 0                         |                    |
| 4550025 | REF/ADJ-PRIOR YEAR EXPENS     | 115,000                  | (49,999)                 | 0                          | 0                         | Pub Fac Fees       |
| 4550025 | REF/ADJ-PRIOR YEAR EXPENS     | 202,806                  | 10,017                   | 0                          | 0                         | Emergency Med Svcs |
| 4550025 | REF/ADJ-PRIOR YEAR EXPENS     | 531,194                  | 20,927                   | 0                          | 0                         | Cal Hlth Ind Pgm   |
| 4550030 | REIMBURSEMENTS-ASSISTANCE     | 422,425                  | 409,130                  | 444,176                    | 444,176                   |                    |
| 4550045 | REFUNDS/EXCISE TAX            | 43,547                   | 11,463                   | 0                          | 0                         |                    |
| 4550050 | TAX DEPT RETRND CHECK FEE     | 6,206                    | 6,270                    | 6,600                      | 6,600                     |                    |
| 4550055 | SALE OF FIXED ASSETS          | 50,000                   | 67,219                   | 10,500                     | 10,500                    |                    |
| 4550062 | ADV COSTS TX DEEDED PROP      | 264                      | 374                      | 588                        | 588                       |                    |
| 4550065 | OTHER REIMBURSEMENTS          | 381,677                  | 387,652                  | 147,656                    | 147,656                   |                    |
| 4550065 | OTHER REIMBURSEMENTS          | 1,031,083                | 35,876                   | 6,400                      | 6,400                     | Road Fund          |
| 4550065 | OTHER REIMBURSEMENTS          | 1,497                    | 2,099                    | 0                          | 0                         | Parks Spl Rev      |
| 4550070 | EMPLOYEE REIMBURSEMENTS       | 1,013                    | 358                      | 360                        | 360                       |                    |
| 4550070 | EMPLOYEE REIMBURSEMENTS       | 0                        | 2                        | 0                          | 0                         | Org Development    |
| 4550075 | EMPL MEALS/IN-HOUSE FOOD      | 2,661                    | 1,999                    | 2,500                      | 2,500                     |                    |
| 4550080 | OTHER SALES                   | 2,451                    | 3,931                    | 1,000                      | 1,000                     |                    |
| 4550080 | OTHER SALES                   | 7,371                    | 0                        | 0                          | 0                         | Capital Projects   |
| 4550080 | OTHER SALES                   | 34,556                   | 37                       | 0                          | 0                         | Parks Spl Rev      |
| 4550085 | NUISANCE ABATEMENT            | 27,395                   | 24,685                   | 39,587                     | 39,587                    |                    |
| 4550090 | SERVICE CHGE RETRND CHKS      | 7,682                    | 9,780                    | 8,511                      | 8,511                     |                    |
| 4550090 | SERVICE CHGE RETRND CHKS      | 83                       | 16                       | 0                          | 0                         | Road Fund          |
| 4550090 | SERVICE CHGE RETRND CHKS      | 296                      | 0                        | 0                          | 0                         | Parks Spl Rev      |
| 4550090 | SERVICE CHGE RETRND CHKS      | 81                       | 16                       | 0                          | 0                         | Library            |
| 4550100 | 1915 BOND ACT ASSESSMENT      | 7,260                    | 7,475                    | 7,475                      | 7,475                     |                    |
| 4550105 | WEED/FIRE ABATEMENT           | 0                        | 1,569                    | 800                        | 800                       | Parks Spl Rev      |
| 4550120 | CONTRIBUTIONS - NON GOVTL     | 112,545                  | 107,297                  | 0                          | 0                         |                    |
| 4550120 | CONTRIBUTIONS - NON GOVTL     | 65,000                   | 0                        | 0                          | 0                         | Capital Projects   |
| 4550120 | CONTRIBUTIONS - NON GOVTL     | 12,000                   | 3,965                    | 0                          | 0                         | Road Fund          |
| 4550120 | CONTRIBUTIONS - NON GOVTL     | 132,361                  | 171,734                  | 0                          | 0                         | Library            |
| 4550130 | BAD DEBT RECOVERY             | 70                       | 0                        | 0                          | 0                         |                    |
| 4550130 | BAD DEBT RECOVERY             | 2,894                    | 5,296                    | 0                          | 0                         | Parks Spl Rev      |
| 4550140 | COUNTY CONTRIBUTIONS          | 5,804,565                | 6,493,006                | 6,253,000                  | 6,253,000                 | POB- DSF           |

ANALYSIS OF FINANCING SOURCES BY SOURCE BY FUND

BUDGET FOR THE FISCAL YEAR 2008-09

| ACCT    | REVENUE CLASSIFICATION<br>(1)      | 2006-07<br>ACTUAL<br>(2) | 2007-08<br>ACTUAL<br>(3) | 2008-09<br>PROPOSED<br>(4) | 2008-09<br>ADOPTED<br>(5) | FUND<br>(6)      |
|---------|------------------------------------|--------------------------|--------------------------|----------------------------|---------------------------|------------------|
| 4550150 | MICROFILM                          | 75,080                   | 67,716                   | 0                          | 0                         |                  |
| 4550160 | CASH OVERRAGES                     | 9,804                    | 7,878                    | 2,600                      | 2,600                     |                  |
| 4550160 | CASH OVERRAGES                     | 21                       | 0                        | 150                        | 150                       | Parks Spl Rev    |
| 4550160 | CASH OVERRAGES                     | 19                       | 16                       | 0                          | 0                         | Library          |
| 4550170 | SETTLEMNTS,DAMAGES,&REST.          | 0                        | 79,334                   | 0                          | 0                         |                  |
| 4550170 | SETTLEMNTS,DAMAGES,&REST.          | 282                      | 1,603                    | 0                          | 0                         | Parks Spl Rev    |
| 4550180 | SUPPORT BLNG TO NON-GOVTL          | 580,708                  | 268,843                  | 0                          | 0                         | Comm Dev Pgm     |
| 4550195 | PENALTIES                          | 0                        | 1,383                    | 0                          | 0                         |                  |
| 4550200 | INVOICE VARIANCES                  | 3,648                    | 5,487                    | 5                          | 5                         |                  |
| 4550200 | INVOICE VARIANCES                  | 0                        | 142                      | 0                          | 0                         | Capital Projects |
| 4550200 | INVOICE VARIANCES                  | 687                      | 859                      | 0                          | 0                         | Road Fund        |
| 4550200 | INVOICE VARIANCES                  | 1,586                    | 2,631                    | 0                          | 0                         | Parks Spl Rev    |
| 4900060 | IFR-INT SETT-CO WIDE OVERHEAD      | 0                        | 0                        | 3,537,519                  | 3,537,519                 |                  |
| 4900080 | IFR-INT SETT-ITD NETWORK SVCS      | 258,720                  | 182,369                  | 203,430                    | 203,430                   |                  |
| 4900090 | IFR-INT SETT-PLANNING              | 57,408                   | 26,934                   | 347,000                    | 347,000                   |                  |
| 4900100 | IFR-INT SETT-GEN SRVS S/S BILLINGS | 1,344,851                | 1,370,299                | 1,507,311                  | 1,507,311                 |                  |
| 4900100 | IFR-INT SETT-GEN SRVS S/S BILLINGS | 1,843                    | 856                      | 0                          | 0                         | Parks Spl Rev    |
| 4900110 | IFR-INT SETT-HEALTH BILLINGS       | 5,507                    | 130,144                  | 156,543                    | 156,543                   |                  |
| 4900130 | IFR-INT SETT-MAINT PROJECTS        | 0                        | 27,288                   | 204,000                    | 204,000                   |                  |
| 4900140 | IFR-INT SETT-ITD ENTERPRISE SVCS   | 51,767                   | 157,627                  | 151,317                    | 151,317                   |                  |
| 4900170 | IFR-INT SETT-DRUG & ALCOHOL        | 198,740                  | 187,759                  | 0                          | 0                         |                  |
| 4900190 | IFR-INT SETT-ITD DPTMTL SVCS       | 324,401                  | 147,381                  | 321,227                    | 321,227                   |                  |
| 4900200 | IFR-INT SETT-ITD RADIO COMM        | 23,983                   | 32,366                   | 23,172                     | 23,172                    |                  |
| 4900220 | IFR-INT SETT-SHERIFF SUPPORT       | 453,600                  | 490,721                  | 503,097                    | 503,097                   |                  |
| 4900250 | IFR-INT SETT-MENTAL HEALTH         | 440                      | 0                        | 0                          | 0                         |                  |
| 4900260 | IFR-INT SETT-PARKS BILLINGS        | 1,611,946                | 1,677,017                | 1,925,435                  | 238,510                   | Parks Spl Rev    |
| 4900299 | IFR-INT SETT-ALL OTHER DEPTS       | 466                      | 12,014                   | 0                          | 0                         |                  |
| 4900299 | IFR-INT SETT-ALL OTHER DEPTS       | 22,223                   | 26,059                   | 0                          | 0                         | DUI              |
| 4901000 | IFR-OVERHEAD-OH ALLOCATIONS        | 241,930                  | 194,025                  | 0                          | 0                         |                  |
| 4901020 | IFR-OVERHEAD-AGR                   | 1,013                    | 2,185                    | 0                          | 0                         |                  |
| 4901020 | IFR-OVERHEAD-AGR                   | 9,379                    | 4,977                    | 0                          | 0                         | Parks Spl Rev    |
| 4902010 | IFR-MANUAL COST ALLOC-ITD VOICE    | 174,329                  | 191,121                  | 182,332                    | 182,332                   |                  |
| 4902030 | IFR-MANUAL COST ALLOC-POSTAGE      | 51,353                   | 59,227                   | 51,303                     | 51,303                    |                  |
| 4902055 | IFR-JE CAPITAL ASSETS FUNDING      | 17,285                   | (190,123)                | 0                          | 0                         | Capital Projects |
| 4902055 | IFR-JE CAPITAL ASSETS FUNDING      | 391,416                  | 361,457                  | 0                          | 134,144                   | Road Fund        |
| 4903010 | IFR-IAA-LABOR-REG                  | 450,008                  | 372,803                  | 716,291                    | 716,291                   |                  |
| 4903010 | IFR-IAA-LABOR-REG                  | 80,376                   | 28,812                   | 20,000                     | 20,000                    | Parks Spl Rev    |
| 4903020 | IFR-IAA-LABOR OT @ 1.5             | 39                       | 0                        | 0                          | 0                         |                  |
| 4903050 | IFR-IAA-LABOR-NON PRODUCTION       | 0                        | 117                      | 0                          | 0                         |                  |
| 4904000 | IFR-IS-W/O SETTLEMENT              | 75,572                   | 83,985                   | 79,351                     | 79,351                    |                  |
| 4909000 | IFR-JOURNAL ENTRY ALLOCATIONS      | 6,646                    | 4,797                    | 0                          | 0                         |                  |
| 4909000 | IFR-JOURNAL ENTRY ALLOCATIONS      | 85,299                   | 103,080                  | 0                          | 0                         | Co Med Svcs Prog |
| 4909001 | IFR-JE-ADMIN OFFICE                | 43,466                   | 39,712                   | 64,824                     | 64,824                    |                  |

ANALYSIS OF FINANCING SOURCES BY SOURCE BY FUND

BUDGET FOR THE FISCAL YEAR 2008-09

| ACCT    | REVENUE CLASSIFICATION<br>(1)     | 2006-07<br>ACTUAL<br>(2) | 2007-08<br>ACTUAL<br>(3) | 2008-09<br>PROPOSED<br>(4) | 2008-09<br>ADOPTED<br>(5) | FUND<br>(6)      |
|---------|-----------------------------------|--------------------------|--------------------------|----------------------------|---------------------------|------------------|
| 4909005 | IFR-JE-RISK MGMT                  | 297,875                  | 751,557                  | 319,132                    | 319,132                   |                  |
| 4909010 | IFR-JE-AUDITOR/CONTROLLER         | 30,000                   | 30,000                   | 30,000                     | 30,000                    |                  |
| 4909015 | IFR-JE-ITD                        | 57,198                   | 708                      | 0                          | 0                         |                  |
| 4909020 | IFR-JE-MAINTENANCE PROJ           | 231,765                  | 159,239                  | 0                          | 0                         |                  |
| 4909025 | IFR-JE-GENERAL SERVICES           | 180,234                  | 209,881                  | 84,425                     | 84,425                    |                  |
| 4909035 | IFR-JE-COUNTY COUNSEL             | 87,138                   | 65,625                   | 56,000                     | 56,000                    |                  |
| 4909040 | IFR-JE ALLOC-PUBLIC HEALTH        | 353,109                  | 463,930                  | 573,221                    | 573,221                   |                  |
| 4909055 | IFR-JE-SHERIFF                    | 0                        | 1,215                    | 0                          | 0                         |                  |
| 4909070 | IFR-JE-CDF                        | 425,792                  | 403,646                  | 420,208                    | 420,208                   |                  |
| 4909080 | IFR-JE-PLANNING                   | 311,908                  | 385,603                  | 0                          | 0                         |                  |
| 4909085 | IFR-JE-SB 2557                    | 281,219                  | 293,699                  | 300,000                    | 300,000                   |                  |
| 4909090 | IFR-JE ALLOC-CO-WIDE OVERHEAD     | 3,607,330                | 2,993,239                | 0                          | 0                         |                  |
| 4909095 | IFR-JE-SOCIAL SERVICES            | 32,951                   | 11,529                   | 0                          | 0                         |                  |
| 4909099 | IFR-JE-UTILITY CHARGES-OPR CENTER | 34,271                   | 37,471                   | 0                          | 0                         |                  |
| 4909100 | IFR-JE-MAJOR SYSTEM DEV           | 0                        | 134,899                  | 0                          | 0                         | Automtn Replc    |
| 4909200 | IFR-JE-PARKS                      | 0                        | 19,719                   | 0                          | 0                         |                  |
| 4909300 | IFR-JE-INSURANCE                  | 230,215                  | 0                        | 0                          | 0                         |                  |
| 4909350 | IFR-JE-PW ISF                     | 45                       | 0                        | 0                          | 0                         |                  |
| 4909999 | IFR-CONVERSION ACCOUNT            | 246,183                  | 0                        | 646,456                    | 646,456                   |                  |
| 4909999 | IFR-CONVERSION ACCOUNT            | 33,997                   | 34,925                   | 34,766                     | 34,766                    | Parks Sp1 Rev    |
| 4909999 | IFR-CONVERSION ACCOUNT            | 0                        | 0                        | 97,753                     | 97,753                    | Co Med Svcs Prog |
| 4910001 | IFR-EQUIP PURCHASE REIMBURSEMENT  | 9,800                    | 0                        | 0                          | 0                         | Parks Sp1 Rev    |
|         | Total - OTHER REVENUES            | 23,507,441               | 20,037,907               | 20,925,626                 | 19,374,995                |                  |
|         | TOTAL COUNTY REVENUES             | 408,927,343              | 424,317,234              | 412,940,942                | 413,724,368               |                  |
|         | OTHER FINANCING SOURCES           |                          |                          |                            |                           |                  |
| 6000000 | OPERATING TRANSFERS IN            | 81,961                   | 852,765                  | 1,032,670                  | 4,833,637                 |                  |
| 6000000 | OPERATING TRANSFERS IN            | 0                        | 50,666                   | 0                          | 0                         | Capital Projects |
| 6000000 | OPERATING TRANSFERS IN            | 4,000                    | 0                        | 0                          | 0                         | Parks Sp1 Rev    |
| 6000000 | OPERATING TRANSFERS IN            | 0                        | 80,000                   | 0                          | 0                         | Automtn Replc    |
| 6000010 | OTI PROCEEDS BOND-A               | 0                        | 230,870                  | 0                          | 0                         | Road Fund        |
| 6000011 | OTI PROCEEDS BOND - COP           | 0                        | 1,467,895                | 0                          | 0                         | Road Fund        |
| 6000100 | ROADS IMPACT FEES                 | 3,623,408                | 2,254,009                | 9,847,754                  | 9,847,754                 | Road Fund        |
| 6000105 | TRANSFER IN - GF MED ASST PROG    | 522,040                  | 0                        | 0                          | 0                         | Co Med Svcs Prog |
| 6000106 | OP TRANS-IN CHIP                  | 199,888                  | 95,737                   | 123,057                    | 123,057                   |                  |
| 6000120 | TRANSFERS IN FROM GEN FND         | 42,126                   | 56,797                   | 0                          | 0                         |                  |
| 6000120 | TRANSFERS IN FROM GEN FND         | 7,789,470                | 0                        | 0                          | 0                         | Capital Projects |
| 6000120 | TRANSFERS IN FROM GEN FND         | 12,968,950               | 11,475,999               | 10,096,000                 | 10,096,000                | Road Fund        |
| 6000120 | TRANSFERS IN FROM GEN FND         | 450,000                  | 280,000                  | 305,000                    | 330,000                   | Comm Dev Pgm     |
| 6000120 | TRANSFERS IN FROM GEN FND         | 3,273,950                | 3,404,227                | 3,632,421                  | 3,632,421                 | Parks Sp1 Rev    |
| 6000120 | TRANSFERS IN FROM GEN FND         | 2,276,896                | 2,119,226                | 307,000                    | 307,000                   | Automtn Replc    |
| 6000120 | TRANSFERS IN FROM GEN FND         | 962,538                  | 2,300,000                | 789,355                    | 789,355                   | Building Replcmt |

ANALYSIS OF FINANCING SOURCES BY SOURCE BY FUND

BUDGET FOR THE FISCAL YEAR 2008-09

| ACCT    | REVENUE CLASSIFICATION<br>(1)       | 2006-07<br>ACTUAL<br>(2) | 2007-08<br>ACTUAL<br>(3) | 2008-09<br>PROPOSED<br>(4) | 2008-09<br>ADOPTED<br>(5) | FUND<br>(6)      |
|---------|-------------------------------------|--------------------------|--------------------------|----------------------------|---------------------------|------------------|
| 6000120 | TRANSFERS IN FROM GEN FND           | 0                        | 0                        | 0                          | 405,530                   | Tax Reductn Res  |
| 6000120 | TRANSFERS IN FROM GEN FND           | 563,929                  | 555,844                  | 586,550                    | 586,550                   | Library          |
| 6000120 | TRANSFERS IN FROM GEN FND           | 450,000                  | 438,750                  | 0                          | 0                         | Org Development  |
| 6000120 | TRANSFERS IN FROM GEN FND           | 0                        | 0                        | 441,170                    | 441,170                   | Cop Loan DS      |
| 6000120 | TRANSFERS IN FROM GEN FND           | 1,000,000                | 0                        | 0                          | 0                         | POB- DSF         |
| 6000130 | TRANSFER IN FR AUTOMATION REPL FUND | 0                        | 0                        | 830,000                    | 830,000                   |                  |
| 6000135 | TRFR IN FOR DEBT SERVICE            | 489,565                  | 278,370                  | 0                          | 0                         | Cop Loan DS      |
| 6000140 | OPR TRF IN - PFF LIBRARY            | 15,057                   | 46,427                   | 0                          | 0                         |                  |
| 6000140 | OPR TRF IN - PFF LIBRARY            | 0                        | 18,650                   | 0                          | 0                         | Capital Projects |
| 6000145 | OPR TRF IN - PFF FIRE               | 509,320                  | 31,785                   | 750,000                    | 750,000                   | Capital Projects |
| 6000150 | OPR TRF IN - PFF PARKS              | 58,427                   | 0                        | 0                          | 0                         |                  |
| 6000150 | OPR TRF IN - PFF PARKS              | 76,028                   | 25,662                   | 2,799,000                  | 2,799,000                 | Capital Projects |
| 6000150 | OPR TRF IN - PFF PARKS              | 670,015                  | 1,702,053                | 0                          | 0                         | Parks Spl Rev    |
| 6000155 | OPR TRF IN - PFF LAW ENFORC         | 0                        | 2,331                    | 0                          | 0                         | Capital Projects |
| 6000160 | OPR TRF IN - PFF GEN GOV'T          | 0                        | 2,830                    | 0                          | 0                         | Capital Projects |
| 6000160 | OPR TRF IN - PFF GEN GOV'T          | 499,378                  | 500,000                  | 500,000                    | 500,000                   | Cop Loan DS      |
| 6000200 | TRANSFERS IN FOR PRIN/INT           | 656,367                  | 670,040                  | 1,129,175                  | 1,129,175                 | Cop Loan DS      |
| 6000205 | PROCEEDS OF GF INTERNAL LOAN        | 0                        | 0                        | 128,000                    | 128,000                   |                  |
| 6000205 | PROCEEDS OF GF INTERNAL LOAN        | 0                        | 134,899                  | 0                          | 0                         | Parks Spl Rev    |
| 6000210 | OP TRANS IN - QIMBY FEES            | 0                        | 0                        | 120,000                    | 120,000                   | Parks Spl Rev    |
| 6001000 | INTERNAL LOAN REPAYMENT-PRIN        | 764,511                  | 722,449                  | 4,000,000                  | 4,000,000                 |                  |
| 6001001 | INTERNAL LOAN REPAYMENT-INT         | 137,023                  | 120,172                  | 0                          | 0                         |                  |
| 6001150 | PROCEEDS OF LT DEBT-POB             | 5,090,000                | 0                        | 0                          | 0                         | Capital Projects |
|         | Total - OTHER FINANCING SOURCES     | 43,174,847               | 29,918,453               | 37,417,152                 | 41,648,649                |                  |
|         | OVERALL COUNTY TOTALS               | <u>452,102,190</u>       | <u>454,235,687</u>       | <u>450,358,094</u>         | <u>455,373,017</u>        |                  |

ANALYSIS OF CURRENT PROPERTY TAXES

FOR FISCAL YEAR 2008-09

| COUNTY FUNDS<br>(1)     | CURRENT SECURED PROPERTY TAXES |                            |                    |                      | CURRENT UNSECURED PROPERTY TAXES |                            |                    |                        |
|-------------------------|--------------------------------|----------------------------|--------------------|----------------------|----------------------------------|----------------------------|--------------------|------------------------|
|                         | APPORTION FROM                 |                            |                    |                      | APPORTION FROM                   |                            |                    |                        |
|                         | COUNTYWIDE TAX<br>(2)          | VOTER APPROVED RATE<br>(3) | DEBT AMOUNT<br>(4) | TOTAL SECURED<br>(5) | COUNTYWIDE TAX<br>(6)            | VOTER APPROVED RATE<br>(7) | DEBT AMOUNT<br>(8) | TOTAL UNSECURED<br>(9) |
| General Fund 1000000000 | 93,454,454                     | 1.0                        | 0                  | 93,454,454           | 2,022,597                        | 1.0                        | 0                  | 2,022,597              |
| Road Fund 1200000000    | 1,413,033                      | 1.0                        | 0                  | 1,413,033            | 25,121                           | 1.0                        | 0                  | 25,121                 |
| Library Fund 1205000000 | 6,775,366                      | 1.0                        | 0                  | 6,775,366            | 142,970                          | 1.0                        | 0                  | 142,970                |
| <b>Total</b>            | <b>101,642,853</b>             |                            | <b>0</b>           | <b>101,642,853</b>   | <b>2,190,688</b>                 |                            | <b>0</b>           | <b>2,190,688</b>       |

COUNTYWIDE TAX BASE

| (10)                              | SECURED ROLL             |                        |                       | UNSECURED ROLL<br>(NO AIRCRAFT)<br>(14) | TOTAL SECURED AND UNSECURED<br>(15) |
|-----------------------------------|--------------------------|------------------------|-----------------------|---|-------------------------------------|
|                                   | LOCALLY ASSESSED<br>(11) | STATE ASSESSED<br>(12) | TOTAL SECURED<br>(13) |   |                                     |
| LAND                              | 19,261,961,992           | 151,984,150            | 19,413,946,142        | 0                                       | 19,413,946,142                      |
| IMPROVEMENTS                      | 19,770,167,011           | 2,321,434,438          | 22,091,601,449        | 156,534,619                             | 22,248,136,068                      |
| PERSONAL PROPERTY AND FIXTURES    | 517,824,681              | 324,671,905            | 842,496,586           | 904,489,921                             | 1,746,986,507                       |
| TOTAL ASSESSED VALUATION          | 39,549,953,684           | 2,798,090,493          | 42,348,044,177        | 1,061,024,540                           | 43,409,068,717                      |
| STATE ADJUSTMENTS                 | 0                        | 0                      | 0                     | 0                                       | 0                                   |
| ADJUSTED ASSESSED VALUATION       | 39,549,953,684           | 2,798,090,493          | 42,348,044,177        | 1,061,024,540                           | 43,409,068,717                      |
| LESS EXEMPTIONS                   |                          |                        |                       |   |                                     |
| HOMEOWNERS                        | 509,073,949              | 0                      | 509,073,949           | 43,074,221                              | 552,148,170                         |
| OTHER                             | 338,797,407              | 0                      | 338,797,407           | 42,000                                  | 338,839,407                         |
| NET ASSESSED VALUATION            | 38,702,082,328           | 2,798,090,493          | 41,500,172,821        | 1,017,908,319                           | 42,518,081,140                      |
| LESS ALLOWANCE FOR                |                          |                        |                       |   |                                     |
| Delinquencies for (11) 0.00%      | 0                        | 0                      | 0                     | 0                                       | 0                                   |
| (12) 0.00%                        | 0                        | 0                      | 0                     | 0                                       | 0                                   |
| (14) 3.37%                        | 0                        | 0                      | 0                     | (34,303,510)                            | (34,303,510)                        |
| Total Delinquencies:              | 0                        | 0                      | 0                     | (34,303,510)                            | (34,303,510)                        |
| ADJUSTED VALUATION FOR ESTIMATING |                          |                        |                       |   |                                     |
| PROPERTY TAX REVENUES             | <u>38,702,082,328</u>    | <u>2,798,090,493</u>   | <u>41,500,172,821</u> | <u>1,017,908,319</u>                    | <u>42,483,777,630</u>               |

SUMMARY OF COUNTY FINANCING REQUIREMENTS

FOR FISCAL YEAR 2008-09

| DESCRIPTION<br>(1)                             | 2006-07<br>ACTUAL<br>(2)  | 2007-08<br>ACTUAL<br>(3)  | 2008-09<br>PROPOSED<br>(4) | 2008-09<br>ADOPTED<br>(5) |
|--|---------------------------|---------------------------|----------------------------|---------------------------|
| <b>SUMMARIZATION BY FUNCTION</b>               |                           |                           |                            |                           |
| General Government                             | 78,207,926                | 82,149,079                | 71,304,426                 | 75,202,393                |
| Public Protection                              | 127,041,969               | 133,628,220               | 136,779,397                | 137,010,299               |
| Public Ways & Facilities                       | 38,308,472                | 46,618,651                | 50,176,218                 | 50,390,362                |
| Health & Sanitation                            | 52,347,030                | 60,337,757                | 65,314,938                 | 65,659,362                |
| Public Assistance                              | 91,389,071                | 96,574,785                | 100,756,330                | 100,816,330               |
| Education                                      | 8,901,113                 | 9,867,104                 | 10,712,644                 | 10,712,644                |
| Recreation & Cultural Services                 | 8,103,466                 | 10,091,518                | 7,949,026                  | 8,162,982                 |
| Debt Service                                   | 10,321,274                | 7,827,585                 | 8,858,431                  | 8,858,431                 |
| Financing Uses                                 | 23,232,972                | 11,284,654                | 5,389,087                  | 5,819,617                 |
| <b>SUB-TOTAL</b>                               | <b>437,853,293</b>        | <b>458,379,353</b>        | <b>457,240,497</b>         | <b>462,632,420</b>        |
| <b>APPROPRIATION FOR CONTINGENCIES</b>         |                           |                           | <b>15,480,816</b>          | <b>18,998,329</b>         |
| <b>PROVISION FOR RESERVES AND DESIGNATIONS</b> |                           |                           | <b>1,881,229</b>           | <b>11,090,171</b>         |
| <b>TOTAL FINANCING REQUIREMENTS</b>            | <b><u>437,853,293</u></b> | <b><u>458,379,353</u></b> | <b><u>474,602,542</u></b>  | <b><u>492,720,920</u></b> |
| <b>SUMMARIZATION BY FUND</b>                   |                           |                           |                            |                           |
| 1000000000 General Fund                        | 349,104,645               | 356,485,696               | 377,898,932                | 387,775,012               |
| 1100000000 Capital Projects                    | 9,637,063                 | 15,018,063                | 3,637,500                  | 5,999,933                 |
| 1200000000 Road Fund                           | 32,747,511                | 42,035,322                | 35,828,794                 | 36,849,407                |
| 1200500000 Community Devel Pgm                 | 6,052,127                 | 6,744,941                 | 5,209,008                  | 5,243,500                 |
| 1201000000 Public Facility Fees                | 1,937,553                 | 2,329,320                 | 4,608,694                  | 4,772,398                 |
| 1201500000 Parks                               | 8,103,466                 | 10,091,518                | 8,420,754                  | 8,571,972                 |
| 1202000000 Co-Wide Automation Replacement      | 1,904,675                 | 816,239                   | 1,921,462                  | 1,995,498                 |
| 1202500000 Gen Gov Building Replacement        | 0                         | 0                         | 789,355                    | 3,114,725                 |
| 1203000000 Tax Reduction Resrv                 | 0                         | 0                         | 0                          | 970,101                   |
| 1203500000 Impact Fee-Traffic                  | 3,623,408                 | 2,254,009                 | 10,298,424                 | 10,298,424                |
| 1204000000 Wildlife And Grazing                | 4,750                     | 8,027                     | 10,326                     | 10,509                    |
| 1204500000 Driving Under the Influence         | 1,238,861                 | 1,505,942                 | 1,648,043                  | 1,781,545                 |
| 1205000000 Library                             | 7,277,837                 | 7,944,624                 | 8,923,895                  | 8,923,895                 |
| 1205500000 Fish And Game                       | 15,192                    | 23,158                    | 23,212                     | 28,271                    |
| 1206000000 Organizational Development          | 481,523                   | 504,389                   | 571,169                    | 778,149                   |
| 1206500000 County Med Svcs Prog                | 3,072,605                 | 2,709,525                 | 3,312,921                  | 3,312,921                 |
| 1207000000 Emergency Med Svcs                  | 678,820                   | 898,443                   | 985,050                    | 985,050                   |
| 1207500000 Cal Hlth Indig Prog                 | 1,651,983                 | 1,182,552                 | 1,208,434                  | 1,208,434                 |
| 1208000000 Debt Service-Cert of Participation  | 2,145,089                 | 2,283,771                 | 2,880,214                  | 2,880,214                 |
| 1801000000 Pension Obligation Bond DSF         | 8,176,185                 | 5,543,814                 | 6,426,355                  | 7,220,962                 |
| <b>TOTAL FINANCING REQUIREMENTS</b>            | <b><u>437,853,293</u></b> | <b><u>458,379,353</u></b> | <b><u>474,602,542</u></b>  | <b><u>492,720,920</u></b> |

SUMMARY OF COUNTY FINANCING REQUIREMENTS  
 (CONTINUED)

| DESCRIPTION<br>(1)  | 2006-07<br>ACTUAL<br>(2) | 2007-08<br>ACTUAL<br>(3) | 2008-09<br>PROPOSED<br>(4) | 2008-09<br>APPROVED/<br>ADOPTED BY<br>BOARD OF SUPR<br>(5) |
|---|--------------------------|--------------------------|----------------------------|--|
| TOTAL SPECIFIC FINANCING USES BY<br>BUDGET UNIT (Brought Forward) | <u>437,853,293</u>       | <u>458,379,353</u>       | <u>457,240,497</u>         | <u>462,632,420</u>   |
| APPROPRIATION FOR CONTINGENCIES:                                  |                          |                          |                            |  |
| 1000000000 General Fund   |                          |                          | 14,661,243                 | 18,198,500   |
| 1200500000 Community Devel Pgm                                    |                          |                          | 0                          | 9,492  |
| 1201500000 Parks  |                          |                          | 471,728                    | 408,990  |
| 1204500000 Driving Under the Influence                            |                          |                          | 132,845                    | 166,347  |
| 1205000000 Library  |                          |                          | 185,000                    | 185,000  |
| 1206000000 Organizational Development                             |                          |                          | 30,000                     | 30,000   |
| TOTAL CONTINGENCIES   |                          |                          | <u>15,480,816</u>          | <u>18,998,329</u>  |
| TOTAL FINANCING USES  | <u>437,853,293</u>       | <u>458,379,353</u>       | <u>472,721,313</u>         | <u>481,630,749</u>   |
| PROVISIONS FOR RESERVES / DESIGNATIONS:                           |                          |                          |                            |  |
| 1000000000 General Fund   |                          |                          | 0                          | 5,200,967  |
| 1100000000 Capital Projects                                       |                          |                          | 0                          | 561,466  |
| 1200000000 Road Fund  |                          |                          | 0                          | 806,469  |
| 1201000000 Public Facility Fees                                   |                          |                          | 559,694                    | 723,398  |
| 1202000000 Co-Wide Automation Replacement                         |                          |                          | 0                          | 74,036   |
| 1202500000 Gen Gov Building Replacement                           |                          |                          | 789,355                    | 1,114,725  |
| 1203000000 Tax Reduction Resrv                                    |                          |                          | 0                          | 970,101  |
| 1204000000 Wildlife And Grazing                                   |                          |                          | 0                          | 183  |
| 1204500000 Driving Under the Influence                            |                          |                          | 0                          | 100,000  |
| 1205500000 Fish And Game  |                          |                          | 0                          | 5,059  |
| 1206000000 Organizational Development                             |                          |                          | 0                          | 206,980  |
| 1206500000 County Med Svcs Prog                                   |                          |                          | 84,042                     | 84,042   |
| 1801000000 Pension Obligation Bond DSF                            |                          |                          | 448,138                    | 1,242,745  |
| TOTAL PROVISIONS FOR RESERVES/<br>DESIGNATIONS                    |                          |                          | <u>1,881,229</u>           | <u>11,090,171</u>  |
| TOTAL FINANCING REQUIREMENTS                                      | <u>437,853,293</u>       | <u>458,379,353</u>       | <u>474,602,542</u>         | <u>492,720,920</u>   |

SUMMARY OF COUNTY FINANCING REQUIREMENTS

FOR FISCAL YEAR 2008-09

| DESCRIPTION<br>(1)                 | 2006-07<br>ACTUAL<br>(2) | 2007-08<br>ACTUAL<br>(3) | 2008-09<br>PROPOSED<br>(4) | 2008-09<br>ADOPTED<br>(5) |
|------------------------------------|--------------------------|--------------------------|----------------------------|---------------------------|
| General Government                 |                          |                          |                            |                           |
| Legislative & Administrative       |                          |                          |                            |                           |
| 100 BOARD OF SUPERVISORS           | 1,367,697                | 1,587,062                | 1,673,691                  | 1,673,691                 |
| 104 ADMINISTRATIVE OFFICE          | 1,817,388                | 2,028,839                | 1,973,229                  | 2,045,229                 |
| 110 CLERK/RECORDER                 | 3,226,154                | 3,772,401                | 2,910,142                  | 2,910,142                 |
| 275 ORGANIZATIONAL DEVELOPMENT     | 481,523                  | 504,389                  | 541,169                    | 541,169                   |
| 290 COMMUNITY DEVELOPMENT PROGRAM  | <u>6,052,127</u>         | <u>6,744,941</u>         | <u>5,209,008</u>           | <u>5,234,008</u>          |
| TOTAL Legislative & Administrative | 12,944,889               | 14,637,632               | 12,307,239                 | 12,404,239                |
| Finance                            |                          |                          |                            |                           |
| 101 NON-DEPARTMENTAL REVENUES      | 2                        | 3                        | 5                          | 5                         |
| 107 AUDITOR-CONTROLLER             | 4,921,509                | 5,115,983                | 5,666,564                  | 5,666,564                 |
| 108 TREAS-TAX COLL-PUBLIC ADM      | 2,796,662                | 2,889,225                | 3,047,244                  | 3,047,244                 |
| 109 ASSESSOR                       | 7,623,461                | 8,362,616                | 8,630,436                  | 8,630,436                 |
| 268 TAX REDUCTION RESERVE          | <u>0</u>                 | <u>0</u>                 | <u>0</u>                   | <u>0</u>                  |
| TOTAL Finance                      | 15,341,634               | 16,367,827               | 17,344,249                 | 17,344,249                |
| Counsel                            |                          |                          |                            |                           |
| 111 COUNTY COUNSEL                 | <u>3,817,543</u>         | <u>3,810,690</u>         | <u>3,892,107</u>           | <u>3,892,107</u>          |
| TOTAL Counsel                      | 3,817,543                | 3,810,690                | 3,892,107                  | 3,892,107                 |
| Personnel                          |                          |                          |                            |                           |
| 112 HUMAN RESOURCES                | <u>2,132,613</u>         | <u>2,205,509</u>         | <u>2,137,233</u>           | <u>2,137,233</u>          |
| TOTAL Personnel                    | 2,132,613                | 2,205,509                | 2,137,233                  | 2,137,233                 |
| Property Management                |                          |                          |                            |                           |
| 113 GENERAL SERVICES               | 10,335,780               | 11,056,664               | 11,356,571                 | 11,356,571                |
| 200 MAINTENANCE PROJECTS           | <u>5,788,030</u>         | <u>2,894,580</u>         | <u>2,255,900</u>           | <u>2,255,900</u>          |
| TOTAL Property Management          | 16,123,810               | 13,951,244               | 13,612,471                 | 13,612,471                |
| Plant Acquisition                  |                          |                          |                            |                           |
| 230 CAPITAL PROJECTS FUND          | 9,637,063                | 15,018,063               | 3,637,500                  | 5,438,467                 |
| 267 GEN GOVT BUILDING REPLACEMENT  | <u>0</u>                 | <u>0</u>                 | <u>0</u>                   | <u>2,000,000</u>          |
| TOTAL Plant Acquisition            | 9,637,063                | 15,018,063               | 3,637,500                  | 7,438,467                 |

SUMMARY OF COUNTY FINANCING REQUIREMENTS

FOR FISCAL YEAR 2008-09

| DESCRIPTION<br>(1)                             | 2006-07<br>ACTUAL<br>(2) | 2007-08<br>ACTUAL<br>(3) | 2008-09<br>PROPOSED<br>(4) | 2008-09<br>ADOPTED<br>(5) |
|--|--------------------------|--------------------------|----------------------------|---------------------------|
| Other General                                  |                          |                          |                            |                           |
| 105 RISK MANAGEMENT                            | 2,140,617                | 1,450,273                | 1,578,080                  | 1,578,080                 |
| 114 INFORMATION TECHNOLOGY DEPARTMENT          | 11,214,057               | 11,554,734               | 11,983,644                 | 11,983,644                |
| 201 PUBLIC WORKS SPECIAL SERVICES              | 2,951,025                | 2,336,868                | 2,890,441                  | 2,890,441                 |
| 266 COUNTYWIDE AUTOMATION REPLACEMENT          | <u>1,904,675</u>         | <u>816,239</u>           | <u>1,921,462</u>           | <u>1,921,462</u>          |
| TOTAL Other General                            | 18,210,374               | 16,158,114               | 18,373,627                 | 18,373,627                |
| TOTAL General Government                       | 78,207,926               | 82,149,079               | 71,304,426                 | 75,202,393                |
| Public Protection                              |                          |                          |                            |                           |
| Judicial                                       |                          |                          |                            |                           |
| 131 GRAND JURY                                 | 115,912                  | 119,489                  | 129,853                    | 129,853                   |
| 132 DISTRICT ATTORNEY                          | 11,033,631               | 12,441,563               | 12,615,399                 | 12,615,399                |
| 134 CHILD SUPPORT SERVICES                     | 5,000,784                | 4,866,672                | 4,831,237                  | 4,831,237                 |
| 135 PUBLIC DEFENDER                            | 4,339,876                | 4,918,033                | 5,310,693                  | 5,310,693                 |
| 143 COURT OPERATIONS                           | <u>1,905,972</u>         | <u>1,855,360</u>         | <u>1,804,746</u>           | <u>1,804,746</u>          |
| TOTAL Judicial                                 | 22,396,175               | 24,201,117               | 24,691,928                 | 24,691,928                |
| Police Protection                              |                          |                          |                            |                           |
| 136 SHERIFF-CORONER                            | <u>50,497,826</u>        | <u>54,121,558</u>        | <u>54,438,182</u>          | <u>54,658,182</u>         |
| TOTAL Police Protection                        | 50,497,826               | 54,121,558               | 54,438,182                 | 54,658,182                |
| Detention & Correction                         |                          |                          |                            |                           |
| 139 PROBATION DEPARTMENT                       | <u>16,690,359</u>        | <u>17,733,146</u>        | <u>18,196,336</u>          | <u>18,196,336</u>         |
| TOTAL Detention & Correction                   | 16,690,359               | 17,733,146               | 18,196,336                 | 18,196,336                |
| Fire Protection                                |                          |                          |                            |                           |
| 140 COUNTY FIRE                                | <u>13,684,810</u>        | <u>14,576,732</u>        | <u>15,285,969</u>          | <u>15,285,969</u>         |
| TOTAL Fire Protection                          | 13,684,810               | 14,576,732               | 15,285,969                 | 15,285,969                |
| Flood Control, Soil & Water Conservation       |                          |                          |                            |                           |
| 330 WILDLIFE AND GRAZING                       | <u>4,750</u>             | <u>8,027</u>             | <u>10,326</u>              | <u>10,326</u>             |
| TOTAL Flood Control, Soil & Water Conservation | 4,750                    | 8,027                    | 10,326                     | 10,326                    |
| Protective Inspection                          |                          |                          |                            |                           |
| 141 AGRICULTURAL COMMISSIONER                  | <u>4,739,245</u>         | <u>5,229,091</u>         | <u>5,289,856</u>           | <u>5,300,758</u>          |
| TOTAL Protective Inspection                    | 4,739,245                | 5,229,091                | 5,289,856                  | 5,300,758                 |

SUMMARY OF COUNTY FINANCING REQUIREMENTS

FOR FISCAL YEAR 2008-09

| DESCRIPTION<br>(1)                  | 2006-07<br>ACTUAL<br>(2) | 2007-08<br>ACTUAL<br>(3) | 2008-09<br>PROPOSED<br>(4) | 2008-09<br>ADOPTED<br>(5) |
|-------------------------------------|--------------------------|--------------------------|----------------------------|---------------------------|
| <b>Other Protection</b>             |                          |                          |                            |                           |
| 130 WASTE MANAGEMNT                 | 509,869                  | 623,753                  | 755,030                    | 755,030                   |
| 133 VICTIM/WITNESS ASSISTANCE       | 1,174,368                | 1,224,659                | 1,264,941                  | 1,264,941                 |
| 137 ANIMAL SERVICES                 | 2,113,196                | 2,278,060                | 2,380,233                  | 2,380,233                 |
| 138 EMERGENCY SERVICES              | 873,868                  | 1,024,468                | 1,047,794                  | 1,047,794                 |
| 142 PLANNING & BUILDING DEPARTMENT  | 14,342,311               | 12,584,451               | 13,395,590                 | 13,395,590                |
| 331 FISH AND GAME                   | <u>15,192</u>            | <u>23,158</u>            | <u>23,212</u>              | <u>23,212</u>             |
| TOTAL Other Protection              | 19,028,804               | 17,758,549               | 18,866,800                 | 18,866,800                |
| TOTAL Public Protection             | 127,041,969              | 133,628,220              | 136,779,397                | 137,010,299               |
| <b>Public Ways &amp; Facilities</b> |                          |                          |                            |                           |
| <b>Public Ways</b>                  |                          |                          |                            |                           |
| 245 ROADS                           | 32,747,511               | 42,035,322               | 35,828,794                 | 36,042,938                |
| 247 PUBLIC FACILITIES FEES          | 1,937,553                | 2,329,320                | 4,049,000                  | 4,049,000                 |
| 248 ROADS - IMPACT FEES             | <u>3,623,408</u>         | <u>2,254,009</u>         | <u>10,298,424</u>          | <u>10,298,424</u>         |
| TOTAL Public Ways                   | 38,308,472               | 46,618,651               | 50,176,218                 | 50,390,362                |
| TOTAL Public Ways & Facilities      | 38,308,472               | 46,618,651               | 50,176,218                 | 50,390,362                |
| <b>Health &amp; Sanitation</b>      |                          |                          |                            |                           |
| <b>Health</b>                       |                          |                          |                            |                           |
| 160 PUBLIC HEALTH DEPARTMENT        | 19,591,928               | 21,172,311               | 23,461,245                 | 23,461,245                |
| 161 BEHAVIORAL HEALTH SERVICES      | 24,874,630               | 27,854,024               | 29,553,005                 | 29,852,583                |
| 162 DRUG & ALCOHOL SERVICES         | 5,328,753                | 6,231,837                | 6,146,876                  | 6,146,876                 |
| 163 SUSPECTED ABUSE RESPONSE TEAM   | 274,906                  | 392,917                  | 0                          | 0                         |
| 164 CLINICAL LAB SERVICES           | 72,186                   | (875)                    | 0                          | 0                         |
| 165 MENTAL HEALTH ACT               | <u>2,204,627</u>         | <u>4,687,543</u>         | <u>6,153,812</u>           | <u>6,198,658</u>          |
| TOTAL Health                        | 52,347,030               | 60,337,757               | 65,314,938                 | 65,659,362                |
| TOTAL Health & Sanitation           | 52,347,030               | 60,337,757               | 65,314,938                 | 65,659,362                |
| <b>Public Assistance</b>            |                          |                          |                            |                           |
| <b>Administration</b>               |                          |                          |                            |                           |
| 180 SOCIAL SERVICES ADMINISTRATION  | <u>49,384,993</u>        | <u>53,907,473</u>        | <u>56,480,051</u>          | <u>56,480,051</u>         |
| TOTAL Administration                | 49,384,993               | 53,907,473               | 56,480,051                 | 56,480,051                |

SUMMARY OF COUNTY FINANCING REQUIREMENTS

FOR FISCAL YEAR 2008-09

| DESCRIPTION<br>(1)                  | 2006-07<br>ACTUAL<br>(2) | 2007-08<br>ACTUAL<br>(3) | 2008-09<br>PROPOSED<br>(4) | 2008-09<br>ADOPTED<br>(5) |
|-------------------------------------|--------------------------|--------------------------|----------------------------|---------------------------|
| <b>Aid Programs</b>                 |                          |                          |                            |                           |
| 181 FOSTER CARE-SOCIAL SERVICES     | 14,314,809               | 15,515,727               | 16,895,338                 | 16,895,338                |
| 182 CALWORKS                        | <u>11,416,914</u>        | <u>11,714,652</u>        | <u>11,665,784</u>          | <u>11,665,784</u>         |
| TOTAL Aid Programs                  | 25,731,723               | 27,230,379               | 28,561,122                 | 28,561,122                |
| <b>Medical Services</b>             |                          |                          |                            |                           |
| 183 MEDICAL ASSISTANCE PROG         | 6,242,180                | 5,467,073                | 5,035,986                  | 5,035,986                 |
| 350 CO MEDICAL SERVICES PROG        | 3,072,605                | 2,709,525                | 3,228,879                  | 3,228,879                 |
| 351 EMERGENCY MEDICAL SRVS FUND     | 678,820                  | 898,443                  | 985,050                    | 985,050                   |
| 352 CAL HEALTHCARE INDIG PROG       | <u>1,651,983</u>         | <u>1,182,552</u>         | <u>1,208,434</u>           | <u>1,208,434</u>          |
| TOTAL Medical Services              | 11,645,588               | 10,257,593               | 10,458,349                 | 10,458,349                |
| <b>General Relief</b>               |                          |                          |                            |                           |
| 185 GENERAL ASSISTANCE              | <u>623,209</u>           | <u>885,727</u>           | <u>922,083</u>             | <u>922,083</u>            |
| TOTAL General Relief                | 623,209                  | 885,727                  | 922,083                    | 922,083                   |
| <b>Veterans Services</b>            |                          |                          |                            |                           |
| 186 VETERANS SERVICES               | <u>363,571</u>           | <u>386,209</u>           | <u>411,060</u>             | <u>411,060</u>            |
| TOTAL Veterans Services             | 363,571                  | 386,209                  | 411,060                    | 411,060                   |
| <b>Other Assistance</b>             |                          |                          |                            |                           |
| 106 CONTRIBUTIONS TO OTHER AGENCIES | 2,144,503                | 2,222,693                | 2,101,434                  | 2,161,434                 |
| 184 LAW ENFORCEMENT MED CARE        | <u>1,495,484</u>         | <u>1,684,711</u>         | <u>1,822,231</u>           | <u>1,822,231</u>          |
| TOTAL Other Assistance              | 3,639,987                | 3,907,404                | 3,923,665                  | 3,983,665                 |
| TOTAL Public Assistance             | 91,389,071               | 96,574,785               | 100,756,330                | 100,816,330               |
| <b>Education</b>                    |                          |                          |                            |                           |
| <b>Library Services</b>             |                          |                          |                            |                           |
| 377 LIBRARY                         | <u>7,277,837</u>         | <u>7,944,624</u>         | <u>8,738,895</u>           | <u>8,738,895</u>          |
| TOTAL Library Services              | 7,277,837                | 7,944,624                | 8,738,895                  | 8,738,895                 |
| <b>Agricultural Education</b>       |                          |                          |                            |                           |
| 215 FARM ADVISOR                    | <u>384,415</u>           | <u>416,538</u>           | <u>458,551</u>             | <u>458,551</u>            |
| TOTAL Agricultural Education        | 384,415                  | 416,538                  | 458,551                    | 458,551                   |

SUMMARY OF COUNTY FINANCING REQUIREMENTS

FOR FISCAL YEAR 2008-09

| DESCRIPTION<br>(1)                    | 2006-07<br>ACTUAL<br>(2) | 2007-08<br>ACTUAL<br>(3) | 2008-09<br>PROPOSED<br>(4) | 2008-09<br>ADOPTED<br>(5) |
|---------------------------------------|--------------------------|--------------------------|----------------------------|---------------------------|
| Other Education                       |                          |                          |                            |                           |
| 375 DRIVING UNDER THE INFLUENCE       | <u>1,238,861</u>         | <u>1,505,942</u>         | <u>1,515,198</u>           | <u>1,515,198</u>          |
| TOTAL Other Education                 | 1,238,861                | 1,505,942                | 1,515,198                  | 1,515,198                 |
| TOTAL Education                       | 8,901,113                | 9,867,104                | 10,712,644                 | 10,712,644                |
| Recreation & Cultural Services        |                          |                          |                            |                           |
| Recreation Facilities                 |                          |                          |                            |                           |
| 305 PARKS                             | <u>8,103,466</u>         | <u>10,091,518</u>        | <u>7,949,026</u>           | <u>8,162,982</u>          |
| TOTAL Recreation Facilities           | 8,103,466                | 10,091,518               | 7,949,026                  | 8,162,982                 |
| TOTAL Recreation & Cultural Services  | 8,103,466                | 10,091,518               | 7,949,026                  | 8,162,982                 |
| Debt Service                          |                          |                          |                            |                           |
| Retirement Of Long-Term Debt          |                          |                          |                            |                           |
| 277 DEBT SERVICE                      | 2,145,089                | 2,283,771                | 2,880,214                  | 2,880,214                 |
| 392 PENSION OBLIGATION BOND DSF       | <u>8,176,185</u>         | <u>5,543,814</u>         | <u>5,978,217</u>           | <u>5,978,217</u>          |
| TOTAL Retirement Of Long-Term Debt    | 10,321,274               | 7,827,585                | 8,858,431                  | 8,858,431                 |
| TOTAL Debt Service                    | 10,321,274               | 7,827,585                | 8,858,431                  | 8,858,431                 |
| Financing Uses                        |                          |                          |                            |                           |
| Transfers Out                         |                          |                          |                            |                           |
| 102 NON-DEPTL-OTHR FINCNG USE         | <u>23,232,972</u>        | <u>11,284,654</u>        | <u>5,389,087</u>           | <u>5,819,617</u>          |
| TOTAL Transfers Out                   | 23,232,972               | 11,284,654               | 5,389,087                  | 5,819,617                 |
| TOTAL Financing Uses                  | 23,232,972               | 11,284,654               | 5,389,087                  | 5,819,617                 |
| TOTAL SPECIFIC FINANCING REQUIREMENTS | <u>437,853,293</u>       | <u>458,379,353</u>       | <u>457,240,497</u>         | <u>462,632,420</u>        |

TOTAL COUNTY FINANCING USES DETAIL

| FINANCING USES CLASSIFICATION<br>(1) | 2006-07<br>ACTUAL<br>(2) | 2007-08<br>ACTUAL<br>(3) | 2008-09<br>REQUESTED<br>(4) | 2008-09<br>PROPOSED<br>(5) | 2008-09<br>ADOPTED<br>(6) |
|--------------------------------------|--------------------------|--------------------------|-----------------------------|----------------------------|---------------------------|
| Salary and Benefits                  | 199,414,033              | 219,466,230              | 237,029,883                 | 233,213,500                | 233,515,869               |
| Services and Supplies                | 127,899,113              | 131,812,470              | 136,699,452                 | 133,750,811                | 134,394,724               |
| Other Charges                        | 95,746,062               | 81,606,445               | 89,565,053                  | 86,465,590                 | 90,697,087                |
| Fixed Assets                         | 31,405,680               | 45,798,122               | 26,239,579                  | 25,289,233                 | 25,503,377                |
| Transfers                            | (16,611,595)             | (20,303,914)             | (21,535,982)                | (21,478,637)               | (21,478,637)              |
| Contingencies                        | 0                        | 0                        | 19,464,211                  | 15,480,816                 | 18,998,329                |
| <b>TOTAL FINANCING REQUIREMENTS</b>  | <u>437,853,293</u>       | <u>458,379,353</u>       | <u>487,462,196</u>          | <u>472,721,313</u>         | <u>481,630,749</u>        |

SLO COUNTY BUDGET PREPARATION SYSTEM  
INTRAFUND TRANSFERS BY DEPARTMENT

| DEPARTMENT                    | REVENUE SOURCE                     | 2008-09<br>REQUESTED | 2008-09<br>RECOMMENDED | 2008-09<br>ADOPTED |
|-------------------------------|------------------------------------|----------------------|------------------------|--------------------|
| 100 BOARD OF SUPERVISORS      | 104 ADMINISTRATIVE OFFICE          | 34,964               | 34,964                 | 34,964             |
| 102 NON-DEPTL-OTHR FINCNG USE | 109 ASSESSOR                       | 299,729              | 291,850                | 291,850            |
|                               | 110 CLERK/RECORDER                 | 99,421               | 98,225                 | 98,225             |
|                               | 130 WASTE MANAGEMNT                | 9,512                | 9,512                  | 9,512              |
|                               | 131 GRAND JURY                     | 4,337                | 4,337                  | 4,337              |
|                               | 132 DISTRICT ATTORNEY              | 426,703              | 425,661                | 425,661            |
|                               | 133 VICTIM/WITNESS ASSISTANCE      | 43,272               | 42,759                 | 42,759             |
|                               | 136 SHERIFF-CORONER                | 1,885,716            | 1,840,905              | 1,840,905          |
|                               | 137 ANIMAL SERVICES                | 82,806               | 80,491                 | 80,491             |
|                               | 138 EMERGENCY SERVICES             | 36,338               | 35,905                 | 35,905             |
|                               | 139 PROBATION DEPARTMENT           | 619,250              | 615,163                | 615,163            |
|                               | 140 COUNTY FIRE                    | 591,128              | 518,505                | 518,505            |
|                               | 141 AGRICULTURAL COMMISSIONER      | 181,501              | 178,630                | 178,630            |
|                               | 142 PLANNING & BUILDING DEPARTMENT | 452,880              | 452,720                | 452,720            |
|                               | 160 PUBLIC HEALTH DEPARTMENT       | 1,804,580            | 1,804,580              | 1,804,580          |
|                               | 161 BEHAVIORAL HEALTH SERVICES     | 1,197,227            | 1,197,227              | 1,197,227          |
|                               | 162 DRUG & ALCOHOL SERVICES        | 346,275              | 346,275                | 346,275            |
|                               | 165 MENTAL HEALTH ACT              | 59,215               | 59,215                 | 59,215             |
|                               | 180 SOCIAL SERVICES ADMINISTRATION | 4,096,344            | 4,096,344              | 4,096,344          |
|                               | 184 LAW ENFORCEMENT MED CARE       | 88,468               | 88,468                 | 88,468             |
|                               | 186 VETERANS SERVICES              | 13,934               | 13,934                 | 13,934             |
|                               | 201 PUBLIC WORKS SPECIAL SERVICES  | 39,701               | 39,701                 | 39,701             |
|                               | 215 FARM ADVISOR                   | 15,596               | 15,596                 | 15,596             |
|                               | TOTAL:                             | 12,393,933           | 12,256,003             | 12,256,003         |
| 104 ADMINISTRATIVE OFFICE     | 138 EMERGENCY SERVICES             | 62,749               | 62,749                 | 62,749             |
| 105 RISK MANAGEMENT           | 134 CHILD SUPPORT SERVICES         | 1,653                | 1,653                  | 1,653              |
|                               | 160 PUBLIC HEALTH DEPARTMENT       | 27,384               | 27,384                 | 27,384             |
|                               | 161 BEHAVIORAL HEALTH SERVICES     | 21,161               | 21,161                 | 21,161             |
|                               | 162 DRUG & ALCOHOL SERVICES        | 18,088               | 18,088                 | 18,088             |
|                               | 180 SOCIAL SERVICES ADMINISTRATION | 36,499               | 36,499                 | 36,499             |
|                               | TOTAL:                             | 104,785              | 104,785                | 104,785            |
| 107 AUDITOR-CONTROLLER        | 180 SOCIAL SERVICES ADMINISTRATION | 3,400                | 3,400                  | 3,400              |
| 113 GENERAL SERVICES          | 100 BOARD OF SUPERVISORS           | 2,983                | 2,983                  | 2,983              |
|                               | 104 ADMINISTRATIVE OFFICE          | 652                  | 652                    | 652                |
|                               | 105 RISK MANAGEMENT                | 684                  | 684                    | 684                |
|                               | 107 AUDITOR-CONTROLLER             | 20,001               | 20,001                 | 20,001             |
|                               | 108 TREAS-TAX COLL-PUBLIC ADM      | 445                  | 445                    | 445                |
|                               | 109 ASSESSOR                       | 18,500               | 18,500                 | 18,500             |
|                               | 110 CLERK/RECORDER                 | 63,473               | 63,473                 | 63,473             |
|                               | 111 COUNTY COUNSEL                 | 1,344                | 1,344                  | 1,344              |
|                               | 112 HUMAN RESOURCES                | 1,721                | 1,721                  | 1,721              |
|                               | 114 INFORMATION TECHNOLOGY DEPARTM | 631                  | 126,501                | 126,501            |
|                               | 132 DISTRICT ATTORNEY              | 11,521               | 11,521                 | 11,521             |
|                               | 134 CHILD SUPPORT SERVICES         | 79,471               | 79,471                 | 79,471             |
|                               | 136 SHERIFF-CORONER                | 11,972               | 11,972                 | 11,972             |

SLO COUNTY BUDGET PREPARATION SYSTEM  
INTRAFUND TRANSFERS BY DEPARTMENT

| DEPARTMENT                         | REVENUE SOURCE                     | 2008-09<br>REQUESTED | 2008-09<br>RECOMMENDED | 2008-09<br>ADOPTED |
|------------------------------------|------------------------------------|----------------------|------------------------|--------------------|
| 113 (Continued)                    | 137 ANIMAL SERVICES                | 8,429                | 8,429                  | 8,429              |
|                                    | 138 EMERGENCY SERVICES             | 1,061                | 1,061                  | 1,061              |
|                                    | 139 PROBATION DEPARTMENT           | 54,875               | 54,875                 | 54,875             |
|                                    | 141 AGRICULTURAL COMMISSIONER      | 4,632                | 4,732                  | 4,732              |
|                                    | 142 PLANNING & BUILDING DEPARTMENT | 18,642               | 18,642                 | 18,642             |
|                                    | 160 PUBLIC HEALTH DEPARTMENT       | 209,834              | 209,834                | 209,834            |
|                                    | 161 BEHAVIORAL HEALTH SERVICES     | 243,848              | 243,848                | 243,848            |
|                                    | 162 DRUG & ALCOHOL SERVICES        | 135,717              | 135,717                | 135,717            |
|                                    | 180 SOCIAL SERVICES ADMINISTRATION | 399,273              | 399,273                | 399,273            |
|                                    | 186 VETERANS SERVICES              | 1,467                | 1,467                  | 1,467              |
|                                    | 200 MAINTENANCE PROJECTS           | 834,129              | 834,129                | 834,129            |
|                                    | 215 FARM ADVISOR                   | 802                  | 802                    | 802                |
|                                    | 350 CO MEDICAL SERVICES PROG       | 25,102               | 25,102                 | 25,102             |
|                                    | TOTAL:                             | 2,169,780            | 2,295,750              | 2,295,750          |
| 114 INFORMATION TECHNOLOGY DEPARTM | 100 BOARD OF SUPERVISORS           | 6,439                | 6,439                  | 6,439              |
|                                    | 104 ADMINISTRATIVE OFFICE          | 5,309                | 5,309                  | 5,309              |
|                                    | 105 RISK MANAGEMENT                | 1,908                | 1,908                  | 1,908              |
|                                    | 107 AUDITOR-CONTROLLER             | 53,417               | 53,417                 | 53,417             |
|                                    | 108 TREAS-TAX COLL-PUBLIC ADM      | 14,099               | 14,099                 | 14,099             |
|                                    | 109 ASSESSOR                       | 32,872               | 32,872                 | 32,872             |
|                                    | 110 CLERK/RECORDER                 | 11,352               | 11,352                 | 11,352             |
|                                    | 111 COUNTY COUNSEL                 | 8,697                | 8,697                  | 8,697              |
|                                    | 112 HUMAN RESOURCES                | 7,701                | 7,701                  | 7,701              |
|                                    | 113 GENERAL SERVICES               | 32,605               | 32,605                 | 32,605             |
|                                    | 131 GRAND JURY                     | 670                  | 670                    | 670                |
|                                    | 132 DISTRICT ATTORNEY              | 30,411               | 30,411                 | 30,411             |
|                                    | 133 VICTIM/WITNESS ASSISTANCE      | 10,703               | 10,703                 | 10,703             |
|                                    | 134 CHILD SUPPORT SERVICES         | 113,093              | 113,093                | 113,093            |
|                                    | 136 SHERIFF-CORONER                | 84,718               | 84,718                 | 84,718             |
|                                    | 137 ANIMAL SERVICES                | 9,749                | 9,749                  | 9,749              |
|                                    | 138 EMERGENCY SERVICES             | 8,872                | 8,872                  | 8,872              |
|                                    | 139 PROBATION DEPARTMENT           | 65,713               | 65,713                 | 65,713             |
|                                    | 140 COUNTY FIRE                    | 2,545                | 2,545                  | 2,545              |
|                                    | 141 AGRICULTURAL COMMISSIONER      | 20,937               | 20,937                 | 20,937             |
|                                    | 142 PLANNING & BUILDING DEPARTMENT | 56,122               | 56,122                 | 56,122             |
|                                    | 160 PUBLIC HEALTH DEPARTMENT       | 448,673              | 448,673                | 448,673            |
|                                    | 161 BEHAVIORAL HEALTH SERVICES     | 285,639              | 285,639                | 285,639            |
|                                    | 162 DRUG & ALCOHOL SERVICES        | 137,563              | 137,563                | 137,563            |
|                                    | 163 SUSPECTED ABUSE RESPONSE TEAM  | 1,279                | 1,279                  | 1,279              |
|                                    | 180 SOCIAL SERVICES ADMINISTRATION | 886,371              | 886,371                | 886,371            |
|                                    | 183 MEDICAL ASSISTANCE PROG        | 2,382                | 2,382                  | 2,382              |
|                                    | 186 VETERANS SERVICES              | 1,443                | 1,443                  | 1,443              |
|                                    | 215 FARM ADVISOR                   | 6,669                | 6,669                  | 6,669              |
|                                    | TOTAL:                             | 2,347,951            | 2,347,951              | 2,347,951          |
| 132 DISTRICT ATTORNEY              | 134 CHILD SUPPORT SERVICES         | 376,340              | 376,340                | 376,340            |
|                                    | 136 SHERIFF-CORONER                | 41,121               | 41,121                 | 41,121             |
|                                    | 180 SOCIAL SERVICES ADMINISTRATION | 4,000                | 4,000                  | 4,000              |
|                                    | TOTAL:                             | 421,461              | 421,461                | 421,461            |

SLO COUNTY BUDGET PREPARATION SYSTEM  
INTRAFUND TRANSFERS BY DEPARTMENT

| DEPARTMENT                         | REVENUE SOURCE                     | 2008-09<br>REQUESTED | 2008-09<br>RECOMMENDED | 2008-09<br>ADOPTED |
|------------------------------------|------------------------------------|----------------------|------------------------|--------------------|
| 136 SHERIFF-CORONER                | 134 CHILD SUPPORT SERVICES         | 75,000               | 82,500                 | 82,500             |
|                                    | 139 PROBATION DEPARTMENT           | 12,000               | 12,000                 | 12,000             |
|                                    | 163 SUSPECTED ABUSE RESPONSE TEAM  | 4,800                | 4,800                  | 4,800              |
|                                    | TOTAL:                             | 91,800               | 99,300                 | 99,300             |
| 139 PROBATION DEPARTMENT           | 132 DISTRICT ATTORNEY              | 6,500                | 6,500                  | 6,500              |
|                                    | 136 SHERIFF-CORONER                | 35,427               | 35,427                 | 35,427             |
|                                    | 162 DRUG & ALCOHOL SERVICES        | 111,634              | 111,634                | 111,634            |
|                                    | TOTAL:                             | 153,561              | 153,561                | 153,561            |
| 160 PUBLIC HEALTH DEPARTMENT       | 105 RISK MANAGEMENT                | 15,000               | 15,000                 | 15,000             |
|                                    | 161 BEHAVIORAL HEALTH SERVICES     | 724,687              | 724,687                | 724,687            |
|                                    | 162 DRUG & ALCOHOL SERVICES        | 290,013              | 290,013                | 290,013            |
|                                    | 165 MENTAL HEALTH ACT              | 66,753               | 66,753                 | 66,753             |
|                                    | 180 SOCIAL SERVICES ADMINISTRATION | 39,000               | 39,000                 | 39,000             |
|                                    | 184 LAW ENFORCEMENT MED CARE       | 163,988              | 163,988                | 163,988            |
|                                    | TOTAL:                             | 1,299,441            | 1,299,441              | 1,299,441          |
| 161 BEHAVIORAL HEALTH SERVICES     | 136 SHERIFF-CORONER                | 140,000              | 140,000                | 140,000            |
|                                    | 139 PROBATION DEPARTMENT           | 335,525              | 335,525                | 335,525            |
|                                    | 162 DRUG & ALCOHOL SERVICES        | 35,481               | 35,481                 | 35,481             |
|                                    | 165 MENTAL HEALTH ACT              | 137,692              | 137,692                | 137,692            |
|                                    | 180 SOCIAL SERVICES ADMINISTRATION | 167,176              | 167,176                | 167,176            |
|                                    | TOTAL:                             | 815,874              | 815,874                | 815,874            |
| 162 DRUG & ALCOHOL SERVICES        | 104 ADMINISTRATIVE OFFICE          | 44,885               | 0                      | 0                  |
|                                    | 106 CONTRIBUTIONS TO OTHER AGENCIE | 0                    | 37,000                 | 37,000             |
|                                    | 139 PROBATION DEPARTMENT           | 196,774              | 196,774                | 196,774            |
|                                    | 180 SOCIAL SERVICES ADMINISTRATION | 499,295              | 454,295                | 454,295            |
|                                    | TOTAL:                             | 740,954              | 688,069                | 688,069            |
| 180 SOCIAL SERVICES ADMINISTRATION | 132 DISTRICT ATTORNEY              | 1,650                | 1,650                  | 1,650              |
|                                    | 139 PROBATION DEPARTMENT           | 67,032               | 67,032                 | 67,032             |
|                                    | 160 PUBLIC HEALTH DEPARTMENT       | 1,650                | 1,650                  | 1,650              |
|                                    | 161 BEHAVIORAL HEALTH SERVICES     | 8,850                | 8,850                  | 8,850              |
|                                    | 162 DRUG & ALCOHOL SERVICES        | 2,250                | 2,250                  | 2,250              |
|                                    | 290 COMMUNITY DEVELOPMENT PROGRAM  | 20,000               | 20,000                 | 20,000             |
|                                    | TOTAL:                             | 101,432              | 101,432                | 101,432            |
| 184 LAW ENFORCEMENT MED CARE       | 136 SHERIFF-CORONER                | 250,000              | 250,000                | 250,000            |
|                                    | 139 PROBATION DEPARTMENT           | 541,431              | 541,431                | 541,431            |
|                                    | 160 PUBLIC HEALTH DEPARTMENT       | 2,466                | 2,466                  | 2,466              |
|                                    | TOTAL:                             | 793,897              | 793,897                | 793,897            |
| TOTAL INTRAFUND TRANSFERS          |                                    | <u>21,535,982</u>    | <u>21,478,637</u>      | <u>21,478,637</u>  |

SLO COUNTY BUDGET PREPARATION SYSTEM  
INTRAFUND TRANSFERS BY SOURCE

| REVENUE SOURCE                     | DEPARTMENT                         | 2008-09<br>REQUESTED | 2008-09<br>RECOMMENDED | 2008-09<br>ADOPTED |
|------------------------------------|------------------------------------|----------------------|------------------------|--------------------|
| 100 BOARD OF SUPERVISORS           | 113 GENERAL SERVICES               | 2,983                | 2,983                  | 2,983              |
|                                    | 114 INFORMATION TECHNOLOGY DEPARTM | 6,439                | 6,439                  | 6,439              |
|                                    | TOTAL:                             | 9,422                | 9,422                  | 9,422              |
| 104 ADMINISTRATIVE OFFICE          | 100 BOARD OF SUPERVISORS           | 34,964               | 34,964                 | 34,964             |
|                                    | 113 GENERAL SERVICES               | 652                  | 652                    | 652                |
|                                    | 114 INFORMATION TECHNOLOGY DEPARTM | 5,309                | 5,309                  | 5,309              |
|                                    | 162 DRUG & ALCOHOL SERVICES        | 44,885               | 0                      | 0                  |
|                                    | TOTAL:                             | 85,810               | 40,925                 | 40,925             |
| 105 RISK MANAGEMENT                | 113 GENERAL SERVICES               | 684                  | 684                    | 684                |
|                                    | 114 INFORMATION TECHNOLOGY DEPARTM | 1,908                | 1,908                  | 1,908              |
|                                    | 160 PUBLIC HEALTH DEPARTMENT       | 15,000               | 15,000                 | 15,000             |
|                                    | TOTAL:                             | 17,592               | 17,592                 | 17,592             |
| 106 CONTRIBUTIONS TO OTHER AGENCIE | 162 DRUG & ALCOHOL SERVICES        | 0                    | 37,000                 | 37,000             |
| 107 AUDITOR-CONTROLLER             | 113 GENERAL SERVICES               | 20,001               | 20,001                 | 20,001             |
|                                    | 114 INFORMATION TECHNOLOGY DEPARTM | 53,417               | 53,417                 | 53,417             |
|                                    | TOTAL:                             | 73,418               | 73,418                 | 73,418             |
| 108 TREAS-TAX COLL-PUBLIC ADM      | 113 GENERAL SERVICES               | 445                  | 445                    | 445                |
|                                    | 114 INFORMATION TECHNOLOGY DEPARTM | 14,099               | 14,099                 | 14,099             |
|                                    | TOTAL:                             | 14,544               | 14,544                 | 14,544             |
| 109 ASSESSOR                       | 102 NON-DEPTL-OTHR FINCNG USE      | 299,729              | 291,850                | 291,850            |
|                                    | 113 GENERAL SERVICES               | 18,500               | 18,500                 | 18,500             |
|                                    | 114 INFORMATION TECHNOLOGY DEPARTM | 32,872               | 32,872                 | 32,872             |
|                                    | TOTAL:                             | 351,101              | 343,222                | 343,222            |
| 110 CLERK/RECORDER                 | 102 NON-DEPTL-OTHR FINCNG USE      | 99,421               | 98,225                 | 98,225             |
|                                    | 113 GENERAL SERVICES               | 63,473               | 63,473                 | 63,473             |
|                                    | 114 INFORMATION TECHNOLOGY DEPARTM | 11,352               | 11,352                 | 11,352             |
|                                    | TOTAL:                             | 174,246              | 173,050                | 173,050            |
| 111 COUNTY COUNSEL                 | 113 GENERAL SERVICES               | 1,344                | 1,344                  | 1,344              |
|                                    | 114 INFORMATION TECHNOLOGY DEPARTM | 8,697                | 8,697                  | 8,697              |
|                                    | TOTAL:                             | 10,041               | 10,041                 | 10,041             |
| 112 HUMAN RESOURCES                | 113 GENERAL SERVICES               | 1,721                | 1,721                  | 1,721              |
|                                    | 114 INFORMATION TECHNOLOGY DEPARTM | 7,701                | 7,701                  | 7,701              |
|                                    | TOTAL:                             | 9,422                | 9,422                  | 9,422              |
| 113 GENERAL SERVICES               | 114 INFORMATION TECHNOLOGY DEPARTM | 32,605               | 32,605                 | 32,605             |
|                                    | TOTAL:                             | 32,605               | 32,605                 | 32,605             |
| 114 INFORMATION TECHNOLOGY DEPARTM | 113 GENERAL SERVICES               | 631                  | 126,501                | 126,501            |
|                                    | TOTAL:                             | 631                  | 126,501                | 126,501            |

SLO COUNTY BUDGET PREPARATION SYSTEM  
INTRAFUND TRANSFERS BY SOURCE

| REVENUE SOURCE                | DEPARTMENT                         | 2008-09<br>REQUESTED | 2008-09<br>RECOMMENDED | 2008-09<br>ADOPTED |
|-------------------------------|------------------------------------|----------------------|------------------------|--------------------|
| 130 WASTE MANAGEMNT           | 102 NON-DEPTL-OTHR FINCNG USE      | 9,512                | 9,512                  | 9,512              |
| 131 GRAND JURY                | 102 NON-DEPTL-OTHR FINCNG USE      | 4,337                | 4,337                  | 4,337              |
|                               | 114 INFORMATION TECHNOLOGY DEPARTM | 670                  | 670                    | 670                |
|                               | TOTAL:                             | 5,007                | 5,007                  | 5,007              |
| 132 DISTRICT ATTORNEY         | 102 NON-DEPTL-OTHR FINCNG USE      | 426,703              | 425,661                | 425,661            |
|                               | 113 GENERAL SERVICES               | 11,521               | 11,521                 | 11,521             |
|                               | 114 INFORMATION TECHNOLOGY DEPARTM | 30,411               | 30,411                 | 30,411             |
|                               | 139 PROBATION DEPARTMENT           | 6,500                | 6,500                  | 6,500              |
|                               | 180 SOCIAL SERVICES ADMINISTRATION | 1,650                | 1,650                  | 1,650              |
| TOTAL:                        | 476,785                            | 475,743              | 475,743                |                    |
| 133 VICTIM/WITNESS ASSISTANCE | 102 NON-DEPTL-OTHR FINCNG USE      | 43,272               | 42,759                 | 42,759             |
|                               | 114 INFORMATION TECHNOLOGY DEPARTM | 10,703               | 10,703                 | 10,703             |
|                               | TOTAL:                             | 53,975               | 53,462                 | 53,462             |
| 134 CHILD SUPPORT SERVICES    | 105 RISK MANAGEMENT                | 1,653                | 1,653                  | 1,653              |
|                               | 113 GENERAL SERVICES               | 79,471               | 79,471                 | 79,471             |
|                               | 114 INFORMATION TECHNOLOGY DEPARTM | 113,093              | 113,093                | 113,093            |
|                               | 132 DISTRICT ATTORNEY              | 376,340              | 376,340                | 376,340            |
|                               | 136 SHERIFF-CORONER                | 75,000               | 82,500                 | 82,500             |
|                               | TOTAL:                             | 645,557              | 653,057                | 653,057            |
| 136 SHERIFF-CORONER           | 102 NON-DEPTL-OTHR FINCNG USE      | 1,885,716            | 1,840,905              | 1,840,905          |
|                               | 113 GENERAL SERVICES               | 11,972               | 11,972                 | 11,972             |
|                               | 114 INFORMATION TECHNOLOGY DEPARTM | 84,718               | 84,718                 | 84,718             |
|                               | 132 DISTRICT ATTORNEY              | 41,121               | 41,121                 | 41,121             |
|                               | 139 PROBATION DEPARTMENT           | 35,427               | 35,427                 | 35,427             |
|                               | 161 BEHAVIORAL HEALTH SERVICES     | 140,000              | 140,000                | 140,000            |
|                               | 184 LAW ENFORCEMENT MED CARE       | 250,000              | 250,000                | 250,000            |
|                               | TOTAL:                             | 2,448,954            | 2,404,143              | 2,404,143          |
| 137 ANIMAL SERVICES           | 102 NON-DEPTL-OTHR FINCNG USE      | 82,806               | 80,491                 | 80,491             |
|                               | 113 GENERAL SERVICES               | 8,429                | 8,429                  | 8,429              |
|                               | 114 INFORMATION TECHNOLOGY DEPARTM | 9,749                | 9,749                  | 9,749              |
|                               | TOTAL:                             | 100,984              | 98,669                 | 98,669             |
| 138 EMERGENCY SERVICES        | 102 NON-DEPTL-OTHR FINCNG USE      | 36,338               | 35,905                 | 35,905             |
|                               | 104 ADMINISTRATIVE OFFICE          | 62,749               | 62,749                 | 62,749             |
|                               | 113 GENERAL SERVICES               | 1,061                | 1,061                  | 1,061              |
|                               | 114 INFORMATION TECHNOLOGY DEPARTM | 8,872                | 8,872                  | 8,872              |
|                               | TOTAL:                             | 109,020              | 108,587                | 108,587            |
| 139 PROBATION DEPARTMENT      | 102 NON-DEPTL-OTHR FINCNG USE      | 619,250              | 615,163                | 615,163            |
|                               | 113 GENERAL SERVICES               | 54,875               | 54,875                 | 54,875             |
|                               | 114 INFORMATION TECHNOLOGY DEPARTM | 65,713               | 65,713                 | 65,713             |
|                               | 136 SHERIFF-CORONER                | 12,000               | 12,000                 | 12,000             |
|                               | 161 BEHAVIORAL HEALTH SERVICES     | 335,525              | 335,525                | 335,525            |
|                               | 162 DRUG & ALCOHOL SERVICES        | 196,774              | 196,774                | 196,774            |
|                               | 180 SOCIAL SERVICES ADMINISTRATION | 67,032               | 67,032                 | 67,032             |
|                               | 184 LAW ENFORCEMENT MED CARE       | 541,431              | 541,431                | 541,431            |

TOTAL:

1,892,600

1,888,513

1,888,513

SLO COUNTY BUDGET PREPARATION SYSTEM  
INTRAFUND TRANSFERS BY SOURCE

| REVENUE SOURCE                     | DEPARTMENT                         | 2008-09<br>REQUESTED | 2008-09<br>RECOMMENDED | 2008-09<br>ADOPTED |
|------------------------------------|------------------------------------|----------------------|------------------------|--------------------|
| 140 COUNTY FIRE                    | 102 NON-DEPTL-OTHR FINCNG USE      | 591,128              | 518,505                | 518,505            |
|                                    | 113 GENERAL SERVICES               | 18,571               | 18,571                 | 18,571             |
|                                    | 114 INFORMATION TECHNOLOGY DEPARTM | 2,545                | 2,545                  | 2,545              |
|                                    | TOTAL:                             | 612,244              | 539,621                | 539,621            |
| 141 AGRICULTURAL COMMISSIONER      | 102 NON-DEPTL-OTHR FINCNG USE      | 181,501              | 178,630                | 178,630            |
|                                    | 113 GENERAL SERVICES               | 4,632                | 4,732                  | 4,732              |
|                                    | 114 INFORMATION TECHNOLOGY DEPARTM | 20,937               | 20,937                 | 20,937             |
|                                    | TOTAL:                             | 207,070              | 204,299                | 204,299            |
| 142 PLANNING & BUILDING DEPARTMENT | 102 NON-DEPTL-OTHR FINCNG USE      | 452,880              | 452,720                | 452,720            |
|                                    | 113 GENERAL SERVICES               | 18,642               | 18,642                 | 18,642             |
|                                    | 114 INFORMATION TECHNOLOGY DEPARTM | 56,122               | 56,122                 | 56,122             |
|                                    | TOTAL:                             | 527,644              | 527,484                | 527,484            |
| 160 PUBLIC HEALTH DEPARTMENT       | 102 NON-DEPTL-OTHR FINCNG USE      | 1,804,580            | 1,804,580              | 1,804,580          |
|                                    | 105 RISK MANAGEMENT                | 27,384               | 27,384                 | 27,384             |
|                                    | 113 GENERAL SERVICES               | 209,834              | 209,834                | 209,834            |
|                                    | 114 INFORMATION TECHNOLOGY DEPARTM | 448,673              | 448,673                | 448,673            |
|                                    | 180 SOCIAL SERVICES ADMINISTRATION | 1,650                | 1,650                  | 1,650              |
|                                    | 184 LAW ENFORCEMENT MED CARE       | 2,466                | 2,466                  | 2,466              |
|                                    | TOTAL:                             | 2,494,587            | 2,494,587              | 2,494,587          |
| 161 BEHAVIORAL HEALTH SERVICES     | 102 NON-DEPTL-OTHR FINCNG USE      | 1,197,227            | 1,197,227              | 1,197,227          |
|                                    | 105 RISK MANAGEMENT                | 21,161               | 21,161                 | 21,161             |
|                                    | 113 GENERAL SERVICES               | 243,848              | 243,848                | 243,848            |
|                                    | 114 INFORMATION TECHNOLOGY DEPARTM | 285,639              | 285,639                | 285,639            |
|                                    | 160 PUBLIC HEALTH DEPARTMENT       | 724,687              | 724,687                | 724,687            |
|                                    | 180 SOCIAL SERVICES ADMINISTRATION | 8,850                | 8,850                  | 8,850              |
|                                    | TOTAL:                             | 2,481,412            | 2,481,412              | 2,481,412          |
| 162 DRUG & ALCOHOL SERVICES        | 102 NON-DEPTL-OTHR FINCNG USE      | 346,275              | 346,275                | 346,275            |
|                                    | 105 RISK MANAGEMENT                | 18,088               | 18,088                 | 18,088             |
|                                    | 113 GENERAL SERVICES               | 135,717              | 135,717                | 135,717            |
|                                    | 114 INFORMATION TECHNOLOGY DEPARTM | 137,563              | 137,563                | 137,563            |
|                                    | 139 PROBATION DEPARTMENT           | 111,634              | 111,634                | 111,634            |
|                                    | 160 PUBLIC HEALTH DEPARTMENT       | 290,013              | 290,013                | 290,013            |
|                                    | 161 BEHAVIORAL HEALTH SERVICES     | 35,481               | 35,481                 | 35,481             |
|                                    | 180 SOCIAL SERVICES ADMINISTRATION | 2,250                | 2,250                  | 2,250              |
|                                    | TOTAL:                             | 1,077,021            | 1,077,021              | 1,077,021          |
| 163 SUSPECTED ABUSE RESPONSE TEAM  | 114 INFORMATION TECHNOLOGY DEPARTM | 1,279                | 1,279                  | 1,279              |
|                                    | 136 SHERIFF-CORONER                | 4,800                | 4,800                  | 4,800              |
|                                    | TOTAL:                             | 6,079                | 6,079                  | 6,079              |
| 165 MENTAL HEALTH ACT              | 102 NON-DEPTL-OTHR FINCNG USE      | 59,215               | 59,215                 | 59,215             |
|                                    | 160 PUBLIC HEALTH DEPARTMENT       | 66,753               | 66,753                 | 66,753             |
|                                    | 161 BEHAVIORAL HEALTH SERVICES     | 137,692              | 137,692                | 137,692            |
|                                    | TOTAL:                             | 263,660              | 263,660                | 263,660            |

SLO COUNTY BUDGET PREPARATION SYSTEM  
 INTRAFUND TRANSFERS BY SOURCE

| REVENUE SOURCE                     | DEPARTMENT                         | 2008-09<br>REQUESTED | 2008-09<br>RECOMMENDED | 2008-09<br>ADOPTED |
|------------------------------------|------------------------------------|----------------------|------------------------|--------------------|
| 180 SOCIAL SERVICES ADMINISTRATION | 102 NON-DEPTL-OTHR FINCNG USE      | 4,096,344            | 4,096,344              | 4,096,344          |
|                                    | 105 RISK MANAGEMENT                | 36,499               | 36,499                 | 36,499             |
|                                    | 107 AUDITOR-CONTROLLER             | 3,400                | 3,400                  | 3,400              |
|                                    | 113 GENERAL SERVICES               | 399,273              | 399,273                | 399,273            |
|                                    | 114 INFORMATION TECHNOLOGY DEPARTM | 886,371              | 886,371                | 886,371            |
|                                    | 132 DISTRICT ATTORNEY              | 4,000                | 4,000                  | 4,000              |
|                                    | 160 PUBLIC HEALTH DEPARTMENT       | 39,000               | 39,000                 | 39,000             |
|                                    | 161 BEHAVIORAL HEALTH SERVICES     | 167,176              | 167,176                | 167,176            |
|                                    | 162 DRUG & ALCOHOL SERVICES        | 499,295              | 454,295                | 454,295            |
|                                    | TOTAL:                             | 6,131,358            | 6,086,358              | 6,086,358          |
| 183 MEDICAL ASSISTANCE PROG        | 114 INFORMATION TECHNOLOGY DEPARTM | 2,382                | 2,382                  | 2,382              |
| 184 LAW ENFORCEMENT MED CARE       | 102 NON-DEPTL-OTHR FINCNG USE      | 88,468               | 88,468                 | 88,468             |
|                                    | 160 PUBLIC HEALTH DEPARTMENT       | 163,988              | 163,988                | 163,988            |
|                                    | TOTAL:                             | 252,456              | 252,456                | 252,456            |
| 186 VETERANS SERVICES              | 102 NON-DEPTL-OTHR FINCNG USE      | 13,934               | 13,934                 | 13,934             |
|                                    | 113 GENERAL SERVICES               | 1,467                | 1,467                  | 1,467              |
|                                    | 114 INFORMATION TECHNOLOGY DEPARTM | 1,443                | 1,443                  | 1,443              |
|                                    | TOTAL:                             | 16,844               | 16,844                 | 16,844             |
| 200 MAINTENANCE PROJECTS           | 113 GENERAL SERVICES               | 834,129              | 834,129                | 834,129            |
|                                    | TOTAL:                             | 834,129              | 834,129                | 834,129            |
| 201 PUBLIC WORKS SPECIAL SERVICES  | 102 NON-DEPTL-OTHR FINCNG USE      | 39,701               | 39,701                 | 39,701             |
| 215 FARM ADVISOR                   | 102 NON-DEPTL-OTHR FINCNG USE      | 15,596               | 15,596                 | 15,596             |
|                                    | 113 GENERAL SERVICES               | 802                  | 802                    | 802                |
|                                    | 114 INFORMATION TECHNOLOGY DEPARTM | 6,669                | 6,669                  | 6,669              |
|                                    | TOTAL:                             | 23,067               | 23,067                 | 23,067             |
| 290 COMMUNITY DEVELOPMENT PROGRAM  | 180 SOCIAL SERVICES ADMINISTRATION | 20,000               | 20,000                 | 20,000             |
| 350 CO MEDICAL SERVICES PROG       | 113 GENERAL SERVICES               | 25,102               | 25,102                 | 25,102             |
|                                    | TOTAL INTRAFUND TRANSFERS          | 21,535,982           | 21,478,637             | 21,478,637         |

SLO COUNTY BUDGET PREPARATION SYSTEM  
REVENUE DETAIL BY DEPARTMENT

| DEPARTMENT | REVENUE TYPE                           | 2007-08<br>ACTUAL | 2008-09<br>REQUESTED | 2008-09<br>RECOMMENDED | 2008-09<br>ADOPTED |
|------------|--|-------------------|----------------------|------------------------|--------------------|
| 101        | NON-DEPARTMENTAL REVENUES              |                   |                      |                        |                    |
|            | 4000005 PROP. TAXES CURR. SECURED      | 81,803,006        | 86,840,004           | 86,840,004             | 86,840,004         |
|            | 4000007 PROPERTY TAX-UNITARY           | 6,856,417         | 6,905,324            | 6,905,324              | 6,905,324          |
|            | 4000010 SUPPLEMENTAL-CURR.SECURED      | 3,913,098         | 4,000,000            | 3,000,000              | 3,000,000          |
|            | 4000015 REDEVELOPMENT AGENCY TAX       | (2,870,336)       | (2,935,339)          | (2,935,339)            | (2,935,339)        |
|            | 4000025 PROP. TAXES CURR. UNSEC.       | 2,107,377         | 2,022,597            | 2,022,597              | 2,022,597          |
|            | 4000030 SUPPLEMENTAL-CURR.UNSEC.       | 22,680            | 15,000               | 15,000                 | 15,000             |
|            | 4010005 PROP. TAXES PRIOR SECURED      | (194,652)         | (300,000)            | (300,000)              | (300,000)          |
|            | 4010010 SUPPLEMENTL-PRIOR SECURED      | (10,614)          | 0                    | 0                      | 0                  |
|            | 4010015 PROP. TAXES PRIOR UNSEC.       | 73,773            | 80,000               | 80,000                 | 80,000             |
|            | 4010020 SUPPLEMENTAL-PRIOR UNSEC       | 37,219            | 25,000               | 25,000                 | 25,000             |
|            | 4010025 REDEMPTION FEES                | 24,760            | 25,000               | 25,000                 | 25,000             |
|            | 4010035 PENALTIES-DELINQUENT TAX       | 131,123           | 150,000              | 150,000                | 150,000            |
|            | 4010045 TLRF PROCEEDS                  | 500,000           | 500,000              | 500,000                | 500,000            |
|            | 4010050 SALES AND USE TAXES            | 6,961,283         | 6,000,000            | 7,490,000              | 7,490,000          |
|            | 4010065 AIRCRAFT TAX                   | 217,250           | 215,000              | 215,000                | 215,000            |
|            | 4010070 PROPERTY TRANSFER TAX          | 1,907,639         | 2,000,000            | 2,000,000              | 2,000,000          |
|            | 4010073 RACEHORSE TAX                  | 4,543             | 10,000               | 10,000                 | 10,000             |
|            | 4010075 TRANSIENT OCCUPANCY TAX        | 6,539,489         | 6,500,000            | 6,500,000              | 6,500,000          |
|            | 4010077 PROPERTY TAX IN-LIEU OF SALES  | 1,858,673         | 2,000,000            | 2,358,673              | 2,358,673          |
|            | 4010078 PROPERTY TAX IN-LIEU OF VLF    | 26,027,332        | 27,328,115           | 27,328,115             | 27,328,115         |
|            | 4050005 FRANCHISES-CABLE               | 718,352           | 800,000              | 800,000                | 800,000            |
|            | 4050006 FRANCHISE FEES-PUB UTIL        | 1,431,221         | 1,400,000            | 1,400,000              | 1,400,000          |
|            | 4050010 FRANCHISE FEES-GARBAGE         | 699,151           | 800,000              | 800,000                | 800,000            |
|            | 4050011 FRANCHISE FEES-PETROLEUM       | 15,916            | 0                    | 0                      | 0                  |
|            | 4150000 INTEREST                       | 2,402,998         | 1,500,000            | 1,500,000              | 1,500,000          |
|            | 4200075 HOMEOWNER PROP TAX RELIEF      | 808,063           | 800,000              | 800,000                | 800,000            |
|            | 4200275 OTHER STATE IN-LIEU TAXES      | 3,626             | 800                  | 800                    | 800                |
|            | 4200285 OPEN SPACE SUBVENTION          | 1,088,726         | 1,100,000            | 1,100,000              | 1,100,000          |
|            | 4250005 FED AID ENTITLEMNT LAND        | 0                 | 625,000              | 625,000                | 625,000            |
|            | 4250105 FEDERAL AID - OTHER            | 618,699           | 0                    | 0                      | 0                  |
|            | 4300015 OTHER GOV'T: RDA PASS THRU     | 1,500,138         | 1,300,000            | 1,300,000              | 1,300,000          |
|            | 4350315 AMBULANCE REIMBURSEMENT        | 40,000            | 40,000               | 40,000                 | 40,000             |
|            | 4350655 SEPARATE TAX BILL COSTS        | 99,038            | 90,000               | 90,000                 | 90,000             |
|            | 4350720 SUPPLEMENTAL ROLL-5% ADMN      | 831,320           | 1,300,000            | 1,300,000              | 1,300,000          |
|            | 4352240 SB2557 PROPERTY TAX ADMIN FEE  | 1,344,780         | 1,000,000            | 1,000,000              | 1,000,000          |
|            | 4550000 OTHER REVENUE                  | 7,883             | 4,000                | 4,000                  | 4,000              |
|            | 4550045 REFUNDS/EXCISE TAX             | 206               | 0                    | 0                      | 0                  |
|            | 4550200 INVOICE VARIANCES              | 49                | 5                    | 5                      | 5                  |
|            | 4909085 IFR-JE-SB 2557                 | 293,699           | 300,000              | 300,000                | 300,000            |
|            | TOTAL:                                 | 147,813,925       | 152,440,506          | 153,289,179            | 153,289,179        |
| 102        | NON-DEPTL-OTHR FINCNG USE              |                   |                      |                        |                    |
|            | 4010045 TLRF PROCEEDS                  | 0                 | 0                    | 1,000,000              | 1,000,000          |
|            | 4350235 BILLINGS OH-OUTSIDE AGENCIES   | 94,888            | 94,418               | 94,418                 | 94,418             |
|            | 4900060 IFR-INT SETT-CO WIDE OVERHEAD  | 0                 | 3,797,386            | 3,537,519              | 3,537,519          |
|            | 4909090 IFR-JE ALLOC-CO-WIDE OVERHEAD  | 2,993,239         | 0                    | 0                      | 0                  |
|            | 6000000 OPERATING TRANSFERS IN         | 714,815           | 0                    | 0                      | 3,800,967          |
|            | 6000130 TRANSFER IN FR AUTOMATION REPL | 0                 | 0                    | 830,000                | 830,000            |
|            | 6001000 INTERNAL LOAN REPAYMENT-PRIN   | 722,449           | 4,000,000            | 4,000,000              | 4,000,000          |
|            | 6001001 INTERNAL LOAN REPAYMENT-INT    | 120,172           | 0                    | 0                      | 0                  |
|            | TOTAL:                                 | 4,645,563         | 7,891,804            | 9,461,937              | 13,262,904         |



SLO COUNTY BUDGET PREPARATION SYSTEM  
REVENUE DETAIL BY DEPARTMENT

| DEPARTMENT                           | REVENUE TYPE                         | 2007-08<br>ACTUAL                | 2008-09<br>REQUESTED | 2008-09<br>RECOMMENDED | 2008-09<br>ADOPTED |
|--------------------------------------|--------------------------------------|----------------------------------|----------------------|------------------------|--------------------|
| 104 ADMINISTRATIVE OFFICE            | 4200035 SB90 STATE MANDATED COSTS    | 45,016                           | 0                    | 0                      | 0                  |
|                                      | 4351065 PUB INFO SALE-COMP FILES     | 1,404                            | 585                  | 585                    | 585                |
|                                      | 4550070 EMPLOYEE REIMBURSEMENTS      | 32                               | 100                  | 100                    | 100                |
|                                      | 4909001 IFR-JE-ADMIN OFFICE          | 39,712                           | 35,560               | 64,824                 | 64,824             |
|                                      | TOTAL:                               | 86,164                           | 36,245               | 65,509                 | 65,509             |
| 105 RISK MANAGEMENT                  | 4550070 EMPLOYEE REIMBURSEMENTS      | 8                                | 0                    | 0                      | 0                  |
|                                      | 4900299 IFR-INT SETT-ALL OTHER DEPTS | 10,433                           | 0                    | 0                      | 0                  |
|                                      | 4909005 IFR-JE-RISK MGMT             | 751,557                          | 319,132              | 319,132                | 319,132            |
|                                      | 4909999 IFR-CONVERSION ACCOUNT       | 0                                | 495,836              | 495,836                | 495,836            |
|                                      | TOTAL:                               | 761,998                          | 814,968              | 814,968                | 814,968            |
| 106 CONTRIBUTIONS TO OTHER AGENCIE   | 4351080 TOBACCO SETTLEMENT           | 409,050                          | 420,000              | 420,000                | 420,000            |
|                                      | 4550120 CONTRIBUTIONS - NON GOVTL    | 103,806                          | 0                    | 0                      | 0                  |
|                                      | TOTAL:                               | 512,856                          | 420,000              | 420,000                | 420,000            |
| 107 AUDITOR-CONTROLLER               | 4010045 TLRP PROCEEDS                | 250,000                          | 250,000              | 250,000                | 250,000            |
|                                      | 4200035 SB90 STATE MANDATED COSTS    | 11,621                           | 45,780               | 45,780                 | 45,780             |
|                                      | 4200065 STATE AID-NUCLEAR PLANNG     | 1,066                            | 0                    | 0                      | 0                  |
|                                      | 4350400 ADMINISTRATIVE SERVICES      | 139,208                          | 177,660              | 177,660                | 177,660            |
|                                      | 4350404 ADMIN FEE - GC 29412         | 39,651                           | 21,000               | 21,000                 | 21,000             |
|                                      | 4350405 SPECIAL ASSESSMENT FEES      | 143,258                          | 143,086              | 143,086                | 143,086            |
|                                      | 4350740 COBRA MED INS ADMIN FEE      | 701                              | 800                  | 800                    | 800                |
|                                      | 4350820 WASTE TIPPING FEES-AB 939    | 15,631                           | 14,316               | 14,316                 | 14,316             |
|                                      | 4350845 MOBILE HOME PK HEARING FEE   | 300                              | 0                    | 0                      | 0                  |
|                                      | 4351055 BOOK,PAMPHLT,BROCHR SALES    | 275                              | 300                  | 300                    | 300                |
|                                      | 4550000 OTHER REVENUE                | 68,868                           | 400                  | 400                    | 400                |
|                                      | 4550100 1915 BOND ACT ASSESSMENT     | 7,475                            | 7,475                | 7,475                  | 7,475              |
|                                      | 4909010 IFR-JE-AUDITOR/CONTROLLER    | 30,000                           | 30,000               | 30,000                 | 30,000             |
|                                      | 6000000 OPERATING TRANSFERS IN       | 0                                | 0                    | 830,000                | 830,000            |
|                                      | TOTAL:                               | 708,054                          | 690,817              | 1,520,817              | 1,520,817          |
|                                      | 108 TREAS-TAX COLL-PUBLIC ADM        | 4010030 DELINQUENT/COST REIMBRSM | 101,585              | 118,000                | 118,000            |
| 4010076 SALE OF TAX DEEDED PROP.     |                                      | 6,900                            | 7,350                | 7,350                  | 7,350              |
| 4050020 BUSINESS LICENSES            |                                      | 92,742                           | 92,780               | 92,780                 | 92,780             |
| 4050150 TOBACCO RETAILERS LICENSES   |                                      | 0                                | 3,510                | 3,510                  | 3,510              |
| 4350395 RED INSTALLMENT PLAN FEE     |                                      | 2,840                            | 3,785                | 3,785                  | 3,785              |
| 4350400 ADMINISTRATIVE SERVICES      |                                      | 908,213                          | 944,643              | 941,897                | 941,897            |
| 4350415 PROP.REDEMPT.SEARCH FEES     |                                      | 7,007                            | 7,693                | 7,693                  | 7,693              |
| 4350441 SEGREGATIONS FEE             |                                      | 0                                | 175                  | 175                    | 175                |
| 4350445 DMV DELINQUENT VESSEL FEE    |                                      | 892                              | 995                  | 995                    | 995                |
| 4350450 UNSEC DELINQUENT COLL FEE    |                                      | 20,625                           | 28,000               | 28,000                 | 28,000             |
| 4350581 ESTATE FEES                  |                                      | 5,423                            | 17,275               | 17,275                 | 17,275             |
| 4350920 MOBL HOME DUP TX CLEARNCE    |                                      | 46                               | 115                  | 115                    | 115                |
| 4350950 MISCELLANEOUS FEES           |                                      | 1,070                            | 1,110                | 1,110                  | 1,110              |
| 4351065 PUB INFO SALE-COMP FILES     |                                      | 2,035                            | 1,950                | 1,950                  | 1,950              |
| 4352255 BULK TRANSFER FEE            |                                      | 1,302                            | 600                  | 600                    | 600                |
| 4352260 SUBDIVISION/PARCEL TRACT MAP |                                      | 6,761                            | 8,640                | 8,640                  | 8,640              |
| 4550000 OTHER REVENUE                |                                      | 18,931                           | 35,000               | 35,000                 | 35,000             |
| 4550015 LIBRARY CARD ACCESS FEES     |                                      | 6,755                            | 6,000                | 6,000                  | 6,000              |

SLO COUNTY BUDGET PREPARATION SYSTEM  
REVENUE DETAIL BY DEPARTMENT

| DEPARTMENT | REVENUE TYPE                         | 2007-08<br>ACTUAL | 2008-09<br>REQUESTED | 2008-09<br>RECOMMENDED | 2008-09<br>ADOPTED |
|------------|--------------------------------------|-------------------|----------------------|------------------------|--------------------|
| 108        | (Continued)                          |                   |                      |                        |                    |
|            | 4550050 TAX DEPT RETRND CHECK FEE    | 6,270             | 6,600                | 6,600                  | 6,600              |
|            | 4550062 ADV COSTS TX DEEDED PROP     | 374               | 588                  | 588                    | 588                |
|            | 4550090 SERVICE CHGE RETRND CHKS     | 9,518             | 8,511                | 8,511                  | 8,511              |
|            | 4550160 CASH OVERRAGES               | 2,535             | 2,600                | 2,600                  | 2,600              |
|            | TOTAL:                               | 1,201,824         | 1,295,920            | 1,293,174              | 1,293,174          |
| 109        | ASSESSOR                             |                   |                      |                        |                    |
|            | 4200035 SB90 STATE MANDATED COSTS    | 0                 | 2,000                | 2,000                  | 2,000              |
|            | 4350770 CUTS & COMBINATN REQUESTS    | 5,935             | 5,000                | 5,000                  | 5,000              |
|            | 4351010 OTHER SERVICE CHARGES        | 73,880            | 100,000              | 100,000                | 100,000            |
|            | 4351060 MAP SALES                    | 1,872             | 1,500                | 1,500                  | 1,500              |
|            | 4351065 PUB INFO SALE-COMP FILES     | 21,258            | 25,000               | 25,000                 | 25,000             |
|            | 4550000 OTHER REVENUE                | 266               | 0                    | 0                      | 0                  |
|            | TOTAL:                               | 103,211           | 133,500              | 133,500                | 133,500            |
| 110        | CLERK/RECORDER                       |                   |                      |                        |                    |
|            | 4200035 SB90 STATE MANDATED COSTS    | 92,127            | 218,156              | 218,156                | 218,156            |
|            | 4200170 STATE AID - OTHER            | 256,157           | 14,840               | 14,840                 | 14,840             |
|            | 4350255 BILLINGS TO OUTSIDE AGENCIES | 2,705             | 4,536                | 4,536                  | 4,536              |
|            | 4350430 ELECTION SERVICES            | 28,056            | 200,000              | 255,000                | 255,000            |
|            | 4350465 INVOLUNTARY LIEN NOTICES     | 18,328            | 17,500               | 17,500                 | 17,500             |
|            | 4350625 RECORDER'S SPECL PROJECTS    | 669,695           | 567,272              | 561,808                | 561,808            |
|            | 4350630 RECORDG FEE-MICROGRAPHICS    | 44,320            | 37,400               | 37,400                 | 37,400             |
|            | 4350635 RECORDING FEES               | 732,466           | 715,000              | 715,000                | 715,000            |
|            | 4350640 RECORDING FEES-VHS           | 4,152             | 2,768                | 2,768                  | 2,768              |
|            | 4350935 OTHER CLERK FEES             | 416,706           | 493,000              | 493,000                | 493,000            |
|            | 4350995 PAR MAP CHECKING THRU T/A    | 3,318             | 5,000                | 5,000                  | 5,000              |
|            | 4550160 CASH OVERRAGES               | 5,211             | 0                    | 0                      | 0                  |
|            | 4900299 IFR-INT SETT-ALL OTHER DEPTS | 1,581             | 0                    | 0                      | 0                  |
|            | TOTAL:                               | 2,274,822         | 2,275,472            | 2,325,008              | 2,325,008          |
| 111        | COUNTY COUNSEL                       |                   |                      |                        |                    |
|            | 4200065 STATE AID-NUCLEAR PLANNG     | 1                 | 0                    | 3,570                  | 3,570              |
|            | 4350460 LEGAL SERVICES               | 47,813            | 60,200               | 60,200                 | 60,200             |
|            | 4350585 GUARDIANSHIP FEES            | 11,880            | 6,000                | 6,000                  | 6,000              |
|            | 4550065 OTHER REIMBURSEMENTS         | 12,075            | 0                    | 0                      | 0                  |
|            | 4909035 IFR-JE-COUNTY COUNSEL        | 65,625            | 56,000               | 56,000                 | 56,000             |
|            | TOTAL:                               | 137,394           | 122,200              | 125,770                | 125,770            |
| 112        | HUMAN RESOURCES                      |                   |                      |                        |                    |
|            | 4200065 STATE AID-NUCLEAR PLANNG     | 1,749             | 3,608                | 3,608                  | 3,608              |
|            | 4350835 COPYING FEES                 | 489               | 1,000                | 1,000                  | 1,000              |
|            | 4550070 EMPLOYEE REIMBURSEMENTS      | 240               | 0                    | 0                      | 0                  |
|            | 6000000 OPERATING TRANSFERS IN       | 46,500            | 242,299              | 82,670                 | 82,670             |
|            | TOTAL:                               | 48,978            | 246,907              | 87,278                 | 87,278             |
| 113        | GENERAL SERVICES                     |                   |                      |                        |                    |
|            | 4050130 MISC PERMITS                 | 6,872             | 12,000               | 12,000                 | 12,000             |
|            | 4150015 COMMUNICATION LEASE FACIL    | 7,000             | 7,600                | 7,600                  | 7,600              |
|            | 4150020 RENT-LAND/BLDG-SHORT TERM    | 68,856            | 68,223               | 68,223                 | 68,223             |
|            | 4150025 RENT-LAND/BLDG-LONG TERM     | 101,041           | 103,528              | 103,528                | 103,528            |
|            | 4150035 RENTAL OF VETERANS BLDGS.    | 79,205            | 70,000               | 70,000                 | 70,000             |
|            | 4200065 STATE AID-NUCLEAR PLANNG     | 9,788             | 1,973                | 1,973                  | 1,973              |
|            | 4350245 OTHER BILLINGS TO COURTS     | 279,457           | 278,347              | 278,347                | 278,347            |
|            | 4350255 BILLINGS TO OUTSIDE AGENCIES | 19,578            | 35,000               | 35,000                 | 35,000             |

SLO COUNTY BUDGET PREPARATION SYSTEM  
REVENUE DETAIL BY DEPARTMENT

| DEPARTMENT | REVENUE TYPE                           | 2007-08<br>ACTUAL | 2008-09<br>REQUESTED | 2008-09<br>RECOMMENDED | 2008-09<br>ADOPTED |
|------------|--|-------------------|----------------------|------------------------|--------------------|
| 113        | (Continued)                            |                   |                      |                        |                    |
|            | 4350680 VENDING MACHINE REVENUE        | 36                | 0                    | 0                      | 0                  |
|            | 4350890 INCOME FROM CONCESSIONS        | 9,376             | 15,800               | 15,800                 | 15,800             |
|            | 4550000 OTHER REVENUE                  | 64,293            | 0                    | 0                      | 0                  |
|            | 4550055 SALE OF FIXED ASSETS           | 44,581            | 10,500               | 10,500                 | 10,500             |
|            | 4550080 OTHER SALES                    | 3,931             | 1,000                | 1,000                  | 1,000              |
|            | 4550200 INVOICE VARIANCES              | 2,003             | 0                    | 0                      | 0                  |
|            | 4900100 IFR-INT SETT-GEN SRVS S/S BILL | 1,370,299         | 1,507,311            | 1,507,311              | 1,507,311          |
|            | 4900130 IFR-INT SETT-MAINT PROJECTS    | 27,288            | 0                    | 0                      | 0                  |
|            | 4901000 IFR-OVERHEAD-OH ALLOCATIONS    | 194,025           | 0                    | 0                      | 0                  |
|            | 4901020 IFR-OVERHEAD-AGR               | 2,185             | 0                    | 0                      | 0                  |
|            | 4902030 IFR-MANUAL COST ALLOC-POSTAGE  | 59,227            | 51,303               | 51,303                 | 51,303             |
|            | 4903010 IFR-IAA-LABOR-REG              | 372,803           | 716,291              | 716,291                | 716,291            |
|            | 4903050 IFR-IAA-LABOR-NON PRODUCTION   | 117               | 0                    | 0                      | 0                  |
|            | 4904000 IFR-IS-W/O SETTLEMENT          | 83,985            | 79,351               | 79,351                 | 79,351             |
|            | 4909025 IFR-JE-GENERAL SERVICES        | 209,881           | 84,425               | 84,425                 | 84,425             |
|            | TOTAL:                                 | 3,015,827         | 3,042,652            | 3,042,652              | 3,042,652          |
| 114        | INFORMATION TECHNOLOGY DEPARTM         |                   |                      |                        |                    |
|            | 4150015 COMMUNICATION LEASE FACIL      | 5,593             | 0                    | 0                      | 0                  |
|            | 4200065 STATE AID-NUCLEAR PLANNG       | 78,062            | 71,000               | 71,000                 | 71,000             |
|            | 4350245 OTHER BILLINGS TO COURTS       | 899,718           | 975,825              | 975,825                | 975,825            |
|            | 4350520 ITD BILL OUTSIDE AGENCIES      | 174,817           | 199,118              | 199,118                | 199,118            |
|            | 4350525 ITD BILL OUTSIDE AGENCIES COMM | 165,256           | 143,929              | 143,929                | 143,929            |
|            | 4350685 COIN TELEPHONE COMMISSION      | 137               | 0                    | 0                      | 0                  |
|            | 4550000 OTHER REVENUE                  | 20                | 0                    | 0                      | 0                  |
|            | 4550045 REFUNDS/EXCISE TAX             | 501               | 0                    | 0                      | 0                  |
|            | 4550200 INVOICE VARIANCES              | 799               | 0                    | 0                      | 0                  |
|            | 4900080 IFR-INT SETT-ITD NETWORK SVCS  | 182,369           | 203,430              | 203,430                | 203,430            |
|            | 4900140 IFR-INT SETT-ITD ENTERPRISE SV | 157,627           | 151,317              | 151,317                | 151,317            |
|            | 4900190 IFR-INT SETT-ITD DPTMTL SVCS   | 147,381           | 321,227              | 321,227                | 321,227            |
|            | 4900200 IFR-INT SETT-ITD RADIO COMM    | 32,366            | 23,172               | 23,172                 | 23,172             |
|            | 4902010 IFR-MANUAL COST ALLOC-ITD VOIC | 191,121           | 182,332              | 182,332                | 182,332            |
|            | 4909015 IFR-JE-ITD                     | 708               | 0                    | 0                      | 0                  |
|            | TOTAL:                                 | 2,036,475         | 2,271,350            | 2,271,350              | 2,271,350          |
| 130        | WASTE MANAGEMNT                        |                   |                      |                        |                    |
|            | 4050130 MISC PERMITS                   | 0                 | 31,590               | 31,590                 | 31,590             |
|            | 4550195 PENALTIES                      | 1,383             | 0                    | 0                      | 0                  |
|            | 4550200 INVOICE VARIANCES              | 14                | 0                    | 0                      | 0                  |
|            | TOTAL:                                 | 1,397             | 31,590               | 31,590                 | 31,590             |
| 132        | DISTRICT ATTORNEY                      |                   |                      |                        |                    |
|            | 4100045 VEHICLE FORFEITURES-VC14607.6  | 292               | 2,000                | 2,000                  | 2,000              |
|            | 4100140 SMALL CLAIMS ADVISORY FEE      | 9,837             | 9,700                | 9,700                  | 9,700              |
|            | 4100165 SETTLEMENTS/JUDGEMENTS         | 12,000            | 83,750               | 83,750                 | 83,750             |
|            | 4100220 BLOOD ALCOHOL FINES            | 60,028            | 68,000               | 68,000                 | 68,000             |
|            | 4200035 SB90 STATE MANDATED COSTS      | 95,813            | 273,832              | 273,832                | 273,832            |
|            | 4200045 STATE AID- EXTRADITION         | 61,196            | 80,000               | 80,000                 | 80,000             |
|            | 4200080 STATE REIMB-CMC/ASH CASES      | 347,588           | 340,000              | 340,000                | 340,000            |
|            | 4200090 ST AID-INS FRAUD INVESTIG      | 171,616           | 157,458              | 157,458                | 157,458            |
|            | 4200095 ST AID-DMV-VEH CRIME INV       | 130,916           | 160,000              | 160,000                | 160,000            |
|            | 4200105 STATE AWARDED GRANTS           | 251,014           | 293,185              | 293,185                | 293,185            |
|            | 4200135 ST AID PROP 36 SUBSTANCE ABUSE | 9,474             | 8,229                | 8,229                  | 8,229              |

SLO COUNTY BUDGET PREPARATION SYSTEM  
REVENUE DETAIL BY DEPARTMENT

| DEPARTMENT | REVENUE TYPE                         | 2007-08<br>ACTUAL | 2008-09<br>REQUESTED | 2008-09<br>RECOMMENDED | 2008-09<br>ADOPTED |
|------------|--------------------------------------|-------------------|----------------------|------------------------|--------------------|
| 132        | (Continued)                          |                   |                      |                        |                    |
|            | 4200170 STATE AID - OTHER            | 11,441            | 15,000               | 15,000                 | 15,000             |
|            | 4200255 ST AID-PUBLIC SAFETY SRVC    | 2,689,894         | 2,695,614            | 2,695,614              | 2,695,614          |
|            | 4200305 ST AID - SLESF               | 85,456            | 85,779               | 85,779                 | 85,779             |
|            | 4250085 FEDERAL AID - SECURITY       | 35,690            | 40,000               | 0                      | 0                  |
|            | 4350255 BILLINGS TO OUTSIDE AGENCIES | 66,275            | 62,841               | 62,841                 | 62,841             |
|            | 4350400 ADMINISTRATIVE SERVICES      | 147,215           | 185,000              | 185,000                | 185,000            |
|            | 4350435 DEFERRED ENTRY OF JUDGMENT   | 106,381           | 104,600              | 104,600                | 104,600            |
|            | 4550000 OTHER REVENUE                | 9,267             | 98,000               | 98,000                 | 98,000             |
|            | 4550011 SETTLEMENTS-ENVIRONMENTAL    | 31,250            | 70,000               | 70,000                 | 70,000             |
|            | 4550160 CASH OVERRAGES               | 112               | 0                    | 0                      | 0                  |
|            | TOTAL:                               | 4,332,755         | 4,832,988            | 4,792,988              | 4,792,988          |
| 133        | VICTIM/WITNESS ASSISTANCE            |                   |                      |                        |                    |
|            | 4050111 DOMESTIC VIOLENCE FEES       | 56,068            | 56,200               | 56,200                 | 56,200             |
|            | 4200080 STATE REIMB-CMC/ASH CASES    | 34,884            | 30,000               | 30,000                 | 30,000             |
|            | 4200105 STATE AWARDED GRANTS         | 330,462           | 319,859              | 319,859                | 319,859            |
|            | 4250105 FEDERAL AID - OTHER          | 188,341           | 198,944              | 198,944                | 198,944            |
|            | 4550000 OTHER REVENUE                | 0                 | 0                    | 9,000                  | 9,000              |
|            | TOTAL:                               | 609,755           | 605,003              | 614,003                | 614,003            |
| 134        | CHILD SUPPORT SERVICES               |                   |                      |                        |                    |
|            | 4200150 ST AID - CHILD SUP ADMIN     | 1,387,932         | 1,604,201            | 1,604,201              | 1,604,201          |
|            | 4250140 FED AID-CHILD SUP ADMIN      | 3,157,670         | 3,114,036            | 3,142,416              | 3,142,416          |
|            | 4250145 FED AID-INCENTIVES           | 286,268           | 0                    | 0                      | 0                  |
|            | 4550000 OTHER REVENUE                | 34,802            | 70,000               | 70,000                 | 70,000             |
|            | TOTAL:                               | 4,866,672         | 4,788,237            | 4,816,617              | 4,816,617          |
| 135        | PUBLIC DEFENDER                      |                   |                      |                        |                    |
|            | 4200035 SB90 STATE MANDATED COSTS    | 75,009            | 100,000              | 100,000                | 100,000            |
|            | 4200080 STATE REIMB-CMC/ASH CASES    | 237,919           | 182,000              | 182,000                | 182,000            |
|            | 4350425 PUBLIC DEFENDR SRVS-ADULT    | 328,963           | 127,595              | 252,595                | 252,595            |
|            | 4350580 REIMB JUV COURT PROF FEES    | 69,980            | 70,400               | 120,205                | 120,205            |
|            | TOTAL:                               | 711,871           | 479,995              | 654,800                | 654,800            |
| 136        | SHERIFF-CORONER                      |                   |                      |                        |                    |
|            | 4050095 FINGER PRINTING FEES         | 9,065             | 14,000               | 14,000                 | 14,000             |
|            | 4050100 EXPLOSIVE PERMITS            | 1,147             | 1,200                | 1,200                  | 1,200              |
|            | 4050110 GUN PERMITS                  | 3,315             | 2,200                | 2,200                  | 2,200              |
|            | 4100130 LAB FEE-PC1463.14            | 51,163            | 69,000               | 69,000                 | 69,000             |
|            | 4100206 ASSET FORFEITURES            | 78,492            | 0                    | 0                      | 0                  |
|            | 4100220 BLOOD ALCOHOL FINES          | 0                 | 0                    | 70,000                 | 70,000             |
|            | 4100230 PENALTY AS-FINGERPRINT ID    | 148,719           | 156,247              | 156,247                | 156,247            |
|            | 4100337 REGISTRATION FEE-VC 9250.19  | 249,738           | 187,303              | 187,303                | 187,303            |
|            | 4200035 SB90 STATE MANDATED COSTS    | 22,192            | 12,500               | 12,500                 | 12,500             |
|            | 4200065 STATE AID-NUCLEAR PLANNG     | 14,734            | 15,500               | 15,500                 | 15,500             |
|            | 4200080 STATE REIMB-CMC/ASH CASES    | 37,665            | 25,000               | 25,000                 | 25,000             |
|            | 4200095 ST AID-DMV-VEH CRIME INV     | 146,083           | 147,500              | 147,500                | 147,500            |
|            | 4200105 STATE AWARDED GRANTS         | 1,344,521         | 1,194,138            | 1,194,138              | 1,194,138          |
|            | 4200125 STATE REIMB FOR DNA TESTING  | 33,850            | 58,932               | 58,932                 | 58,932             |
|            | 4200140 ST REV-PAROLE HOLDS          | 320,142           | 342,000              | 342,000                | 342,000            |
|            | 4200145 ST AID - ILLEGAL PLANT SUPPR | 87,300            | 0                    | 0                      | 0                  |
|            | 4200170 STATE AID - OTHER            | 240,806           | 147,450              | 147,450                | 147,450            |
|            | 4200255 ST AID-PUBLIC SAFETY SRVC    | 12,126,705        | 12,152,490           | 12,152,490             | 12,152,490         |
|            | 4200305 ST AID - SLESF               | 322,061           | 255,844              | 255,844                | 255,844            |

SLO COUNTY BUDGET PREPARATION SYSTEM  
REVENUE DETAIL BY DEPARTMENT

| DEPARTMENT | REVENUE TYPE                           | 2007-08<br>ACTUAL | 2008-09<br>REQUESTED | 2008-09<br>RECOMMENDED | 2008-09<br>ADOPTED |
|------------|--|-------------------|----------------------|------------------------|--------------------|
| 136        | (Continued)                            |                   |                      |                        |                    |
|            | 4250050 FED AID-LLEBG GRANT            | 13,084            | 0                    | 0                      | 0                  |
|            | 4250086 FED AID - SCAAP PASS THRU      | 249,798           | 0                    | 0                      | 0                  |
|            | 4250095 FEDERAL-GRANTS                 | 363,193           | 0                    | 0                      | 0                  |
|            | 4250105 FEDERAL AID - OTHER            | 294,603           | 65,000               | 65,000                 | 65,000             |
|            | 4300005 OTHER GOVT AGENCY REVENUE      | 25,134            | 25,250               | 25,250                 | 25,250             |
|            | 4350209 REVENUE TRANSFER FROM TRUST FU | 80,000            | 250,000              | 250,000                | 250,000            |
|            | 4350250 SHERIFF BLNGS - COURT SECUR    | 3,556,773         | 3,325,181            | 3,565,526              | 3,565,526          |
|            | 4350320 INMATE ASSISTANCE REIMBRS      | 778               | 800                  | 800                    | 800                |
|            | 4350325 BOOKING FEES-INDIVIDUALS       | 201               | 1,500                | 1,500                  | 1,500              |
|            | 4350340 JUVENILE INFORMAL SUPERVISION  | 89,840            | 58,000               | 58,000                 | 58,000             |
|            | 4350550 HOME DETENTION PROGRAM         | 223,225           | 202,000              | 202,000                | 202,000            |
|            | 4350560 ALTERNATIVE WORK PROG REV      | 110,991           | 102,250              | 102,250                | 102,250            |
|            | 4350565 WEEKENDER PROGRAM              | 103,966           | 75,000               | 75,000                 | 75,000             |
|            | 4350570 CIVIL PROCESS SERVICE          | 110,982           | 118,000              | 118,000                | 118,000            |
|            | 4350616 LAW ENFORCEMENT SERVICES       | 73,928            | 63,208               | 63,208                 | 63,208             |
|            | 4350620 BOOKING FEES (SB 2557)         | 576,639           | 410,680              | 410,680                | 410,680            |
|            | 4350641 CIVIL SPECIAL FEE GC26746      | 1,662             | 0                    | 0                      | 0                  |
|            | 4351080 TOBACCO SETTLEMENT             | 136,350           | 140,000              | 140,000                | 140,000            |
|            | 4550000 OTHER REVENUE                  | 41,413            | 52,449               | 52,449                 | 52,449             |
|            | 4550025 REF/ADJ-PRIOR YEAR EXPENS      | 1,182             | 0                    | 0                      | 0                  |
|            | 4550065 OTHER REIMBURSEMENTS           | 3,662             | 6,000                | 6,000                  | 6,000              |
|            | 4550075 EMPL MEALS/IN-HOUSE FOOD       | 1,864             | 2,200                | 2,200                  | 2,200              |
|            | 4550200 INVOICE VARIANCES              | 107               | 0                    | 0                      | 0                  |
|            | 4900220 IFR-INT SETT-SHERIFF SUPPORT   | 490,721           | 503,097              | 503,097                | 503,097            |
|            | 4909055 IFR-JE-SHERIFF                 | 1,215             | 0                    | 0                      | 0                  |
|            | TOTAL:                                 | 21,789,009        | 20,181,919           | 20,492,264             | 20,492,264         |
| 137        | ANIMAL SERVICES                        |                   |                      |                        |                    |
|            | 4050015 ANIMAL LICENSES                | 397,790           | 400,000              | 400,000                | 400,000            |
|            | 4050130 MISC PERMITS                   | 29,756            | 21,500               | 21,500                 | 21,500             |
|            | 4200035 SB90 STATE MANDATED COSTS      | 0                 | 56,000               | 56,000                 | 56,000             |
|            | 4250105 FEDERAL AID - OTHER            | 6,598             | 0                    | 0                      | 0                  |
|            | 4300005 OTHER GOVT AGENCY REVENUE      | 701,965           | 816,070              | 846,070                | 846,070            |
|            | 4350400 ADMINISTRATIVE SERVICES        | 2,459             | 2,900                | 2,900                  | 2,900              |
|            | 4350595 HUMANE SERVICES                | 54,688            | 68,500               | 68,500                 | 68,500             |
|            | 4350600 IMPOUND FEES                   | 50,715            | 52,000               | 52,000                 | 52,000             |
|            | 4350605 BOARDING FEES                  | 23,416            | 34,000               | 34,000                 | 34,000             |
|            | 4350610 ANIMAL PLACEMENT               | 46,360            | 57,000               | 57,000                 | 57,000             |
|            | 4550000 OTHER REVENUE                  | 19,925            | 9,000                | 9,000                  | 9,000              |
|            | 4550200 INVOICE VARIANCES              | 8                 | 0                    | 0                      | 0                  |
|            | TOTAL:                                 | 1,333,680         | 1,516,970            | 1,546,970              | 1,546,970          |
| 138        | EMERGENCY SERVICES                     |                   |                      |                        |                    |
|            | 4200065 STATE AID-NUCLEAR PLANNG       | 648,071           | 734,776              | 734,776                | 734,776            |
|            | 4200215 STATE - HEALTH ADMIN.          | 0                 | 76,933               | 76,933                 | 76,933             |
|            | 4250095 FEDERAL-GRANTS                 | 128,997           | 54,299               | 54,299                 | 54,299             |
|            | 4250105 FEDERAL AID - OTHER            | 11,872            | 8,800                | 8,800                  | 8,800              |
|            | 4250136 FED AID - PUBLIC HEALTH SECURI | 63,456            | 0                    | 0                      | 0                  |
|            | 4550070 EMPLOYEE REIMBURSEMENTS        | 31                | 250                  | 250                    | 250                |
|            | TOTAL:                                 | 852,427           | 875,058              | 875,058                | 875,058            |

SLO COUNTY BUDGET PREPARATION SYSTEM  
REVENUE DETAIL BY DEPARTMENT

| DEPARTMENT | REVENUE TYPE                           | 2007-08<br>ACTUAL | 2008-09<br>REQUESTED | 2008-09<br>RECOMMENDED | 2008-09<br>ADOPTED |
|------------|--|-------------------|----------------------|------------------------|--------------------|
| 139        | PROBATION DEPARTMENT                   |                   |                      |                        |                    |
|            | 4100055 PROBA DRUG FEE-PC1203.1AB      | 1,963             | 2,300                | 2,300                  | 2,300              |
|            | 4100080 BATTRD WM SHEL-PC1203.097      | 1,000             | 0                    | 0                      | 0                  |
|            | 4100155 SUPERIOR COURT FINES-BASE      | 41,133            | 42,000               | 42,000                 | 42,000             |
|            | 4100225 AIDS EDUCATION FINE-PC264      | 0                 | 25                   | 25                     | 25                 |
|            | 4100270 HEALTH/SAFETY FINES/FORFT      | 18,563            | 21,000               | 21,000                 | 21,000             |
|            | 4100465 DNA Database                   | 25,289            | 38,501               | 38,501                 | 38,501             |
|            | 4200005 ST RLGN-SALES TX-SOC SRVC      | 240,572           | 240,572              | 240,572                | 240,572            |
|            | 4200035 SB90 STATE MANDATED COSTS      | 35,701            | 25,000               | 25,000                 | 25,000             |
|            | 4200080 STATE REIMB-CMC/ASH CASES      | 26,092            | 30,500               | 30,500                 | 30,500             |
|            | 4200105 STATE AWARDED GRANTS           | 1,067,593         | 1,026,997            | 1,026,997              | 1,026,997          |
|            | 4200135 ST AID PROP 36 SUBSTANCE ABUSE | 243,116           | 211,137              | 211,137                | 211,137            |
|            | 4200170 STATE AID - OTHER              | 195,999           | 451,264              | 451,264                | 451,264            |
|            | 4200255 ST AID-PUBLIC SAFETY SRVC      | 3,159,718         | 3,166,437            | 3,166,437              | 3,166,437          |
|            | 4200290 ST-10% REST FINE REBATE        | 0                 | 100                  | 100                    | 100                |
|            | 4200295 ST-10% SBOC VOC REBATE         | 7,539             | 8,000                | 8,000                  | 8,000              |
|            | 4200305 ST AID - SLESF                 | 887,911           | 860,106              | 860,106                | 860,106            |
|            | 4250095 FEDERAL-GRANTS                 | 13,573            | 0                    | 0                      | 0                  |
|            | 4250110 FEDERAL - WELFARE ADMIN        | 1,970,130         | 1,660,625            | 1,667,575              | 1,667,575          |
|            | 4250125 FED AID-NUTRITION PROGRAM      | 112,698           | 125,000              | 125,000                | 125,000            |
|            | 4300005 OTHER GOVT AGENCY REVENUE      | 324,640           | 340,976              | 340,976                | 340,976            |
|            | 4350335 MONITORING FEE-PC1203.1B       | 271,852           | 310,000              | 310,000                | 310,000            |
|            | 4350345 DIVERSN MONITRG-PC1001.53      | 34                | 0                    | 0                      | 0                  |
|            | 4350365 CHANGE OF PLEA                 | 975               | 750                  | 750                    | 750                |
|            | 4350370 PROBA MGMNT FEE-ADULTS         | 18,724            | 23,000               | 23,000                 | 23,000             |
|            | 4350380 SENTENCING REPORT FEE          | 98,744            | 120,000              | 120,000                | 120,000            |
|            | 4350385 RESTITN COLL FEE-PC1203.1      | 180,756           | 210,000              | 210,000                | 210,000            |
|            | 4350390 RECORD SEALING FEE             | 1,749             | 2,000                | 2,000                  | 2,000              |
|            | 4350400 ADMINISTRATIVE SERVICES        | 125               | 100                  | 100                    | 100                |
|            | 4350435 DEFERRED ENTRY OF JUDGMENT     | 0                 | 1,000                | 1,000                  | 1,000              |
|            | 4350455 OTHER COURT-ORDERED REIMB      | 0                 | 2,000                | 2,000                  | 2,000              |
|            | 4350457 PUBLIC DEFENDER REIMBURSEMENT  | 40,719            | 372,800              | 372,800                | 372,800            |
|            | 4350470 INSTALLMENT FEES               | (62)              | 0                    | 0                      | 0                  |
|            | 4350475 PROCESSING FEES                | 103,952           | 105,000              | 105,000                | 105,000            |
|            | 4350790 INST.CARE-JUVENILE HALL        | 45,852            | 50,000               | 50,000                 | 50,000             |
|            | 4350800 INSTITUTIONAL CARE/SERVICE     | 0                 | 50                   | 50                     | 50                 |
|            | 4550000 OTHER REVENUE                  | 816,463           | 475,668              | 475,668                | 475,668            |
|            | 4550070 EMPLOYEE REIMBURSEMENTS        | 0                 | 10                   | 10                     | 10                 |
|            | 4550075 EMPL MEALS/IN-HOUSE FOOD       | 135               | 300                  | 300                    | 300                |
|            | 4550160 CASH OVERAGES                  | 6                 | 0                    | 0                      | 0                  |
|            | 4550200 INVOICE VARIANCES              | 3                 | 0                    | 0                      | 0                  |
|            | TOTAL:                                 | 9,953,257         | 9,923,218            | 9,930,168              | 9,930,168          |
| 140        | COUNTY FIRE                            |                   |                      |                        |                    |
|            | 4050035 PLAN CHECK FEES                | 352,172           | 300,000              | 300,000                | 300,000            |
|            | 4150020 RENT-LAND/BLDG-SHORT TERM      | 24,423            | 5,000                | 5,000                  | 5,000              |
|            | 4200065 STATE AID-NUCLEAR PLANNG       | 37,667            | 22,000               | 22,000                 | 22,000             |
|            | 4200255 ST AID-PUBLIC SAFETY SRVC      | 2,187,808         | 2,192,460            | 2,192,460              | 2,192,460          |
|            | 4250095 FEDERAL-GRANTS                 | 24,247            | 0                    | 0                      | 0                  |
|            | 4250105 FEDERAL AID - OTHER            | 48,500            | 0                    | 0                      | 0                  |
|            | 4350310 FIRE SUPPRESSION/COST REI      | 232,255           | 0                    | 0                      | 0                  |
|            | 4350315 AMBULANCE REIMBURSEMENT        | 124,725           | 129,545              | 129,545                | 129,545            |

SLO COUNTY BUDGET PREPARATION SYSTEM  
REVENUE DETAIL BY DEPARTMENT

| DEPARTMENT | REVENUE TYPE                           | 2007-08<br>ACTUAL | 2008-09<br>REQUESTED | 2008-09<br>RECOMMENDED | 2008-09<br>ADOPTED |
|------------|--|-------------------|----------------------|------------------------|--------------------|
| 140        | (Continued)                            |                   |                      |                        |                    |
|            | 4350530 FIRE PROTECTION SERVICES       | 1,853,043         | 1,842,222            | 1,842,222              | 1,842,222          |
|            | 4351065 PUB INFO SALE-COMP FILES       | 1,935             | 0                    | 0                      | 0                  |
|            | 4550000 OTHER REVENUE                  | 22,414            | 0                    | 0                      | 0                  |
|            | 4550010 SEMINAR/CONF/WORKSHOP FEE      | 68,054            | 60,000               | 60,000                 | 60,000             |
|            | 4550055 SALE OF FIXED ASSETS           | 22,638            | 0                    | 0                      | 0                  |
|            | 4550065 OTHER REIMBURSEMENTS           | 2,286             | 0                    | 50,000                 | 50,000             |
|            | 4550200 INVOICE VARIANCES              | 44                | 0                    | 0                      | 0                  |
|            | 4909070 IFR-JE-CDF                     | 403,646           | 420,208              | 420,208                | 420,208            |
|            | TOTAL:                                 | 5,405,857         | 4,971,435            | 5,021,435              | 5,021,435          |
| 141        | AGRICULTURAL COMMISSIONER              |                   |                      |                        |                    |
|            | 4050035 PLAN CHECK FEES                | 300               | 0                    | 0                      | 0                  |
|            | 4050065 LAND USE PERMITS               | 50,306            | 40,000               | 40,000                 | 40,000             |
|            | 4050105 OTHER LICENSES AND PERMIT      | 150,984           | 174,000              | 174,000                | 174,000            |
|            | 4100260 AGRICULTURE FINES              | 28,289            | 0                    | 0                      | 0                  |
|            | 4200055 STATE AID FOR AGRICULTURE      | 666,728           | 1,357,398            | 1,398,566              | 1,398,566          |
|            | 4200065 STATE AID-NUCLEAR PLANNG       | 42,368            | 55,000               | 55,000                 | 55,000             |
|            | 4200226 ST AID-GAS TAX-UNCLAIMED       | 988,557           | 1,044,000            | 1,044,000              | 1,044,000          |
|            | 4250105 FEDERAL AID - OTHER            | 608,484           | 0                    | 0                      | 0                  |
|            | 4300005 OTHER GOVT AGENCY REVENUE      | 0                 | 4,750                | 4,750                  | 4,750              |
|            | 4350540 AGRICULTURAL SERVICES          | 62,785            | 67,125               | 67,125                 | 78,027             |
|            | 4350545 RODENT CONTROL                 | 28,893            | 38,400               | 38,400                 | 38,400             |
|            | 4350555 STANDARDIZATION INSPECTS       | 6,895             | 8,190                | 8,190                  | 8,190              |
|            | 4550000 OTHER REVENUE                  | 3,685             | 2,500                | 2,500                  | 2,500              |
|            | 4550065 OTHER REIMBURSEMENTS           | 4,752             | 0                    | 0                      | 0                  |
|            | 4550200 INVOICE VARIANCES              | 80                | 0                    | 0                      | 0                  |
|            | 4909000 IFR-JOURNAL ENTRY ALLOCATIONS  | 4,797             | 0                    | 0                      | 0                  |
|            | 4909999 IFR-CONVERSION ACCOUNT         | 0                 | 2,000                | 2,000                  | 2,000              |
|            | TOTAL:                                 | 2,647,903         | 2,793,363            | 2,834,531              | 2,845,433          |
| 142        | PLANNING & BUILDING DEPARTMENT         |                   |                      |                        |                    |
|            | 4050020 BUSINESS LICENSES              | 2,089             | 50,275               | 50,275                 | 50,275             |
|            | 4050025 BUILDING PERMITS               | 1,291,171         | 1,106,068            | 1,106,068              | 1,106,068          |
|            | 4050030 GRADING PERMITS                | 37,128            | 0                    | 0                      | 0                  |
|            | 4050035 PLAN CHECK FEES                | 1,492,812         | 776,117              | 776,117                | 776,117            |
|            | 4050040 SUB PERMITS-MECH EL PLUMB      | 313,810           | 1,806,396            | 1,408,527              | 1,408,527          |
|            | 4050065 LAND USE PERMITS               | 772,421           | 962,772              | 962,772                | 962,772            |
|            | 4050070 PLOT PLANS                     | 556,758           | 717,232              | 717,232                | 717,232            |
|            | 4050075 GENERAL PLAN AMENDMENTS        | 30,831            | 46,005               | 46,005                 | 46,005             |
|            | 4050080 AGRICULTURAL PRESERVE FEE      | 43,606            | 99,570               | 99,570                 | 99,570             |
|            | 4050085 SUBDIVISION PERMITS            | 369,969           | 567,477              | 567,477                | 567,477            |
|            | 4050090 SPECIFIC PLANS                 | 337,216           | 0                    | 0                      | 0                  |
|            | 4050105 OTHER LICENSES AND PERMIT      | 58,636            | 54,505               | 54,505                 | 54,505             |
|            | 4100010 LAND USE FINES                 | 8,986             | 2,600                | 2,600                  | 2,600              |
|            | 4100180 BLDG CODE INVESTIG FEES        | 111,960           | 107,016              | 107,016                | 107,016            |
|            | 4200065 STATE AID-NUCLEAR PLANNG       | 10,536            | 0                    | 5,000                  | 5,000              |
|            | 4200170 STATE AID - OTHER              | 1,000             | 0                    | 0                      | 0                  |
|            | 4200320 ST AID-PASS THRU GRANTS        | 4,729             | 0                    | 0                      | 0                  |
|            | 4350209 REVENUE TRANSFER FROM TRUST FU | 27,690            | 0                    | 0                      | 0                  |
|            | 4350295 PREAPPLICATION PROCESS         | 45,368            | 55,932               | 55,932                 | 55,932             |
|            | 4350350 MITIGATION FEE-AIR             | 11,969            | 650                  | 650                    | 650                |
|            | 4350400 ADMINISTRATIVE SERVICES        | 273,405           | 300,000              | 300,000                | 300,000            |

SLO COUNTY BUDGET PREPARATION SYSTEM  
REVENUE DETAIL BY DEPARTMENT

| DEPARTMENT | REVENUE TYPE                        | 2007-08<br>ACTUAL | 2008-09<br>REQUESTED | 2008-09<br>RECOMMENDED | 2008-09<br>ADOPTED |
|------------|-------------------------------------|-------------------|----------------------|------------------------|--------------------|
| 142        | (Continued)                         |                   |                      |                        |                    |
|            | 4350480 ENVIRONMNTL ASSESSMT FEES   | 229,134           | 449,487              | 449,487                | 449,487            |
|            | 4350490 PUBLICATION FEES            | 1,514             | 2,010                | 2,010                  | 2,010              |
|            | 4350515 ALLOCATION ADMIN FEE        | 42,409            | 40,008               | 40,008                 | 40,008             |
|            | 4350650 DEVELOPMENT FEE- ADMIN      | 52,786            | 48,410               | 48,410                 | 48,410             |
|            | 4350665 ROAD ABANDONMENT FEE        | 70,772            | 156,089              | 156,089                | 156,089            |
|            | 4350675 CURB & GUTTER WAIVERS       | 1,555             | 4,734                | 4,734                  | 4,734              |
|            | 4350950 MISCELLANEOUS FEES          | 102,522           | 108,150              | 108,150                | 108,150            |
|            | 4351010 OTHER SERVICE CHARGES       | 992               | 0                    | 0                      | 0                  |
|            | 4351055 BOOK,PAMPHLT,BROCHR SALES   | 8,598             | 5,000                | 5,000                  | 5,000              |
|            | 4550000 OTHER REVENUE               | 31,040            | 24,000               | 24,000                 | 24,000             |
|            | 4550085 NUISANCE ABATEMENT          | 24,685            | 39,587               | 39,587                 | 39,587             |
|            | 4550150 MICROFILM                   | 67,716            | 0                    | 0                      | 0                  |
|            | 4900090 IFR-INT SETT-PLANNING       | 26,934            | 347,000              | 347,000                | 347,000            |
|            | 4909080 IFR-JE-PLANNING             | 385,603           | 0                    | 0                      | 0                  |
|            | TOTAL:                              | 6,848,350         | 7,877,090            | 7,484,221              | 7,484,221          |
| 143        | COURT OPERATIONS                    |                   |                      |                        |                    |
|            | 4100005 50% EXCESS MOE REVENUE-ST   | (610,269)         | (490,000)            | (490,000)              | (490,000)          |
|            | 4100015 RED LIGHT - VC21453, 54, 57 | 162,577           | 1,100                | 1,100                  | 1,100              |
|            | 4100085 TRAFFIC SCH-VC42007.1(\$24) | 323,073           | 250,000              | 250,000                | 250,000            |
|            | 4100090 CNTY FIX IT-VC 40611        | 24,549            | 22,000               | 22,000                 | 22,000             |
|            | 4100100 CO-FAILURE TO APPEAR(FTA)   | 9,700             | 9,000                | 9,000                  | 9,000              |
|            | 4100105 CO MOTOR VEH/CRIM FINES     | 1,259,017         | 900,000              | 900,000                | 900,000            |
|            | 4100135 CITIES FIX IT-VC40611       | 14,637            | 12,000               | 12,000                 | 12,000             |
|            | 4100195 TRAFFIC SCHOOL FEES         | 943,008           | 1,000,000            | 1,000,000              | 1,000,000          |
|            | 4100265 BUSINESS & PROFESSIONS      | (6,761)           | 4,500                | 4,500                  | 4,500              |
|            | 4100270 HEALTH/SAFETY FINES/FORFT   | 2,225             | 3,900                | 3,900                  | 3,900              |
|            | 4100285 CITIES- ALL MISDEMEANORS    | 31,216            | 28,000               | 28,000                 | 28,000             |
|            | 4100300 CITY MOTOR VEHICLE FINES    | 134,563           | 115,000              | 115,000                | 115,000            |
|            | 4100310 ST PENALTY F&GAME-PC1464    | 3,318             | 2,000                | 2,000                  | 2,000              |
|            | 4100340 ST PENALTY ASSMNTS-PC1464   | 665,123           | 550,000              | 550,000                | 550,000            |
|            | 4100390 TRAFFIC SCHOOL FEES - CITY  | 37,826            | 23,000               | 23,000                 | 23,000             |
|            | 4350635 RECORDING FEES              | 243,915           | 300,000              | 300,000                | 300,000            |
|            | 4550020 REV APPLICABLE PRIOR YRS    | (789,999)         | 0                    | 0                      | 0                  |
|            | TOTAL:                              | 2,447,718         | 2,730,500            | 2,730,500              | 2,730,500          |
| 160        | PUBLIC HEALTH DEPARTMENT            |                   |                      |                        |                    |
|            | 4050120 BURIAL PERMITS              | 4,574             | 4,500                | 4,500                  | 4,500              |
|            | 4050150 TOBACCO RETAILERS LICENSES  | 0                 | 20,672               | 20,672                 | 20,672             |
|            | 4100065 CHILD RESTRNT FEE-COUNTY    | 924               | 1,600                | 1,600                  | 1,600              |
|            | 4100070 CHILD RESTRAINT FEE-CITY    | 1,482             | 1,200                | 1,200                  | 1,200              |
|            | 4100225 AIDS EDUCATION FINE-PC264   | 335               | 0                    | 0                      | 0                  |
|            | 4100366 ADM PENALTY-HS 25187        | 175,000           | 205,000              | 205,000                | 205,000            |
|            | 4150000 INTEREST                    | 5,452             | 6,000                | 6,000                  | 6,000              |
|            | 4200005 ST RLGN-SALES TX-SOC SRVC   | 172,500           | 172,500              | 172,500                | 172,500            |
|            | 4200015 ST RLGN-SALES TAX-HEALTH    | 1,512,112         | 1,501,829            | 1,501,829              | 1,501,829          |
|            | 4200020 ST REALGN- VLF              | 1,872,132         | 2,020,015            | 2,020,015              | 2,020,015          |
|            | 4200021 ST REALGN- VLF GROWTH       | 77,103            | 0                    | 0                      | 0                  |
|            | 4200065 STATE AID-NUCLEAR PLANNG    | 50,645            | 99,600               | 94,141                 | 94,141             |
|            | 4200105 STATE AWARDED GRANTS        | 6,156             | 16,556               | 16,556                 | 16,556             |
|            | 4200170 STATE AID - OTHER           | 492,402           | 502,838              | 502,838                | 502,838            |
|            | 4200210 ST AID-CALIF CHILDREN SRVC  | 1,298,745         | 1,553,499            | 1,553,499              | 1,553,499          |

SLO COUNTY BUDGET PREPARATION SYSTEM  
REVENUE DETAIL BY DEPARTMENT

| DEPARTMENT | REVENUE TYPE                           | 2007-08<br>ACTUAL | 2008-09<br>REQUESTED | 2008-09<br>RECOMMENDED | 2008-09<br>ADOPTED |
|------------|--|-------------------|----------------------|------------------------|--------------------|
| 160        | (Continued)                            |                   |                      |                        |                    |
|            | 4200215 STATE - HEALTH ADMIN.          | 1,214,412         | 970,522              | 970,522                | 970,522            |
|            | 4250015 FEDERAL - HEALTH ADMIN         | 3,155,638         | 3,128,837            | 3,066,629              | 3,066,629          |
|            | 4250095 FEDERAL-GRANTS                 | 1,215,626         | 888,687              | 888,687                | 888,687            |
|            | 4250105 FEDERAL AID - OTHER            | 37,968            | 0                    | 0                      | 0                  |
|            | 4250136 FED AID - PUBLIC HEALTH SECURI | 789,158           | 659,154              | 659,154                | 659,154            |
|            | 4300005 OTHER GOVT AGENCY REVENUE      | 46,007            | 67,661               | 67,661                 | 67,661             |
|            | 4350585 GUARDIANSHIP FEES              | 95,120            | 112,000              | 112,000                | 112,000            |
|            | 4350590 REPRESENTATIVE PAYEE FEES      | 21,733            | 19,500               | 19,500                 | 19,500             |
|            | 4350635 RECORDING FEES                 | 116,621           | 150,509              | 150,509                | 150,509            |
|            | 4350705 NURSING FEES                   | 382,650           | 412,500              | 412,500                | 412,500            |
|            | 4350715 LABORATORY SERVICES            | 888,246           | 1,155,616            | 1,155,616              | 1,155,616          |
|            | 4350745 ENVIRONMENTAL HEALTH SERVICES  | 1,567,671         | 1,874,500            | 1,874,500              | 1,874,500          |
|            | 4350765 MEDICAL REMB SERV/PAT CAR      | 594,167           | 557,577              | 557,577                | 557,577            |
|            | 4350785 CALIF CHILDREN SERVICES        | 4,829             | 9,000                | 9,000                  | 9,000              |
|            | 4350835 COPYING FEES                   | 68                | 0                    | 0                      | 0                  |
|            | 4350950 MISCELLANEOUS FEES             | 4,094             | 2,500                | 2,500                  | 2,500              |
|            | 4351045 PROGRAM REV - CHILD&FAMILIES   | 353,378           | 374,019              | 374,019                | 374,019            |
|            | 4351080 TOBACCO SETTLEMENT             | 429,426           | 440,922              | 440,922                | 440,922            |
|            | 4550000 OTHER REVENUE                  | 68,359            | 11,863               | 7,863                  | 7,863              |
|            | 4550070 EMPLOYEE REIMBURSEMENTS        | 47                | 0                    | 0                      | 0                  |
|            | 4550090 SERVICE CHGE RETRND CHKS       | 246               | 0                    | 0                      | 0                  |
|            | 4550200 INVOICE VARIANCES              | 2,213             | 0                    | 0                      | 0                  |
|            | 4900110 IFR-INT SETT-HEALTH BILLINGS   | 130,144           | 156,543              | 156,543                | 156,543            |
|            | 4909040 IFR-JE ALLOC-PUBLIC HEALTH     | 463,930           | 573,221              | 573,221                | 573,221            |
|            | TOTAL:                                 | 17,251,313        | 17,670,940           | 17,599,273             | 17,599,273         |
| 161        | BEHAVIORAL HEALTH SERVICES             |                   |                      |                        |                    |
|            | 4200010 ST RLGN-SALES TAX-M H          | 4,267,858         | 4,338,035            | 4,338,035              | 4,338,035          |
|            | 4200020 ST REALGN- VLF                 | 1,670,443         | 1,738,225            | 1,738,225              | 1,738,225          |
|            | 4200021 ST REALGN- VLF GROWTH          | 71,942            | 34,765               | 34,765                 | 34,765             |
|            | 4200022 ST AID REALIGNMENT             | 82,064            | 90,000               | 120,000                | 120,000            |
|            | 4200023 ST AID REALIGNMENT-VLF         | 99,273            | 99,273               | 99,273                 | 99,273             |
|            | 4200035 SB90 STATE MANDATED COSTS      | 0                 | 267,103              | 267,103                | 267,103            |
|            | 4200040 ST AID- DRUG/MENTL HEALTH      | 774,601           | 735,364              | 735,364                | 735,364            |
|            | 4200065 STATE AID-NUCLEAR PLANNG       | 0                 | 0                    | 9,415                  | 9,415              |
|            | 4200110 ST AID-MANGD CARE-INPATNT      | 795,354           | 843,075              | 843,075                | 843,075            |
|            | 4200170 STATE AID - OTHER              | 10,249            | 87,103               | 87,103                 | 87,103             |
|            | 4200200 MEDI-CAL: PATIENTS-ST +FED     | 7,103,213         | 7,849,863            | 7,748,118              | 7,912,721          |
|            | 4200220 ST AID-EPSDT-MENTAL HEALTH     | 3,120,889         | 3,053,409            | 3,053,409              | 3,188,384          |
|            | 4250061 FED AID - IDEA FUNDS           | 493,186           | 493,186              | 493,186                | 493,186            |
|            | 4250095 FEDERAL-GRANTS                 | 434,664           | 434,664              | 434,664                | 434,664            |
|            | 4250105 FEDERAL AID - OTHER            | 45,772            | 0                    | 0                      | 0                  |
|            | 4300005 OTHER GOVT AGENCY REVENUE      | 151,317           | 170,000              | 170,000                | 170,000            |
|            | 4350725 MENTAL HEALTH SVCS-MEDICARE    | 54,954            | 126,573              | 126,573                | 126,573            |
|            | 4350795 MENTAL HLTH SVCS-INSURANCE     | 106,615           | 250,000              | 250,000                | 250,000            |
|            | 4351040 MENTAL HLTH SVCS-SELF PAY      | 15,047            | 47,000               | 47,000                 | 47,000             |
|            | 4351080 TOBACCO SETTLEMENT             | 860,424           | 883,456              | 883,456                | 883,456            |
|            | 4550000 OTHER REVENUE                  | 183,880           | 367,487              | 367,487                | 367,487            |
|            | 4550010 SEMINAR/CONF/WORKSHOP FEE      | 5,770             | 2,380                | 2,380                  | 2,380              |
|            | 4550200 INVOICE VARIANCES              | 166               | 0                    | 0                      | 0                  |
|            | TOTAL:                                 | 20,347,681        | 21,910,961           | 21,848,631             | 22,148,209         |

SLO COUNTY BUDGET PREPARATION SYSTEM  
REVENUE DETAIL BY DEPARTMENT

| DEPARTMENT                         | REVENUE TYPE                           | 2007-08<br>ACTUAL | 2008-09<br>REQUESTED | 2008-09<br>RECOMMENDED | 2008-09<br>ADOPTED |
|------------------------------------|--|-------------------|----------------------|------------------------|--------------------|
| 162 DRUG & ALCOHOL SERVICES        | 4100220 BLOOD ALCOHOL FINES            | 171,191           | 100,000              | 100,000                | 100,000            |
|                                    | 4100290 FEES -ALCOHOL ABUSE & EDU      | 0                 | 107,000              | 107,000                | 107,000            |
|                                    | 4200085 ST AID-DRUG AND ALCOHOL        | 54,566            | 54,566               | 54,566                 | 54,566             |
|                                    | 4200100 ST AID-PERINATAL T E F         | 243,724           | 243,724              | 243,724                | 243,724            |
|                                    | 4200105 STATE AWARDED GRANTS           | 786,600           | 502,650              | 502,650                | 502,650            |
|                                    | 4200132 ST AID PROP 36 TREATMENT PROGR | 294,150           | 143,326              | 143,326                | 143,326            |
|                                    | 4200135 ST AID PROP 36 SUBSTANCE ABUSE | 421,857           | 424,107              | 465,845                | 465,845            |
|                                    | 4200170 STATE AID - OTHER              | 56,393            | 36,609               | 36,609                 | 36,609             |
|                                    | 4200320 ST AID-PASS THRU GRANTS        | 736,575           | 736,574              | 736,574                | 736,574            |
|                                    | 4250035 FED AID-DRUG FREE SCH/COM      | 190,746           | 223,304              | 223,304                | 223,304            |
|                                    | 4250090 FED AID-DRUG AND ALCOHOL       | 1,542,109         | 1,539,288            | 1,539,288              | 1,539,288          |
|                                    | 4250095 FEDERAL-GRANTS                 | 166,028           | 42,460               | 42,460                 | 42,460             |
|                                    | 4250130 FED AID-PERINTL SETASIDE       | 72,201            | 72,201               | 72,201                 | 72,201             |
|                                    | 4300005 OTHER GOVT AGENCY REVENUE      | 83,935            | 256,741              | 277,701                | 277,701            |
|                                    | 4350435 DEFERRED ENTRY OF JUDGMENT     | 50,912            | 57,500               | 47,500                 | 47,500             |
|                                    | 4350735 ALCOHOLISM SERVICES            | 133,031           | 114,500              | 114,500                | 114,500            |
|                                    | 4351052 PROGRAM REV - MINOR            | 26,093            | 50,000               | 50,000                 | 50,000             |
|                                    | 4351080 TOBACCO SETTLEMENT             | 100,921           | 103,622              | 103,622                | 103,622            |
|                                    | 4550065 OTHER REIMBURSEMENTS           | 278,175           | 41,674               | 74,000                 | 74,000             |
|                                    | 4900170 IFR-INT SETT-DRUG & ALCOHOL    | 187,759           | 0                    | 0                      | 0                  |
| 4909999 IFR-CONVERSION ACCOUNT     | 0                                      | 148,620           | 148,620              | 148,620                |                    |
|                                    | TOTAL:                                 | 5,596,966         | 4,998,466            | 5,083,490              | 5,083,490          |
| 163 SUSPECTED ABUSE RESPONSE TEAM  | 4200215 STATE - HEALTH ADMIN.          | 9,243             | 0                    | 0                      | 0                  |
|                                    | 4550000 OTHER REVENUE                  | 1,309             | 0                    | 0                      | 0                  |
|                                    | TOTAL:                                 | 10,552            | 0                    | 0                      | 0                  |
| 164 CLINICAL LAB SERVICES          | 4350715 LABORATORY SERVICES            | 13,247            | 0                    | 0                      | 0                  |
|                                    | 4350765 MEDICAL REMB SERV/PAT CAR      | 8,146             | 0                    | 0                      | 0                  |
|                                    | 4550000 OTHER REVENUE                  | 204               | 0                    | 0                      | 0                  |
|                                    | TOTAL:                                 | 21,597            | 0                    | 0                      | 0                  |
| 165 MENTAL HEALTH ACT              | 4200200 MEDI-CAL: PATIENTS-ST +FED     | 675,503           | 1,496,929            | 1,526,541              | 1,548,964          |
|                                    | 4200220 ST AID-EPSDT-MENTAL HEALTH     | 253,953           | 420,294              | 420,294                | 438,681            |
|                                    | 4200340 ST AID - MHSA                  | 3,758,084         | 4,040,614            | 4,161,205              | 4,165,241          |
|                                    | 4250105 FEDERAL AID - OTHER            | 0                 | 45,772               | 45,772                 | 45,772             |
|                                    | TOTAL:                                 | 4,687,540         | 6,003,609            | 6,153,812              | 6,198,658          |
| 180 SOCIAL SERVICES ADMINISTRATION | 4200005 ST RLGN-SALES TX-SOC SRVC      | 2,407,597         | 2,285,786            | 2,285,786              | 2,285,786          |
|                                    | 4200020 ST REALGN- VLF                 | 266,858           | 317,625              | 317,625                | 317,625            |
|                                    | 4200021 ST REALGN- VLF GROWTH          | 15,567            | 0                    | 0                      | 0                  |
|                                    | 4200022 ST AID REALIGNMENT             | 300,000           | 500,000              | 500,000                | 500,000            |
|                                    | 4200065 STATE AID-NUCLEAR PLANNG       | 4,901             | 13,147               | 13,147                 | 13,147             |
|                                    | 4200175 STATE - WELFARE ADMIN.         | 23,218,124        | 22,871,363           | 22,986,363             | 22,986,363         |
|                                    | 4200185 STATE AID-GAIN PROGRAM         | 53,029            | 0                    | 0                      | 0                  |
|                                    | 4200335 ST-WELFARE ADMIN-PRIOR YR      | 1,260,982         | 0                    | 0                      | 0                  |
|                                    | 4250110 FEDERAL - WELFARE ADMIN        | 20,242,235        | 22,794,263           | 22,794,263             | 22,794,263         |
|                                    | 4250120 FEDERAL AID-GAIN PROGRAM       | 427,910           | 0                    | 0                      | 0                  |
|                                    | 4250141 FED-WELFARE ADMN-PRIOR YR      | 279,646           | 0                    | 0                      | 0                  |
|                                    | 4250145 FED AID-INCENTIVES             | 141,129           | 0                    | 0                      | 0                  |

SLO COUNTY BUDGET PREPARATION SYSTEM  
REVENUE DETAIL BY DEPARTMENT

| DEPARTMENT | REVENUE TYPE                         | 2007-08<br>ACTUAL | 2008-09<br>REQUESTED | 2008-09<br>RECOMMENDED | 2008-09<br>ADOPTED |
|------------|--------------------------------------|-------------------|----------------------|------------------------|--------------------|
| 180        | (Continued)                          |                   |                      |                        |                    |
|            | 4350775 ADOPTION FEES                | 3,700             | 1,700                | 1,700                  | 1,700              |
|            | 4550000 OTHER REVENUE                | 231,761           | 120,000              | 120,000                | 120,000            |
|            | 4550030 REIMBURSEMENTS-ASSISTANCE    | (152)             | 0                    | 0                      | 0                  |
|            | 4550045 REFUNDS/EXCISE TAX           | 10,756            | 0                    | 0                      | 0                  |
|            | 4550065 OTHER REIMBURSEMENTS         | 61,513            | 11,940               | 11,940                 | 11,940             |
|            | 4550120 CONTRIBUTIONS - NON GOVTL    | 3,396             | 0                    | 0                      | 0                  |
|            | 4550200 INVOICE VARIANCES            | 1                 | 0                    | 0                      | 0                  |
|            | 4909095 IFR-JE-SOCIAL SERVICES       | 11,529            | 0                    | 0                      | 0                  |
|            | 6000205 PROCEEDS OF GF INTERNAL LOAN | 0                 | 128,000              | 128,000                | 128,000            |
|            | TOTAL:                               | 48,940,482        | 49,043,824           | 49,158,824             | 49,158,824         |
| 181        | FOSTER CARE-SOCIAL SERVICES          |                   |                      |                        |                    |
|            | 4200005 ST RLG- SALES TX-SOC SRVC    | 4,947,976         | 5,309,560            | 5,309,560              | 5,309,560          |
|            | 4200020 ST REALGN- VLF               | 52,086            | 0                    | 0                      | 0                  |
|            | 4200022 ST AID REALIGNMENT           | 160,000           | 0                    | 0                      | 0                  |
|            | 4200175 STATE - WELFARE ADMIN.       | 5,227,777         | 6,066,135            | 6,066,135              | 6,066,135          |
|            | 4200190 STATE AID - ABATEMENT        | 28,446            | 25,000               | 25,000                 | 25,000             |
|            | 4200195 ST AID-CS COLL-FOSTR CARE    | 31,059            | 25,000               | 25,000                 | 25,000             |
|            | 4250055 FED AID - REIMB              | 25,576            | 22,000               | 22,000                 | 22,000             |
|            | 4250110 FEDERAL - WELFARE ADMIN      | 4,788,731         | 4,985,146            | 4,985,146              | 4,985,146          |
|            | 4250115 FEDERAL AID - ABATEMENT      | 44,096            | 35,000               | 35,000                 | 35,000             |
|            | 4550030 REIMBURSEMENTS-ASSISTANCE    | 168,713           | 150,000              | 150,000                | 150,000            |
|            | 4550065 OTHER REIMBURSEMENTS         | 18,685            | 0                    | 0                      | 0                  |
|            | TOTAL:                               | 15,493,145        | 16,617,841           | 16,617,841             | 16,617,841         |
| 182        | CALWORKS                             |                   |                      |                        |                    |
|            | 4200175 STATE - WELFARE ADMIN.       | 370,900           | 326,234              | 326,234                | 326,234            |
|            | 4200195 ST AID-CS COLL-FOSTR CARE    | 35,945            | 28,000               | 28,000                 | 28,000             |
|            | 4250055 FED AID - REIMB              | 37,388            | 30,000               | 30,000                 | 30,000             |
|            | 4250110 FEDERAL - WELFARE ADMIN      | 739,489           | 736,232              | 736,232                | 736,232            |
|            | 4300010 COMBINED FED/ST CALWORKS     | 10,200,727        | 10,682,536           | 10,213,171             | 10,213,171         |
|            | 4550030 REIMBURSEMENTS-ASSISTANCE    | 63,734            | 63,000               | 63,000                 | 63,000             |
|            | TOTAL:                               | 11,448,183        | 11,866,002           | 11,396,637             | 11,396,637         |
| 183        | MEDICAL ASSISTANCE PROG              |                   |                      |                        |                    |
|            | 4300005 OTHER GOVT AGENCY REVENUE    | 298,944           | 119,425              | 119,425                | 119,425            |
|            | 4350715 LABORATORY SERVICES          | 3,335             | 0                    | 0                      | 0                  |
|            | 4350765 MEDICAL REMB SERV/PAT CAR    | 18,604            | 0                    | 0                      | 0                  |
|            | 4550000 OTHER REVENUE                | 4,406             | 0                    | 0                      | 0                  |
|            | 6000106 OP TRANS-IN CHIP             | 95,737            | 123,057              | 123,057                | 123,057            |
|            | TOTAL:                               | 421,026           | 242,482              | 242,482                | 242,482            |
| 184        | LAW ENFORCEMENT MED CARE             |                   |                      |                        |                    |
|            | 4200015 ST RLG- SALES TAX-HEALTH     | 252,577           | 250,860              | 250,860                | 250,860            |
|            | 4200020 ST REALGN- VLF               | 273,261           | 294,846              | 294,846                | 294,846            |
|            | 4350705 NURSING FEES                 | 1,556             | 0                    | 0                      | 0                  |
|            | TOTAL:                               | 527,394           | 545,706              | 545,706                | 545,706            |
| 185        | GENERAL ASSISTANCE                   |                   |                      |                        |                    |
|            | 4050120 BURIAL PERMITS               | 4,946             | 6,357                | 6,357                  | 6,357              |
|            | 4200175 STATE - WELFARE ADMIN.       | 234,172           | 268,068              | 268,068                | 268,068            |
|            | 4200195 ST AID-CS COLL-FOSTR CARE    | 105               | 0                    | 0                      | 0                  |
|            | 4550030 REIMBURSEMENTS-ASSISTANCE    | 176,835           | 231,176              | 231,176                | 231,176            |
|            | TOTAL:                               | 416,058           | 505,601              | 505,601                | 505,601            |

SLO COUNTY BUDGET PREPARATION SYSTEM  
REVENUE DETAIL BY DEPARTMENT

| DEPARTMENT | REVENUE TYPE                           | 2007-08<br>ACTUAL | 2008-09<br>REQUESTED | 2008-09<br>RECOMMENDED | 2008-09<br>ADOPTED |
|------------|--|-------------------|----------------------|------------------------|--------------------|
| 186        | VETERANS SERVICES                      |                   |                      |                        |                    |
|            | 4200070 STATE AID VETERAN AFFAIRS      | 66,339            | 59,500               | 59,500                 | 59,500             |
|            | TOTAL:                                 | 66,339            | 59,500               | 59,500                 | 59,500             |
| 200        | MAINTENANCE PROJECTS                   |                   |                      |                        |                    |
|            | 4100320 PENALTY AS-CTHS TEMP CONS      | 7,856             | 0                    | 0                      | 0                  |
|            | 4200105 STATE AWARDED GRANTS           | 75,179            | 0                    | 0                      | 0                  |
|            | 4200130 ST AID-PROP 12 PARKS GRANT     | 25,117            | 0                    | 0                      | 0                  |
|            | 4200137 STATE AID PROP 40 CLEAN WATER  | 70,000            | 0                    | 0                      | 0                  |
|            | 4200141 STATE COASTAL GRANT            | (91)              | 0                    | 0                      | 0                  |
|            | 4200170 STATE AID - OTHER              | 62,517            | 0                    | 0                      | 0                  |
|            | 4350245 OTHER BILLINGS TO COURTS       | 6,057             | 0                    | 0                      | 0                  |
|            | 4550000 OTHER REVENUE                  | 24,000            | 0                    | 0                      | 0                  |
|            | 4550120 CONTRIBUTIONS - NON GOVTL      | 95                | 0                    | 0                      | 0                  |
|            | 4550170 SETTLEMNTS,DAMAGES,&REST.      | 79,334            | 0                    | 0                      | 0                  |
|            | 4900130 IFR-INT SETT-MAINT PROJECTS    | 0                 | 204,000              | 204,000                | 204,000            |
|            | 4909020 IFR-JE-MAINTENANCE PROJ        | 159,239           | 0                    | 0                      | 0                  |
|            | 4909200 IFR-JE-PARKS                   | 19,719            | 0                    | 0                      | 0                  |
|            | 6000000 OPERATING TRANSFERS IN         | 91,450            | 120,000              | 120,000                | 120,000            |
|            | 6000120 TRANSFERS IN FROM GEN FND      | 56,797            | 0                    | 0                      | 0                  |
|            | 6000140 OPR TRF IN - PFF LIBRARY       | 46,427            | 0                    | 0                      | 0                  |
|            | TOTAL:                                 | 723,696           | 324,000              | 324,000                | 324,000            |
| 201        | PUBLIC WORKS SPECIAL SERVICES          |                   |                      |                        |                    |
|            | 4050025 BUILDING PERMITS               | 70,529            | 82,803               | 82,803                 | 82,803             |
|            | 4050045 MINOR USE PERMIT APPLICATION   | 12,720            | 16,941               | 16,941                 | 16,941             |
|            | 4200065 STATE AID-NUCLEAR PLANNG       | 14,159            | 16,700               | 16,700                 | 16,700             |
|            | 4350295 PREAPPLICATION PROCESS         | 5,119             | 4,100                | 4,100                  | 4,100              |
|            | 4350305 FLOOD HAZARD PROPERTY REPORTS  | 464               | 320                  | 320                    | 320                |
|            | 4350330 PUBLIC EDUCATION GOV'T ACCESS  | 53,810            | 0                    | 0                      | 0                  |
|            | 4350410 ASSESSMNT APPORTNMNT FEES      | 2,521             | 2,940                | 2,940                  | 2,940              |
|            | 4350505 FILING FEES-CORNER RECORD      | 1,575             | 1,576                | 1,576                  | 1,576              |
|            | 4350960 MONUMENTATION FEES             | 62,944            | 125,603              | 125,603                | 125,603            |
|            | 4350965 DRAINGE/FLOOD BLDG PMT REVIEW  | 52,827            | 59,320               | 59,320                 | 59,320             |
|            | 4350990 DEVELOPMENT PLAN INSPECTN      | 40,775            | 66,497               | 66,497                 | 66,497             |
|            | 4350995 PAR MAP CHECKING THRU T/A      | 41,140            | 134,713              | 134,713                | 134,713            |
|            | 4351000 TR MAP CHECKING THRU T/A       | 43,746            | 91,053               | 91,053                 | 91,053             |
|            | 4351005 RECORDS OF SURVEY FEES         | 34,154            | 30,733               | 30,733                 | 30,733             |
|            | 4351060 MAP SALES                      | 354               | 502                  | 502                    | 502                |
|            | 4351070 PM INSPECT-IMP PLANS P11E      | 143,698           | 163,933              | 163,933                | 163,933            |
|            | 4351075 TM INSPECT-IMP PLANS P11D      | 311,261           | 262,403              | 262,403                | 262,403            |
|            | 4351095 LOT LINE ADJUST APPLICATION    | 4,794             | 6,337                | 6,337                  | 6,337              |
|            | 4351100 COND USE PMT/DEV PLAN APP      | 12,861            | 22,859               | 22,859                 | 22,859             |
|            | 4351110 CERT OF CORRECTION             | 625               | 1,954                | 1,954                  | 1,954              |
|            | 4351120 CERT COMPLIANCE-NON LLA        | 2,776             | 1,582                | 1,582                  | 1,582              |
|            | 4351125 LOT LINE ADJUST CHECKING       | 9,779             | 8,008                | 8,008                  | 8,008              |
|            | 4352250 ROAD EXCEPTION REQUEST - TRACT | 1,603             | 1,187                | 1,187                  | 1,187              |
|            | 4400020 WATER SALES FOR RESALE         | 37,073            | 83,469               | 83,469                 | 83,469             |
|            | 4550000 OTHER REVENUE                  | 642               | 658                  | 658                    | 658                |
|            | 4550065 OTHER REIMBURSEMENTS           | 6,504             | 5,716                | 5,716                  | 5,716              |
|            | 4550090 SERVICE CHGE RETRND CHKS       | 16                | 0                    | 0                      | 0                  |
|            | 4909099 IFR-JE-UTILITY CHARGES-OPR CEN | 37,471            | 0                    | 0                      | 0                  |
|            | TOTAL:                                 | 1,005,940         | 1,191,907            | 1,191,907              | 1,191,907          |

SLO COUNTY BUDGET PREPARATION SYSTEM  
REVENUE DETAIL BY DEPARTMENT

| DEPARTMENT | REVENUE TYPE                           | 2007-08<br>ACTUAL | 2008-09<br>REQUESTED | 2008-09<br>RECOMMENDED | 2008-09<br>ADOPTED |
|------------|--|-------------------|----------------------|------------------------|--------------------|
| 215        | FARM ADVISOR                           |                   |                      |                        |                    |
|            | 4200170 STATE AID - OTHER              | 6,390             | 8,600                | 8,600                  | 8,600              |
|            | 4550160 CASH OVERRAGES                 | 14                | 0                    | 0                      | 0                  |
|            | TOTAL:                                 | 6,404             | 8,600                | 8,600                  | 8,600              |
| 230        | CAPITAL PROJECTS FUND                  |                   |                      |                        |                    |
|            | 4100320 PENALTY AS-CTHS TEMP CONS      | 4,680,409         | 0                    | 0                      | 0                  |
|            | 4150000 INTEREST                       | 853,390           | 0                    | 0                      | 0                  |
|            | 4200105 STATE AWARDED GRANTS           | 531,238           | 0                    | 0                      | 0                  |
|            | 4200141 STATE COASTAL GRANT            | 16,862            | 0                    | 0                      | 0                  |
|            | 4200170 STATE AID - OTHER              | 431,104           | 0                    | 0                      | 0                  |
|            | 4350656 REIMB FOR PROJ COSTS           | 75,000            | 0                    | 0                      | 0                  |
|            | 4550000 OTHER REVENUE                  | 146               | 0                    | 0                      | 0                  |
|            | 4550020 REV APPLICABLE PRIOR YRS       | (868,528)         | 0                    | 0                      | 0                  |
|            | 4550200 INVOICE VARIANCES              | 142               | 0                    | 0                      | 0                  |
|            | 4902055 IFR-JE CAPITAL ASSETS FUNDING  | (190,123)         | 0                    | 0                      | 0                  |
|            | 6000000 OPERATING TRANSFERS IN         | 50,666            | 0                    | 0                      | 0                  |
|            | 6000140 OPR TRF IN - PFF LIBRARY       | 18,650            | 0                    | 0                      | 0                  |
|            | 6000145 OPR TRF IN - PFF FIRE          | 31,785            | 750,000              | 750,000                | 750,000            |
|            | 6000150 OPR TRF IN - PFF PARKS         | 25,662            | 2,799,000            | 2,799,000              | 2,799,000          |
|            | 6000155 OPR TRF IN - PFF LAW ENFORC    | 2,331             | 0                    | 0                      | 0                  |
|            | 6000160 OPR TRF IN - PFF GEN GOV'T     | 2,830             | 0                    | 0                      | 0                  |
|            | TOTAL:                                 | 5,661,564         | 3,549,000            | 3,549,000              | 3,549,000          |
| 245        | ROADS                                  |                   |                      |                        |                    |
|            | 4000005 PROP. TAXES CURR. SECURED      | 1,054,748         | 1,413,023            | 1,413,023              | 1,413,023          |
|            | 4000007 PROPERTY TAX-UNITARY           | 308,934           | 0                    | 0                      | 0                  |
|            | 4000010 SUPPLEMENTAL-CURR.SECURED      | 37,380            | 0                    | 0                      | 0                  |
|            | 4000025 PROP. TAXES CURR. UNSEC.       | 26,172            | 27,306               | 27,306                 | 27,306             |
|            | 4000030 SUPPLEMENTAL-CURR.UNSEC.       | 216               | 0                    | 0                      | 0                  |
|            | 4010005 PROP. TAXES PRIOR SECURED      | (2,406)           | 0                    | 0                      | 0                  |
|            | 4010010 SUPPLEMENTL-PRIOR SECURED      | (106)             | 0                    | 0                      | 0                  |
|            | 4010015 PROP. TAXES PRIOR UNSEC.       | 912               | 0                    | 0                      | 0                  |
|            | 4010020 SUPPLEMENTAL-PRIOR UNSEC       | 363               | 0                    | 0                      | 0                  |
|            | 4010035 PENALTIES-DELINQUENT TAX       | 93                | 0                    | 0                      | 0                  |
|            | 4150000 INTEREST                       | 97,024            | 150,000              | 150,000                | 150,000            |
|            | 4200075 HOMEOWNER PROP TAX RELIEF      | 9,957             | 10,047               | 10,047                 | 10,047             |
|            | 4200118 ST AID PROP 1B                 | 4,798,849         | 0                    | 0                      | 0                  |
|            | 4200137 STATE AID PROP 40 CLEAN WATER  | 1,301,840         | 0                    | 0                      | 0                  |
|            | 4200230 STATE - HIGHWAY USERS TAX      | 5,809,368         | 5,900,000            | 5,900,000              | 5,900,000          |
|            | 4200240 STATE AID CONSTRUCTION         | 1,379,389         | 0                    | 0                      | 0                  |
|            | 4200241 STATE AID - URBAN STATE HWY AC | 48,000            | 0                    | 0                      | 80,000             |
|            | 4200242 STATE AID - REGIONAL STATE HWY | 1,241,032         | 0                    | 0                      | 0                  |
|            | 4200245 TRANS DEV ACT SB 325           | 2,397,035         | 2,000,000            | 2,000,000              | 2,000,000          |
|            | 4200250 ST AID-ISTEA EXCHANGE          | 578,060           | 578,060              | 578,060                | 578,060            |
|            | 4200265 ST AID - TRAFFIC CONGESTION    | 0                 | 3,500,000            | 3,500,000              | 3,500,000          |
|            | 4200320 ST AID-PASS THRU GRANTS        | 54,660            | 0                    | 0                      | 0                  |
|            | 4200330 STATE AID FOR DISASTER         | 18,605            | 0                    | 0                      | 0                  |
|            | 4250020 FEDERAL AID CONSTRUCTION       | 6,360,800         | 1,486,250            | 1,486,250              | 1,486,250          |
|            | 4250026 FEDERAL AID FOREST RESERVE     | 11,495            | 11,500               | 11,500                 | 11,500             |
|            | 4350106 APPEAL FEE                     | 762               | 0                    | 0                      | 0                  |
|            | 4350265 ROAD TRANSVERSE CUT FEE        | 26,408            | 12,000               | 12,000                 | 12,000             |
|            | 4350266 ROAD LONGITUDE CUT FEE         | 64,139            | 4,000                | 4,000                  | 4,000              |

SLO COUNTY BUDGET PREPARATION SYSTEM  
REVENUE DETAIL BY DEPARTMENT

| DEPARTMENT | REVENUE TYPE                           | 2007-08<br>ACTUAL | 2008-09<br>REQUESTED | 2008-09<br>RECOMMENDED | 2008-09<br>ADOPTED |
|------------|--|-------------------|----------------------|------------------------|--------------------|
| 245        | (Continued)                            |                   |                      |                        |                    |
|            | 4350350 MITIGATION FEE-AIR             | 150,238           | 0                    | 0                      | 0                  |
|            | 4350495 PLANNING/ENGINEERING SVCS      | 3,614             | 1,000                | 1,000                  | 1,000              |
|            | 4350500 ROAD PERMIT FEES               | 15,150            | 20,000               | 20,000                 | 20,000             |
|            | 4350660 ENCROACHMENT PERMIT FEES       | 74,629            | 70,000               | 70,000                 | 70,000             |
|            | 4350675 CURB & GUTTER WAIVERS          | 4,270             | 2,000                | 2,000                  | 2,000              |
|            | 4350676 CURB & GUTTER PERMIT WITH DESI | 22,857            | 76,487               | 76,487                 | 76,487             |
|            | 4350677 CURB & GUTTER PERMIT W/O DESIG | 20,359            | 8,000                | 8,000                  | 8,000              |
|            | 4350950 MISCELLANEOUS FEES             | 22,778            | 0                    | 0                      | 0                  |
|            | 4550000 OTHER REVENUE                  | 14,661            | 0                    | 0                      | 0                  |
|            | 4550065 OTHER REIMBURSEMENTS           | 35,876            | 6,400                | 6,400                  | 6,400              |
|            | 4550090 SERVICE CHGE RETRND CHKS       | 16                | 0                    | 0                      | 0                  |
|            | 4550120 CONTRIBUTIONS - NON GOVTL      | 3,965             | 0                    | 0                      | 0                  |
|            | 4550200 INVOICE VARIANCES              | 859               | 0                    | 0                      | 0                  |
|            | 4902055 IFR-JE CAPITAL ASSETS FUNDING  | 361,457           | 0                    | 0                      | 134,144            |
|            | 6000010 OTI PROCEEDS BOND-A            | 230,870           | 0                    | 0                      | 0                  |
|            | 6000011 OTI PROCEEDS BOND - COP        | 1,467,895         | 0                    | 0                      | 0                  |
|            | 6000100 ROADS IMPACT FEES              | 2,254,009         | 9,847,754            | 9,847,754              | 9,847,754          |
|            | 6000120 TRANSFERS IN FROM GEN FND      | 11,475,999        | 11,426,000           | 10,096,000             | 10,096,000         |
|            | TOTAL:                                 | 41,783,231        | 36,549,827           | 35,219,827             | 35,433,971         |
| 290        | COMMUNITY DEVELOPMENT PROGRAM          |                   |                      |                        |                    |
|            | 4150000 INTEREST                       | 3,377             | 0                    | 0                      | 0                  |
|            | 4200170 STATE AID - OTHER              | 54,025            | 600,000              | 600,000                | 600,000            |
|            | 4250065 FEDERAL FUNDS - CDBG           | 2,731,428         | 2,059,246            | 2,059,246              | 2,059,246          |
|            | 4250070 FEDERAL FUNDS - HOME           | 2,387,742         | 1,295,173            | 1,295,173              | 1,295,173          |
|            | 4250075 FEDERAL FUNDS - ESG            | 90,945            | 92,073               | 92,073                 | 92,073             |
|            | 4250080 FEDERAL FUNDS - SNAP           | 804,312           | 848,222              | 848,222                | 848,222            |
|            | 4250155 FEDERAL AID-ADDI               | 80,550            | 9,294                | 9,294                  | 9,294              |
|            | 4550180 SUPPORT BLNG TO NON-GOVTL      | 268,843           | 0                    | 0                      | 0                  |
|            | 6000120 TRANSFERS IN FROM GEN FND      | 280,000           | 355,000              | 305,000                | 330,000            |
|            | TOTAL:                                 | 6,701,222         | 5,259,008            | 5,209,008              | 5,234,008          |
| 247        | PUBLIC FACILITIES FEES                 |                   |                      |                        |                    |
|            | 4150000 INTEREST                       | 697,171           | 0                    | 0                      | 0                  |
|            | 4350100 AFFORDABLE HOUSING FEE TRANSFE | (30,260)          | (20,000)             | (20,000)               | (20,000)           |
|            | 4350101 AFFORDABLE HOUSNG IN-LIEU      | 30,261            | 20,000               | 20,000                 | 20,000             |
|            | 4350102 PUB FAC FEE-LIBRARY            | 214,529           | 216,459              | 216,459                | 216,459            |
|            | 4350103 PUB FACIL FEE-FIRE             | 1,046,999         | 931,918              | 931,918                | 931,918            |
|            | 4350104 PUB FACIL FEE-PARKS            | 726,526           | 717,923              | 717,923                | 717,923            |
|            | 4350105 PUB FACIL FEE-GEN GOVT         | 340,744           | 310,196              | 310,196                | 310,196            |
|            | 4350107 PUB FAC FEE-LAW ENFORCE        | 184,038           | 161,317              | 161,317                | 161,317            |
|            | 4550025 REF/ADJ-PRIOR YEAR EXPENS      | (49,999)          | 0                    | 0                      | 0                  |
|            | TOTAL:                                 | 3,160,009         | 2,337,813            | 2,337,813              | 2,337,813          |
| 305        | PARKS                                  |                   |                      |                        |                    |
|            | 4100255 OFF-HIGHWAY MOTOR FINES        | 0                 | 2,000                | 2,000                  | 2,000              |
|            | 4150000 INTEREST                       | 29,387            | 15,000               | 15,000                 | 18,300             |
|            | 4150020 RENT-LAND/BLDG-SHORT TERM      | 5,029             | 8,219                | 8,219                  | 8,219              |
|            | 4150025 RENT-LAND/BLDG-LONG TERM       | 32,024            | 27,350               | 27,350                 | 30,210             |
|            | 4150030 FARM LAND RENT                 | 1,800             | 1,800                | 1,800                  | 1,800              |
|            | 4200065 STATE AID-NUCLEAR PLANNG       | 1,459             | 0                    | 0                      | 0                  |
|            | 4350650 DEVELOPMENT FEE- ADMIN         | 3,300             | 0                    | 0                      | 0                  |
|            | 4350860 CAMPING FEES                   | 1,502,282         | 1,643,013            | 1,643,013              | 2,931,421          |

SLO COUNTY BUDGET PREPARATION SYSTEM  
REVENUE DETAIL BY DEPARTMENT

| DEPARTMENT | REVENUE TYPE                           | 2007-08<br>ACTUAL | 2008-09<br>REQUESTED | 2008-09<br>RECOMMENDED | 2008-09<br>ADOPTED |
|------------|--|-------------------|----------------------|------------------------|--------------------|
| 305        | (Continued)                            |                   |                      |                        |                    |
|            | 4350865 DAILY PASSES                   | 144,839           | 111,800              | 111,800                | 387,313            |
|            | 4350870 GROUP ENTRANCE FEES            | 121,910           | 126,319              | 126,319                | 131,912            |
|            | 4350875 SEASON PASSES                  | 46,114            | 40,092               | 40,092                 | 101,462            |
|            | 4350880 SEASON BOAT LICENSES           | 23,499            | 24,445               | 24,445                 | 61,488             |
|            | 4350885 DAILY BOAT PASSES              | 30,918            | 34,800               | 34,800                 | 92,757             |
|            | 4350890 INCOME FROM CONCESSIONS        | 5,712             | 1,500                | 1,500                  | 110,500            |
|            | 4350895 SWIMMING POOL FEES             | 73,125            | 78,546               | 78,546                 | 78,546             |
|            | 4350905 DOG/DAY USE                    | 16,191            | 16,160               | 16,160                 | 35,584             |
|            | 4350910 SHOWERS/LOCKERS                | 33,413            | 36,933               | 36,933                 | 58,559             |
|            | 4350925 PARKLAND FEE (QUIMBY FEE)      | 1,108,730         | 0                    | 0                      | 0                  |
|            | 4350950 MISCELLANEOUS FEES             | 104               | 0                    | 0                      | 0                  |
|            | 4350970 RECREATIONAL PROGRAMS          | 23,714            | 8,597                | 8,597                  | 9,722              |
|            | 4350971 SKATE PARK FEES                | 8,731             | 8,000                | 8,000                  | 8,000              |
|            | 4350980 OTHER RECREATIONAL FEES        | 29,447            | 27,680               | 27,680                 | 43,192             |
|            | 4550000 OTHER REVENUE                  | 155               | 3,200                | 3,200                  | 5,350              |
|            | 4550020 REV APPLICABLE PRIOR YRS       | (342)             | 0                    | 0                      | 0                  |
|            | 4550065 OTHER REIMBURSEMENTS           | 2,099             | 0                    | 0                      | 0                  |
|            | 4550080 OTHER SALES                    | 37                | 0                    | 0                      | 0                  |
|            | 4550105 WEED/FIRE ABATEMENT            | 1,569             | 800                  | 800                    | 800                |
|            | 4550130 BAD DEBT RECOVERY              | 5,296             | 0                    | 0                      | 0                  |
|            | 4550160 CASH OVERAGES                  | 0                 | 150                  | 150                    | 150                |
|            | 4550170 SETTLEMNTS,DAMAGES,&REST.      | 1,603             | 0                    | 0                      | 0                  |
|            | 4550200 INVOICE VARIANCES              | 2,631             | 0                    | 0                      | 0                  |
|            | 4900100 IFR-INT SETT-GEN SRVS S/S BILL | 856               | 0                    | 0                      | 0                  |
|            | 4900260 IFR-INT SETT-PARKS BILLINGS    | 1,677,017         | 1,926,730            | 1,925,435              | 238,510            |
|            | 4901020 IFR-OVERHEAD-AGR               | 4,977             | 0                    | 0                      | 0                  |
|            | 4903010 IFR-IAA-LABOR-REG              | 28,812            | 20,000               | 20,000                 | 20,000             |
|            | 4909999 IFR-CONVERSION ACCOUNT         | 34,925            | 34,766               | 34,766                 | 34,766             |
|            | 6000120 TRANSFERS IN FROM GEN FND      | 3,404,227         | 3,905,944            | 3,632,421              | 3,632,421          |
|            | 6000150 OPR TRF IN - PFF PARKS         | 1,702,053         | 0                    | 0                      | 0                  |
|            | 6000205 PROCEEDS OF GF INTERNAL LOAN   | 134,899           | 0                    | 0                      | 0                  |
|            | 6000210 OP TRANS IN - QUIMBY FEES      | 0                 | 0                    | 120,000                | 120,000            |
|            | TOTAL:                                 | 10,242,542        | 8,103,844            | 7,949,026              | 8,162,982          |
| 266        | COUNTYWIDE AUTOMATION REPLACEMENT      |                   |                      |                        |                    |
|            | 4150000 INTEREST                       | 417,981           | 0                    | 0                      | 0                  |
|            | 4909100 IFR-JE-MAJOR SYSTEM DEV        | 134,899           | 0                    | 0                      | 0                  |
|            | 6000000 OPERATING TRANSFERS IN         | 80,000            | 0                    | 0                      | 0                  |
|            | 6000120 TRANSFERS IN FROM GEN FND      | 2,119,226         | 307,000              | 307,000                | 307,000            |
|            | TOTAL:                                 | 2,752,106         | 307,000              | 307,000                | 307,000            |
| 267        | GEN GOVT BUILDING REPLACEMENT          |                   |                      |                        |                    |
|            | 4150000 INTEREST                       | 325,371           | 0                    | 0                      | 0                  |
|            | 6000120 TRANSFERS IN FROM GEN FND      | 2,300,000         | 789,355              | 789,355                | 789,355            |
|            | TOTAL:                                 | 2,625,371         | 789,355              | 789,355                | 789,355            |
| 268        | TAX REDUCTION RESERVE                  |                   |                      |                        |                    |
|            | 4150000 INTEREST                       | 568,571           | 0                    | 0                      | 0                  |
|            | 6000120 TRANSFERS IN FROM GEN FND      | 0                 | 0                    | 0                      | 405,530            |
|            | TOTAL:                                 | 568,571           | 0                    | 0                      | 405,530            |

SLO COUNTY BUDGET PREPARATION SYSTEM  
REVENUE DETAIL BY DEPARTMENT

| DEPARTMENT | REVENUE TYPE                         | 2007-08<br>ACTUAL | 2008-09<br>REQUESTED | 2008-09<br>RECOMMENDED | 2008-09<br>ADOPTED |
|------------|--------------------------------------|-------------------|----------------------|------------------------|--------------------|
| 248        | ROADS - IMPACT FEES                  |                   |                      |                        |                    |
|            | 4150000 INTEREST                     | 688,466           | 400,000              | 400,000                | 400,000            |
|            | 4350108 ROAD IMPACT FEES             | 3,350,555         | 2,713,000            | 2,713,000              | 2,713,000          |
|            | TOTAL:                               | 4,039,021         | 3,113,000            | 3,113,000              | 3,113,000          |
| 330        | WILDLIFE AND GRAZING                 |                   |                      |                        |                    |
|            | 4150000 INTEREST                     | 483               | 350                  | 350                    | 350                |
|            | 4250025 FEDERAL GRAZING FEES         | 5,297             | 5,000                | 5,000                  | 5,000              |
|            | TOTAL:                               | 5,780             | 5,350                | 5,350                  | 5,350              |
| 375        | DRIVING UNDER THE INFLUENCE          |                   |                      |                        |                    |
|            | 4100470 WET AND RECKLESS REVENUE     | 37,284            | 37,180               | 37,180                 | 37,180             |
|            | 4150000 INTEREST                     | 22,106            | 10,000               | 10,000                 | 10,000             |
|            | 4350260 FEES-YOUNG ADULTS PROGRAM    | 102,685           | 92,640               | 92,640                 | 92,640             |
|            | 4350285 EXTD FIRST OFFENDER FEES     | 193,324           | 220,984              | 220,984                | 220,984            |
|            | 4350730 SECOND CHANCE CHARGES-ALC    | 592,687           | 677,656              | 677,656                | 677,656            |
|            | 4350815 FIRST OFFENDER FEES          | 530,021           | 462,432              | 462,432                | 462,432            |
|            | 4350950 MISCELLANEOUS FEES           | 231               | 0                    | 0                      | 0                  |
|            | 4900299 IFR-INT SETT-ALL OTHER DEPTS | 26,059            | 0                    | 0                      | 0                  |
|            |                                      | TOTAL:            | 1,504,397            | 1,500,892              | 1,500,892          |
| 377        | LIBRARY                              |                   |                      |                        |                    |
|            | 4000005 PROP. TAXES CURR. SECURED    | 6,002,704         | 6,775,366            | 6,775,366              | 6,775,366          |
|            | 4000007 PROPERTY TAX-UNITARY         | 500,818           | 0                    | 0                      | 0                  |
|            | 4000010 SUPPLEMENTAL-CURR.SECURED    | 213,541           | 228,040              | 228,040                | 228,040            |
|            | 4000015 REDEVELOPMENT AGENCY TAX     | (136,396)         | (141,794)            | (141,794)              | (141,794)          |
|            | 4000025 PROP. TAXES CURR. UNSEC.     | 148,949           | 142,970              | 142,970                | 142,970            |
|            | 4000030 SUPPLEMENTAL-CURR.UNSEC.     | 1,238             | 1,250                | 1,250                  | 1,250              |
|            | 4010005 PROP. TAXES PRIOR SECURED    | (13,779)          | (35,000)             | (35,000)               | (35,000)           |
|            | 4010010 SUPPLEMENTL-PRIOR SECURED    | (613)             | 0                    | 0                      | 0                  |
|            | 4010015 PROP. TAXES PRIOR UNSEC.     | 5,223             | 5,500                | 5,500                  | 5,500              |
|            | 4010020 SUPPLEMENTAL-PRIOR UNSEC     | 2,085             | 1,735                | 1,735                  | 1,735              |
|            | 4010035 PENALTIES-DELINQUENT TAX     | 534               | 950                  | 950                    | 950                |
|            | 4150000 INTEREST                     | 153,341           | 130,000              | 130,000                | 130,000            |
|            | 4200075 HOMEOWNER PROP TAX RELIEF    | 56,677            | 55,448               | 55,448                 | 55,448             |
|            | 4200105 STATE AWARDED GRANTS         | 61,803            | 61,803               | 61,803                 | 61,803             |
|            | 4200170 STATE AID - OTHER            | 90,421            | 81,380               | 81,380                 | 81,380             |
|            | 4300015 OTHER GOV'T: RDA PASS THRU   | 46,953            | 46,582               | 46,582                 | 46,582             |
|            | 4350805 LOST-DAMAGED MATERIALS       | 16,279            | 18,500               | 18,500                 | 18,500             |
|            | 4350810 LIBRARY SERVICES             | 163,671           | 181,100              | 181,100                | 181,100            |
|            | 4350835 COPYING FEES                 | 17,712            | 18,800               | 18,800                 | 18,800             |
|            | 4350840 LIBRARY REQUEST FEES         | 572               | 475                  | 475                    | 475                |
|            | 4550000 OTHER REVENUE                | 23,817            | 20,000               | 20,000                 | 20,000             |
|            | 4550090 SERVICE CHGE RETRND CHKS     | 16                | 0                    | 0                      | 0                  |
|            | 4550120 CONTRIBUTIONS - NON GOVTL    | 171,734           | 0                    | 0                      | 0                  |
|            | 4550160 CASH OVERAGES                | 16                | 0                    | 0                      | 0                  |
|            | 6000120 TRANSFERS IN FROM GEN FND    | 555,844           | 618,488              | 586,550                | 586,550            |
|            |                                      | TOTAL:            | 8,083,160            | 8,211,593              | 8,179,655          |
| 331        | FISH AND GAME                        |                   |                      |                        |                    |
|            | 4100250 FISH AND GAME FINES          | 13,692            | 10,000               | 10,000                 | 10,000             |
|            | TOTAL:                               | 13,692            | 10,000               | 10,000                 | 10,000             |

SLO COUNTY BUDGET PREPARATION SYSTEM  
REVENUE DETAIL BY DEPARTMENT

| DEPARTMENT                      | REVENUE TYPE                          | 2007-08<br>ACTUAL  | 2008-09<br>REQUESTED | 2008-09<br>RECOMMENDED | 2008-09<br>ADOPTED |
|---------------------------------|---------------------------------------|--------------------|----------------------|------------------------|--------------------|
| 275 ORGANIZATIONAL DEVELOPMENT  | 4150000 INTEREST                      | 111,986            | 75,000               | 100,000                | 100,000            |
|                                 | 4550000 OTHER REVENUE                 | 1,175              | 0                    | 0                      | 0                  |
|                                 | 4550070 EMPLOYEE REIMBURSEMENTS       | 2                  | 0                    | 0                      | 0                  |
|                                 | 6000120 TRANSFERS IN FROM GEN FND     | 438,750            | 450,000              | 0                      | 0                  |
|                                 | TOTAL:                                | 551,913            | 525,000              | 100,000                | 100,000            |
| 350 CO MEDICAL SERVICES PROG    | 4150000 INTEREST                      | 62,883             | 40,000               | 40,000                 | 40,000             |
|                                 | 4200020 ST REALGN- VLF                | 3,013,726          | 3,013,726            | 3,013,726              | 3,013,726          |
|                                 | 4250015 FEDERAL - HEALTH ADMIN        | 120,153            | 77,400               | 77,400                 | 77,400             |
|                                 | 4909000 IFR-JOURNAL ENTRY ALLOCATIONS | 103,080            | 0                    | 0                      | 0                  |
|                                 | 4909999 IFR-CONVERSION ACCOUNT        | 0                  | 97,753               | 97,753                 | 97,753             |
|                                 | TOTAL:                                | 3,299,842          | 3,228,879            | 3,228,879              | 3,228,879          |
| 351 EMERGENCY MEDICAL SRVS FUND | 4100150 PA-EMERGENCY MED SERVICES     | 478,532            | 432,000              | 432,000                | 432,000            |
|                                 | 4100152 PA-SB1773 RICHIE'S FUND       | 442,950            | 432,000              | 432,000                | 432,000            |
|                                 | 4100365 TRAFFIC SCH FEES-MADDY FUND   | 93,977             | 108,000              | 108,000                | 108,000            |
|                                 | 4150000 INTEREST                      | 13,146             | 13,050               | 13,050                 | 13,050             |
|                                 | 4550025 REF/ADJ-PRIOR YEAR EXPENS     | 10,017             | 0                    | 0                      | 0                  |
|                                 | TOTAL:                                | 1,038,622          | 985,050              | 985,050                | 985,050            |
| 352 CAL HEALTHCARE INDIG PROG   | 4150000 INTEREST                      | 26,833             | 32,500               | 32,500                 | 32,500             |
|                                 | 4200300 CHIP HOSPITAL                 | 155,325            | 183,198              | 183,198                | 183,198            |
|                                 | 4350255 BILLINGS TO OUTSIDE AGENCIES  | 180,736            | 180,736              | 180,736                | 180,736            |
|                                 | 4351080 TOBACCO SETTLEMENT            | 790,830            | 812,000              | 812,000                | 812,000            |
|                                 | 4550025 REF/ADJ-PRIOR YEAR EXPENS     | 20,927             | 0                    | 0                      | 0                  |
|                                 | TOTAL:                                | 1,174,651          | 1,208,434            | 1,208,434              | 1,208,434          |
| 277 DEBT SERVICE                | 4010045 TLRP PROCEEDS                 | 500,000            | 500,000              | 500,000                | 500,000            |
|                                 | 4100320 PENALTY AS-CTHS TEMP CONS     | 243,061            | 309,869              | 309,869                | 309,869            |
|                                 | 4150000 INTEREST                      | 2,300              | 0                    | 0                      | 0                  |
|                                 | 6000120 TRANSFERS IN FROM GEN FND     | 0                  | 441,170              | 441,170                | 441,170            |
|                                 | 6000135 TRFR IN FOR DEBT SERVICE      | 278,370            | 0                    | 0                      | 0                  |
|                                 | 6000160 OPR TRF IN - PFF GEN GOV'T    | 500,000            | 500,000              | 500,000                | 500,000            |
|                                 | 6000200 TRANSFERS IN FOR PRIN/INT     | 670,040            | 1,129,175            | 1,129,175              | 1,129,175          |
| TOTAL:                          | 2,193,771                             | 2,880,214          | 2,880,214            | 2,880,214              |                    |
| 392 PENSION OBLIGATION BOND DSF | 4150000 INTEREST                      | 231,158            | 120,000              | 120,000                | 120,000            |
|                                 | 4550140 COUNTY CONTRIBUTIONS          | 6,493,006          | 6,253,000            | 6,253,000              | 6,253,000          |
|                                 | TOTAL:                                | 6,724,164          | 6,373,000            | 6,373,000              | 6,373,000          |
| TOTAL COUNTY REVENUE:           |                                       | <u>454,235,687</u> | <u>449,216,405</u>   | <u>450,358,094</u>     | <u>455,373,017</u> |

SLO COUNTY BUDGET PREPARATION SYSTEM  
REVENUE DETAIL BY ACCOUNT

| REVENUE TYPE                      | DEPARTMENT                    | 2007-08<br>ACTUAL | 2008-09<br>REQUESTED | 2008-09<br>RECOMMENDED | 2008-09<br>ADOPTED |
|-----------------------------------|-------------------------------|-------------------|----------------------|------------------------|--------------------|
| 4000005 PROP. TAXES CURR. SECURED | 101 NON-DEPARTMENTAL REVENUES | 81,803,006        | 86,840,004           | 86,840,004             | 86,840,004         |
|                                   | 245 ROADS                     | 1,054,748         | 1,413,023            | 1,413,023              | 1,413,023          |
|                                   | 377 LIBRARY                   | 6,002,704         | 6,775,366            | 6,775,366              | 6,775,366          |
|                                   | TOTAL:                        | 88,860,458        | 95,028,393           | 95,028,393             | 95,028,393         |
| 4000007 PROPERTY TAX-UNITARY      | 101 NON-DEPARTMENTAL REVENUES | 6,856,417         | 6,905,324            | 6,905,324              | 6,905,324          |
|                                   | 245 ROADS                     | 308,934           | 0                    | 0                      | 0                  |
|                                   | 377 LIBRARY                   | 500,818           | 0                    | 0                      | 0                  |
|                                   | TOTAL:                        | 7,666,169         | 6,905,324            | 6,905,324              | 6,905,324          |
| 4000010 SUPPLEMENTAL-CURR.SECURED | 101 NON-DEPARTMENTAL REVENUES | 3,913,098         | 4,000,000            | 3,000,000              | 3,000,000          |
|                                   | 245 ROADS                     | 37,380            | 0                    | 0                      | 0                  |
|                                   | 377 LIBRARY                   | 213,541           | 228,040              | 228,040                | 228,040            |
|                                   | TOTAL:                        | 4,164,019         | 4,228,040            | 3,228,040              | 3,228,040          |
| 4000015 REDEVELOPMENT AGENCY TAX  | 101 NON-DEPARTMENTAL REVENUES | (2,870,336)       | (2,935,339)          | (2,935,339)            | (2,935,339)        |
|                                   | 377 LIBRARY                   | (136,396)         | (141,794)            | (141,794)              | (141,794)          |
|                                   | TOTAL:                        | (3,006,732)       | (3,077,133)          | (3,077,133)            | (3,077,133)        |
| 4000025 PROP. TAXES CURR. UNSEC.  | 101 NON-DEPARTMENTAL REVENUES | 2,107,377         | 2,022,597            | 2,022,597              | 2,022,597          |
|                                   | 245 ROADS                     | 26,172            | 27,306               | 27,306                 | 27,306             |
|                                   | 377 LIBRARY                   | 148,949           | 142,970              | 142,970                | 142,970            |
|                                   | TOTAL:                        | 2,282,498         | 2,192,873            | 2,192,873              | 2,192,873          |
| 4000030 SUPPLEMENTAL-CURR.UNSEC.  | 101 NON-DEPARTMENTAL REVENUES | 22,680            | 15,000               | 15,000                 | 15,000             |
|                                   | 245 ROADS                     | 216               | 0                    | 0                      | 0                  |
|                                   | 377 LIBRARY                   | 1,238             | 1,250                | 1,250                  | 1,250              |
|                                   | TOTAL:                        | 24,134            | 16,250               | 16,250                 | 16,250             |
| 4010005 PROP. TAXES PRIOR SECURED | 101 NON-DEPARTMENTAL REVENUES | (194,652)         | (300,000)            | (300,000)              | (300,000)          |
|                                   | 245 ROADS                     | (2,406)           | 0                    | 0                      | 0                  |
|                                   | 377 LIBRARY                   | (13,779)          | (35,000)             | (35,000)               | (35,000)           |
|                                   | TOTAL:                        | (210,837)         | (335,000)            | (335,000)              | (335,000)          |
| 4010010 SUPPLEMENTL-PRIOR SECURED | 101 NON-DEPARTMENTAL REVENUES | (10,614)          | 0                    | 0                      | 0                  |
|                                   | 245 ROADS                     | (106)             | 0                    | 0                      | 0                  |
|                                   | 377 LIBRARY                   | (613)             | 0                    | 0                      | 0                  |
|                                   | TOTAL:                        | (11,333)          | 0                    | 0                      | 0                  |
| 4010015 PROP. TAXES PRIOR UNSEC.  | 101 NON-DEPARTMENTAL REVENUES | 73,773            | 80,000               | 80,000                 | 80,000             |
|                                   | 245 ROADS                     | 912               | 0                    | 0                      | 0                  |
|                                   | 377 LIBRARY                   | 5,223             | 5,500                | 5,500                  | 5,500              |
|                                   | TOTAL:                        | 79,908            | 85,500               | 85,500                 | 85,500             |
| 4010020 SUPPLEMENTAL-PRIOR UNSEC  | 101 NON-DEPARTMENTAL REVENUES | 37,219            | 25,000               | 25,000                 | 25,000             |
|                                   | 245 ROADS                     | 363               | 0                    | 0                      | 0                  |
|                                   | 377 LIBRARY                   | 2,085             | 1,735                | 1,735                  | 1,735              |
|                                   | TOTAL:                        | 39,667            | 26,735               | 26,735                 | 26,735             |

SLO COUNTY BUDGET PREPARATION SYSTEM  
REVENUE DETAIL BY ACCOUNT

| REVENUE TYPE                          | DEPARTMENT                    | 2007-08<br>ACTUAL | 2008-09<br>REQUESTED | 2008-09<br>RECOMMENDED | 2008-09<br>ADOPTED |
|---------------------------------------|-------------------------------|-------------------|----------------------|------------------------|--------------------|
| 4010025 REDEMPTION FEES               | 101 NON-DEPARTMENTAL REVENUES | 24,760            | 25,000               | 25,000                 | 25,000             |
|                                       | TOTAL:                        | 24,760            | 25,000               | 25,000                 | 25,000             |
| 4010030 DELINQUENT/COST REIMBRSM      | 108 TREAS-TAX COLL-PUBLIC ADM | 101,585           | 118,000              | 118,000                | 118,000            |
|                                       | TOTAL:                        | 101,585           | 118,000              | 118,000                | 118,000            |
| 4010035 PENALTIES-DELINQUENT TAX      | 101 NON-DEPARTMENTAL REVENUES | 131,123           | 150,000              | 150,000                | 150,000            |
|                                       | 245 ROADS                     | 93                | 0                    | 0                      | 0                  |
|                                       | 377 LIBRARY                   | 534               | 950                  | 950                    | 950                |
|                                       | TOTAL:                        | 131,750           | 150,950              | 150,950                | 150,950            |
| 4010045 TLRP PROCEEDS                 | 101 NON-DEPARTMENTAL REVENUES | 500,000           | 500,000              | 500,000                | 500,000            |
|                                       | 102 NON-DEPTL-OTHR FINCG USE  | 0                 | 0                    | 1,000,000              | 1,000,000          |
|                                       | 107 AUDITOR-CONTROLLER        | 250,000           | 250,000              | 250,000                | 250,000            |
|                                       | 277 DEBT SERVICE              | 500,000           | 500,000              | 500,000                | 500,000            |
|                                       | TOTAL:                        | 1,250,000         | 1,250,000            | 2,250,000              | 2,250,000          |
| 4010050 SALES AND USE TAXES           | 101 NON-DEPARTMENTAL REVENUES | 6,961,283         | 6,000,000            | 7,490,000              | 7,490,000          |
|                                       | TOTAL:                        | 6,961,283         | 6,000,000            | 7,490,000              | 7,490,000          |
| 4010065 AIRCRAFT TAX                  | 101 NON-DEPARTMENTAL REVENUES | 217,250           | 215,000              | 215,000                | 215,000            |
|                                       | TOTAL:                        | 217,250           | 215,000              | 215,000                | 215,000            |
| 4010070 PROPERTY TRANSFER TAX         | 101 NON-DEPARTMENTAL REVENUES | 1,907,639         | 2,000,000            | 2,000,000              | 2,000,000          |
|                                       | TOTAL:                        | 1,907,639         | 2,000,000            | 2,000,000              | 2,000,000          |
| 4010073 RACEHORSE TAX                 | 101 NON-DEPARTMENTAL REVENUES | 4,543             | 10,000               | 10,000                 | 10,000             |
|                                       | TOTAL:                        | 4,543             | 10,000               | 10,000                 | 10,000             |
| 4010075 TRANSIENT OCCUPANCY TAX       | 101 NON-DEPARTMENTAL REVENUES | 6,539,489         | 6,500,000            | 6,500,000              | 6,500,000          |
|                                       | TOTAL:                        | 6,539,489         | 6,500,000            | 6,500,000              | 6,500,000          |
| 4010076 SALE OF TAX DEEDED PROP.      | 108 TREAS-TAX COLL-PUBLIC ADM | 6,900             | 7,350                | 7,350                  | 7,350              |
|                                       | TOTAL:                        | 6,900             | 7,350                | 7,350                  | 7,350              |
| 4010077 PROPERTY TAX IN-LIEU OF SALES | 101 NON-DEPARTMENTAL REVENUES | 1,858,673         | 2,000,000            | 2,358,673              | 2,358,673          |
|                                       | TOTAL:                        | 1,858,673         | 2,000,000            | 2,358,673              | 2,358,673          |
| 4010078 PROPERTY TAX IN-LIEU OF VLF   | 101 NON-DEPARTMENTAL REVENUES | 26,027,332        | 27,328,115           | 27,328,115             | 27,328,115         |
|                                       | TOTAL:                        | 26,027,332        | 27,328,115           | 27,328,115             | 27,328,115         |
| 4050005 FRANCHISES-CABLE              | 101 NON-DEPARTMENTAL REVENUES | 718,352           | 800,000              | 800,000                | 800,000            |
|                                       | TOTAL:                        | 718,352           | 800,000              | 800,000                | 800,000            |
| 4050006 FRANCHISE FEES-PUB UTIL       | 101 NON-DEPARTMENTAL REVENUES | 1,431,221         | 1,400,000            | 1,400,000              | 1,400,000          |
|                                       | TOTAL:                        | 1,431,221         | 1,400,000            | 1,400,000              | 1,400,000          |
| 4050010 FRANCHISE FEES-GARBAGE        | 101 NON-DEPARTMENTAL REVENUES | 699,151           | 800,000              | 800,000                | 800,000            |
|                                       | TOTAL:                        | 699,151           | 800,000              | 800,000                | 800,000            |

SLO COUNTY BUDGET PREPARATION SYSTEM  
REVENUE DETAIL BY ACCOUNT

| REVENUE TYPE                         | DEPARTMENT                         | 2007-08<br>ACTUAL | 2008-09<br>REQUESTED | 2008-09<br>RECOMMENDED | 2008-09<br>ADOPTED |
|--------------------------------------|------------------------------------|-------------------|----------------------|------------------------|--------------------|
| 4050011 FRANCHISE FEES-PETROLEUM     | 101 NON-DEPARTMENTAL REVENUES      | 15,916            | 0                    | 0                      | 0                  |
| 4050015 ANIMAL LICENSES              | 137 ANIMAL SERVICES                | 397,790           | 400,000              | 400,000                | 400,000            |
|                                      | TOTAL:                             | 397,790           | 400,000              | 400,000                | 400,000            |
| 4050020 BUSINESS LICENSES            | 108 TREAS-TAX COLL-PUBLIC ADM      | 92,742            | 92,780               | 92,780                 | 92,780             |
|                                      | 142 PLANNING & BUILDING DEPARTMENT | 2,089             | 50,275               | 50,275                 | 50,275             |
|                                      | TOTAL:                             | 94,831            | 143,055              | 143,055                | 143,055            |
| 4050025 BUILDING PERMITS             | 142 PLANNING & BUILDING DEPARTMENT | 1,291,171         | 1,106,068            | 1,106,068              | 1,106,068          |
|                                      | 201 PUBLIC WORKS SPECIAL SERVICES  | 70,529            | 82,803               | 82,803                 | 82,803             |
|                                      | TOTAL:                             | 1,361,700         | 1,188,871            | 1,188,871              | 1,188,871          |
| 4050030 GRADING PERMITS              | 142 PLANNING & BUILDING DEPARTMENT | 37,128            | 0                    | 0                      | 0                  |
| 4050035 PLAN CHECK FEES              | 140 COUNTY FIRE                    | 352,172           | 300,000              | 300,000                | 300,000            |
|                                      | 141 AGRICULTURAL COMMISSIONER      | 300               | 0                    | 0                      | 0                  |
|                                      | 142 PLANNING & BUILDING DEPARTMENT | 1,492,812         | 776,117              | 776,117                | 776,117            |
|                                      | TOTAL:                             | 1,845,284         | 1,076,117            | 1,076,117              | 1,076,117          |
| 4050040 SUB PERMITS-MECH EL PLUMB    | 142 PLANNING & BUILDING DEPARTMENT | 313,810           | 1,806,396            | 1,408,527              | 1,408,527          |
|                                      | TOTAL:                             | 313,810           | 1,806,396            | 1,408,527              | 1,408,527          |
| 4050045 MINOR USE PERMIT APPLICATION | 201 PUBLIC WORKS SPECIAL SERVICES  | 12,720            | 16,941               | 16,941                 | 16,941             |
|                                      | TOTAL:                             | 12,720            | 16,941               | 16,941                 | 16,941             |
| 4050065 LAND USE PERMITS             | 141 AGRICULTURAL COMMISSIONER      | 50,306            | 40,000               | 40,000                 | 40,000             |
|                                      | 142 PLANNING & BUILDING DEPARTMENT | 772,421           | 962,772              | 962,772                | 962,772            |
|                                      | TOTAL:                             | 822,727           | 1,002,772            | 1,002,772              | 1,002,772          |
| 4050070 PLOT PLANS                   | 142 PLANNING & BUILDING DEPARTMENT | 556,758           | 717,232              | 717,232                | 717,232            |
|                                      | TOTAL:                             | 556,758           | 717,232              | 717,232                | 717,232            |
| 4050075 GENERAL PLAN AMENDMENTS      | 142 PLANNING & BUILDING DEPARTMENT | 30,831            | 46,005               | 46,005                 | 46,005             |
|                                      | TOTAL:                             | 30,831            | 46,005               | 46,005                 | 46,005             |
| 4050080 AGRICULTURAL PRESERVE FEE    | 142 PLANNING & BUILDING DEPARTMENT | 43,606            | 99,570               | 99,570                 | 99,570             |
|                                      | TOTAL:                             | 43,606            | 99,570               | 99,570                 | 99,570             |
| 4050085 SUBDIVISION PERMITS          | 142 PLANNING & BUILDING DEPARTMENT | 369,969           | 567,477              | 567,477                | 567,477            |
|                                      | TOTAL:                             | 369,969           | 567,477              | 567,477                | 567,477            |
| 4050090 SPECIFIC PLANS               | 142 PLANNING & BUILDING DEPARTMENT | 337,216           | 0                    | 0                      | 0                  |
| 4050095 FINGER PRINTING FEES         | 136 SHERIFF-CORONER                | 9,065             | 14,000               | 14,000                 | 14,000             |
|                                      | TOTAL:                             | 9,065             | 14,000               | 14,000                 | 14,000             |
| 4050100 EXPLOSIVE PERMITS            | 136 SHERIFF-CORONER                | 1,147             | 1,200                | 1,200                  | 1,200              |
|                                      | TOTAL:                             | 1,147             | 1,200                | 1,200                  | 1,200              |

SLO COUNTY BUDGET PREPARATION SYSTEM  
REVENUE DETAIL BY ACCOUNT

| REVENUE TYPE                          | DEPARTMENT                         | 2007-08<br>ACTUAL | 2008-09<br>REQUESTED | 2008-09<br>RECOMMENDED | 2008-09<br>ADOPTED |
|---------------------------------------|------------------------------------|-------------------|----------------------|------------------------|--------------------|
| 4050105 OTHER LICENSES AND PERMIT     | 141 AGRICULTURAL COMMISSIONER      | 150,984           | 174,000              | 174,000                | 174,000            |
|                                       | 142 PLANNING & BUILDING DEPARTMENT | 58,636            | 54,505               | 54,505                 | 54,505             |
|                                       | TOTAL:                             | 209,620           | 228,505              | 228,505                | 228,505            |
| 4050110 GUN PERMITS                   | 136 SHERIFF-CORONER                | 3,315             | 2,200                | 2,200                  | 2,200              |
|                                       | TOTAL:                             | 3,315             | 2,200                | 2,200                  | 2,200              |
| 4050111 DOMESTIC VIOLENCE FEES        | 133 VICTIM/WITNESS ASSISTANCE      | 56,068            | 56,200               | 56,200                 | 56,200             |
|                                       | TOTAL:                             | 56,068            | 56,200               | 56,200                 | 56,200             |
| 4050120 BURIAL PERMITS                | 160 PUBLIC HEALTH DEPARTMENT       | 4,574             | 4,500                | 4,500                  | 4,500              |
|                                       | 185 GENERAL ASSISTANCE             | 4,946             | 6,357                | 6,357                  | 6,357              |
|                                       | TOTAL:                             | 9,520             | 10,857               | 10,857                 | 10,857             |
| 4050130 MISC PERMITS                  | 113 GENERAL SERVICES               | 6,872             | 12,000               | 12,000                 | 12,000             |
|                                       | 130 WASTE MANAGEMNT                | 0                 | 31,590               | 31,590                 | 31,590             |
|                                       | 137 ANIMAL SERVICES                | 29,756            | 21,500               | 21,500                 | 21,500             |
|                                       | TOTAL:                             | 36,628            | 65,090               | 65,090                 | 65,090             |
| 4050150 TOBACCO RETAILERS LICENSES    | 108 TREAS-TAX COLL-PUBLIC ADM      | 0                 | 3,510                | 3,510                  | 3,510              |
|                                       | 160 PUBLIC HEALTH DEPARTMENT       | 0                 | 20,672               | 20,672                 | 20,672             |
|                                       | TOTAL:                             | 0                 | 24,182               | 24,182                 | 24,182             |
| 4100005 50% EXCESS MOE REVENUE-ST     | 143 COURT OPERATIONS               | (610,269)         | (490,000)            | (490,000)              | (490,000)          |
|                                       | TOTAL:                             | (610,269)         | (490,000)            | (490,000)              | (490,000)          |
| 4100010 LAND USE FINES                | 142 PLANNING & BUILDING DEPARTMENT | 8,986             | 2,600                | 2,600                  | 2,600              |
|                                       | TOTAL:                             | 8,986             | 2,600                | 2,600                  | 2,600              |
| 4100015 RED LIGHT - VC21453, 54, 57   | 143 COURT OPERATIONS               | 162,577           | 1,100                | 1,100                  | 1,100              |
|                                       | TOTAL:                             | 162,577           | 1,100                | 1,100                  | 1,100              |
| 4100045 VEHICLE FORFEITURES-VC14607.6 | 132 DISTRICT ATTORNEY              | 292               | 2,000                | 2,000                  | 2,000              |
|                                       | TOTAL:                             | 292               | 2,000                | 2,000                  | 2,000              |
| 4100055 PROBA DRUG FEE-PC1203.1AB     | 139 PROBATION DEPARTMENT           | 1,963             | 2,300                | 2,300                  | 2,300              |
|                                       | TOTAL:                             | 1,963             | 2,300                | 2,300                  | 2,300              |
| 4100065 CHILD RESTRNT FEE-COUNTY      | 160 PUBLIC HEALTH DEPARTMENT       | 924               | 1,600                | 1,600                  | 1,600              |
|                                       | TOTAL:                             | 924               | 1,600                | 1,600                  | 1,600              |
| 4100070 CHILD RESTRAINT FEE-CITY      | 160 PUBLIC HEALTH DEPARTMENT       | 1,482             | 1,200                | 1,200                  | 1,200              |
|                                       | TOTAL:                             | 1,482             | 1,200                | 1,200                  | 1,200              |
| 4100080 BATTRD WM SHEL-PC1203.097     | 139 PROBATION DEPARTMENT           | 1,000             | 0                    | 0                      | 0                  |
| 4100085 TRAFFIC SCH-VC42007.1(\$24)   | 143 COURT OPERATIONS               | 323,073           | 250,000              | 250,000                | 250,000            |
|                                       | TOTAL:                             | 323,073           | 250,000              | 250,000                | 250,000            |

SLO COUNTY BUDGET PREPARATION SYSTEM  
REVENUE DETAIL BY ACCOUNT

| REVENUE TYPE                      | DEPARTMENT                         | 2007-08<br>ACTUAL | 2008-09<br>REQUESTED | 2008-09<br>RECOMMENDED | 2008-09<br>ADOPTED |
|-----------------------------------|------------------------------------|-------------------|----------------------|------------------------|--------------------|
| 4100090 CNTY FIX IT-VC 40611      | 143 COURT OPERATIONS               | 24,549            | 22,000               | 22,000                 | 22,000             |
|                                   | TOTAL:                             | 24,549            | 22,000               | 22,000                 | 22,000             |
| 4100100 CO-FAILURE TO APPEAR(FTA) | 143 COURT OPERATIONS               | 9,700             | 9,000                | 9,000                  | 9,000              |
|                                   | TOTAL:                             | 9,700             | 9,000                | 9,000                  | 9,000              |
| 4100105 CO MOTOR VEH/CRIM FINES   | 143 COURT OPERATIONS               | 1,259,017         | 900,000              | 900,000                | 900,000            |
|                                   | TOTAL:                             | 1,259,017         | 900,000              | 900,000                | 900,000            |
| 4100130 LAB FEE-PC1463.14         | 136 SHERIFF-CORONER                | 51,163            | 69,000               | 69,000                 | 69,000             |
|                                   | TOTAL:                             | 51,163            | 69,000               | 69,000                 | 69,000             |
| 4100135 CITIES FIX IT-VC40611     | 143 COURT OPERATIONS               | 14,637            | 12,000               | 12,000                 | 12,000             |
|                                   | TOTAL:                             | 14,637            | 12,000               | 12,000                 | 12,000             |
| 4100140 SMALL CLAIMS ADVISORY FEE | 132 DISTRICT ATTORNEY              | 9,837             | 9,700                | 9,700                  | 9,700              |
|                                   | TOTAL:                             | 9,837             | 9,700                | 9,700                  | 9,700              |
| 4100150 PA-EMERGENCY MED SERVICES | 351 EMERGENCY MEDICAL SRVS FUND    | 478,532           | 432,000              | 432,000                | 432,000            |
|                                   | TOTAL:                             | 478,532           | 432,000              | 432,000                | 432,000            |
| 4100152 PA-SB1773 RICHIE'S FUND   | 351 EMERGENCY MEDICAL SRVS FUND    | 442,950           | 432,000              | 432,000                | 432,000            |
|                                   | TOTAL:                             | 442,950           | 432,000              | 432,000                | 432,000            |
| 4100155 SUPERIOR COURT FINES-BASE | 139 PROBATION DEPARTMENT           | 41,133            | 42,000               | 42,000                 | 42,000             |
|                                   | TOTAL:                             | 41,133            | 42,000               | 42,000                 | 42,000             |
| 4100165 SETTLEMENTS/JUDGEMENTS    | 132 DISTRICT ATTORNEY              | 12,000            | 83,750               | 83,750                 | 83,750             |
|                                   | TOTAL:                             | 12,000            | 83,750               | 83,750                 | 83,750             |
| 4100180 BLDG CODE INVESTIG FEES   | 142 PLANNING & BUILDING DEPARTMENT | 111,960           | 107,016              | 107,016                | 107,016            |
|                                   | TOTAL:                             | 111,960           | 107,016              | 107,016                | 107,016            |
| 4100195 TRAFFIC SCHOOL FEES       | 143 COURT OPERATIONS               | 943,008           | 1,000,000            | 1,000,000              | 1,000,000          |
|                                   | TOTAL:                             | 943,008           | 1,000,000            | 1,000,000              | 1,000,000          |
| 4100206 ASSET FORFEITURES         | 136 SHERIFF-CORONER                | 78,492            | 0                    | 0                      | 0                  |
| 4100220 BLOOD ALCOHOL FINES       | 132 DISTRICT ATTORNEY              | 60,028            | 68,000               | 68,000                 | 68,000             |
|                                   | 136 SHERIFF-CORONER                | 0                 | 0                    | 70,000                 | 70,000             |
|                                   | 162 DRUG & ALCOHOL SERVICES        | 171,191           | 100,000              | 100,000                | 100,000            |
|                                   | TOTAL:                             | 231,219           | 168,000              | 238,000                | 238,000            |
| 4100225 AIDS EDUCATION FINE-PC264 | 139 PROBATION DEPARTMENT           | 0                 | 25                   | 25                     | 25                 |
|                                   | 160 PUBLIC HEALTH DEPARTMENT       | 335               | 0                    | 0                      | 0                  |
|                                   | TOTAL:                             | 335               | 25                   | 25                     | 25                 |
| 4100230 PENALTY AS-FINGERPRINT ID | 136 SHERIFF-CORONER                | 148,719           | 156,247              | 156,247                | 156,247            |
|                                   | TOTAL:                             | 148,719           | 156,247              | 156,247                | 156,247            |

SLO COUNTY BUDGET PREPARATION SYSTEM  
REVENUE DETAIL BY ACCOUNT

| REVENUE TYPE                        | DEPARTMENT                      | 2007-08<br>ACTUAL | 2008-09<br>REQUESTED | 2008-09<br>RECOMMENDED | 2008-09<br>ADOPTED |
|-------------------------------------|---------------------------------|-------------------|----------------------|------------------------|--------------------|
| 4100250 FISH AND GAME FINES         | 331 FISH AND GAME               | 13,692            | 10,000               | 10,000                 | 10,000             |
|                                     | TOTAL:                          | 13,692            | 10,000               | 10,000                 | 10,000             |
| 4100255 OFF-HIGHWAY MOTOR FINES     | 305 PARKS                       | 0                 | 2,000                | 2,000                  | 2,000              |
| 4100260 AGRICULTURE FINES           | 141 AGRICULTURAL COMMISSIONER   | 28,289            | 0                    | 0                      | 0                  |
| 4100265 BUSINESS & PROFESSIONS      | 143 COURT OPERATIONS            | (6,761)           | 4,500                | 4,500                  | 4,500              |
|                                     | TOTAL:                          | (6,761)           | 4,500                | 4,500                  | 4,500              |
| 4100270 HEALTH/SAFETY FINES/FORFT   | 139 PROBATION DEPARTMENT        | 18,563            | 21,000               | 21,000                 | 21,000             |
|                                     | 143 COURT OPERATIONS            | 2,225             | 3,900                | 3,900                  | 3,900              |
|                                     | TOTAL:                          | 20,788            | 24,900               | 24,900                 | 24,900             |
| 4100285 CITIES- ALL MISDEMEANORS    | 143 COURT OPERATIONS            | 31,216            | 28,000               | 28,000                 | 28,000             |
|                                     | TOTAL:                          | 31,216            | 28,000               | 28,000                 | 28,000             |
| 4100290 FEES -ALCOHOL ABUSE & EDU   | 162 DRUG & ALCOHOL SERVICES     | 0                 | 107,000              | 107,000                | 107,000            |
| 4100300 CITY MOTOR VEHICLE FINES    | 143 COURT OPERATIONS            | 134,563           | 115,000              | 115,000                | 115,000            |
|                                     | TOTAL:                          | 134,563           | 115,000              | 115,000                | 115,000            |
| 4100310 ST PENALTY F&GAME-PC1464    | 143 COURT OPERATIONS            | 3,318             | 2,000                | 2,000                  | 2,000              |
|                                     | TOTAL:                          | 3,318             | 2,000                | 2,000                  | 2,000              |
| 4100320 PENALTY AS-CTHS TEMP CONS   | 200 MAINTENANCE PROJECTS        | 7,856             | 0                    | 0                      | 0                  |
|                                     | 230 CAPITAL PROJECTS FUND       | 4,680,409         | 0                    | 0                      | 0                  |
|                                     | 277 DEBT SERVICE                | 243,061           | 309,869              | 309,869                | 309,869            |
|                                     | TOTAL:                          | 4,931,326         | 309,869              | 309,869                | 309,869            |
| 4100337 REGISTRATION FEE-VC 9250.19 | 136 SHERIFF-CORONER             | 249,738           | 187,303              | 187,303                | 187,303            |
|                                     | TOTAL:                          | 249,738           | 187,303              | 187,303                | 187,303            |
| 4100340 ST PENALTY ASSMNTS-PC1464   | 143 COURT OPERATIONS            | 665,123           | 550,000              | 550,000                | 550,000            |
|                                     | TOTAL:                          | 665,123           | 550,000              | 550,000                | 550,000            |
| 4100365 TRAFFIC SCH FEES-MADDY FUND | 351 EMERGENCY MEDICAL SRVS FUND | 93,977            | 108,000              | 108,000                | 108,000            |
|                                     | TOTAL:                          | 93,977            | 108,000              | 108,000                | 108,000            |
| 4100366 ADM PENALTY-HS 25187        | 160 PUBLIC HEALTH DEPARTMENT    | 175,000           | 205,000              | 205,000                | 205,000            |
|                                     | TOTAL:                          | 175,000           | 205,000              | 205,000                | 205,000            |
| 4100390 TRAFFIC SCHOOL FEES - CITY  | 143 COURT OPERATIONS            | 37,826            | 23,000               | 23,000                 | 23,000             |
|                                     | TOTAL:                          | 37,826            | 23,000               | 23,000                 | 23,000             |
| 4100465 DNA Database                | 139 PROBATION DEPARTMENT        | 25,289            | 38,501               | 38,501                 | 38,501             |
|                                     | TOTAL:                          | 25,289            | 38,501               | 38,501                 | 38,501             |

SLO COUNTY BUDGET PREPARATION SYSTEM  
REVENUE DETAIL BY ACCOUNT

| REVENUE TYPE                       | DEPARTMENT                         | 2007-08<br>ACTUAL | 2008-09<br>REQUESTED | 2008-09<br>RECOMMENDED | 2008-09<br>ADOPTED |
|------------------------------------|------------------------------------|-------------------|----------------------|------------------------|--------------------|
| 4100470 WET AND RECKLESS REVENUE   | 375 DRIVING UNDER THE INFLUENCE    | 37,284            | 37,180               | 37,180                 | 37,180             |
|                                    | TOTAL:                             | 37,284            | 37,180               | 37,180                 | 37,180             |
| 4150000 INTEREST                   | 101 NON-DEPARTMENTAL REVENUES      | 2,402,998         | 1,500,000            | 1,500,000              | 1,500,000          |
|                                    | 160 PUBLIC HEALTH DEPARTMENT       | 5,452             | 6,000                | 6,000                  | 6,000              |
|                                    | 230 CAPITAL PROJECTS FUND          | 853,390           | 0                    | 0                      | 0                  |
|                                    | 245 ROADS                          | 97,024            | 150,000              | 150,000                | 150,000            |
|                                    | 247 PUBLIC FACILITIES FEES         | 697,171           | 0                    | 0                      | 0                  |
|                                    | 248 ROADS - IMPACT FEES            | 688,466           | 400,000              | 400,000                | 400,000            |
|                                    | 266 COUNTYWIDE AUTOMATION REPLACEM | 417,981           | 0                    | 0                      | 0                  |
|                                    | 267 GEN GOVT BUILDING REPLACEMENT  | 325,371           | 0                    | 0                      | 0                  |
|                                    | 268 TAX REDUCTION RESERVE          | 568,571           | 0                    | 0                      | 0                  |
|                                    | 275 ORGANIZATIONAL DEVELOPMENT     | 111,986           | 75,000               | 100,000                | 100,000            |
|                                    | 277 DEBT SERVICE                   | 2,300             | 0                    | 0                      | 0                  |
|                                    | 290 COMMUNITY DEVELOPMENT PROGRAM  | 3,377             | 0                    | 0                      | 0                  |
|                                    | 305 PARKS                          | 29,387            | 15,000               | 15,000                 | 18,300             |
|                                    | 330 WILDLIFE AND GRAZING           | 483               | 350                  | 350                    | 350                |
|                                    | 350 CO MEDICAL SERVICES PROG       | 62,883            | 40,000               | 40,000                 | 40,000             |
|                                    | 351 EMERGENCY MEDICAL SRVS FUND    | 13,146            | 13,050               | 13,050                 | 13,050             |
|                                    | 352 CAL HEALTHCARE INDIG PROG      | 26,833            | 32,500               | 32,500                 | 32,500             |
|                                    | 375 DRIVING UNDER THE INFLUENCE    | 22,106            | 10,000               | 10,000                 | 10,000             |
|                                    | 377 LIBRARY                        | 153,341           | 130,000              | 130,000                | 130,000            |
|                                    | 392 PENSTON OBLIGATION BOND DSF    | 231,158           | 120,000              | 120,000                | 120,000            |
|                                    | TOTAL:                             | 6,7033,210        | 2,491,900            | 2,516,900              | 2,520,200          |
| 4150015 COMMUNICATION LEASE FACIL  | 113 GENERAL SERVICES               | 7,000             | 7,600                | 7,600                  | 7,600              |
|                                    | 114 INFORMATION TECHNOLOGY DEPARTM | 5,593             | 0                    | 0                      | 0                  |
|                                    | TOTAL:                             | 12,593            | 7,600                | 7,600                  | 7,600              |
| 4150020 RENT-LAND/BLDG-SHORT TERM  | 113 GENERAL SERVICES               | 68,856            | 68,223               | 68,223                 | 68,223             |
|                                    | 140 COUNTY FIRE                    | 24,423            | 5,000                | 5,000                  | 5,000              |
|                                    | 305 PARKS                          | 5,029             | 8,219                | 8,219                  | 8,219              |
|                                    | TOTAL:                             | 98,308            | 81,442               | 81,442                 | 81,442             |
| 4150025 RENT-LAND/BLDG-LONG TERM   | 113 GENERAL SERVICES               | 101,041           | 103,528              | 103,528                | 103,528            |
|                                    | 305 PARKS                          | 32,024            | 27,350               | 27,350                 | 30,210             |
|                                    | TOTAL:                             | 133,065           | 130,878              | 130,878                | 133,738            |
| 4150030 FARM LAND RENT             | 305 PARKS                          | 1,800             | 1,800                | 1,800                  | 1,800              |
|                                    | TOTAL:                             | 1,800             | 1,800                | 1,800                  | 1,800              |
| 4150035 RENTAL OF VETERANS BLDGS.  | 113 GENERAL SERVICES               | 79,205            | 70,000               | 70,000                 | 70,000             |
|                                    | TOTAL:                             | 79,205            | 70,000               | 70,000                 | 70,000             |
| 4200005 ST RLG-N-SALES TX-SOC SRVC | 139 PROBATION DEPARTMENT           | 240,572           | 240,572              | 240,572                | 240,572            |
|                                    | 160 PUBLIC HEALTH DEPARTMENT       | 172,500           | 172,500              | 172,500                | 172,500            |
|                                    | 180 SOCIAL SERVICES ADMINISTRATION | 2,407,597         | 2,285,786            | 2,285,786              | 2,285,786          |
|                                    | 181 FOSTER CARE-SOCIAL SERVICES    | 4,947,976         | 5,309,560            | 5,309,560              | 5,309,560          |
|                                    | TOTAL:                             | 7,768,645         | 8,008,418            | 8,008,418              | 8,008,418          |

SLO COUNTY BUDGET PREPARATION SYSTEM  
REVENUE DETAIL BY ACCOUNT

| REVENUE TYPE                      | DEPARTMENT                         | 2007-08<br>ACTUAL | 2008-09<br>REQUESTED | 2008-09<br>RECOMMENDED | 2008-09<br>ADOPTED |
|-----------------------------------|------------------------------------|-------------------|----------------------|------------------------|--------------------|
| 4200010 ST RLG-N-SALES TAX-M H    | 161 BEHAVIORAL HEALTH SERVICES     | 4,267,858         | 4,338,035            | 4,338,035              | 4,338,035          |
|                                   | TOTAL:                             | 4,267,858         | 4,338,035            | 4,338,035              | 4,338,035          |
| 4200015 ST RLG-N-SALES TAX-HEALTH | 160 PUBLIC HEALTH DEPARTMENT       | 1,512,112         | 1,501,829            | 1,501,829              | 1,501,829          |
|                                   | 184 LAW ENFORCEMENT MED CARE       | 252,577           | 250,860              | 250,860                | 250,860            |
|                                   | TOTAL:                             | 1,764,689         | 1,752,689            | 1,752,689              | 1,752,689          |
| 4200020 ST REALGN- VLF            | 160 PUBLIC HEALTH DEPARTMENT       | 1,872,132         | 2,020,015            | 2,020,015              | 2,020,015          |
|                                   | 161 BEHAVIORAL HEALTH SERVICES     | 1,670,443         | 1,738,225            | 1,738,225              | 1,738,225          |
|                                   | 180 SOCIAL SERVICES ADMINISTRATION | 266,858           | 317,625              | 317,625                | 317,625            |
|                                   | 181 FOSTER CARE-SOCIAL SERVICES    | 52,086            | 0                    | 0                      | 0                  |
|                                   | 184 LAW ENFORCEMENT MED CARE       | 273,261           | 294,846              | 294,846                | 294,846            |
|                                   | 350 CO MEDICAL SERVICES PROG       | 3,013,726         | 3,013,726            | 3,013,726              | 3,013,726          |
|                                   | TOTAL:                             | 7,148,506         | 7,384,437            | 7,384,437              | 7,384,437          |
| 4200021 ST REALGN- VLF GROWTH     | 160 PUBLIC HEALTH DEPARTMENT       | 77,103            | 0                    | 0                      | 0                  |
|                                   | 161 BEHAVIORAL HEALTH SERVICES     | 71,942            | 34,765               | 34,765                 | 34,765             |
|                                   | 180 SOCIAL SERVICES ADMINISTRATION | 15,567            | 0                    | 0                      | 0                  |
|                                   | TOTAL:                             | 164,612           | 34,765               | 34,765                 | 34,765             |
| 4200022 ST AID REALIGNMENT        | 161 BEHAVIORAL HEALTH SERVICES     | 82,064            | 90,000               | 120,000                | 120,000            |
|                                   | 180 SOCIAL SERVICES ADMINISTRATION | 300,000           | 500,000              | 500,000                | 500,000            |
|                                   | 181 FOSTER CARE-SOCIAL SERVICES    | 160,000           | 0                    | 0                      | 0                  |
|                                   | TOTAL:                             | 542,064           | 590,000              | 620,000                | 620,000            |
| 4200023 ST AID REALIGNMENT-VLF    | 161 BEHAVIORAL HEALTH SERVICES     | 99,273            | 99,273               | 99,273                 | 99,273             |
|                                   | TOTAL:                             | 99,273            | 99,273               | 99,273                 | 99,273             |
| 4200035 SB90 STATE MANDATED COSTS | 104 ADMINISTRATIVE OFFICE          | 45,016            | 0                    | 0                      | 0                  |
|                                   | 107 AUDITOR-CONTROLLER             | 11,621            | 45,780               | 45,780                 | 45,780             |
|                                   | 109 ASSESSOR                       | 0                 | 2,000                | 2,000                  | 2,000              |
|                                   | 110 CLERK/RECORDER                 | 92,127            | 218,156              | 218,156                | 218,156            |
|                                   | 132 DISTRICT ATTORNEY              | 95,813            | 273,832              | 273,832                | 273,832            |
|                                   | 135 PUBLIC DEFENDER                | 75,009            | 100,000              | 100,000                | 100,000            |
|                                   | 136 SHERIFF-CORONER                | 22,192            | 12,500               | 12,500                 | 12,500             |
|                                   | 137 ANIMAL SERVICES                | 0                 | 56,000               | 56,000                 | 56,000             |
|                                   | 139 PROBATION DEPARTMENT           | 35,701            | 25,000               | 25,000                 | 25,000             |
|                                   | 161 BEHAVIORAL HEALTH SERVICES     | 0                 | 267,103              | 267,103                | 267,103            |
|                                   | TOTAL:                             | 377,479           | 1,000,371            | 1,000,371              | 1,000,371          |
| 4200040 ST AID- DRUG/MENTL HEALTH | 161 BEHAVIORAL HEALTH SERVICES     | 774,601           | 735,364              | 735,364                | 735,364            |
|                                   | TOTAL:                             | 774,601           | 735,364              | 735,364                | 735,364            |
| 4200045 STATE AID- EXTRADITION    | 132 DISTRICT ATTORNEY              | 61,196            | 80,000               | 80,000                 | 80,000             |
|                                   | TOTAL:                             | 61,196            | 80,000               | 80,000                 | 80,000             |
| 4200055 STATE AID FOR AGRICULTURE | 141 AGRICULTURAL COMMISSIONER      | 666,728           | 1,357,398            | 1,398,566              | 1,398,566          |
|                                   | TOTAL:                             | 666,728           | 1,357,398            | 1,398,566              | 1,398,566          |

SLO COUNTY BUDGET PREPARATION SYSTEM  
REVENUE DETAIL BY ACCOUNT

| REVENUE TYPE                      | DEPARTMENT | 2007-08<br>ACTUAL              | 2008-09<br>REQUESTED | 2008-09<br>RECOMMENDED | 2008-09<br>ADOPTED |           |
|-----------------------------------|------------|--------------------------------|----------------------|------------------------|--------------------|-----------|
| 4200065 STATE AID-NUCLEAR PLANNG  | 107        | AUDITOR-CONTROLLER             | 1,066                | 0                      | 0                  | 0         |
|                                   | 111        | COUNTY COUNSEL                 | 1                    | 0                      | 3,570              | 3,570     |
|                                   | 112        | HUMAN RESOURCES                | 1,749                | 3,608                  | 3,608              | 3,608     |
|                                   | 113        | GENERAL SERVICES               | 9,788                | 1,973                  | 1,973              | 1,973     |
|                                   | 114        | INFORMATION TECHNOLOGY DEPARTM | 78,062               | 71,000                 | 71,000             | 71,000    |
|                                   | 136        | SHERIFF-CORONER                | 14,734               | 15,500                 | 15,500             | 15,500    |
|                                   | 138        | EMERGENCY SERVICES             | 648,071              | 734,776                | 734,776            | 734,776   |
|                                   | 140        | COUNTY FIRE                    | 37,667               | 22,000                 | 22,000             | 22,000    |
|                                   | 141        | AGRICULTURAL COMMISSIONER      | 42,368               | 55,000                 | 55,000             | 55,000    |
|                                   | 142        | PLANNING & BUILDING DEPARTMENT | 10,536               | 0                      | 5,000              | 5,000     |
|                                   | 160        | PUBLIC HEALTH DEPARTMENT       | 50,645               | 99,600                 | 94,141             | 94,141    |
|                                   | 161        | BEHAVIORAL HEALTH SERVICES     | 0                    | 0                      | 9,415              | 9,415     |
|                                   | 180        | SOCIAL SERVICES ADMINISTRATION | 4,901                | 13,147                 | 13,147             | 13,147    |
|                                   | 201        | PUBLIC WORKS SPECIAL SERVICES  | 14,159               | 16,700                 | 16,700             | 16,700    |
|                                   | 305        | PARKS                          | 1,459                | 0                      | 0                  | 0         |
|                                   | TOTAL:     | 915,206                        | 1,033,304            | 1,045,830              | 1,045,830          |           |
| 4200070 STATE AID VETERAN AFFAIRS | 186        | VETERANS SERVICES              | 66,339               | 59,500                 | 59,500             | 59,500    |
|                                   |            | TOTAL:                         | 66,339               | 59,500                 | 59,500             | 59,500    |
| 4200075 HOMEOWNER PROP TAX RELIEF | 101        | NON-DEPARTMENTAL REVENUES      | 808,063              | 800,000                | 800,000            | 800,000   |
|                                   | 245        | ROADS                          | 9,957                | 10,047                 | 10,047             | 10,047    |
|                                   | 377        | LIBRARY                        | 56,677               | 55,448                 | 55,448             | 55,448    |
|                                   |            | TOTAL:                         | 874,697              | 865,495                | 865,495            | 865,495   |
| 4200080 STATE REIMB-CMC/ASH CASES | 132        | DISTRICT ATTORNEY              | 347,588              | 340,000                | 340,000            | 340,000   |
|                                   | 133        | VICTIM/WITNESS ASSISTANCE      | 34,884               | 30,000                 | 30,000             | 30,000    |
|                                   | 135        | PUBLIC DEFENDER                | 237,919              | 182,000                | 182,000            | 182,000   |
|                                   | 136        | SHERIFF-CORONER                | 37,665               | 25,000                 | 25,000             | 25,000    |
|                                   | 139        | PROBATION DEPARTMENT           | 26,092               | 30,500                 | 30,500             | 30,500    |
|                                   |            | TOTAL:                         | 684,148              | 607,500                | 607,500            | 607,500   |
| 4200085 ST AID-DRUG AND ALCOHOL   | 162        | DRUG & ALCOHOL SERVICES        | 54,566               | 54,566                 | 54,566             | 54,566    |
|                                   |            | TOTAL:                         | 54,566               | 54,566                 | 54,566             | 54,566    |
| 4200090 ST AID-INS FRAUD INVESTIG | 132        | DISTRICT ATTORNEY              | 171,616              | 157,458                | 157,458            | 157,458   |
|                                   |            | TOTAL:                         | 171,616              | 157,458                | 157,458            | 157,458   |
| 4200095 ST AID-DMV-VEH CRIME INV  | 132        | DISTRICT ATTORNEY              | 130,916              | 160,000                | 160,000            | 160,000   |
|                                   | 136        | SHERIFF-CORONER                | 146,083              | 147,500                | 147,500            | 147,500   |
|                                   |            | TOTAL:                         | 276,999              | 307,500                | 307,500            | 307,500   |
| 4200100 ST AID-PERINATAL T E F    | 162        | DRUG & ALCOHOL SERVICES        | 243,724              | 243,724                | 243,724            | 243,724   |
|                                   |            | TOTAL:                         | 243,724              | 243,724                | 243,724            | 243,724   |
| 4200105 STATE AWARDED GRANTS      | 132        | DISTRICT ATTORNEY              | 251,014              | 293,185                | 293,185            | 293,185   |
|                                   | 133        | VICTIM/WITNESS ASSISTANCE      | 330,462              | 319,859                | 319,859            | 319,859   |
|                                   | 136        | SHERIFF-CORONER                | 1,344,521            | 1,194,138              | 1,194,138          | 1,194,138 |
|                                   | 139        | PROBATION DEPARTMENT           | 1,067,593            | 1,026,997              | 1,026,997          | 1,026,997 |
|                                   | 160        | PUBLIC HEALTH DEPARTMENT       | 6,156                | 16,556                 | 16,556             | 16,556    |

SLO COUNTY BUDGET PREPARATION SYSTEM  
REVENUE DETAIL BY ACCOUNT

| REVENUE TYPE                           | DEPARTMENT                         | 2007-08<br>ACTUAL | 2008-09<br>REQUESTED | 2008-09<br>RECOMMENDED | 2008-09<br>ADOPTED |
|--|------------------------------------|-------------------|----------------------|------------------------|--------------------|
| 4200105 (Continued)                    | 162 DRUG & ALCOHOL SERVICES        | 786,600           | 502,650              | 502,650                | 502,650            |
|  | 200 MAINTENANCE PROJECTS           | 75,179            | 0                    | 0                      | 0                  |
|  | 230 CAPITAL PROJECTS FUND          | 531,238           | 0                    | 0                      | 0                  |
|  | 377 LIBRARY                        | 61,803            | 61,803               | 61,803                 | 61,803             |
|  | TOTAL:                             | 4,454,566         | 3,415,188            | 3,415,188              | 3,415,188          |
| 4200110 ST AID-MANGD CARE-INPATNT      | 161 BEHAVIORAL HEALTH SERVICES     | 795,354           | 843,075              | 843,075                | 843,075            |
|  | TOTAL:                             | 795,354           | 843,075              | 843,075                | 843,075            |
| 4200118 ST AID PROP 1B                 | 245 ROADS                          | 4,798,849         | 0                    | 0                      | 0                  |
| 4200125 STATE REIMB FOR DNA TESTING    | 136 SHERIFF-CORONER                | 33,850            | 58,932               | 58,932                 | 58,932             |
|  | TOTAL:                             | 33,850            | 58,932               | 58,932                 | 58,932             |
| 4200130 ST AID-PROP 12 PARKS GRANT     | 200 MAINTENANCE PROJECTS           | 25,117            | 0                    | 0                      | 0                  |
| 4200132 ST AID PROP 36 TREATMENT PROGR | 162 DRUG & ALCOHOL SERVICES        | 294,150           | 143,326              | 143,326                | 143,326            |
|  | TOTAL:                             | 294,150           | 143,326              | 143,326                | 143,326            |
| 4200135 ST AID PROP 36 SUBSTANCE ABUSE | 132 DISTRICT ATTORNEY              | 9,474             | 8,229                | 8,229                  | 8,229              |
|  | 139 PROBATION DEPARTMENT           | 243,116           | 211,137              | 211,137                | 211,137            |
|  | 162 DRUG & ALCOHOL SERVICES        | 421,857           | 424,107              | 465,845                | 465,845            |
|  | TOTAL:                             | 674,447           | 643,473              | 685,211                | 685,211            |
| 4200137 STATE AID PROP 40 CLEAN WATER  | 200 MAINTENANCE PROJECTS           | 70,000            | 0                    | 0                      | 0                  |
|  | 245 ROADS                          | 1,301,840         | 0                    | 0                      | 0                  |
|  | TOTAL:                             | 1,371,840         | 0                    | 0                      | 0                  |
| 4200140 ST REV-PAROLE HOLDS            | 136 SHERIFF-CORONER                | 320,142           | 342,000              | 342,000                | 342,000            |
|  | TOTAL:                             | 320,142           | 342,000              | 342,000                | 342,000            |
| 4200141 STATE COASTAL GRANT            | 200 MAINTENANCE PROJECTS           | (91)              | 0                    | 0                      | 0                  |
|  | 230 CAPITAL PROJECTS FUND          | 16,862            | 0                    | 0                      | 0                  |
|  | TOTAL:                             | 16,771            | 0                    | 0                      | 0                  |
| 4200145 ST AID - ILLEGAL PLANT SUPPR   | 136 SHERIFF-CORONER                | 87,300            | 0                    | 0                      | 0                  |
| 4200150 ST AID - CHILD SUP ADMIN       | 134 CHILD SUPPORT SERVICES         | 1,387,932         | 1,604,201            | 1,604,201              | 1,604,201          |
|  | TOTAL:                             | 1,387,932         | 1,604,201            | 1,604,201              | 1,604,201          |
| 4200170 STATE AID - OTHER              | 110 CLERK/RECORDER                 | 256,157           | 14,840               | 14,840                 | 14,840             |
|  | 132 DISTRICT ATTORNEY              | 11,441            | 15,000               | 15,000                 | 15,000             |
|  | 136 SHERIFF-CORONER                | 240,806           | 147,450              | 147,450                | 147,450            |
|  | 139 PROBATION DEPARTMENT           | 195,999           | 451,264              | 451,264                | 451,264            |
|  | 142 PLANNING & BUILDING DEPARTMENT | 1,000             | 0                    | 0                      | 0                  |
|  | 160 PUBLIC HEALTH DEPARTMENT       | 492,402           | 502,838              | 502,838                | 502,838            |
|  | 161 BEHAVIORAL HEALTH SERVICES     | 10,249            | 87,103               | 87,103                 | 87,103             |
|  | 162 DRUG & ALCOHOL SERVICES        | 56,393            | 36,609               | 36,609                 | 36,609             |

SLO COUNTY BUDGET PREPARATION SYSTEM  
REVENUE DETAIL BY ACCOUNT

| REVENUE TYPE                           | DEPARTMENT                         | 2007-08<br>ACTUAL | 2008-09<br>REQUESTED | 2008-09<br>RECOMMENDED | 2008-09<br>ADOPTED |
|--|------------------------------------|-------------------|----------------------|------------------------|--------------------|
| 4200170 (Continued)                    | 200 MAINTENANCE PROJECTS           | 62,517            | 0                    | 0                      | 0                  |
|  | 215 FARM ADVISOR                   | 6,390             | 8,600                | 8,600                  | 8,600              |
|  | 230 CAPITAL PROJECTS FUND          | 431,104           | 0                    | 0                      | 0                  |
|  | 290 COMMUNITY DEVELOPMENT PROGRAM  | 54,025            | 600,000              | 600,000                | 600,000            |
|  | 377 LIBRARY                        | 90,421            | 81,380               | 81,380                 | 81,380             |
|  | TOTAL:                             | 1,908,904         | 1,945,084            | 1,945,084              | 1,945,084          |
| 4200175 STATE - WELFARE ADMIN.         | 180 SOCIAL SERVICES ADMINISTRATION | 23,218,124        | 22,871,363           | 22,986,363             | 22,986,363         |
|  | 181 FOSTER CARE-SOCIAL SERVICES    | 5,227,777         | 6,066,135            | 6,066,135              | 6,066,135          |
|  | 182 CALWORKS                       | 370,900           | 326,234              | 326,234                | 326,234            |
|  | 185 GENERAL ASSISTANCE             | 234,172           | 268,068              | 268,068                | 268,068            |
|  | TOTAL:                             | 29,050,973        | 29,531,800           | 29,646,800             | 29,646,800         |
| 4200185 STATE AID-GAIN PROGRAM         | 180 SOCIAL SERVICES ADMINISTRATION | 53,029            | 0                    | 0                      | 0                  |
| 4200190 STATE AID - ABATEMENT          | 181 FOSTER CARE-SOCIAL SERVICES    | 28,446            | 25,000               | 25,000                 | 25,000             |
|  | TOTAL:                             | 28,446            | 25,000               | 25,000                 | 25,000             |
| 4200195 ST AID-CS COLL-FOSTR CARE      | 181 FOSTER CARE-SOCIAL SERVICES    | 31,059            | 25,000               | 25,000                 | 25,000             |
|  | 182 CALWORKS                       | 35,945            | 28,000               | 28,000                 | 28,000             |
|  | 185 GENERAL ASSISTANCE             | 105               | 0                    | 0                      | 0                  |
|  | TOTAL:                             | 67,109            | 53,000               | 53,000                 | 53,000             |
| 4200200 MEDI-CAL: PATIENTS-ST +FED     | 161 BEHAVIORAL HEALTH SERVICES     | 7,103,213         | 7,849,863            | 7,748,118              | 7,912,721          |
|  | 165 MENTAL HEALTH ACT              | 675,503           | 1,496,929            | 1,526,541              | 1,548,964          |
|  | TOTAL:                             | 7,778,716         | 9,346,792            | 9,274,659              | 9,461,685          |
| 4200210 ST AID-CALIF CHILDREN SRVC     | 160 PUBLIC HEALTH DEPARTMENT       | 1,298,745         | 1,553,499            | 1,553,499              | 1,553,499          |
|  | TOTAL:                             | 1,298,745         | 1,553,499            | 1,553,499              | 1,553,499          |
| 4200215 STATE - HEALTH ADMIN.          | 138 EMERGENCY SERVICES             | 0                 | 76,933               | 76,933                 | 76,933             |
|  | 160 PUBLIC HEALTH DEPARTMENT       | 1,214,412         | 970,522              | 970,522                | 970,522            |
|  | 163 SUSPECTED ABUSE RESPONSE TEAM  | 9,243             | 0                    | 0                      | 0                  |
|  | TOTAL:                             | 1,223,655         | 1,047,455            | 1,047,455              | 1,047,455          |
| 4200220 ST AID-EPSDT-MENTAL HEALTH     | 161 BEHAVIORAL HEALTH SERVICES     | 3,120,889         | 3,053,409            | 3,053,409              | 3,188,384          |
|  | 165 MENTAL HEALTH ACT              | 253,953           | 420,294              | 420,294                | 438,681            |
|  | TOTAL:                             | 3,374,842         | 3,473,703            | 3,473,703              | 3,627,065          |
| 4200226 ST AID-GAS TAX-UNCLAIMED       | 141 AGRICULTURAL COMMISSIONER      | 988,557           | 1,044,000            | 1,044,000              | 1,044,000          |
|  | TOTAL:                             | 988,557           | 1,044,000            | 1,044,000              | 1,044,000          |
| 4200230 STATE - HIGHWAY USERS TAX      | 245 ROADS                          | 5,809,368         | 5,900,000            | 5,900,000              | 5,900,000          |
|  | TOTAL:                             | 5,809,368         | 5,900,000            | 5,900,000              | 5,900,000          |
| 4200240 STATE AID CONSTRUCTION         | 245 ROADS                          | 1,379,389         | 0                    | 0                      | 0                  |
| 4200241 STATE AID - URBAN STATE HWY AC | 245 ROADS                          | 48,000            | 0                    | 0                      | 80,000             |
|  | TOTAL:                             | 48,000            | 0                    | 0                      | 80,000             |

SLO COUNTY BUDGET PREPARATION SYSTEM  
REVENUE DETAIL BY ACCOUNT

| REVENUE TYPE                           | DEPARTMENT                         | 2007-08<br>ACTUAL | 2008-09<br>REQUESTED | 2008-09<br>RECOMMENDED | 2008-09<br>ADOPTED |
|--|------------------------------------|-------------------|----------------------|------------------------|--------------------|
| 4200242 STATE AID - REGIONAL STATE HWY | 245 ROADS                          | 1,241,032         | 0                    | 0                      | 0                  |
| 4200245 TRANS DEV ACT SB 325           | 245 ROADS                          | 2,397,035         | 2,000,000            | 2,000,000              | 2,000,000          |
|  | TOTAL:                             | 2,397,035         | 2,000,000            | 2,000,000              | 2,000,000          |
| 4200250 ST AID-ISTEA EXCHANGE          | 245 ROADS                          | 578,060           | 578,060              | 578,060                | 578,060            |
|  | TOTAL:                             | 578,060           | 578,060              | 578,060                | 578,060            |
| 4200255 ST AID-PUBLIC SAFETY SRVC      | 132 DISTRICT ATTORNEY              | 2,689,894         | 2,695,614            | 2,695,614              | 2,695,614          |
|  | 136 SHERIFF-CORONER                | 12,126,705        | 12,152,490           | 12,152,490             | 12,152,490         |
|  | 139 PROBATION DEPARTMENT           | 3,159,718         | 3,166,437            | 3,166,437              | 3,166,437          |
|  | 140 COUNTY FIRE                    | 2,187,808         | 2,192,460            | 2,192,460              | 2,192,460          |
|  | TOTAL:                             | 20,164,125        | 20,207,001           | 20,207,001             | 20,207,001         |
| 4200265 ST AID - TRAFFIC CONGESTION    | 245 ROADS                          | 0                 | 3,500,000            | 3,500,000              | 3,500,000          |
| 4200275 OTHER STATE IN-LIEU TAXES      | 101 NON-DEPARTMENTAL REVENUES      | 3,626             | 800                  | 800                    | 800                |
|  | TOTAL:                             | 3,626             | 800                  | 800                    | 800                |
| 4200285 OPEN SPACE SUBVENTION          | 101 NON-DEPARTMENTAL REVENUES      | 1,088,726         | 1,100,000            | 1,100,000              | 1,100,000          |
|  | TOTAL:                             | 1,088,726         | 1,100,000            | 1,100,000              | 1,100,000          |
| 4200290 ST-10% REST FINE REBATE        | 139 PROBATION DEPARTMENT           | 0                 | 100                  | 100                    | 100                |
| 4200295 ST-10% SBOC VOC REBATE         | 139 PROBATION DEPARTMENT           | 7,539             | 8,000                | 8,000                  | 8,000              |
|  | TOTAL:                             | 7,539             | 8,000                | 8,000                  | 8,000              |
| 4200300 CHIP HOSPITAL                  | 352 CAL HEALTHCARE INDIG PROG      | 155,325           | 183,198              | 183,198                | 183,198            |
|  | TOTAL:                             | 155,325           | 183,198              | 183,198                | 183,198            |
| 4200305 ST AID - SLESF                 | 132 DISTRICT ATTORNEY              | 85,456            | 85,779               | 85,779                 | 85,779             |
|  | 136 SHERIFF-CORONER                | 322,061           | 255,844              | 255,844                | 255,844            |
|  | 139 PROBATION DEPARTMENT           | 887,911           | 860,106              | 860,106                | 860,106            |
|  | TOTAL:                             | 1,295,428         | 1,201,729            | 1,201,729              | 1,201,729          |
| 4200320 ST AID-PASS THRU GRANTS        | 142 PLANNING & BUILDING DEPARTMENT | 4,729             | 0                    | 0                      | 0                  |
|  | 162 DRUG & ALCOHOL SERVICES        | 736,575           | 736,574              | 736,574                | 736,574            |
|  | 245 ROADS                          | 54,660            | 0                    | 0                      | 0                  |
|  | TOTAL:                             | 795,964           | 736,574              | 736,574                | 736,574            |
| 4200330 STATE AID FOR DISASTER         | 245 ROADS                          | 18,605            | 0                    | 0                      | 0                  |
| 4200335 ST-WELFARE ADMIN-PRIOR YR      | 180 SOCIAL SERVICES ADMINISTRATION | 1,260,982         | 0                    | 0                      | 0                  |
| 4200340 ST AID - MHSA                  | 165 MENTAL HEALTH ACT              | 3,758,084         | 4,040,614            | 4,161,205              | 4,165,241          |
|  | TOTAL:                             | 3,758,084         | 4,040,614            | 4,161,205              | 4,165,241          |
| 4250005 FED AID ENTITLEMNT LAND        | 101 NON-DEPARTMENTAL REVENUES      | 0                 | 625,000              | 625,000                | 625,000            |

SLO COUNTY BUDGET PREPARATION SYSTEM  
REVENUE DETAIL BY ACCOUNT

| REVENUE TYPE                       | DEPARTMENT                        | 2007-08<br>ACTUAL | 2008-09<br>REQUESTED | 2008-09<br>RECOMMENDED | 2008-09<br>ADOPTED |
|------------------------------------|-----------------------------------|-------------------|----------------------|------------------------|--------------------|
| 4250015 FEDERAL - HEALTH ADMIN     | 160 PUBLIC HEALTH DEPARTMENT      | 3,155,638         | 3,128,837            | 3,066,629              | 3,066,629          |
|                                    | 350 CO MEDICAL SERVICES PROG      | 120,153           | 77,400               | 77,400                 | 77,400             |
|                                    | TOTAL:                            | 3,275,791         | 3,206,237            | 3,144,029              | 3,144,029          |
| 4250020 FEDERAL AID CONSTRUCTION   | 245 ROADS                         | 6,360,800         | 1,486,250            | 1,486,250              | 1,486,250          |
|                                    | TOTAL:                            | 6,360,800         | 1,486,250            | 1,486,250              | 1,486,250          |
| 4250025 FEDERAL GRAZING FEES       | 330 WILDLIFE AND GRAZING          | 5,297             | 5,000                | 5,000                  | 5,000              |
|                                    | TOTAL:                            | 5,297             | 5,000                | 5,000                  | 5,000              |
| 4250026 FEDERAL AID FOREST RESERVE | 245 ROADS                         | 11,495            | 11,500               | 11,500                 | 11,500             |
|                                    | TOTAL:                            | 11,495            | 11,500               | 11,500                 | 11,500             |
| 4250035 FED AID-DRUG FREE SCH/COM  | 162 DRUG & ALCOHOL SERVICES       | 190,746           | 223,304              | 223,304                | 223,304            |
|                                    | TOTAL:                            | 190,746           | 223,304              | 223,304                | 223,304            |
| 4250050 FED AID-LLEBG GRANT        | 136 SHERIFF-CORONER               | 13,084            | 0                    | 0                      | 0                  |
| 4250055 FED AID - REIMB            | 181 FOSTER CARE-SOCIAL SERVICES   | 25,576            | 22,000               | 22,000                 | 22,000             |
|                                    | 182 CALWORKS                      | 37,388            | 30,000               | 30,000                 | 30,000             |
|                                    | TOTAL:                            | 62,964            | 52,000               | 52,000                 | 52,000             |
| 4250061 FED AID - IDEA FUNDS       | 161 BEHAVIORAL HEALTH SERVICES    | 493,186           | 493,186              | 493,186                | 493,186            |
|                                    | TOTAL:                            | 493,186           | 493,186              | 493,186                | 493,186            |
| 4250065 FEDERAL FUNDS - CDBG       | 290 COMMUNITY DEVELOPMENT PROGRAM | 2,731,428         | 2,059,246            | 2,059,246              | 2,059,246          |
|                                    | TOTAL:                            | 2,731,428         | 2,059,246            | 2,059,246              | 2,059,246          |
| 4250070 FEDERAL FUNDS - HOME       | 290 COMMUNITY DEVELOPMENT PROGRAM | 2,387,742         | 1,295,173            | 1,295,173              | 1,295,173          |
|                                    | TOTAL:                            | 2,387,742         | 1,295,173            | 1,295,173              | 1,295,173          |
| 4250075 FEDERAL FUNDS - ESG        | 290 COMMUNITY DEVELOPMENT PROGRAM | 90,945            | 92,073               | 92,073                 | 92,073             |
|                                    | TOTAL:                            | 90,945            | 92,073               | 92,073                 | 92,073             |
| 4250080 FEDERAL FUNDS - SNAP       | 290 COMMUNITY DEVELOPMENT PROGRAM | 804,312           | 848,222              | 848,222                | 848,222            |
|                                    | TOTAL:                            | 804,312           | 848,222              | 848,222                | 848,222            |
| 4250085 FEDERAL AID - SECURITY     | 132 DISTRICT ATTORNEY             | 35,690            | 40,000               | 0                      | 0                  |
|                                    | TOTAL:                            | 35,690            | 40,000               | 0                      | 0                  |
| 4250086 FED AID - SCAAP PASS THRU  | 136 SHERIFF-CORONER               | 249,798           | 0                    | 0                      | 0                  |
| 4250090 FED AID-DRUG AND ALCOHOL   | 162 DRUG & ALCOHOL SERVICES       | 1,542,109         | 1,539,288            | 1,539,288              | 1,539,288          |
|                                    | TOTAL:                            | 1,542,109         | 1,539,288            | 1,539,288              | 1,539,288          |
| 4250095 FEDERAL-GRANTS             | 136 SHERIFF-CORONER               | 363,193           | 0                    | 0                      | 0                  |
|                                    | 138 EMERGENCY SERVICES            | 128,997           | 54,299               | 54,299                 | 54,299             |
|                                    | 139 PROBATION DEPARTMENT          | 13,573            | 0                    | 0                      | 0                  |
|                                    | 140 COUNTY FIRE                   | 24,247            | 0                    | 0                      | 0                  |
|                                    | 160 PUBLIC HEALTH DEPARTMENT      | 1,215,626         | 888,687              | 888,687                | 888,687            |

SLO COUNTY BUDGET PREPARATION SYSTEM  
REVENUE DETAIL BY ACCOUNT

| REVENUE TYPE                           | DEPARTMENT                         | 2007-08<br>ACTUAL | 2008-09<br>REQUESTED | 2008-09<br>RECOMMENDED | 2008-09<br>ADOPTED |
|--|------------------------------------|-------------------|----------------------|------------------------|--------------------|
| 4250095 (Continued)                    | 161 BEHAVIORAL HEALTH SERVICES     | 434,664           | 434,664              | 434,664                | 434,664            |
|  | 162 DRUG & ALCOHOL SERVICES        | 166,028           | 42,460               | 42,460                 | 42,460             |
|  | TOTAL:                             | 2,346,328         | 1,420,110            | 1,420,110              | 1,420,110          |
| 4250105 FEDERAL AID - OTHER            | 101 NON-DEPARTMENTAL REVENUES      | 618,699           | 0                    | 0                      | 0                  |
|  | 133 VICTIM/WITNESS ASSISTANCE      | 188,341           | 198,944              | 198,944                | 198,944            |
|  | 136 SHERIFF-CORONER                | 294,603           | 65,000               | 65,000                 | 65,000             |
|  | 137 ANIMAL SERVICES                | 6,598             | 0                    | 0                      | 0                  |
|  | 138 EMERGENCY SERVICES             | 11,872            | 8,800                | 8,800                  | 8,800              |
|  | 140 COUNTY FIRE                    | 48,500            | 0                    | 0                      | 0                  |
|  | 141 AGRICULTURAL COMMISSIONER      | 608,484           | 0                    | 0                      | 0                  |
|  | 160 PUBLIC HEALTH DEPARTMENT       | 37,968            | 0                    | 0                      | 0                  |
|  | 161 BEHAVIORAL HEALTH SERVICES     | 45,772            | 0                    | 0                      | 0                  |
|  | 165 MENTAL HEALTH ACT              | 0                 | 45,772               | 45,772                 | 45,772             |
|  | TOTAL:                             | 1,860,837         | 318,516              | 318,516                | 318,516            |
| 4250110 FEDERAL - WELFARE ADMIN        | 139 PROBATION DEPARTMENT           | 1,970,130         | 1,660,625            | 1,667,575              | 1,667,575          |
|  | 180 SOCIAL SERVICES ADMINISTRATION | 20,242,235        | 22,794,263           | 22,794,263             | 22,794,263         |
|  | 181 FOSTER CARE-SOCIAL SERVICES    | 4,788,731         | 4,985,146            | 4,985,146              | 4,985,146          |
|  | 182 CALWORKS                       | 739,489           | 736,232              | 736,232                | 736,232            |
|  | TOTAL:                             | 27,740,585        | 30,176,266           | 30,183,216             | 30,183,216         |
| 4250115 FEDERAL AID - ABATEMENT        | 181 FOSTER CARE-SOCIAL SERVICES    | 44,096            | 35,000               | 35,000                 | 35,000             |
|  | TOTAL:                             | 44,096            | 35,000               | 35,000                 | 35,000             |
| 4250120 FEDERAL AID-GAIN PROGRAM       | 180 SOCIAL SERVICES ADMINISTRATION | 427,910           | 0                    | 0                      | 0                  |
| 4250125 FED AID-NUTRITION PROGRAM      | 139 PROBATION DEPARTMENT           | 112,698           | 125,000              | 125,000                | 125,000            |
|  | TOTAL:                             | 112,698           | 125,000              | 125,000                | 125,000            |
| 4250130 FED AID-PERINTL SETASIDE       | 162 DRUG & ALCOHOL SERVICES        | 72,201            | 72,201               | 72,201                 | 72,201             |
|  | TOTAL:                             | 72,201            | 72,201               | 72,201                 | 72,201             |
| 4250136 FED AID - PUBLIC HEALTH SECURI | 138 EMERGENCY SERVICES             | 63,456            | 0                    | 0                      | 0                  |
|  | 160 PUBLIC HEALTH DEPARTMENT       | 789,158           | 659,154              | 659,154                | 659,154            |
|  | TOTAL:                             | 852,614           | 659,154              | 659,154                | 659,154            |
| 4250140 FED AID-CHILD SUP ADMIN        | 134 CHILD SUPPORT SERVICES         | 3,157,670         | 3,114,036            | 3,142,416              | 3,142,416          |
|  | TOTAL:                             | 3,157,670         | 3,114,036            | 3,142,416              | 3,142,416          |
| 4250141 FED-WELFARE ADMN-PRIOR YR      | 180 SOCIAL SERVICES ADMINISTRATION | 279,646           | 0                    | 0                      | 0                  |
| 4250145 FED AID-INCENTIVES             | 134 CHILD SUPPORT SERVICES         | 286,268           | 0                    | 0                      | 0                  |
|  | 180 SOCIAL SERVICES ADMINISTRATION | 141,129           | 0                    | 0                      | 0                  |
|  | TOTAL:                             | 427,397           | 0                    | 0                      | 0                  |
| 4250155 FEDERAL AID-ADDI               | 290 COMMUNITY DEVELOPMENT PROGRAM  | 80,550            | 9,294                | 9,294                  | 9,294              |
|  | TOTAL:                             | 80,550            | 9,294                | 9,294                  | 9,294              |

SLO COUNTY BUDGET PREPARATION SYSTEM  
REVENUE DETAIL BY ACCOUNT

| REVENUE TYPE                           | DEPARTMENT                         | 2007-08<br>ACTUAL | 2008-09<br>REQUESTED | 2008-09<br>RECOMMENDED | 2008-09<br>ADOPTED |
|--|------------------------------------|-------------------|----------------------|------------------------|--------------------|
| 4300005 OTHER GOVT AGENCY REVENUE      | 136 SHERIFF-CORONER                | 25,134            | 25,250               | 25,250                 | 25,250             |
|  | 137 ANIMAL SERVICES                | 701,965           | 816,070              | 846,070                | 846,070            |
|  | 139 PROBATION DEPARTMENT           | 324,640           | 340,976              | 340,976                | 340,976            |
|  | 141 AGRICULTURAL COMMISSIONER      | 0                 | 4,750                | 4,750                  | 4,750              |
|  | 160 PUBLIC HEALTH DEPARTMENT       | 46,007            | 67,661               | 67,661                 | 67,661             |
|  | 161 BEHAVIORAL HEALTH SERVICES     | 151,317           | 170,000              | 170,000                | 170,000            |
|  | 162 DRUG & ALCOHOL SERVICES        | 83,935            | 256,741              | 277,701                | 277,701            |
|  | 183 MEDICAL ASSISTANCE PROG        | 298,944           | 119,425              | 119,425                | 119,425            |
|  | TOTAL:                             | 1,631,942         | 1,800,873            | 1,851,833              | 1,851,833          |
| 4300010 COMBINED FED/ST CALWORKS       | 182 CALWORKS                       | 10,200,727        | 10,682,536           | 10,213,171             | 10,213,171         |
|  | TOTAL:                             | 10,200,727        | 10,682,536           | 10,213,171             | 10,213,171         |
| 4300015 OTHER GOV'T: RDA PASS THRU     | 101 NON-DEPARTMENTAL REVENUES      | 1,500,138         | 1,300,000            | 1,300,000              | 1,300,000          |
|  | 377 LIBRARY                        | 46,953            | 46,582               | 46,582                 | 46,582             |
|  | TOTAL:                             | 1,547,091         | 1,346,582            | 1,346,582              | 1,346,582          |
| 4350100 AFFORDABLE HOUSING FEE TRANSFE | 247 PUBLIC FACILITIES FEES         | (30,260)          | (20,000)             | (20,000)               | (20,000)           |
|  | TOTAL:                             | (30,260)          | (20,000)             | (20,000)               | (20,000)           |
| 4350101 AFFORDABLE HOUSNG IN-LIEU      | 247 PUBLIC FACILITIES FEES         | 30,261            | 20,000               | 20,000                 | 20,000             |
|  | TOTAL:                             | 30,261            | 20,000               | 20,000                 | 20,000             |
| 4350102 PUB FAC FEE-LIBRARY            | 247 PUBLIC FACILITIES FEES         | 214,529           | 216,459              | 216,459                | 216,459            |
|  | TOTAL:                             | 214,529           | 216,459              | 216,459                | 216,459            |
| 4350103 PUB FACIL FEE-FIRE             | 247 PUBLIC FACILITIES FEES         | 1,046,999         | 931,918              | 931,918                | 931,918            |
|  | TOTAL:                             | 1,046,999         | 931,918              | 931,918                | 931,918            |
| 4350104 PUB FACIL FEE-PARKS            | 247 PUBLIC FACILITIES FEES         | 726,526           | 717,923              | 717,923                | 717,923            |
|  | TOTAL:                             | 726,526           | 717,923              | 717,923                | 717,923            |
| 4350105 PUB FACIL FEE-GEN GOVT         | 247 PUBLIC FACILITIES FEES         | 340,744           | 310,196              | 310,196                | 310,196            |
|  | TOTAL:                             | 340,744           | 310,196              | 310,196                | 310,196            |
| 4350106 APPEAL FEE                     | 245 ROADS                          | 762               | 0                    | 0                      | 0                  |
| 4350107 PUB FAC FEE-LAW ENFORCE        | 247 PUBLIC FACILITIES FEES         | 184,038           | 161,317              | 161,317                | 161,317            |
|  | TOTAL:                             | 184,038           | 161,317              | 161,317                | 161,317            |
| 4350108 ROAD IMPACT FEES               | 248 ROADS - IMPACT FEES            | 3,350,555         | 2,713,000            | 2,713,000              | 2,713,000          |
|  | TOTAL:                             | 3,350,555         | 2,713,000            | 2,713,000              | 2,713,000          |
| 4350209 REVENUE TRANSFER FROM TRUST FU | 136 SHERIFF-CORONER                | 80,000            | 250,000              | 250,000                | 250,000            |
|  | 142 PLANNING & BUILDING DEPARTMENT | 27,690            | 0                    | 0                      | 0                  |
|  | TOTAL:                             | 107,690           | 250,000              | 250,000                | 250,000            |
| 4350235 BILLINGS OH-OUTSIDE AGENCIES   | 102 NON-DEPTL-OTHR FINCNG USE      | 94,888            | 94,418               | 94,418                 | 94,418             |
|  | TOTAL:                             | 94,888            | 94,418               | 94,418                 | 94,418             |

SLO COUNTY BUDGET PREPARATION SYSTEM  
REVENUE DETAIL BY ACCOUNT

| REVENUE TYPE                          | DEPARTMENT                         | 2007-08<br>ACTUAL | 2008-09<br>REQUESTED | 2008-09<br>RECOMMENDED | 2008-09<br>ADOPTED |
|---------------------------------------|------------------------------------|-------------------|----------------------|------------------------|--------------------|
| 4350245 OTHER BILLINGS TO COURTS      | 113 GENERAL SERVICES               | 279,457           | 278,347              | 278,347                | 278,347            |
|                                       | 114 INFORMATION TECHNOLOGY DEPARTM | 899,718           | 975,825              | 975,825                | 975,825            |
|                                       | 200 MAINTENANCE PROJECTS           | 6,057             | 0                    | 0                      | 0                  |
|                                       | TOTAL:                             | 1,185,232         | 1,254,172            | 1,254,172              | 1,254,172          |
| 4350250 SHERIFF BLNGS - COURT SECUR   | 136 SHERIFF-CORONER                | 3,556,773         | 3,325,181            | 3,565,526              | 3,565,526          |
|                                       | TOTAL:                             | 3,556,773         | 3,325,181            | 3,565,526              | 3,565,526          |
| 4350255 BILLINGS TO OUTSIDE AGENCIES  | 110 CLERK/RECORDER                 | 2,705             | 4,536                | 4,536                  | 4,536              |
|                                       | 113 GENERAL SERVICES               | 19,578            | 35,000               | 35,000                 | 35,000             |
|                                       | 132 DISTRICT ATTORNEY              | 66,275            | 62,841               | 62,841                 | 62,841             |
|                                       | 352 CAL HEALTHCARE INDIG PROG      | 180,736           | 180,736              | 180,736                | 180,736            |
|                                       | TOTAL:                             | 269,294           | 283,113              | 283,113                | 283,113            |
| 4350260 FEES-YOUNG ADULTS PROGRAM     | 375 DRIVING UNDER THE INFLUENCE    | 102,685           | 92,640               | 92,640                 | 92,640             |
|                                       | TOTAL:                             | 102,685           | 92,640               | 92,640                 | 92,640             |
| 4350265 ROAD TRANSVERSE CUT FEE       | 245 ROADS                          | 26,408            | 12,000               | 12,000                 | 12,000             |
|                                       | TOTAL:                             | 26,408            | 12,000               | 12,000                 | 12,000             |
| 4350266 ROAD LONGITUDE CUT FEE        | 245 ROADS                          | 64,139            | 4,000                | 4,000                  | 4,000              |
|                                       | TOTAL:                             | 64,139            | 4,000                | 4,000                  | 4,000              |
| 4350285 EXTD FIRST OFFENDER FEES      | 375 DRIVING UNDER THE INFLUENCE    | 193,324           | 220,984              | 220,984                | 220,984            |
|                                       | TOTAL:                             | 193,324           | 220,984              | 220,984                | 220,984            |
| 4350295 PREAPPLICATION PROCESS        | 142 PLANNING & BUILDING DEPARTMENT | 45,368            | 55,932               | 55,932                 | 55,932             |
|                                       | 201 PUBLIC WORKS SPECIAL SERVICES  | 5,119             | 4,100                | 4,100                  | 4,100              |
|                                       | TOTAL:                             | 50,487            | 60,032               | 60,032                 | 60,032             |
| 4350305 FLOOD HAZARD PROPERTY REPORTS | 201 PUBLIC WORKS SPECIAL SERVICES  | 464               | 320                  | 320                    | 320                |
|                                       | TOTAL:                             | 464               | 320                  | 320                    | 320                |
| 4350310 FIRE SUPPRESSION/COST REI     | 140 COUNTY FIRE                    | 232,255           | 0                    | 0                      | 0                  |
| 4350315 AMBULANCE REIMBURSEMENT       | 101 NON-DEPARTMENTAL REVENUES      | 40,000            | 40,000               | 40,000                 | 40,000             |
|                                       | 140 COUNTY FIRE                    | 124,725           | 129,545              | 129,545                | 129,545            |
|                                       | TOTAL:                             | 164,725           | 169,545              | 169,545                | 169,545            |
| 4350320 INMATE ASSISTANCE REIMBRS     | 136 SHERIFF-CORONER                | 778               | 800                  | 800                    | 800                |
|                                       | TOTAL:                             | 778               | 800                  | 800                    | 800                |
| 4350325 BOOKING FEES-INDIVIDUALS      | 136 SHERIFF-CORONER                | 201               | 1,500                | 1,500                  | 1,500              |
|                                       | TOTAL:                             | 201               | 1,500                | 1,500                  | 1,500              |
| 4350330 PUBLIC EDUCATION GOV'T ACCESS | 201 PUBLIC WORKS SPECIAL SERVICES  | 53,810            | 0                    | 0                      | 0                  |
| 4350335 MONITORING FEE-PC1203.1B      | 139 PROBATION DEPARTMENT           | 271,852           | 310,000              | 310,000                | 310,000            |
|                                       | TOTAL:                             | 271,852           | 310,000              | 310,000                | 310,000            |

SLO COUNTY BUDGET PREPARATION SYSTEM  
REVENUE DETAIL BY ACCOUNT

| REVENUE TYPE                          | DEPARTMENT                         | 2007-08<br>ACTUAL | 2008-09<br>REQUESTED | 2008-09<br>RECOMMENDED | 2008-09<br>ADOPTED |
|---------------------------------------|------------------------------------|-------------------|----------------------|------------------------|--------------------|
| 4350340 JUVENILE INFORMAL SUPERVISION | 136 SHERIFF-CORONER                | 89,840            | 58,000               | 58,000                 | 58,000             |
|                                       | TOTAL:                             | 89,840            | 58,000               | 58,000                 | 58,000             |
| 4350345 DIVERSN MONITRG-PC1001.53     | 139 PROBATION DEPARTMENT           | 34                | 0                    | 0                      | 0                  |
| 4350350 MITIGATION FEE-AIR            | 142 PLANNING & BUILDING DEPARTMENT | 11,969            | 650                  | 650                    | 650                |
|                                       | 245 ROADS                          | 150,238           | 0                    | 0                      | 0                  |
|                                       | TOTAL:                             | 162,207           | 650                  | 650                    | 650                |
| 4350365 CHANGE OF PLEA                | 139 PROBATION DEPARTMENT           | 975               | 750                  | 750                    | 750                |
|                                       | TOTAL:                             | 975               | 750                  | 750                    | 750                |
| 4350370 PROBA MGMNT FEE-ADULTS        | 139 PROBATION DEPARTMENT           | 18,724            | 23,000               | 23,000                 | 23,000             |
|                                       | TOTAL:                             | 18,724            | 23,000               | 23,000                 | 23,000             |
| 4350380 SENTENCING REPORT FEE         | 139 PROBATION DEPARTMENT           | 98,744            | 120,000              | 120,000                | 120,000            |
|                                       | TOTAL:                             | 98,744            | 120,000              | 120,000                | 120,000            |
| 4350385 RESTITN COLL FEE-PC1203.1     | 139 PROBATION DEPARTMENT           | 180,756           | 210,000              | 210,000                | 210,000            |
|                                       | TOTAL:                             | 180,756           | 210,000              | 210,000                | 210,000            |
| 4350390 RECORD SEALING FEE            | 139 PROBATION DEPARTMENT           | 1,749             | 2,000                | 2,000                  | 2,000              |
|                                       | TOTAL:                             | 1,749             | 2,000                | 2,000                  | 2,000              |
| 4350395 RED INSTALLMENT PLAN FEE      | 108 TREAS-TAX COLL-PUBLIC ADM      | 2,840             | 3,785                | 3,785                  | 3,785              |
|                                       | TOTAL:                             | 2,840             | 3,785                | 3,785                  | 3,785              |
| 4350400 ADMINISTRATIVE SERVICES       | 107 AUDITOR-CONTROLLER             | 139,208           | 177,660              | 177,660                | 177,660            |
|                                       | 108 TREAS-TAX COLL-PUBLIC ADM      | 908,213           | 944,643              | 941,897                | 941,897            |
|                                       | 132 DISTRICT ATTORNEY              | 147,215           | 185,000              | 185,000                | 185,000            |
|                                       | 137 ANIMAL SERVICES                | 2,459             | 2,900                | 2,900                  | 2,900              |
|                                       | 139 PROBATION DEPARTMENT           | 125               | 100                  | 100                    | 100                |
|                                       | 142 PLANNING & BUILDING DEPARTMENT | 273,405           | 300,000              | 300,000                | 300,000            |
|                                       | TOTAL:                             | 1,470,625         | 1,610,303            | 1,607,557              | 1,607,557          |
| 4350404 ADMIN FEE - GC 29412          | 107 AUDITOR-CONTROLLER             | 39,651            | 21,000               | 21,000                 | 21,000             |
|                                       | TOTAL:                             | 39,651            | 21,000               | 21,000                 | 21,000             |
| 4350405 SPECIAL ASSESSMENT FEES       | 107 AUDITOR-CONTROLLER             | 143,258           | 143,086              | 143,086                | 143,086            |
|                                       | TOTAL:                             | 143,258           | 143,086              | 143,086                | 143,086            |
| 4350410 ASSESSMNT APPORTNMNT FEES     | 201 PUBLIC WORKS SPECIAL SERVICES  | 2,521             | 2,940                | 2,940                  | 2,940              |
|                                       | TOTAL:                             | 2,521             | 2,940                | 2,940                  | 2,940              |
| 4350415 PROP.REDEMPT.SEARCH FEES      | 108 TREAS-TAX COLL-PUBLIC ADM      | 7,007             | 7,693                | 7,693                  | 7,693              |
|                                       | TOTAL:                             | 7,007             | 7,693                | 7,693                  | 7,693              |
| 4350425 PUBLIC DEFENDR SRVS-ADULT     | 135 PUBLIC DEFENDER                | 328,963           | 127,595              | 252,595                | 252,595            |
|                                       | TOTAL:                             | 328,963           | 127,595              | 252,595                | 252,595            |

SLO COUNTY BUDGET PREPARATION SYSTEM  
REVENUE DETAIL BY ACCOUNT

| REVENUE TYPE                          | DEPARTMENT                         | 2007-08<br>ACTUAL | 2008-09<br>REQUESTED | 2008-09<br>RECOMMENDED | 2008-09<br>ADOPTED |
|---------------------------------------|------------------------------------|-------------------|----------------------|------------------------|--------------------|
| 4350430 ELECTION SERVICES             | 110 CLERK/RECORDER                 | 28,056            | 200,000              | 255,000                | 255,000            |
|                                       | TOTAL:                             | 28,056            | 200,000              | 255,000                | 255,000            |
| 4350435 DEFERRED ENTRY OF JUDGMENT    | 132 DISTRICT ATTORNEY              | 106,381           | 104,600              | 104,600                | 104,600            |
|                                       | 139 PROBATION DEPARTMENT           | 0                 | 1,000                | 1,000                  | 1,000              |
|                                       | 162 DRUG & ALCOHOL SERVICES        | 50,912            | 57,500               | 47,500                 | 47,500             |
|                                       | TOTAL:                             | 157,293           | 163,100              | 153,100                | 153,100            |
| 4350441 SEGREGATIONS FEE              | 108 TREAS-TAX COLL-PUBLIC ADM      | 0                 | 175                  | 175                    | 175                |
| 4350445 DMV DELINQUENT VESSEL FEE     | 108 TREAS-TAX COLL-PUBLIC ADM      | 892               | 995                  | 995                    | 995                |
|                                       | TOTAL:                             | 892               | 995                  | 995                    | 995                |
| 4350450 UNSEC DELINQUENT COLL FEE     | 108 TREAS-TAX COLL-PUBLIC ADM      | 20,625            | 28,000               | 28,000                 | 28,000             |
|                                       | TOTAL:                             | 20,625            | 28,000               | 28,000                 | 28,000             |
| 4350455 OTHER COURT-ORDERED REIMB     | 139 PROBATION DEPARTMENT           | 0                 | 2,000                | 2,000                  | 2,000              |
| 4350457 PUBLIC DEFENDER REIMBURSEMENT | 139 PROBATION DEPARTMENT           | 40,719            | 372,800              | 372,800                | 372,800            |
|                                       | TOTAL:                             | 40,719            | 372,800              | 372,800                | 372,800            |
| 4350460 LEGAL SERVICES                | 111 COUNTY COUNSEL                 | 47,813            | 60,200               | 60,200                 | 60,200             |
|                                       | TOTAL:                             | 47,813            | 60,200               | 60,200                 | 60,200             |
| 4350465 INVOLUNTARY LIEN NOTICES      | 110 CLERK/RECORDER                 | 18,328            | 17,500               | 17,500                 | 17,500             |
|                                       | TOTAL:                             | 18,328            | 17,500               | 17,500                 | 17,500             |
| 4350470 INSTALLMENT FEES              | 139 PROBATION DEPARTMENT           | (62)              | 0                    | 0                      | 0                  |
| 4350475 PROCESSING FEES               | 139 PROBATION DEPARTMENT           | 103,952           | 105,000              | 105,000                | 105,000            |
|                                       | TOTAL:                             | 103,952           | 105,000              | 105,000                | 105,000            |
| 4350480 ENVIRONMNTL ASSESSMT FEES     | 142 PLANNING & BUILDING DEPARTMENT | 229,134           | 449,487              | 449,487                | 449,487            |
|                                       | TOTAL:                             | 229,134           | 449,487              | 449,487                | 449,487            |
| 4350490 PUBLICATION FEES              | 142 PLANNING & BUILDING DEPARTMENT | 1,514             | 2,010                | 2,010                  | 2,010              |
|                                       | TOTAL:                             | 1,514             | 2,010                | 2,010                  | 2,010              |
| 4350495 PLANNING/ENGINEERING SVCS     | 245 ROADS                          | 3,614             | 1,000                | 1,000                  | 1,000              |
|                                       | TOTAL:                             | 3,614             | 1,000                | 1,000                  | 1,000              |
| 4350500 ROAD PERMIT FEES              | 245 ROADS                          | 15,150            | 20,000               | 20,000                 | 20,000             |
|                                       | TOTAL:                             | 15,150            | 20,000               | 20,000                 | 20,000             |
| 4350505 FILING FEES-CORNER RECORD     | 201 PUBLIC WORKS SPECIAL SERVICES  | 1,575             | 1,576                | 1,576                  | 1,576              |
|                                       | TOTAL:                             | 1,575             | 1,576                | 1,576                  | 1,576              |
| 4350515 ALLOCATION ADMIN FEE          | 142 PLANNING & BUILDING DEPARTMENT | 42,409            | 40,008               | 40,008                 | 40,008             |
|                                       | TOTAL:                             | 42,409            | 40,008               | 40,008                 | 40,008             |

SLO COUNTY BUDGET PREPARATION SYSTEM  
REVENUE DETAIL BY ACCOUNT

| REVENUE TYPE                           | DEPARTMENT                         | 2007-08<br>ACTUAL | 2008-09<br>REQUESTED | 2008-09<br>RECOMMENDED | 2008-09<br>ADOPTED |
|--|------------------------------------|-------------------|----------------------|------------------------|--------------------|
| 4350520 ITD BILL OUTSIDE AGENCIES      | 114 INFORMATION TECHNOLOGY DEPARTM | 174,817           | 199,118              | 199,118                | 199,118            |
|  | TOTAL:                             | 174,817           | 199,118              | 199,118                | 199,118            |
| 4350525 ITD BILL OUTSIDE AGENCIES COMM | 114 INFORMATION TECHNOLOGY DEPARTM | 165,256           | 143,929              | 143,929                | 143,929            |
|  | TOTAL:                             | 165,256           | 143,929              | 143,929                | 143,929            |
| 4350530 FIRE PROTECTION SERVICES       | 140 COUNTY FIRE                    | 1,853,043         | 1,842,222            | 1,842,222              | 1,842,222          |
|  | TOTAL:                             | 1,853,043         | 1,842,222            | 1,842,222              | 1,842,222          |
| 4350540 AGRICULTURAL SERVICES          | 141 AGRICULTURAL COMMISSIONER      | 62,785            | 67,125               | 67,125                 | 78,027             |
|  | TOTAL:                             | 62,785            | 67,125               | 67,125                 | 78,027             |
| 4350545 RODENT CONTROL                 | 141 AGRICULTURAL COMMISSIONER      | 28,893            | 38,400               | 38,400                 | 38,400             |
|  | TOTAL:                             | 28,893            | 38,400               | 38,400                 | 38,400             |
| 4350550 HOME DETENTION PROGRAM         | 136 SHERIFF-CORONER                | 223,225           | 202,000              | 202,000                | 202,000            |
|  | TOTAL:                             | 223,225           | 202,000              | 202,000                | 202,000            |
| 4350555 STANDARDIZATION INSPECTS       | 141 AGRICULTURAL COMMISSIONER      | 6,895             | 8,190                | 8,190                  | 8,190              |
|  | TOTAL:                             | 6,895             | 8,190                | 8,190                  | 8,190              |
| 4350560 ALTERNATIVE WORK PROG REV      | 136 SHERIFF-CORONER                | 110,991           | 102,250              | 102,250                | 102,250            |
|  | TOTAL:                             | 110,991           | 102,250              | 102,250                | 102,250            |
| 4350565 WEEKENDER PROGRAM              | 136 SHERIFF-CORONER                | 103,966           | 75,000               | 75,000                 | 75,000             |
|  | TOTAL:                             | 103,966           | 75,000               | 75,000                 | 75,000             |
| 4350570 CIVIL PROCESS SERVICE          | 136 SHERIFF-CORONER                | 110,982           | 118,000              | 118,000                | 118,000            |
|  | TOTAL:                             | 110,982           | 118,000              | 118,000                | 118,000            |
| 4350580 REIMB JUV COURT PROF FEES      | 135 PUBLIC DEFENDER                | 69,980            | 70,400               | 120,205                | 120,205            |
|  | TOTAL:                             | 69,980            | 70,400               | 120,205                | 120,205            |
| 4350581 ESTATE FEES                    | 108 TREAS-TAX COLL-PUBLIC ADM      | 5,423             | 17,275               | 17,275                 | 17,275             |
|  | TOTAL:                             | 5,423             | 17,275               | 17,275                 | 17,275             |
| 4350585 GUARDIANSHIP FEES              | 111 COUNTY COUNSEL                 | 11,880            | 6,000                | 6,000                  | 6,000              |
|  | 160 PUBLIC HEALTH DEPARTMENT       | 95,120            | 112,000              | 112,000                | 112,000            |
|  | TOTAL:                             | 107,000           | 118,000              | 118,000                | 118,000            |
| 4350590 REPRESENTATIVE PAYEE FEES      | 160 PUBLIC HEALTH DEPARTMENT       | 21,733            | 19,500               | 19,500                 | 19,500             |
|  | TOTAL:                             | 21,733            | 19,500               | 19,500                 | 19,500             |
| 4350595 HUMANE SERVICES                | 137 ANIMAL SERVICES                | 54,688            | 68,500               | 68,500                 | 68,500             |
|  | TOTAL:                             | 54,688            | 68,500               | 68,500                 | 68,500             |
| 4350600 IMPOUND FEES                   | 137 ANIMAL SERVICES                | 50,715            | 52,000               | 52,000                 | 52,000             |
|  | TOTAL:                             | 50,715            | 52,000               | 52,000                 | 52,000             |

SLO COUNTY BUDGET PREPARATION SYSTEM  
REVENUE DETAIL BY ACCOUNT

| REVENUE TYPE                           | DEPARTMENT                         | 2007-08<br>ACTUAL | 2008-09<br>REQUESTED | 2008-09<br>RECOMMENDED | 2008-09<br>ADOPTED |
|--|------------------------------------|-------------------|----------------------|------------------------|--------------------|
| 4350605 BOARDING FEES                  | 137 ANIMAL SERVICES                | 23,416            | 34,000               | 34,000                 | 34,000             |
|  | TOTAL:                             | 23,416            | 34,000               | 34,000                 | 34,000             |
| 4350610 ANIMAL PLACEMENT               | 137 ANIMAL SERVICES                | 46,360            | 57,000               | 57,000                 | 57,000             |
|  | TOTAL:                             | 46,360            | 57,000               | 57,000                 | 57,000             |
| 4350616 LAW ENFORCEMENT SERVICES       | 136 SHERIFF-CORONER                | 73,928            | 63,208               | 63,208                 | 63,208             |
|  | TOTAL:                             | 73,928            | 63,208               | 63,208                 | 63,208             |
| 4350620 BOOKING FEES (SB 2557)         | 136 SHERIFF-CORONER                | 576,639           | 410,680              | 410,680                | 410,680            |
|  | TOTAL:                             | 576,639           | 410,680              | 410,680                | 410,680            |
| 4350625 RECORDER'S SPECL PROJECTS      | 110 CLERK/RECORDER                 | 669,695           | 567,272              | 561,808                | 561,808            |
|  | TOTAL:                             | 669,695           | 567,272              | 561,808                | 561,808            |
| 4350630 RECORDG FEE-MICROGRAPHICS      | 110 CLERK/RECORDER                 | 44,320            | 37,400               | 37,400                 | 37,400             |
|  | TOTAL:                             | 44,320            | 37,400               | 37,400                 | 37,400             |
| 4350635 RECORDING FEES                 | 110 CLERK/RECORDER                 | 732,466           | 715,000              | 715,000                | 715,000            |
|  | 143 COURT OPERATIONS               | 243,915           | 300,000              | 300,000                | 300,000            |
|  | 160 PUBLIC HEALTH DEPARTMENT       | 116,621           | 150,509              | 150,509                | 150,509            |
|  | TOTAL:                             | 1,093,002         | 1,165,509            | 1,165,509              | 1,165,509          |
| 4350640 RECORDING FEES-VHS             | 110 CLERK/RECORDER                 | 4,152             | 2,768                | 2,768                  | 2,768              |
|  | TOTAL:                             | 4,152             | 2,768                | 2,768                  | 2,768              |
| 4350641 CIVIL SPECIAL FEE GC26746      | 136 SHERIFF-CORONER                | 1,662             | 0                    | 0                      | 0                  |
| 4350650 DEVELOPMENT FEE- ADMIN         | 142 PLANNING & BUILDING DEPARTMENT | 52,786            | 48,410               | 48,410                 | 48,410             |
|  | 305 PARKS                          | 3,300             | 0                    | 0                      | 0                  |
|  | TOTAL:                             | 56,086            | 48,410               | 48,410                 | 48,410             |
| 4350655 SEPARATE TAX BILL COSTS        | 101 NON-DEPARTMENTAL REVENUES      | 99,038            | 90,000               | 90,000                 | 90,000             |
|  | TOTAL:                             | 99,038            | 90,000               | 90,000                 | 90,000             |
| 4350656 REIMB FOR PROJ COSTS           | 230 CAPITAL PROJECTS FUND          | 75,000            | 0                    | 0                      | 0                  |
| 4350660 ENCROACHMENT PERMIT FEES       | 245 ROADS                          | 74,629            | 70,000               | 70,000                 | 70,000             |
|  | TOTAL:                             | 74,629            | 70,000               | 70,000                 | 70,000             |
| 4350665 ROAD ABANDONMENT FEE           | 142 PLANNING & BUILDING DEPARTMENT | 70,772            | 156,089              | 156,089                | 156,089            |
|  | TOTAL:                             | 70,772            | 156,089              | 156,089                | 156,089            |
| 4350675 CURB & GUTTER WAIVERS          | 142 PLANNING & BUILDING DEPARTMENT | 1,555             | 4,734                | 4,734                  | 4,734              |
|  | 245 ROADS                          | 4,270             | 2,000                | 2,000                  | 2,000              |
|  | TOTAL:                             | 5,825             | 6,734                | 6,734                  | 6,734              |
| 4350676 CURB & GUTTER PERMIT WITH DESI | 245 ROADS                          | 22,857            | 76,487               | 76,487                 | 76,487             |
|  | TOTAL:                             | 22,857            | 76,487               | 76,487                 | 76,487             |

SLO COUNTY BUDGET PREPARATION SYSTEM  
REVENUE DETAIL BY ACCOUNT

| REVENUE TYPE                           | DEPARTMENT                         | 2007-08<br>ACTUAL | 2008-09<br>REQUESTED | 2008-09<br>RECOMMENDED | 2008-09<br>ADOPTED |
|--|------------------------------------|-------------------|----------------------|------------------------|--------------------|
| 4350677 CURB & GUTTER PERMIT W/O DESIG | 245 ROADS                          | 20,359            | 8,000                | 8,000                  | 8,000              |
|  | TOTAL:                             | 20,359            | 8,000                | 8,000                  | 8,000              |
| 4350680 VENDING MACHINE REVENUE        | 113 GENERAL SERVICES               | 36                | 0                    | 0                      | 0                  |
| 4350685 COIN TELEPHONE COMMISSION      | 114 INFORMATION TECHNOLOGY DEPARTM | 137               | 0                    | 0                      | 0                  |
| 4350705 NURSING FEES                   | 160 PUBLIC HEALTH DEPARTMENT       | 382,650           | 412,500              | 412,500                | 412,500            |
|  | 184 LAW ENFORCEMENT MED CARE       | 1,556             | 0                    | 0                      | 0                  |
|  | TOTAL:                             | 384,206           | 412,500              | 412,500                | 412,500            |
| 4350715 LABORATORY SERVICES            | 160 PUBLIC HEALTH DEPARTMENT       | 888,246           | 1,155,616            | 1,155,616              | 1,155,616          |
|  | 164 CLINICAL LAB SERVICES          | 13,247            | 0                    | 0                      | 0                  |
|  | 183 MEDICAL ASSISTANCE PROG        | 3,335             | 0                    | 0                      | 0                  |
|  | TOTAL:                             | 904,828           | 1,155,616            | 1,155,616              | 1,155,616          |
| 4350720 SUPPLEMENTAL ROLL-5% ADMN      | 101 NON-DEPARTMENTAL REVENUES      | 831,320           | 1,300,000            | 1,300,000              | 1,300,000          |
|  | TOTAL:                             | 831,320           | 1,300,000            | 1,300,000              | 1,300,000          |
| 4350725 MENTAL HEALTH SVCS-MEDICARE    | 161 BEHAVIORAL HEALTH SERVICES     | 54,954            | 126,573              | 126,573                | 126,573            |
|  | TOTAL:                             | 54,954            | 126,573              | 126,573                | 126,573            |
| 4350730 SECOND CHANCE CHARGES-ALC      | 375 DRIVING UNDER THE INFLUENCE    | 592,687           | 677,656              | 677,656                | 677,656            |
|  | TOTAL:                             | 592,687           | 677,656              | 677,656                | 677,656            |
| 4350735 ALCOHOLISM SERVICES            | 162 DRUG & ALCOHOL SERVICES        | 133,031           | 114,500              | 114,500                | 114,500            |
|  | TOTAL:                             | 133,031           | 114,500              | 114,500                | 114,500            |
| 4350740 COBRA MED INS ADMIN FEE        | 107 AUDITOR-CONTROLLER             | 701               | 800                  | 800                    | 800                |
|  | TOTAL:                             | 701               | 800                  | 800                    | 800                |
| 4350745 ENVIRONMENTAL HEALTH SERVICES  | 160 PUBLIC HEALTH DEPARTMENT       | 1,567,671         | 1,874,500            | 1,874,500              | 1,874,500          |
|  | TOTAL:                             | 1,567,671         | 1,874,500            | 1,874,500              | 1,874,500          |
| 4350765 MEDICAL REMB SERV/PAT CAR      | 160 PUBLIC HEALTH DEPARTMENT       | 594,167           | 557,577              | 557,577                | 557,577            |
|  | 164 CLINICAL LAB SERVICES          | 8,146             | 0                    | 0                      | 0                  |
|  | 183 MEDICAL ASSISTANCE PROG        | 18,604            | 0                    | 0                      | 0                  |
|  | TOTAL:                             | 620,917           | 557,577              | 557,577                | 557,577            |
| 4350770 CUTS & COMBINATN REQUESTS      | 109 ASSESSOR                       | 5,935             | 5,000                | 5,000                  | 5,000              |
|  | TOTAL:                             | 5,935             | 5,000                | 5,000                  | 5,000              |
| 4350775 ADOPTION FEES                  | 180 SOCIAL SERVICES ADMINISTRATION | 3,700             | 1,700                | 1,700                  | 1,700              |
|  | TOTAL:                             | 3,700             | 1,700                | 1,700                  | 1,700              |
| 4350785 CALIF CHILDREN SERVICES        | 160 PUBLIC HEALTH DEPARTMENT       | 4,829             | 9,000                | 9,000                  | 9,000              |
|  | TOTAL:                             | 4,829             | 9,000                | 9,000                  | 9,000              |

SLO COUNTY BUDGET PREPARATION SYSTEM  
REVENUE DETAIL BY ACCOUNT

| REVENUE TYPE                       | DEPARTMENT                      | 2007-08<br>ACTUAL | 2008-09<br>REQUESTED | 2008-09<br>RECOMMENDED | 2008-09<br>ADOPTED |
|------------------------------------|---------------------------------|-------------------|----------------------|------------------------|--------------------|
| 4350790 INST.CARE-JUVENILE HALL    | 139 PROBATION DEPARTMENT        | 45,852            | 50,000               | 50,000                 | 50,000             |
|                                    | TOTAL:                          | 45,852            | 50,000               | 50,000                 | 50,000             |
| 4350795 MENTAL HLTH SVCS-INSURANCE | 161 BEHAVIORAL HEALTH SERVICES  | 106,615           | 250,000              | 250,000                | 250,000            |
|                                    | TOTAL:                          | 106,615           | 250,000              | 250,000                | 250,000            |
| 4350800 INSTITUTIONAL CARE/SERVICE | 139 PROBATION DEPARTMENT        | 0                 | 50                   | 50                     | 50                 |
| 4350805 LOST-DAMAGED MATERIALS     | 377 LIBRARY                     | 16,279            | 18,500               | 18,500                 | 18,500             |
|                                    | TOTAL:                          | 16,279            | 18,500               | 18,500                 | 18,500             |
| 4350810 LIBRARY SERVICES           | 377 LIBRARY                     | 163,671           | 181,100              | 181,100                | 181,100            |
|                                    | TOTAL:                          | 163,671           | 181,100              | 181,100                | 181,100            |
| 4350815 FIRST OFFENDER FEES        | 375 DRIVING UNDER THE INFLUENCE | 530,021           | 462,432              | 462,432                | 462,432            |
|                                    | TOTAL:                          | 530,021           | 462,432              | 462,432                | 462,432            |
| 4350820 WASTE TIPPING FEES-AB 939  | 107 AUDITOR-CONTROLLER          | 15,631            | 14,316               | 14,316                 | 14,316             |
|                                    | TOTAL:                          | 15,631            | 14,316               | 14,316                 | 14,316             |
| 4350835 COPYING FEES               | 112 HUMAN RESOURCES             | 489               | 1,000                | 1,000                  | 1,000              |
|                                    | 160 PUBLIC HEALTH DEPARTMENT    | 68                | 0                    | 0                      | 0                  |
|                                    | 377 LIBRARY                     | 17,712            | 18,800               | 18,800                 | 18,800             |
|                                    | TOTAL:                          | 18,269            | 19,800               | 19,800                 | 19,800             |
| 4350840 LIBRARY REQUEST FEES       | 377 LIBRARY                     | 572               | 475                  | 475                    | 475                |
|                                    | TOTAL:                          | 572               | 475                  | 475                    | 475                |
| 4350845 MOBILE HOME PK HEARING FEE | 107 AUDITOR-CONTROLLER          | 300               | 0                    | 0                      | 0                  |
| 4350860 CAMPING FEES               | 305 PARKS                       | 1,502,282         | 1,643,013            | 1,643,013              | 2,931,421          |
|                                    | TOTAL:                          | 1,502,282         | 1,643,013            | 1,643,013              | 2,931,421          |
| 4350865 DAILY PASSES               | 305 PARKS                       | 144,839           | 111,800              | 111,800                | 387,313            |
|                                    | TOTAL:                          | 144,839           | 111,800              | 111,800                | 387,313            |
| 4350870 GROUP ENTRANCE FEES        | 305 PARKS                       | 121,910           | 126,319              | 126,319                | 131,912            |
|                                    | TOTAL:                          | 121,910           | 126,319              | 126,319                | 131,912            |
| 4350875 SEASON PASSES              | 305 PARKS                       | 46,114            | 40,092               | 40,092                 | 101,462            |
|                                    | TOTAL:                          | 46,114            | 40,092               | 40,092                 | 101,462            |
| 4350880 SEASON BOAT LICENSES       | 305 PARKS                       | 23,499            | 24,445               | 24,445                 | 61,488             |
|                                    | TOTAL:                          | 23,499            | 24,445               | 24,445                 | 61,488             |
| 4350885 DAILY BOAT PASSES          | 305 PARKS                       | 30,918            | 34,800               | 34,800                 | 92,757             |
|                                    | TOTAL:                          | 30,918            | 34,800               | 34,800                 | 92,757             |

SLO COUNTY BUDGET PREPARATION SYSTEM  
REVENUE DETAIL BY ACCOUNT

| REVENUE TYPE                           | DEPARTMENT                         | 2007-08<br>ACTUAL | 2008-09<br>REQUESTED | 2008-09<br>RECOMMENDED | 2008-09<br>ADOPTED |
|--|------------------------------------|-------------------|----------------------|------------------------|--------------------|
| 4350890 INCOME FROM CONCESSIONS        | 113 GENERAL SERVICES               | 9,376             | 15,800               | 15,800                 | 15,800             |
|  | 305 PARKS                          | 5,712             | 1,500                | 1,500                  | 110,500            |
|  | TOTAL:                             | 15,088            | 17,300               | 17,300                 | 126,300            |
| 4350895 SWIMMING POOL FEES             | 305 PARKS                          | 73,125            | 78,546               | 78,546                 | 78,546             |
|  | TOTAL:                             | 73,125            | 78,546               | 78,546                 | 78,546             |
| 4350905 DOG/DAY USE                    | 305 PARKS                          | 16,191            | 16,160               | 16,160                 | 35,584             |
|  | TOTAL:                             | 16,191            | 16,160               | 16,160                 | 35,584             |
| 4350910 SHOWERS/LOCKERS                | 305 PARKS                          | 33,413            | 36,933               | 36,933                 | 58,559             |
|  | TOTAL:                             | 33,413            | 36,933               | 36,933                 | 58,559             |
| 4350920 MOBL HOME DUP TX CLEARNCE      | 108 TREAS-TAX COLL-PUBLIC ADM      | 46                | 115                  | 115                    | 115                |
|  | TOTAL:                             | 46                | 115                  | 115                    | 115                |
| 4350925 PARKLAND FEE (QUIMBY FEE)      | 305 PARKS                          | 1,108,730         | 0                    | 0                      | 0                  |
| 4350935 OTHER CLERK FEES               | 110 CLERK/RECORDER                 | 416,706           | 493,000              | 493,000                | 493,000            |
|  | TOTAL:                             | 416,706           | 493,000              | 493,000                | 493,000            |
| 4350950 MISCELLANEOUS FEES             | 108 TREAS-TAX COLL-PUBLIC ADM      | 1,070             | 1,110                | 1,110                  | 1,110              |
|  | 142 PLANNING & BUILDING DEPARTMENT | 102,522           | 108,150              | 108,150                | 108,150            |
|  | 160 PUBLIC HEALTH DEPARTMENT       | 4,094             | 2,500                | 2,500                  | 2,500              |
|  | 245 ROADS                          | 22,778            | 0                    | 0                      | 0                  |
|  | 305 PARKS                          | 104               | 0                    | 0                      | 0                  |
|  | 375 DRIVING UNDER THE INFLUENCE    | 231               | 0                    | 0                      | 0                  |
|  | TOTAL:                             | 130,799           | 111,760              | 111,760                | 111,760            |
| 4350960 MONUMENTATION FEES             | 201 PUBLIC WORKS SPECIAL SERVICES  | 62,944            | 125,603              | 125,603                | 125,603            |
|  | TOTAL:                             | 62,944            | 125,603              | 125,603                | 125,603            |
| 4350965 DRAINAGE/FLOOD BLDG PMT REVIEW | 201 PUBLIC WORKS SPECIAL SERVICES  | 52,827            | 59,320               | 59,320                 | 59,320             |
|  | TOTAL:                             | 52,827            | 59,320               | 59,320                 | 59,320             |
| 4350970 RECREATIONAL PROGRAMS          | 305 PARKS                          | 23,714            | 8,597                | 8,597                  | 9,722              |
|  | TOTAL:                             | 23,714            | 8,597                | 8,597                  | 9,722              |
| 4350971 SKATE PARK FEES                | 305 PARKS                          | 8,731             | 8,000                | 8,000                  | 8,000              |
|  | TOTAL:                             | 8,731             | 8,000                | 8,000                  | 8,000              |
| 4350980 OTHER RECREATIONAL FEES        | 305 PARKS                          | 29,447            | 27,680               | 27,680                 | 43,192             |
|  | TOTAL:                             | 29,447            | 27,680               | 27,680                 | 43,192             |
| 4350990 DEVELOPMENT PLAN INSPECTN      | 201 PUBLIC WORKS SPECIAL SERVICES  | 40,775            | 66,497               | 66,497                 | 66,497             |
|  | TOTAL:                             | 40,775            | 66,497               | 66,497                 | 66,497             |
| 4350995 PAR MAP CHECKING THRU T/A      | 110 CLERK/RECORDER                 | 3,318             | 5,000                | 5,000                  | 5,000              |
|  | 201 PUBLIC WORKS SPECIAL SERVICES  | 41,140            | 134,713              | 134,713                | 134,713            |
|  | TOTAL:                             | 44,458            | 139,713              | 139,713                | 139,713            |

SLO COUNTY BUDGET PREPARATION SYSTEM  
REVENUE DETAIL BY ACCOUNT

| REVENUE TYPE                         | DEPARTMENT                         | 2007-08<br>ACTUAL | 2008-09<br>REQUESTED | 2008-09<br>RECOMMENDED | 2008-09<br>ADOPTED |
|--------------------------------------|------------------------------------|-------------------|----------------------|------------------------|--------------------|
| 4351000 TR MAP CHECKING THRU T/A     | 201 PUBLIC WORKS SPECIAL SERVICES  | 43,746            | 91,053               | 91,053                 | 91,053             |
|                                      | TOTAL:                             | 43,746            | 91,053               | 91,053                 | 91,053             |
| 4351005 RECORDS OF SURVEY FEES       | 201 PUBLIC WORKS SPECIAL SERVICES  | 34,154            | 30,733               | 30,733                 | 30,733             |
|                                      | TOTAL:                             | 34,154            | 30,733               | 30,733                 | 30,733             |
| 4351010 OTHER SERVICE CHARGES        | 109 ASSESSOR                       | 73,880            | 100,000              | 100,000                | 100,000            |
|                                      | 142 PLANNING & BUILDING DEPARTMENT | 992               | 0                    | 0                      | 0                  |
|                                      | TOTAL:                             | 74,872            | 100,000              | 100,000                | 100,000            |
| 4351040 MENTAL HLTH SVCS-SELF PAY    | 161 BEHAVIORAL HEALTH SERVICES     | 15,047            | 47,000               | 47,000                 | 47,000             |
|                                      | TOTAL:                             | 15,047            | 47,000               | 47,000                 | 47,000             |
| 4351045 PROGRAM REV - CHILD&FAMILIES | 160 PUBLIC HEALTH DEPARTMENT       | 353,378           | 374,019              | 374,019                | 374,019            |
|                                      | TOTAL:                             | 353,378           | 374,019              | 374,019                | 374,019            |
| 4351052 PROGRAM REV - MINOR          | 162 DRUG & ALCOHOL SERVICES        | 26,093            | 50,000               | 50,000                 | 50,000             |
|                                      | TOTAL:                             | 26,093            | 50,000               | 50,000                 | 50,000             |
| 4351055 BOOK,PAMPHLT,BROCHR SALES    | 107 AUDITOR-CONTROLLER             | 275               | 300                  | 300                    | 300                |
|                                      | 142 PLANNING & BUILDING DEPARTMENT | 8,598             | 5,000                | 5,000                  | 5,000              |
|                                      | TOTAL:                             | 8,873             | 5,300                | 5,300                  | 5,300              |
| 4351060 MAP SALES                    | 109 ASSESSOR                       | 1,872             | 1,500                | 1,500                  | 1,500              |
|                                      | 201 PUBLIC WORKS SPECIAL SERVICES  | 354               | 502                  | 502                    | 502                |
|                                      | TOTAL:                             | 2,226             | 2,002                | 2,002                  | 2,002              |
| 4351065 PUB INFO SALE-COMP FILES     | 104 ADMINISTRATIVE OFFICE          | 1,404             | 585                  | 585                    | 585                |
|                                      | 108 TREAS-TAX COLL-PUBLIC ADM      | 2,035             | 1,950                | 1,950                  | 1,950              |
|                                      | 109 ASSESSOR                       | 21,258            | 25,000               | 25,000                 | 25,000             |
|                                      | 140 COUNTY FIRE                    | 1,935             | 0                    | 0                      | 0                  |
|                                      | TOTAL:                             | 26,632            | 27,535               | 27,535                 | 27,535             |
| 4351070 PM INSPECT-IMP PLANS P11E    | 201 PUBLIC WORKS SPECIAL SERVICES  | 143,698           | 163,933              | 163,933                | 163,933            |
|                                      | TOTAL:                             | 143,698           | 163,933              | 163,933                | 163,933            |
| 4351075 TM INSPECT-IMP PLANS P11D    | 201 PUBLIC WORKS SPECIAL SERVICES  | 311,261           | 262,403              | 262,403                | 262,403            |
|                                      | TOTAL:                             | 311,261           | 262,403              | 262,403                | 262,403            |
| 4351080 TOBACCO SETTLEMENT           | 106 CONTRIBUTIONS TO OTHER AGENCIE | 409,050           | 420,000              | 420,000                | 420,000            |
|                                      | 136 SHERIFF-CORONER                | 136,350           | 140,000              | 140,000                | 140,000            |
|                                      | 160 PUBLIC HEALTH DEPARTMENT       | 429,426           | 440,922              | 440,922                | 440,922            |
|                                      | 161 BEHAVIORAL HEALTH SERVICES     | 860,424           | 883,456              | 883,456                | 883,456            |
|                                      | 162 DRUG & ALCOHOL SERVICES        | 100,921           | 103,622              | 103,622                | 103,622            |
|                                      | 352 CAL HEALTHCARE INDIG PROG      | 790,830           | 812,000              | 812,000                | 812,000            |
|                                      | TOTAL:                             | 2,727,001         | 2,800,000            | 2,800,000              | 2,800,000          |
| 4351095 LOT LINE ADJUST APPLICATION  | 201 PUBLIC WORKS SPECIAL SERVICES  | 4,794             | 6,337                | 6,337                  | 6,337              |
|                                      | TOTAL:                             | 4,794             | 6,337                | 6,337                  | 6,337              |

SLO COUNTY BUDGET PREPARATION SYSTEM  
REVENUE DETAIL BY ACCOUNT

| REVENUE TYPE                           | DEPARTMENT                         | 2007-08   | 2008-09   | 2008-09     | 2008-09   |
|--|------------------------------------|-----------|-----------|-------------|-----------|
|  |                                    | ACTUAL    | REQUESTED | RECOMMENDED | ADOPTED   |
| 4351100 COND USE PMT/DEV PLAN APP      | 201 PUBLIC WORKS SPECIAL SERVICES  | 12,861    | 22,859    | 22,859      | 22,859    |
|  | TOTAL:                             | 12,861    | 22,859    | 22,859      | 22,859    |
| 4351110 CERT OF CORRECTION             | 201 PUBLIC WORKS SPECIAL SERVICES  | 625       | 1,954     | 1,954       | 1,954     |
|  | TOTAL:                             | 625       | 1,954     | 1,954       | 1,954     |
| 4351120 CERT COMPLIANCE-NON LLA        | 201 PUBLIC WORKS SPECIAL SERVICES  | 2,776     | 1,582     | 1,582       | 1,582     |
|  | TOTAL:                             | 2,776     | 1,582     | 1,582       | 1,582     |
| 4351125 LOT LINE ADJUST CHECKING       | 201 PUBLIC WORKS SPECIAL SERVICES  | 9,779     | 8,008     | 8,008       | 8,008     |
|  | TOTAL:                             | 9,779     | 8,008     | 8,008       | 8,008     |
| 4352240 SB2557 PROPERTY TAX ADMIN FEE  | 101 NON-DEPARTMENTAL REVENUES      | 1,344,780 | 1,000,000 | 1,000,000   | 1,000,000 |
|  | TOTAL:                             | 1,344,780 | 1,000,000 | 1,000,000   | 1,000,000 |
| 4352250 ROAD EXCEPTION REQUEST - TRACT | 201 PUBLIC WORKS SPECIAL SERVICES  | 1,603     | 1,187     | 1,187       | 1,187     |
|  | TOTAL:                             | 1,603     | 1,187     | 1,187       | 1,187     |
| 4352255 BULK TRANSFER FEE              | 108 TREAS-TAX COLL-PUBLIC ADM      | 1,302     | 600       | 600         | 600       |
|  | TOTAL:                             | 1,302     | 600       | 600         | 600       |
| 4352260 SUBDIVISION/PARCEL TRACT MAP   | 108 TREAS-TAX COLL-PUBLIC ADM      | 6,761     | 8,640     | 8,640       | 8,640     |
|  | TOTAL:                             | 6,761     | 8,640     | 8,640       | 8,640     |
| 4400020 WATER SALES FOR RESALE         | 201 PUBLIC WORKS SPECIAL SERVICES  | 37,073    | 83,469    | 83,469      | 83,469    |
|  | TOTAL:                             | 37,073    | 83,469    | 83,469      | 83,469    |
| 4550000 OTHER REVENUE                  | 101 NON-DEPARTMENTAL REVENUES      | 7,883     | 4,000     | 4,000       | 4,000     |
|  | 107 AUDITOR-CONTROLLER             | 68,868    | 400       | 400         | 400       |
|  | 108 TREAS-TAX COLL-PUBLIC ADM      | 18,931    | 35,000    | 35,000      | 35,000    |
|  | 109 ASSESSOR                       | 266       | 0         | 0           | 0         |
|  | 113 GENERAL SERVICES               | 64,293    | 0         | 0           | 0         |
|  | 114 INFORMATION TECHNOLOGY DEPARTM | 20        | 0         | 0           | 0         |
|  | 132 DISTRICT ATTORNEY              | 9,267     | 98,000    | 98,000      | 98,000    |
|  | 133 VICTIM/WITNESS ASSISTANCE      | 0         | 0         | 9,000       | 9,000     |
|  | 134 CHILD SUPPORT SERVICES         | 34,802    | 70,000    | 70,000      | 70,000    |
|  | 136 SHERIFF-CORONER                | 41,413    | 52,449    | 52,449      | 52,449    |
|  | 137 ANIMAL SERVICES                | 19,925    | 9,000     | 9,000       | 9,000     |
|  | 139 PROBATION DEPARTMENT           | 816,463   | 475,668   | 475,668     | 475,668   |
|  | 140 COUNTY FIRE                    | 22,414    | 0         | 0           | 0         |
|  | 141 AGRICULTURAL COMMISSIONER      | 3,685     | 2,500     | 2,500       | 2,500     |
|  | 142 PLANNING & BUILDING DEPARTMENT | 31,040    | 24,000    | 24,000      | 24,000    |
|  | 160 PUBLIC HEALTH DEPARTMENT       | 68,359    | 11,863    | 7,863       | 7,863     |
|  | 161 BEHAVIORAL HEALTH SERVICES     | 183,880   | 367,487   | 367,487     | 367,487   |
|  | 163 SUSPECTED ABUSE RESPONSE TEAM  | 1,309     | 0         | 0           | 0         |
|  | 164 CLINICAL LAB SERVICES          | 204       | 0         | 0           | 0         |
|  | 180 SOCIAL SERVICES ADMINISTRATION | 231,761   | 120,000   | 120,000     | 120,000   |
|  | 183 MEDICAL ASSISTANCE PROG        | 4,406     | 0         | 0           | 0         |
|  | 200 MAINTENANCE PROJECTS           | 24,000    | 0         | 0           | 0         |
|  | 201 PUBLIC WORKS SPECIAL SERVICES  | 642       | 658       | 658         | 658       |

SLO COUNTY BUDGET PREPARATION SYSTEM  
REVENUE DETAIL BY ACCOUNT

| REVENUE TYPE                      | DEPARTMENT                         | 2007-08<br>ACTUAL | 2008-09<br>REQUESTED | 2008-09<br>RECOMMENDED | 2008-09<br>ADOPTED |
|-----------------------------------|------------------------------------|-------------------|----------------------|------------------------|--------------------|
| 4550000 (Continued)               | 230 CAPITAL PROJECTS FUND          | 146               | 0                    | 0                      | 0                  |
|                                   | 245 ROADS                          | 14,661            | 0                    | 0                      | 0                  |
|                                   | 275 ORGANIZATIONAL DEVELOPMENT     | 1,175             | 0                    | 0                      | 0                  |
|                                   | 305 PARKS                          | 155               | 3,200                | 3,200                  | 5,350              |
|                                   | 377 LIBRARY                        | 23,817            | 20,000               | 20,000                 | 20,000             |
|                                   | TOTAL:                             | 1,693,785         | 1,294,225            | 1,299,225              | 1,301,375          |
| 4550010 SEMINAR/CONF/WORKSHOP FEE | 140 COUNTY FIRE                    | 68,054            | 60,000               | 60,000                 | 60,000             |
|                                   | 161 BEHAVIORAL HEALTH SERVICES     | 5,770             | 2,380                | 2,380                  | 2,380              |
|                                   | TOTAL:                             | 73,824            | 62,380               | 62,380                 | 62,380             |
| 4550011 SETTLEMENTS-ENVIRONMENTAL | 132 DISTRICT ATTORNEY              | 31,250            | 70,000               | 70,000                 | 70,000             |
|                                   | TOTAL:                             | 31,250            | 70,000               | 70,000                 | 70,000             |
| 4550015 LIBRARY CARD ACCESS FEES  | 108 TREAS-TAX COLL-PUBLIC ADM      | 6,755             | 6,000                | 6,000                  | 6,000              |
|                                   | TOTAL:                             | 6,755             | 6,000                | 6,000                  | 6,000              |
| 4550020 REV APPLICABLE PRIOR YRS  | 143 COURT OPERATIONS               | (789,999)         | 0                    | 0                      | 0                  |
|                                   | 230 CAPITAL PROJECTS FUND          | (868,528)         | 0                    | 0                      | 0                  |
|                                   | 305 PARKS                          | (342)             | 0                    | 0                      | 0                  |
|                                   | TOTAL:                             | (1,658,869)       | 0                    | 0                      | 0                  |
| 4550025 REF/ADJ-PRIOR YEAR EXPENS | 136 SHERIFF-CORONER                | 1,182             | 0                    | 0                      | 0                  |
|                                   | 247 PUBLIC FACILITIES FEES         | (49,999)          | 0                    | 0                      | 0                  |
|                                   | 351 EMERGENCY MEDICAL SRVS FUND    | 10,017            | 0                    | 0                      | 0                  |
|                                   | 352 CAL HEALTHCARE INDIG PROG      | 20,927            | 0                    | 0                      | 0                  |
|                                   | TOTAL:                             | (17,873)          | 0                    | 0                      | 0                  |
| 4550030 REIMBURSEMENTS-ASSISTANCE | 180 SOCIAL SERVICES ADMINISTRATION | (152)             | 0                    | 0                      | 0                  |
|                                   | 181 FOSTER CARE-SOCIAL SERVICES    | 168,713           | 150,000              | 150,000                | 150,000            |
|                                   | 182 CALWORKS                       | 63,734            | 63,000               | 63,000                 | 63,000             |
|                                   | 185 GENERAL ASSISTANCE             | 176,835           | 231,176              | 231,176                | 231,176            |
|                                   | TOTAL:                             | 409,130           | 444,176              | 444,176                | 444,176            |
| 4550045 REFUNDS/EXCISE TAX        | 101 NON-DEPARTMENTAL REVENUES      | 206               | 0                    | 0                      | 0                  |
|                                   | 114 INFORMATION TECHNOLOGY DEPARTM | 501               | 0                    | 0                      | 0                  |
|                                   | 180 SOCIAL SERVICES ADMINISTRATION | 10,756            | 0                    | 0                      | 0                  |
|                                   | TOTAL:                             | 11,463            | 0                    | 0                      | 0                  |
| 4550050 TAX DEPT RETRND CHECK FEE | 108 TREAS-TAX COLL-PUBLIC ADM      | 6,270             | 6,600                | 6,600                  | 6,600              |
|                                   | TOTAL:                             | 6,270             | 6,600                | 6,600                  | 6,600              |
| 4550055 SALE OF FIXED ASSETS      | 113 GENERAL SERVICES               | 44,581            | 10,500               | 10,500                 | 10,500             |
|                                   | 140 COUNTY FIRE                    | 22,638            | 0                    | 0                      | 0                  |
|                                   | TOTAL:                             | 67,219            | 10,500               | 10,500                 | 10,500             |
| 4550062 ADV COSTS TX DEEDED PROP  | 108 TREAS-TAX COLL-PUBLIC ADM      | 374               | 588                  | 588                    | 588                |
|                                   | TOTAL:                             | 374               | 588                  | 588                    | 588                |

SLO COUNTY BUDGET PREPARATION SYSTEM  
REVENUE DETAIL BY ACCOUNT

| REVENUE TYPE                      | DEPARTMENT                         | 2007-08<br>ACTUAL | 2008-09<br>REQUESTED | 2008-09<br>RECOMMENDED | 2008-09<br>ADOPTED |
|-----------------------------------|------------------------------------|-------------------|----------------------|------------------------|--------------------|
| 4550065 OTHER REIMBURSEMENTS      | 111 COUNTY COUNSEL                 | 12,075            | 0                    | 0                      | 0                  |
|                                   | 136 SHERIFF-CORONER                | 3,662             | 6,000                | 6,000                  | 6,000              |
|                                   | 140 COUNTY FIRE                    | 2,286             | 0                    | 50,000                 | 50,000             |
|                                   | 141 AGRICULTURAL COMMISSIONER      | 4,752             | 0                    | 0                      | 0                  |
|                                   | 162 DRUG & ALCOHOL SERVICES        | 278,175           | 41,674               | 74,000                 | 74,000             |
|                                   | 180 SOCIAL SERVICES ADMINISTRATION | 61,513            | 11,940               | 11,940                 | 11,940             |
|                                   | 181 FOSTER CARE-SOCIAL SERVICES    | 18,685            | 0                    | 0                      | 0                  |
|                                   | 201 PUBLIC WORKS SPECIAL SERVICES  | 6,504             | 5,716                | 5,716                  | 5,716              |
|                                   | 245 ROADS                          | 35,876            | 6,400                | 6,400                  | 6,400              |
|                                   | 305 PARKS                          | 2,099             | 0                    | 0                      | 0                  |
|                                   | TOTAL:                             | 425,627           | 71,730               | 154,056                | 154,056            |
| 4550070 EMPLOYEE REIMBURSEMENTS   | 104 ADMINISTRATIVE OFFICE          | 32                | 100                  | 100                    | 100                |
|                                   | 105 RISK MANAGEMENT                | 8                 | 0                    | 0                      | 0                  |
|                                   | 112 HUMAN RESOURCES                | 240               | 0                    | 0                      | 0                  |
|                                   | 138 EMERGENCY SERVICES             | 31                | 250                  | 250                    | 250                |
|                                   | 139 PROBATION DEPARTMENT           | 0                 | 10                   | 10                     | 10                 |
|                                   | 160 PUBLIC HEALTH DEPARTMENT       | 47                | 0                    | 0                      | 0                  |
|                                   | 275 ORGANIZATIONAL DEVELOPMENT     | 2                 | 0                    | 0                      | 0                  |
|                                   |                                    | TOTAL:            | 360                  | 360                    | 360                |
| 4550075 EMPL MEALS/IN-HOUSE FOOD  | 136 SHERIFF-CORONER                | 1,864             | 2,200                | 2,200                  | 2,200              |
|                                   | 139 PROBATION DEPARTMENT           | 135               | 300                  | 300                    | 300                |
|                                   |                                    | TOTAL:            | 1,999                | 2,500                  | 2,500              |
| 4550080 OTHER SALES               | 113 GENERAL SERVICES               | 3,931             | 1,000                | 1,000                  | 1,000              |
|                                   | 305 PARKS                          | 37                | 0                    | 0                      | 0                  |
|                                   |                                    | TOTAL:            | 3,968                | 1,000                  | 1,000              |
| 4550085 NUISANCE ABATEMENT        | 142 PLANNING & BUILDING DEPARTMENT | 24,685            | 39,587               | 39,587                 | 39,587             |
|                                   |                                    | TOTAL:            | 24,685               | 39,587                 | 39,587             |
| 4550090 SERVICE CHGE RETRND CHKS  | 108 TREAS-TAX COLL-PUBLIC ADM      | 9,518             | 8,511                | 8,511                  | 8,511              |
|                                   | 160 PUBLIC HEALTH DEPARTMENT       | 246               | 0                    | 0                      | 0                  |
|                                   | 201 PUBLIC WORKS SPECIAL SERVICES  | 16                | 0                    | 0                      | 0                  |
|                                   | 245 ROADS                          | 16                | 0                    | 0                      | 0                  |
|                                   | 377 LIBRARY                        | 16                | 0                    | 0                      | 0                  |
|                                   |                                    | TOTAL:            | 9,812                | 8,511                  | 8,511              |
| 4550100 1915 BOND ACT ASSESSMENT  | 107 AUDITOR-CONTROLLER             | 7,475             | 7,475                | 7,475                  | 7,475              |
|                                   |                                    | TOTAL:            | 7,475                | 7,475                  | 7,475              |
| 4550105 WEED/FIRE ABATEMENT       | 305 PARKS                          | 1,569             | 800                  | 800                    | 800                |
|                                   |                                    | TOTAL:            | 1,569                | 800                    | 800                |
| 4550120 CONTRIBUTIONS - NON GOVTL | 106 CONTRIBUTIONS TO OTHER AGENCIE | 103,806           | 0                    | 0                      | 0                  |
|                                   | 180 SOCIAL SERVICES ADMINISTRATION | 3,396             | 0                    | 0                      | 0                  |
|                                   | 200 MAINTENANCE PROJECTS           | 95                | 0                    | 0                      | 0                  |
|                                   | 245 ROADS                          | 3,965             | 0                    | 0                      | 0                  |
|                                   | 377 LIBRARY                        | 171,734           | 0                    | 0                      | 0                  |
|                                   |                                    | TOTAL:            | 282,996              | 0                      | 0                  |



SLO COUNTY BUDGET PREPARATION SYSTEM  
REVENUE DETAIL BY ACCOUNT

| REVENUE TYPE                          | DEPARTMENT                         | 2007-08<br>ACTUAL | 2008-09<br>REQUESTED | 2008-09<br>RECOMMENDED | 2008-09<br>ADOPTED |
|---------------------------------------|------------------------------------|-------------------|----------------------|------------------------|--------------------|
| 4550130 BAD DEBT RECOVERY             | 305 PARKS                          | 5,296             | 0                    | 0                      | 0                  |
| 4550140 COUNTY CONTRIBUTIONS          | 392 PENSION OBLIGATION BOND DSF    | 6,493,006         | 6,253,000            | 6,253,000              | 6,253,000          |
|                                       | TOTAL:                             | 6,493,006         | 6,253,000            | 6,253,000              | 6,253,000          |
| 4550150 MICROFILM                     | 142 PLANNING & BUILDING DEPARTMENT | 67,716            | 0                    | 0                      | 0                  |
| 4550160 CASH OVERAGES                 | 108 TREAS-TAX COLL-PUBLIC ADM      | 2,535             | 2,600                | 2,600                  | 2,600              |
|                                       | 110 CLERK/RECORDER                 | 5,211             | 0                    | 0                      | 0                  |
|                                       | 132 DISTRICT ATTORNEY              | 112               | 0                    | 0                      | 0                  |
|                                       | 139 PROBATION DEPARTMENT           | 6                 | 0                    | 0                      | 0                  |
|                                       | 215 FARM ADVISOR                   | 14                | 0                    | 0                      | 0                  |
|                                       | 305 PARKS                          | 0                 | 150                  | 150                    | 150                |
|                                       | 377 LIBRARY                        | 16                | 0                    | 0                      | 0                  |
|                                       | TOTAL:                             | 7,894             | 2,750                | 2,750                  | 2,750              |
| 4550170 SETTLEMNTS,DAMAGES,&REST.     | 200 MAINTENANCE PROJECTS           | 79,334            | 0                    | 0                      | 0                  |
|                                       | 305 PARKS                          | 1,603             | 0                    | 0                      | 0                  |
|                                       | TOTAL:                             | 80,937            | 0                    | 0                      | 0                  |
| 4550180 SUPPORT BLNG TO NON-GOVTL     | 290 COMMUNITY DEVELOPMENT PROGRAM  | 268,843           | 0                    | 0                      | 0                  |
| 4550195 PENALTIES                     | 130 WASTE MANAGEMNT                | 1,383             | 0                    | 0                      | 0                  |
| 4550200 INVOICE VARIANCES             | 101 NON-DEPARTMENTAL REVENUES      | 49                | 5                    | 5                      | 5                  |
|                                       | 113 GENERAL SERVICES               | 2,003             | 0                    | 0                      | 0                  |
|                                       | 114 INFORMATION TECHNOLOGY DEPARTM | 799               | 0                    | 0                      | 0                  |
|                                       | 130 WASTE MANAGEMNT                | 14                | 0                    | 0                      | 0                  |
|                                       | 136 SHERIFF-CORONER                | 107               | 0                    | 0                      | 0                  |
|                                       | 137 ANIMAL SERVICES                | 8                 | 0                    | 0                      | 0                  |
|                                       | 139 PROBATION DEPARTMENT           | 3                 | 0                    | 0                      | 0                  |
|                                       | 140 COUNTY FIRE                    | 44                | 0                    | 0                      | 0                  |
|                                       | 141 AGRICULTURAL COMMISSIONER      | 80                | 0                    | 0                      | 0                  |
|                                       | 160 PUBLIC HEALTH DEPARTMENT       | 2,213             | 0                    | 0                      | 0                  |
|                                       | 161 BEHAVIORAL HEALTH SERVICES     | 166               | 0                    | 0                      | 0                  |
|                                       | 180 SOCIAL SERVICES ADMINISTRATION | 1                 | 0                    | 0                      | 0                  |
|                                       | 230 CAPITAL PROJECTS FUND          | 142               | 0                    | 0                      | 0                  |
|                                       | 245 ROADS                          | 859               | 0                    | 0                      | 0                  |
|                                       | 305 PARKS                          | 2,631             | 0                    | 0                      | 0                  |
|                                       | TOTAL:                             | 9,119             | 5                    | 5                      | 5                  |
| 4900060 IFR-INT SETT-CO WIDE OVERHEAD | 102 NON-DEPTL-OTHR FINCNG USE      | 0                 | 3,797,386            | 3,537,519              | 3,537,519          |
| 4900080 IFR-INT SETT-ITD NETWORK SVCS | 114 INFORMATION TECHNOLOGY DEPARTM | 182,369           | 203,430              | 203,430                | 203,430            |
|                                       | TOTAL:                             | 182,369           | 203,430              | 203,430                | 203,430            |

SLO COUNTY BUDGET PREPARATION SYSTEM  
REVENUE DETAIL BY ACCOUNT

| REVENUE TYPE                           | DEPARTMENT                         | 2007-08<br>ACTUAL | 2008-09<br>REQUESTED | 2008-09<br>RECOMMENDED | 2008-09<br>ADOPTED |
|--|------------------------------------|-------------------|----------------------|------------------------|--------------------|
| 4900090 IFR-INT SETT-PLANNING          | 142 PLANNING & BUILDING DEPARTMENT | 26,934            | 347,000              | 347,000                | 347,000            |
|  | TOTAL:                             | 26,934            | 347,000              | 347,000                | 347,000            |
| 4900100 IFR-INT SETT-GEN SRVS S/S BILL | 113 GENERAL SERVICES               | 1,370,299         | 1,507,311            | 1,507,311              | 1,507,311          |
|  | 305 PARKS                          | 856               | 0                    | 0                      | 0                  |
|  | TOTAL:                             | 1,371,155         | 1,507,311            | 1,507,311              | 1,507,311          |
| 4900110 IFR-INT SETT-HEALTH BILLINGS   | 160 PUBLIC HEALTH DEPARTMENT       | 130,144           | 156,543              | 156,543                | 156,543            |
|  | TOTAL:                             | 130,144           | 156,543              | 156,543                | 156,543            |
| 4900130 IFR-INT SETT-MAINT PROJECTS    | 113 GENERAL SERVICES               | 27,288            | 0                    | 0                      | 0                  |
|  | 200 MAINTENANCE PROJECTS           | 0                 | 204,000              | 204,000                | 204,000            |
|  | TOTAL:                             | 27,288            | 204,000              | 204,000                | 204,000            |
| 4900140 IFR-INT SETT-ITD ENTERPRISE SV | 114 INFORMATION TECHNOLOGY DEPARTM | 157,627           | 151,317              | 151,317                | 151,317            |
|  | TOTAL:                             | 157,627           | 151,317              | 151,317                | 151,317            |
| 4900170 IFR-INT SETT-DRUG & ALCOHOL    | 162 DRUG & ALCOHOL SERVICES        | 187,759           | 0                    | 0                      | 0                  |
| 4900190 IFR-INT SETT-ITD DPTMTL SVCS   | 114 INFORMATION TECHNOLOGY DEPARTM | 147,381           | 321,227              | 321,227                | 321,227            |
|  | TOTAL:                             | 147,381           | 321,227              | 321,227                | 321,227            |
| 4900200 IFR-INT SETT-ITD RADIO COMM    | 114 INFORMATION TECHNOLOGY DEPARTM | 32,366            | 23,172               | 23,172                 | 23,172             |
|  | TOTAL:                             | 32,366            | 23,172               | 23,172                 | 23,172             |
| 4900220 IFR-INT SETT-SHERIFF SUPPORT   | 136 SHERIFF-CORONER                | 490,721           | 503,097              | 503,097                | 503,097            |
|  | TOTAL:                             | 490,721           | 503,097              | 503,097                | 503,097            |
| 4900260 IFR-INT SETT-PARKS BILLINGS    | 305 PARKS                          | 1,677,017         | 1,926,730            | 1,925,435              | 238,510            |
|  | TOTAL:                             | 1,677,017         | 1,926,730            | 1,925,435              | 238,510            |
| 4900299 IFR-INT SETT-ALL OTHER DEPTS   | 105 RISK MANAGEMENT                | 10,433            | 0                    | 0                      | 0                  |
|  | 110 CLERK/RECORDER                 | 1,581             | 0                    | 0                      | 0                  |
|  | 375 DRIVING UNDER THE INFLUENCE    | 26,059            | 0                    | 0                      | 0                  |
|  | TOTAL:                             | 38,073            | 0                    | 0                      | 0                  |
| 4901000 IFR-OVERHEAD-OH ALLOCATIONS    | 113 GENERAL SERVICES               | 194,025           | 0                    | 0                      | 0                  |
| 4901020 IFR-OVERHEAD-AGR               | 113 GENERAL SERVICES               | 2,185             | 0                    | 0                      | 0                  |
|  | 305 PARKS                          | 4,977             | 0                    | 0                      | 0                  |
|  | TOTAL:                             | 7,162             | 0                    | 0                      | 0                  |
| 4902010 IFR-MANUAL COST ALLOC-ITD VOIC | 114 INFORMATION TECHNOLOGY DEPARTM | 191,121           | 182,332              | 182,332                | 182,332            |
|  | TOTAL:                             | 191,121           | 182,332              | 182,332                | 182,332            |
| 4902030 IFR-MANUAL COST ALLOC-POSTAGE  | 113 GENERAL SERVICES               | 59,227            | 51,303               | 51,303                 | 51,303             |
|  | TOTAL:                             | 59,227            | 51,303               | 51,303                 | 51,303             |

SLO COUNTY BUDGET PREPARATION SYSTEM  
REVENUE DETAIL BY ACCOUNT

| REVENUE TYPE                          | DEPARTMENT                         | 2007-08<br>ACTUAL | 2008-09<br>REQUESTED | 2008-09<br>RECOMMENDED | 2008-09<br>ADOPTED |
|---------------------------------------|------------------------------------|-------------------|----------------------|------------------------|--------------------|
| 4902055 IFR-JE CAPITAL ASSETS FUNDING | 230 CAPITAL PROJECTS FUND          | (190,123)         | 0                    | 0                      | 0                  |
|                                       | 245 ROADS                          | 361,457           | 0                    | 0                      | 134,144            |
|                                       | TOTAL:                             | 171,334           | 0                    | 0                      | 134,144            |
| 4903010 IFR-IAA-LABOR-REG             | 113 GENERAL SERVICES               | 372,803           | 716,291              | 716,291                | 716,291            |
|                                       | 305 PARKS                          | 28,812            | 20,000               | 20,000                 | 20,000             |
|                                       | TOTAL:                             | 401,615           | 736,291              | 736,291                | 736,291            |
| 4903050 IFR-IAA-LABOR-NON PRODUCTION  | 113 GENERAL SERVICES               | 117               | 0                    | 0                      | 0                  |
| 4904000 IFR-IS-W/O SETTLEMENT         | 113 GENERAL SERVICES               | 83,985            | 79,351               | 79,351                 | 79,351             |
|                                       | TOTAL:                             | 83,985            | 79,351               | 79,351                 | 79,351             |
| 4909000 IFR-JOURNAL ENTRY ALLOCATIONS | 141 AGRICULTURAL COMMISSIONER      | 4,797             | 0                    | 0                      | 0                  |
|                                       | 350 CO MEDICAL SERVICES PROG       | 103,080           | 0                    | 0                      | 0                  |
|                                       | TOTAL:                             | 107,877           | 0                    | 0                      | 0                  |
| 4909001 IFR-JE-ADMIN OFFICE           | 104 ADMINISTRATIVE OFFICE          | 39,712            | 35,560               | 64,824                 | 64,824             |
|                                       | TOTAL:                             | 39,712            | 35,560               | 64,824                 | 64,824             |
| 4909005 IFR-JE-RISK MGMT              | 105 RISK MANAGEMENT                | 751,557           | 319,132              | 319,132                | 319,132            |
|                                       | TOTAL:                             | 751,557           | 319,132              | 319,132                | 319,132            |
| 4909010 IFR-JE-AUDITOR/CONTROLLER     | 107 AUDITOR-CONTROLLER             | 30,000            | 30,000               | 30,000                 | 30,000             |
|                                       | TOTAL:                             | 30,000            | 30,000               | 30,000                 | 30,000             |
| 4909015 IFR-JE-ITD                    | 114 INFORMATION TECHNOLOGY DEPARTM | 708               | 0                    | 0                      | 0                  |
| 4909020 IFR-JE-MAINTENANCE PROJ       | 200 MAINTENANCE PROJECTS           | 159,239           | 0                    | 0                      | 0                  |
| 4909025 IFR-JE-GENERAL SERVICES       | 113 GENERAL SERVICES               | 209,881           | 84,425               | 84,425                 | 84,425             |
|                                       | TOTAL:                             | 209,881           | 84,425               | 84,425                 | 84,425             |
| 4909035 IFR-JE-COUNTY COUNSEL         | 111 COUNTY COUNSEL                 | 65,625            | 56,000               | 56,000                 | 56,000             |
|                                       | TOTAL:                             | 65,625            | 56,000               | 56,000                 | 56,000             |
| 4909040 IFR-JE ALLOC-PUBLIC HEALTH    | 160 PUBLIC HEALTH DEPARTMENT       | 463,930           | 573,221              | 573,221                | 573,221            |
|                                       | TOTAL:                             | 463,930           | 573,221              | 573,221                | 573,221            |
| 4909055 IFR-JE-SHERIFF                | 136 SHERIFF-CORONER                | 1,215             | 0                    | 0                      | 0                  |
| 4909070 IFR-JE-CDF                    | 140 COUNTY FIRE                    | 403,646           | 420,208              | 420,208                | 420,208            |
|                                       | TOTAL:                             | 403,646           | 420,208              | 420,208                | 420,208            |
| 4909080 IFR-JE-PLANNING               | 142 PLANNING & BUILDING DEPARTMENT | 385,603           | 0                    | 0                      | 0                  |
| 4909085 IFR-JE-SB 2557                | 101 NON-DEPARTMENTAL REVENUES      | 293,699           | 300,000              | 300,000                | 300,000            |
|                                       | TOTAL:                             | 293,699           | 300,000              | 300,000                | 300,000            |

SLO COUNTY BUDGET PREPARATION SYSTEM  
REVENUE DETAIL BY ACCOUNT

| REVENUE TYPE                           | DEPARTMENT                         | 2007-08<br>ACTUAL | 2008-09<br>REQUESTED | 2008-09<br>RECOMMENDED | 2008-09<br>ADOPTED |
|--|------------------------------------|-------------------|----------------------|------------------------|--------------------|
| 4909090 IFR-JE ALLOC-CO-WIDE OVERHEAD  | 102 NON-DEPTL-OTHR FINCNG USE      | 2,993,239         | 0                    | 0                      | 0                  |
| 4909095 IFR-JE-SOCIAL SERVICES         | 180 SOCIAL SERVICES ADMINISTRATION | 11,529            | 0                    | 0                      | 0                  |
| 4909099 IFR-JE-UTILITY CHARGES-OPR CEN | 201 PUBLIC WORKS SPECIAL SERVICES  | 37,471            | 0                    | 0                      | 0                  |
| 4909100 IFR-JE-MAJOR SYSTEM DEV        | 266 COUNTYWIDE AUTOMATION REPLACEM | 134,899           | 0                    | 0                      | 0                  |
| 4909200 IFR-JE-PARKS                   | 200 MAINTENANCE PROJECTS           | 19,719            | 0                    | 0                      | 0                  |
| 4909999 IFR-CONVERSION ACCOUNT         | 105 RISK MANAGEMENT                | 0                 | 495,836              | 495,836                | 495,836            |
|  | 141 AGRICULTURAL COMMISSIONER      | 0                 | 2,000                | 2,000                  | 2,000              |
|  | 162 DRUG & ALCOHOL SERVICES        | 0                 | 148,620              | 148,620                | 148,620            |
|  | 305 PARKS                          | 34,925            | 34,766               | 34,766                 | 34,766             |
|  | 350 CO MEDICAL SERVICES PROG       | 0                 | 97,753               | 97,753                 | 97,753             |
|  | TOTAL:                             | 34,925            | 778,975              | 778,975                | 778,975            |
| 6000000 OPERATING TRANSFERS IN         | 102 NON-DEPTL-OTHR FINCNG USE      | 714,815           | 0                    | 0                      | 3,800,967          |
|  | 107 AUDITOR-CONTROLLER             | 0                 | 0                    | 830,000                | 830,000            |
|  | 112 HUMAN RESOURCES                | 46,500            | 242,299              | 82,670                 | 82,670             |
|  | 200 MAINTENANCE PROJECTS           | 91,450            | 120,000              | 120,000                | 120,000            |
|  | 230 CAPITAL PROJECTS FUND          | 50,666            | 0                    | 0                      | 0                  |
|  | 266 COUNTYWIDE AUTOMATION REPLACEM | 80,000            | 0                    | 0                      | 0                  |
|  | TOTAL:                             | 983,431           | 362,299              | 1,032,670              | 4,833,637          |
| 6000010 OTI PROCEEDS BOND-A            | 245 ROADS                          | 230,870           | 0                    | 0                      | 0                  |
| 6000011 OTI PROCEEDS BOND - COP        | 245 ROADS                          | 1,467,895         | 0                    | 0                      | 0                  |
| 6000100 ROADS IMPACT FEES              | 245 ROADS                          | 2,254,009         | 9,847,754            | 9,847,754              | 9,847,754          |
|  | TOTAL:                             | 2,254,009         | 9,847,754            | 9,847,754              | 9,847,754          |
| 6000106 OP TRANS-IN CHIP               | 183 MEDICAL ASSISTANCE PROG        | 95,737            | 123,057              | 123,057                | 123,057            |
|  | TOTAL:                             | 95,737            | 123,057              | 123,057                | 123,057            |
| 6000120 TRANSFERS IN FROM GEN FND      | 200 MAINTENANCE PROJECTS           | 56,797            | 0                    | 0                      | 0                  |
|  | 245 ROADS                          | 11,475,999        | 11,426,000           | 10,096,000             | 10,096,000         |
|  | 266 COUNTYWIDE AUTOMATION REPLACEM | 2,119,226         | 307,000              | 307,000                | 307,000            |
|  | 267 GEN GOVT BUILDING REPLACEMENT  | 2,300,000         | 789,355              | 789,355                | 789,355            |
|  | 268 TAX REDUCTION RESERVE          | 0                 | 0                    | 0                      | 405,530            |
|  | 275 ORGANIZATIONAL DEVELOPMENT     | 438,750           | 450,000              | 0                      | 0                  |
|  | 277 DEBT SERVICE                   | 0                 | 441,170              | 441,170                | 441,170            |
|  | 290 COMMUNITY DEVELOPMENT PROGRAM  | 280,000           | 355,000              | 305,000                | 330,000            |
|  | 305 PARKS                          | 3,404,227         | 3,905,944            | 3,632,421              | 3,632,421          |
|  | 377 LIBRARY                        | 555,844           | 618,488              | 586,550                | 586,550            |
|  | TOTAL:                             | 20,630,843        | 18,292,957           | 16,157,496             | 16,588,026         |
| 6000130 TRANSFER IN FR AUTOMATION REPL | 102 NON-DEPTL-OTHR FINCNG USE      | 0                 | 0                    | 830,000                | 830,000            |

SLO COUNTY BUDGET PREPARATION SYSTEM  
REVENUE DETAIL BY ACCOUNT

| REVENUE TYPE                         | DEPARTMENT                         | 2007-08<br>ACTUAL | 2008-09<br>REQUESTED | 2008-09<br>RECOMMENDED | 2008-09<br>ADOPTED |
|--------------------------------------|------------------------------------|-------------------|----------------------|------------------------|--------------------|
| 6000135 TRFR IN FOR DEBT SERVICE     | 277 DEBT SERVICE                   | 278,370           | 0                    | 0                      | 0                  |
| 6000140 OPR TRF IN - PFF LIBRARY     | 200 MAINTENANCE PROJECTS           | 46,427            | 0                    | 0                      | 0                  |
|                                      | 230 CAPITAL PROJECTS FUND          | 18,650            | 0                    | 0                      | 0                  |
|                                      | TOTAL:                             | 65,077            | 0                    | 0                      | 0                  |
| 6000145 OPR TRF IN - PFF FIRE        | 230 CAPITAL PROJECTS FUND          | 31,785            | 750,000              | 750,000                | 750,000            |
|                                      | TOTAL:                             | 31,785            | 750,000              | 750,000                | 750,000            |
| 6000150 OPR TRF IN - PFF PARKS       | 230 CAPITAL PROJECTS FUND          | 25,662            | 2,799,000            | 2,799,000              | 2,799,000          |
|                                      | 305 PARKS                          | 1,702,053         | 0                    | 0                      | 0                  |
|                                      | TOTAL:                             | 1,727,715         | 2,799,000            | 2,799,000              | 2,799,000          |
| 6000155 OPR TRF IN - PFF LAW ENFORC  | 230 CAPITAL PROJECTS FUND          | 2,331             | 0                    | 0                      | 0                  |
| 6000160 OPR TRF IN - PFF GEN GOV'T   | 230 CAPITAL PROJECTS FUND          | 2,830             | 0                    | 0                      | 0                  |
|                                      | 277 DEBT SERVICE                   | 500,000           | 500,000              | 500,000                | 500,000            |
|                                      | TOTAL:                             | 502,830           | 500,000              | 500,000                | 500,000            |
| 6000200 TRANSFERS IN FOR PRIN/INT    | 277 DEBT SERVICE                   | 670,040           | 1,129,175            | 1,129,175              | 1,129,175          |
|                                      | TOTAL:                             | 670,040           | 1,129,175            | 1,129,175              | 1,129,175          |
| 6000205 PROCEEDS OF GF INTERNAL LOAN | 180 SOCIAL SERVICES ADMINISTRATION | 0                 | 128,000              | 128,000                | 128,000            |
|                                      | 305 PARKS                          | 134,899           | 0                    | 0                      | 0                  |
|                                      | TOTAL:                             | 134,899           | 128,000              | 128,000                | 128,000            |
| 6000210 OP TRANS IN - QUIMBY FEES    | 305 PARKS                          | 0                 | 0                    | 120,000                | 120,000            |
| 6001000 INTERNAL LOAN REPAYMENT-PRIN | 102 NON-DEPTL-OTHR FINCNG USE      | 722,449           | 4,000,000            | 4,000,000              | 4,000,000          |
|                                      | TOTAL:                             | 722,449           | 4,000,000            | 4,000,000              | 4,000,000          |
| 6001001 INTERNAL LOAN REPAYMENT-INT  | 102 NON-DEPTL-OTHR FINCNG USE      | 120,172           | 0                    | 0                      | 0                  |
|                                      | TOTAL COUNTY REVENUE:              | 454,235,687       | 449,216,405          | 450,358,094            | 455,373,017        |



## **Land Based**

Agricultural Commissioner

Planning and Building  
Community Development

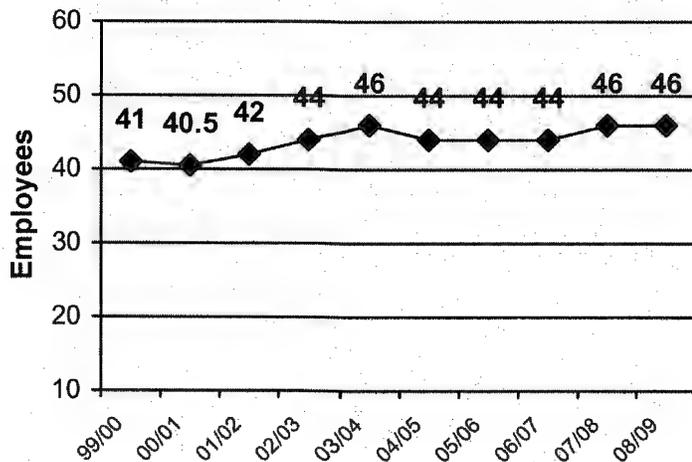
Public Works  
Public Works Special Services  
Roads  
Road Impact Fees

**MISSION STATEMENT**

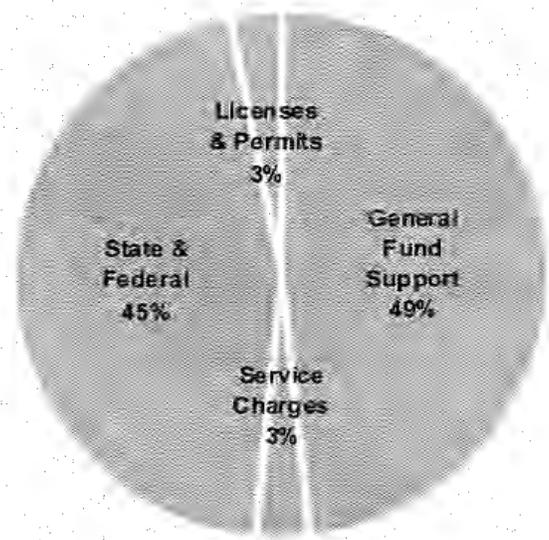
The Department of Agriculture/Weights and Measures is committed to serving the community by protecting agriculture, the environment, and the health and safety of its citizens, and by ensuring equity in the marketplace.

| <u>Financial Summary</u>          | <u>2006-07<br/>Actual</u> | <u>2007-08<br/>Actual</u> | <u>2008-09<br/>Requested</u> | <u>2008-09<br/>Recommended</u> | <u>2008-09<br/>Adopted</u> |
|-----------------------------------|---------------------------|---------------------------|------------------------------|--------------------------------|----------------------------|
| Revenues                          | \$ 2,460,903              | \$ 2,647,903              | \$ 2,793,363                 | \$ 2,834,531                   | \$ 2,845,433               |
| Salary and Benefits               | 4,042,771                 | 4,493,612                 | 4,648,191                    | 4,587,039                      | 4,573,039                  |
| Services and Supplies             | 690,864                   | 720,637                   | 719,034                      | 695,317                        | 720,219                    |
| Other Charges                     | 0                         | 0                         | 0                            | 0                              | 0                          |
| Fixed Assets                      | 7,053                     | 16,299                    | 7,500                        | 7,500                          | 7,500                      |
| **Gross Expenditures              | \$ 4,740,688              | \$ 5,230,548              | \$ 5,374,725                 | \$ 5,289,856                   | \$ 5,300,758               |
| Less Intrafund Transfers          | 1,443                     | 1,457                     | 0                            | 0                              | 0                          |
| **Net Expenditures                | \$ 4,739,245              | \$ 5,229,091              | \$ 5,374,725                 | \$ 5,289,856                   | \$ 5,300,758               |
| <br>General Fund Support (G.F.S.) | <br>\$ 2,278,342          | <br>\$ 2,581,188          | <br>\$ 2,581,362             | <br>\$ 2,455,325               | <br>\$ 2,455,325           |

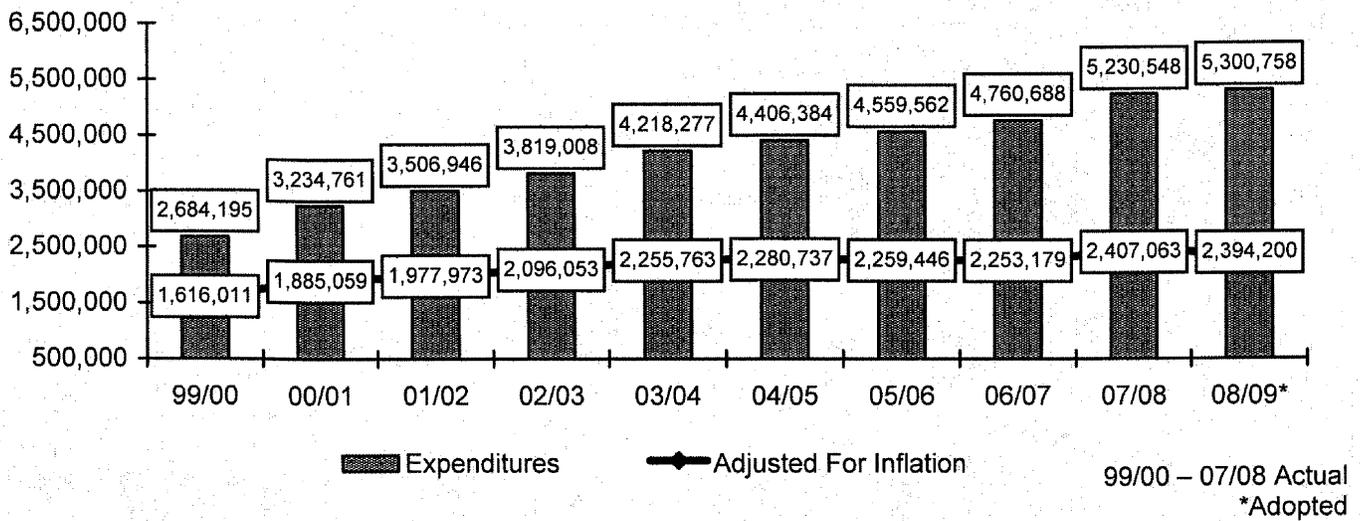
**Number of Employees  
(Full Time Equivalent)**



**Source of Funds**



**10 Year Expenditures Adjusted For Inflation**



**SERVICE PROGRAMS**

**Pesticide Use Enforcement**

Enforce mandated pesticide requirements to protect workers, public health and safety, the environment, and to ensure safe food.

Total Expenditures: \$1,530,491 Total FTE: 13.67

**Agricultural Resources Management**

Provide information and make recommendations about policies and processes to protect the future of agriculture.

Total Expenditures: \$421,653 Total FTE: 3.8

**Pest Management**

Promote, implement and conduct integrated pest management approaches.

Total Expenditures: \$582,627 Total FTE: 4.07

**Pest Prevention**

Conduct state-mandated programs preventing the introduction and establishment of pests (injurious insect and animal pests, plant diseases, and noxious weeds) in agricultural, urban and wild habitats in the county.

Total Expenditures: \$2,093,534 Total FTE: 18.59

**Product Quality**

Perform inspections at certified farmers' markets, nurseries, organic farms, and seed distributors to ensure quality product and compliance with state-mandated requirements.

Total Expenditures: \$176,683 Total FTE: 1.59

**Weights and Measures**

Protect consumers and businesses by inspecting weighing and measuring devices and by verifying business practices to ensure accuracy in the marketplace.

Total Expenditures: \$ 484,868 Total FTE: 4.28

**DEPARTMENT COMMENTS**

The primary function of the Department is to support the County's mission and to serve the community by protecting agriculture, the environment and the health and safety of its citizens, and by ensuring equity in the marketplace.

**Land Based**

**Internal Business Processes – As good as possible**FY 07-08 Accomplishments

- Information Technology – program databases were created or reformatted in the Weights and Measures, Pesticide Use Enforcement, Pest Exclusion and Crop Reporting programs for tracking compliance of state mandates and workload, resulting in more reliable, accurate and available information.
- We established the Central Coast Land Use Planning Workgroup consisting of staff from three neighboring counties. This has helped our staff become better informed and more effective in meeting the County's land use planning needs.

FY 08-09 Objectives and Challenges

- The core functions and responsibilities for the Department's Deputy positions will be clarified and documented to aid in recruitment, training, performance evaluations and succession planning.

**Financial Health – As cost effective as possible**FY 07-08 Accomplishments

- Revenue from the State increased for Pest Prevention programs.
- Grant funding for the Weed Management Area Program was appropriated as anticipated. The new funds are being used to control invasive weed species.

FY 08-09 Objectives and Challenges

- The improvements in revenue in FY 07/08 are expected to continue in FY 08/09 which will partially offset increased costs.

**Customer Service – As responsive as possible**FY 07-08 Accomplishments

- We improved communication with our customers via the website. We created the Agricultural Liaison Advisory Board webpage where we post agendas, minutes and other correspondence.
- In partnership with the agricultural industry, we presented two-day training on media relations. Departmental staff learned skills to more successfully communicate with the public through the media.

FY 08-09 Objectives and Challenges

- In order to be more efficient in producing information subject to the Public Records Act, we will update all policies and procedures for maintaining and releasing public records.

**Learning and Growth – As Responsible as Possible**FY 07-08 Accomplishments

- Succession Planning - We identified staff who are qualified and interested in promoting to managerial positions. We rotated staff to supervisory and/or program management positions thus creating opportunities for their professional growth.
- We created an annual training program to provide supervisors the skills needed for success.

FY 08-09 Objectives and Challenges

- Succession Planning - We will anticipate retirement vacancies and prepare a plan for staff promotions and/or recruitments to fill management positions.

**COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS**

Overall, expenditures for the Agricultural Commissioner-Weights and Measures budget is increasing \$240,855 (4%) and recommended revenues are increasing by \$228,574 (8%) compared to the FY 2007-08 Adopted Budget. Given the increase in revenues, General Fund support is recommended to increase slightly (by \$12,281 or less than 1%). The General Fund contribution is approximately 46% of total expenditures for this fund center.

Salaries and benefits expenditures are increasing by \$284,704 (6%) compared to the FY 2007-08 Adopted Budget. The increase in these accounts in the Status Quo budget request would have been \$345,856 (8%). The department has built in a salary savings of \$42,849 for Voluntary Time Off that will be granted to department employees to help reduce expenses. In addition, the expenditures for temporary help are recommended to decrease by \$8,919 in order to reduce the overall increase in recommended General Fund support to this fund center. This equates to a .2 Full Time Equivalent position that would have supported the Pest Detection Program. Permanent staff will be reallocated to cover this work.

Services and supplies accounts are decreasing \$34,349 (4%) compared to the FY 2007-08 Adopted Budget. Reductions made include approximately \$25,000 in the County's contribution to the US Department of Agriculture Wildlife program, \$22,000 for laptop computers for field staff and other miscellaneous account reductions.

Overall, the recommended budget reflects a reduction of approximately \$126,318 in General Fund support from the Status Quo budget request submitted by the department. As noted below, the budget augmentation request for the five laptop computers is not included in the recommended budget, despite the meaningful results that could be obtained. The department agreed that this expenditure could be deferred until the County's financial situation improves. We will revisit this request in the future.

The increase in revenues reflects a combination of increases and decreases in several accounts. The most notable increases include revenue from the State's Aid to Agriculture which is increasing by \$201,179 (16%) primarily due to a \$90,769 increase in High Risk Pest Exclusion funding and \$73,417 in funding for the Light Brown Apple Moth program, which was added mid year in FY 2007-08. The Unclaimed Gas Tax is expected to come in at the same level as the FY 2007-08 amount.

**BUDGET AUGMENTATION REQUESTS RECOMMENDED**

| <b>Unit Amount</b>                               | <b>Description</b>  | <b>Results</b>   |
|--|---|--|
| Gross: \$41,168<br><br>General Fund support: \$0 | Develop and issue public service announcements in English and Spanish designed to improve maintenance gardener pesticide licensing and compliance with applicable laws. | <ul style="list-style-type: none"> <li>• Improve the rate of maintenance gardener pesticide compliance with licensing requirements from the current level of 50% to 90%. (In FY 2006/07 a sample of 16 maintenance gardeners were inspected and only 8 were properly licensed).</li> <li>• Increase the total annual number of licensed and registered maintenance gardeners by 100% (from 35 to 70).</li> </ul> |

**BUDGET AUGMENTATION REQUESTS NOT RECOMMENDED**

| <b>Unit Amount</b>                                    | <b>Description</b>  | <b>Results</b>   |
|---|---|--|
| Gross: \$22,000<br><br>General Fund support: \$22,000 | Five laptop computers to be used by field staff (2 for Pesticide Use Enforcement and 3 for the Pest Exclusion program) to automate data entry and filing of data and reduce storage of paper documents. | <ul style="list-style-type: none"> <li>• Increase the number of Pesticide Use Enforcement Program inspections by 5% (from 100 to 105) and the number of Pest Exclusion Program inspections by 5% (from 5,000 to 5,250).</li> <li>• Save 300 (75%) staff hours in time spent by entering inspection report data due to the elimination of paper reports.</li> <li>• Save 675 hours (75%) in time spent preparing reports and billing statements.</li> </ul> |

**BOARD ADOPTED CHANGES**

The Board adopted changes recommended in the Supplemental Document (increasing revenues by \$10,902 and modifying expenditures to reduce Temporary Help by \$14,000 and increase Professional Services by \$24,902) in order to restore the County's contribution to the US Department of Agriculture Wildlife Services Program.

**GOALS AND PERFORMANCE MEASURES**

| <b>Department Goal:</b> Ensure the department's Mission Statement commitment to serving the community is demonstrated by all services.   |   |  |  |   |   |   |
|--|---|--|--|---|---|---|
| <b>Communitywide Result Link:</b> A well-governed community.   |   |  |  |   |   |   |
| <b>1. Performance Measure:</b> Percentage of clients that indicate they are satisfied with departmental services   |   |  |  |   |   |   |
| 03-04<br>Actual<br>Results   | 04-05<br>Actual<br>Results  | 05-06<br>Actual<br>Results   | 06-07<br>Actual<br>Results   | 07-08<br>Adopted  | 07-08<br>Actual<br>Results  | 08-09<br>Target   |
| 100% overall satisfaction with county facility Integrated Pest Management  | 98% overall satisfaction with customer services provided during initial contact | 100% overall satisfaction with services provided to local organizations representing agriculture | 95% overall satisfaction with services provided to the Planning department, LAFCO, and other agencies regarding land use planning projects | 95% overall satisfaction with services provided to local customers receiving plant shipments from Glassy-winged Sharpshooter infested areas | 98.5% overall satisfaction with services provided to local customers receiving plant shipments from Glassy-winged Sharpshooter infested areas | 95% overall satisfaction with services provided to local customers submitting pesticide use reports over the internet |
| <p><b>What:</b> The department solicits feedback including ideas for improvement from its clients each fiscal year. Each year we choose a different program within our department to survey for customer satisfaction. Survey methods vary depending on clientele, and include direct mailings, person-to-person handouts, and electronic forms. Surveys are solicited at various times during the year and the format is standardized to maintain comparative results.</p> <p><b>Why:</b> The department is committed to excellence. Customer feedback and suggestions help us achieve that goal.</p> <p><b>How are we doing?</b> In FY 07/08, we surveyed customers receiving inspection services through the required Glassy-winged Sharpshooter Inspection Program. Our customers include retail nurseries, wholesale nurseries and landscaping companies. Surveys were sent to 140 businesses receiving inspections from the Department. Of the 64 surveys returned, 98.5% indicated overall customer satisfaction with Department services. Based on survey results, staff has provided courteous and professional service and has responded to customer requests in a timely manner.</p>  |   |  |  |   |   |   |
| <b>2. Performance Measure:</b> The number of packages denied entry into San Luis Obispo County due to violations of quarantine laws per 1,000 packages inspected at Federal Express.   |   |  |  |   |   |   |
| 03-04<br>Actual<br>Results   | 04-05<br>Actual<br>Results  | 05-06<br>Actual<br>Results   | 06-07<br>Actual<br>Results   | 07-08<br>Adopted  | 07-08<br>Actual<br>Results  | 08-09<br>Target   |
| 8.4  | 20  | 13.3   | 17.4   | 15  | 15.3  | 15  |
| <p><b>What:</b> San Luis Obispo County enjoys a relatively pristine environment, mostly free from quarantine agricultural pests and diseases. Ag Commissioner staff intercepts incoming packages containing plant material at freight and postal terminals and inspects for the presence of detrimental pests. Shipments in violation of quarantine laws are denied delivery to the receiver, and the shipment must be treated, returned to the sender or destroyed, thereby protecting the county from potential pest infestations or disease outbreaks. This measure tracks the number of "Notices of Rejections" issued per one thousand packages inspected at the San Luis Obispo County Federal Express terminal and reflects our effectiveness in protecting the agricultural and environmental resources of the county. Thorough inspections also serve as a deterrent for shippers to avoid sending infested shipments to San Luis Obispo County.</p> <p><b>Why:</b> To protect agriculture, urban and natural ecosystem in San Luis Obispo County as efficiently as possible. Each pest found is one new infestation prevented, which eliminates eradication costs and the negative affects on the county.</p> <p><b>How are we doing?</b> Staff inspected 2,032 packages at Federal Express and 31 packages were denied entry for an overall rejection rate of 15.3 per 1000 packages. The department continues to provide a valuable service to the county by preventing new pest infestations.</p> |   |  |  |   |   |   |
| <b>3. Performance Measure:</b> The percentage of the statewide total of all California Counties intercepting live Glassy-winged Sharpshooter life-stage finds on nursery plant shipments entering San Luis Obispo County.  |   |  |  |   |   |   |
| 03-04<br>Actual<br>Results   | 04-05<br>Actual<br>Results  | 05-06<br>Actual<br>Results   | 06-07<br>Actual<br>Results   | 07-08<br>Adopted  | 07-08<br>Actual<br>Results  | 08-09<br>Target   |
| 37.5%  | 40.6%   | 29.1%  | 25%  | 32%   | 55%   | 32%   |
| <p><b>What:</b> County staff inspect shipments of plants originating from outside San Luis Obispo County for compliance with Glassy-winged Sharpshooter Quarantine laws and reject shipments not in compliance, including the presence of live pests. This measure compares the level of pest interception in San Luis Obispo County to overall statewide data. A high percentage of the statewide totals shows the level of thoroughness and accuracy of inspections locally compared to other counties</p> <p><b>Why:</b> To prevent the introduction of this detrimental pest into SLO County, which is necessary to protect grapes and other plants from the deadly Pierce's Disease.</p>  |   |  |  |   |   |   |

**How are we doing?** San Luis Obispo County continues to be the statewide leader in the detection of Glassy-winged Sharpshooter infested plant shipments. During FY 07-08, there were 40 Glassy-winged Sharpshooter infested shipments detected in the 43 counties contracted to do inspections. San Luis Obispo County detected 22 of those infested shipments, or 55% of the overall state findings. This demonstrates the success of our localized inspection program as compared to other counties.

**4. Performance Measure:** Percentage of overall compliance by all regulated pesticide users (agricultural, structural and governmental).

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| 96.8%                      | 96.1%                      | 96.7%                      | 97.2%                      | 96.5%            | 95.6%                      | 96.5%           |

**What:** Laws require pesticide users to comply with mandated requirements such as, but not limited to: following pesticide labels, training workers, operating equipment and applying pesticides in a safe manner, and keeping records of usage. This measure reflects the effectiveness of Ag Commissioner staff in educating pesticide users and, through strict enforcement, insuring that users are in compliance with California's pesticide laws. This measure excludes home use by the public, which currently is not monitored.

**Why:** To protect workers, the public's health and safety, the health of the environment, and to ensure safe food.

**How are we doing?** Regulated pesticide applicators continue to have a high level of compliance with pesticide laws and regulations. The compliance rate for FY 07-08 was down slightly due to a shift of focus to inspection of pesticide use in urban areas by maintenance gardeners and the implementation of new respiratory regulations that went into effect in January 2008.

**5. Performance Measure:** Number of pesticide use report records processed per hour.

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| N/A                        | N/A                        | 40.1                       | 37.2                       | 40.0             | 38.4                       | 50.0            |

**What:** Producers of agricultural commodities and pest control businesses are required to report pesticide use to the County Agricultural Commissioner. This data is reviewed and entered into a statewide pesticide use-reporting database. This measure demonstrates how efficiently we process pesticide use report data.

**Why:** Interested parties want prompt and efficient processing of pesticide use reports to obtain up-to-date data for identifying pesticide use in the county.

**How are we doing?** The Agricultural Commissioner's office processed 83,266 pesticide use records during FY 07-08. Department efficiencies improved over FY 06-07, but fell slightly below targeted levels. The department continues to improve report review and data entry processes and the percentage of reports submitted by growers via the web.

**6. Performance Measure:** Percentage of all weighing and measuring devices found to be in compliance with California laws.

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted  | 07-08<br>Actual<br>Results      | 08-09<br>Target   |
|----------------------------|----------------------------|----------------------------|----------------------------|---|---------------------------------|---|
| SLO County<br>90.2%        | SLO County<br>90.3%        | SLO County<br>92.4%        | SLO County<br>91.9%        | To equal or<br>exceed the<br>statewide<br>compliance<br>average | SLO County<br>88.2%             | To equal or<br>exceed the<br>statewide<br>compliance<br>average |
| Statewide<br>91.1%         | Statewide<br>92.1%         | Statewide<br>91.2%         | Statewide<br>92.3%         |   | Statewide data not<br>available |   |

**What:** California law mandates the County Commissioner/Sealer annually inspect and test all commercial weighing and measuring devices. This measure represents the percentage of San Luis Obispo County weighing and measuring devices found upon initial inspection to be in compliance with laws, and our county's compliance level compared to the statewide results for the year. This measure reflects the Sealer's effectiveness in educating operators of commercial weighing and measuring devices and, through strict enforcement, insuring that these devices are in compliance with California weights and measures laws.

**Why:** The use of correct weighing and measuring devices protects consumers and helps insure that merchants compete fairly.

**How are we doing?** The compliance rate decreased slightly for retail fuel dispensers, which lowered the overall rate. The decrease in fuel dispenser compliance was due primarily to component failures of some vapor recovery systems and dispenser labeling violations. Strict enforcement resulted in the overall decrease in the compliance rate, but with minimal effect for consumers. During FY 07-08, we performed initial inspections on 4546 devices and found 4011 in compliance, for an 88.2% compliance rate. Statewide compliance data for FY 07-08 will be published Spring 2009.

| <b>7. Performance Measure: Percentage of price scanners found to be in compliance with California laws.</b> |                            |                            |                            |   |                                 |   |
|---|----------------------------|----------------------------|----------------------------|---|---------------------------------|---|
| 03-04<br>Actual<br>Results  | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted  | 07-08<br>Actual<br>Results      | 08-09<br>Target   |
| SLO County<br>97.8%   | SLO County<br>98.4%        | SLO County<br>98.7%        | SLO County<br>98.5%        | To equal or<br>exceed the<br>statewide<br>compliance<br>average | SLO County<br>98.6%             | To equal or<br>exceed the<br>statewide<br>compliance<br>average |
| Statewide<br>97.0%  | Statewide<br>96.1%         | Statewide<br>98.0%         | Statewide<br>98.0%         |   | Statewide data not<br>available |   |

**What:** Price scanner inspections compare the actual prices charged for items at retail store checkout stands with the lowest advertised posted or quoted prices for those items. All retail stores, such as supermarkets and department stores, utilizing automated price scanners are subject to inspection. This measure represents the percentage of items tested that are charged correctly at the checkout stand and our county's compliance level compared to the statewide results for the year. This measure reflects the Sealer's effectiveness in educating operators of price scanning systems and, through strict enforcement, insuring that pricing is in compliance with California weights and measures laws.

**Why:** Accurate price scanners protect the consumer and help insure that merchants compete fairly.

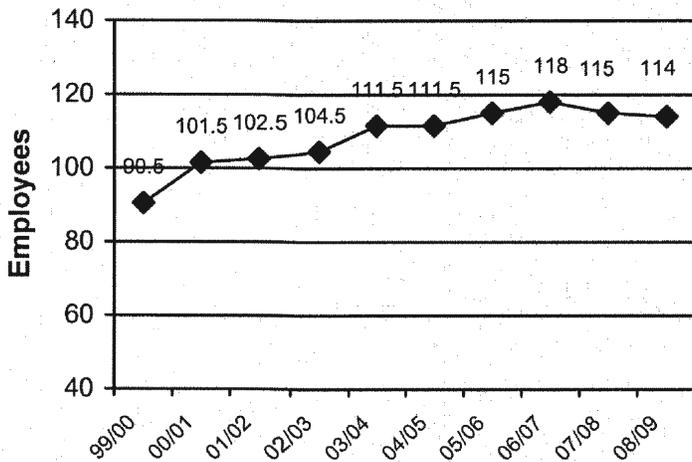
**How are we doing?** The San Luis Obispo County compliance rate for FY 07-08 was consistent with prior years. During FY 07-08, we inspected 8816 items and found 8693 of those items in compliance, for a 98.6% compliance rate. Statewide compliance data for FY 07-08 will be published Spring 2009.

**MISSION STATEMENT**

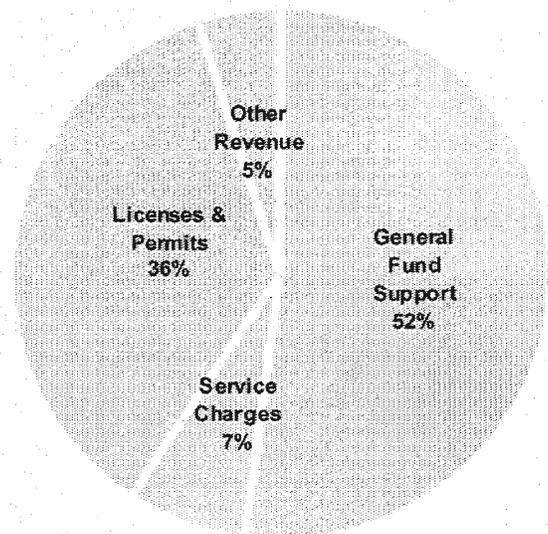
Promoting the wise use of land.  
 Helping to build great communities.

| Financial Summary             | 2006-07<br>Actual | 2007-08<br>Actual | 2008-09<br>Requested | 2008-09<br>Recommended | 2008-09<br>Adopted |
|-------------------------------|-------------------|-------------------|----------------------|------------------------|--------------------|
| Revenues                      | \$ 9,724,059      | \$ 6,848,350      | \$ 7,877,090         | \$ 7,484,221           | \$ 7,484,221       |
| Salary and Benefits           | 9,663,890         | 10,419,147        | 11,556,433           | 11,556,433             | 11,556,433         |
| Services and Supplies         | 1,695,448         | 2,157,038         | 1,835,867            | 1,831,157              | 1,831,157          |
| Other Charges                 | 2,936,288         | 11,310            | 0                    | 0                      | 0                  |
| Fixed Assets                  | 50,418            | 0                 | 8,000                | 8,000                  | 8,000              |
| **Gross Expenditures          | \$ 14,346,044     | \$ 12,587,495     | \$ 13,400,300        | \$ 13,395,590          | \$ 13,395,590      |
| Less Intrafund Transfers      | 3,733             | 3,044             | 0                    | 0                      | 0                  |
| **Net Expenditures            | \$ 14,342,311     | \$ 12,584,451     | \$ 13,400,300        | \$ 13,395,590          | \$ 13,395,590      |
| General Fund Support (G.F.S.) | \$ 4,618,252      | \$ 5,736,101      | \$ 5,523,210         | \$ 5,911,369           | \$ 5,911,369       |

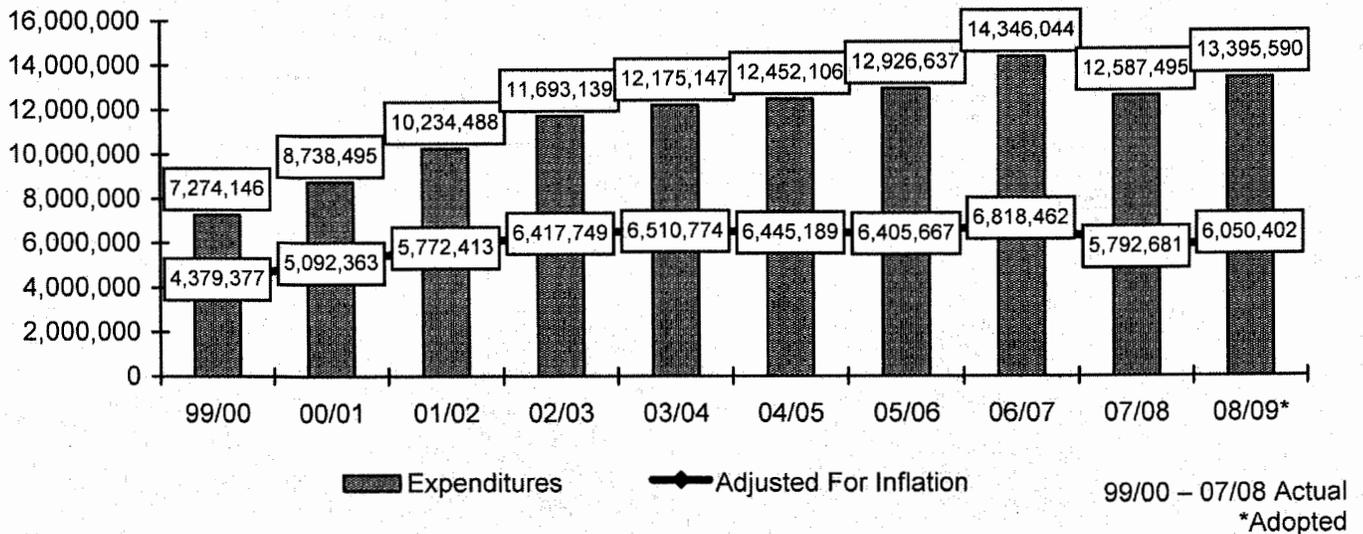
**Number of Employees**  
 (Full Time Equivalent)



**Source of Funds**



10 Year Expenditures Adjusted For Inflation



**SERVICE PROGRAMS**

**Code Enforcement**

The purpose of this unit is to achieve land use code compliance so that the citizens of San Luis Obispo County may enjoy a cleaner, safer and better place to live. Areas of concentration include:

- Improvement of neighborhoods through formation of community partnerships
- Maintain integrity of property value through thoughtful and judicious investigations.
- Compliance with land use zoning laws, and
- Enforcement of business licenses, Sign Ordinance and abandoned vehicles.

Total Expenditures: \$818,329 Total Staffing (FTE): 8

**Development Services**

The land use unit is responsible to ensure and improve the safety, physical appearance and livability of the County through positive, proactive and comprehensive land use development review by:

- Providing comprehensive and timely review and assistance to customers in order to achieve compliance with relevant land use, environmental and development requirements,
- Providing an integrated and effective development and environmental review and permitting system that adds valuable technical knowledge to the process while minimizing project review times,
- Reviewing proposals, such as, individual homes, commercial or industrial businesses, residential subdivisions, development in the Coastal Zone, gravel and resource extraction, agricultural preserves, County initiated projects (roads, bridges, buildings, parks, etc.), mitigation monitoring, minor and major grading, septic system management and general plan/ordinance amendments,
- Participating in the implementation of the Growth Management Ordinance,
- Providing timely assistance and high quality customer service to telephone and counter customers, and
- Supporting the Board of Supervisors, Planning Commission, Airport Land Use Commission, Subdivision Review Board and Community Advisory Groups for the unincorporated areas, as necessary, in order to implement the County General Plan and Ordinances with respect to land use and development project reviews.

The building unit helps maintain safe and livable communities throughout the county to ensure compliance with local and state mandated regulations related to building construction, maintenance and rehabilitation by:

- Providing timely assistance and high quality customer service to telephone and counter customers,
- Reviewing and evaluating building construction plans, issuing building permits,
- Conducting field inspections of buildings, and
- Working collaboratively with the Planning Division, Fire Districts, Environmental Health Department and other agencies.

Total Expenditures: \$9,346,046 Total Staffing (FTE): 85.0

**Housing & Economic Development**

The mission of this unit is to assist in developing and implementing the County's economic development strategies as well as assist the development of quality of life issues, by coordinating, promoting, and encouraging affordable housing programs by:

- Dutifully implementing the County's Housing Element and Economic Element policies,
- Supporting and encouraging land development that proposes affordable housing,
- Providing financial assistance for the preservation and improvement of housing conditions for low and moderate income residents,
- Promoting continued construction of new housing stock, whether single family or multi family,
- Encouraging zoning appropriate for housing of all types,
- Encouraging the expansion of existing public, non-profit and low-income and senior housing, and
- Efficiently coordinating the County's funding process for such programs as the Federal Community Development Block Grant (CDBG), Home Investment Partnerships (HOME), Emergency Shelter Grant (ESG) and other state or federal programs.

Total Expenditures: \$672,836 Total Staffing (FTE): 7

**Long-Range Planning / Coastal Zone Management**

The Long Range Planning unit is responsible for facilitating the achievement of the county's vision and goals for the future. This unit working in conjunction with the Board of Supervisors, Planning Commission and Advisory Councils, identifies the strategies that will be necessary to achieve the County's objectives associated with Smart Growth principles.

The Long Range Planning unit addresses future needs, orderly and sustainable growth and future development issues by:

- Providing leadership in developing a vision for the future and maintaining the cohesive usefulness, relevancy of the County's General Plan, including the County's Local Coastal Plan,
- Developing strategies, policy reports, and comprehensive long-range plans relative to the surrounding environment,
- Assembling, analyzing and disseminating up-to-date, accurate and useable land use/resource information and comparative demographics and economic data on the County, through the use of Geographic Information Systems (GIS) and other resources,
- Working toward capital improvement/infrastructure finance planning and programming that is coordinated and time sensitive,
- Maintaining the County's compliance with the California Coastal Act through the preparation, revision and implementation of the County's Local Coastal Plan,
- Participating in regional planning efforts and influencing state and federal policy development to protect land use and planning policy in the County, and
- Informing and involving unincorporated communities, through their Community Advisory Groups, in long-range and strategic planning, land use policy development and implementation actions that reflect the wants and needs of a particular community.

Total Expenditures: \$737,177 Total Staffing (FTE): 5.0

**Operations**

The Operation units ensure that the department provides high quality "results oriented" services that are responsive to community, Board of Supervisors, County Administration, other departments and employee needs by:

- Assembling, analyzing and disseminating up-to-date, accurate, and useable financial information and comparative data,
- Assuring that financial planning and programming is coordinated and time sensitive,
- Participate in the implementation of the Public Facility Fee Ordinance,
- Accurately collecting permit fees and other payments,
- Provide technology support, training and maintenance of all computer technology equipment,
- Rely on staff that is Notary Public certified to provide crucial review of all loans and grant documents to insure accuracy, legitimacy, and authenticity,
- Provide timely personnel evaluations to ensure conformity with department and County policies, and
- Provide relevant financial training resources to enable staff to make timely and informed decisions.

Total Expenditures: \$1,821,202 Total Staffing (FTE): 9.0

**DEPARTMENT COMMENTS**

The Department of Planning & Building Department's primary function is to support the County's mission by implementing programs that support safe, healthy, livable, prosperous, and well-governed communities. The department accomplishes this by maintaining the General Plan, reviewing development proposals for consistency with adopted plans, conducting environmental review, issuing construction permits, preparing both short- and long-term plan implementation strategies, and assisting the Board of Supervisors as well as the County's Planning Commission make informed decisions on land use policies. In addition, the department coordinates with other agencies, non-profits, and private parties to build affordable housing in San Luis Obispo County to the maximum extent feasible.

**Internal Business Processes- As good as possible****FY 2007-08 Accomplishments**

- Reduced the average initial building "blue print"/plan review time for single-family residences from six weeks to three weeks (we met this goal 80% of the time last year). Cutting the processing time for this type of permit in half results in cost savings for our customers.
- The department has provided a new public service option for our customers to pay permit fees on-line thereby saving at least one vehicle trip to the Permit Center.

**FY 2008-09 Objectives and Challenges**

- Department Liaisons to the eleven Community Advisory Councils (CAC) will attend 95% of CAC meetings, report back to CAC's with relevant information when promised 95% of the time, and successfully conduct the Annual Training with a 90% attendance rate of all CAC's.
- The Current Planning Division will initiate a minimum of ten permit process improvements to reduce permit processing time by 5% by June 2009.
- The Permit Center staff will reduce customer waiting time by 10% and provide 24/7 information on permit status on the Departments web page by January 2009.

**Financial Health- As cost efficient as possible****FY 2007-08 Accomplishments**

- Used 120 hours of staff time to implement at least 100 significant changes to the department webpage resulting in: a 75% increase in "hits" (over 110,000), a 128% increase in the number of pages viewed (over 300,000 pages), and a savings of \$15,000 in hard copy duplication costs (a 23% cost reduction).

**FY 2008-09 Objectives and Challenges**

- Complete first fiscal year analysis of Planning and Building Department new cost recovery program (implemented as of July 1, 2008) including; monitoring of accuracy of new fees vs. staff time costs. The new fee schedule will increase the department's ability to better recover costs associated with processing permits, and provide partial funding for maintaining the General Plan.
- The Long Range Planning Division will complete the update of the Conservation Element of the General Plan by June 2009.

**Customer Service- As responsive as possible****FY 2007-08 Accomplishments**

- For three consecutive quarters last Fiscal Year the Permit Center staff received a "Very Satisfied" rating from 92% of the responders to the Department's customer satisfaction surveys.

FY 2008-09 Objectives and Challenges

- Improve survey rate of return by 80% for all Quarterly Customer Satisfaction Surveys conducted in FY 2008-09.
- The Ombudsman Office will submit a mid-year annotated summary and report on the Department web site of Ombudsman cases related to complaints and assistance by February 2009.

**Learning and Growth- *As responsible as possible***FY 2007-08 Accomplishments

- Based upon the 2006 Countywide Employee Opinion Survey, Planning and Building Department employees are highly motivated to do their jobs, with over 85% responding that they are proud to work for the County and would recommend it to a friend or family member.

FY 2008-09 Objectives and Challenges

- Improve the readability and understandability of all staff reports by implementing a "Plain English" initiative. The objective of the initiative is to ensure all staff reports address the critical issue(s) of the project or proposal by using a "user-friendly" common sense approach (e.g. less acronyms and jargon) which the reader finds direct and accessible.
- Provide a minimum of four hours/quarter for staff to participate in professional development opportunities, including specialized education (focused on benefiting all our customers) and Employee University classes.

**COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS**

The Department of Planning and Building continues to experience a slow down in construction projects and a 10% decline in most building and land use permits for the next year. Since many land use and development projects span multiple fiscal years, staff workload remains steady through the combination of new projects and those that were already in the pipeline. The slowdown in construction and development projects is not expected to affect departmental revenues in the next year as the department's fee schedule was revised to capture more of the actual costs for processing land use permits.

Overall expenditures are recommended to increase by \$540,687, a 4% increase as compared to FY 2007-08. Recommended revenues show a substantial \$1,289,130 increase over the adopted revenue amounts for FY 2007-08. The increase is the result of implementation of the department's fee study that improved the department's ability to better identify the cost of providing services and allowed the department to modify building and land use fees to reflect the actual costs for those services. A \$514,653 increase in building and construction permit revenue and a \$761,960 increase in land use permit revenue comprise almost all of the recommended revenue increase for this department. The recommended level of General Fund support is \$748,443 less than the adopted amount for FY 2007-08. A combination of increased revenues and a moderate increase in expenses results in the reduced need for General Fund dollars to support existing departmental operations.

Salary and benefit account increases of \$1.06 million is due to a combination of prevailing wage and advancement step increases. The increase in salary and benefit expense is partially offset by a \$525,598 decline for the recommended expenditures in the service and supply accounts. The decline in this expenditure category is largely the result of a \$562,000 decrease in the professional services account. The department projected a reduced need for consultant services related to specific land use evaluations resulting in the lower expense in this category of the service and supply accounts. The recommended funding includes \$8,000 in fixed asset expense to replace an outdated micro fiche reader/printer.

Although the amount of General Fund support shows a decline as compared to FY 2007-08, the operations of the department will remain at the Status Quo Level. Staffing for the department shows a decline of one position as a mid year change initiated by the department requesting the deletion of a vacant Senior Planner position and a vacant Planner position in exchange for a new Division Manager Position. This mid year change shows as a net reduction of 1 FTE on the department's Position Allocation List as compared with the FY 2007-08.

The department submitted two Budget Augmentation Requests. The first is a request for \$30,000 to hire a consultant to compile greenhouse gas baseline data to address reduction of emissions that contribute to greenhouse gases (e.g. carbon dioxide, methane). The baseline emissions data is needed for several ongoing programs, including the General Plan Conservation Element, Shandon Community Plan, as well as the Oak Glen General Plan/Specific Plan. Postponing or delaying this effort may place the County in jeopardy of probable enforcement of AB32 by the State Attorney General as well as possible litigation under the California Environmental Quality Act. This augmentation is included in the recommended budget.

The second augmentation request proposes to add a new Supervising Plans Examiner position and a new Plans Examiner III position to augment existing staff in the expansion of the Grading Program to implement our Storm Water Management Program (SWMP). The Board of Supervisors approved the County's Storm Water Management Program (SWMP) in 2005 and this plan was ratified by the Regional Water Quality Control Board (RWQCB) on March 23, 2007. The SWMP plan has a 5 year timeline for implementation and includes a number of new requirements on the development, review and inspection of construction and grading projects. The requested augmentation is not recommended for approval at this time as this is a new program and there are uncertainties as to the number of permits and the actual workload that is created by this new program. An additional consideration involves the projected decline in building and construction permits that may allow for existing staff to accommodate some of the expected workload related to the SWMP. Discussions with the department acknowledged that if actual experience with the Storm Water Management Program implementation results in a significant workload increase beyond the capacity of existing staff, the department would submit a mid year request for additional staff. The department will document the workload and regulatory requirements of the program implementation and its impact on existing operations. The recommendation is intended to gain some actual working experience with the new requirements prior to allocating new staff, and also provide a means by which staffing and permitting can be addressed should problems arise.

**BUDGET AUGMENTATION REQUESTS RECOMMENDED**

| <b>Unit Amount</b>   | <b>Description</b>   | <b>Results</b>  |
|--|--|---|
| Gross Expense: \$30,000<br>Revenue: \$15,000<br>General Fund: \$15,000 | <p>Consultant services to provide an initial baseline inventory of green house gas emissions as part of the effort to comply with the Climate Solutions Act of 2006.</p> <p>The expense of this study is 50% offset with revenue related to General Plan permits that would not otherwise be realized.</p> | <ul style="list-style-type: none"> <li>• A baseline inventory of green house gas emissions will be developed that will be in compliance with State mandates and reduce or eliminate the potential for sanctions or penalties to the County.</li> <li>• Allows the county to prepare land use plans and relevant policies that will be in compliance with State green house gas mandates.</li> </ul> |

**BUDGET AUGMENTATION REQUESTS NOT RECOMMENDED**

| <b>Unit Amount</b>  | <b>Description</b>  | <b>Results</b>   |
|---|---|--|
| Gross Expense: \$174,576<br>General Fund support: \$174,576<br>Permitting, plan check and inspection fee revenues that are already in the Status Quo Budget are the source of funding (the revenues would be received whether or not the requested positions are approved). | <p>Add 1 FTE Supervising Plans Examiner (\$91,179) and, Add 1 FTE Plans Examiner III (\$83,397)</p> <p>The above staff will perform plan checks, and inspections for all grading permits that require reviews under the Storm Water Management Program.</p> | <ul style="list-style-type: none"> <li>• Implementation of the County Storm Water Management Program (SWMP) by April 2009.</li> <li>• Complete annual Storm Water Management Program milestones and BMP's by April 2009</li> <li>• Provide data for annual report to the State on SWMP conformance by April 2009.</li> </ul> |

**BOARD ADOPTED CHANGES**

None.

**GOALS AND PERFORMANCE MEASURES**

| <b>Department Goal:</b> Conserve natural resources to promote a healthy environment.   |   |  |   |   |   |   |
|--|---|--|---|---|---|---|
| <b>Communitywide Result Link:</b> A Livable Community; a Well-governed Community   |   |  |   |   |   |   |
| <b>1. Performance Measure: Acres of land protected and average annual tax relief provided to land owners adding their properties to the agricultural preserve program.</b>   |   |  |   |   |   |   |
| 03-04<br>Actual<br>Results   | 04-05<br>Actual<br>Results  | 05-06<br>Actual<br>Results   | 06-07<br>Actual<br>Results  | 07-08<br>Adopted  | 07-08<br>Actual<br>Results  | 08-09<br>Target   |
| 822,037 acres<br>protected/<br>\$5,701 avg<br>annual tax relief<br>per property  | 823,127 acres<br>protected/<br>\$5,894 avg<br>annual tax relief<br>per property | 825,378 acres<br>protected/<br>\$13,091 avg<br>annual tax relief<br>per property | 830,106 acres<br>protected/<br>\$6,816 avg<br>annual tax relief<br>per property | 835,777 acres<br>protected/<br>\$6,462 avg<br>annual tax relief<br>per property | 832,233 acres<br>protected/<br>\$4,048 avg<br>annual tax relief<br>per property | 836,871 acres<br>protected/<br>\$6,137 avg<br>annual tax relief<br>per property |
| <b>What:</b> In return for maintaining their land in agricultural and open space uses, landowners receive lower property tax assessments.  |   |  |   |   |   |   |
| <b>Why:</b> To strengthen the county's agricultural economy and help preserve agricultural and natural resources, consistent with County policy.   |   |  |   |   |   |   |
| <b>How are we doing?</b> The 2007/08 target of 835,777 total acres protected was not met by 3,544 acres and the target of \$6,462 average annual tax relief was not met by \$2,414 for property added to the program. This is because less acreage than the prior average was admitted into the program and with lower land and agricultural production values than projected. 4,638 more acres are projected for the agricultural preserve program in 2008/09, which represents the average annual net gain between 1980 and 2007. The average tax relief reflecting properties added to the agricultural preserve program in 2008/2009 is projected to be \$6,137, which represents the average annual reduction per property between 1993 and 2007 minus the amount of the average decrease from 2007 to 2008.  |   |  |   |   |   |   |
| <b>Department Goal:</b> Prepare and implement the County General Plan that is responsive to local needs  |   |  |   |   |   |   |
| <b>Communitywide Result Link:</b> A Well-governed Community; A Livable Community   |   |  |   |   |   |   |
| <b>2. Performance Measure: Percentage of project decisions that are not appealed.</b>  |   |  |   |   |   |   |
| 03-04<br>Actual<br>Results   | 04-05<br>Actual<br>Results  | 05-06<br>Actual<br>Results   | 06-07<br>Actual<br>Results  | 07-08<br>Adopted  | 07-08<br>Actual<br>Results  | 08-09<br>Target   |
| 97%  | 95%   | 96%  | 93%   | 95%   | 96%   | 95%   |
| <b>What:</b> Demonstrates that projects are achieving the goals and vision of the community and client, in conformance with the adopted County General Plan.   |   |  |   |   |   |   |
| <b>Why:</b> Enables the growth of the community through implementation of the goals, policies and objectives of the adopted County General Plan.   |   |  |   |   |   |   |
| <b>How are we doing?</b> For 2007-2008, 451 project decisions have been made through June 30, 2008 and 18 of those were appealed, producing an actual result of 96% of projects that were not appealed. This is more than the adopted results for 2007-2008.   |   |  |   |   |   |   |
| <b>3. Performance Measure: Percentage of long range plans completed on time.</b>   |   |  |   |   |   |   |
| 03-04<br>Actual<br>Results   | 04-05<br>Actual<br>Results  | 05-06<br>Actual<br>Results   | 06-07<br>Actual<br>Results  | 07-08<br>Adopted  | 07-08<br>Actual<br>Results  | 08-09<br>Target   |
| 100%   | 66%   | 66%  | 86%   | 100%  | 90%   | eliminated  |
| <b>What:</b> This measures the percentage of long range plans (including specific plans, community plans, and general plan element updates) completed within the time frames set in the work program approved by the Board of Supervisors. Each area plan has multiple components with key milestones and a schedule that is then evaluated in the performance measure.  |   |  |   |   |   |   |
| <b>Why:</b> Timely completion of long-range plans will ensure that they are relevant to the community's vision and respond to local needs and issues.  |   |  |   |   |   |   |
| <b>How are we doing?</b> The major long range plans for this year included the Estero Area Plan, Cambria/San Simeon Community Plan, Shandon Community Plan, Conservation /Open Space Element Update, Crystal Oaks Specific Plan, Oak Glen Specific Plan and the updating of land use categories in San Miguel. The Coastal Commission approved the Estero Area Plan, and final Board acceptance is scheduled to occur in August 2008 completing the process. Completed earlier and now in effect are the Cambrian/San Simeon and San Miguel updates, The Conservation Element update is on schedule, however the Shandon Community Plan has been temporarily delayed by one of the co-applicants who may drop out of the plan update. This will result in a delay of about 3 months in getting the EIR process underway. The Oak Glen Specific Plan consultant contract was approved by the Board in June and is now underway. The Crystal Oaks Specific Plan remains on hold by the applicants pending acquisition of supplemental water. |   |  |   |   |   |   |

**4. Performance Measure: Percentage of public review drafts for long range plans produced within the timeframes set in the work program and Percentage of required annual reports completed on time.**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| N/A                        | N/A                        | N/A                        | N/A                        | N/A              | N/A                        | 90%             |

**What:** This measures the percentage of public review drafts of long range planning documents (including specific plans, community plans, and general plan element updates) completed within the time frames set in the work program approved by the Board of Supervisors and the percentage of annual reports completed on time. Each work plan has major milestones and a schedule that is then evaluated in the performance measure.

**Why:** Timely completion of the plan for public review ensures that they are relevant to the community's vision and respond to local needs and issues before it is set for hearing. Timely completion of annual reports keeps the communities and decision makers current on issues affecting the County.

**How are we doing?** New for FY 2008-09.

**Department Goal: Protect public health and safety by effective and timely administration of development regulations and fostering neighborhood preservation.**

**Communitywide Result Link: A Safe Community; A Livable Community**

**5. Performance Measure: Percentage of permit applications reviewed within established time lines for representative project types.**

|  | 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
|--|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
|--|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|

Building Permits

Single-family dwelling permits:

Goal: 20 days to complete plan check.

|     |     |     |     |     |     |     |
|-----|-----|-----|-----|-----|-----|-----|
| 50% | 80% | 75% | 80% | 85% | 70% | 85% |
|-----|-----|-----|-----|-----|-----|-----|

Over-the-counter permits: Goal: issued same day as applied for.

|      |     |     |     |     |     |     |
|------|-----|-----|-----|-----|-----|-----|
| 100% | 95% | 98% | 97% | 97% | 98% | 97% |
|------|-----|-----|-----|-----|-----|-----|

Land Use Permits/Subdivisions

Land Use/Subdivision applications processed:

Goal: Categorical Exemptions (CE) General Rule (GRE)-60 days

|     |     |     |     |     |     |     |
|-----|-----|-----|-----|-----|-----|-----|
| 53% | 61% | 48% | 56% | 85% | 59% | 85% |
|-----|-----|-----|-----|-----|-----|-----|

Goal: Negative Declaration-180 days

|     |     |     |     |     |     |     |
|-----|-----|-----|-----|-----|-----|-----|
| 62% | 69% | 47% | 51% | 85% | 51% | 85% |
|-----|-----|-----|-----|-----|-----|-----|

**What:** Timely review of applications for development projects and subdivision of property

**Why:** To provide timely, quality service that saves applicants time and money, adds value to tax rolls and local economy, and meets local and state laws.

**How are we doing?** Building Permits - - We monitor our workload weekly to accomplish our 20-day goal for completing the initial plan review for single-family dwellings. We are achieving this goal on 70% of the projects a majority of the year. A significant code change that became effective Jan. 1, 2008 caused the building community to submit over 300 permit applications during the final days of December 2007. This difference between our actual performance and the target goal is attributed to this significant swell in applications and applicant requested delays that are a result of the current economic trends. Due to budgetary constraints, we eliminated the use of consultant and overtime services to accommodate the large influx of permits and for commercial projects thus placing this workload on the FTE plans examining staff (due to complexity-this workload consumes large amounts of FTE plans examiners time therefore causing delays in Single Family Dwelling plan review processing times ). Also due to budget concerns, we elected not to fill a vacated plans examiner III position. In addition, a current plans examiner has been allocated 100% of the time for the grading plan review program to comply with state mandated storm water management program development responsibilities (NPDES) and a vacant permit technician position is requiring the plans examiners to stop plan reviewing and 'pinch hit' for the permit technicians at the building public service counter. We monitor our progress with weekly assignments, submittal and processing reviews. We are monitoring permit activity and revenues closely to determine when activity increases to adjust our staffing assignments, vacancies and use of consultant services to maintain our performance measures. A point of clarification: Although there is a decrease in the total number of submittals, the majority of this decrease has come from the tract home activity sector. While this is a decrease in overall numbers, our workload has not been equally reduced as tract home processing is a duplicate review for consistency with the previously plan checked model homes as well as the fact that our commercial permit activity has increased by 121% in construction value (size of project) over last fiscal year. The actual number of commercial permit activity has increased over last fiscal year by 35%.

Over the counter permits - We issue approximately 29% of all building permits the same day that they are applied for. This result is approximately 800 permits immediately issued to customers in a year.

Land Use Permits/Subdivisions - The number of land use and subdivision applications processed in FY 2006-07 was 394. The number processed for FY 07-08 through June 30, 2008 is 244, which is 38% less than the FY 2006-07 total. The average processing times to take all

projects for action decreased from 155 to 126 days (19% decrease) and decreased from 226 to 186 days (18% decrease) for projects that require Negative Declarations. Although somewhat contradictory, the increased complexity of projects, vacant case processing positions and the number of appeals filed has contributed to the percentages of projects not meeting our targets, while at the same time there has been a marked decrease in the average number of days needed to take action on them. The Department is continuing to implement process improvements and expects that this will allow us to improve on the land use processing time frames.

**6. Performance Measure: Percentage of customers who rate the services provided by the Planning and Building Department as "very satisfied" or above through client surveys.**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|

Deferred 96% 92% 90% 94% 90%

**What:** The Planning and Building Department's customers who submit building and land use permits will be continuously surveyed to determine how well their needs were served.

**Why:** To ensure effective customer service is provided and track changing customer expectations.

**How are we doing?** We distribute customer satisfaction surveys with every issued land use and building permit. In addition, the survey is available on the department website and at the public counters in the permit center.

The FY 2007-08 annual survey results show that 94% of the respondents gave the Planning and Building Department a rating of "very satisfied or above". A recently completed survey form rated the department as "excellent" and further noted that staff was "extremely helpful and willing to go the extra-mile to get the information requested."

**7. Performance Measure: Percent of inspector evaluations resulting in no significant errors or oversights relating to compliance with applicable codes, regulations, and ordinances on construction projects.**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|

100% Deferred Deferred 96% 90% 95% 95%

**What:** In-field evaluations of inspectors are conducted during key inspections to rate the quality of inspections performed by County Building Inspectors, and to provide feedback to inspectors concerning code knowledge, utilization of resources, time and movement efficiency, personal interactions, problem solving ability, record keeping and safety practices that fosters continuous improvement and consistency in the inspection process.

**Why:** To enhance public health and safety by ensuring that buildings comply with development regulations, and to minimize the financial impact on owners and builders by ensuring that inspection services are timely, accurate, and consistent.

**How are we doing?** We are exceeding our adopted goal for FY 2007-08 by 5%. There are two objectives for this performance measure. The first is to evaluate the level of inspection quality and thoroughness by the inspection staff. The second objective is to have direct in-field, one-on-one training by the supervising inspector who will then be able to determine the needs for additional training. We continue to modify our evaluation process and the form used to conduct the evaluations to provide a measurable real time, in-field, evaluation/ training opportunity during the normal inspection process. This has led to the identification of training needs. We are now implementing a training program to address the adoption of the new State building codes as well as the training required for the storm water prevention program.

**8. Performance Measure: Average number of inspection stops to be completed by each inspector per eight-hour workday including office work and drive time. (Note: one "inspection stop" consists of one to four inspections.)**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|

12 11 11 9 9 9 9

**What:** Inspectors should perform an average of nine inspection stops per inspector per eight-hour day including office work and drive time while providing permit-holders with timely, accurate and responsive inspection services. Inspections are to be conducted on the workday following the inspection request.

**Why:** To ensure that owners and builders get excellent value in the inspection services they pay for with permit fees, while maintaining a level of completeness and thoroughness to ensure that buildings are built safely and with minimal financial impact on owners and builders.

**How are we doing?** The ten permanent full-time inspectors are averaging nine inspection stops while driving an average of 80 miles per day. This is on target for the adopted 2007-2008 standards. The two supervising inspectors are also supplementing these numbers by completing the equivalent number of inspections as a building inspector (an average of 9 per day when in the field) between the two of them, as well as supervising and providing continuous training to the inspection staff. The number of inspection stops was revised to nine starting in 2007-2008 for the following reasons; buildings are significantly larger (approx. 25%) and more complex (increased seismic, energy and geotechnical requirements) and with three new inexperienced inspectors on staff, our primary focus is on the quality of the inspections. The statistics for 2007-08 show 18,600 inspections completed on a "next day basis" (99%) and 1,250 site checks performed while continuing to train new inspectors and without utilizing contract inspections services. This high level of reliability in service allows our customers to effectively manage their projects throughout the entire construction process.

**9. Performance Measure: Percentage of Code Enforcement Cases opened proactively rather than through citizen complaints in communities with active Neighborhood Preservation (NP) Programs.**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| 80%                        | 64%                        | 68%                        | 71%                        | 65%              | 63%                        | 65%             |

**What:** Proactive enforcement is an indicator of the effectiveness of a Neighborhood Preservation (NP) Program. It shows whether there is community acceptance of this type of enforcement and the willingness to participate in the program as a whole.

**Why:** Proactive enforcement allows for quicker identification and resolution of neighborhood nuisances. However, unless a full NP Program is operating effectively, communities will not accept this type of enforcement. A full NP program does not rely only on citizen-filed complaints but also relies on staff initiating cases in program communities, thus lowering the tolerance for code violations while promoting the overall goal of clean, safe neighborhoods.

**How are we doing?** We have met our goals of proactive enforcement countywide. In the Neighborhood Preservation (NP) communities of San Miguel, Oceano and East Nipomo, over 70% of the cases are staff initiated. We also do proactive enforcement in all urban communities where the problems can be seen from a public area. As a result of NP, constituent reporting of violations has remained steady, indicating that there is little tolerance of violations of neighborhood standards and a broad acceptance of our enforcement programs.

**Department Goal:** Promote economic development and affordable housing opportunities countywide pursuant to the Economic and Housing Elements of the County General Plan.

**Communitywide Result Link:** A Prosperous Community; A Livable Community

**10. Performance Measure: Number of new affordable housing units sold or rented to low - and moderate - income families.**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted  | 07-08<br>Actual<br>Results | 08-09<br>Target   |
|----------------------------|----------------------------|----------------------------|----------------------------|-------------------|----------------------------|-------------------|
| 141 housing units          | 267 housing units          | 184 housing units          | 63 housing units           | 243 housing units | 218 housing units          | 179 housing units |

**What:** Affordable housing units resulting from permit requirements and incentives (including state, federal and local funds) to maximize the number of affordable housing units provided for low and moderate-income families.

**Why:** Affordable housing enhances the health of families and improves the stability of communities and the local workforce.

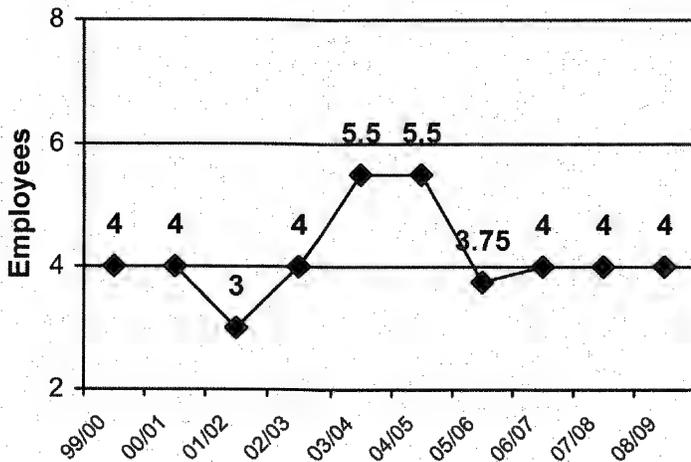
**How are we doing?** In FY 2007-08, a total of 218 affordable units were constructed (246% increase over FY 2006-07) These include 38 secondary dwellings countywide, 1 single family dwelling in California Valley, 20 townhouses in the Woodlands development near Nipomo, 40 apartments in Cider Village development in Nipomo, 8 single family dwellings in the Montecito Verde development in Nipomo, 40 apartments in the Oak Park Senior Apartments in Paso Robles, 43 apartments in the Atascadero Senior Apartments, and 28 apartments in Villas at Higuera in San Luis Obispo. The Lachen Tara Apartments project (29) in Avila Beach and the Roosevelt Family Apartments project (52) in Nipomo were delayed by funding shortfalls and are expected to be completed by June 2009. The FY 2008-09 target is 179 housing units including 29 apartments in Lachen Tara in Avila Beach, 52 apartments in the Roosevelt Family Apartments project in Nipomo, 44 apartments in the Serenity Hills project in Templeton, 20 townhouses in the Woodlands project near Nipomo, 4 homes by Habitat in Atascadero, and 30 secondary dwellings countywide.

**MISSION STATEMENT**

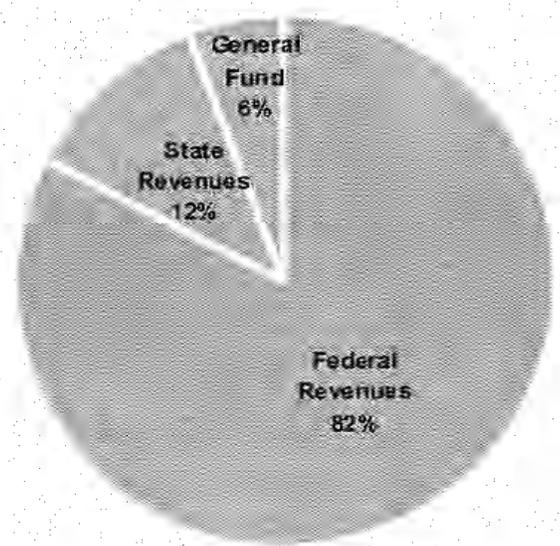
The mission of Community Development is to enhance the quality of life for San Luis Obispo County through programs to provide affordable housing, economic development opportunities, and public improvements to benefit the communities that we serve.

| Financial Summary            | 2006-07             | 2007-08             | 2008-09             | 2008-09             | 2008-09             |
|------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
|                              | Actual              | Actual              | Requested           | Recommended         | Adopted             |
| Revenues                     | \$ 6,090,273        | \$ 6,701,222        | \$ 5,259,008        | \$ 5,209,008        | \$ 5,234,008        |
| Fund Balance Available       | \$ 15,065           | \$ (10,626)         | \$ 0                | \$ 0                | \$ 9,492            |
| Cancelled Reserves           | 0                   | 0                   | 0                   | 0                   | 0                   |
| Total Financing Sources      | <u>\$ 6,105,338</u> | <u>\$ 6,690,596</u> | <u>\$ 5,259,008</u> | <u>\$ 5,209,008</u> | <u>\$ 5,243,500</u> |
| Salary and Benefits          | \$ 0                | \$ 0                | \$ 0                | \$ 0                | \$ 0                |
| Services and Supplies        | 791,096             | 685,389             | 678,189             | 628,189             | 653,189             |
| Other Charges                | 5,261,031           | 6,059,552           | 4,580,819           | 4,580,819           | 4,580,819           |
| Fixed Assets                 | 0                   | 0                   | 0                   | 0                   | 0                   |
| Gross Expenditures           | \$ 6,052,127        | \$ 6,744,941        | \$ 5,259,008        | \$ 5,209,008        | \$ 5,234,008        |
| Contingencies                | 0                   | 0                   | 0                   | 0                   | 9,492               |
| New Reserves                 | 0                   | 0                   | 0                   | 0                   | 0                   |
| Total Financing Requirements | <u>\$ 6,052,127</u> | <u>\$ 6,744,941</u> | <u>\$ 5,259,008</u> | <u>\$ 5,209,008</u> | <u>\$ 5,243,500</u> |

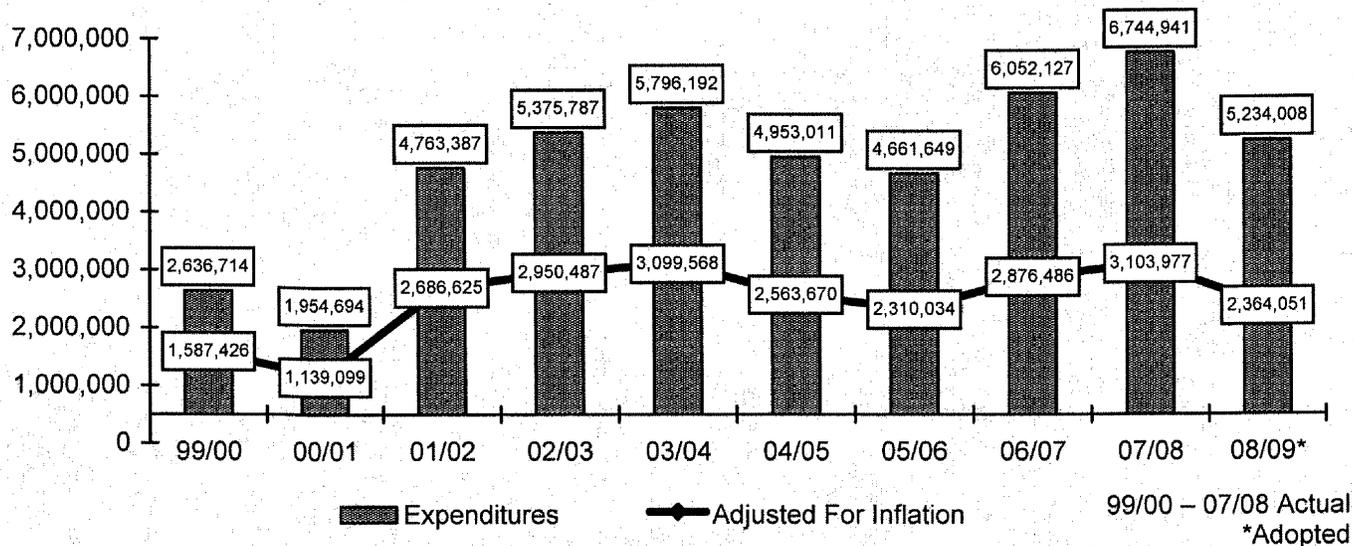
**Number of Employees**  
(Full Time Equivalent)



**Source of Funds**



10 Year Expenditures Adjusted For Inflation



**SERVICE PROGRAMS**

Note: Staffing for these programs are provided within Fund Center 142, the Planning and Building Department (3.9 FTE), and Fund Center 180, the Department of Social Services (0.2 FTE).

**Federal Department of Housing and Urban Development (HUD)  
Funded Community Development Block Grants (CDBG)**

Provides funding for a variety of community development activities provided they 1) benefit primarily lower-income persons, or 2) aid in the prevention of slums or blight.

Total Expenditures: \$2,059,246 Total Staffing (FTE): 2.2

**Home Investment Partnership Act (HOME) Funds**

Provides for a variety of affordable housing opportunities for lower-income households such as mortgage and rent assistance.

Total Expenditures: \$1,295,173 Total Staffing (FTE): 1.2

**Federal Emergency Shelter Grants (ESG)**

Provides funding for operations of one or more shelters, homeless day center, and domestic violence shelters.

Total Expenditures: \$92,073 Total Staffing (FTE): 0.1

**American Dream Downpayment Initiative (ADDI) Funds**

Provides for downpayment assistance to lower-income households purchasing their first homes.

Total Expenditures: \$9,294 Total Staffing (FTE): 0.1

**Supportive Housing Program (SNAP) Funds**

Provides funding for transitional housing and case management services for homeless persons.

Total Expenditures: \$848,222 Total Staffing (FTE): 0.1

**State Department of Housing and Community Development  
Funded CalHome Program**

Provides funding for mortgage assistance program throughout the County.

Total Expenditures: \$600,000 Total Staffing (FTE): 0.1

### General Fund Support for Programs Benefiting the Homeless

Provides funding for emergency shelter and other services for homeless persons.  
Total Expenditures: \$180,000 Total Staffing (FTE): 0.1

### General Fund Support for the Economic Vitality Corporation (EVC)

Provides funding for economic development services provided through the nonprofit EVC.  
Total Expenditures: \$75,000 Total Staffing (FTE): 0.1

### General Fund Support for SLO Co Housing Trust Fund

Provides funding for housing finance services throughout the County.  
Total Expenditures: \$50,000 Total Staffing (FTE): 0.1

## DEPARTMENT COMMENTS

The Community Development Fund Center obtains, administers and distributes Federal and State grant funding to assist local organizations in providing affordable housing, public facilities, public services (such as shelter and meals for the homeless), and economic development services (such as educational workshops for businesses) throughout the County. This fund center also provides General Fund Support for special community development programs such as shelter and services for homeless persons, economic development activities by the Economic Vitality Corporation and operating costs for the San Luis Obispo County Housing Trust Fund.

### Examples of results achieved in the past year      FY 07/08

- Facilitated completion of a total of 159 affordable housing units by providing long-term loans of Federal funds. These 159 affordable housing units included 40 apartments in Nipomo, 8 single family homes in Nipomo, 40 apartments in Paso Robles, 43 apartments in Atascadero, and 28 apartments in San Luis Obispo.
- Distributed approximately \$4.9 million dollars in federal grant funds for affordable housing, public services and economic development programs to individuals, cities, unincorporated communities and local non-profit organizations. Uses included development of affordable housing, construction of public improvements and operating homeless shelter programs. In addition to the 159 housing units mentioned previously, the federal funds enabled completion of downtown pedestrian improvements in San Miguel, drainage improvements in Grover Beach, handicapped-accessible improvements in San Luis Obispo and Atascadero, and provision of shelter and other services to more than 1,000 homeless persons county-wide.

### Major Focus for FY 08/09

- Use \$1.2 million in Federal funds to facilitate Schoolhouse Lane Affordable Housing and Rolling Hills Family Apartments Property Acquisition by People's Self-Help Housing Corporation. This project is expected to result in approximately 20 new affordable apartments.
- Use \$284,173 to complete San Miguel flood control improvements by May 2009, thereby resolving flooding problems that have prevented commercial development consistent with the San Miguel Community Design Plan.
- Distribute \$355,000 in General Fund support to:
  - the Economic Vitality Corporation for economic development activities including training workshops for businesses, surveys of local businesses and other services;
  - the Economic Opportunity Commission and other nonprofit groups providing homeless shelter programs; and
  - the San Luis Obispo County Housing Trust Fund for operating costs necessary to obtain and lend funding for new affordable housing.

**COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS**

Recommended funding for the Community Development budget includes a full accounting of Federal funds received and transferred to participating cities and agencies, in compliance with General Accounting Standards Board rules.

Overall expense and revenues are increasing by \$495,827, a 10% increase as compared to the FY 2007-08 adopted budget. The increase is entirely related to a new State CalHome grant program that adds \$600,000 to the Community Development budget. These funds are a grant from the State to the County to assist qualifying individuals with the purchase of their first home. Federal sources of funding, largely consisting of Community Development Block Grants (CDBG) and the Home Investment Partnerships Program (known as HOME) are declining by \$137,885, a 4.1% decrease from FY 2007-08 amounts. A tightening of the Federal budget and changes in funding formulas are the cause of the decline.

The General Fund Support is shown increasing by \$25,000 or 8% above FY 2007-08 levels. The recommended General Fund support includes:

- \$180,000 for Homeless Programs – During the FY 2007-08 budget hearings, the Board added \$30,000 to the FY 07-8 recommended funding amount for this program. This recommendation continues funding at the Board adopted level for FY 2007-08 with no decline in existing service levels.
- \$75,000 for the Economic Vitality Commission (EVC) – This is a reduction of \$25,000 as compared to the FY 2008-09 budget. The recommended reduction to General Fund Support for this program is the result of the constraints identified for the FY 2008-09 budget. Some reduction in services may result including, fewer educational seminars and workshops for businesses, a reduction or elimination of businesses surveyed, and elimination of training for businesses regarding international trade.
- \$50,000 for the San Luis Obispo Housing Trust Fund. It should be noted that the Housing Trust Fund did not receive funding from the Community Development budget in FY 2007-08. In FY 06-07 the Board allocated \$200,000 to the Housing Trust Fund through a mid year adjustment. The \$200,000 in funding supported the Housing Trust Fund for a period of two years. Housing Trust Fund staff has requested a total of \$75,000 for FY 2008-09. The recommended amount is \$25,000 less than amount requested. Again, the recommended reduction to General Fund Support to this program is the result of the constraints identified for the FY 2008-09 budget. The Housing Trust Fund staff have identified that reduced funding may result including a reduced ability of organization to market its loan program, obtain additional funds that can be used to finance new housing projects, negotiate terms of assistance, and the provision of technical assistance to builders and cities and county staff.
- Although two programs are recommended for reduction, the General Fund support for this budget is increasing by \$25,000 as compared to FY 2007-08.

Overall revenue and expenditure amounts for new grant funding include:

- \$1,310,365 in CDBG funding is granted to cities using a formula developed by the U.S. Department of Housing and Urban Development. This is a reduction of \$18,040 from FY 2007-08 for the reasons identified above.
- A total of \$2,994,281 in CDBG, HOME and CalHome funds to be distributed to various agencies that implement projects under these programs. This reflects an increase of \$682,116 over the adopted FY 2007-08 level and is largely due to the new CalHome grant program.
- \$264,389 is allocated to Fund Center 142 Planning and Building to pay for staff costs associated with managing contracts and oversight of the projects funded through the Community Development programs. This reflects a very modest increase of \$5,636 over the FY 2007-08 amount.

The department did not request specific budget augmentations.

**BOARD ADOPTED CHANGES**

During the Board hearing for the Proposed Budget, the Board approved allocating \$25,000 from FY 2008-09 General Fund Contingencies to increase the amount of funding in the FY 2008-09 Community Development budget for Economic Vitality Corporation from \$75,000 to \$100,000. This action restores funds the EVC at the same amount approved in the FY 2007-08 budget.

On 8/26/08, the Board adopted the actual fund balances available (FBA) and approved moving \$9,492 of unbudgeted FBA to the designation for this fund center for future use.

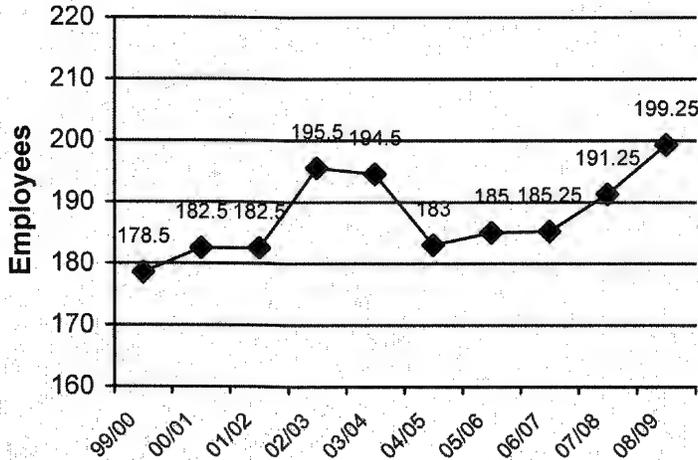
**MISSION STATEMENT**

Provide public facilities and services that ensure the health and safety and enhance the quality of life for the community.

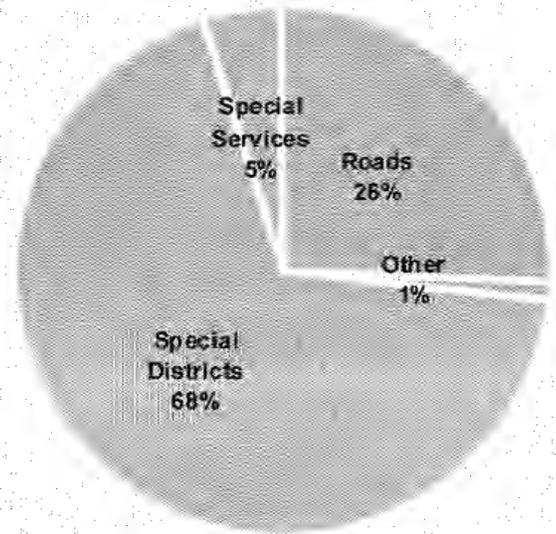
## SCHEDULE 10

| OPERATING DETAIL<br>(1)                | ACTUAL<br>2006-07<br>(2) | ACTUAL<br>2007-08<br>(3) | RECOMMENDED<br>ESTIMATES<br>2008-09<br>(4) | ADOPTED<br>ESTIMATES<br>2008-09<br>(5) |
|--|--------------------------|--------------------------|--|--|
| <b>REVENUES:</b>                       |                          |                          |  |  |
| OPERATING REVENUES                     |                          |                          |  |  |
| Special District                       | 23,861,555               | 22,912,776               | 22,153,385                                 | 22,153,385                             |
| Roads                                  | 4,030,540                | 8,781,342                | 8,373,095                                  | 8,373,095                              |
| Waste Management                       | 332,983                  | 301,718                  | 380,693                                    | 380,693                                |
| PW Special Services                    | <u>1,871,087</u>         | <u>1,325,414</u>         | <u>1,495,696</u>                           | <u>1,495,696</u>                       |
| TOTAL OPERATING REVENUES               | 30,096,165               | 33,321,250               | 32,402,869                                 | 32,402,869                             |
| NONOPERATING REVENUES                  |                          |                          |  |  |
| Interest                               | 243,459                  | 269,510                  | 150,000                                    | 150,000                                |
| Gain on Sale of Asset                  | 132,487                  | 3,856                    | 0  | 0                                      |
| Other                                  | <u>186,683</u>           | <u>494,621</u>           | <u>0</u>                                   | <u>0</u>                               |
| TOTAL NONOPERATING REVENUES            | <u>562,629</u>           | <u>767,987</u>           | <u>150,000</u>                             | <u>150,000</u>                         |
| TOTAL REVENUES                         | 30,658,794               | 34,089,237               | 32,552,869                                 | 32,552,869                             |
| <b>EXPENSES:</b>                       |                          |                          |  |  |
| OPERATING EXPENSES                     |                          |                          |  |  |
| Salaries and Benefits                  | 18,068,906               | 19,713,614               | 20,712,079                                 | 20,712,079                             |
| Services and Supplies                  | 10,256,039               | 12,212,880               | 8,734,664                                  | 8,734,664                              |
| Insurance Benefit Payment              | 619,949                  | 226,989                  | 1,063,497                                  | 1,063,497                              |
| Depreciation                           | 596,150                  | 595,501                  | 790,974                                    | 790,974                                |
| Countywide Overhead Allocation         | <u>93,180</u>            | <u>112,497</u>           | <u>1,101,655</u>                           | <u>1,101,655</u>                       |
| TOTAL OPERATING EXPENSES               | 29,634,224               | 32,861,481               | 32,402,869                                 | 32,402,869                             |
| NONOPERATING EXPENSES                  |                          |                          |  |  |
| Loss on Sale of Assets                 | 0                        | 0                        | 0  | 0                                      |
| Other                                  | <u>0</u>                 | <u>0</u>                 | <u>0</u>                                   | <u>0</u>                               |
| TOTAL NONOPERATING EXPENSES            | <u>0</u>                 | <u>0</u>                 | <u>0</u>                                   | <u>0</u>                               |
| TOTAL EXPENSES                         | 29,634,224               | 32,861,481               | 32,402,869                                 | 32,402,869                             |
| NET INCOME (LOSS)                      | 1,024,570                | 1,227,756                | 150,000                                    | 150,000                                |
| <b>OTHER FINANCING SOURCES (USES):</b> |                          |                          |  |  |
| Contributions in (Out)                 | <u>0</u>                 | <u>0</u>                 | <u>0</u>                                   | <u>0</u>                               |
|  | 0                        | 0                        | 0  | 0                                      |
| <b>FIXED ASSET EXPENDITURES</b>        |                          |                          |  |  |
| Equipment                              | <u>1,253,122</u>         | <u>1,425,213</u>         | <u>1,325,000</u>                           | <u>1,325,000</u>                       |
| TOTAL FIXED ASSET EXPENDITURES         | <u>1,253,122</u>         | <u>1,425,213</u>         | <u>1,325,000</u>                           | <u>1,325,000</u>                       |

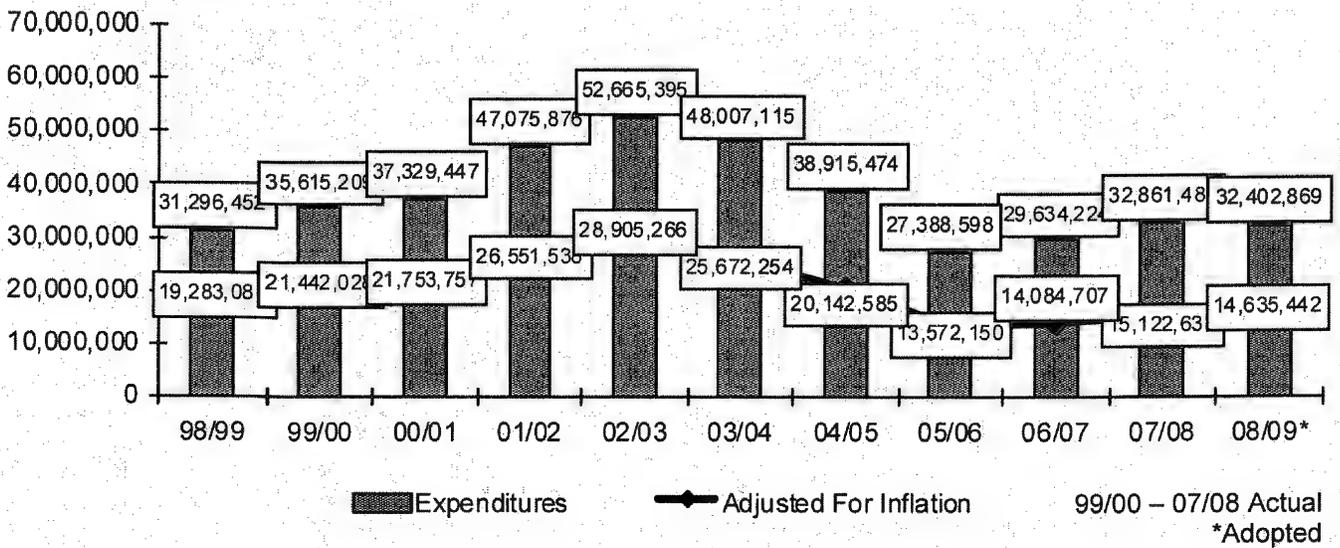
**Number of Employees**  
(Full Time Equivalent)



**Source of Funds**



**10 Year Expenditures Adjusted For Inflation**



**SERVICE PROGRAMS**

**Development Services**

To provide engineering and surveying review of land development as mandated by State law and County ordinance and as required for the orderly implementation of land development within the county.

Total Expenditures: \$1,112,516 Total Staffing (FTE): 7.99

**Operations Center - Water and Sewer**

To provide water and sewer service to various county departments and other governmental agencies in and around the Kansas Avenue area (off Highway 1 in San Luis Obispo).

Total Expenditures: \$82,344 Total Staffing (FTE): 0.62

**Roads**

To administer roads programs in compliance with the Streets and Highways Code, the Motor Vehicle Code and County Ordinances, and to keep in good and safe repair the county's roads, culverts, bridges and traffic signs. Also, to increase traffic safety and control right-of-way encroachments.

Total Expenditures: \$8,373,095 Total Staffing (FTE): 96.0

**Services to Special Districts**

To provide fiscal, legal and engineering support to districts in the formation process; to perform general utility district planning, assessment apportionments, special studies and projects as directed by the Board of Supervisors; to acquire supplemental road-purpose equipment which is not fundable through Internal Service Fund financing methods; to provide administration of the County's cooperative road improvement program; to provide cable TV regulation and access activities; and to provide gas and electric franchise administration.

Total Expenditures: \$300,836 Total Staffing (FTE): 1.86

**Special Districts**

Operations, maintenance, capital projects and debt service of all public works related Board-governed special districts in the county.

Total Expenditures: \$22,053,060 Total Staffing (FTE): 88.48

**Waste Management Programs**

To perform the administration and implementation of certain unincorporated area solid waste management activities, including compliance with state mandates such as the Integrated Waste Management Plan, National Pollutant Discharge Elimination System (NPDES), post-closure compliance orders regarding the Los Osos landfill, and Board of Supervisors policies regarding County solid waste issues.

Total Expenditures: \$380,693 Total Staffing (FTE): 3.30

**Work for Outside Departments**

To provide water and sewer system maintenance at the San Luis Obispo County Airport for the General Services Agency; and provide various other engineering services to other county departments and governmental agencies.

Total Expenditures: \$100,325 Total Staffing (FTE): 1.0

**DEPARTMENT COMMENTS**

The primary function of the Public Works Internal Service Fund (ISF) is overall accounting and reporting for the Department as a whole. The ISF includes the Position Allocation List and funding for all of the employees in the Department, and accounts for the Department's equipment and other reserves. The ISF incurs the direct cost of operations that are then recovered from programs, projects and services through departmental overhead allocations.

**Internal Business Processes – As good as possible**FY 07-08 Accomplishments

- As staff learned the capabilities of the Enterprise Financial System, improvements were made to procedures and methodologies in such areas as financial analysis, capital project management, warehouse operations, and scheduling of maintenance operations.

FY 08-09 Objectives and Challenges

- Improve the performance evaluation process by developing individual performance plans with measurable objectives aligned with department goals and objectives. Hold quarterly performance reviews and weekly meetings with key staff to set priorities and expectations.

**Financial Health – As cost efficient as possible**FY 07-08 Accomplishments

- Completed an equipment utilization analysis to ensure that the department's equipment is managed efficiently. This resulted in a multi-year equipment reduction plan to meet current departmental needs and produce cost efficiencies when equipment is replaced.

FY 08-09 Objectives and Challenges

- By following the equipment replacement plan, the department expects to avoid nearly \$600,000 in equipment replacement costs next year. In addition, existing diesel vehicles will be retrofitted to meet California Air Resources Board mandates which will result in avoidance of \$100 per day fines for non-compliance.

**Customer Service – As responsive as possible**FY 07-08 Accomplishments

- Received an average rating of "very good" on the 2007 customer satisfaction survey.
- Revamped the department Website, providing links to major project information, county-wide hydrologic information, development standards, special district budget information, and much more relating our multi-faceted department.

FY 08-09 Objectives and Challenges

- The department will continue to meet regularly with Advisory Committees, the Public, the Board of Supervisors, and numerous federal and state agencies to discuss customer needs and expectations and better serve the department's internal and external customers.

**Learning and Growth – As responsible as possible**FY 07-08 Accomplishments

- Implemented a professional growth training program in which staff is provided training on global Public Works issues in addition to the normal job specific training received.

FY 08-09 Objectives and Challenges

- The department recently lost over 224 years of combined experience as eight long time employees retired. A key challenge will be to fill and train those positions through promotions and recruitment without sacrificing service levels.

**COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS**

The Public Works Internal Service Fund (ISF) budget reflects appropriation amounts included in other fund centers, including Fund Center 245 – Roads, Fund Center 210 – Public Works Special Services, Fund Center 130 – Waste Management, and Special District budgets. Charges for services represent sources of revenue for the ISF. Recommended appropriations for those budgets, along with summaries for each program that purchases services from the ISF are indicated in the Service Program Summary.

Total operating expenses and operating revenues for the Public Works ISF are balanced and both are recommended to be approximately \$32.4 million for FY 2008-09. The Public Works ISF includes budgeted

amounts for Special Districts that include the Flood Control District and County Service Areas. Special Districts provide flood control, road maintenance, water, sewer and other services through the use of assessments and other sources of funding. Special Districts comprise about \$22,153,385 (68%) of the operating expense and revenue in the Public Works ISF. Although the expense and revenue for Special Districts is shown in the Public Works ISF, each district has its own budget that is separate from the overall County budget. Special District budgets are contained in the Special District Budget document prepared by Public Works. Three other functional areas in the ISF Roads \$8,373,095 (26%), Special Services \$1,495,696 (5%) and Waste Management \$380,693 (1%), account for the balance of the ISF operating revenues and expenditures.

Salary and benefit expense is increasing by \$2,369,880 (13%) as compared to the FY 2007-08 estimated amount. The increase is attributed to prevailing wage and pension cost increases and the expense related to the addition of eight engineer positions added during FY 07-08 (see discussion below). Service and supply accounts are increasing by \$6,574,902 (36%) over the estimated amount for FY 2007-08. The significant increase in the service and supply accounts is primarily due to a change in the accounting processes used by the ISF to report non-labor costs associated with various short-term maintenance projects that are paid by the ISF. The change now captures work orders that, although they are not direct charges to the Public Works ISF, pass through the ISF and are appropriately shown on the ISF profit and loss statements. In the past, these work orders were only identified in year end statements. There is no net affect on the budget as these costs are offset by an increase in revenue to the ISF from various other PW funds through non-labor cost recovery rates.

In October of 2007, the Board of Supervisors approved the addition of 8 FTE Engineer positions to the Public Works Position allocation list based upon the cost of the positions being entirely offset with Proposition 1-B, Proposition 42 and other outside funding sources. A number of major Public Works projects, including Willow Road in Nipomo, the Vineyard Drive Interchange in Templeton and the Los Osos Sewer Project are now in development. These projects have their own funding and create the need for additional staff. Public Works has agreed to monitor and adjust staffing needs to correspond to workload requirements and available funding. This includes the potential to decrease staffing as projects are completed should funding for new projects be limited in the future.

The department did not request additional positions for FY 2008-09. However, a request to move one Limited Term Administrative Services Manager position to permanent status is recommended. The Nacimiento Water Project construction and water allocation contracts are now in place and the department has identified an ongoing need based upon the fiscal reporting and management of contracts for the water service operations that will be necessary after completion of construction.

The FY 2008-09 recommended budget includes \$1,325,000 in fixed assets. The fixed assets include:

- 7 Air pollution filters/traps - \$84,000 – mandate from State Air Resources Board requires retrofit of diesel vehicles in the Public Works Fleet by the end of December, 2010.
- 1 replacement brush chipper - \$32,000
- 1 replacement loader - \$235,000
- 1 replacement road grader - \$265,000
- 1 replacement road stripper - \$400,000
- 1 replacement two ton dump truck - \$50,000
- 1 replacement one ton utility truck
- 3 replacement three-quarter ton pick up trucks - \$90,000
- 6 replacement half-ton pick-up trucks \$132,000

The vehicles and equipment being replaced are at the end of their useful span and the department reports that mileage and age replacement criteria have been met.

This fund center did not submit Budget Augmentation Requests.

### **BOARD ADOPTED CHANGES**

Board adopted changes to the list of Public Works Major Projects adding the third phase of the joint effort involving Put Works, the County Planning and Building Department and the community of San Miguel to enhance the appearance Mission Street and the expansion of the Park and Ride lot at Las Tablas Road in Templeton. Funding for these projects was approved as part of the Supplemental Budget document for the Road budget - Fund Center 245.

**GOALS AND PERFORMANCE MEASURES**

Additional Goals and Performance Measures for 2007-2008 can be found in the following Fund Centers: Roads (Fund Center 245), Public Works Special Services (Fund Center 201), and Waste Management (Fund Center 130).

|  |                            |                            |                            |                  |                            |                 |
|--|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| <b>Department Goal:</b> Deliver Capital Projects on time and on budget.  |                            |                            |                            |                  |                            |                 |
| <b>Community-wide Result Link:</b> A safe community, A well-governed community.  |                            |                            |                            |                  |                            |                 |
| <b>1. Performance Measure: Percentage of Capital Projects that are completed on time.</b>  |                            |                            |                            |                  |                            |                 |
| 03-04<br>Actual<br>Results   | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
| 58%  | 50%                        | 66%                        | 61%                        | 80%              | 42%                        | 80%             |
| <b>What:</b> This measures the percentage of Public Works Capital Project phases actually completed compared to the phase estimated to be complete as stated in each year's budget.  |                            |                            |                            |                  |                            |                 |
| <b>Why:</b> To determine the timeliness of capital project completion which enhances public health and safety by correcting potentially dangerous problems identified in the need for each project.  |                            |                            |                            |                  |                            |                 |
| <b>How are we doing?</b> Overall, the approved phases were completed on schedule for 30 out of 72 projects. Of these projects, 2 projects required additional environmental time, 3 projects were delayed due to project scope changes, 4 projects were delayed because construction was rescheduled, 2 projects incurred a funding agency delay, 4 projects were delayed for permitting issues, 18 projects were delayed due to staffing shortage, 1 project incurred a delay due to utility issues, 2 projects required more design time, 1 project incurred a regulatory agency delay, 1 project was delayed because of property access issues, and 4 projects incurred schedule slips. The department experienced significant loss of staffing during the year, including nine retirements and several experienced staff leaving to other agencies as well as the focused priority of the Los Osos Wastewater Project. This particularly impacted the design and project management areas of the department. Replacement of these positions will continue into FY 2008/2009. |                            |                            |                            |                  |                            |                 |
| <b>2. Performance Measure: Percentage of Capital Projects that are completed at or under budget.</b>   |                            |                            |                            |                  |                            |                 |
| 03-04<br>Actual<br>Results   | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
| 89%  | 96%                        | 94%                        | 91%                        | 90%              | 83%                        | 90%             |
| <b>What:</b> This measures the percentage of Public Works Capital Projects where actual costs are at or under the budget for the particular project phase approved by the Board of Supervisors in a given fiscal year.   |                            |                            |                            |                  |                            |                 |
| <b>Why:</b> To determine how accurately project costs are estimated so that funds are allocated and projects are prioritized properly.   |                            |                            |                            |                  |                            |                 |
| <b>How are we doing?</b> Of the 30 projects that were completed on schedule, 25 (or 83%) were completed within the allocated budget. Of these projects, 3 projects incurred additional inspection and construction costs, 1 project exceeded their budget due to utility cost overruns, and a change in project scope caused 1 project to exceed budget.   |                            |                            |                            |                  |                            |                 |

**Public Works**

**Fund Center 405**

| Project No.                             | Project Description                         | Est Phase Completed at 6/30/09 | Funding Requirements for 08/09 | Previous Years Balance to be Encumbered | New Funding to be Appropriated 08/09 |
|---|---|--------------------------------|--------------------------------|---|--------------------------------------|
| <b>ROADS</b>                            |   |                                |                                |   |                                      |
| <b>New Road Construction</b>            |   |                                |                                |   |                                      |
| 300129                                  | Willow Rd Extension                         | AD-15                          | 6,603,965                      | 303,965                                 | 6,300,000                            |
| 300140                                  | Southland On-Ramp                           | PARTIAL PE                     | 380,209                        | 380,209                                 | 0                                    |
| 300142                                  | Willow Road Interchange                     | PARTIAL ROW                    | 1,654,543                      | 689,543                                 | 965,000                              |
| 300145                                  | Mary Ave. Extension                         | PE                             | 2,257,659                      | 707,659                                 | 1,550,000                            |
| 300147                                  | Tefft Street & Hwy 101 Ramp Relocation      | PARTIAL PE                     | 694,638                        | 694,638                                 | 0                                    |
| 300231                                  | Buckley Road Extension                      | PARTIAL ENV DOC                | 289,083                        | 289,083                                 | 0                                    |
| 300311                                  | El Camino Left Turn Lane at Carmel          | CONST                          | 1,065,943                      | 280,943                                 | 785,000                              |
| 300346                                  | El Camino Left Turn Lane at Santa Clara     | PE                             | (10,502)                       | (10,502)                                | 0                                    |
| 300348                                  | Nacimiento Lake Dr. Left Turn at Adelaide   | PE                             | 9,129                          | 9,129                                   | 0                                    |
| 300353                                  | Harmony Valley Rd LT Channel Imp.           | CONST                          | 2,166,597                      | 2,166,597                               | 0                                    |
| 300372                                  | Halcyon/Rt 1 Realignment Phase 1            | PARTIAL ENV DOC                | 1,325,248                      | 1,325,248                               | 0                                    |
| 300379                                  | Las Tablas Park and Ride Expansion          | PARTIAL CONST                  | 78,611                         | (1,389)                                 | 80,000                               |
| <b>Total New Road Construction</b>      |   |                                | <b>16,515,123</b>              | <b>6,835,123</b>                        | <b>9,680,000</b>                     |
| <b>Road Reconstruction</b>              |   |                                |                                |   |                                      |
| 300132                                  | Halcyon/Rt 1 Realignment Phase 1A           | ENV DOC                        | 363,213                        | 363,213                                 | 0                                    |
| 300134                                  | Vineyard Dr from Bennet Way to Main St      | PARTIAL CONST                  | 4,930,306                      | 4,930,306                               | 0                                    |
| 300136                                  | Price Canyon Road Widening                  | AD-15                          | 628,154                        | 628,154                                 | 0                                    |
| 300150                                  | Main Street Hwy 101 PSR/PDS                 | PARTIAL PE                     | 353,861                        | 353,861                                 | 0                                    |
| 300155                                  | Pomeroy Camino Caballo LTL                  | CONST                          | 790,311                        | 790,311                                 | 0                                    |
| 300223                                  | Buckley Rd TWLTL Santa Fe Rd to Thread Ln   | PE                             | 193,238                        | 8,928                                   | 184,310                              |
| 300274                                  | LOVR / Foothill                             | PE                             | 100,334                        | 334                                     | 100,000                              |
| 300277                                  | River Road Curve San Miguel                 | PARTIAL CONST                  | 0                              | 0                                       | 0                                    |
| 300287                                  | Nacimiento Lake Dr. at Chimney Rock Rd      | PARTIAL DES                    | 407,737                        | 407,737                                 | 0                                    |
| 300289                                  | South Frontage Road Construction            | PE                             | 265,146                        | 5,146                                   | 260,000                              |
| 300339                                  | Realign Templeton Rd near El Pomar          | CONST                          | 571,560                        | 571,560                                 | 0                                    |
| 300352                                  | Orcutt Rd Widen & Vert. Curve Corr.         | PE                             | 20,202                         | 20,202                                  | 0                                    |
| 300364                                  | San Luis Bay Dr. Interchange Imp.           | PARTIAL PE                     | 200,000                        | 200,000                                 | 0                                    |
| 300380                                  | Orchard Ave Two Way LTL s/o Southland       | PARTIAL DES                    | 69,897                         | (103)                                   | 70,000                               |
| 300384                                  | Los Berros at Dale Left Turn Lane           | ENV DOC                        | 79,897                         | (103)                                   | 80,000                               |
| 300386                                  | Templeton Rd Safety Imp SR 41 to S El Pomar | PARTIAL ENV DOC                | 160,000                        | 0                                       | 160,000                              |
| 300388                                  | Mission St Enhancement Phase III            | AD-15                          | 134,144                        | 0                                       | 134,144                              |
| <b>Total Road Reconstruction</b>        |   |                                | <b>9,268,000</b>               | <b>8,279,546</b>                        | <b>988,454</b>                       |
| <b>New Road Lights, Traffic Signals</b> |   |                                |                                |   |                                      |
| 300167                                  | Cambria Drive/Route 1 Signal                | CONST                          | 509,414                        | 509,414                                 | 0                                    |
| 300169                                  | LOVR/Palisades Signal                       | CONST                          | 771,870                        | 771,870                                 | 0                                    |
| 300336                                  | LOVR Crosswalk Lights                       | CONST                          | 85,792                         | 85,792                                  | 0                                    |
| 300349                                  | Avila Beach Dr/1st St Traffic Signal        | AD-15                          | 258,009                        | 258,009                                 | 0                                    |
| 300365                                  | Dual LTL on So Bay Blvd at LOVR             | ROW                            | 123,305                        | 10,630                                  | 112,675                              |

**Public Works**

**Fund Center 405**

| Project No.                            | Project Description                   | Est Phase Completed at 6/30/09 | Funding Requirements for 08/09 | Previous Years Balance to be Encumbered | New Funding to be Appropriated 08/09 |
|--|---------------------------------------|--------------------------------|--------------------------------|---|--------------------------------------|
| Total New Road Lights, Traffic Signals |                                       |                                | 1,748,390                      | 1,635,715                               | 112,675                              |
| Drainage Improvements                  |                                       |                                |                                |   |                                      |
| 300200                                 | Oceano Drainage Improvements          | DES                            | 69,679                         | 69,679                                  | 0                                    |
| 300272                                 | San Miguel Drainage Imps - C          | PARTIAL CONST                  | 606,374                        | 606,374                                 | 0                                    |
| 300306                                 | Cayucos Creek Road Diversion Pipe     | PARTIAL ENV DOC                | 34,392                         | 34,392                                  | 0                                    |
| 300340                                 | Old Towne Nipomo Drainage 5 Sites     | CONST                          | 1,190,204                      | 1,190,204                               | 0                                    |
| 300358                                 | Yerba Buena Storm Drain               | PARTIAL CONST                  | 315,926                        | 315,926                                 | 0                                    |
| 300393                                 | Main Street Storm Drain               | PARTIAL CONST                  | 255,510                        | 255,510                                 | 0                                    |
| Total Drainage Improvements            |                                       |                                | 2,472,085                      | 2,472,085                               | 0                                    |
| Pedestrian Ways & Bike Paths           |                                       |                                |                                |   |                                      |
| 300177                                 | 16th St Ped RR Xing San Miguel        | DES                            | 125,000                        | 0                                       | 125,000                              |
| 300308                                 | Cambria Bike Path                     | CONST                          | 15,624                         | 15,624                                  | 0                                    |
| 300359                                 | 14th RR Ped Xing, San Miguel          | CONST                          | 44,929                         | (5,071)                                 | 50,000                               |
| 300362                                 | Nipomo Elem Sdwks & Ped Br Haystack   | AD-15                          | 680,158                        | 506,158                                 | 174,000                              |
| 300370                                 | ADA Ramp Construction 2008            | PARTIAL CONST                  | 91,108                         | 91,108                                  | 0                                    |
| 300381                                 | ADA Ramp Construction 2009            | PARTIAL CONST                  | 119,398                        | (602)                                   | 120,000                              |
| Total Pedestrian Ways & Bike Paths     |                                       |                                | 1,076,217                      | 607,217                                 | 469,000                              |
| Pavement Management System             |                                       |                                |                                |   |                                      |
| 300371                                 | A/C Overlay Phase 2 Spring 08         | CONST                          | 1,200,000                      | 1,200,000                               | 0                                    |
| 300378                                 | A/C Overlay 08-09                     | CONST                          | 6,489,758                      | (4,642)                                 | 6,494,400                            |
| Total Pavement Management System       |                                       |                                | 7,689,758                      | 1,195,358                               | 6,494,400                            |
| Bridges                                |                                       |                                |                                |   |                                      |
| 300153                                 | San Simeon Ck Br, 3.6 Mi E of Hwy     | PARTIAL ROW                    | 2,286,458                      | 2,286,458                               | 0                                    |
| 300154                                 | San Simeon Ck Br, 2.6 Mi E of Hwy     | PARTIAL ROW                    | 1,773,086                      | 1,773,086                               | 0                                    |
| 300165                                 | Moonstone Beach Dr Bridge             | CONST                          | 4,415,517                      | 4,415,517                               | 0                                    |
| 300180                                 | Main Street Br @ Santa Rosa Ck        | PARTIAL ROW                    | 627,740                        | 427,740                                 | 200,000                              |
| 300360                                 | Price Cyn Rd Br-Edna (UPRR) Overhd    | AD-15                          | (72,023)                       | (72,023)                                | 0                                    |
| 300361                                 | Price Cyn Rd Br-West Corral de Piedra | AD-15                          | 89,187                         | 89,187                                  | 0                                    |
| 300382                                 | River Grove Drive Bridge              | PE                             | 300,000                        | 0                                       | 300,000                              |
| 300385                                 | Branch Mill Road Bridge               | PE                             | 350,000                        | 0                                       | 350,000                              |
| 300387                                 | Geneseo Road Low Water Crossing       | PE                             | 250,000                        | 0                                       | 250,000                              |
| Total Bridges                          |                                       |                                | 10,019,965                     | 8,919,965                               | 1,100,000                            |
| TOTAL ROADS                            |                                       |                                | 48,789,538                     | 29,945,009                              | 18,844,529                           |
| SPECIAL DISTRICTS                      |                                       |                                |                                |   |                                      |
| Nacimiento Water Project               |                                       |                                |                                |   |                                      |
| 300187                                 | Water Project                         | PARTIAL CONST                  | 162,537,448                    | 162,537,448                             | 0                                    |
| Total Nacimiento Water Project         |                                       |                                | 162,537,448                    | 162,537,448                             | 0                                    |
| Los Osos Wastewater Project            |                                       |                                |                                |   |                                      |
| 300337                                 | Los Osos Wastewater Project           | ENV DOC                        | 2,474,318                      | 2,474,318                               | 0                                    |
| Total Los Osos Wastewater Project      |                                       |                                | 2,474,318                      | 2,474,318                               | 0                                    |

**Public Works**

**Fund Center 405**

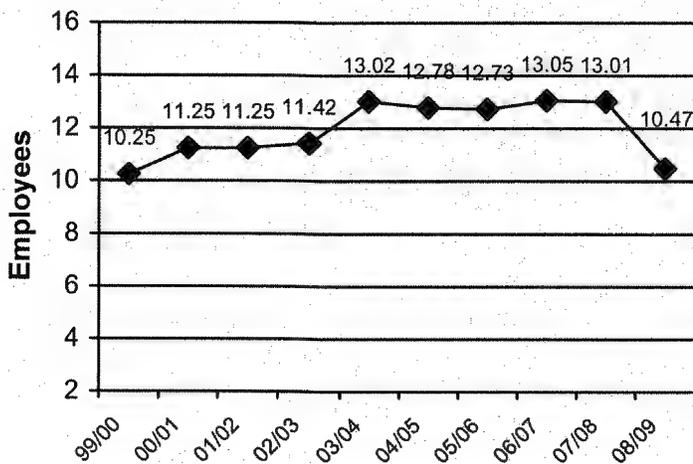
| Project No.                                 | Project Description                     | Est Phase Completed at 6/30/09 | Funding Requirements for 08/09 | Previous Years Balance to be Encumbered | New Funding to be Appropriated 08/09 |
|---|---|--------------------------------|--------------------------------|---|--------------------------------------|
| <b>Flood Control Zone 1</b>                 |   |                                |                                |   |                                      |
| 300354                                      | Los Berros Outlet Structure-Flap Gates  | PARTIAL CONST                  | 84,181                         | 24,008                                  | 60,173                               |
| 300355                                      | Sand Canyon Outlet Structure-Flap Gates | PARTIAL CONST                  | 83,767                         | 32,767                                  | 51,000                               |
| <b>Total Flood Control Zone 1</b>           |   |                                | <b>167,948</b>                 | <b>56,775</b>                           | <b>111,173</b>                       |
| <b>Flood Control Zone 3</b>                 |   |                                |                                |   |                                      |
| 300369                                      | Waterline Crossing-Rodriguez Bridge     | PARTIAL ENV DOC                | 372,973                        | 372,973                                 | 0                                    |
| 552R235687                                  | Pigging                                 | PARTIAL CONST                  | 337,110                        | 287,110                                 | 50,000                               |
| 300389                                      | Ladder for Clearwater Reservoir         | DES                            | 30,000                         | 0                                       | 30,000                               |
| 300390                                      | Upgrade WTP Sludge Beds                 | DES                            | 300,000                        | 0                                       | 300,000                              |
| 300391                                      | Membrane Feed-Effluent Sys Mod WTP      | CONST                          | 50,000                         | 0                                       | 50,000                               |
| 300392                                      | PH Suppression Lopez WTP                | CONST                          | 150,000                        | 0                                       | 150,000                              |
| <b>Total Flood Control Zone 3</b>           |   |                                | <b>1,240,083</b>               | <b>660,083</b>                          | <b>580,000</b>                       |
| <b>Water Treatment Plant Upgrade</b>        |   |                                |                                |   |                                      |
| 300189                                      | WTP Upgrade                             | CONST                          | 1,307,347                      | 1,307,347                               | 0                                    |
| <b>Total Water Treatment Plant Upgrade</b>  |   |                                | <b>1,307,347</b>               | <b>1,307,347</b>                        | <b>0</b>                             |
| <b>Cambria Flood Control Area</b>           |   |                                |                                |   |                                      |
| 300184                                      | Cambria Flood Control Project           | PARTIAL CONST                  | 2,986,721                      | 1,549,833                               | 1,436,888                            |
| <b>Total Cambria Flood Control Area</b>     |   |                                | <b>2,986,721</b>               | <b>1,549,833</b>                        | <b>1,436,888</b>                     |
| <b>County Service Area 7-A</b>              |   |                                |                                |   |                                      |
| 300375                                      | Lift Station 1 & 2 Upgrade              | PARTIAL CONST                  | 157,200                        | 0                                       | 157,200                              |
| <b>Total County Service Area 7-A</b>        |   |                                | <b>157,200</b>                 | <b>0</b>                                | <b>157,200</b>                       |
| <b>County Service Area 10-A</b>             |   |                                |                                |   |                                      |
| 300278                                      | Tank Exterior Repair & Recoat           | CONST                          | 128,726                        | 128,726                                 | 0                                    |
| 300279                                      | New Storage Tank                        | PE                             | 181,702                        | 59,702                                  | 122,000                              |
| 300383                                      | Replace Gilbert Waterlines              | DES                            | 86,730                         | 0                                       | 86,730                               |
| <b>Total County Service Area 10-A</b>       |   |                                | <b>397,158</b>                 | <b>188,428</b>                          | <b>208,730</b>                       |
| <b>County Service Area 10 WTF</b>           |   |                                |                                |   |                                      |
| 300284                                      | Clearwell Tank Repair                   | DES                            | 40,735                         | 40,735                                  | 0                                    |
| <b>Total County Service Area 10 WTF</b>     |   |                                | <b>40,735</b>                  | <b>40,735</b>                           | <b>0</b>                             |
| <b>County Service Area 16 - Water</b>       |   |                                |                                |   |                                      |
| 300368                                      | Replace Water Main on Center            | ENV DOC                        | 25,114                         | 25,114                                  | 0                                    |
| <b>Total County Service Area 16 - Water</b> |   |                                | <b>25,114</b>                  | <b>25,114</b>                           | <b>0</b>                             |
| <b>County Service Area 23</b>               |   |                                |                                |   |                                      |
| 300343                                      | LID Standards in SLO County             | PARTIAL CONST                  | 423,632                        | 423,632                                 | 0                                    |
| 300376                                      | Water Line Upgrades                     | PARTIAL CONST                  | 883,000                        | 0                                       | 883,000                              |
| 300377                                      | Water Tank Replacement                  | PARTIAL CONST                  | 1,498,000                      | 0                                       | 1,498,000                            |
| <b>Total County Service Area 23</b>         |   |                                | <b>2,804,632</b>               | <b>423,632</b>                          | <b>2,381,000</b>                     |
| <b>TOTAL SPECIAL DISTRICTS</b>              |   |                                | <b>174,138,704</b>             | <b>169,263,713</b>                      | <b>4,874,991</b>                     |
| <b>TOTAL ROADS AND SPECIAL DISTRICTS</b>    |   |                                | <b>222,928,242</b>             | <b>199,208,722</b>                      | <b>23,719,520</b>                    |

**MISSION STATEMENT**

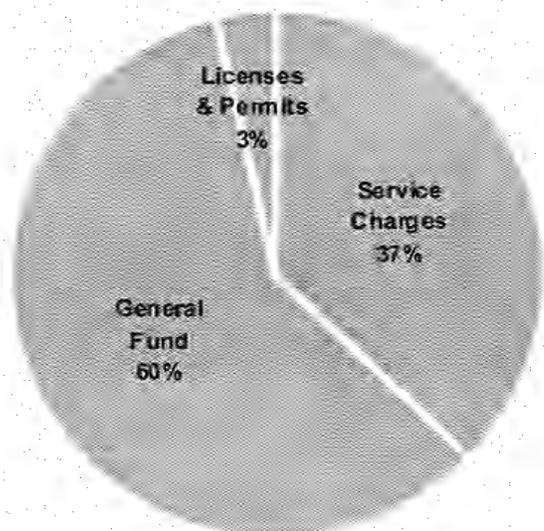
Provide public facilities and services that ensure the health and safety and enhance the quality of life for the community.

| Financial Summary             | 2006-07      | 2007-08      | 2008-09      | 2008-09      | 2008-09      |
|-------------------------------|--------------|--------------|--------------|--------------|--------------|
|                               | Actual       | Actual       | Requested    | Recommended  | Adopted      |
| Revenues                      | \$ 1,289,919 | \$ 1,005,940 | \$ 1,191,907 | \$ 1,191,907 | \$ 1,191,907 |
| Services and Supplies         | 2,766,035    | 2,337,064    | 2,991,445    | 2,890,441    | 2,890,441    |
| Other Charges                 | 185,000      | 0            | 0            | 0            | 0            |
| **Gross Expenditures          | \$ 2,951,035 | \$ 2,337,064 | \$ 2,991,445 | \$ 2,890,441 | \$ 2,890,441 |
| Less Intrafund Transfers      | 10           | 196          | 0            | 0            | 0            |
| **Net Expenditures            | \$ 2,951,025 | \$ 2,336,868 | \$ 2,991,445 | \$ 2,890,441 | \$ 2,890,441 |
| General Fund Support (G.F.S.) | \$ 1,661,106 | \$ 1,330,928 | \$ 1,799,538 | \$ 1,698,534 | \$ 1,698,534 |

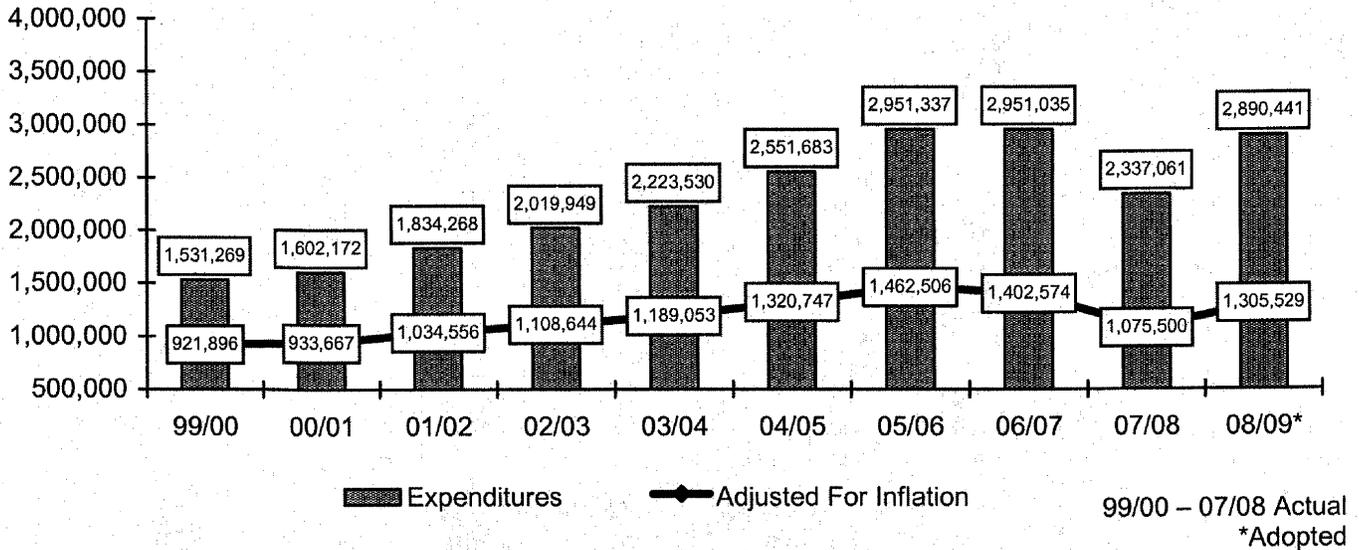
**Number of Employees**  
(Full Time Equivalent)



**Source of Funds**



10 Year Expenditures Adjusted For Inflation



**SERVICE PROGRAMS**

**Development Services**

To provide engineering and surveying review of land development as mandated by State law and County ordinance and as required for the orderly implementation of land development within the county.

Total Expenditures: \$1,592,458 Total Staffing (FTE): 7.99

**Operations Center - Water and Sewer**

To provide water and sewer service to various county departments and other agencies in and around the Kansas Avenue area (off Highway 1 in San Luis Obispo).

Total Expenditures: \$772,488 Total Staffing (FTE): 0.62

**Services to Special Districts**

To provide fiscal, legal and engineering support to districts in the formation process; to perform general utility district planning, assessment apportionments, special studies and projects as directed by the Board of Supervisors; to acquire supplemental road-purpose equipment which is not fundable through Internal Service Fund financing methods; to provide administration of the County's cooperative road improvement program; to provide cable TV regulation and access activities; and to provide franchise administration.

Total Expenditures: \$525,495 Total Staffing (FTE): 1.86

**DEPARTMENT COMMENTS**

The primary programs of the Public Works Special Services budget unit are Development Services, County Operations Center, and Services to Special Districts. Development Services provides engineering and surveying review of land development. The County Operations Center provides water and wastewater service to agencies around the Kansas Avenue area of San Luis Obispo. Services to Special Districts provide a wide variety of support services to special districts as directed by the Board of Supervisors.

**Internal Business Processes – As good as possible**

FY 07-08 Accomplishments

- Staff communicates with clients during and after each plan check to reduce the need for multiple checks on projects.
- Staff has been organized into geographical teams in order to specialize in certain geographic areas which improve plan check time.

**FY 08-09 Objectives and Challenges**

- Finalize the water and wastewater system master plan to document the status of the systems and identify areas needing improvement.

**Financial Health – *As cost efficient as possible*****FY 07-08 Accomplishments**

- Implemented incentives for developers to construct more off-site road improvements than required.
- Implemented policies to provide funding for road maintenance on new roads in subdivisions.
- Leveraged \$200,000 in matching funds for \$600,000 in grant funding to complete a flood control project in Santa Margarita.

**FY 08-09 Objectives and Challenges**

- With the current housing slump and reduced development fee revenue, a key challenge will be to maintain appropriate staffing levels in the development services program, while at the same time retaining staff knowledge and skills for when development inevitably picks back up again.

**Customer Service – *As responsive as possible*****FY 07-08 Accomplishments**

- Received an average rating of “very good” on the 2007 customer satisfaction survey.
- Improved the average turnaround time for plan checks from 4 weeks to 3 weeks.
- Replaced a vital waterline serving the County Operations Center.

**FY 08-09 Objectives and Challenges**

- Update the Public Improvement Standards provided to the development community.
- A key challenge will be to maintain the quick turn around time on plan checks with reduced staffing levels in the development services program.

**Learning and Growth – *As responsible as possible*****FY 07-08 Accomplishments**

- Monthly staff meetings were held to address common issues which enabled staff to provide consistent service to customers.
- Staff attended seminars and training specific to their assignments to maintain continued professional education.

**FY 08-09 Objectives and Challenges**

- Additional staff training will focus on the Americans with Disabilities Act (ADA) to ensure compliance on future development projects, as the draft guidelines are finalized by the federal government. Additional training on National Pollutant Discharge Elimination System (NPDES) requirements for erosion and sedimentation control associated with construction projects.

**COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS**

The Public Works Special Services Budget functions under the umbrella of the Public Works Department Internal Service Fund. All staffing and equipment necessary to perform the programs under Public Works Special Services are provided by the Internal Services Fund and are charged back as services are performed. This budget is comprised of three divisions: Development Services, Operations Center and Services to Special Districts.

The recommended amount of General Fund support is the same as was adopted FY 2007-08. Recommended revenues are \$201,003 (14%) less than revenues approved for the adopted budget for FY 2007-08. Revenues associated with development fees are declining by \$218,606 due to the reduced demand for permitting, plan review and inspection services for development projects. Revenue increases of \$3,900 increase in Operations Center revenues and \$13,703 in Services to Special Districts offset a portion of the revenue decrease in Development Services and results in the recommended revenue amount.

Expenses are recommended at \$201,000 (6%) less than FY 2007-08. About \$100,000 of the decrease was proposed by the division in their Status Quo budget to reflect decreased demand for development review services. The recommended expense amount includes additional reductions as identified by the division in their General Fund support reduction list. The additional expense reductions include \$42,616 in Franchise Administration, \$46,742 in Flood Management Support and \$11,646 in department overhead. The reduction to Franchise Administration shifts staff expense to other areas in the Public Works ISF and poses no significant impact upon operations. The \$46,742 decrease in Flood Management Support reduces funding that is potentially available to use as matching funds for grants related to flood management projects. About \$150,000 remains in the budget for this function. The division may return to request additional funding if the division obtains a new, cost effective flood management grant that requires additional matching funds. The reduction in overhead charges has no impact on the services provided by this fund center.

The reduction in full time equivalent staffing shown in the budget document does not reflect a decrease in the actual number of positions. Rather it shows the shifting of staff hours from this fund center to other programs in the Public Works Internal Service Fund.

There were no Budget Augmentation Requests from this department.

**BOARD ADOPTED CHANGES**

None.

**GOALS AND PERFORMANCE MEASURES**

|   |                            |                            |                            |                  |                            |                 |  |
|---|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|--|
| <b>Department Goal:</b> Maintain the water distribution and wastewater collections systems at the County Operations Center to provide safe drinking water, maintain adequate reserves for irrigation and fire fighting protect public and environmental health, and ensure regulatory compliance.   |                            |                            |                            |                  |                            |                 |  |
| <b>Communitywide Result Link:</b> A healthy community. A safe community.  |                            |                            |                            |                  |                            |                 |  |
| <b>1. Performance Measure: Percentage of days per year that the water system is able to meet mandated water quality standards</b>   |                            |                            |                            |                  |                            |                 |  |
| 03-04<br>Actual<br>Results  | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |  |
| 100%  | 100%                       | 100%                       | 100%                       | 100%             | 100%                       | 100%            |  |
| <b>What:</b> This measures the percentage of time during the year that the water distribution system is able to meet State and Federal water quality standards.   |                            |                            |                            |                  |                            |                 |  |
| <b>Why:</b> To insure that the water system provides safe drinking water.   |                            |                            |                            |                  |                            |                 |  |
| <b>How are we doing?</b> The water system continues to meet all Federal, State and local safe drinking water requirements.  |                            |                            |                            |                  |                            |                 |  |
| <b>2. Performance Measure: Number of wastewater collection system and water system failures per year.</b>   |                            |                            |                            |                  |                            |                 |  |
| 03-04<br>Actual<br>Results  | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |  |
| 2   | 0                          | 0                          | 0                          | 0                | 4                          | 0               |  |
| <b>What:</b> A count of all incidents of blockages, spills & unscheduled interruption in wastewater service and water system failures.  |                            |                            |                            |                  |                            |                 |  |
| <b>Why:</b> The number of failures per year can be a reflection of the system integrity. Monitoring the location and frequency of failures will help to identify areas where additional resources may need to be focused in order to assure continued system integrity and to protect the environment.  |                            |                            |                            |                  |                            |                 |  |
| <b>How are we doing?</b> The results related to blockages, spills & unscheduled interruptions in either the water or wastewater systems at the Operations Center indicates how many failures of these types occurred as a result of aging infrastructure, deferred maintenance, etc. During this reporting period there were no blockages or failures of the wastewater system. There were four (4) water system failures that were due to construction activities being conducted by a contractor working for the California Men's Colony. These failures resulted in the draining down of the Operations Center water system with subsequent loss of water to almost all facilities served by this water system. In response to these incidents Public Works staff developed a 24 hour emergency contact telephone list for use during any future water shortages that may result during the remaining year of the State's project. The contact list was distributed to all County and State staff that may be impacted by a future outage. It should be noted that while the County has no control over the State's construction project, Public Works personnel have been in contact with State staff and are making a coordinated effort to ensure that any future incidents are mitigated to the fullest extent possible. |                            |                            |                            |                  |                            |                 |  |
| <b>Department Goal:</b> Review and approve applications, maps and plans for new development projects in a timely manner to ensure compliance with regulatory requirements, enhance customer service, and protect the public's safety.   |                            |                            |                            |                  |                            |                 |  |
| <b>Communitywide Result Link:</b> A safe community, A well-governed community.  |                            |                            |                            |                  |                            |                 |  |

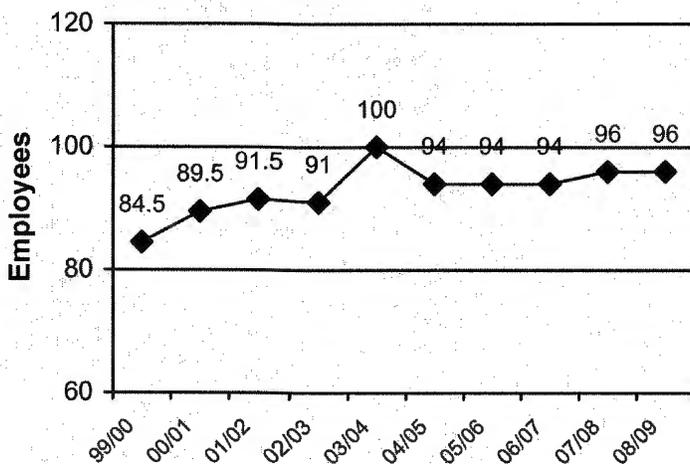
| <b>3. Performance Measure: Annual number of Improvement Plan reviews per Full Time Equivalent.</b>   |   |   |   |   |   |   |
|--|---|---|---|---|---|---|
| 03-04<br>Actual<br>Results   | 04-05<br>Actual<br>Results              | 05-06<br>Actual<br>Results              | 06-07<br>Actual<br>Results              | 07-08<br>Adopted                        | 07-08<br>Actual<br>Results              | 08-09<br>Target                         |
| 38   | 45                                      | 32                                      | 57                                      | 45                                      | 66                                      | 45                                      |
| <p><b>What:</b> Total number of Improvement Plan reviews by Plan Check Unit divided by the number of Full Time Equivalent (FTE) employees.</p> <p><b>Why:</b> Measures the efficiency of the Plan Check Unit in reviewing Improvement Plans.</p> <p><b>How are we doing?</b> During 07-08 we continued to reduce the number of staff assigned to this program in response to a declining workload. Even with this staff reduction we continue to meet or exceed our performance target currently and projected in the future.</p>  |   |   |   |   |   |   |
| <b>4. Performance Measure: Number of weeks to review improvement plans (i.e. construction plans for public improvements associated with development).</b>  |   |   |   |   |   |   |
| 03-04<br>Actual<br>Results   | 04-05<br>Actual<br>Results              | 05-06<br>Actual<br>Results              | 06-07<br>Actual<br>Results              | 07-08<br>Adopted                        | 07-08<br>Actual<br>Results              | 08-09<br>Target                         |
| 6.7 weeks<br>1 <sup>st</sup> submittals  | 3.9 weeks<br>1 <sup>st</sup> submittals | 7.9 weeks<br>1 <sup>st</sup> submittals | 3.1 weeks<br>1 <sup>st</sup> submittals | 4.0 weeks<br>1 <sup>st</sup> submittals | 3.2 weeks<br>1 <sup>st</sup> submittals | 4.0 weeks<br>1 <sup>st</sup> submittals |
| 4.6 weeks<br>Resubmittals  | 3.6 weeks<br>Resubmittals               | 4.9 weeks<br>Resubmittals               | 2.5 weeks<br>Resubmittals               | 3.0 weeks<br>Resubmittals               | 2.2 weeks<br>Resubmittals               | 3.0 weeks<br>Resubmittals               |
| <p><b>What:</b> Average time from receipt of project's public improvement plans from engineers, until response.</p> <p><b>Why:</b> State law requires that improvement plans be acted upon within sixty working days (approximately 12 weeks) of submittal. This measures accomplishment of our goal of timely service.</p> <p><b>How are we doing?</b> Service levels continue to be better than our targeted goal although over the past year we have reduced the number of staff assigned to this program in response to declining workload. Fortunately, the two remaining staff have many years of experience, thus we anticipate maintaining current service levels.</p> |   |   |   |   |   |   |
| <b>5. Performance Measure: Annual number of Survey Map reviews per FTE.</b>  |   |   |   |   |   |   |
| 03-04<br>Actual<br>Results   | 04-05<br>Actual<br>Results              | 05-06<br>Actual<br>Results              | 06-07<br>Actual<br>Results              | 07-08<br>Adopted                        | 07-08<br>Actual<br>Results              | 08-09<br>Target                         |
| 405  | 410                                     | 374                                     | 887                                     | 1000                                    | 1070                                    | 1200                                    |
| <p><b>What:</b> Total number of Survey Map reviews by Surveying Unit divided by the number of Full Time Equivalent (FTE) employees.</p> <p><b>Why:</b> Measures the efficiency of the Surveying Unit in reviewing Survey Maps.</p> <p><b>How are we doing?</b> Performance has improved and we have now exceeded our adopted target. The adopted target appears to be reasonable based on the new FTE calculation method which was used throughout this fiscal year.</p>   |   |   |   |   |   |   |
| <b>6. Performance Measure: Number of weeks to review survey maps (i.e. any land surveying map that falls under the professional land surveyor act such as records of survey, subdivision maps and corner records).</b>   |   |   |   |   |   |   |
| 03-04<br>Actual<br>Results   | 04-05<br>Actual<br>Results              | 05-06<br>Actual<br>Results              | 06-07<br>Actual<br>Results              | 07-08<br>Adopted                        | 07-08<br>Actual<br>Results              | 08-09<br>Target                         |
| 2.5 weeks  | 1.6 weeks                               | 2.8 weeks                               | .9 weeks                                | 1.0 weeks                               | 1.1 weeks                               | 1.0 weeks                               |
| <p><b>What:</b> Average time from receipt of maps from engineers and surveyors, until response.</p> <p><b>Why:</b> State law requires that survey maps be acted upon within twenty working days (approximately 4 weeks) of submittal. This measures accomplishment of our goal of timely service.</p> <p><b>How are we doing?</b> Performance is closely matching the adopted target. Staffing reductions did not impact this program so we expect to continue to achieve our current results which remain well within statutory requirements.</p>   |   |   |   |   |   |   |
| <b>7. Performance Measure: Percentage of local Engineering and Design firms that rate the services provided by Public Works as satisfactory or better.</b>   |   |   |   |   |   |   |
| 03-04<br>Actual<br>Results   | 04-05<br>Actual<br>Results              | 05-06<br>Actual<br>Results              | 06-07<br>Actual<br>Results              | 07-08<br>Adopted                        | 07-08<br>Actual<br>Results              | 08-09<br>Target                         |
| N/A  | 100%                                    | 100%                                    | 100%                                    | 90%                                     | n/a                                     | 90%                                     |
| <p><b>What:</b> Measures customer satisfaction with Development Services.</p> <p><b>Why:</b> Information derived from this survey has historically been used to improve customer service.</p> <p><b>How are we doing?</b> The annual survey was not distributed this year due to significant staffing changes within the Division. This survey, which is sent to local engineers and surveyors in the community, will resume beginning April 1, 2009.</p>  |   |   |   |   |   |   |

**MISSION STATEMENT**

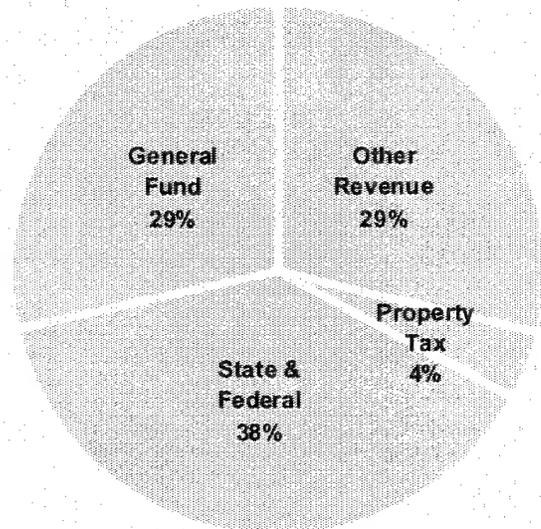
Provide public facilities and services that ensure health and safety and enhance quality of life for the community.

| Financial Summary            | 2006-07       | 2007-08       | 2008-09       | 2008-09       | 2008-09       |
|------------------------------|---------------|---------------|---------------|---------------|---------------|
|                              | Actual        | Actual        | Requested     | Recommended   | Adopted       |
| Revenues                     | \$ 37,201,301 | \$ 41,783,231 | \$ 36,549,827 | \$ 35,219,827 | \$ 35,433,971 |
| Fund Balance Available       | \$ 66,062     | \$ 750,998    | \$ 500,000    | \$ 500,000    | \$ 507,436    |
| Cancelled Reserves           | 632,252       | 1,242,220     | 108,967       | 108,967       | 908,000       |
| Total Financing Sources      | \$ 37,899,615 | \$ 43,776,449 | \$ 37,158,794 | \$ 35,828,794 | \$ 36,849,407 |
| Salary and Benefits          | \$ 0          | \$ 0          | \$ 0          | \$ 0          | \$ 0          |
| Services and Supplies        | 14,585,962    | 14,305,841    | 16,013,409    | 16,013,409    | 16,013,409    |
| Other Charges                | 49,963        | 433,238       | 460,000       | 460,000       | 460,000       |
| Fixed Assets                 | 18,111,586    | 27,296,243    | 20,685,385    | 19,355,385    | 19,569,529    |
| Gross Expenditures           | \$ 32,747,511 | \$ 42,035,322 | \$ 37,158,794 | \$ 35,828,794 | \$ 36,042,938 |
| Contingencies                | 0             | 0             | 0             | 0             | 0             |
| New Reserves                 | 1,367,666     | 919,791       | 0             | 0             | 806,469       |
| Total Financing Requirements | \$ 34,115,177 | \$ 42,955,113 | \$ 37,158,794 | \$ 35,828,794 | \$ 36,849,407 |

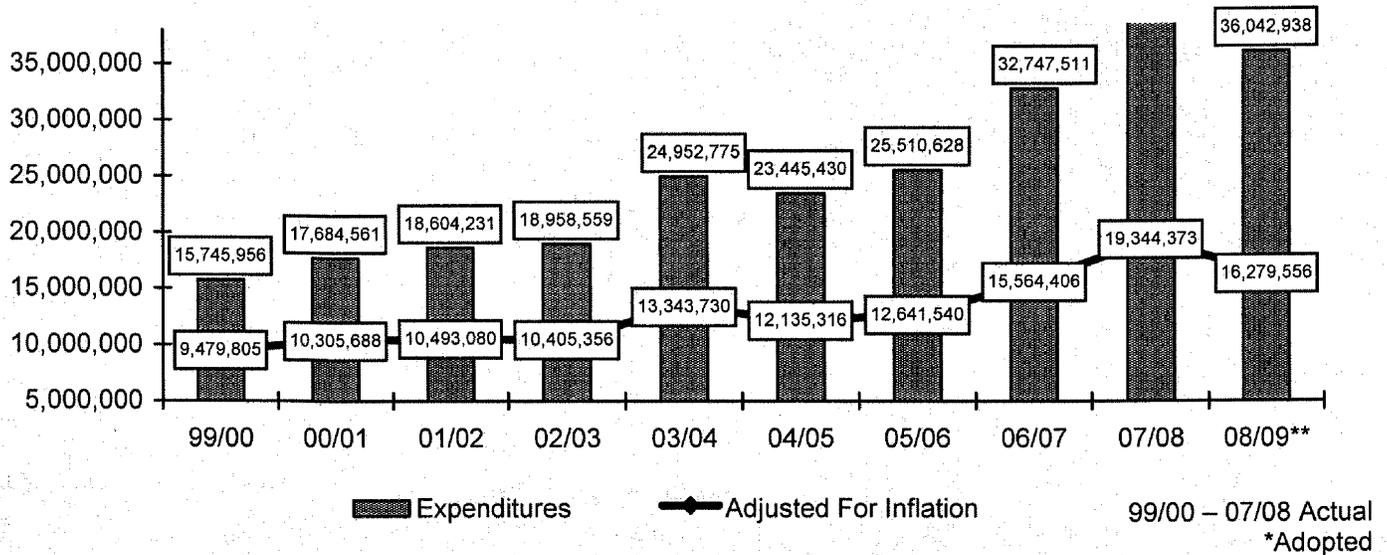
**Number of Employees**  
(Full Time Equivalent)



**Source of Funds**



10 Year Expenditures Adjusted For Inflation



**SERVICE PROGRAMS**

**Roads Construction**

Construct new, or make major improvements to, roads within the unincorporated area of the county.

Total Expenditures: \$19,355,385 Total Staffing (FTE): 19.0

**Roads Maintenance**

Maintain, or make minor improvements to, existing county roads within the unincorporated area of the county.

Total Expenditures: \$17,494,022 Total Staffing (FTE): 77.0

**DEPARTMENT COMMENTS**

The primary functions of the Road Fund are Construction and Maintenance. Construction related activities include new roads, road reconstruction, new lights and traffic signals, bridges, pedestrian ways and bike paths, drainage improvements, transportation planning, right of way, environmental, encroachment inspections, curb gutter and sidewalk design, and administration. Maintenance related activities include County Road Crew work to maintain these structures as well as the pavement management program on over 1,300 miles of County Roads.

**Internal Business Processes – As good as possible**

FY 07-08 Accomplishments

- Installed Global Positioning Systems in equipment which allows for more effective dispatching and maintenance of equipment.
- Made available a Geographic Information System based County Road map for county-wide use.

FY 08-09 Objectives and Challenges

- Create an electronic contract bid platform to reduce bidder inquiries to staff.
- Upgrade the GIS inventory and provide field access to GIS data.

**Financial Health – As cost efficient as possible**

FY 07-08 Accomplishments

- Consolidated North Coast and South County Road Yards to provide more efficient use of staff and equipment.
- Provided \$6.5 million of funding for Vineyard Drive Interchange Project through Certificate of Participation financing which allowed construction twenty years sooner than otherwise, thus saving costs related to construction inflation.

- Implemented conditions on new development to provide funding for road maintenance.

**FY 08-09 Objectives and Challenges**

- Evaluate possibility of completing chip seals with County Crews to complete more mileage with the same or reduced funding.
- A key challenge will be to maintain service levels with stagnant revenues, increasing costs, and increased competition for local funding.

**Customer Service – As responsive as possible****FY 07-08 Accomplishments**

- Overlaid or chip sealed more than 25 miles of pavement to maintain average pavement condition in the high 60 range which is considered good (61-80) by industry standards (using a 100 point scale).
- Delivered over \$25 million in capital projects to address safety and capacity concerns and completed drainage improvements to address roads related flooding concerns in Nipomo, Santa Margarita, and San Miguel.

**FY 08-09 Objectives and Challenges**

- Complete additional drainage improvements to address roads related flooding concerns in Nipomo, Santa Margarita, and Cambria.
- Work with Union Pacific Railroad to improve safety at three San Miguel crossings.
- A key challenge will be to maintain acceptable pavement condition ratings if funding is reduced.

**Learning and Growth – As responsible as possible****FY 07-08 Accomplishments**

- Staff attended several training seminars aimed at increasing safety of intersections and pedestrians on County roads.
- Project Managers attended training to increase knowledge and uniformity of approach.

**FY 08-09 Objectives and Challenges**

- Develop mentoring program and cross-training of staff to address succession management issues.
- A key challenge will be to replace recently retired long term management staff and the institutional knowledge they took with them.

**COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS**

Total financing sources and the planned use of funds recommended for the Road budget are decreasing by \$2,425,167, as compared to the amounts in the FY 2007-08 adopted budget. The decrease in expense is attributed reductions in the Status Quo requested budget for road construction projects, and reductions in General Fund expense in the recommended budget. The decrease in the amount of financing is based upon changes to a number of revenue and financing sources; however, it can largely be attributed to a decrease of \$1,042,031 from Fund Balance and Reserves and a \$1,380,000 decrease in General Fund to this budget. General Fund support for this budget is recommended to be approximately \$10.1 million. This is essentially the same as for FY 2007-08 after adjusting for \$1.38 million in one time expenses in the FY 2007-08 adopted budget. The one time expenses included drainage projects totaling \$1.15 million and the purchase of a new vacuum truck for \$230,000.

This fund center submitted a Status Quo budget request that includes \$11,426,000 in General Fund support, distributed to the Pavement Management Program (\$6.7 million), Maintenance Program (\$3.6 million) and Construction Program (\$1.1 million). The recommended General Fund support for this budget is \$1.38 million less than the requested amount of General Fund support in the Status Quo budget. This recommendation is based upon the General Fund expense reduction list submitted by the department. The reduction list eliminates \$1,124,000 for construction projects and \$205,600 to the Pavement Management Program included in the Road Fund Status Quo budget. The level of funding recommended for the Pavement Management Program is not expected to significantly impact the conditions of roads or add substantially to future deferred maintenance expense. The recommended reduction to the Construction Program will defer construction of the road improvement projects shown below.

## Roads

## Fund Center 245

|                                      |              |
|--------------------------------------|--------------|
| Left Turn Lane @ Santa Clara Road    | -\$720,000   |
| Las Tablas Extension                 | -\$15,000    |
| Left Turn Lane @ Adelaide Road       | -\$65,000    |
| Left Turn Lane @ Orchard Road        | -\$65,000    |
| Left Turn Lane @ Dale Road           | -\$78,000    |
| Tefft @ Oakglen Road Signal          | -\$128,400   |
| Mission Street Enhancement Phase III | -\$53,000    |
| Total                                | -\$1,124,000 |

Deferral of the above projects will delay improvements that enhance the operation and safety of the roadway locations identified above. However, it is also noted that the General Fund support for the Road budget has historically been allocated primarily for Pavement Management and Maintenance Programs and other sources of funding are used for construction projects.

Road staff point out that between the 3<sup>rd</sup> Quarter of 2006 and the 3<sup>rd</sup> Quarter of 2007 The Cal Trans Construction Cost Index shows a 12.5% increase for the cost of construction and maintenance. More recent information from this index shows a decline in construction costs that may provide short term relief from inflationary pressures in the short term. However, the relief may be temporary as the market price for construction materials and fuel remains volatile. The table below compares the amount of General Fund support allocated to Road programs in FY 2007-08 with the recommended General Fund Support for FY 2008-09. The amount of funding allocated specifically to the Pavement Management and Maintenance Programs remains essentially the same as for FY 2007-08.

| Program                              | FY 07-08 Adopted<br>General Fund<br>Support | FY 08-09<br>Recommended<br>General Fund<br>Support | Difference<br>General Fund<br>Support |
|--------------------------------------|---|--|---------------------------------------|
| Pavement Management System Program   | \$5,000,000                                 | \$6,494,400  | \$1,494,400                           |
| Maintenance Program                  | \$5,326,000 *                               | \$3,601,600  | -\$1,724,400                          |
| Total Pavement Management            | \$10,326,000                                | \$10,096,000                                       | -\$230,000                            |
| Construction                         | \$1,150,000**                               | \$0  | -\$1,150,000                          |
| TOTAL                                | \$11,476,000                                | \$10,096,000                                       | -\$1,380,000                          |
| Total Adjusted for One Time Expenses | \$10,096,000                                | \$10,096,000                                       | \$0                                   |

\* Includes \$230,000 in one time expenses a vacuum truck

\*\* \$1,115,000 in one time funding for drainage projects approved as a Budget Augmentation Request in FY 07-08.

Although all positions for this fund center are contained in the Public Works Internal Service Fund (see Fund Center 405 – Public Works) both the requested and recommended budgets for this fund center maintain the same staffing level as was allocated in FY 2007-08.

The State's deferral of \$3.5 million of Proposition 1-B funding is offset by the State's restoration of \$3.5 million in Proposition 42 funding. The leveling and perhaps decline in gas tax revenue is another factor that may affect the Road budget in the future. This fund did not submit requests for Budget Augmentations.

### BOARD ADOPTED CHANGES

The Board adopted changes recommended in the Supplemental Document increasing revenues and expenditures by a total of \$214,144 to fund two additional road projects. Community Block Development Grant funding in the amount of \$134,144 will be used to fund the third phase of the joint effort involving Public Works, the County Planning and Building Department and the community of San Miguel to enhance the appearance of Mission Street based on the Board approved San Miguel Community Design Plan. The San Luis Obispo Council of Governments provided \$80,000 to expand the Park and Ride lot expansion at Las Tablas Road in Templeton.

Additionally, the Board approved the creation of a new, \$6 million designation for Willow Road (to be used as a potential loan for Willow Road). One of the funding sources is the Future Roads Projects designation in the amount of \$799,033. Because accounting rules prohibit the \$799,033 from being transferred into the new designation in the General Fund, it has been placed into a Willow Road designation within the Roads fund.

On August 26, 2008, the Board adopted the actual fund balances and the actual amount was \$7,436 more than budgeted. This amount was added to the Roads fund designation.

**GOALS AND PERFORMANCE MEASURES**

|   |                            |                            |                            |                  |                            |                 |
|---|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| <b>Department Goal:</b> Maintain a good quality county-road system.   |                            |                            |                            |                  |                            |                 |
| <b>Community-wide Result Link:</b> A livable community, a safe community.   |                            |                            |                            |                  |                            |                 |
| <b>1. Performance Measure: Pavement Condition Rating (PCR) for ALL county roads.</b>  |                            |                            |                            |                  |                            |                 |
| 03-04<br>Actual<br>Results  | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
| 64  | 58                         | 70                         | 69                         | 69               | 65                         | 67              |
| <p><b>What:</b> The Board of Supervisors has established the goal of maintaining a PCR for all roads within the unincorporated area of the county at 70 or better, with no one road category falling below a PCR of 60. A 70 PCR is equivalent to a "good" on a grading basis of poor, fair, good, excellent. This rating is determined by a triennial physical review of the road system.</p> <p><b>Why:</b> To document the status and determine the maintenance needs of the road system to effectively serve the traveling public.</p> <p><b>How are we doing?</b> From recent pavement inventories, the overall system has a Pavement Condition Rating of 65. Roads in the arterial classification average over a PCR of 70. While most major road and communities are in good condition, being below our overall goal of a 70 PCR results in potential significant deterioration of the system. There are several areas that the average PCR is below 60 and they would require attention before they deteriorate to a point requiring road reconstruction. These areas include North County collector roads and local streets in the communities of San Miguel, Santa Margarita, and Shandon.</p> <p>Our ability to maintain a system in good condition has been accomplished through both a solid commitment from the General Fund as well as funding provided through Prop 42 revenues provided to the County. Collectively, this provides for a \$6.5 million a year preventative maintenance program. Our 2008/09 FY target is based on the continuation of this funding. Due to budget shortfall at the State level, there is a strong possibility that the Prop 42 funding may be diverted to the State Budget with a promise of repayment to the County within three years. If there were no Pavement Management funding in 2008/09 FY, the PCR would drop to 62.</p> <p>In maintaining the road system of over 1,000 miles, it is essential to keep an annual investment at a rate where we do not further postpone work to only do later at a much greater cost. In 2007/08 FY, over 19 miles were paved which included major roads of Mission Street, San Miguel and Halcyon Road, Nipomo. If the current funding level of \$6.5 million is retained, a system rating of 65 PCR in ten years can be maintained. Deferred maintenance remains constant at this minimum level of funding. Funding at less than this level will result in increased deferred maintenance and costs to correct the system that are almost twice the current expenditure.</p> |                            |                            |                            |                  |                            |                 |
| <b>2. Performance Measure: Collisions per 100 million entering vehicles at non-signalized intersection.</b>   |                            |                            |                            |                  |                            |                 |
| 03-04<br>Actual<br>Results  | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
| 35  | 35                         | 36                         | 34                         | 34               | 31                         | 34              |
| <p><b>What:</b> Number of collisions per 100 million entering vehicles traveled within the unincorporated area of the county (5-year average).</p> <p><b>Why:</b> To determine if this component of the road system is maintaining its expected safety level. To review possible safety problem areas if the measure exceeds expectations and determine which improvements are warranted.</p> <p><b>How are we doing?</b> For non-signalized intersections, our collision rate has declined. This rate is well below the statewide average for collision rates on State highways of 36. Over the past five years, the Department has added several left turn pockets and improved intersection marking and controls. There are additional improvements planned at intersections which have a pattern of significant number of collisions. These should be completed over the next three years. With this course of action we expect the collision rate to remain as is and possibly decrease further.</p>   |                            |                            |                            |                  |                            |                 |
| <b>3. Performance Measure: Collisions per 100 million entering vehicles at signalized intersections.</b>  |                            |                            |                            |                  |                            |                 |
| 03-04<br>Actual<br>Results  | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
| 43  | 43                         | 42                         | 38                         | 40               | 32                         | 38              |
| <p><b>What:</b> Number of signalized intersection collisions per 100 million entering vehicles within the unincorporated area of the county (5-year average).</p> <p><b>Why:</b> To determine if this component of the road system is maintaining its expected safety level. To review possible safety problem areas if the measure exceeds expectations.</p>   |                            |                            |                            |                  |                            |                 |

**How are we doing?** Our collision rate remains well below the State highway average of 59. The Department has addressed operational/safety concerns at the existing intersections which should continue to decrease the collision rate. We are in the process of upgrading our pedestrian signals and bike detection at our traffic signals in the coming years.

**4. Performance Measure: Collisions per 100 million miles on rural roads.**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| 143                        | 153                        | 169                        | 174                        | 150              | 188                        | 165             |

**What:** Number of rural road collisions per 100 million miles traveled within the unincorporated area of the county (5-year average).

**Why:** To determine if this component of the road system is maintaining its expected safety level. To review possible safety problem areas if the measure exceeds expectations. These are arterial, collector, or local roadways that are located outside the urban reserve lines of the communities.

**How are we doing?** Rural Collision Rate remains our focus. We have seen a steady rise in rural road collision, particularly in our secondary road system. These non-standard rural roads had previously been farm to market roads but are now serving increased traffic from development and more commercialized agricultural and rural residential uses. While the Department continues to seek low cost signage and striping improvements on these roads, there is a need for improved road and shoulder width to provide for a safer roadway. Toward that end, the Department aggressively pursues outside funding sources for these improvements. We have recently received grants for Templeton Road and Hutton Road to improve road shoulders. Moreover, a significant amount of Prop 1B funds to the County will be used on rural safety improvements.

Due to the large upswing in the collision rate, we expect that it will take implementation of both the low cost upgrades and the larger capital projects over the next five years to realize a significant reduction in rural collisions. Our goal remains to have rural rates at or below the State highway rate of 171. Enforcement is problematic over the extensive rural road system. Alternatively, driver education is a key component which needs addressing.

**5. Performance Measure: Collisions per 100 million miles on suburban roads.**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| 259                        | 249                        | 237                        | 225                        | 220              | 248                        | 210             |

**What:** Number of suburban road collisions per 100 million miles traveled (5-year average).

**Why:** To determine if this component of the road system is maintaining its expected safety level. To review possible safety problem areas if the measure exceeds expectations. These roads are located within the urban reserve lines.

**How are we doing?** We have seen an upswing in the rate this past year. The County Road Standards adopted in 2006 promote better access control and traffic movement which should continue to improve safety. The Department is also conducting urban corridor plans to improve long term access for pedestrians, bikes and vehicles. Specific examples are Los Osos Valley Road in Los Osos and Main Street in Templeton. These actions over the next three years should continue to keep the rate below the benchmark rate on State highways of 278.

**6. Performance Measure: Bridge sufficiency rating.**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| 92%                        | 90%                        | 91%                        | 90%                        | 90%              | 90%                        | 92%             |

**What:** Percentage of bridges with State assigned sufficiency rating over 50.0 (above 50.0 indicates a bridge is in good repair.)

**Why:** To review maintenance and funding needs in order to keep the structures in a good state of repair.

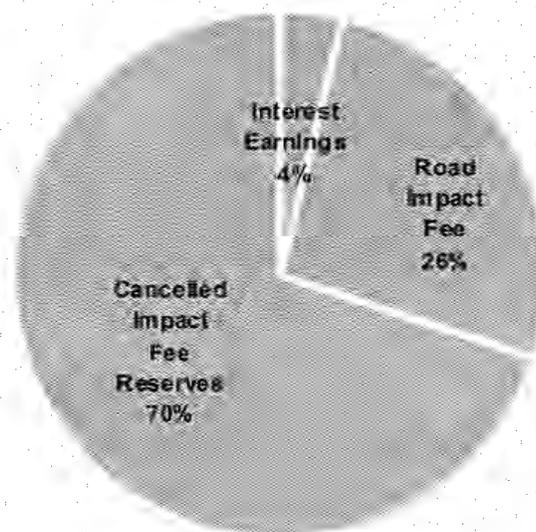
**How are we doing?** Moonstone Beach Drive Bridge construction will begin summer 2008 as planned, but the two San Simeon Creek Road bridges are being held up due to an appeal to the Coastal Commission. Until the Coastal Commission makes their ruling, it is unknown when and if the bridges will be built. Progress continues on various phases of six County bridge replacement projects. We expect to begin construction the summer of 2009 on two Price Canyon Road bridges, followed by Main Street Bridge over Santa Rosa Creek in Cambria the summer of 2010. Due to the delays in the proceeding bridge construction projects, our adopted FY 2008-09 goal will likely not be met.

**PURPOSE**

Construction of transportation projects resulting from land development traffic impacts.

| <u>Financial Summary</u>            | <u>2006-07</u><br><u>Actual</u> | <u>2007-08</u><br><u>Actual</u> | <u>2008-09</u><br><u>Requested</u> | <u>2008-09</u><br><u>Recommended</u> | <u>2008-09</u><br><u>Adopted</u> |
|-------------------------------------|---------------------------------|---------------------------------|------------------------------------|--------------------------------------|----------------------------------|
| Revenues                            | \$ 3,325,515                    | \$ 4,039,021                    | \$ 3,113,000                       | \$ 3,113,000                         | \$ 3,113,000                     |
| Fund Balance Available              | \$ 0                            | \$ 5,186,103                    | \$ 0                               | \$ 0                                 | \$ 0                             |
| Cancelled Reserves                  | 0                               | 0                               | 7,185,424                          | 7,185,424                            | 7,185,424                        |
| <b>Total Financing Sources</b>      | <b>\$ 3,325,515</b>             | <b>\$ 9,225,124</b>             | <b>\$ 10,298,424</b>               | <b>\$ 10,298,424</b>                 | <b>\$ 10,298,424</b>             |
| Salary and Benefits                 | \$ 0                            | \$ 0                            | \$ 0                               | \$ 0                                 | \$ 0                             |
| Services and Supplies               | 0                               | 0                               | 0                                  | 0                                    | 0                                |
| Other Charges                       | 3,623,408                       | 2,254,009                       | 10,298,424                         | 10,298,424                           | 10,298,424                       |
| Fixed Assets                        | 0                               | 0                               | 0                                  | 0                                    | 0                                |
| <b>Gross Expenditures</b>           | <b>\$ 3,623,408</b>             | <b>\$ 2,254,009</b>             | <b>\$ 10,298,424</b>               | <b>\$ 10,298,424</b>                 | <b>\$ 10,298,424</b>             |
| Contingencies                       | 0                               | 0                               | 0                                  | 0                                    | 0                                |
| New Reserves                        | 0                               | 0                               | 0                                  | 0                                    | 0                                |
| <b>Total Financing Requirements</b> | <b>\$ 3,623,408</b>             | <b>\$ 2,254,009</b>             | <b>\$ 10,298,424</b>               | <b>\$ 10,298,424</b>                 | <b>\$ 10,298,424</b>             |

**Source of Funds**



**SERVICE PROGRAMS**

**Road Construction**

Construct new, or make major improvements to existing roads within the Road Improvement Areas of the County funded by Road Improvement Fees collected for each area.

Total Expenditures: \$10,298,424 Total Staffing (FTE): 0.0

**DEPARTMENT COMMENTS**

This is a special revenue fund. The Road Impact Fees are collected in 12 specific areas of the county to fund Road Projects that are needed to address the impact of new development in those areas. These fees are collected as building permits are issued. The fees are accounted for separately for each specific area.

Budgeted expenditures from this special revenue fund fluctuate from year to year reflecting the fact that most capital projects are multi-year projects completed in phases with costs varying from phase to phase. Planned new expenditures of \$10,298,424 represent 12 projects that are reflected in the department's FY 2008/09 budget request for Fund Center 245 – Roads and a debt Service Payment to repay Debt incurred on the Vineyard Drive Project. Proposed projects and Debt Service Payments include:

| <b>Project Name</b>   | <b>Amount of Fees Allocated</b> |
|---|---------------------------------|
| 1. Willow Road Extension                                    | \$6,300,000                     |
| 2. Willow Road Interchange                                  | \$965,000                       |
| 3. Mary Avenue -Teft to Hill                                | \$1,550,000                     |
| 4. Bennet Way/Boneso Developer Reimb                        | \$460,000                       |
| 5. South Frontage Rd Nipomo                                 | \$275,079                       |
| 6. Los Berros/Thompson Channelization and Left Turn Lane    | \$115,000                       |
| 7. Dual Left Turn Lane South Bay @ LOVR                     | \$112,675                       |
| 8. Traffic Study-North Coast                                | \$35,000                        |
| 9. Traffic Study-Nacimiento                                 | \$10,000                        |
| 10. Traffic Study-Templeton                                 | \$10,000                        |
| 11. Traffic Study-SLO Fringe                                | \$10,000                        |
| 12. Traffic Study-Avila                                     | \$5,000                         |
| Debt Service Pmt Due from Templeton Area for Vineyard Drive | \$450,670                       |
| <b>Total Fees Allocated</b>                                 | <b>\$10,298,424</b>             |

**COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS**

The recommended budget makes no changes to the expenditures and revenues requested by the fund center. This budget uses traffic impact fees to fund road projects in 12 areas of the county. Total expenditures are set at \$10,298,424, a \$2,139,571 (26%) increase as compared to the adopted FY 2007-08 budget. The first payment for the debt service for the Vineyard Drive Interchange is included in this budget.

Revenues are recommended to increase by \$140,250 (4%) as compared to FY 2007-08 budget. The fund center projects an increase of \$43,250 (12%) in interest earnings primarily related to a higher cash balance in the fund. In addition, the fund center projects a \$97,000 increase in Road Impact Fee revenues that are from a combination of fee increases and fees that are anticipated to be received through development agreements that have already been enacted.

The recommended budget includes the cancellation of \$7,185,424 in Road Impact Fee Reserve Funds. This reserve has a current balance of approximately \$14.25 million. The reserve has built up over time and is now

## **Road Impact Fees**

**Fund Center 248**

being used to fund road projects that have been in the planning stages for the past several years. The estimated FY 2008-09 balance for the reserve is slightly more than \$7 million.

### **BOARD ADOPTED CHANGES**

None.

## **Public Protection**

Child Support Services

Contribution to Court Operations

County Fire

District Attorney

    Victim Witness Assistance

Emergency Services

Grand Jury

Probation

Public Defender

Sheriff-Coroner

    Animal Services

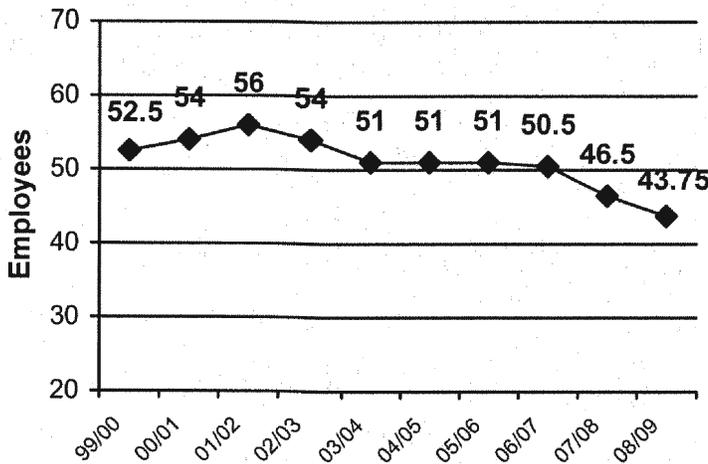
Waste Management

**MISSION STATEMENT**

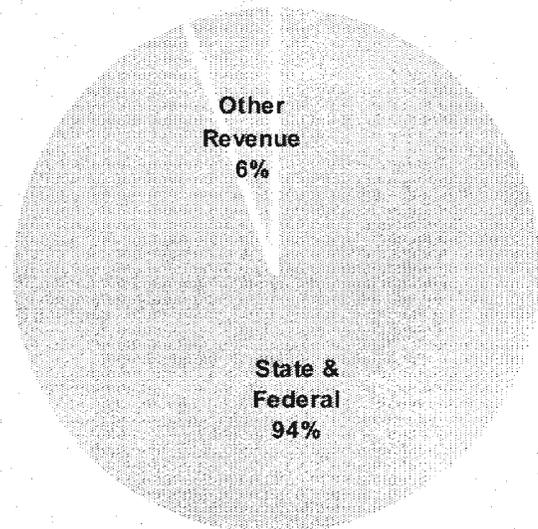
To improve the standard of living for the children we serve by ensuring that the parents of children who reside in our community receive the support to which they are entitled by law.

| Financial Summary             | 2006-07      | 2007-08      | 2008-09      | 2008-09      | 2008-09      |
|-------------------------------|--------------|--------------|--------------|--------------|--------------|
|                               | Actual       | Actual       | Requested    | Recommended  | Adopted      |
| Revenues                      | \$ 4,983,436 | \$ 4,866,672 | \$ 4,788,237 | \$ 4,816,617 | \$ 4,816,617 |
| Salary and Benefits           | 3,342,792    | 3,654,775    | 3,680,638    | 3,600,696    | 3,600,696    |
| Services and Supplies         | 1,657,992    | 1,211,897    | 1,107,599    | 1,230,541    | 1,230,541    |
| Fixed Assets                  | 0            | 0            | 0            | 0            | 0            |
| **Gross Expenditures          | \$ 5,000,784 | \$ 4,866,672 | \$ 4,788,237 | \$ 4,831,237 | \$ 4,831,237 |
| General Fund Support (G.F.S.) | \$ 17,348    | \$ 0         | \$ 0         | \$ 14,620    | \$ 14,620    |

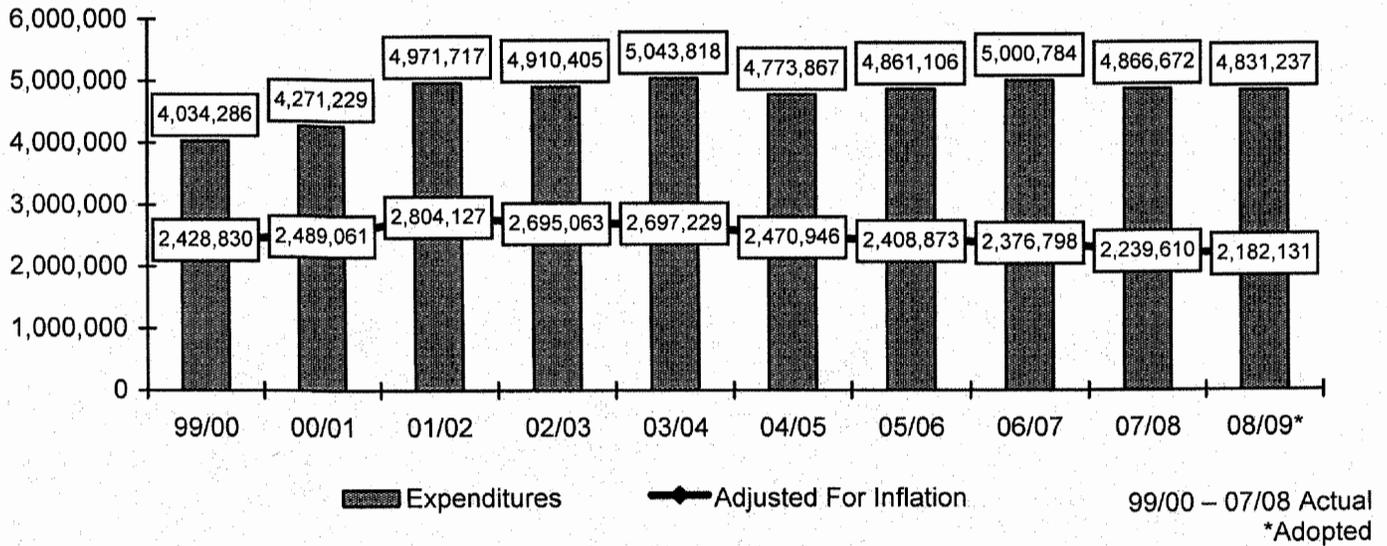
**Number of Employees**  
(Full Time Equivalent)



**Source of Funds**



10 Year Expenditures Adjusted For Inflation



**SERVICE PROGRAMS**

**Child Support Assistance to Families**

Ensure prompt establishment and enforcement of child and medical support for children who reside in our community or children whose non-custodial parent resides in the county. Open cases for child support applicants, interview case participants, conduct paternity investigations and establish paternity, establish child and medical support judgments, and enforce them to collect support.

Total Expenditures: \$4,831,237 Total Staffing (FTE): 43.75

**DEPARTMENT COMMENTS**

The primary function of Child Support Services is to ensure that children receive the support to which they are entitled. The Department of Child Support Services establishes paternity and court orders for child and medical support, and enforces court orders by collecting support from non-custodial parents. We encourage both parents to be involved in the lives of their children. We have been the number one performing California Child Support Agency for six (6) years in a row.

**Internal Business Processes – As good as possible**

FY 07-08 Accomplishments

- Based on the FFY 2007 final summary of performance measures issued by the State we collected 67.5% of current support and ranked #3 statewide. The statewide average was 51.5%. On past due support we collected on 75.6% of the cases and ranked #1 statewide. The statewide average was 57.1%. Our percentage of child support cases with a court order was 94.7%, and we ranked #1 in this category. Our overall average ranking, including cost effectiveness was 5.4, the highest average ranking in the State. Tuolumne County finished second with an average ranking of 10.8.

FY 08 -09 Objectives and Challenges

- Attempt to minimize slippage in performance resulting from staff attrition caused by substantial cost increases related primarily to COLA's without corresponding revenue increases. We project a slight decline in current support collections as well as collection on arrears. We expect to continue being a top performing child support agency, but may not be the top performing agency, particularly if other agencies receive funding augmentation from their County general funds.

**Financial Health – As cost efficient as possible**FY 07 -08 Accomplishments

- Based on the FFY 2007 final summary of performance measures issued by the State, dated 1/16/2007, we collected \$2.94 total child support dollars for every \$1.00 spent, an improvement over last year's figure of \$2.82. The State average was \$2.01, down from last year's figure of \$2.03

FY 08-09 Objectives and Challenges

- Develop and use data clean-up reports. Clean data will save money on paper and postage, and reduce complaint phone calls from the public.

**Customer Service – As responsive as possible**FY 07-08 Accomplishments

- We sent outreach notices to employers reminding them to send payments directly to the State Disbursement Unit. This has caused fewer delays with payment processing.

FY 08-09 Objectives and Challenges

- Attempt to resolve customer complaints through the complaint resolution process. Post updated Complaint Resolution and State Hearing Outreach information in our lobby. Monitor the Complaint Resolution and State Hearing processes through reporting each case. Based on input from other child support departments within the state, more complaints have been generated based on the new statewide child support automation system. Our goal is to be resourceful to our customers by efficiently and effectively discerning the issues associated with a complaint, and to take action toward a resolution within 48 hours of receiving a complaint.

**Learning and Growth – As responsible as possible**FY 07-08 Accomplishments

- We have done more cross training and continue to update procedure manuals. We store manuals on a public drive where all staff have access to them with links from our intranet. There are links to internal and external sources of information.
- Gaining staff buy in is part of the reason we have been the number one performing county for six years in a row. Staff development is ongoing. Based on the challenges and large workloads with our computer conversions, no survey was done this year.

FY 08-09 Objectives and Challenges

- Figure out new ways of doing business based on using a new computer system. Meet and train with staff based on the needs of the staff and department. The short term goal is to learn how to do our work in the new system, and the long term goal is to develop new efficient processes.

**COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS**

This department operates almost entirely on revenue from state and federal sources. This is the first year that a County General Fund contribution is recommended for this budget, as noted below. The recommended budget for this department is the same as the requested budget and shows an overall expense decrease of \$239,474 (4%) as compared to FY 2007-08. The expected revenue from state and federal sources are projected to be \$35,794 less than the revenues budgeted for FY 2007-08. As a result, the department has trimmed expenses in services and supply accounts in order to compensate for the decline in revenue and increases related to prevailing wage expense.

Overall salaries and benefits are decreasing by \$67,278 (1%). The reduced expenses reflect the elimination of 2.75 Full Time Equivalent positions including: one Department Automation Specialist, one Family Support Specialist, and one three-quarter time Legal Clerk. All three positions are currently vacant. These reductions

were proposed by the department as a strategy to reduce expenses by \$205,382 in order to stay within revenues levels expected from the State and Federal governments.

The services and supply accounts are decreasing by \$172,196 (12%). The bulk of this decrease is overhead charges which declined by \$159,422. The remainder of the decrease is due to various increases and decreases in other accounts.

It is important to note that, despite funding limitations, this department has remained the overall top performing child support agency in the state for the past several years.

**BUDGET AUGMENTATION REQUESTS RECOMMENDED**

| Unit Amount  | Description  | Results  |
|--|--|--|
| Gross \$14,620<br><br>General Fund support: \$14,620 | This amount is the local share that would leverage \$28,380 in additional federal funds to offset a new charge from the sheriff's department in the amount of \$43,000 to continue providing local "service of process" (personal delivery of summons and complaints). In the past the Sheriff has not charged for their costs to provide this service. Sheriff Department involvement in service of process for Child Support Services has contributed to the success of establishing paternity and obtaining child support orders. In our county, 95% of all cases have a court order for child support, while the state average is 81%. | Approximately 1,300 document packets will be personally served by the Sheriff's department each year (the majority of which are summons and complaint packets in paternity actions). |

**BUDGET AUGMENTATION REQUESTS NOT RECOMMENDED**

None

**BOARD ADOPTED CHANGES**

None.

**GOALS AND PERFORMANCE MEASURES**

|  |                            |                            |                            |                  |                            |                 |
|--|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| <p><b>Department Goal:</b> To ensure that children receive the support benefits they are entitled to as quickly as possible.</p> <p><b>Community-wide Result Link:</b> A well-governed and healthy community.</p> <p>Where noted below, the State Federal Fiscal Year runs from 10/1/07 – 09/30/08. The reporting for the FFY 2008 will not be completed until 09/30/08.</p>   |                            |                            |                            |                  |                            |                 |
| <p><b>1. Performance Measure: Percentage of child support cases with a court order for child support.</b></p>  |                            |                            |                            |                  |                            |                 |
| 03-04<br>Actual<br>Results   | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
| 94.99%   | 94.85%                     | 95.08%                     | 95%                        | 95%              | 93.19% through<br>6/30/08  | 95%             |
| <p><b>What:</b> Support orders are the legal documents which establish child and medical support.</p> <p><b>Why:</b> Establishment of support orders creates the legal basis to enforce obligations for child and medical support. The court order provides the legal basis to assist a family to get social security benefits for a child; the more court orders established the more children receive the support to which they are entitled, and the less public aid they are required to rely on.</p> <p><b>How are we doing?</b> San Luis Obispo Department of Child Support Services has been ranked #1 in the state for the past 6 years for overall performance. Based on the FFY 2007 summary of performance measures issued by the State for 49 Counties plus four regional agencies, we ranked #1 with 94.70% in this category, and the State average was 82.1%. Performance for FFY 2008 in this category has decreased due to a surge of new cases that were opened based on electronic service requests, which are part of the new California Child Support Automation System/CCSAS. While our new case opening caseload has doubled, our staffing levels have decreased. It takes time to locate a person and earnings, and then establish a court order. Despite a decline in the establishment of court orders, we expect to remain one of the top performing counties in this measure.</p> |                            |                            |                            |                  |                            |                 |
| <p><b>Department Goal:</b> To improve the standard of living for the families we serve by ensuring a high percentage of current child support collections.</p> <p><b>Community-wide Result Link:</b> A healthy and prosperous community.</p>   |                            |                            |                            |                  |                            |                 |
| <p><b>2. Performance Measure: Percentage of current support collected.</b></p>   |                            |                            |                            |                  |                            |                 |
| 03-04<br>Actual<br>Results   | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
| 63.94%   | 66.25%                     | 66.83%                     | 67.5%                      | 66.5%            | 67.13% through<br>6/30/08  | 66%             |
| <p><b>What:</b> The total current support collected during the course of the year as compared to the total amount of current support owed during the course of the year. Current support refers to the total dollar amount of the monthly child support obligation enforced by DCSS.</p> <p><b>Why:</b> So that families/children receive the financial support to which they are legally entitled.</p> <p><b>How are we doing?</b> Based on the FFY 2007 summary of performance measures issued by the State we ranked # 3 with 67.5% in this category, and the State average was 51.5%. For FFY 2008, staffing levels have decreased based on the adopted budget due to increases in salary and benefits, and other service and supply costs, without corresponding increases in revenue. Unlike most County departments, DCSS relies exclusively on State revenue to fund the program, and due to the State fiscal crisis, a revenue increase is unlikely. We believe performance correlates to staffing levels, and that performance will suffer as our staffing shrinks. Despite projecting a decline in the collection of current support based on the actual results for 2007, we expect to remain one of the top performing counties in this measure.</p>  |                            |                            |                            |                  |                            |                 |
| <p><b>3. Performance Measure: Percentage of child support cases in which past due support is owed and payment is received during the federal fiscal year</b></p>   |                            |                            |                            |                  |                            |                 |
| 03-04<br>Actual<br>Results   | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
| 66.20%   | 66.84%                     | 72.39%                     | 75.59%                     | 74%              | 71.80% through<br>6/30/08  | 73%             |
| <p><b>What:</b> This measures the number of cases in which a collection of past due support was received during the federal fiscal year.</p> <p><b>Why:</b> So that families/children receive the financial support to which they are entitled.</p> <p><b>How are we doing?</b> Based on the FFY 2007 summary of performance measures issued by the State we ranked #1 with 75.60% in this category, and the State average was 57.1%. The fiscal and associated staffing issues noted above will also have an impact on our ability to pursue payment of past due child support, which explains why the target for 08/09 reflects a slight decrease. Despite projecting a decline in this performance measure, we expect to remain a top performing county in this measure. This is an accumulative measure that will increase every month. The FFY does not end until 09/30/08.</p>   |                            |                            |                            |                  |                            |                 |

| 4. Performance Measure: Total child support dollars collected per \$1.00 of total expenditure. |                            |                            |                            |                  |                            |                 |
|--|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| 03-04<br>Actual<br>Results   | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
| \$2.95   | \$3.16                     | \$2.82                     | \$2.87                     | \$3.13           | \$2.94                     | \$3.00          |

**What:** This is an efficiency measure relating to the cost effectiveness of collection activities.

**Why:** To ensure that the cost collection ratio compares favorably to other counties within the state.

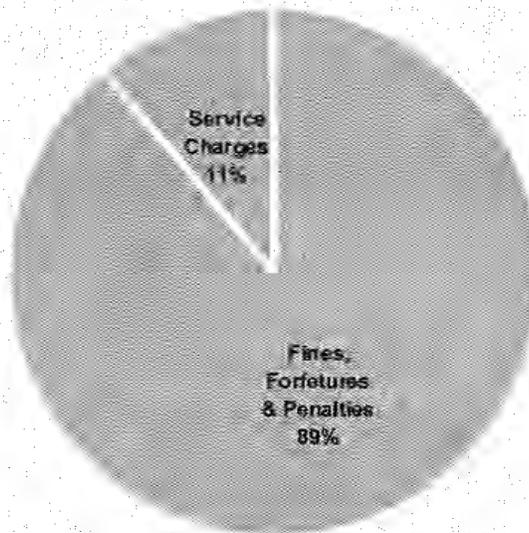
**How are we doing?** Based on the FFY 2007 summary of performance measures issued by the State our actual result was \$2.94 total child support dollars collected per \$1.00 of total program dollars spent. The State average for FFY was \$2.01. Due to the massive effort to implement the California Child Support Automation System, resources have been diverted away from core child support functions, resulting in short term reductions in the cost to collection ratios. We expect efficiency to improve across the state in approximately 24 months after the automated system is fully implemented.

**PURPOSE**

The purpose of this budget unit is to appropriate funding needed to meet the County's financial maintenance of effort obligations for trial court funding and for Court related operations that are not a Court obligation.

| <u>Financial Summary</u>      | <u>2006-07<br/>Actual</u> | <u>2007-08<br/>Actual</u> | <u>2008-09<br/>Requested</u> | <u>2008-09<br/>Recommended</u> | <u>2008-09<br/>Adopted</u> |
|-------------------------------|---------------------------|---------------------------|------------------------------|--------------------------------|----------------------------|
| Revenues                      | \$ 3,308,944              | \$ 2,447,718              | \$ 2,730,500                 | \$ 2,730,500                   | \$ 2,730,500               |
| Other Charges                 | <u>1,905,972</u>          | <u>1,855,360</u>          | <u>1,804,746</u>             | <u>1,804,746</u>               | <u>1,804,746</u>           |
| **Gross Expenditures          | \$ 1,905,972              | \$ 1,855,360              | \$ 1,804,746                 | \$ 1,804,746                   | \$ 1,804,746               |
| General Fund Support (G.F.S.) | <u>\$ (1,402,972)</u>     | <u>\$ (592,358)</u>       | <u>\$ (925,754)</u>          | <u>\$ (925,754)</u>            | <u>\$ (925,754)</u>        |

**Source of Funds**



**SERVICE PROGRAMS****Courts**

Provides the County's required share of financing for State Trial Court operations.

Total Expenditures: \$1,804,746 Total Staffing (FTE): 0.0

**COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS**

This budget funds the continuing County obligations to the California Superior Court. In the late 1990s, the state passed the Trial Court Funding Act. This legislation revised the financial and operational relationships between counties and courts by shifting the overall responsibility for court operations to the California State Judicial Council. The financial arrangement that resulted from the Trial Court Funding Act established maintenance of effort expense (MOE) that requires the County to pay a specified amount (based on a formula) to the State of California to support Court operations.

The expense in the budget, the County MOE payment of \$1,804,746 is a decrease of \$101,226 (5%) compared to the adopted FY 2007-08 amount. The revenues in the budget total \$2,730,500, an increase of \$256,500 (11%). There is no General Fund support in this budget as the revenues from fees, fines and penalties exceed the expense. Given the combination of decreased expense and increased revenues, the County can expect to receive an overall increase in funds of \$397,726 (70%) as compared to the budgeted amount for FY 2007-08 from this budget.

As reported to the Board of Supervisors in the FY 2007-08 budget, a State audit of the allocation of fines, fees and penalty revenues in this budget resulted in a finding that a portion of revenues associated with Traffic Court should have been allocated to the State Courthouse Construction Fund due to a change in legislation that occurred three years ago. Revenues from these fees are collected and distributed by the local Superior Court and because of this; the County did not know the distribution by the local Court was incorrect. The County may be expected to repay between \$200,000 and \$275,000 for the revenue collected over the past three years. This is not included in the budget as the exact amount is not known at this time. When the State Audit is finalized we may bring a mid-year Budget Adjustment allocating funding to repay the State, if necessary.

Although revenues continue to exceed expenses in this budget, the positive balance still only partially offsets other court related expenses listed below:

- County Sheriff Department expenses related to supplies, equipment and services used by Court Bailiff's are excluded from reimbursement of Court security costs provided by the County Sheriff. The expense of prisoner transportation from the county jail to Superior Court is similarly excluded from allowable reimbursement and remains a County paid cost.
- Legal defense costs for indigents charged with crimes remain a County obligation (See Fund Center 135-Public Defender).
- Many costs related to operation of Court facilities are borne by the County.
- Some discretionary services are performed at County cost by the Probation Department.
- A number of types of Court ordered expert witness and psychological examinations are funded by the County.

**BOARD ADOPTED CHANGES**

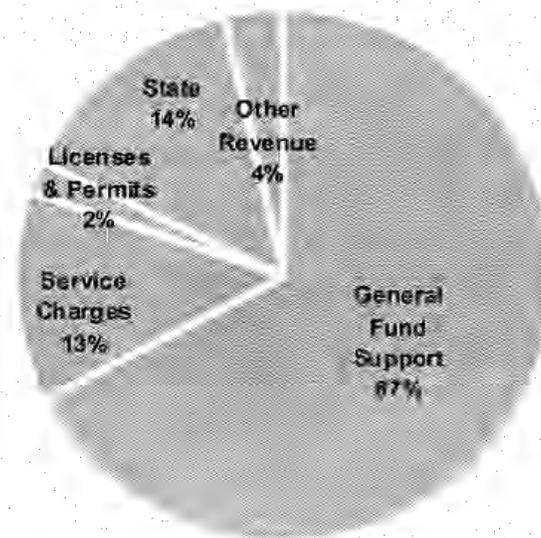
None.

**MISSION STATEMENT**

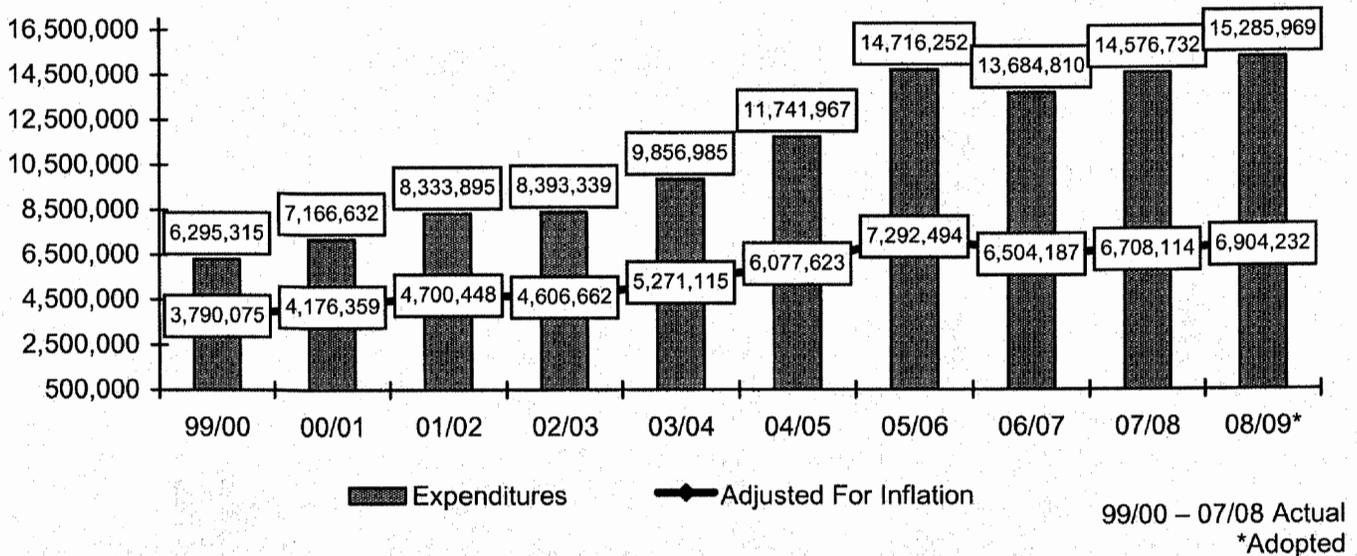
To serve and safeguard the people and protect the property and resources of San Luis Obispo County through education, preparedness and emergency response.

|                               | 2006-07<br><u>Actual</u> | 2007-08<br><u>Actual</u> | 2008-09<br><u>Requested</u> | 2008-09<br><u>Recommended</u> | 2008-09<br><u>Adopted</u> |
|-------------------------------|--------------------------|--------------------------|-----------------------------|-------------------------------|---------------------------|
| <b>Financial Summary</b>      |                          |                          |                             |                               |                           |
| Revenues                      | \$ 5,401,035             | \$ 5,405,857             | \$ 4,971,435                | \$ 5,021,435                  | \$ 5,021,435              |
| Services and Supplies         | 12,537,004               | 14,355,112               | 14,843,973                  | 14,831,969                    | 14,831,969                |
| Other Charges                 | 64,241                   | 0                        | 0                           | 0                             | 0                         |
| Fixed Assets                  | 1,083,565                | 221,620                  | 754,000                     | 454,000                       | 454,000                   |
| **Gross Expenditures          | \$ 13,684,810            | \$ 14,576,732            | \$ 15,597,973               | \$ 15,285,969                 | \$ 15,285,969             |
| <br>                          |                          |                          |                             |                               |                           |
| General Fund Support (G.F.S.) | \$ 8,283,775             | \$ 9,170,875             | \$ 10,626,538               | \$ 10,264,534                 | \$ 10,264,534             |

**Source of Funds**



### 10 Year Expenditures Adjusted For Inflation



#### SERVICE PROGRAMS

##### Emergency Response

Respond to requests for assistance and provide services necessary to protect lives, property and the environment, and to minimize the effect of disasters and emergency incidents, with effective action taken in a professional manner.

Total Expenditures: \$12,541,489 Total Staffing (FTE): 73.5

##### Training and Support

Provide the materials, equipment, facilities, training and services which will enable the Department to carry out its mission, and which will compliment the activities of other public safety organizations.

Total Expenditures: \$2,357,285 Total Staffing (FTE): 14.75

##### Technical Services

Protect the health and safety of the community through a comprehensive program of planning, education, hazard reduction, inspections, law enforcement and investigation.

Total Expenditures: \$387,195 Total Staffing (FTE): 5.0

#### DEPARTMENT COMMENTS

The mission of the Department is to serve and safeguard the people and protect the property and resources of San Luis Obispo County through education, preparedness and emergency response.

#### FY 2007/08 Accomplishments

##### Internal Business Processes – As good as possible

- Met or exceeded response time targets established for most stations.
- Minimized fire-related deaths and property losses, averaging 0.095 deaths/10,000 population and \$33,654 property losses/1,000 population.
- Completed pre-fire and evacuation planning for the Atascadero area.

**Financial Health – As cost efficient as possible**

- Controlled operating costs, and carried out Department operations as efficiently as possible, averaging \$145 in operating costs per capita of \$145, and generating non-General Fund revenues totaling 30% of the Department's budget.

**Customer Service – As responsive as possible**

- Completed construction of Station 42 in Carrizo Plain.
- Replaced aging fire apparatus and equipment.

**Learning and Growth – As responsible as possible**

- Significantly increased skills and safety training provided to Department staff and Paid-Call Firefighters (PCFs).
- Sought staff and PCF input through PCF meetings, rank-and-file working groups, and open door policies.

**FY 2008/09 Objectives and Challenges****Internal Business Processes – As good as possible**

- Complete Fire Protection Master Plan
- Increase percentage of commercial building pre-fire plans.
- Complete pre-fire, evacuation and tsunami plans for the Cambria and North Coast areas.

**Financial Health – As cost efficient as possible**

- Pursue additional grant funding to offset operating costs and improve customer service.
- Re-direct Department resources to improve efficiency and cost-effectiveness of operations, based on the Fire Protection Master Plan.

**Customer Service – As responsive as possible**

- Enforce newly adopted residential sprinkler ordinances to reduce fire-related deaths and property losses.
- Begin construction on Station 43 in Creston.

**Learning and Growth – As responsible as possible**

- Upgrade and improve Geographic Information System capabilities, and integrate them into day-to-day operations.
- Enhance the ability to capture data and analyze the effectiveness of Department activities.
- Pursue employee development in line with the succession planning needs of the Department.

**COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS**

Recommended expense for this department is decreasing by \$82,348 (less than 1%) compared to the FY 2007-08 Adopted Budget. Recommended revenues show a decrease of \$381,950 (7%). However, \$350,000 of the budgeted revenue and expense in the FY 2007-08 Adopted Budget was due to a one time transfer of Public Facility Fees that offset the purchase of a fixed asset. The General Fund support is recommended to increase by \$299,602 (3%), which is \$362,400 less than the department's requested Status Quo budget. This reduction is primarily due to the recommendation to defer replacement of a Water Tender truck and associated equipment, at a cost of \$330,000, in order to minimize the increase of the General Fund contribution to this budget.

This recommended budget funds the existing service levels provided by the County Fire Department. Labor costs in the recommended budget are \$358,872 (2%) more than the FY 2007-08 amounts. This increase is related to cost of living, benefit adjustments and step increases approved by the State for the Cal-Fire employees. Labor costs in this budget are shown as a contract expense in the service and supply accounts.

Another significant increase in the service and supply accounts is in the Significant Value Purchase account, which is increasing by \$185,275 (112%) compared to the FY 2007-08 Adopted Budget. This increase is primarily driven by \$100,000 budgeted to replace obsolete breathing apparatus units.

Recommended fixed assets include the purchase of one replacement Type I fire engine at a cost of \$400,000 and two replacement utility vehicles at cost of \$54,000.

County Fire has requested three Budget Augmentations which are detailed below. The first two requests are for an upgrade in staffing at the Shandon and the Cambria fire stations, to provide 24/7 coverage during the six-month fire season when the County response is reliant on either Paid-Call Firefighters (PCF) or the availability of the state engine. The Shandon and Cambria stations are State owned Cal-Fire stations. The County pays for State Cal-Fire to staff these stations during the non-fire season. During fire season the State pays the Cal-Fire staff. This is known as Amador Plan staffing. During fire season, Cal Fire pays for the staffing needed to respond to state incidents, but the current resource levels are insufficient to adequately staff response to county incidents. The request is to add County paid staff during fire season to supplement the state staff at the station.

The third request is to increase the staffing at the Creston Fire station, which is a County owned Fire Station, operated with part time County paid staff. Current staffing levels provide coverage 24 hours/three days per week and the increase in staffing would provide full-time (24/7) coverage.

The requested augmentations in staffing would have a first year expense of almost \$1.37 million. The requested augmentations are not recommended at this time. The fire protection master plan should be revised and updated to reflect current conditions and evaluate future needs before staffing and service level increases occur. Updating the plan will help to establish a consistent criteria and methodology in evaluating when and where service level increases are warranted. A plan update may also assist in evaluating a variety of potential methods to finance service level increases. The Request for Proposals will be issued soon, and the plan is expected to be completed by Summer 2008.

**BUDGET AUGMENTATION REQUESTS RECOMMENDED**

None

**BUDGET AUGMENTATION REQUESTS NOT RECOMMENDED**

| <b>Unit Amount</b>                                  | <b>Description</b>  | <b>Results</b>   |
|---|---|--|
| Gross: \$450,232<br>General Fund support: \$450,232 | Upgrade the staffing at the Shandon Fire Station to add three Fire Apparatus Engineers and three Limited Term Firefighter II's (to replace the existing three Seasonal Firefighter 1 positions) | Increasing coverage to full-time (24/7) will ensure: professional fire fighters respond to all emergencies, including those occurring during state fire season when current employees are frequently on out-of-area assignments; and, emergency responders arrive at incidents more quickly. |
| Gross: \$440,811<br>General Fund support: \$440,811 | Upgrade the staffing at the Cambria Fire Station to add three Fire Apparatus Engineers and three Limited Term Firefighter II's (to replace the existing three Seasonal Firefighter 1 positions) | Increasing coverage to full-time (24/7) will ensure: professional fire fighters respond to all emergencies, including those occurring during state fire season when current employees are frequently on out-of-area assignments; and, emergency responders arrive at incidents more quickly. |
| Gross: \$475,000<br>General Fund support: \$475,000 | Upgrade the staffing at the Creston Fire Station to add one Fire Captain, one Fire Apparatus Engineer and two Firefighter II's  | Increasing coverage to full-time (24/7) will ensure: professional fire fighters respond to all emergencies, including those occurring during state fire season when current employees are frequently on out-of-area assignments; and, emergency responders arrive at incidents more quickly. |

**BOARD ADOPTED CHANGES**

None.

**GOALS AND PERFORMANCE MEASURES**

**Department Goal:** Respond to requests for assistance within timeframes which meet or exceed nationally-recognized response time standards.

**Communitywide Result Link:** A safe community, A healthy community.

**1. Performance Measure: Average time elapsed from receiving a request for assistance until the first unit arrives on scene – stations with volunteer staffing (Morro-Toro and Oak Shores stations).**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|

|            |            |            |            |            |            |            |
|------------|------------|------------|------------|------------|------------|------------|
| 15 minutes | 15 minutes | 18 minutes | 16 minutes | 16 minutes | 12 minutes | 16 minutes |
|------------|------------|------------|------------|------------|------------|------------|

**What:** This measure evaluates the Department's ability to provide assistance in a timely manner, from stations staffed only with volunteers.

**Why:** Research has shown that the longer it takes emergency responders to arrive at the scene of an emergency, the less successful they will be in protecting lives and property. The national response-time standard calls for an average five minute response, 90% of the time.

**How are we doing?** Response times are reported on a calendar year basis, and the average for 2007 was 12 minutes. This significantly surpassed both the 16-minute target and performance levels from prior years. During 2007, first units on scene originated from volunteer-staffed stations on a total of only 14 calls, which is a very small sample from which to draw conclusions. An improved data analysis method was used this year for the first time, which could also account for the significant difference from prior years. The national standard for first on scene is five-minutes. While this is an admirable goal, it is based on the response capabilities of urban fire departments and is unrealistic for rural areas such as ours, with fewer resources and longer response distances. Additional challenges faced by all-volunteer stations include recruiting, training and retaining volunteers. To help overcome these challenges, each all-volunteer station is administered by the closest staffed station. Captains from those stations assist the volunteer stations with recruiting, training and retention programs. Benchmark data is not available at this time but should be available when the County Fire Protection Master Plan is complete, expected in FY 08-09.

**2. Performance Measure: Average time elapsed from receiving a request for assistance until the first unit arrives on scene – stations with part-time staffing (Cambria, Carrizo Plain, Creston, San Luis Obispo and Shandon stations).**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|

|            |            |            |            |            |            |            |
|------------|------------|------------|------------|------------|------------|------------|
| 13 minutes | 13 minutes | 14 minutes | 14 minutes | 13 minutes | 12 minutes | 13 minutes |
|------------|------------|------------|------------|------------|------------|------------|

**What:** This measure evaluates the Department's ability to provide assistance in a timely manner, from stations staffed with a combination of professional firefighters working a limited number of shifts and volunteers.

**Why:** Research has shown that the longer it takes emergency responders to arrive at the scene of an emergency, the less successful they will be in protecting lives and property. The national response-time standard calls for an average five minute response, 90% of the time.

**How are we doing?** Response times are reported on a calendar year basis, and the average for 2007 was 12 minutes. This surpassed both the 13-minute target and performance levels from prior years. An improved data analysis method was used this year for the first time, which could partially account for the differences. The national standard for first on scene is five-minutes. While this is an admirable goal, it is based on the response capabilities of urban fire departments and is unrealistic for rural areas such as ours, with fewer resources and longer response distances. Challenges faced by all-volunteer stations, including recruiting, training and retaining volunteers, impact these stations as well, especially during periods when professional staff are off duty. Benchmark data is not available at this time but should be available when the County Fire Protection Master Plan is complete, expected in FY 08-09.

**3. Performance Measure: Average time elapsed from receiving a request for assistance until the first unit arrives on scene – stations with full-time staffing (Airport, Avila Valley, Heritage Ranch, Meridian, Nipomo, Nipomo Mesa, Parkhill, and Paso Robles).**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|

|              |            |            |            |            |           |            |
|--------------|------------|------------|------------|------------|-----------|------------|
| 10.5 minutes | 10 minutes | 10 minutes | 10 minutes | 10 minutes | 9 minutes | 10 minutes |
|--------------|------------|------------|------------|------------|-----------|------------|

**What:** This measure evaluates the Department's ability to provide assistance in a timely manner, from stations staffed with a combination of professional firefighters working 24 hours a day, seven days a week, and volunteers.

**Why:** Research has shown that the longer it takes emergency responders to arrive at the scene of an emergency, the less successful they will be in protecting lives and property. The national response-time standard calls for an average five minute response, 90% of the time.

**How are we doing?** Response times are reported on a calendar year basis, and the average for 2007 was 9 minutes. This surpassed both the 10-minute target and performance levels from prior years. An improved data analysis method was used this year for the first time, which could partially account for the differences. The national standard for first on scene is five-minutes. While this is an admirable goal, it is based on the response capabilities of urban fire departments and is unrealistic for rural areas such as ours, with fewer resources and longer response distances. Challenges faced by all-volunteer stations, including recruiting, training and retaining volunteers, impact these stations as well, in circumstances such as when professional staff from a station are already committed to an incident and the station receives a second call and only volunteers are available to respond.

**Department Goal:** Protect lives, property and the environment at levels which meet or exceed nationally-recognized standards.

**Communitywide Result Link:** A safe community, A healthy community.

**4. Performance Measure: Annual fire-related property loss per thousand population, averaged over five years.**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted         | 07-08<br>Actual<br>Results | 08-09<br>Target          |
|----------------------------|----------------------------|----------------------------|----------------------------|--------------------------|----------------------------|--------------------------|
| \$33,600                   | \$42,663                   | \$28,000                   | \$34,006                   | No more than<br>\$30,000 | \$39,245                   | No more than<br>\$30,000 |

**What:** This measure evaluates the Department's ability to protect property, one of its primary missions. Losses from structure, vehicle, and wildland fires occurring in County Fire jurisdictions are included in the calculation. Population numbers used are for County Fire jurisdictions only. The Department's Fire Prevention Bureau maintains records of fire-related property loss. In prior years FY 03-04 through FY 06-07, actual results performance is portrayed for that year only rather than reflecting a 5-year average. However, because a single large incident could dramatically increase the results, we determined that using a rolling 5- year average would better reflect the trends of property loss. We have now changed the year to year reporting approach and will report a 5-year average for the 07-08 projected results as well as targets for future years.

**Why:** Reducing property losses from fires, through effective public education, planning and fire suppression, enhances the safety and health of the community.

**How are we doing?** Fire losses are reported on an annual basis. For this measure, our five-year average for 2003 through 2007 was \$39,245 in property losses per thousand population. Fire loss details include: 48 vehicle fires, \$294,600 losses; two vegetation fires, \$15,000 losses; 31 structure fires, \$4,635,000 losses; and, 14 other fires, \$348,530 losses. Nine of the structure fires resulted in total losses, while 22 resulted in partial losses. While this number was significantly above the target of no more than \$30,000, it is indicative of a nationwide increase of nearly 5% from 2005 to 2006. In addition, with escalating property values there is a tendency for property losses to increase over previous years, even if the number and size of fires has decreased. We believe that public education efforts by the Department and the Fire Safe Council will result in improved fire prevention, and newly-adopted residential sprinkler codes will reduce the impact of fires, including reducing property losses.

**5. Performance Measure: Annual fire-related deaths per ten thousand population, averaged over five years.**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| 0.125                      | 0                          | 0.125                      | 0.223                      | 0                | 0.116                      | 0               |

**What:** This measure evaluates the Department's ability to protect lives, one of its primary missions. Losses from structure, vehicle, and wildland fires occurring in County Fire jurisdictions are included in the calculation. The Department's Fire Prevention Bureau maintains records of fire-related deaths. Population numbers used are for County Fire jurisdictions only and are calculated from countywide data from the State Department of Finance and fire district data from the Local Agency Formation Commission. In prior years FY 03-04 through FY 06-07 actual results, performance is portrayed for that year only rather than reflecting a 5-year average. However, because a single large incident could dramatically increase the results, we determined that using a rolling 5 year average would better reflect the trends of property loss. We have now changed the year to year reporting approach and will report a 5-year average for the 07-08 projected results as well as targets for future years.

**Why:** Reducing deaths caused by fires, through effective public education, planning and fire suppression, enhances the safety and health of the community.

**How are we doing** Fire deaths are reported on an annual basis. For this measure, our five-year average for 2003 through 2007 was 0.116 deaths per ten thousand population. There was, in fact, only one fire-related death in the department's jurisdiction during 2007. On a national level, fire-related deaths over the five year period ending with 2006 averaged 0.123 per ten thousand population. We believe that public education efforts by the Department and the Fire Safe Council will result in improved fire prevention, and newly-adopted residential sprinkler codes will reduce the impact of fires, including reducing deaths. Regardless of statistics and past history, our goal in this measure will always be zero fire-related deaths.

**6. Performance Measure: Percentage of commercial buildings with pre-fire plans completed.**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| New Measure                | New Measure                | New Measure                | New Measure                | New Measure      | New Measure                | 70%             |

**What:** This measure evaluates the Department's efforts to prepare operational plans for fighting fires in commercial buildings within the County Fire jurisdictional area.

**Why:** Pre-fire plans give firefighters the opportunity to consider the best methods for fighting fires if and when they actually occur. Emphasis is placed on commercial buildings, due to the additional hazard they entail, including multiple stories, large interior spaces, hazardous materials, and others.

**How are we doing?** Although this was not a performance measure for FY 2007-08, the Department has developed pre-fire plans for commercial buildings for many years. FY 2008-09 will be the first year in which completion of these plans is a performance measure. We currently estimate that approximately 60% of these plans have been completed. Ideally, we would have a 90% or higher completion rate. It may actually take several years to achieve that rate, with incremental progress each year.

**Department Goal:** Conduct all Department activities in an efficient, cost-effective and responsible manner.

**Communitywide Result Link:** A well-governed community.

**7. Performance Measure: Number of full-time emergency responders per thousand population.**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| 0.9                        | .075                       | 0.75                       | 0.82                       | 0.75             | 0.80                       | 0.75            |

**What:** This measure evaluates the number of staff members in the Department providing emergency response services, for every 1,000 residents. The number of residents is calculated for County Fire jurisdictions only.

**Why:** The number of emergency responders per thousand population is an indicator of two things: 1) the Department's ability to deliver services to the community, and 2) the efficiency with which those services are delivered.

**How are we doing?** For FY 2007-08, the department utilized 73.5 full-time equivalent emergency responders, for a rate of 0.80 per thousand population. Nationally-recognized standards identify 1.0 to 1.5 firefighters per thousand population as the optimum staffing level for a community such as ours. In 2006, the National Fire Protection Association estimated that there were 1.06 career firefighters per thousand population. With the growth of the community and increasing demands for service, it will be necessary to address Department staffing levels which are significantly below both the standard and the national average. Benchmark data is not available at this time but should be available when the County Fire Protection Master Plan is complete, expected in FY 0809

**8. Performance Measure: Annual cost to fund department operating expenditures, on a per capita basis.**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target       |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------------|
| N/A                        | N/A                        | N/A                        | \$140.98                   | N/A              | \$158.16                   | No more than \$175.00 |

**What:** This measure evaluates what it costs the Department to operate, in terms of total cost, on a per resident basis. The number of residents is calculated for County Fire jurisdictions only. Capital Outlay costs are not included

**Why:** The Department is committed to fulfilling its mission in an efficient and cost-effective manner, providing maximum value per tax dollar.

**How are we doing?** FY 2008-09 will be the first year in which this performance measure is used. For 06-07, the actual result was \$140.98, and for 07-08, the actual result was \$158.16. The targeted amount of \$175.00 provides for increases which may be necessary. Again, the Fire Protection Master Plan should give us good comparison data to use in establishing future targets.

**9. Performance Measure: Percentage of annual Department expenditures funded from sources other than the County General Fund.**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target  |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|------------------|
| N/A                        | N/A                        | N/A                        | 38%                        | N/A              | 37%                        | No less than 25% |

**What:** This measure evaluates what the Department's ability to fund operations from sources other than the General Fund. These sources include, among others, grants, reimbursements for responses to other jurisdictions, and planning and development fees.

**Why:** The Department is committed to fulfilling it's mission in an efficient and cost-effective manner, providing maximum value per tax dollar.

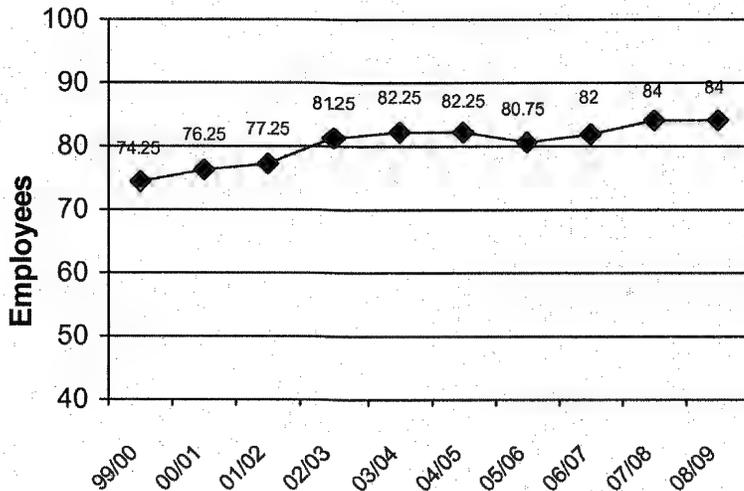
**How are we doing?** FY 08-09 will be the first year in which this performance measure is used. For 06-07, the actual result was 38% and for FY 07-08, the actual result was 37%. Non-General Fund revenues come in the form of federal grants and reimbursements for fire fighting activities, among others. Specific types and amounts of revenues are subject to significant changes from year to year, so the 25% target has been set well below actual and projected performance levels.

**MISSION STATEMENT**

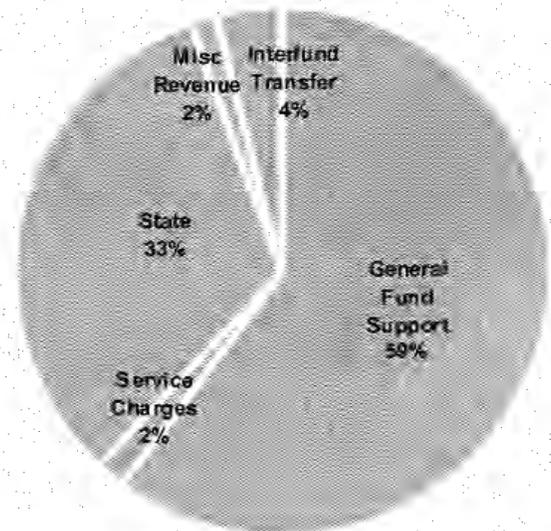
Our mission is to bring justice and safety to our community by aggressively and fairly prosecuting crime and protecting the rights of victims.

| Financial Summary             | 2006-07       | 2007-08       | 2008-09       | 2008-09       | 2008-09       |
|-------------------------------|---------------|---------------|---------------|---------------|---------------|
|                               | Actual        | Actual        | Requested     | Recommended   | Adopted       |
| Revenues                      | \$ 4,316,374  | \$ 4,332,755  | \$ 4,832,988  | \$ 4,792,988  | \$ 4,792,988  |
| Salary and Benefits           | 10,228,192    | 11,621,052    | 11,720,943    | 11,691,156    | 11,691,156    |
| Services and Supplies         | 1,243,177     | 1,263,660     | 1,318,746     | 1,317,704     | 1,317,704     |
| Other Charges                 | 0             | 40,000        | 0             | 0             | 0             |
| Fixed Assets                  | 10,374        | 18,396        | 28,000        | 28,000        | 28,000        |
| **Gross Expenditures          | \$ 11,481,743 | \$ 12,943,108 | \$ 13,067,689 | \$ 13,036,860 | \$ 13,036,860 |
| Less Intrafund Transfers      | 448,112       | 501,545       | 421,461       | 421,461       | 421,461       |
| **Net Expenditures            | \$ 11,033,631 | \$ 12,441,563 | \$ 12,646,228 | \$ 12,615,399 | \$ 12,615,399 |
| General Fund Support (G.F.S.) | \$ 6,717,257  | \$ 8,108,808  | \$ 7,813,240  | \$ 7,822,411  | \$ 7,822,411  |

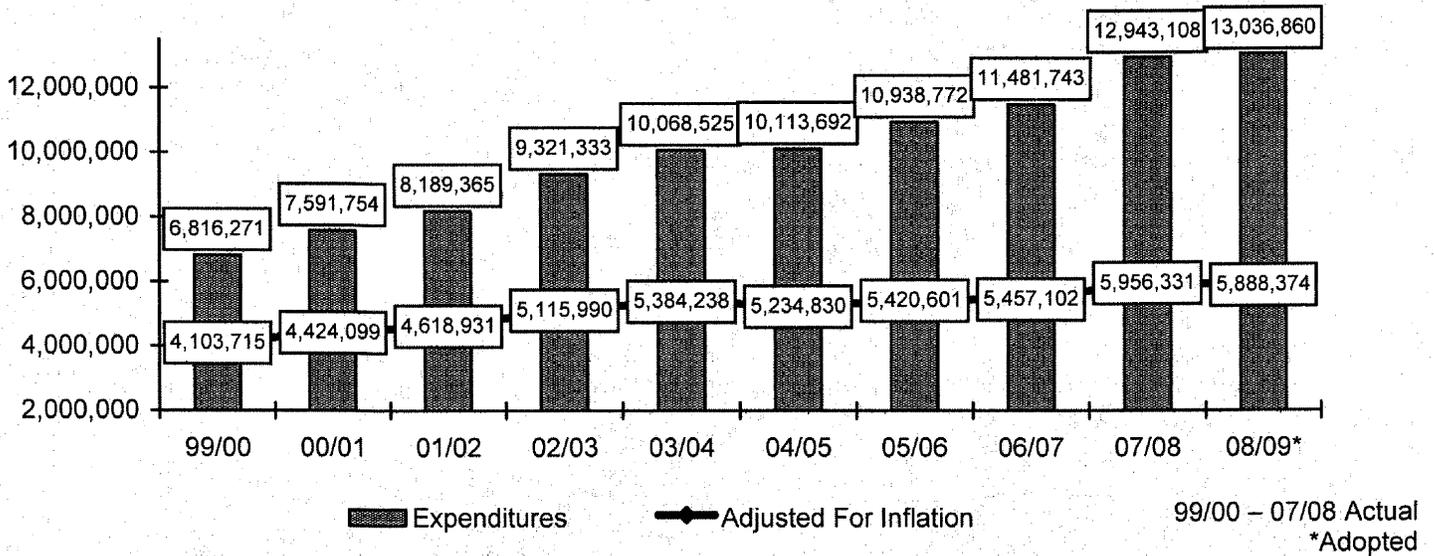
**Number of Employees**  
(Full Time Equivalent)



**Source of Funds**



**10 Year Expenditures Adjusted For Inflation**



**SERVICE PROGRAMS**

**Administration**

To provide overall policy development, program supervision, fiscal and personnel administration, automation management and community relations.

Total Expenditures: \$1,260,323 Total Staffing (FTE): 7.0

**Consumer/Environmental**

To investigate and pursue legal remedies to resolve consumer and environmental complaints.

Total Expenditures: \$ 980,252 Total Staffing (FTE): 8.0

**Victim-Witness**

To assist victims with recovery from crimes and coordinate witness appearances in court.

See Fund Center 133 - Victim-Witness

**Prosecutions**

To review, file, investigate and prosecute felony, misdemeanor and juvenile criminal violations in a vigorous, efficient, just and ethical manner.

Total Expenditures: \$ 10,796,285 Total Staffing (FTE): 69.0

**DEPARTMENT COMMENTS**

A. Current Year Accomplishments:

1. **Customer Service**

- a. Consolidated all Victim/Witness services on the third floor of Courthouse Annex to improve access to victims/witnesses and increase efficiency in service delivery.
- b. Reorganized phone duties improving faster service to members of public entering office lobby

2. **Internal Business Improvements**

- a. Reorganized administrative staff supervision by adding an additional Chief Deputy District Attorney (for a total of two) which has increased oversight of District Attorney staff, improved supervisor/employee ratio and will increase oversight of office expenses.
- b. Increased use of document imaging technology, thus reducing need for storage space and improved speed and efficiency of document retrieval.
- c. Continued joint participation in the Information Technology Directors Committee for the California District Attorneys' Association and the Information Technology project manager of the County's Criminal Justice Information Services Middleware Project.

3. **Finance**

- a. Secured additional grant funding for a total of \$198,135, including \$188,000 in federal funds for our Case Records Management System replacement through Board approved "federal affairs agenda" in conjunction with county lobbyist, The Ferguson Group, and a \$10,135 grant from the Central Coast Funds for Children for a victim waiting area.
- b. Streamlined office supply orders and reduced expenses by eliminating pagers and other non-essential equipment.

4. **Learning and Growth**

Identified critical positions and ensured that these positions have a back-up person cross-trained in the critical position duties.

**B. Proposed Accomplishments and Results and the Major Focus for Next Year:**

1. **Customer Service**

- a. Initiate the implementation of an Anti-Gang Coordinating Commission to provide county citizens, the Board of Supervisors and our criminal justice partners with a more detailed view and understanding of gang-related crime and its dynamics and development in SLO County, as well as aggressively prosecute gang-related crime despite diminished budgetary and personnel resources.
- b. Provide automated filing of requested criminal complaints from criminal justice partners/police agencies by laser fiche to streamline the complaint filing process.
- c. Improve waiting area for victims of sexual assault and their families through grant funds from the Central Coast Funds for Children.

2. **Internal Business Improvements**

Secure additional equipment /copies and office supplies to provide additional laser fiche automated filing capability described in B(1)(b) above.

3. **Finance**

Research new funding sources and apply for grants to supplement prosecution and investigation resources.

4. **Learning and Growth**

- a. Formalize our training programs to ensure that training complies with department goals by bringing to our office State and Nationally recognized experts in various areas of prosecution, to teach courses for which MCLE (Mandatory Continuing Legal Education) is available. (e.g. CDAA Traffic Safety Resource Prosecutor Program for 2 day training in D.U.I. and Vehicular Homicide Prosecution; Gang Prosecution Training by L.A. District Attorney Gang Prosecution Unit; Domestic Violence Prosecution Training by CDAA Prosecution Trainer of the Year.)
- b. Form training teams to provide specific training to attorneys and investigators on topics such as legislative updates and other legal issues.

**COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS**

The recommended budget for the District Attorney's Office includes an expense increase of \$895,253 (7%) and a recommended revenue increase of \$386,705 (8%) as compared to the FY 2007-08 Adopted Budget amounts. The General Fund support for this budget provides 59% of the financing for the District Attorney's office operation and is recommended to increase \$508,548 (6%) compared to the FY 2007-08 Adopted Budget.

Salary and benefit accounts are recommended to increase by \$790,063 (7%) more than the FY 2007-08 Adopted Budget amounts and include prevailing wage increases for all staff (including a 6.34% increase "placeholder" amount for the Deputy District Attorneys (DDAs), whose bargaining unit has not yet completed labor contract negotiations.) The recommended budget amount for salaries and benefits reflects \$243,933 (approximately 2%)

in salary savings that were not included in the department's Status Quo budget request. These salary savings will help reduce the General Fund support required for this budget. The department indicates that the salary savings generated by employees on leave or positions left vacant will increase workload for remaining staff and could effect the continuity and consistency of case management and present challenges in coordinating the filling of calendar vacancies. These negative impacts, however, are manageable in the short term.

Service and supply accounts are recommended to increase by \$39,052 (3%) as compared to the FY 2007-08 Adopted Budget. The primary increases in expenses in this category are related to Jury and Witness expenses (increasing 20%, or \$6,000), higher costs to draw blood for Driving Under the Influence cases (increasing 23% or \$13,000) and office expenses, which are running higher than the amount budgeted in the current year and are recommended to increase 27% (\$26,044). Other accounts are declining, helping to offset some of these increases.

Recommended Fixed Assets include two replacement copiers for a total of \$28,000.

The increase in recommended revenues is primarily driven by: SB 90 reimbursements (increasing \$117,832 or 75%); state reimbursements for cases related to Atascadero State Hospital and California Men's Colony inmates (increasing \$84,000 or 32%) and state grant funding that had not been included in the FY 2007-08 Adopted Budget including the Sexual Assault Felony Enforcement grant for \$55,282 and the Central Coast Funds for Children grant for \$10,135. Funding from the Proposition 172 revenues (the ½ cent sales tax dedicated to funding public safety) is recommended to decline by \$151,890 (5%) compared to the FY 2007-08 Adopted Budget, thus reducing the overall increase in revenue expected in the recommended budget.

The budget requested by the District Attorney also included two FTE Deputy District Attorney III positions, one to be dedicated to the prosecution of criminal gang-members, and the other one to staff the new courtroom that will be established with the construction of the new Paso Robles courthouse. These two positions, which would be fully funded with General Fund, dollars are not recommended, due to the fiscal constraints the County faces. Rather than add new resources it is recommended that the District Attorney reallocate existing resources, as needed, to meet priority needs in achieving the mission of the department.

In addition, the department requested one FTE District Attorney Investigator dedicated to assist and collaborate with law enforcement agencies on "cold hit" cases (using DNA evidence), to be funded with a federal grant. This position is not included in the recommended budget given that the federal grant has not yet been approved for our County. It is suggested that this request be considered by the Board mid year if the grant is approved.

Finally, the department requested a new copy machine and associated supplies to meet the increased demand for photocopies now that local law enforcement agencies are taking advantage of the new automated laser fiche system to file requests for criminal complaints and all in-custody complaints. (Hard copies of documents are still needed in court.) This machine was to be revenue offset but the details of how that revenue will be charged and collected have not been worked out with these agencies. Once these arrangements have been agreed to, this request can be re-considered by the Board mid year.

**BUDGET AUGMENTATION REQUESTS RECOMMENDED**

None

**BUDGET AUGMENTATION REQUESTS NOT RECOMMENDED**

| <b>Unit Amount</b>                                  | <b>Description</b>  | <b>Results</b>   |
|---|---|--|
| Gross: \$114,594<br>General Fund support: \$114,594 | One Deputy District Attorney to prosecute gang-related crime  | To enhance the proactive approach to deterring gang criminal activity in our county by aggressively prosecuting members of criminal street gangs who have taken life or property in violation of the law, for their own benefit. |
| Gross: \$114,594<br>General Fund support: \$114,594 | One Deputy District Attorney to staff the additional San Luis Obispo court room. (One additional criminal court room may be added to the San Luis | Contribute to a safer and better governed community by ensuring that the District Attorney is in compliance with its constitutional  |

|   |  |   |
|---|--|---|
|   | Obispo court and many civil cases shift to the new Paso Robles courthouse beginning in August 2008.)                       | and statutory duties to appear in court and enforce state and local laws.   |
| Gross: \$201,644<br>General Fund support: \$0 | One District Attorney Investigator to assist and collaborate with law enforcement agencies on cold hit cases.              | <ul style="list-style-type: none"> <li>▪ To provide the consistency and continuity necessary to prosecute cold cases successfully.</li> <li>▪ To hold violent offenders accountable and bring justice, and potentially closure, to victims.</li> <li>▪ Investigation of 15-20 cold cases</li> </ul> |
| Gross: \$18,000<br>General Fund support: \$0  | One photocopier to support the increase in automated local agency filing of criminal complaints and in-custody complaints. | Support the automated complaint filing system which then reduces the time currently required for preparation of criminal complaints.  |

**BOARD ADOPTED CHANGES**

None.

**GOALS AND PERFORMANCE MEASURES**

**Department Goal:** To promote public safety through the efficient and appropriate use of investigations and criminal sanctions so as to deter criminal activity, protect society and punish criminal conduct.

**Communitywide Result Link:** A safe community.

**1. Performance Measure: The annual California Crime Index (CCI)**

| 03-04<br>Actual<br>Results                           | 04-05<br>Actual<br>Results                             | 05-06<br>Actual<br>Results                             | 06-07<br>Actual<br>Results | 07-08<br>Adopted                                     | 07-08<br>Actual<br>Results | 08-09<br>Target                                   |
|--|--|--|----------------------------|--|----------------------------|---|
| 1057-County<br>CCI; 1890<br>statewide<br>average CCI | 1112 – County<br>CCI; 1947<br>statewide<br>average CCI | 1124 – County<br>CCI; 1932<br>statewide<br>average CCI | Not available              | Remain well<br>below the<br>statewide<br>average CCI | Not available              | Remain well below<br>the statewide<br>average CCI |

**What:** The CCI reflects the number of serious crimes in the county per 100,000 population. Beginning in calendar year 2003, the Department of Justice included Grand Theft within the CCI. For comparison purposes to previous years, Grand Theft has been removed from calculations. A lower crime rate reflects the District Attorney's prosecutorial effectiveness.

**Why:** To compare our county's serious crime rate with that of other California counties.

**How are we doing?** San Luis Obispo County ranks among the lowest of the 58 counties in the state for serious crime. Final CCI statistics for FY 2006-07 have not yet been developed by the Department of Justice. San Luis Obispo County's adjusted CCI is 1,124 serious crimes per 100,000 population. The statewide adjusted CCI is 1,932 serious crimes per 100,000 population. In the last three years reported, San Luis Obispo County has been among the four lowest crime rate counties reported in the state. Most recently we ranked third lowest. The actual crime rate, as it applies to crimes committed against citizens of our county, is even lower given that the ranking includes crimes committed at the California Men's Colony, the Atascadero State Hospital and the El Paso de Robles Youth Correctional Facility.

**Department Goal:** To maximize the efficient utilization of Criminal Justice System resources by promptly and effectively handling cases.

**Communitywide Result Link:** A safe community; a well-governed community.

**2. Performance Measure: Percentage of misdemeanor cases brought to final disposition within 90 days of arraignment.**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| 98%                        | 94%                        | 92%                        | 94%                        | 96%              | Pending                    | 96%             |

**What:** The percentage of the approximately 16,000 annual misdemeanor criminal cases which are brought to a final disposition within 90 days of arraignment as tracked by the "90-day case aging" report generated by the District Attorney's Office and the Court.

**Why:** To determine prosecution workload efficiency.

**How are we doing?** The vast majority of misdemeanor cases are tried in a timely fashion, serving the interests of justice, victims and

witnesses. The court calendaring changes have impacted workload efficiency. Misdemeanor cases, previously prosecuted exclusively in 3 misdemeanor trial courts, are now assigned to 6 courts which share both felony and misdemeanor responsibilities. Felony cases usually take precedence over misdemeanor cases on the calendar resulting in an increase in the number of misdemeanor cases that are brought to disposition after 90 days. Despite the change in court calendaring our percentage is still higher than the state's 91% average.

**Department Goal:** Continue to enhance law enforcement collaborative investigation efforts and communications.

**Communitywide Result Link:** A safe community; a well-governed community.

**3. Performance Measure: Number of established cooperative efforts and standardized communication methods with law enforcement.**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| 11                         | 11                         | 11                         | 12                         | 12 or more       | 12 or more                 | 12 or more      |

**What:** Pooling of investigative resources and use of technologically advanced methods of communication between agencies which provides seamless collaboration and countywide leadership. Additionally, cooperative efforts have produced outside law enforcement funding by way of state and federal grants. (See below.)

**Why:** Successful multi-agency investigations qualified the District Attorney for State and Federal funding, and inter-agency communications provides a state leadership role in technological innovation.

**How are we doing?** State and federal grants and subsidies have been obtained through District Attorney and other law enforcement agency collaboration efforts involving:

- |                                   |                                      |                                    |                                 |
|-----------------------------------|--------------------------------------|------------------------------------|---------------------------------|
| 1. Gang Task Force                | 2. Elder Abuse Task Force            | 3. Environmental Crimes Task Force | 13. Anti Gang Coord. Commission |
| 4. Narcotics Task Force           | 5. Child Abduction Investigation Prg | 6. Worker's Compensation Fraud     |                                 |
| 7. Sexual Offender Mgt Task Force | 8. Domestic Violence Task Force      | 9. Central Valley Rural Crimes     |                                 |
| 10. High Tech Task Force          | 11. DUI Task Force                   | 12. Auto Insurance Fraud Program   |                                 |

**Department Goal:** To promote a community approach to juvenile crime which blends the effective use of treatment or diversion programs with the appropriate use of criminal sanctions so as to rehabilitate the juvenile and deter criminal activity.

**Communitywide Result Link:** A safe community

**4. Performance Measure: Number of juvenile criminal prosecution petitions reviewed and filed annually.**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| 733                        | 711                        | 748                        | 731                        | Less than 800    | 622                        | 750             |

**What:** This measures the number of new juvenile criminal petitions filed with the Superior Court per year. A juvenile petition is defined as a Superior Court document charging an individual under 18 years of age with criminal offenses enumerated within the standard California codes (such as the Penal Code and Health & Safety Code).

**Why:** This measure is important to track as it represents the more serious juvenile criminal activity within the county; i.e., cases which cannot be handled through probation diversion programs.

**How are we doing?** The number of juvenile prosecutions remained below 800 since fiscal year 2001-02. This is due in large part to juvenile diversion programs that the District Attorney participates in jointly, with local police agencies, which are designed to identify, divert and rehabilitate juvenile offenders before their crimes reach the level requiring a criminal petition.

**Department Goal:** To provide services to victims who receive bad checks so that they may promptly recover restitution for non-sufficient funds (NSF) checks, and to victims of other consumer fraud and environmental crime.

**Communitywide Result Link:** A safe community; a prosperous community.

**5. Performance Measure: Bad check recovery ratio and recovery totals.**

| 03-04<br>Actual<br>Results                  | 04-05<br>Actual<br>Results                        | 05-06<br>Actual<br>Results                             | 06-07<br>Actual<br>Results                    | 07-08<br>Adopted                                       | 07-08<br>Actual<br>Results                             | 08-09<br>Target  |
|---|---|--|---|--|--|--|
| 65% and \$359,885<br>restitution to victims | 65% and<br>\$372,262<br>restitution to<br>victims | 65% and over<br>\$449,399<br>restitution to<br>victims | 65%<br>\$442,576<br>restitution to<br>victims | 65% and over<br>\$400,000<br>restitution to<br>victims | 75% and over<br>\$675,000<br>restitution to<br>victims | 65% and over<br>\$400,000<br>restitution to<br>victims |

**What:** Percentage of recovery on bad check cases processed by the Bad Check Unit and the amount of restitution recovered.

**Why:** The higher the collection percentage and amount of restitution recovered, the more effective the program.

**How are we doing?** Because of administrative fees charged to the bad check writer, the program costs are substantially covered by the administrative fees. Collections exceeded traditional private agency rates, which range from 35 to 55%, at no cost to the victim. Our county's results are better than the results in comparable counties (e.g. Kern County and Fresno County, which report recovery rates of 60% and 54%, respectively.) Other counties have modeled their District Attorney Bad Check Programs after San Luis Obispo County's program.

| <b>6. Performance Measure: Average restitution recovery period from case opening.</b>   |                            |                            |                            |                  |                            |                 |
|---|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| 03-04<br>Actual<br>Results  | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
| 60 days   | 60 days                    | 60 days                    | 60 days                    | 60 days          | 75 days                    | 60 days         |
| <p><b>What:</b> The average number of business days required to recover restitution for victims of bad check crime.</p> <p><b>Why:</b> The more rapid the case initiation and restitution recovery, the more prosperous and safe the community.</p> <p><b>How are we doing?</b> The Bad Check Division initiates cases involving approximately 7,000 checks per year, with an average case opening period of four (4) days and an average restitution recovery period of seventy-five (75) days. Although the recovery period has been extended an average of 15 days per case, the minimal increase of 15 days has resulted in 10% increase in percentage recovered and a 60% increase in total funds recovered. Our results again, are better than the results in other counties (e.g. Kern County and Fresno County which each report average restitution recovery periods of up to six months.)</p> |                            |                            |                            |                  |                            |                 |

**Department Goal:** Assisting victims to recover from the aftermath of crime and minimizing the inconvenience to witnesses involved in the criminal justice system.

**Communitywide Result Link:** A safe community; a healthy community.

**7. Performance Measure:** The annual number of direct, coordinated services to victims and the coordination of subpoenaed witnesses.

| 03-04<br>Actual<br>Results  | 04-05<br>Actual<br>Results  | 05-06<br>Actual<br>Results  | 06-07<br>Actual<br>Results  | 07-08<br>Adopted  | 07-08<br>Actual<br>Results | 08-09<br>Target  |
|---|---|---|---|---|----------------------------|--|
| 2981 victims;<br>11,350<br>subpoenaed<br>witness court<br>appearances | 3348 victims;<br>10,434<br>subpoenaed<br>witness court<br>appearances | 3527 victims;<br>10,835<br>subpoenaed<br>witness court<br>appearances | 3405 victims;<br>10,180<br>subpoenaed<br>witness court<br>appearances | 3200 victims;<br>11,000<br>subpoenaed<br>witness court<br>appearances | Pending                    | 3200 victims<br>11,000<br>subpoenaed<br>witness court<br>appearances |

**What:** The number of crime victims served by the Victim Witness Division and the number of subpoenaed witnesses notified.

**Why:** Notification and coordination of, and assistance to, witnesses and crime victims regarding the criminal justice system enhances public safety.

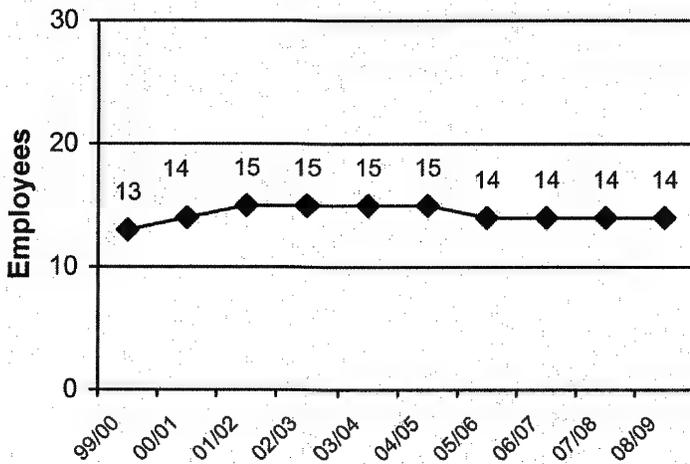
**How are we doing?** We are consistently meeting and exceeding our targets. Please see Fund Center 133, District Attorney Victim/Witness Division, for other goals and performance measures incorporated herein by reference. The coordination of subpoenaed witnesses allows for more efficient use of prosecution, court and defense staff in that court cases are heard at the time scheduled and not delayed to the absence of essential witnesses. Victim Witness confirms receipt of mailed subpoenas which saves thousands of dollars in staff costs that would otherwise be required to personally serve subpoenas.

**MISSION STATEMENT**

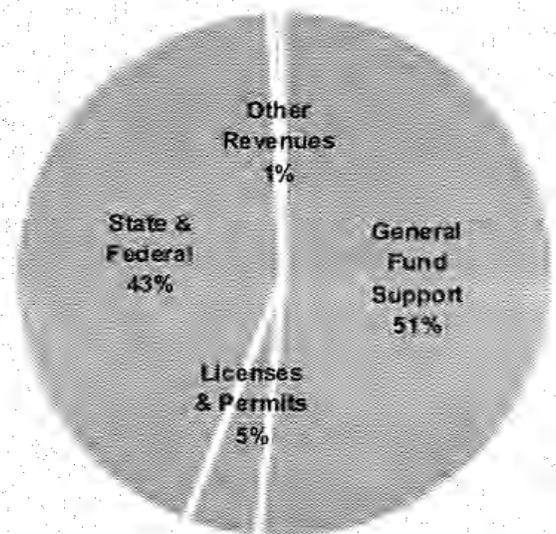
To assist victims of crime and their families by providing crisis and support services including information, notification and restitution assistance and to minimize the inconvenience and cost to civilian and officer witnesses by providing court information updates and travel assistance.

|                               | 2006-07       | 2007-08       | 2008-09          | 2008-09            | 2008-09        |
|-------------------------------|---------------|---------------|------------------|--------------------|----------------|
| <u>Financial Summary</u>      | <u>Actual</u> | <u>Actual</u> | <u>Requested</u> | <u>Recommended</u> | <u>Adopted</u> |
| Revenues                      | \$ 627,979    | \$ 609,755    | \$ 605,003       | \$ 614,003         | \$ 614,003     |
| Salary and Benefits           | 1,010,088     | 1,081,757     | 1,115,139        | 1,109,115          | 1,109,115      |
| Services and Supplies         | 153,469       | 155,902       | 164,472          | 155,826            | 155,826        |
| Fixed Assets                  | 10,811        | 0             | 0                | 0                  | 0              |
| **Gross Expenditures          | \$ 1,174,368  | \$ 1,237,659  | \$ 1,279,611     | \$ 1,264,941       | \$ 1,264,941   |
| Less Intrafund Transfers      | 0             | 13,000        | 0                | 0                  | 0              |
| **Net Expenditures            | \$ 1,174,368  | \$ 1,224,659  | \$ 1,279,611     | \$ 1,264,941       | \$ 1,264,941   |
| General Fund Support (G.F.S.) | \$ 546,389    | \$ 614,904    | \$ 674,608       | \$ 650,938         | \$ 650,938     |

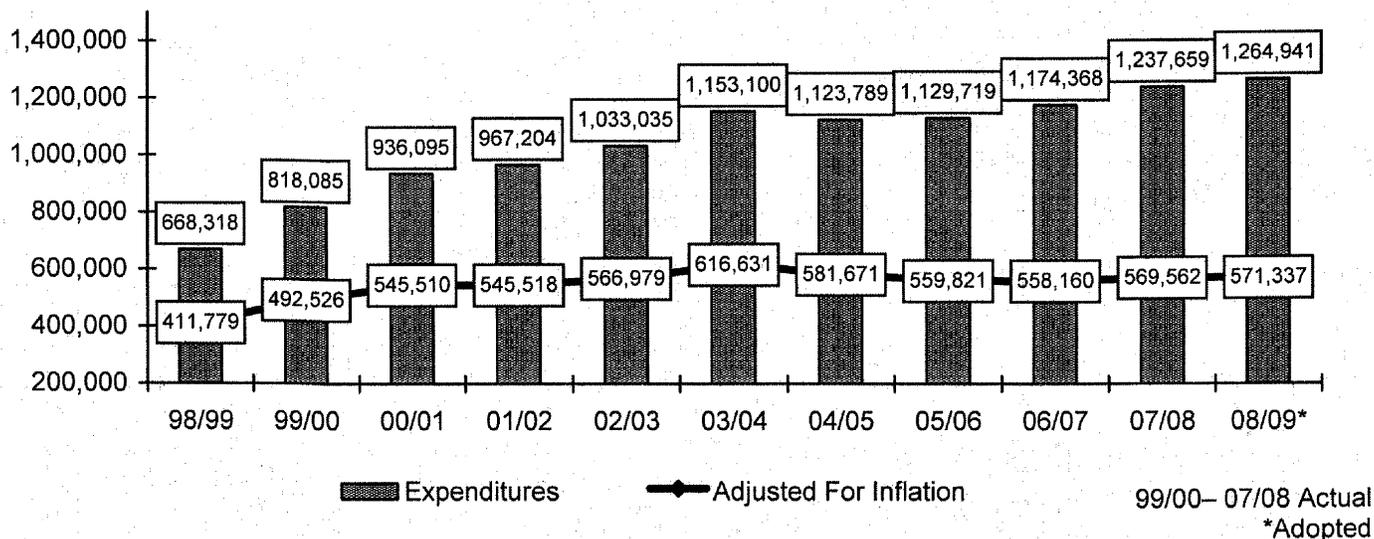
**Number of Employees**  
(Full Time Equivalent)



**Source of Funds**



### 10 Year Expenditures Adjusted For Inflation



#### SERVICE PROGRAMS

##### Victim Assistance

Review police reports and respond to law enforcement and other requests to assist victims of crime; provide services including, but not limited to, crisis counseling, emergency needs, case information/status, and court escort; assist victims in recovering crime-related losses through assistance with state compensation claims and court-ordered restitution.

Total Expenditures: \$1,011,953 Total Staffing (FTE): 11.0

##### Witness Assistance

Provide services to civilian and law enforcement witnesses to support the successful prosecution of cases and to reduce unnecessary court appearances. Services include, but are not limited to, witness check-in, case status information, on-call notification (if the case proceeds) and call-off notification (if there is a change in the court calendar or other reason the witness does not need to appear), court escort and orientation, transportation and accommodation assistance.

Total Expenditures: \$252,988 Total Staffing (FTE): 3.0

#### DEPARTMENT COMMENTS

- 1) Current year accomplishments (FY2007-2008):
  - a. Customer Service
    - i. Final phase of the office consolidation was completed, resulting in improved internal communications, supervision and efficiency.
      1. New space includes a larger public lobby and secure waiting area for victims in sensitive cases.
      2. Standardized letters to victims were adopted for initial outreach to victims and for cases rejected by the DA.
  - b. Internal Business Improvements
    - i. Written procedures were adopted to improve consistency with victim outreach.
    - ii. Written criteria were adopted for the Victim Emergency Fund.
  - c. Finance
    - i. Volunteers and interns donate 1400 work hours per year, assisting with witness coordination, elder abuse cases and property crime.
    - ii. A donation by a local charity to the Victim Emergency Fund provides monies for the material emergency needs of victims.

- d. Learning and Growth
  - i. A special grant funded through the Adult Services Policy Council is developing a training project, including a DVD, for first responders and support agencies on the 2007 protocol for incidents involving elderly and dependent adults.
  - ii. Advocates completed 171 hours of training in the first half of the year, with more training, including local, "in-house training" planned for the second half.
  - iii. Staff members and a supervisor assigned to the Claims Unit received training on a new state computer system; a staff member will complete verification training this year.
  - iv. Collaboration with other local victim service providers is planned for Victims' Rights Week in April, including hosting an awards luncheon and participation in an awareness fair.

2) Proposed Accomplishments and Results and the Major Focus for the Next Year (FY 2008-2009):

- a. Customer Service
  - i. Availability of a second conference room in Rm. 384 will enhance victim and witness meeting space options, especially for DA cases involving multiple victims, family members and witnesses.
  - ii. Installation of a public address system will improve intra-office communication and evacuation procedures.
- b. Internal Business Improvements
  - i. Further modifications to the automated victim tracking system will improve the accuracy of data for state reports and provide analysis of service efficiencies and challenges.
- c. Finance
  - i. Cal Poly Intern Program will provide ongoing volunteer labor.
- d. Learning and Growth
  - i. Regularly scheduled in-house trainings are planned for staff development.

### **COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS**

Overall, revenues are recommended to increase \$28,000 (4%) compared to the FY 2007-08 Adopted Budget. This increase is primarily due to an \$18,000 (150%) increase to the amount of reimbursement the department expects for work with victims of crimes associated with California Men's Colony and Atascadero State Hospital inmates, and \$9,000 to be drawn from the Cindy Pinto Victim Trust fund to make emergency payments to victims.

Expenses are recommended to increase by \$51,849 (4%) compared to the FY 2007-08 Adopted Budget. Included in this recommendation is a reduction in the level of expenditures requested by Victim/Witness in their Status Quo budget, in order to reduce the overall impact to the General Fund. Specific reductions recommended include: deferral of personal computer replacements (\$8,133) and a \$6,024 (30%) reduction in temp help used to back up staff assigned to support victims of property crimes.

Recommended salaries and benefits total \$1,109,115, an increase of \$46,233 (4%) over the FY 2007-08 Adopted Budget. The increase in salary and benefit accounts is attributed to prevailing wage increases. The recommended expense in service and supply accounts is \$5,616 (3%) more than FY 2007-08, reflecting the inflationary costs of doing business.

The combination of increased expense and declining revenue results in a \$23,849 (3%) increase in General Fund Support, which is approximately half the increase proposed by the District Attorney's office in their Status Quo budget.

The department requested an additional Victim Witness Coordinator I/II to provide victims services and witness coordination for cases heard at the new Paso Robles Superior Courthouse (expected to be operational in August 2008). Since the budget was submitted, the Superior Court has made the decision that cases heard at the Paso Robles Courthouse will be civil cases, and thus the Victim/Witness Division will not be staffing these courtrooms. As noted below, this requested augmentation was not included in this recommended budget.

### **BUDGET AUGMENTATION REQUESTS RECOMMENDED**

None

**BUDGET AUGMENTATION REQUESTS NOT RECOMMENDED**

| Unit Amount   | Description   | Results   |
|---|---|---|
| Gross: \$52,258<br><br>General Fund support: \$52,258 | One Victim Witness Coordinator I/II to provide victims services and witness coordination for cases heard at the new Paso Robles Superior Courthouse | <ul style="list-style-type: none"> <li>Reduce time lag for outreach to victims by 50%</li> <li>Increase the percentage of civilian witness subpoenas issued by the District Attorney from 95% to 98% (saving service of process costs)</li> </ul> |

**BOARD ADOPTED CHANGES**

None.

**GOALS AND PERFORMANCE MEASURES**

| <b>Department Goal:</b> To reduce the effects of crime on victims, family members, and the community.   |                            |                            |                            |                  |                            |                 |
|---|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| <b>Communitywide Result Link:</b> A safe community; a well-governed community.  |                            |                            |                            |                  |                            |                 |
| <b>1. Performance Measure:</b> In crimes against persons filed by the District Attorney, the percentage of crime victims who are contacted for services within 8 business days of referral to Victim Witness.   |                            |                            |                            |                  |                            |                 |
| 03-04<br>Actual<br>Results  | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
| New Measure   | New Measure                | 76.5%                      | 78%                        | 80%              | 76%                        | 80%             |
| <p><b>What:</b> Victim/Witness advocates provide a wide variety of services to crime victims including information about their legal rights, case information and updates, court escort and support during hearings, assistance with state compensation claims, restraining order assistance and many other services. This measure tracks timeliness of Victim/Witness outreach in cases charged by the District Attorney so that services can be provided and successful prosecutions maximized. Many other victims are assisted in crimes that cannot be charged by the District Attorney for a variety of reasons, including insufficient evidence, no suspect or the crime occurred outside San Luis Obispo County.</p> <p><b>Why:</b> Empirical research supports that prompt intervention and support with crime victims after a crime occurs reduces crime victims' confusion, frustration and emotional trauma and improves the victim's satisfaction with the criminal justice system.</p> <p><b>How are we doing:</b> During FY07-08, Victim/Witness advocates assisted 1625 victims in crimes charged by the District Attorney (compared to 1373 victims the prior year), and 76% of those victims were contacted within the 8 day target for outreach. (100% contact within 8 days is unattainable due to a variety of factors out of our control, such as delayed reports associated with referrals.) There is no industry standard for this service and while some Victim/Witness programs in other counties maintain different target dates for initial victim contact, they do not routinely collect data to measure how effectively that target is achieved.</p> |                            |                            |                            |                  |                            |                 |
| <b>2. Percentage of state resident crime victim compensation claims verified by the Victim/Witness Claims Unit that are approved by the state.</b>  |                            |                            |                            |                  |                            |                 |
| 03-04<br>Actual<br>Results  | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
| New Measure   | New Measure                | 99.6%                      | 99.4%                      | 100%             | Pending                    | 99%             |
| <p><b>What:</b> The Victim/Witness Division contracts with the State Victim Compensation &amp; Government Claims Board to provide claim verification at the local level, thereby expediting claim benefits and improving the prompt repayment of out-of-pocket losses resulting from crime to the victim.</p> <p><b>Why:</b> With the availability of local victim compensation claims verification services, victims have a local contact and the required documentation from local providers is more readily obtained. This results in a higher percentage of claim awards than those verified by the state.</p>  |                            |                            |                            |                  |                            |                 |

**How are we doing?** Last year, San Luis Obispo Victim/Witness had a claim denial rate of .6%---the lowest rate of denial by the state. (The statewide average for denial of claims is 8.27%). This is in part a reflection of the close working relationship between Victim/Witness advocates and personnel assigned to verify claims and the careful screening of crime victims for eligibility. This year's data is not yet available from the state as a new web-based computer system "Cares" was implemented this year and the report with this data will not be available until later this year.

**Department Goal:** To increase the criminal justice efficiency response to crime victims and witnesses.

**Communitywide Result Link:** A safe community; a well-governed community.

**3. Performance Measure: Percentage of civilian witnesses who receive mailed subpoenas and which subpoenas are confirmed by Victim/Witness.**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| 75%                        | 85.25%                     | 77%                        | 95%                        | 85%              | 96%                        | 90%             |

**What:** For a subpoena to have legal effect, it must be personally served or mailed and its receipt confirmed. This measure tracks the percentage of mailed subpoenas that are confirmed by Victim/Witness in an effort to save law enforcement the time and expense of personally serving subpoenas.

**Why:** This demonstrates how cost effectively we confirm the receipt of mailed subpoenas to civilian witnesses. Last year, an estimated \$350,000 was saved by mailing subpoenas and confirming them by telephone rather than delivering those subpoenas in person.

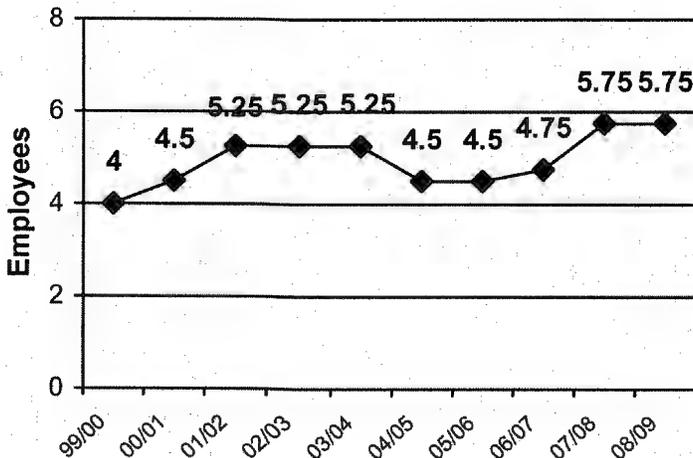
**How are we doing?** For FY07-08, 96% of civilian witnesses who received mailed subpoenas were contacted by Victim/Witness and receipt of the subpoenas was confirmed. 100% confirmation of mailed subpoenas is unattainable due to inaccurate witness contact information on crime reports and witnesses that cannot be located. Our comparison counties do not track this data.

**MISSION STATEMENT**

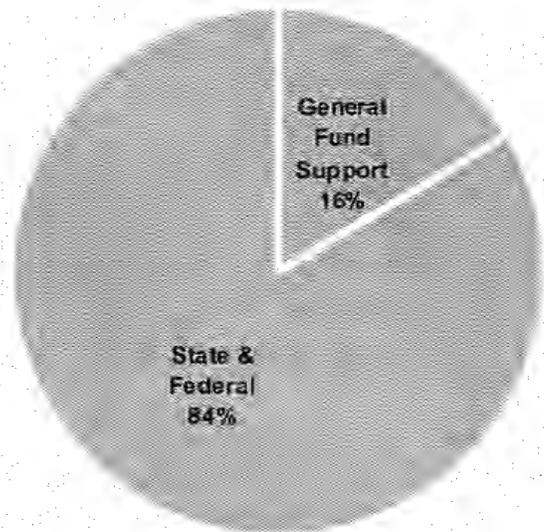
The County Office of Emergency Services is committed to serving the public before, during and after times of emergency and disaster by promoting effective coordination between agencies and encouraging emergency preparedness of the public and organizations involved in emergency response.

| Financial Summary        | 2006-07<br>Actual | 2007-08<br>Actual | 2008-09<br>Requested | 2008-09<br>Recommended | 2008-09<br>Adopted |
|--------------------------|-------------------|-------------------|----------------------|------------------------|--------------------|
| Revenues                 | \$ 756,869        | \$ 852,427        | \$ 875,058           | \$ 875,058             | \$ 875,058         |
| Salary and Benefits      | 563,546           | 720,629           | 712,263              | 712,263                | 712,263            |
| Services and Supplies    | 310,322           | 303,839           | 343,164              | 335,531                | 335,531            |
| Other Charges            | 0                 | 0                 | 0                    | 0                      | 0                  |
| Fixed Assets             | 0                 | 0                 | 0                    | 0                      | 0                  |
| **Gross Expenditures     | \$ 873,868        | \$ 1,024,468      | \$ 1,055,427         | \$ 1,047,794           | \$ 1,047,794       |
| Less Intrafund Transfers | 0                 | 0                 | 0                    | 0                      | 0                  |
| **Net Expenditures       | \$ 873,868        | \$ 1,024,468      | \$ 1,055,427         | \$ 1,047,794           | \$ 1,047,794       |

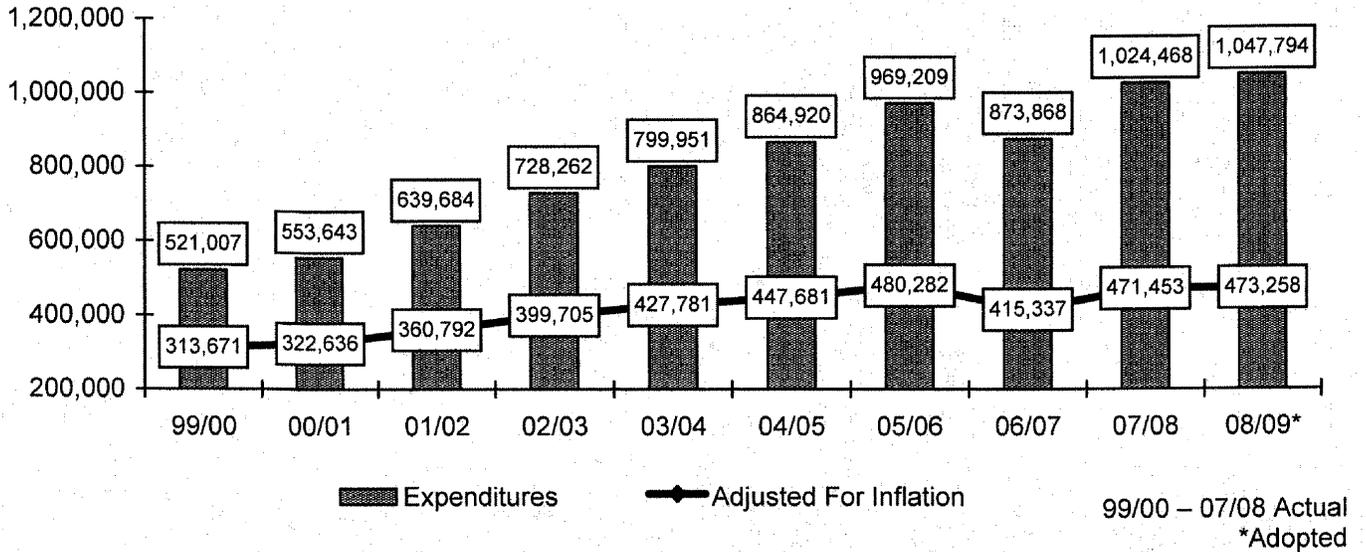
**Number of Employees**  
(Full Time Equivalent)



**Source of Funds**



10 Year Expenditures Adjusted For Inflation



**SERVICE PROGRAMS**

**Emergency Planning**

Develop and maintain specific disaster and emergency contingency plans including the San Luis Obispo County Emergency Operations Plan to ensure compliance with State guidelines regarding multi-hazard planning. Assist outside agencies and jurisdictions in developing coordinated emergency plans. Maintain the San Luis Obispo County/Cities Nuclear Power Plant Emergency Response Plan. Coordinate response and evacuation planning and the development of standard operating procedures.

Total Expenditures: \$270,476 Total Staffing (FTE): 1.5

**Emergency Preparedness/Coordination**

Plan and coordinate pre-emergency actions which will result in an effective and timely response to multi-jurisdictional emergencies by affected agencies. Maintain emergency operations centers in a state of readiness. Prepare reports required by the California Office of Emergency Services and the Federal Emergency Management Agency (FEMA) to ensure regulatory compliance and maintain the County's eligibility to participate fully in state and federal funding programs.

Total Expenditures: \$283,313 Total Staffing (FTE): 1.60

**Emergency Response, Exercises, and Drills**

Coordinate deployment of public resources in response to emergencies through activation and support of the County-wide emergency organization and plans. Develop and administer emergency response exercises and drills which provide effective training experiences, test emergency response plans, and comply with appropriate state and federal requirements.

Total Expenditures: \$287,819 Total Staffing (FTE): 1.5

**Emergency Worker Training**

Develop, maintain, and coordinate the San Luis Obispo County emergency worker training program (classroom training, drills, and exercises) to train county employees and other emergency responders to effectively respond to emergencies and disasters.

Total Expenditures: \$171,686 Total Staffing (FTE): 1.0

### Public Information

Disseminate emergency information during large emergencies of which the county is a lead agency. Coordinate dissemination of emergency information as requested by other agencies. Develop and distribute information, and/or coordinate distribution of, emergency procedures to the public to enhance emergency preparedness.

Total Expenditures: \$25,000 Total Staffing (FTE): 0.10

### Disaster Recovery Coordination

Coordinate initial disaster recovery operations between cities, special districts, county departments, the State Office of Emergency Service, and the Federal Emergency Management Agency. Coordinate damage assessment and assist the public and local government jurisdictions in determining eligibility and obtaining state and/or federal disaster assistance.

Total Expenditures: \$9,500 Total Staffing (FTE): 0.05

### DEPARTMENT COMMENTS

The Office of Emergency Services (OES) continued to efficiently serve in its role of coordinating emergency management and planning efforts between various local government public safety and other agencies throughout the county during 2007-2008.

### Key Accomplishments for Fiscal Year 2007-08

#### Customer Service:

- Provided local cities, County departments and other jurisdictions with guidance and information on how to update or develop specific emergency response plans and standard operating procedures, including a new interim dam and levee failure plan;
- Enhanced the ability to provide for emergency alerts to school districts, and many public agencies by overseeing the replacement of special emergency alert monitors;
- Enhanced the ability to provide emergency information to the public by completing a joint State-local project which allows us to activate the media Emergency Alert System from remote locations versus previously having to broadcast only from the Emergency Operations Center.

#### Internal Business Improvements:

- Began the transition from printing and distributing a varying number of the dozens of paper copies of County emergency plans and procedures which are updated on an ongoing basis to electronic distribution. One instance resulted in a change from a previous distribution of over 90 paper copies of a plan down to only 6 paper copies.

#### Finance:

- Successful participation in development of updated State legislation which provides reimbursement to the County for costs incurred related to nuclear power plant emergency planning; without this legislation, reimbursement costs for NPP emergency planning would end in 2009. This would have been a \$1,000,000-\$1,400,000 revenue loss for local agencies each year.
- Secured a \$547,286 federal grant to fund equipment and other costs for improved emergency readiness throughout the County.

#### Learning and Growing:

- Provided emergency management and related training to hundreds of public agency staff at local and locally based state agencies in order to help ensure consistent emergency response plans and procedures are in place countywide;
- Due to successful training efforts, a full scale nuclear power plant exercise was held with positive results; successful participation in a large scale urban interface wildland fire exercise, in addition to a number of smaller disaster drills countywide.

**Major Focus for Fiscal Year 2008-09**

- Preparation for and participation in a federally evaluated full scale nuclear power plant exercise involving various local, state, and federal agencies;
- Complete the update of the County's master Emergency Operations Plan.

**COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS**

The Recommended Budget reduces \$7,633 from the Requested "status quo" amount. These reductions are in various Services and Supply line items and will not, materially, impact core services performed by OES in a single year. Certain furniture replacement will be delayed and, more significantly, training funds will be reduced. This, in turn, limits our ability to bring in outside expert trainers for local emergency services staff who are required to go through specified Federal training programs.

The budget identifies no change in base staffing however internal work assignments have been adjusted to reflect a reduction in Public Health bioterrorism funding from the equivalent of a 0.67 FTE to a 0.5 FTE Emergency Services Coordinator. The revenue loss is offset by adding the net 0.17 FTE Coordinator time to the nuclear planning program, which is 100% revenue offset.

**BOARD ADOPTED CHANGES**

None.

**GOALS AND PERFORMANCE MEASURES**

|  |                         |                             |   |                             |                         |  |
|--|-------------------------|-----------------------------|---|-----------------------------|-------------------------|--|
| <b>Department Goal:</b> Coordinate emergency planning efforts of government and community based organizations to ensure a consistent, county-wide response to emergency situations and compliance with regulatory requirements.  |                         |                             |   |                             |                         |  |
| <b>Communitywide Result Link:</b> A safe community.  |                         |                             |   |                             |                         |  |
| <b>1. Performance Measure: Number of deficiencies received during biennial and other Federal Emergency Management Agency (FEMA) evaluations related to compliance with regulations involving nuclear power plant related emergency plans and procedures.</b>   |                         |                             |   |                             |                         |  |
| 03-04<br>Actual Results  | 04-05<br>Actual Results | 05-06<br>Actual Results     | 06-07<br>Actual Results   | 07-08<br>Adopted            | 07-08<br>Actual Results | 08-09<br>Target  |
| No evaluation until 2004-05  | 0                       | No evaluation until 2006-07 | 0   | No evaluation until 2008-09 | No Evaluation           | 0  |
| <b>What:</b> The Federal Emergency Management Agency (FEMA) evaluates a full-scale nuclear power plant emergency exercise every two years. This is done to evaluate emergency preparedness and ensure compliance with regulatory requirements.   |                         |                             |   |                             |                         |  |
| <b>Why:</b> A zero deficiency rating by FEMA is a statement that emergency planning, training, and coordination within San Luis Obispo County is at the level necessary to provide a reasonable assurance of protection of the public health and safety.   |                         |                             |   |                             |                         |  |
| <b>How are we doing?</b> There were no deficiencies with the FEMA evaluated exercise held in 2006-07. The next full-scale evaluated exercise will be held in 2008-09, with a target goal of no deficiencies.   |                         |                             |   |                             |                         |  |
| <b>2. Performance Measure: Number of Areas Requiring Corrective Action (ARCA) received during biennial and other Federal Emergency Management Agency (FEMA) evaluations related to compliance with regulations involving nuclear power plant related emergency plans and procedures.</b>   |                         |                             |   |                             |                         |  |
| 03-04<br>Actual Results  | 04-05<br>Actual Results | 05-06<br>Actual Results     | 06-07<br>Actual Results   | 07-08<br>Adopted            | 07-08<br>Actual Results | 08-09<br>Target  |
| No evaluation until 2004-05  | Three ARCAs             | No evaluation               | One ACRA, which places us within the top 25% of all jurisdictions | No evaluation until 2008-09 | No evaluation           | Meet at least 90% of exercise objectives as determined by FEMA |
| <b>What:</b> ARCAs are recommendations to improve procedures or training which do not jeopardize the health and safety of the community.   |                         |                             |   |                             |                         |  |
| <b>Why:</b> To refine emergency management and response capability.  |                         |                             |   |                             |                         |  |
| <b>How are we doing?</b> We received one ARCA for the 2006-07 federally evaluated exercise which places us within the top 25% of all local jurisdictions. The next full scale FEMA exercise will take place during 2008-09. Note: There is not a method to absolutely determine if we are in the top 25% other than simply comparing our results with other jurisdictions and determining our own ranking. |                         |                             |   |                             |                         |  |

As a result in order to provide an actual measurable goal, this measure was changed effective 2007-08 to "90% of the exercise objectives being measured by Department of Homeland Security/FEMA will have no ARCAs".

**3. Performance Measure: Percentage of survey respondents rating the overall effectiveness of our emergency management coordination efforts for cities, schools districts, public safety, and other local agencies involved in emergency drills/exercises or actual events/incidents as good to excellent.**

| 03-04<br>Actual Results | 04-05<br>Actual Results | 05-06<br>Actual Results | 06-07<br>Actual Results | 07-08<br>Adopted | 07-08<br>Actual Results | 08-09<br>Target |
|-------------------------|-------------------------|-------------------------|-------------------------|------------------|-------------------------|-----------------|
| 90%                     | 90%                     | 89%                     | 90%                     | 90%              | 90%                     | 95%             |

**What:** This measures the effectiveness of our coordination efforts related to emergency drills/exercises and actual events.

**Why:** This feedback is important so that we can continually improve our coordination efforts.

**How are we doing?** As indicated by the actual results, OES continues to effectively coordinate emergency drills/exercises and actual response to incidents in an effective, efficient manner.

**4. Performance Measure: Percentage of survey results rating training done by OES as "good" to "excellent".**

| 03-04<br>Actual Results | 04-05<br>Actual Results | 05-06<br>Actual Results | 06-07<br>Actual Results | 07-08<br>Adopted | 07-08<br>Actual Results | 08-09<br>Target |
|-------------------------|-------------------------|-------------------------|-------------------------|------------------|-------------------------|-----------------|
| 87%                     | 89%                     | 92%                     | 95%                     | 95%              | 97%                     | 97%             |

**What:** The County Office of Emergency Services incorporates a variety of training programs for both County employees and members of other jurisdictions and organizations involved with emergency response.

**Why:** This is a reflection of the effectiveness associated with the training as determined by the recipients of the training.

**How are we doing?** Survey results are good and in the area of 97%. During 2007-08 targets for this measure were raised to 95% from 90% in past years. Training classes or sessions are conducted by OES staff as often as weekly on subjects ranging from overviews of emergency response procedures to how to use various types of equipment and other resources.

**Department Goal:** Maximize reimbursement and revenues from state, federal, and local sources.

**Communitywide Result Link:** A prosperous community.

**5. Performance Measure: Cost per capita for emergency management services (excluding nuclear power planning activities).**

| 03-04<br>Actual Results | 04-05<br>Actual Results | 05-06<br>Actual Results | 06-07<br>Actual Results | 07-08<br>Adopted | 07-08<br>Actual Results | 08-09<br>Target |
|-------------------------|-------------------------|-------------------------|-------------------------|------------------|-------------------------|-----------------|
| 69¢                     | 63¢                     | 70¢                     | 44¢                     | 64¢              | 66¢                     | 64¢             |

**What:** This measure provides a baseline for comparing the costs of emergency services costs to other like agencies.

**Why:** In order to demonstrate emergency management costs are reasonable for the value and services received.

**How are we doing?** Comparable counties spent, on average, an estimated \$1.42 in General Fund Support per capita for emergency management services during 2007-08. A key reason for the difference from compared counties is due to our nuclear power plant (NPP) emergency planning and readiness efforts which are revenue offset. NPP emergency preparedness has a side benefit of having a positive effect on all emergency management readiness efforts. We are about 3% over our adopted goal amount due to an anticipated grant reimbursement of \$5,592 which was not received. Because General Fund support for this budget is relatively small, the lack of receipt of these grant funds caused us to slightly miss our projected goal. The reason for our cost difference between 2006-07 and 2007-08 is because of one time grant revenue received in 2006-07.

**6. Performance Measure: Cost per capita for nuclear power emergency management and planning services.**

| 03-04<br>Actual Results | 04-05<br>Actual Results | 05-06<br>Actual Results | 06-07<br>Actual Results | 07-08<br>Adopted | 07-08<br>Actual Results | 08-09<br>Target |
|-------------------------|-------------------------|-------------------------|-------------------------|------------------|-------------------------|-----------------|
| \$6.55                  | \$6.68                  | \$5.00                  | \$8.09                  | \$8.33           | \$7.42                  | \$8.81          |

**What:** This measure provides a baseline for comparing our nuclear power emergency management and planning costs to other like agencies.

**Why:** In order to demonstrate nuclear power plant emergency management and planning costs are reasonable for the value and services received.

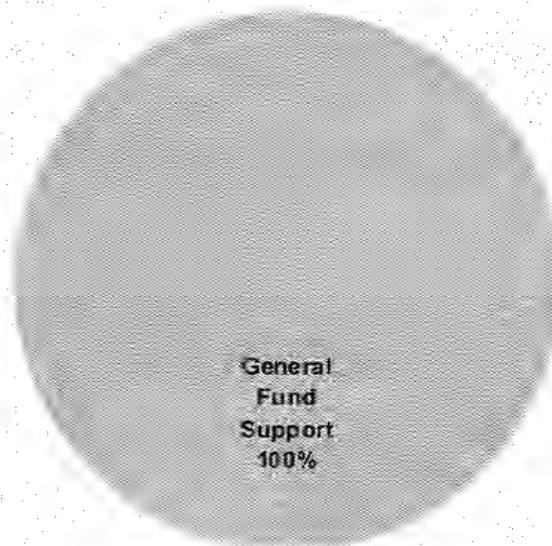
**How are we doing?** The only agencies comparable to San Luis Obispo County are emergency management jurisdictions near the San Onofre Nuclear Generating Station (SONGS). SONGS area agencies spent approximately \$7.56 per capita for nuclear power emergency management and planning activities. A key reason for the actual results being below our adopted goal amount is due to work on homeland security grant funded projects and general emergency management tasks taking more time than projected. Thus, the time spent in these other areas cannot be offset with Nuclear Power Plant (NPP) funds and instead were offset with other revenues.

**PURPOSE STATEMENT**

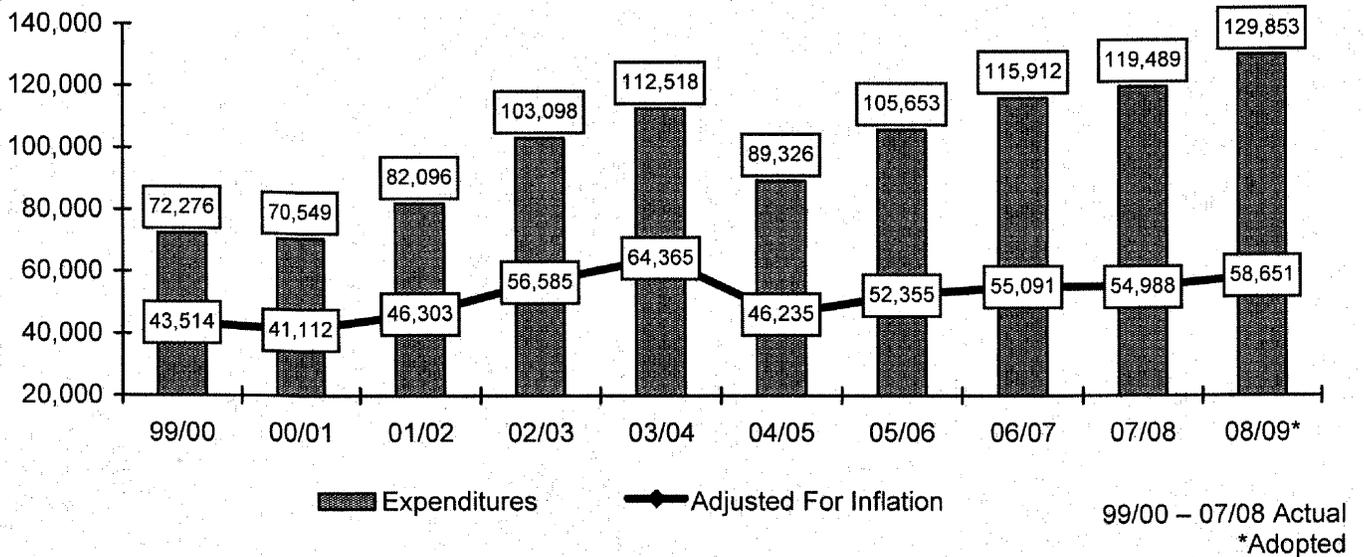
To review the operation and management of certain public entities and recommend corrective action where appropriate. To investigate allegations of misconduct and violations of law.

| <u>Financial Summary</u>          | 2006-07<br><u>Actual</u> | 2007-08<br><u>Actual</u> | 2008-09<br><u>Requested</u> | 2008-09<br><u>Recommended</u> | 2008-09<br><u>Adopted</u> |
|-----------------------------------|--------------------------|--------------------------|-----------------------------|-------------------------------|---------------------------|
| Salary and Benefits               | \$ 32,495                | \$ 34,669                | \$ 34,978                   | \$ 34,978                     | \$ 34,978                 |
| Services and Supplies             | 83,417                   | 78,404                   | 93,328                      | 94,875                        | 94,875                    |
| Fixed Assets                      | 0                        | 6,416                    | 0                           | 0                             | 0                         |
| **Gross Expenditures              | \$ 115,912               | \$ 119,489               | \$ 128,306                  | \$ 129,853                    | \$ 129,853                |
| <br>General Fund Support (G.F.S.) | <br>\$ 115,912           | <br>\$ 119,489           | <br>\$ 128,306              | <br>\$ 129,853                | <br>\$ 129,853            |

**Source of Funds**



10 Year Expenditures Adjusted For Inflation



**SERVICE PROGRAMS**

**Committee Investigations**

To fulfill the responsibility of reviewing county, city and other public entity operations and management. Certain departments and agencies are selected each year for thorough committee investigation. Interim or final reports, which acknowledge needs, recommend improvements and suggest possible corrective measures, are prepared for submission to the Board of Supervisors.

Total Expenditures: \$106,479 Total Staffing (FTE): 0.41

**Special Investigations**

With the approval of the Superior Court, the Grand Jury may order special audits and special investigations of various county and city government operations.

Total Expenditures: \$23,374 Total Staffing (FTE): 0.09

**COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS**

The Superior Court appoints the Grand Jury members and oversees its operation. However, State law requires the County to fund the Grand Jury function. The recommended budget maintains current support and service levels. For FY 2008-09, General Fund support is recommended to decrease by 1%, or \$1,359, primarily due to the reduction of one-time funding for the purchase of a new copier in FY 2007-08. Salary and benefit accounts for the half-time Administrative Assistant is increasing by 7%, or \$2,520, over adopted FY 2007-08 levels due to prevailing wage. Service and supply accounts are increasing by \$3,621, or 3%, as training and mileage reimbursement costs have increased slightly.

**BOARD ADOPTED CHANGES**

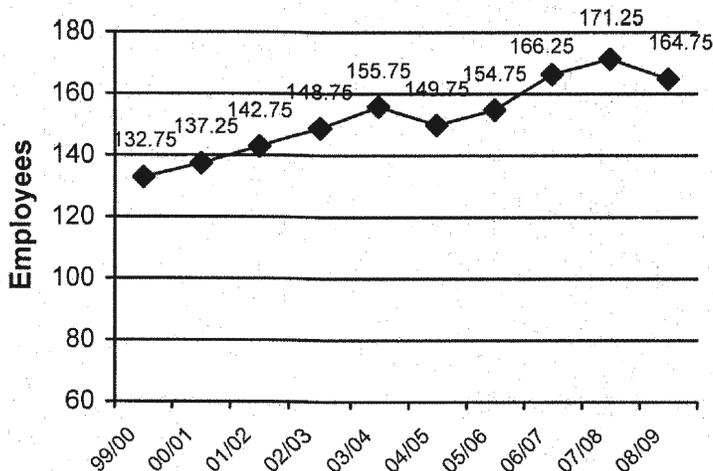
None.

**MISSION STATEMENT**

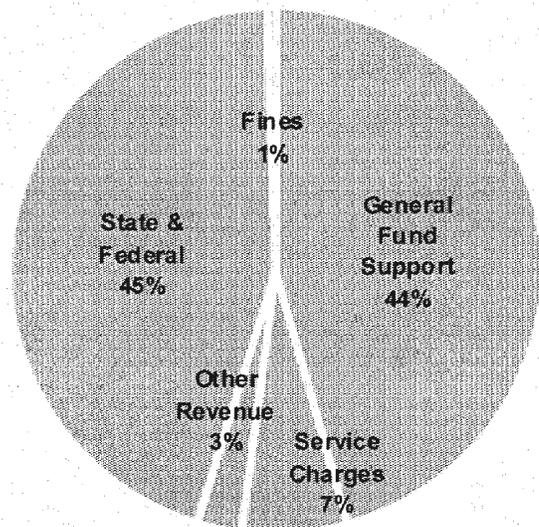
The Probation Department contributes to the safety of the community by conducting investigations for the Court; enforcing orders of the Courts through community supervision; assisting victims; operating a safe and secure juvenile hall; and facilitating the socialization of offenders.

| <u>Financial Summary</u>      | 2006-07       | 2007-08       | 2008-09          | 2008-09            | 2008-09        |
|-------------------------------|---------------|---------------|------------------|--------------------|----------------|
|                               | <u>Actual</u> | <u>Actual</u> | <u>Requested</u> | <u>Recommended</u> | <u>Adopted</u> |
| Revenues                      | \$ 9,768,728  | \$ 9,953,257  | \$ 9,923,218     | \$ 9,930,168       | \$ 9,930,168   |
| Salary and Benefits           | 13,195,496    | 14,175,984    | 14,508,660       | 14,246,940         | 14,246,940     |
| Services and Supplies         | 3,789,306     | 3,965,964     | 3,944,012        | 3,722,572          | 3,722,572      |
| Other Charges                 | 97,276        | 44,180        | 380,700          | 375,300            | 375,300        |
| Fixed Assets                  | 0             | 10,553        | 5,085            | 5,085              | 5,085          |
| **Gross Expenditures          | \$ 17,082,078 | \$ 18,196,681 | \$ 18,838,457    | \$ 18,349,897      | \$ 18,349,897  |
| Less Intrafund Transfers      | 391,719       | 463,535       | 153,561          | 153,561            | 153,561        |
| **Net Expenditures            | \$ 16,690,359 | \$ 17,733,146 | \$ 18,684,896    | \$ 18,196,336      | \$ 18,196,336  |
| General Fund Support (G.F.S.) | \$ 6,921,631  | \$ 7,779,889  | \$ 8,761,678     | \$ 8,266,168       | \$ 8,266,168   |

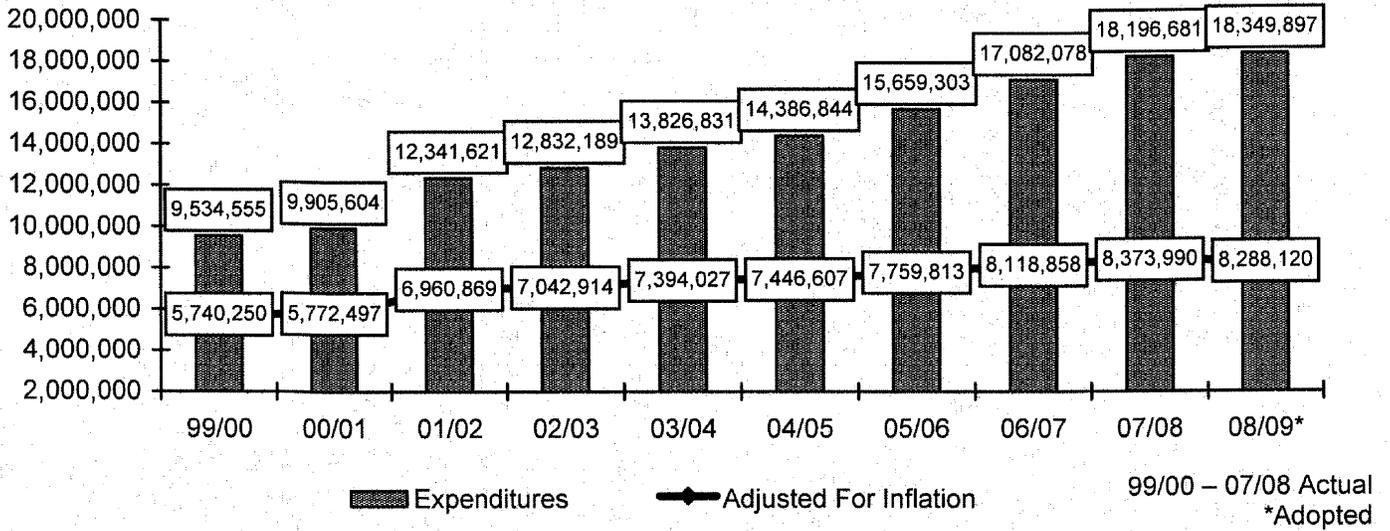
**Number of Employees**  
(Full Time Equivalent)



**Source of Funds**



10 Year Expenditures Adjusted For Inflation



**SERVICE PROGRAMS**

**Administrative Services**

Administration provides overall policy development, directs and coordinates the functions of the department, program oversight and development, community relations, human resources administration, information technology support and training, special projects and provides training as required by the State Standards and Training for Corrections (STC) and Board of Corrections for all peace officers, and for other employees as needed.

Total Expenditures: \$1,946,197 Total Staffing (FTE): 12.0

**Fiscal & Revenue Recovery Services**

The Fiscal and Revenue Recovery Services unit is responsible for the development and monitoring of the department budget; the procurement of services and supplies; Collections and disbursement of court ordered fines, fees, and restitution to victims.

Total Expenditures: \$2,655,197 Total Staffing (FTE): 19.5

**Detention Services**

Manage and maintain the Juvenile Hall detention facility providing a safe and secure environment for youthful offenders in compliance with Title 15 and 24 of the California Code of Regulations, which govern state-wide juvenile detention facilities.

Total Expenditures: \$4,512,496 Total Staffing (FTE): 41.75

**Juvenile Services**

Provide services to the Juvenile Justice System along a continuum of care ranging from prevention and intervention to supervision and incarceration. These services include Diversion, Court Investigation, Community Supervision and placement in Foster Homes, Group Homes and Probation Camps. The Juvenile Division also engages in partnerships with the Department of Social Services, Mental Health, Law Enforcement Agencies, Drug & Alcohol Services and County School Districts in an effort to reduce the incidence of juvenile delinquency.

Total Expenditure: \$5,156,788 Total Staffing (FTE): 45.5

**Adult Services**

Conduct investigations, provide information, and make recommendations to the Criminal Courts to assist decision makers in determining the appropriate disposition of cases. Protect the community through appropriate case management, prevention, intervention, and enforcement activities with felons and misdemeanants to ensure

compliance with court orders while supporting the rights of victims. Programs include Deferred Judgment, Drug Court, Prop 36 drug offender, Domestic Violence, Gang Task Force, Narcotics Task Force and Sex Offender monitoring.

Total Expenditures: \$4,079,219 Total Staffing (FTE): 46.0

**DEPARTMENT COMMENTS**

The primary functions of the Probation Department are to conduct investigations for the Court, enforce the orders of the Court through community supervision, operate a safe and secure Juvenile Hall, and assist victims of crime. To ensure accountability the department monitors and evaluates performance in four key areas: Customer Service, Organizational Practices/Processes, Finance, and Employee Development. The Probation Department strives to be respected as a leader in the juvenile and criminal justice systems by providing the best service, utilizing evidence based practices, and seeking the most cost-efficient methods to achieve the Department's vision and goals.

**Projected Results for FY 2007/08****Customer Service –**

- The projected recidivism rate for adult probationers is 11% and the projected rate for juvenile probationers is 4%. These are very favorable compared to the statewide average of 44.38% and to our comparable counties. Santa Barbara reports an adult recidivism rate of 10% for adults and Kern reports an adult rate of 12.6%. The juvenile recidivism rate for Kern County (the only data available at this time) is 10.2%.
- The Department expects to collect and disburse \$800,000 in restitution to victims of crime. This represents approximately 65% of the total restitution owed.
- The Department has purchased and will implement a validated risk and needs assessment tool. This will help to ensure that probationers receive the most appropriate supervision and resources.

**Internal Business Processing Improvements –**

- The department has selected a case management system and continues to work towards implementation. The new system will significantly improve the way information is captured, shared and reported.
- The Department implemented Motivational Interviewing to increase effectiveness and efficiencies in reducing recidivism of offenders. The majority of officers have completed training in this practice. By staff relating to offenders in an interpersonally sensitive and constructive way to enhance intrinsic motivation in offenders. Enhanced motivation more effectively initiates and maintains changed behavior.

**Financial Improvements --**

- The Department has successfully implemented a public defender services reimbursement collection program. This program projects to return approximately \$195,000 to the general fund after offsetting related expenses of collection.
- The Department participates in many State-wide advocacy groups to research and lobby for funding opportunities. Senate Bill 81, the Juvenile Justice Realignment Funding from the State was enacted in large part due to the participation of the Chief Probation Officers of California. This new revenue will bring \$344,000 to probation in FY 2008/09.

**Employee Development –**

- The Leadership Program for peace officers to plan career growth and be mentored by experienced staff has seen good success. Several officers have completed the one-year program and report that they feel well prepared to compete for promotional opportunities and accept new challenges.
- The Department meets the minimum standards set forth by the Standards and Training for Corrections program each year. Additionally, the department regularly exceeds the minimum mandate annually. Highly trained and motivated staff to deal with a very difficult population utilizing the latest evidence based practices and techniques with offenders.

**Major Focus for 2008/09**

The Department will continue to focus on the key areas identified in the Strategic Plan. Emphasis will be on long range planning and plan implementation, and service delivery. Major efforts and projections for 2008/09 include:

**Customer Service Improvements:** Continuous improvement initiatives will be focused on the following:

- Implement new Case Management Database system by June 2009.
- Continue to research and employ Evidence Based Practices to ensure that limited resources are being utilized in the most effective manner.

**Internal Systems and Process Improvements:** The Department Strives Towards Simplifying Procedures And processes. These improvements will include:

- Develop a collaborative with Cal Poly to provide evaluation of programs to ensure that programs are effective and cost efficient.
- Develop an intern and volunteer program in Probation.
- Regularly update Strategic Plan to align staff, Department and County.

**Finance:**

- Continue involvement with State-wide groups (Chief Probation Officers of California, Probation Business Managers Association, Local Government Agency Consortium) to insure that the Department maintains the most updated information on revenue, both existing and new opportunities.
- Annually review the Department's percentage of General Fund Support (GFS) versus other revenue resources to ensure that we remain within appropriated GFS levels, and to make sure that all expenses that are not GFS offset remain within other revenue allocated amounts.
- Provide additional training and materials on new claiming rules for reimbursement programs such as Medi-Cal Administrative Activities and Title IV-E, to insure that the department recognizes the maximum amount of revenue possible.

**Employee Development:**

- Continue Leadership Program as succession planning program.
- Provide ongoing innovative training for staff on customer service, stress management, conflict resolution and leadership.
- Model core values of the Department every day and provide reinforcement of mission, vision and values at bi-monthly staff meetings.

**COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS**

Recommended expenses for the Probation are increasing by 393,509 (2%) and revenues are decreasing by \$628,089 (5%) compared to the adopted FY 2007-08 budget. As a result of declining revenues and increased expenses, the General Fund support for this budget is increasing by \$907,918 (12%).

The recommended expense in the salary and benefit accounts is \$375,012 (2%) more than the amount in the adopted budget for FY 2007-08. The department's requested Status Quo budget included the elimination of 2.5 Full Time Equivalent (FTE) positions including: a Limited Term Supervising Deputy Probation Officer that had been assigned to the Offender Treatment program and a half-time Deputy Probation Officer assigned to the San Luis Obispo Community Office of Education program (both due to funding reductions) as well as a Limited Term Legal Clerk assigned to the Juvenile Probation and Camp Funding program (due to increased efficiencies and reduction of workload). In addition, recommended staffing reductions include: one Probation Assistant assigned to the Deferred Entry of Judgment Program (client monitoring duties will now be assumed by Drug and Alcohol Services staff), one Deputy Probation Officer assigned to the Adult Drug Court (due to a reduction of grant funding for this position), and two Account Clerk positions. All of these positions are currently vacant and thus no staff layoffs will result.

The service and supply accounts are decreasing by \$216,493 (5%). The most notable change is in the Professional Services account, which is reducing \$262,498 (28%). This reduction is primarily driven by the transfer of the \$190,000 Mental Health Systems, Inc. contract to Drug and Alcohol Services, and reflects other recommended reductions including \$90,000 reduction in California Youth Authority Placement/Housing; \$50,000 for the Los Prietos Boys Camp and \$14,650 reduction in work study funding. Other accounts are increasing or decreasing by much smaller amounts.

Overall, transfers to the Department are increasing by \$113,680 largely due to a change in budgeting. This amount is revenue from the State Drug Court Grant, which is received by Drug and Alcohol Services and then passed on to Probation. This amount had previously been budgeted in revenue account 4200105.

The overall \$628,089 decrease in recommended revenue is primarily due to a change in Federal legislation that now prohibits Probation from participating in Targeted Case Management and limits the reimbursement Probation

is eligible to claim for Title IV-E administrative activities. (Title IV-E is part of the Social Security Act related to services provided to children placed in foster homes or other types of out-of-home care under a court order or a voluntary placement agreement.) Reductions in these two programs alone equate to almost \$591,000. In addition, revenue from Proposition 172, the ½ cent sales tax for public safety is recommended to be \$178,420 less than the FY 2007-08 adopted amount. The recommended budget reflects the addition of new revenue in the amount of \$344,000 from the Youth Offender Block grant pursuant to Senate Bill 81, passed in 2007. Other revenue accounts are increasing or decreasing by much smaller amounts.

**BOARD ADOPTED CHANGES**

The Board adopted an amendment to the Position Allocation List (PAL) recommended in the Supplemental Document to delete one Legal Clerk and add one Departmental Personnel Technician. This amendment had been approved by the Board on May 20, 2008 after the proposed budget went to print. Given that only minor savings will result from this PAL amendment, no changes were made to the recommended expenditures for this Fund Center.

**GOALS AND PERFORMANCE MEASURES**

|  |                            |                            |                            |                  |                            |                 |
|--|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| <p><b>Department Goal:</b> Manage and maintain a safe and secure Juvenile Hall to ensure protection of the youth, staff and community while complying with applicable laws, mandates and standards.</p> <p><b>Communitywide Result Link:</b> A safe community.</p> <p><b>1. Performance Measure: Percentage of Juvenile Hall inspections that are found to be in compliance with all applicable laws, regulations and mandates.</b></p>  |                            |                            |                            |                  |                            |                 |
| 03/04<br>Actual<br>Results   | 04/05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
| 100%   | 100%                       | 100%                       | 100%                       | 100%             | 100%                       | 100%            |
| <p><b>What:</b> All annual inspections made by: County Fire, Corrections Standards Authority, Environmental Health, Nutrition, Medical Health and Mental Health, General Services, Juvenile Court Judge, County Office of Education, Juvenile Justice Commission, and Grand Jury find the juvenile hall to be in compliance with their applicable regulations and laws.</p> <p><b>Why:</b> The mandated inspections have been put in place by the Corrections Standards Authority to report on the health, safety, and operation of juvenile halls statewide. Compliance with these inspections indicates that the juvenile hall is safe and secure.</p> <p><b>How are we doing?</b> Excellent. We have done well on all inspections and are in compliance with all laws, mandates, and regulations and are running a safe and secure juvenile hall. Historical data is provided for context.</p>  |                            |                            |                            |                  |                            |                 |
| <p><b>Department Goal:</b> Provide an efficient and cost effective alternative to incarcerating adult felons and misdemeanants through the enforcement of court orders and support of successful completion of term of probation, thus enhancing public safety.</p> <p><b>Communitywide Result Link:</b> A safe community.</p> <p><b>2. Performance Measure: Annual cost per probationer to provide supervision services.</b></p>  |                            |                            |                            |                  |                            |                 |
| 03/04<br>Actual<br>Results   | 04/05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
| \$2,571  | \$2,100                    | \$2,200                    | \$2,200                    | \$2,400          | \$2,100                    | \$2,300         |
| <p><b>What:</b> Cost to supervise adult probationers who are assigned to the Probation Department, divided by the number of probationers served.</p> <p><b>Why:</b> A cost effective alternative to incarceration.</p> <p><b>How are we doing?</b> While overall costs for supervision are rising, the unit cost is projected to decline due to an increase in the number of probationers. The number of probationers is increasing due to a combination of factors: Prop36, longer sentences, growth in the county, and other factors. In 2002 there were 2,315 Adult probationers in the system. By December 2006, this number has risen to 2,919. Of the agencies that responded to our request for cost data, annual costs ranged from \$4,156 in San Diego County to \$5,844 in Kern County. (This request for information was sent to all of the comparable counties as well as the 8 Southern California counties that we have regular dealings with. Only 2 counties of the 14 contacted responded. This is due in part to the fact that every county and agency calculates this cost differently.)</p> <p>The annual cost to incarcerate an adult in State prison is \$43,287 (per the California Department of Corrections website). The cost to house an adult in the County Jail for one year is \$26,123 (daily jail rate of \$71.57 times 365 days). Additionally, probationers who remain in the community are able to continue working and contributing.</p> |                            |                            |                            |                  |                            |                 |

**3. Performance Measure: Recidivism rate of assigned probationers, both adult and juvenile.**

| 03/04<br>Actual<br>Results | 04/05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|

|                              |                              |                              |                               |                             |                              |                              |
|------------------------------|------------------------------|------------------------------|-------------------------------|-----------------------------|------------------------------|------------------------------|
| Adult – 11%<br>Juvenile – 5% | Adult – 13%<br>Juvenile – 4% | Adult – 11%<br>Juvenile – 4% | Adult –10.7%<br>Juvenile – 4% | Adult –11%<br>Juvenile – 4% | Adult – 11%<br>Juvenile – 6% | Adult – 11%<br>Juvenile – 4% |
|------------------------------|------------------------------|------------------------------|-------------------------------|-----------------------------|------------------------------|------------------------------|

**What:** Adult – The recidivism rate measures those probationers who were assigned to field supervision who have been convicted of a new crime in San Luis Obispo County. Juvenile – The recidivism rate measures those probationers, assigned to field supervision that are found to be convicted of a new crime if adult or adjudicated of a new crime if juvenile in San Luis Obispo County.

**Why:** A lower recidivism rate among those probationers who have been supervised equates to a decrease in the incidence of crime, creates fewer victims and provides for a safer community.

**How are we doing?** Out 3,502 adults on probation supervised by the Department, only 375 reoffended or 11%. Out of 1,222 minors supervised by the Probation Department only 73 reoffended or 6%. This The agencies that responded to our request for data reported rates ranging from 10% adult recidivism in Santa Barbara to 12.6% in Kern County; and 10.2% juvenile recidivism in Kern County. (This

request for information was sent to all of the comparable counties as well as the 8 Southern California counties that we have regular dealings with. Only 2 counties of the 14 contacted responded. This is due in part to the fact that every county and agency defines and calculates this rate differently.) We compare favorably regarding adult recidivism with those counties responding. The Statewide average of recidivism for juveniles is reported as 33%. The Statewide average for adult recidivism is 44.38%. San Luis Obispo County Probation also compares very favorably with the rates reported by the State. We have also developed a strategic plan to reduce adult recidivism. We have implemented services and programs targeted to the Transitional Age Youth (TAY) group, those probationers aged 18 to 25. This population is the highest group entering the prison system. We are also targeting programs that are evidence based practices to achieve the very best results for the investment.

**4. Performance Measure: Percentage of Adult and Juvenile offenders who successfully complete the terms and condition of their probation.**

| 03/04<br>Actual<br>Results | 04/05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|

|                             |                             |                              |                              |                              |                               |                               |
|-----------------------------|-----------------------------|------------------------------|------------------------------|------------------------------|-------------------------------|-------------------------------|
| Adult –88%<br>Juvenile –82% | Adult –89%<br>Juvenile –86% | Adult – 71%<br>Juvenile –86% | Adult – 82%<br>Juvenile –89% | Adult – 82%<br>Juvenile –85% | Adult – 82%<br>Juvenile – 86% | Adult – 82%<br>Juvenile – 85% |
|-----------------------------|-----------------------------|------------------------------|------------------------------|------------------------------|-------------------------------|-------------------------------|

**What:** This measure indicates that the probationer has not committed new crime (recidivated) and has successfully remained in the community, working, going to school and contributing. Completing probation successfully is defined as satisfactorily completing the terms and condition of probation.

**Why:** The successful completion of probation encourages the offenders' rehabilitation, re-socialization and reintegration into the community as a law-abiding, contributing citizen.

**How are we doing?** Out 710 adults that completed probation 582 did so successfully or 82%. Out of the 719 youth that completed probation 615 did so successfully or 86%. This was included as a new measure in FY 07-08. We have included prior year data for reference. We compare favorably with the comparable counties that do collect this data and reported that data to us. Santa Barbara, the only county that responded to our request, reports 75% (juvenile) and 80% (adult). The Statewide average for successful completion of probation is 55% for adults and 67% for juveniles.

**Department Goal:** Support crime victims by collecting court-ordered restitution from offenders.

**Communitywide Result Link:** A safe community.

**5. Performance Measure: Cost of collection of victim restitution, fines and fees**

| 03/04<br>Actual<br>Results | 04/05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|

|                                  |                                   |                                  |                                  |                                  |                                  |                                  |
|----------------------------------|-----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|
| \$.17 for every dollar collected | \$.185 for every dollar collected | \$.21 for every dollar collected | \$.24 for every dollar collected | \$.20 for every dollar collected | \$.20 for every dollar collected | \$.20 for every dollar collected |
|----------------------------------|-----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|

**What:** Cost to collect court-ordered victim restitution, fines and fees.

**Why:** Efficiency measure demonstrating cost effectiveness of collecting criminal debt internally while maintaining confidentiality of sensitive victim identification information.

**How are we doing?** We have met our target. Our collection success is due in large part to the reorganization and standardization of the Revenue Recovery Unit utilizing the State Comprehensive Collections. This program encourages counties to use standard best practices for collection of criminal debt, to work in collaboration with the courts and allows counties to offset a portion of their collection expenses with revenues collected on behalf of the State that would normally be remitted to the State. The average cost of collection for private collectors to collect civil debt is approximately \$.50 for every dollar collected. The cost for private collectors to collect delinquent criminal debt is approximately \$.65 for each dollar collected plus expenses. We were unable to obtain cost data from other counties for comparison. Many probation departments do not perform collection activities, rather the collection activities are performed by the Treasurer/Tax Collector, the

Auditor's office, the courts or private contractors. Of those probation departments that do collect, they do not have a sophisticated enough database to track this outcome (many are still utilizing ledger cards, or Excel workbooks because there is not an integrated off-the-shelf collection product available). In subsequent years, we will continue to try and obtain this comparison data from counties as well as inquiring as to the accessibility of the data from the Administrative Office of the Courts.

**6. Performance Measure: Percent of losses restored to victims of crime through collection of restitution. (Rate of loss to owed)**

| 03/04<br>Actual<br>Results | 04/05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target  |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|------------------|
| 63%<br>\$728,667           | 89%<br>\$698,366           | 72%<br>\$788,176           | 65%<br>\$739,872           | 65%<br>\$800,000 | 67%<br>\$829,141           | 68%<br>\$837,000 |

**What:** The amount of money reimbursed to victims for losses sustained as a result of a criminal act. This number is determined by taking the total amount of restitution owed; dividing it by 3 (the amount of time allowed for repayment of restitution during probation is 3years).

**Why:** To support the rights of victims and to maintain the integrity of the orders of the court.

**How are we doing?** The restitution owed for FY 07/08 is \$1,237,524. Currently there is not a way to track the specific reason why the restitution owed amount varies from year to year. The procedures and operations do not change. These changes may have been due to more probationers not paying their bills, or that victims may have accepted a stipulated amount – there are a variety of factors that could explain this, but none of them are tracked.

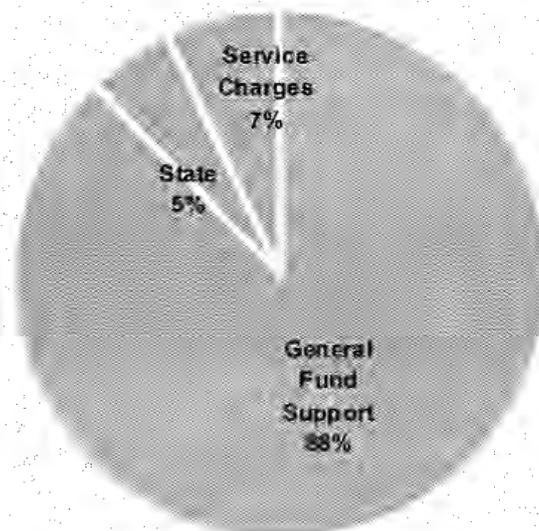
The successful collection of restitution and projected increases in collection are due to the implementation of the Comprehensive Collections Program along with the reorganization and standardization of revenue recovery processes. We are fully in compliance with AB3000, which mandates that restitution be paid from monies collected before any other court ordered debt is satisfied.

**PURPOSE**

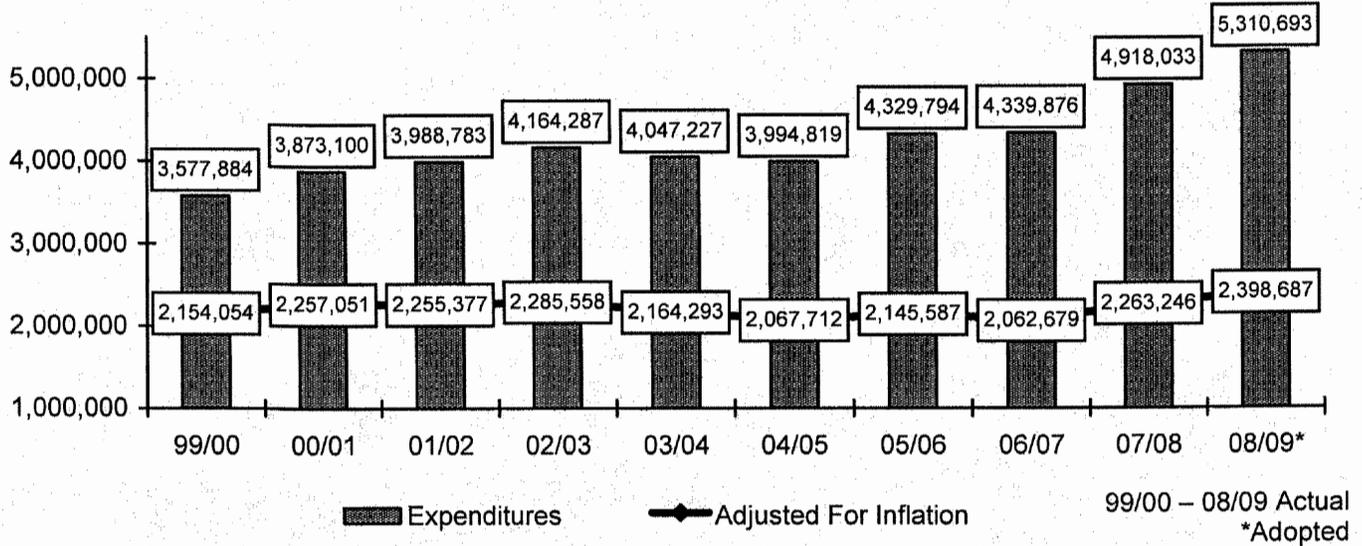
To provide cost effective legal defense services to defendants unable to afford private attorneys.

|                               | 2006-07<br>Actual | 2007-08<br>Actual | 2008-09<br>Requested | 2008-09<br>Recommended | 2008-09<br>Adopted |
|-------------------------------|-------------------|-------------------|----------------------|------------------------|--------------------|
| <b>Financial Summary</b>      |                   |                   |                      |                        |                    |
| Revenues                      | \$ 490,344        | \$ 711,871        | \$ 479,995           | \$ 654,800             | \$ 654,800         |
| Services and Supplies         | 4,339,876         | 4,918,033         | 5,283,939            | 5,283,939              | 5,283,939          |
| Other Charges                 | 0                 | 0                 | 26,754               | 26,754                 | 26,754             |
| **Gross Expenditures          | \$ 4,339,876      | \$ 4,918,033      | \$ 5,310,693         | \$ 5,310,693           | \$ 5,310,693       |
| <br>                          |                   |                   |                      |                        |                    |
| General Fund Support (G.F.S.) | \$ 3,849,532      | \$ 4,206,162      | \$ 4,830,698         | \$ 4,655,893           | \$ 4,655,893       |

**Source of Funds**



10 Year Expenditures Adjusted For Inflation



**SERVICE PROGRAMS**

**Primary Public Defender**

To contract at a competitive cost for public defender services.

Total Expenditures: \$3,424,718 Total FTE: 0.0

**Conflict Public Defender**

To contract at a competitive cost for public defender services in the event the Primary Public Defender has a conflict of interest (first level conflict indigent legal defense).

Total Expenditures: \$595,571 Total FTE: 0.0

**Conflict-Conflict Public Defender**

To contract at a competitive cost for public defender services in the event the Primary Public Defender and Conflict Public Defender have a conflict of interest (also referred to as the second level conflict indigent legal defense).

Total Expenditures: \$297,786 Total FTE: 0.0

**Conflict-Conflict-Conflict Public Defense**

Court appointed attorneys not on contract with the County who provide legal counsel for indigents who cannot afford their own defense when it is determined (by the Court) that a conflict of interest exists with the County's contracted Primary, Conflict, and Secondary Conflict Public Defenders (also referred to as the third level conflict indigent legal defense).

Total Expenditures: \$694,832 Total FTE: 0.0

**State Institutional Legal Defense (ASH/CMC)**

Provides for Court contracted and appointed attorneys to defend institutionalized indigents in criminal matters which occur at the Atascadero State Hospital and California Men's Colony.

Total Expenditures: \$297,786 Total FTE: 0.0

**COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS**

This budget funds state and constitutionally required legal defense services for indigents accused of crimes. San Luis Obispo County uses a series of contracts with private attorneys to provide the function commonly known as Public Defender services.

Three contracts with legal firms provide for primary, conflict and secondary conflict public defender services. An additional separate contract provides specialized legal defense services for mentally disordered offenders (MDO) at Atascadero State Hospital (ASH). This budget also funds attorneys appointed by the Court to handle cases where all three firms under contract have case related conflicts. This typically occurs when there are multiple defendant cases where each of the three contract firms represent one defendant and the fourth defendant is represented by a Court appointed attorney.

Overall, the recommended budget reflects a total expense increase of \$175,522 (3%) and a General Fund Support decrease of \$126,878 (2%) compared to the adopted FY 2007-08 budget. The contracts for the public defenders include about a 3.3% consumer price index inflator that increases the overall expense of the contracts by \$135,620 compared to FY 2007-08. Additional expense for defense services for mentally ill defendants, increased costs for psychological exams, expert witnesses and medical and laboratory reports used in the defense of clients comprise the remainder of the expense increase in this budget.

Revenue recommended for this budget is expected to increase by \$302,400 (85%) more than the revenue amount budgeted for FY 2007-08. The increased revenue comes from reimbursements by defendants that are determined to be financially able to offset a portion of the expense for their legal defense. The Comprehensive Collections unit in the Probation Department collects these fees for service which began in January 2007. While the implementation of this program started slowly, the program is now fully operational which explains the significant increase in revenues expected for FY 2008-09. This increase helps offset a \$40,200 decrease in reimbursements for California Men’s Colony and Atascadero State Hospital cases.

**BOARD ADOPTED CHANGES**

None.

**GOALS AND PERFORMANCE MEASURES**

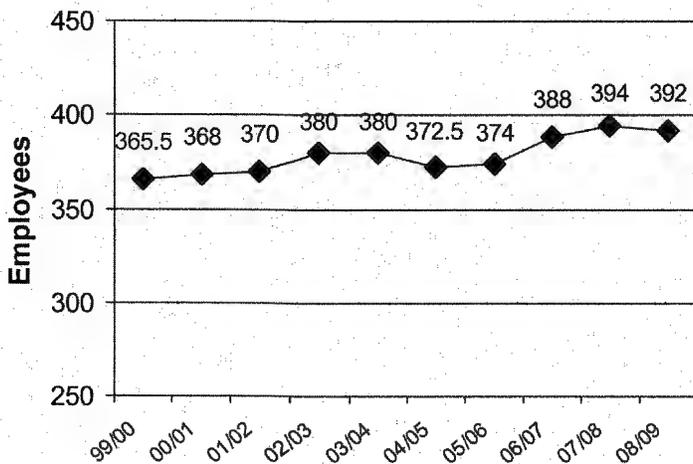
|  |                            |                            |                            |                  |                            |                 |
|--|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| <b>Department Goal:</b> To provide cost effective Public Defender services.  |                            |                            |                            |                  |                            |                 |
| <b>Communitywide Result Link:</b> A well-governed community; A safe community.   |                            |                            |                            |                  |                            |                 |
| <b>1. Performance Measure: Annual number of cases reversed based on the allegation of inadequate defense.</b>  |                            |                            |                            |                  |                            |                 |
| 03-04<br>Actual<br>Results   | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 07-08<br>Target |
| 0  | 0                          | 0                          | 0                          | 0                | 0                          | 0               |
| <b>What:</b> Counties are mandated to provide public defender services for people who are unable to afford a private attorney. The number of cases that are overturned based upon an inadequate defense measures the effectiveness of public defender services in terms of the meeting the constitutional right to an adequate defense.  |                            |                            |                            |                  |                            |                 |
| <b>Why:</b> Providing an adequate defense is a constitutional right and promotes justice. Cases that are overturned because of an inadequate defense ultimately are more costly to taxpayers.  |                            |                            |                            |                  |                            |                 |
| <b>How are we doing?</b> We are meeting our target. Defense services provided by Public Defenders continue to meet legally required standards.   |                            |                            |                            |                  |                            |                 |
| <b>2. Performance Measure: Per capita costs for public defender services.</b>  |                            |                            |                            |                  |                            |                 |
| 03-04<br>Actual<br>Results   | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 07-08<br>Target |
| \$16.41  | \$14.93                    | \$17.07                    | \$17.25                    | \$19.43          | \$18.74                    | \$20.21         |
| <b>What:</b> This measure shows the per capita gross costs to provide public defender services.  |                            |                            |                            |                  |                            |                 |
| <b>Why:</b> We are measuring per capita gross public defender costs in an effort to capture efficiency data.   |                            |                            |                            |                  |                            |                 |
| <b>How are we doing?</b> The results for FY 2007-08 reflect actual expenditures at year end. The population estimate used for the calculation is 262,436, the latest estimate published by the US Census Bureau. The average of the per capita cost for six comparable counties (Marin, Monterey, Napa, Santa Barbara, Santa Cruz, and Placer) is \$22.51, based on budgeted amounts. (Actual year-end expenditure data for these counties was not available.) Four of the six comparable counties have a higher per capita cost than San Luis Obispo. Monterey has the lowest per capita cost at \$15.31. Santa Cruz County has the highest per capita cost at \$31.80. |                            |                            |                            |                  |                            |                 |

**MISSION STATEMENT**

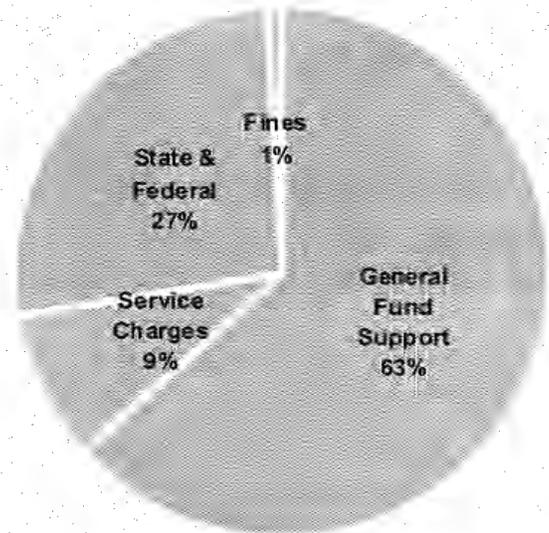
The Mission of the San Luis Obispo County Sheriff's Department is to protect all life and property and to provide service, security and safety to the community, as directed by law and moral responsibility.

|                          | 2006-07       | 2007-08       | 2008-09          | 2008-09            | 2008-09        |
|--------------------------|---------------|---------------|------------------|--------------------|----------------|
| <u>Financial Summary</u> | <u>Actual</u> | <u>Actual</u> | <u>Requested</u> | <u>Recommended</u> | <u>Adopted</u> |
| Revenues                 | \$ 21,090,865 | \$ 21,789,009 | \$ 20,181,919    | \$ 20,492,264      | \$ 20,492,264  |
| Salary and Benefits      | 40,347,205    | 44,924,172    | 48,123,712       | 46,753,196         | 46,973,196     |
| Services and Supplies    | 8,733,518     | 8,641,271     | 7,736,794        | 7,596,983          | 7,596,983      |
| Other Charges            | 432,033       | 273,817       | 187,303          | 187,303            | 187,303        |
| Fixed Assets             | 1,034,303     | 339,923       | 0                | 0                  | 0              |
| **Gross Expenditures     | \$ 50,547,059 | \$ 54,179,183 | \$ 56,047,809    | \$ 54,537,482      | \$ 54,757,482  |
| Less Intrafund Transfers | 49,233        | 57,625        | 91,800           | 99,300             | 99,300         |
| **Net Expenditures       | \$ 50,497,826 | \$ 54,121,558 | \$ 55,956,009    | \$ 54,438,182      | \$ 54,658,182  |

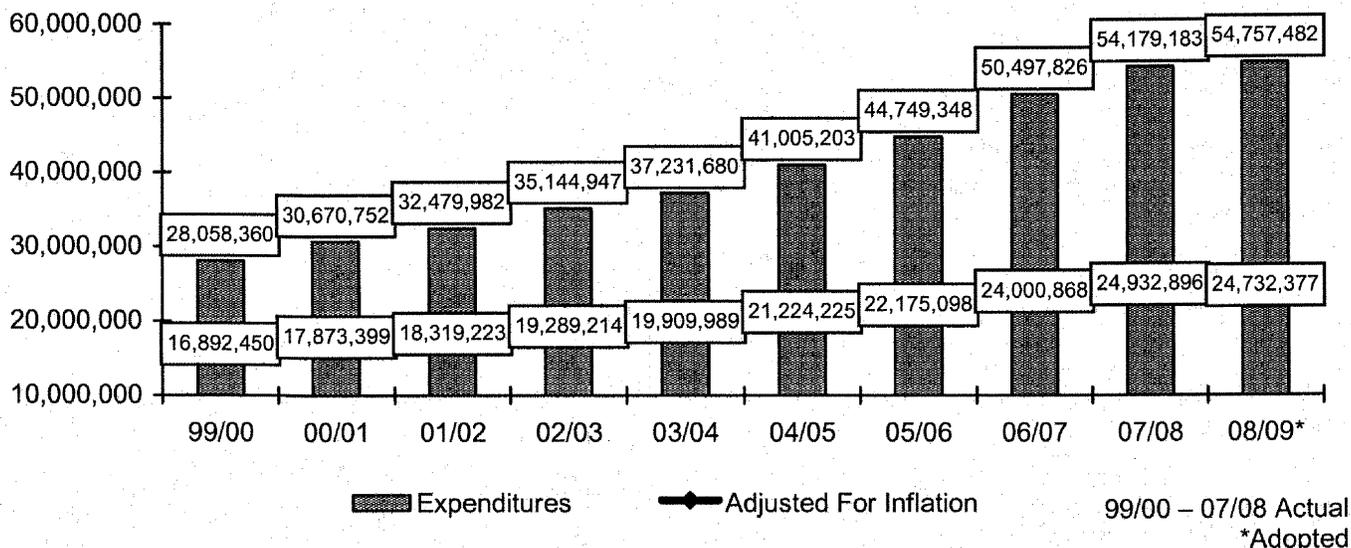
**Number of Employees**  
(Full Time Equivalent)



**Source of Funds**



### 10 Year Expenditures Adjusted For Inflation



#### SERVICE PROGRAMS

##### Administration

Direct, coordinate, and control the functions of the Department of Sheriff-Coroner-Marshal.  
Total Expenditures: \$870,769 Total Staffing (FTE): 5.0

##### Automation Services

Provide automated support, computer systems and statistical information to all divisions of the Sheriff-Coroner's Department.  
Total Expenditures: \$773,523 Total Staffing (FTE): 4.0

##### Civil

Receive and serve all civil processes and notices including summons, complaints, attachments, garnishments, and subpoenas. Provide bailiff services to the Courts.  
Total Expenditures: \$3,641,744 Total Staffing (FTE): 27.5

##### Custody

Operate the County Jail; provide custodial care, vocational training, rehabilitative services, booking, food services, and inmate work assignments, alternate forms of incarceration, operation of the court holding facilities and transportation of jail inmates to and from court.  
Total Expenditures: \$20,431,365 Total Staffing (FTE): 168.0

##### Detectives

Investigate criminal activities and prepare for prosecution where indicated, provide coroner investigative functions, and determine the circumstances, manner, and the cause of all violent deaths. Coordinate a countywide crime prevention program designed to educate the residents of the County in security and prevention techniques and precautions.  
Total Expenditures: \$3,706,468 Total Staffing (FTE): 21.0

##### Fiscal Services

Provide budget, payroll, accounting support, grant management for all divisions of the Sheriff-Coroner's Department.  
Total Expenditures: \$3,080,930 Total Staffing (FTE): 5.0

#### Public Protection

**Patrol**

Preserve the peace, respond to citizen's requests for assistance, and prevent criminal activity.

Total Expenditures: \$18,316,064 Total Staffing (FTE): 129.5

**Records and Warrants**

Processes, stores, and maintains Department criminal records and warrants; receives and processes permit applications; coordinates extraditions; fingerprints applicants, and registers all sex, drug, and arson offenders residing within the Sheriff's Department's jurisdiction.

Total Expenditures: \$889,578 Total Staffing (FTE): 12.0

**Special Operations**

Conduct investigations involving illegal drug possession and sales, unlawful activity associated with criminal street gangs and augment Patrol in addressing special problems in communities.

Total Expenditures: \$3,047,042 Total Staffing (FTE): 20.0

**DEPARTMENT COMMENTS**

The Sheriff's Department provides law enforcement services over an area of approximately 3,200 square miles and provides law enforcement assistance to the seven incorporated cities within the county. The department operates a county jail with a population that, at times, exceeds 600 inmates. Jail staff serves over 634,000 meals per year to inmates and wash and dry over 255 tons of laundry for jail inmates and 36 tons of laundry for the Juvenile Services Center next door. In 2007 the Coroner's Office processed 1,064 reportable deaths and certified 327 of those.

The department continues to focus on the needed expansion of the county jail and to pursue outside funding to help defray millions of dollars in cost. Additionally, the long-sought expansion of the court holding facility was completed and is operational.

**Customer Service**

- Sheriff's Department representatives attend between 35 and 40 community service district and advisory council meetings that are held monthly throughout the county. The public is advised of current crime trends and the department responds to questions from board members and the public.
- In addition, the role of public information officer has transitioned to the Crime Prevention Unit, providing easier access to information and better coordination with the public and media.
- The Coroner's Office has developed protocols with hospice groups to insure that terminal patients may pass with dignity at home, without unnecessary coroner's investigations, by registering 391 hospice clients prior to death last year.

**Internal Business Improvements**

- Utilizing federal grant money, the department is coordinating the connection of computer-aided-dispatching utilized by all city police departments, Cal Fire and the Sheriff's Department. This will effectively reduce response times for multiple first responders by at least three to five minutes (or more), and all responding agencies will have access to all relevant information about the call simultaneously. Multiple first responders include law enforcement, ambulance and fire.
- Executive staff now holds meetings regularly at patrol stations, to improve internal communications.

**Finance**

- The department pursues outside financing to fund critical needs. The Sexual Assault Felony Enforcement program was implemented with state funds and is one of the most successful programs within the state, showing a 98% compliance rate in the unincorporated area of the county and over 90% when the cities are included. Statewide, the compliance rate is in the area of 80%.
- As the department works to establish a DNA laboratory within the county, \$282,000 in funding has been received through a request submitted to Congressman McCarthy. Presently, law enforcement agencies in San Luis Obispo County, rely on state Department of Justice (DOJ) lab for DNA studies, or must pay a private DNA lab. DOJ has a significant backlog of cases, and in some instances comparisons may take months or years, and private labs are very expensive. The department is seeking to bring DNA technology into the department's existing crime lab to benefit all local law enforcement agencies as well as making the community's safer by promptly identifying the most violent offenders and predators.

- By diligently reducing vacancies in the department in the first two quarters of 2007/2008, overtime hours were reduced by 22%, or 6,672 hours over the same period in 2006/2007. This amounted to a savings of over \$243,813 in overtime expenses. Also, a number of grant programs the department participates in reimburses overtime expenses when incurred in grant projects.

**Learning and Growth**

- While the department was able to meet minimum training standards for peace officers and correctional officers, the department utilizes other funding sources, such as the Sheriff's Advisory Council, to enhance training above minimum standards and offer the training to other agencies within the county.
- The department continues to work with county staff in improving the recruitment process for new hires to replace employees who retire or move on to higher paying jobs. Measures include focused recruitments and paid announcements in professional journals, and Saturday physical agility testing for correctional applicants.
- The department has implemented pre-academy training for entry level law enforcement hires to prepare them for the rigors of academy training.
- The Sheriff's Department has helped to establish and support the Crisis Intervention Team (CIT). The program provides Police Officers, Deputies and Correctional Officers throughout San Luis Obispo County with specialized training for dealing with the mentally ill. The result is that law enforcement personnel are better equipped to respond to a crisis immediately, they have enhanced training and education in verbal de-escalation techniques, and providing diversion into the mental health care system in lieu of incarceration.

**Challenges for Fiscal Year 2008/2009**

- The department faces challenges from an increasing population that is expanding into areas outside the major population areas, resulting in increasing response times and a stretching of patrol resources.
- Increasing use of illegal drugs, particularly methamphetamine, and increasing gang activity will have a negative impact on the quality of life in this county unless these increases are met with increased enforcement.
- This activity will continue to place pressure on the jail population which will necessitate an increase in beds or the early release of inmates.
- The women's jail is significantly overcrowded, and the department will continue to work collectively with county staff to secure state funding for jail expansion, including participation in re-entry programs and other prerequisites.

**COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS**

The recommended budget for the Sheriff Department funds over \$54.4 million in total expenses, reflecting an increase of more than \$3.8 million (7%) compared to the FY 2007-08 Adopted Budget. This increase is primarily due to prevailing wage increases approved in FY 2007-08. Recommended revenues are \$361,606 (1%) more than the FY 2007-08 Adopted Budget. The recommended General Fund support (GFS) level is increasing by \$3,481,892 (11%), which is \$1,828,172 less than the GFS increase requested in the department's Status Quo budget.

Recommended salary and benefit expense is almost \$46.8 million, an increase of more than \$4 million compared to the FY 2007-08 Adopted Budget. Salary and benefit expense is reduced by a total of approximately \$1.37 million in the recommended budget compared to the requested budget to reduce the increase of General Fund support. The recommended reductions in salary and benefit accounts reflect:

- A \$456,000 (or 1%) salary savings - typical vacancy rates have been 4% to 6% for this department.
- The elimination of one Sheriff's Commander, two Deputy Sheriff positions and one Legal Clerk from the Position Allocation List for a total savings of \$448,469. All four positions are currently vacant.
- A reduction in requested overtime expense in the amount of \$451,427, and
- A shift of \$14,620 in salary expense to the Department of Child Support Services (DCSS) fund center to help leverage federal funds to pay for the cost of local service of process which is provided by the Sheriff Department for DCSS. (Please refer to Fund Center 134 for further explanation).

It is important to note that in January 2007, the Sheriff reassigned two Deputies from Patrol to provide additional court security at the request of the Superior Court. The Court is now funding these two positions. Since two new Deputy Sheriff positions were not added to the department's Position Allocation List to meet this new request from the Court, the effect is that the recommended budget reflects the elimination of a total of four Deputy Sheriffs from the Patrol division.

The recommended amount in the service and supply accounts totals \$7,596,983 (a reduction of approximately 1% compared to the FY 2007-08 Adopted Budget). Notable changes in these accounts include a \$98,900 decrease in common carrier charges, \$161,306 in additional expense for food and \$53,028 for household expenses at the jail (due to the rising inmate population), \$155,180 increase for Professional Services (which includes a new expense of \$70,000 for substance testing related to DUI arrests), a reduction of \$177,520 in insurance costs and \$229,494 in reduced garage charges.

Revenues are increasing by \$361,606 (1%) compared to the FY 2007-08 Adopted Budget. Individual revenue accounts show a mix of increases and decreases. The most notable changes include an increase of \$610,491 for billings related to Court Security (due to increased security needs of the Court) and a decline of \$684,759 in Proposition 172 funding (the ½ cent sales tax dedicated to public safety). In addition, the department included a transfer of \$255,844 in Supplemental Law Enforcement Services Act Funds drawn from the trust, primarily to fund medical care of inmates. This program had previously been funded with Inmate Welfare Trust fund money. Funding from State Awarded Grants is recommended to increase \$91,105. Grants in this account include the \$450,000 Rural County Crime Program grant, the \$200,000 Sexual Assault Felony Enforcement grant, the \$315,000 CAL-MET grant and the \$81,000 Rural Crime Grant. The funding for each of these grants is dependent on the final State budget for FY 2008-09.

No budget augmentation requests were submitted by the department.

**BOARD ADOPTED CHANGES**

The Board approved an amendment to the Position Allocation List to add two Deputy Sheriff positions to backfill for the two Deputies that were shifted from the Patrol Division to provide security at the Superior Court. In addition the Board adopted an increase in the salary and benefit accounts in the amount of \$220,000 to fund the cost of these two additional Deputy Sheriff positions (funded with General Fund contingencies).

**GOALS AND PERFORMANCE MEASURES**

**Department Goal:** Perform all mandates of the Office of Sheriff-Coroner, investigate crime, enforce laws, prevent criminal activities, maintain a safe and secure jail, provide security for the courts, plan for and implement emergency response for disasters and acts of terrorism.

**Communitywide Result Link:** A safe community.

**1. Performance Measure: Crime rate for law enforcement agencies that serve populations over 100,000 in the State. (Replaces previous California Crime Index performance measure)**

| 03-04<br>Actual<br>Results                       | 04-05<br>Actual<br>Results                       | 05-06<br>Actual<br>Results                       | 06-07<br>Actual<br>Results                        | 07-08<br>Adopted                                 | 07-08<br>Actual<br>Results                       | 08-09<br>Target                                  |
|--|--|--|---|--|--|--|
| Crime rate lower than 91% of comparable counties | Crime rate lower than 85% of comparable counties | Crime rate lower than 85% of comparable counties | Crime rate lower than 100% of comparable counties | Crime rate lower than 85% of comparable counties | Crime rate lower than 71% of comparable counties | Crime rate lower than 90% of comparable counties |

**What:** This measure tracks the number of serious crimes reported each year for all law enforcement agencies (i.e., police departments, sheriff departments, and cities that contract for law enforcement) serving populations over 100,000. The rate reported here is the rate for crimes committed in the unincorporated areas of the county. Recently, the County went from a Group 3 County (under 100,000 in population) to a Group 2 County (100,000 to 250,000 population) with the comparable counties of Kern, Monterey, Santa Barbara, Napa and Placer. This is because the population of the unincorporated area is now estimated to be over 100,000.

**Why:** This compares the crime rate for serious violent and property offenses in the unincorporated area of the County with that of other law enforcement agencies that serve populations of 100,000 or more.

**How are we doing?** Department members are trained to be very proactive in reduction strategies through crime prevention programs, community presentations, patrols, school programs, security surveys and rural patrol as well as aggressive prosecutions through specialized investigative units. We have maintained an overall crime rate lower than that of all but one of our comparable counties in the state – Marin County. For violent crimes, San Luis Obispo County is lower than the State average. The 2007 State average for violent crimes is 507.0 per 100,000 and for San Luis Obispo County the rate is 330.9 per 100,000. For property crimes the State average is 1,803.6 per 100,000 and for San Luis Obispo the rate is 1,131.2 per 100,000.

**2. Performance Measure Percentage of high priority, life threatening calls for service that receive a 10 minute response time in the Coast Station area of the county.**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| 75%                        | 70%                        | 78%                        | 95%                        | 85%              | 74%                        | 90%             |

**What:** This measures the percentage of calls from the time the first patrol unit is dispatched to the call to arriving at the scene that are under 10 minutes in response time. The Coast Station area extends from Avila Beach and up the coastline to the Monterey County line.

**Why:** Timely response is critical to successful resolution of a life threatening call for service. Even though there are no national standards for this measure, the Sheriff's Department considers this to be an important issue for the public.

**How are we doing?** Overall average response time was 8 minutes. Coast Patrol responded to 74% of high priority, life threatening emergency calls for service within 10 minutes. While this is an average response time for the entire coast area, it includes responses in very remote areas of the patrol area with low population. Response times are based on the location of the closest available unit at the time the call is dispatched. Because the location of any unit in a beat area randomly changes based on call volume, time of day and number of cars in a beat, times will vary in any given month or year.

**3. Performance Measure: Percentage of high priority, life threatening calls for service that receive a 15 minute response time in the North Station area of the county.**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| 70%                        | 83%                        | 79%                        | 80%                        | 80%              | 90%                        | 85%             |

**What:** This measures the percentage of calls where the response time from when the first patrol unit is dispatched to when the unit arrives at the scene is 15 minutes or less. The North Station area covers inland north county from Santa Margarita to Monterey and Kern County lines.

**Why:** Timely response is critical to successful resolution of a life threatening call for service. Even though there are no national standards for this measure, the Sheriff's Department considers this to be an important issue for the public.

**How are we doing?** Overall average response time was 8 minutes. Emergency and life threatening response times for North Patrol area continues to improve, despite the fact that this patrol station has the largest geographical area, yet still remains the least populated area of the three patrol stations.

**4. Performance Measure: Percentage of high priority, life threatening calls for service that receive a 10 minute response time in the South Station area of the county.**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| 90%                        | 89%                        | 88%                        | 80%                        | 80%              | 80%                        | 85%             |

**What:** This measures the percentage of calls where the response time from when the first patrol unit is dispatched to when the unit arrives at the scene is 10 minutes or less. The South Station area extends from the City of San Luis Obispo and Avila Beach, south to the Santa Barbara County line and east to unpopulated areas of the Los Padres National Forest.

**Why:** Timely response is critical to successful resolution of a life threatening call for service. Even though there are no national standards for this measure, the Sheriff's Department considers this to be an important issue for the public.

**How are we doing?** Overall average response time was 6 minutes. South Patrol area response times to emergency and life threatening calls have remained consistent for the past two years. This patrol area has a growing population and deputies here respond to more calls for service than either of the other two station areas.

**5. Performance Measure: Arrest rate for crimes classified as homicide.**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted                | 07-08<br>Actual<br>Results | 08-09<br>Target                 |
|----------------------------|----------------------------|----------------------------|----------------------------|---------------------------------|----------------------------|---------------------------------|
| 100%                       | 100%                       | 100%                       | 100%                       | Better than<br>National Average | 100%                       | Better than<br>National Average |

**What:** Using national Uniform Crime Reporting (UCR) data collected by the Federal Bureau of Investigation (FBI), this measure shows the percentage of homicide investigations that result in an arrest by the Sheriff's department.

**Why:** Arrest rates are indicative of effectiveness.

**How are we doing?** The department again has a 100% rate of arrests for homicides reported during this period. During this period there was one homicide in the county. Highly trained, experienced detectives working closely with patrol deputies and expert forensic staff members make it unlikely that somebody could get away with murder in San Luis Obispo County. The FBI national average for cleared homicides was 60.7% for 2006.

| 6. Performance Measure: Arrest rate for crimes classified as forcible rape.   |                            |                            |                            |                                 |                            |                                 |
|---|----------------------------|----------------------------|----------------------------|---------------------------------|----------------------------|---------------------------------|
| 03-04<br>Actual<br>Results  | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted                | 07-08<br>Actual<br>Results | 08-09<br>Target                 |
| 46%   | 95%                        | 68%                        | 78%                        | Better than<br>National Average | 60%                        | Better than<br>National Average |
| <p><b>What:</b> Using national Uniform Crime Reporting (UCR) data collected by the FBI, this measure shows the percentage of forcible rape investigations that result in an arrest by the Sheriff's department.</p> <p><b>Why:</b> Arrest rates are indicative of effectiveness.</p> <p><b>How are we doing?</b> Of the 20 rapes verified as offenses, arrests were made for 12 of these. The department continues to have a rate of arrest for forcible rapes which is significantly higher than the FBI national average for 2006 of 40.9%. The reason for the Department's higher than average arrest rate is because of sufficient staff, quality training for the staff and priority follow-up on the crime. Priority follow-up means that this type of crime gets the effort and attention from the Department that it deserves. The number of offenses reported has dramatically increased from an average of 10 per year to nearly 30. This is attributed to increased public awareness due to crime prevention programs causing victims to be more likely to report.</p> |                            |                            |                            |                                 |                            |                                 |
| 7. Performance Measure: Arrest rate for crimes classified as robbery.   |                            |                            |                            |                                 |                            |                                 |
| 03-04<br>Actual<br>Results  | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted                | 07-08<br>Actual<br>Results | 08-09<br>Target                 |
| 40%   | 47%                        | 47%                        | 25%                        | Better than<br>National Average | 32%                        | Better than<br>National Average |
| <p><b>What:</b> Using national Uniform Crime Reporting (UCR) data collected by the FBI, this measure shows the percentage of robbery investigations that result in an arrest by the Sheriff's department. The Penal Code defines robbery as the taking or attempting to take anything of value from the care, custody or control of a person or persons by force or threat of force or violence and/or by putting the victim in fear.</p> <p><b>Why:</b> Arrest rates are indicative of effectiveness.</p> <p><b>How are we doing?</b> Of the 19 robbery offenses, arrests were made for 6 of these. SLO County experienced an increase in robbery cases from 2006 to 2007 of 45%. In spite of this increase SLO County Sheriff's Department has improved its clearance rate to 32%. The 2006 national average was 25.2%.</p>   |                            |                            |                            |                                 |                            |                                 |
| 8. Performance Measure: Arrest rate for crimes classified as aggravated assault.  |                            |                            |                            |                                 |                            |                                 |
| 03-04<br>Actual<br>Results  | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted                | 07-08<br>Actual<br>Results | 08-09<br>Target                 |
| 85%   | 77%                        | 83%                        | 74%                        | Better than<br>National Average | 73%                        | Better than<br>National Average |
| <p><b>What:</b> Using national Uniform Crime Reporting (UCR) data collected by the FBI, this measure shows the percentage of aggravated assault investigations that result in an arrest by the Sheriff's department. The Penal Code defines aggravated assault as the unlawful attack by person(s) upon another for the purpose of inflicting severe or aggravated bodily injury.</p> <p><b>Why:</b> Arrest rates are indicative of effectiveness.</p> <p><b>How are we doing?</b> Of the 182 assault offenses, arrests were made for 132 of these. The Sheriff's Department arrest and clearance rate for aggravated assault is better than the 2006 FBI national rate of 54.0%.</p>   |                            |                            |                            |                                 |                            |                                 |
| <p><b>Department Goal:</b> Foster a safe environment for inmates and jail employees.</p> <p><b>Communitywide Result Link:</b> A safe community.</p>   |                            |                            |                            |                                 |                            |                                 |

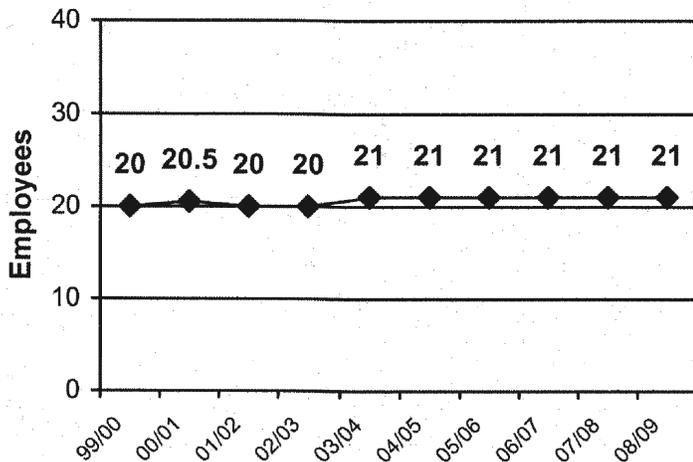
| 9. Performance Measure: Monthly physical altercation rate per hundred inmates at the Main Jail.   |                            |                            |                            |                  |                            |                 |  |
|---|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|--|
| 03-04<br>Actual<br>Results  | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |  |
| 1.42%   | 1.14%                      | 1.31%                      | 1.15%                      | 1.21%            | .87%                       | Under 1.50%     |  |
| <p><b>What:</b> This measure tracks our success relative to keeping the Main Jail safe for inmates and County employees alike.</p> <p><b>Why:</b> It is important to track the physical altercation rate at the Main Jail for two reasons: 1) it provides a measure for how safe our facility is; and 2) demonstrates the degree to which we effectively manage the inmate population.</p> <p><b>How are we doing?</b> The jail housed an average of 568 inmates per day during FY 07-08, with physical altercations equaling .87 per 100 inmates. There have been 55 assaults, between inmates, during FY 07/08. Four staff members have been assaulted during this time as well.</p>  |                            |                            |                            |                  |                            |                 |  |
| <p><b>Department Goal:</b> Maintain the county jails and inmates committed therein as prescribed by law in a fair and humane manner.</p> <p><b>Communitywide Result Link:</b> A safe community.</p>   |                            |                            |                            |                  |                            |                 |  |
| 10. Performance Measure: Overtime as a percentage of the Custody salaries budget.   |                            |                            |                            |                  |                            |                 |  |
| 03-04<br>Actual<br>Results  | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |  |
| 1.9%  | 3.1%                       | 3.62%                      | 5.3%                       | 2.0%             | 2.91%                      | 3.5%            |  |
| <p><b>What:</b> This measure tracks the amount of overtime expended annually by the Sheriff to keep the Main Jail running twenty-four hours a day, seven days a week.</p> <p><b>Why:</b> Barring unforeseen emergencies/events, overtime costs can be kept in check by employing sound scheduling and management techniques. Tracking our efforts in this area demonstrates the Sheriff's commitment to maximize the use of limited resources.</p> <p><b>How are we doing?</b> Overtime hours and costs have decreased in Fiscal Year 07/08 as compared to Fiscal Year 06/07. In Fiscal Year 06/07 overtime hours were 13,622 while 07/08 overtime hours were 9,381 for a reduction of 4,241 hours or 31%. Overtime is generated by holidays, sick, vacation, training needs, unusual events and to maintain minimum staffing levels. At the end of Fiscal Year 07/08 we still had six unfilled Correctional Officer vacancies plus four Correctional Officers still in training. Even when Custody is fully staffed there will be a need for overtime to cover vacations, holidays, sick days and training. Custody has 19 positions that must be manned at all times.</p> |                            |                            |                            |                  |                            |                 |  |

**MISSION STATEMENT**

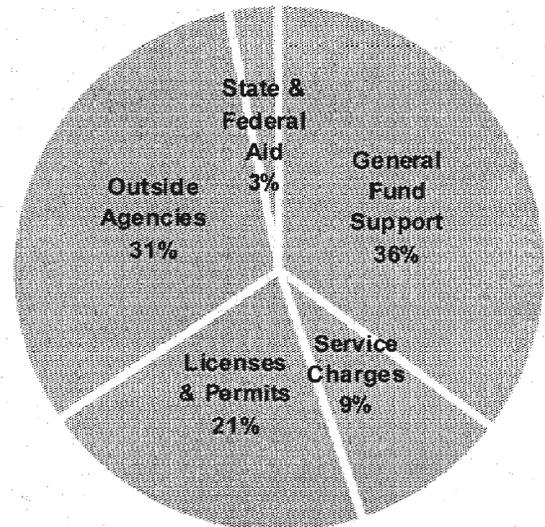
The Animal Services Division of the Sheriff's Department is dedicated to providing protection, education, and the humane treatment of animals in order to ensure a safe and healthy community and to promote the benefits of responsible pet ownership.

| <u>Financial Summary</u>          | 2006-07<br><u>Actual</u> | 2007-08<br><u>Actual</u> | 2008-09<br><u>Requested</u> | 2008-09<br><u>Recommended</u> | 2008-09<br><u>Adopted</u> |
|-----------------------------------|--------------------------|--------------------------|-----------------------------|-------------------------------|---------------------------|
| Revenues                          | \$ 1,697,751             | \$ 1,333,680             | \$ 1,516,970                | \$ 1,546,970                  | \$ 1,546,970              |
| Salary and Benefits               | 1,525,308                | 1,550,824                | 1,733,413                   | 1,647,578                     | 1,647,578                 |
| Services and Supplies             | 587,888                  | 658,073                  | 715,291                     | 732,655                       | 732,655                   |
| Other Charges                     | 0                        | 0                        | 0                           | 0                             | 0                         |
| Fixed Assets                      | 0                        | 69,163                   | 19,679                      | 0                             | 0                         |
| **Gross Expenditures              | \$ 2,113,196             | \$ 2,278,060             | \$ 2,468,383                | \$ 2,380,233                  | \$ 2,380,233              |
| <br>General Fund Support (G.F.S.) | <br>\$ 415,445           | <br>\$ 944,380           | <br>\$ 951,413              | <br>\$ 833,263                | <br>\$ 833,263            |

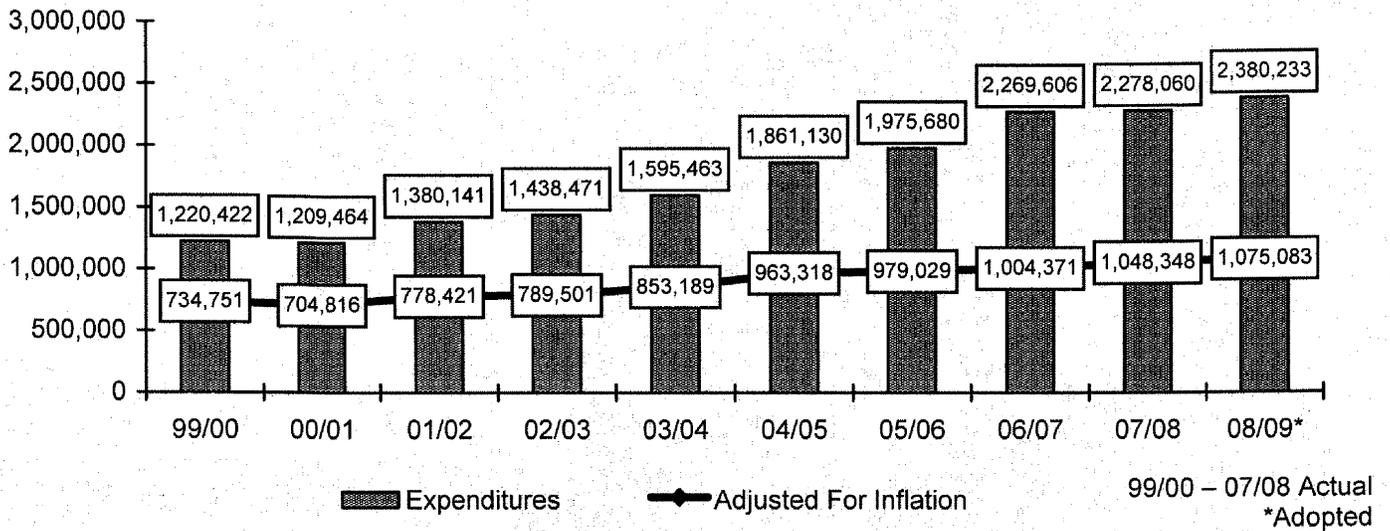
**Number of Employees**  
(Full Time Equivalent)



**Source of Funds**



10 Year Expenditures Adjusted For Inflation



**SERVICE PROGRAMS**

**Administration**

Manage and supervise animal service programs, negotiate contracts with cities utilizing the Division's services, maintain records, coordinate communications with dispatch including receiving and releasing of animals.

Total Expenditures: \$299,342 Total Staffing (FTE): 2.0

**Animal Placements**

Provide opportunities for unredeemed, stray animals to find a new home. Utilize volunteers to assist in pet adoption functions and to match potential owners with animals. Provide financial assistance for pet owners to spay or neuter their pets.

Total Expenditures: \$378,301 Total Staffing (FTE): 4.0

**Enforcement**

Retrieve stray animals and dogs in violation of the leash law; respond to public complaints and nuisance abatement proceedings; provide permits for commercial and non-commercial breeders, kennels, and pet shops; provide immediate response to rabid animal calls and coordinate humane disposition. Investigate animal abuse cases and owner requested services to pick up, shelter, or euthanize owned animals.

Total Expenditures: \$905,235 Total Staffing (FTE): 9.0

**Humane Education**

Provide communities with pet-related information that serves the public and furthers the mission and goals of the Animal Services Division. Implement education programs that are directed at individuals and groups of individuals associated with service organizations, schools, and community groups.

Total Expenditures: \$ 83,617 Total Staffing (FTE): 0.50

**Licensing**

Protect the public by verifying that dog rabies vaccinations are current, collecting licensing fees, issuing licenses, and enforcing license ordinances and state and local rabies control laws. Includes rabid animal reporting and testing; quarantine, bite report coordination, and investigation coordination.

Total Expenditures: \$ 418,096 Total Staffing (FTE): 2.5

**Public Protection**

### Sheltering/Euthanasia

Maintain safe and clean kennel facilities to house strays and animals placed on "hold" by law enforcement; quarantine bite animals; coordinate redemption of animals by owners; and humanely dispose of ill, injured, and unwanted animals.

Total Expenditures: \$ 295,643 Total Staffing (FTE): 3.0

#### **DEPARTMENT COMMENTS**

The Animal Services Division serves the citizen's of San Luis Obispo County by receiving homeless, stray and owner relinquished animals from across the county at the shelter. Animal Services' staff serves the community by assisting to identify solutions to animal related problems, enforcing local ordinances and state laws relating to animals, and performing rabies control and monitoring for the county.

Volunteers and staff also conduct community oriented programs such as Camp PAWS, Humane Education, and Healing Touch.

Examples of results achieved in the past year FY 07/08

#### **Goal 1: Customer Service**

- a. Maintained the Division's success in the placement or redemption of adoptable animals into homes with only 13 adoptable animals being euthanized of a total 4,146 impounded.
- b. Affected the quarantine of over 98% of animals reported to be involved in bites to humans, thereby preventing the bite victims from having to undergo potentially costly and uncomfortable prophylactic rabies treatment.
- c. Implemented broad based sampling of citizens with Animal Services contact to evaluate overall performance. Customer service surveys show 86% satisfaction.

#### **Goal 2: Internal business processing improvements**

- a. Implemented license outsourcing program allowing administrative staff to function more efficiently. Contracted with HSUS to perform operational review and evaluation.

#### **Goal 3: Financial improvements**

- a. Increased license associated revenue by 16% through the implementation of license outsourcing program. Additional revenue increases are expected in subsequent years, as full implementation of this program did not begin until midyear.

#### **Goal 4: Employee Development**

- a. Completed development and implemented policy manuals for Divisional personnel and volunteers to more clearly delineate expectations of operational responsibilities and conduct.
- b. Initiated development of Standard Operational Protocol manual for volunteers and staff. Process is getting underway in late 3<sup>rd</sup> quarter with implementation anticipated in 4<sup>th</sup> quarter.
- c. Increased training assignments and tracking for staff to include basic rabies awareness training, euthanasia refresher course training, and basic first-aid.

#### **Goals for FY 08/09**

#### **Goal 1: Customer Service**

- a. Maintain the Division's success in the placement or redemption of adoptable animals into homes and reducing the euthanasia of adoptable animals.
- b. Maintain positive customer service ratings through courteous and professional responses to animal related concerns.
- c. Review and implement appropriate HSUS evaluation recommendations related to customer service.

#### **Goal 2: Financial Improvements:**

- a. Continued increase in licensing and in license revenue through coordination with outsource provider.
- b. Continue movement towards full cost recovery for contracted services through incremental increases in service fees.

- c. Review and implement appropriate HSUS evaluation recommendations related to financial processes.

**Goal 3: Internal Business Process Improvements**

- a. Promote spay and neuter of shelter animals through increased coordination of surgical services performed by Woods Humane Society.
- b. Review and implement appropriate HSUS evaluation recommendations related to internal business processes.

**Goal 4: Employee Development**

- a. Identify training and professional development opportunities for Division personnel, specifically in the areas of compassion fatigues and animal handling.
- b. Improve work processes through development of standardized practices and procedures, particularly with regards to kennel function and animal management.
- c. Review and implement appropriate HSUS evaluation recommendations related to employee development.

**COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS**

The recommended expense for this division of the Sheriff-Coroner Department is increasing \$94,709 (4%) and revenues are projected to increase by \$99,752 (6%) compared to the FY 2007-08 Adopted Budget. Given this, General Fund support for this fund center is recommended to decrease by \$5,043 (less than 1%) as compared to FY 2007-08.

Recommended expense for salaries and benefits are decreasing by \$5,536 (less than 1%) and fully funds all positions in the department. The primary reason for the reduction is that \$85,835 in compensation for a third Lead Animal Control Officer had been included in the FY 2007-08 budget, which was in error. The recommended budget includes funding for two Lead Animal Control Officers, which is consistent with the Position Allocation List. The department also proposed a \$6,444 (34%) reduction in overtime expenses based on current year expenditures.

Services and supplies are recommended to increase \$100,245 (15%) compared to the FY 2007-08 Adopted Budget. This is primarily driven by a \$56,777 increase to the Professional Services account. Volunteer and Humane Education trust accounts pay for expenses from this account, and donations to these trust accounts have been increasing. The division now has a contract with Woods Humane Society for spay/neuter of animals prior to adoption. To help continue funding this program, \$20,000 has been shifted from the spay/neuter discount coupons that have been provided to the public. The recommended services and supplies funding level will also provide for the purchase of 58 dog beds to replace the deteriorating beds currently in use as well as three replacement cat cage units.

The recommended increase in revenue comes primarily from \$144,605 in additional revenue from contracts with cities. The reimbursement rate from cities has gradually increased but remains below the proportional share these cities contribute to the call volume and animals brought to the shelter. The County should continue to work toward full cost recovery for the animal care and control services provided to the cities. The overall increase in revenue is less than the \$144,605 due to a reduction of SB 90 revenue for this Division, in the amount of \$12,853 (18%), and a reduction of Animal License fee revenue of \$38,000 (8%) compared to the FY 2007-08 Adopted Budget.

The animal shelter uses Honor Farm inmate labor to help maintain the kennels and cages in the shelter. The division continues to receive complaints from volunteers involving inconsistent and, at times, poor cleaning performance. In addition, the effective use of inmate labor for this function is additionally complicated by frequent turn over rates, creating a staffing base with minimal experience and perpetual learning curve. In response, the department requested the addition of 8.0 FTE Kennel Worker positions with a total expense of \$466,560. The intent of the request is to replace the inmate labor with paid staff. The division's request is not recommended for approval at this time, given the project underway to evaluate options for transitioning Animal Services from the Sheriff's department, as requested by the Sheriff in October 2007. The option that is ultimately selected by the Board of Supervisors will determine the continued need for staff augmentations to replace inmate labor. In addition, further evaluation of this request should be considered in context with the County's plan to respond to

the final audit report from the Humane Society of the United States (expected to be received by the end of June or early July, 2008).

The department also requested the purchase of a vehicle for use by the Animal Services Manager who is often called to the field to assist with animal related issues. A key reason put forth by the department is that the Animal Services Manager currently uses his personal vehicle when called out to the field and must typically carry supplies such as rifles and controlled substances/narcotics for use in chemical capture of animals. He keeps these supplies in his personal vehicle to ensure they are available when needed, which presents a potential danger to his spouse or other family members). Funding for this vehicle is not included in the recommended budget due to the fact the Division is in transition (from the Sheriff's department) and any decision related to the purchase of a vehicle for the Animal Services Manager should be delayed until the structure of the animal services operation is determined. In the interim it is suggested that the Animal Services Manager store supplies such as rifles and controlled substances/narcotics in a locked storage unit out of his personal vehicle when not needed.

**BUDGET AUGMENTATION REQUESTS RECOMMENDED**

None

**BUDGET AUGMENTATION REQUESTS NOT RECOMMENDED**

| Unit Amount   | Description  | Results   |
|---|--|---|
| Gross: \$466,560<br>General Fund support; \$466,560 | 8 Kennel Workers to replace inmate labor currently used to support shelter operations. | Improve level of care for animals and staff accountability,   |
| Gross: \$13,950<br>General Fund support; \$13,950   | One sedan with radio to be assigned to the Animal Services Manager                     | <ul style="list-style-type: none"> <li>• Will allow firearms and controlled substances used in chemical capture of animals to be securely stored in compliance with related laws, preventing misuse or theft of these items.</li> <li>• Will reduce the impact of substantial mileage being put on the ASD Manager's personal vehicle.</li> </ul> |

**BOARD ADOPTED CHANGES**

None.

**GOALS AND PERFORMANCE MEASURES**

|  |                            |                            |                            |                  |                            |                 |
|--|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| <b>Department Goal:</b> Protect the public and domestic animals from injuries and disease by responding to citizens and calls for services.  |                            |                            |                            |                  |                            |                 |
| <b>Community-wide Result Link:</b> A safe and healthy community.   |                            |                            |                            |                  |                            |                 |
| <b>1. Performance Measure: Number of stray animals picked up for the fiscal year.</b>  |                            |                            |                            |                  |                            |                 |
| 03-04<br>Actual<br>Results   | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
| 2,775  | 2,327                      | 3,213                      | 3,187                      | 3,000            | 3,368                      | 3,000           |
| <b>What:</b> Animal Services routinely patrols the county, picking up stray animals and providing housing at the shelter.  |                            |                            |                            |                  |                            |                 |
| <b>Why:</b> Our goal is to enhance the health and safety of the animals and the community.   |                            |                            |                            |                  |                            |                 |
| <b>How are we doing?</b> The number of stray animals impounded in San Luis Obispo County during the 2007-08 fiscal year exceeded projected levels. In part, this is credited to maintaining a relatively full staffing of Animal Control officers, resulting in shorter response times and a higher degree of likelihood of impoundment for reported stray animals. Increasing populations also have an effect by generating an associated |                            |                            |                            |                  |                            |                 |

increase in animal related problems, including impounds. By receiving and impounding stray animals, the Division promotes public health and safety through the uptake of potentially dangerous or nuisance animals. Additionally, animal welfare is promoted as strays receive basic care, sheltering, and are protected from the hazards associated with running at large. Future trends in this measure, however, should be monitored as increasing impounds will result in increased need for kennel space and staffing.

**2. Performance Measure: Percentage of dogs and cats involved in bite incidents (with humans) that are quarantined.**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| 82%                        | 93%                        | 95%                        | 98%                        | 80%              | 95%                        | 85%             |

**What:** Animal Services investigates and locates dogs and cats involved in biting of humans, resulting in the quarantining of these animals.

**Why:** Animal Services is required by state mandate to confine / quarantine all animals involved in animal to human biting incidents. This is done to protect the public from the spread of diseases (i.e. rabies).

**How are we doing?** Animal Services maintains a high level of success in identifying and quarantining animals involved in bites to humans. By effectively quarantining these animals, public health is promoted in that bite victims' potential rabies exposure can be evaluated and unnecessary post exposure treatments can be avoided. Thus, saving the victims both money and discomfort. The Division will continue to face challenges in maintaining this high level of success, particularly with respect to bites involving feral or transient animals.

**3. Performance Measure: Number of dogs licensed for the fiscal year.**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| 12,741                     | 16,867                     | 17,571                     | 14,836                     | 16,500           | 19,014                     | 17,500          |

**What:** This measure tracks the number of licensed dogs in the county.

**Why:** Licensing dogs is a tool to protect the public and the county's ordinances. Licensing dogs helps Animal Services return lost pets to their rightful owners.

**How are we doing?** The number of licensed dogs exceeded projected levels during fiscal year 2007-08. Increased licensing numbers is attributed in part to increasing populations together with the success of process outsourcing which was begun in spring of 2007. Animal Services will be looking to further take advantage of this outsourcing potential in FY2008-09 through increased identification and notification of license requirements to owners of unlicensed dogs.

**Department Goal:** Provide a safe and clean environment for all sheltered animals, thus improving opportunities for increased adoption, redemption, and overall health to the animals.

**Community-wide Result Link:** A safe and healthy community.

**4. Performance Measure: Percentage of animals adopted during the fiscal year.**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| 61%                        | 52%                        | 52%                        | 51%                        | 51%              | 50%                        | 51%             |

**What:** This measure reflects the percentage of animals adopted from our shelter annually.

**Why:** This measures the success of our animal adoption program.

**How are we doing?** The percentage of animals adopted from Animal Services during the last fiscal year met projected levels. The Division's ability to maintain this adoption rate represents a solid achievement as evidenced by a December 2007 survey of all California counties. Of the 15 responding counties, San Luis Obispo ranked first in adoption rates by a margin of 15% over the next highest performing county. Animal Services looks forward to this trend remaining consistent, with our successful outside adoption events and similar efforts to place animals into permanent homes.

**5. Performance Measure: Percentage of animals redeemed for the fiscal year.**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| 20%                        | 19%                        | 18%                        | 19%                        | 19%              | 17%                        | 19%             |

**What:** Animal Services tracks the number of stray animals reunited with their owners each year.

**Why:** This measures the success of our efforts to reunite lost pets with their caregivers in a safe and healthy condition.

**How are we doing?** Redemption rates for 2007-08, were slightly below projected levels. Low redemption rates for cats has a substantial negative impact on this evaluation factor. These low redemption rates for cats are considered to be the result of differing community valuations and perspectives regarding cats when compared to dogs. The intake of feral and unowned cats from the community further depresses the

redemption rate. Factors of animal temperament and health are also suspected contributors to depressed redemption rates as owners of those unadoptable animals are less likely to seek out and redeem lost pets. That said, the same survey noted in item 4 ranked the Division in the top 5 counties, all of which had redemption rates within 1% of each other.

**6. Performance Measure: Percentage of adoptable dogs and cats euthanized by Animal Services.**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| 3%                         | 0%                         | 0%                         | 0%                         | 4%               | 0%                         | 4%              |

**What:** Animal Services documents and reports the number of dogs and cats euthanized to the State.

**Why:** This measure helps us track the effectiveness of our animal adoption and redemption program.

**How are we doing?** Animal Services continues to strive to place all adoptable animals into new homes and in comparison other open intake shelters around the state has one of the overall lowest euthanasia rates. While the Division was faced with the necessity of euthanizing one dog classified as adoptable (due to space constraints), this number was less than 1% of the animals taken in and well below levels seen five to ten years ago. Space limitation at the shelter is the primary factor resulting in the euthanasia of adoptable animals. This factor is compounded by ongoing societal practices leading to pet overpopulation. The Division is continuing to address issues of pet overpopulation and responsible ownership through our humane education program and development of spay/neuter programs. In comparison to all counties responding to the 2007 survey, Animal Services overall euthanasia rate was half that of the next highest rated county, reflecting high success at minimizing euthanasia of shelter animals for all reasons.

**7. Performance Measure: Percentage of customer survey respondents who rated their contacts and exposure to Animal Services as "satisfactory or "excellent."**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| 96%                        | 91%                        | 80%                        | 86%                        | 80%              | 89%                        | 80%             |

**What:** The Division distributes random quarterly mailings of a customer satisfaction survey to members of the public who have had contact with Animal Services during the preceding 3 months.

**Why:** It is our goal to consistently provide quality service to the county's citizens, promote public health and welfare, and ensure our facility is safe and clean. This survey assists Animal Services in identifying areas for improvement or those of particular success.

**How are we doing?** The Division's projected satisfaction ratings exceed targeted levels. Because this survey format randomly samples all Division contacts, including those individuals who were the subject of animal related complaints, this relatively high satisfaction rating indicates overall strong service and professionalism provided by the Animal Services staff.

**Department Goal:** Provide a cost effective Animal Services operation that maximizes the funding available for services that benefit the public.

**Community-wide Result Link:** A well governed community.

**8. Performance Measure: Administrative costs as a percentage of the Animal Services budget.**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| 14%                        | 17.3%                      | 21%                        | 19%                        | 20%              | 17%                        | 20%             |

**What:** This measure tracks the administrative costs expended annually with the total budget.

**Why:** It is important to minimize the administrative costs and maximize funding for servicing and protecting the animals and citizens of San Luis Obispo County.

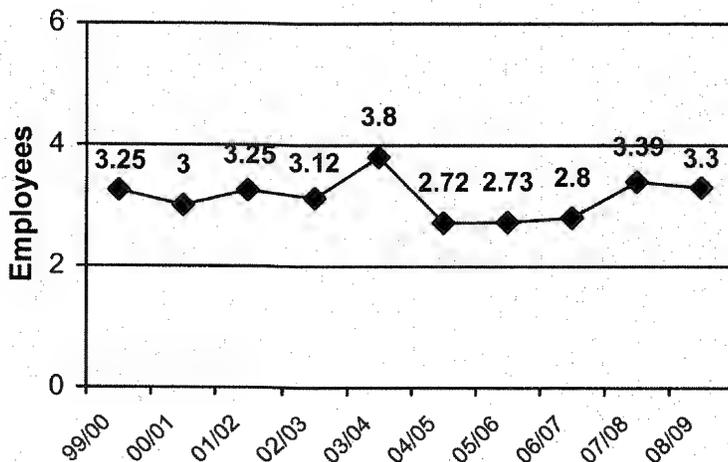
**How are we doing?** Administrative costs for fiscal year 2007-08 are moderately below targeted levels. Successfully operating the Division with administrative costs within the targeted range demonstrates fiscal responsibility and allows the Division to direct expenditures into providing improved service and animal care.

**MISSION STATEMENT**

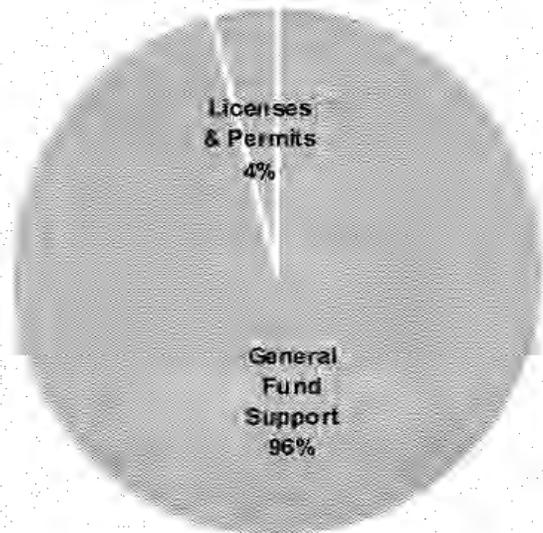
Provide public facilities and services that ensure health and safety and enhance quality of life for the community.

| Financial Summary             | 2006-07    | 2007-08    | 2008-09    | 2008-09     | 2008-09    |
|-------------------------------|------------|------------|------------|-------------|------------|
|                               | Actual     | Actual     | Requested  | Recommended | Adopted    |
| Revenues                      | \$ 1       | \$ 1,397   | \$ 31,590  | \$ 31,590   | \$ 31,590  |
| Services and Supplies         | 509,869    | 623,753    | 795,676    | 755,030     | 755,030    |
| **Gross Expenditures          | \$ 509,869 | \$ 623,753 | \$ 795,676 | \$ 755,030  | \$ 755,030 |
| General Fund Support (G.F.S.) | \$ 509,868 | \$ 622,356 | \$ 764,086 | \$ 723,440  | \$ 723,440 |

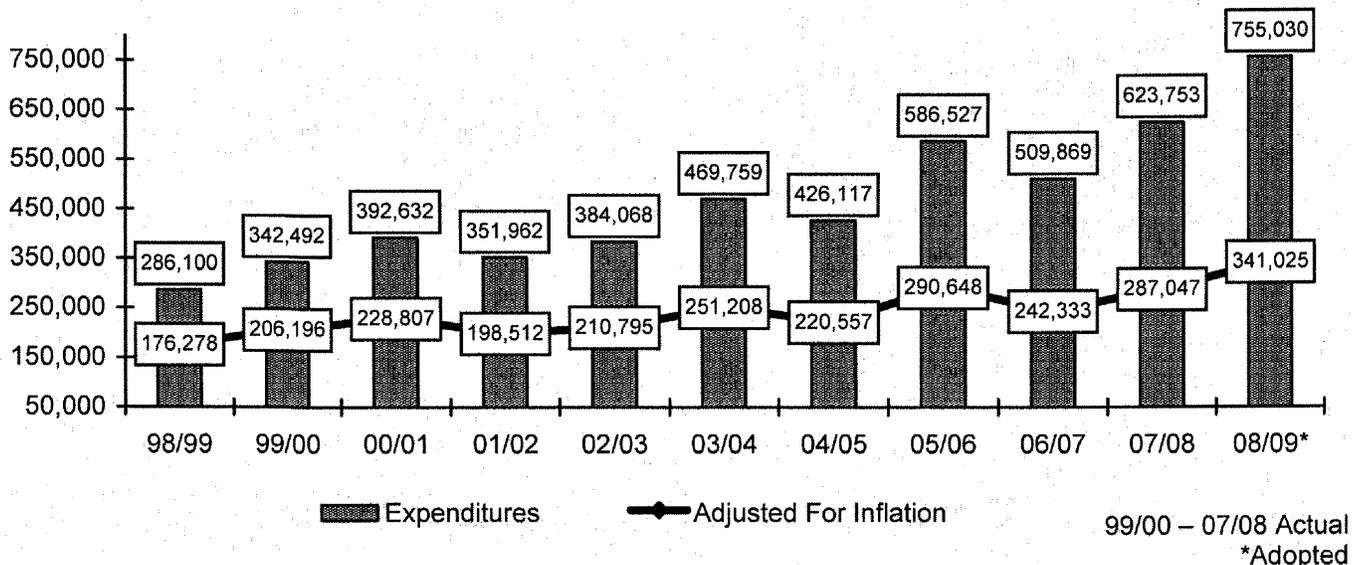
**Number of Employees**  
(Full Time Equivalent)



**Source of Funds**



10 Year Expenditures Adjusted For Inflation



**SERVICE PROGRAMS**

**Landfill Management**

Supervise/perform maintenance at a closed landfill (the Los Osos Landfill) in a fiscally and environmentally sound manner to ensure compliance with Federal, State, and local regulations. Monitor and report environmental impact results, inspect and maintain the gas control system, and perform corrective action.

Total Expenditures: \$305,593 Total Staffing (FTE): 0.86

**Solid Waste Coordination**

Monitor programs to reduce solid waste and increase recycling in the unincorporated areas of the County. Continue implementation of the Construction and Demolition Debris Recycling Ordinance with the Department of Planning & Building. Negotiate and administer franchise contracts with waste hauling service providers. Consult with Community Services Districts and other special districts as necessary regarding solid waste program implementation and waste collection franchise issues. Consult and coordinate with the Auditor-Controller's Office on rate setting for solid waste collection and facility enterprises. Consult and coordinate with the Environmental Health Division of the Health Agency on solid waste permitting and enforcement issues. Act as a central information source and "clearinghouse" for inquiries from the public and other agencies regarding solid waste matters.

Total Expenditures: \$196,105 Total Staffing (FTE): 1.39

**National Pollutant Discharge Elimination System (NPDES); Storm Water**

Develop and implement programs and Best Management Practices to reduce pollutants in storm water runoff to ensure compliance with Federal and State regulations. Act as the countywide storm water coordinator and provide storm water information and resources to other departments, agencies, and the public.

Total Expenditures: \$253,332 Total Staffing (FTE): 1.05

**DEPARTMENT COMMENTS**

The primary programs of the Waste Management budget unit are all mandated under Federal and State laws and regulations. They include Landfill Management which provides post-closure maintenance of the Los Osos landfill, Solid Waste Coordination which manages countywide recycling and waste management efforts, and the countywide implementation of the National Pollutant Discharge Elimination System (NPDES).

**Internal Business Processes – As good as possible**FY 07-08 Accomplishments

- Geographical Information System (GIS) mapping for Templeton and the SLO urban fringe has been completed which allows staff to inventory and update assets/infrastructure and plan maintenance from their desktop.
- Completed a Construction and Demolition Recycling Program database to assist with analysis and reporting of program effectiveness.

FY 08-09 Objectives and Challenges

- Develop Construction and Demolition Recycling Program Owner/Builder outreach, hotline and website updates to facilitate compliance and quicker building permit issuance and project approvals.

**Financial Health – As cost efficient as possible**FY 07-08 Accomplishments

- Implemented projects funded by over \$2 million of Proposition 40 Urban Stormwater and Low Impact Development grant funds.
- Leadership of the SLO County Partners for Water Quality has positioned the County to access up to \$30,000 in additional Caltrans funding dedicated to regional storm water efforts.

FY 08-09 Objectives and Challenges

- Continue leadership and partnership efforts via the SLO County Partners for Water Quality and through collaboration with the RWQCB to position the program to reduce duplication (and cost), to receive additional funds when they become available and leverage compliance efforts with other partner agencies to share costs.
- Implement a new fee to recover the cost of the Construction and Demolition Recycling Program.

**Customer Service – As responsive as possible**FY 07-08 Accomplishments

- Reduced the time of Recycling Plan approvals from 10 to 5 days or less and recycling compliance review to 1 day.
- Provided the communities of Shandon, Whitley Gardens and additional areas in Nipomo, Arroyo Grande, and the Paso Robles vicinity with curbside recycling and green waste collection in compliance with State approved plans mandated by AB939.

FY 08-09 Objectives and Challenges

- Plan to launch a pet waste management education campaign and ordinance; a campaign to reduce plastic trash in creeks, lakes, and the ocean; and provide storm drain marking volunteer activities in Cambria and Templeton.
- Continue to implement the County's Stormwater Management Program (SWMP), which is an ongoing program and continued implementation is mandatory. Failure to comply with SWMP requirements can lead to significant regulatory fines and penalties.

**Learning and Growth – As responsible as possible**FY 07-08 Accomplishments

- Staff attended training workshops and provided access to training materials for County employees in other divisions and departments about the SWMP and how it relates to their programs.

FY 08-09 Objectives and Challenges

- Continued coordination with other County departments and other regulated entities within the County to educate staff on SWMP implementation.
- Continue to participate in the California Stormwater Quality Association (CASQA) in order to access training materials and opportunities that assist staff in determining how best to accomplish the goals in the SWMP and comply with new regulatory requirements.

**COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS**

The Waste Management budget provides funding for County run programs involving solid waste, landfill management, and more recently, programs to manage of storm water pollutants. The Waste Management Fund Center is a division of the Public Works Internal Service Fund (Public Works ISF). All staff, equipment and services are provided by the Public Works ISF and are then charged back to this budget.

Overall the recommended budget includes a \$31,590 increase in expenditures, a 4% increase as compared to FY 2007-08. The increased expense is primarily in two program areas. There is a slight increase in labor hours in the Landfill Management program area that is needed to satisfy reporting requirements by the Regional Water Quality Control Board (RWQCB). There is also an \$11,791 in service and supply expense associated with an increase in the Water Quality Lab Testing charges and a biennial source test that is mandated by the RWQCB permit. The National Pollutant Discharge Elimination System (NPDES) program identifies a \$12,712 net increase in equipment and expenditures to cover the additional permit fee to the state for our County's RWQCB NPDES Permit.

The FY 08-09 budget for Waste Management includes \$31,590 in revenue from a new fee implemented for Construction Debris and Recycling Permits. This new fee offsets the recommended level of increase in expenditures for this budget.

The General Fund support to this budget is \$723,440, the same amount as contained in the FY 2007-08 adopted budget. The recommended budget did not include \$40,659 of requested expense. This decrease is related to reductions of the Chipping Events and Community Clean-up events offered through the Solid Waste Coordination section of this budget. The Chipping Event requests have diminished in the current year and there are now other opportunities for the community to dispose of green waste, through garbage companies, and other independent sites that accept green waste/brush.

This fund center did not submit budget augmentation requests.

**BOARD ADOPTED CHANGES**

None.

**GOALS AND PERFORMANCE MEASURES**

|  |                            |                            |                            |                  |                            |                 |
|--|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| <b>Department Goal:</b> Implement programs to satisfy or exceed the requirements of the Integrated Waste Management Act as currently written and as amended in the future.   |                            |                            |                            |                  |                            |                 |
| <b>Communitywide Result Link:</b> A healthy community.   |                            |                            |                            |                  |                            |                 |
| <b>1. Performance Measure:</b> Countywide reduction in the percentage of solid waste disposed in regional landfills.   |                            |                            |                            |                  |                            |                 |
| 03-04<br>Actual<br>Results   | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
| 51%  | 62%                        | 62%                        | 62%                        | 63%              | 63%                        | 63%             |
| <b>What:</b> Percentage reduction of solid waste disposed in regional landfills from both the unincorporated and incorporated areas of San Luis Obispo County. This measure takes into consideration: change of population, taxable sales, employment and inflation and is based on waste generation data from 1998. |                            |                            |                            |                  |                            |                 |
| <b>Why:</b> The objective of this program is to extend the life of existing landfills by reducing the amount of solid waste being disposed. This is a State Mandated objective.  |                            |                            |                            |                  |                            |                 |
| <b>How are we doing?</b> Despite an increase in disposal in 2006/07, the diversion analysis to date indicates that the County, as a region, has maintained a 63% diversion rate of waste from the landfills into recycling. The statewide diversion rate in 2007 was 54%.  |                            |                            |                            |                  |                            |                 |

## **Health and Human Services**

### Contribution to Other Agencies

#### Health Agency

- County Medical Services Program
- Driving Under the Influence
- Drug and Alcohol Services
- Emergency Medical Services Fund
- Law Enforcement Medical Care
- Mental Health
- Mental Health Services Act
- Other Indigents Health Program
- Public Health

#### Social Services Administration

- CalWORKs
- Foster Care
- General Assistance

#### Medical Assistance Program

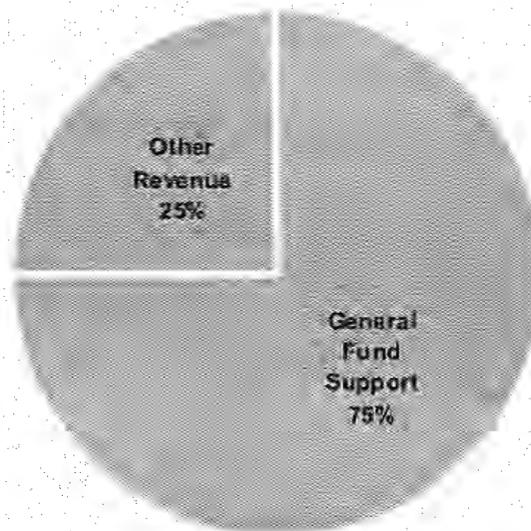
#### Veterans Services

**MISSION STATEMENT**

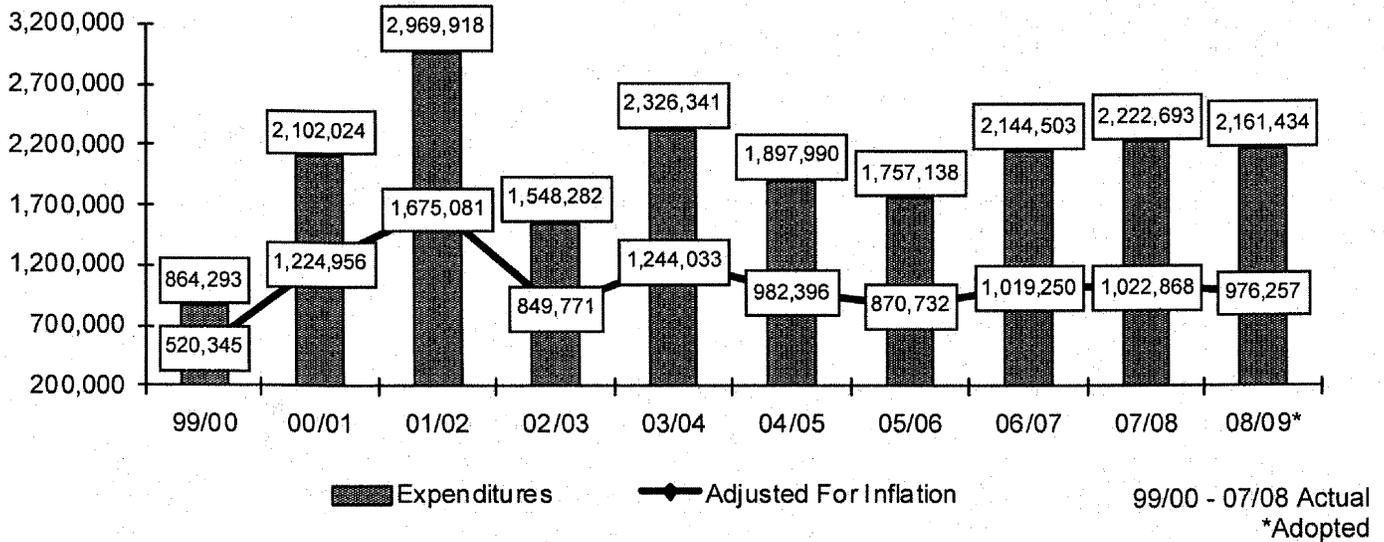
To provide financial support to non-profit agencies and advisory groups, to assist them in providing essential services not provided by the County, and to support their on-going operations.

| <u>Financial Summary</u>          | <u>2006-07<br/>Actual</u> | <u>2007-08<br/>Actual</u> | <u>2008-09<br/>Requested</u> | <u>2008-09<br/>Recommended</u> | <u>2008-09<br/>Adopted</u> |
|-----------------------------------|---------------------------|---------------------------|------------------------------|--------------------------------|----------------------------|
| Revenues                          | \$ 486,450                | \$ 512,856                | \$ 420,000                   | \$ 420,000                     | \$ 420,000                 |
| Services and Supplies             | 2,139,503                 | 2,222,693                 | 2,115,842                    | 2,101,434                      | 2,161,434                  |
| Other Charges                     | 5,000                     | 0                         | 0                            | 0                              | 0                          |
| **Gross Expenditures              | \$ 2,144,503              | \$ 2,222,693              | \$ 2,115,842                 | \$ 2,101,434                   | \$ 2,161,434               |
| <br>General Fund Support (G.F.S.) | <br>\$ 1,658,053          | <br>\$ 1,709,837          | <br>\$ 1,695,842             | <br>\$ 1,681,434               | <br>\$ 1,741,434           |

**Source of Funds**



10 Year Expenditures Adjusted For Inflation



**SERVICE PROGRAMS**

**District Community Project Grants**

Provides discretionary monies to each of the County Supervisors to fund projects for non-profit groups and to provide operating expenses for advisory committees. Applications may be submitted for community project grant funds throughout the year.

Total Expenditures: \$130,190 Total Staffing (FTE): 0.0

**Community Based Organizations**

Provides funds to non-profit health and human services organizations for programs and services which are not provided by county departments. Eligible organizations submit applications in January of each year. Funding recommendations are included in the proposed budget and considered by the Board of Supervisors during County budget hearings.

Total Expenditures: \$997,250 Total Staffing (FTE): 0.0

**Preventive Health**

Provides funds for programs and projects that promote the health and well-being of the community, encourage behaviors and activities that focus on preventing disease, and enable county residents to reach and maintain optimal health stability and independence.

Total Expenditures: \$423,600 Total Staffing (FTE): 0.0

**Other Agency Requests**

Provides funds to a variety of non-profit organization for operations and specific projects. Some of these groups are funded on a recurring basis and others are funded for specific one-time projects. Funding requests are considered by the Board of Supervisors during annual budget hearing.

Total Expenditures: \$610,394 Total Staffing (FTE): 0.0

**COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS**

Overall, the FY 2008-09 recommended level of General Fund support for this Fund Center is decreasing by 1% or \$17,905 from FY 2007-08 adopted levels. The recommended budget provides for \$2,101,434 in grant funds, a 5% or \$117,905, decrease over FY 2007-08 amounts. The following is a description, by category, of how the recommended funding will be distributed:

**District Community Project Grants:** For FY 2008-09, it is recommended that each District receive the same level of funding as was adopted for FY 2007-08, \$26,028, to be used according to the District Community Grant Policy. As in prior years, any District funds remaining from FY 2007-08 will be carried forward to FY 2008-09.

**Community Based Organization (CBO) and Preventive Health Grant (PHG):** Representatives from the Adult Policy Council, the Mental Health Advisory Board, Drug & Alcohol Board, the Health Commission and Children's Services Network, along with Administrative Office staff, formulated the funding recommendations below. A total of 61 project proposals, from 49 non-profit organizations, were reviewed and prioritized with emphasis placed on an organization's ability to leverage the grant funds, requirement to obtain a public match, projected performance measures/results/outcomes, prior year results/outcomes, cost per population served, community need, distribution of services provided, project and/or organization sustainability with funds granted, total resources available to carry out the project. The CBO/PHG Review Committee is recommending funding for 57 of the 61 projects proposed.

- Funding for CBO programs is recommended for 37 projects, totaling \$967,250. This recommendation includes continued funding for the Children's Health Initiative (CHI), Food Bank Coalition and the Economic Opportunity Commission's Children's Assessment Center/Martha's Place. During FY 2007-08, it was directed that these organizations become part of the competitive CBO/PHG application process. Additionally, FY 2007-08 was the final year of the County's two year commitment to provide funding for the Economic Opportunity Commission's Children's Assessment Center/Martha's Place. The County's commitment was based on the Children's Assessment Center/Martha's Place officials' analysis of start-up costs and alternative revenue sources that would be available to support ongoing operations after two years. At this point, the Children's Assessment Center/Martha's Place is not financially self-sufficient and \$348,560 in grant funding was requested by the Economic Opportunity Commission for the program. The CBO/PHG Review Committee is recommending \$275,000.
- Tobacco Settlement Funds are projected to provide \$420,000 to fund preventive health projects. The Committee is recommending 20 projects be funded with this money.

**Other Agency Requests:** Programs funded in this category cover a wide range of services including services the County is required to contribute to per State or Federal law. Funding for the "Other Agency Requests" section of this budget unit is recommended at \$582,894. No new projects are recommended for funding in FY 2008-09.

- The \$40,000 for Central Coast Commission for Senior Citizens – Area Agency on Aging is a required match.
- The County's obligation to the Local Agency Formation Commission (LAFCO) increased to \$169,402, which represents an 8% or \$12,847 increase over FY 2007-08. It should be noted that the costs for LAFCO have increased, on average, 9.2% per year since the Commission became independent in FY 2002-03.
- Funding for the San Luis Obispo Visitors and Conference Bureau is recommended at FY 2007-08 levels - \$313,492.
- Funding in the amount of \$20,000 is recommended for the San Luis Obispo County Arts Council in FY 2008-09. This represents a \$10,000 decreased from FY 2007-08 adopted levels of \$30,000. Prior to the State's suspension of grants for local arts council in 2004, the County matched the level of grant funding received from the State Arts Council, up to \$41,000, for the Arts Council. Despite the lack of matching State grant funds, the County continued to fund the Arts Council at the FY 2004-05 level of \$30,000. The State Arts Council resumed taking grant applications in FY 2006-07 and the Arts Council anticipated receiving \$15,000 in grant funds in FY 2007-08 but in total, they received \$24,000. For FY 2008-09, they expect to receive \$20,000 in grant funding from the State Arts Council. In the FY 2007-08 County Administrator's Comments for this Fund Center, it was noted that grant funding for the Arts Council could decrease depending on future State grants.
- It is recommended that funding for the Central Coast Ag Network and Coastal San Luis Resources Conservation District be reallocated from Fund Center 215 – Farm Advisor to this Fund Center. The Farm Advisor does not oversee these types of grants and funding these two grants out of the County's grant budget is more consistent.
- No funding is recommended for two (2) new projects requested for FY 2008-09: Atascadero Veterans Memorial Foundation (\$15,000) and Pacific Wildlife Care (\$7,621).

**Contributions to Other Agencies**

**Fund Center 106**

| <b>COMMUNITY PROJECTS</b>       | <b>2008-09 Request</b> | <b>2008-09 Recommendation</b> | <b>2008-09 Adopted</b> |
|---------------------------------|------------------------|-------------------------------|------------------------|
| District 1 Community Projects   | \$ 26,038 + carryover  | \$ 26,038 + carryover         | \$ 26,038 + carryover  |
| District 2 Community Projects   | \$ 26,038 + carryover  | \$ 26,038 + carryover         | \$ 26,038 + carryover  |
| District 3 Community Projects   | \$ 26,038 + carryover  | \$ 26,038 + carryover         | \$ 26,038 + carryover  |
| District 4 Community Projects   | \$ 26,038 + carryover  | \$ 26,038 + carryover         | \$ 26,038 + carryover  |
| District 5 Community Projects   | \$ 26,038 + carryover  | \$ 26,038 + carryover         | \$ 26,038 + carryover  |
| <b>Total Community Projects</b> | <b>\$130,190</b>       | <b>\$130,190</b>              | <b>\$130,190</b>       |

| <b>Community Based Organizations/<br/>Preventive Health Grants</b> | <b>2008-09 Requested</b> | <b>2008-09 - CBO Recommendation</b> | <b>2008-09 - PHG Recommendation</b> | <b>2008-09 Adopted</b> |
|--|--------------------------|-------------------------------------|-------------------------------------|------------------------|
| 211 HOTLINE of San Luis Obispo County                              | 55,300                   | 14,000                              |                                     | 39,000                 |
| AIDS Support Network – Housing Assistance Program                  | 23,350                   | 20,000                              |                                     | 20,000                 |
| AIDS Support Network – Hep C Project                               | 38,013                   |                                     | 23,300                              | 23,300                 |
| Alzheimer's Association of the Central Coast                       | 7,000                    | 5,000                               |                                     | 5,000                  |
| American Red Cross   | 10,000                   | 5,000                               |                                     | 5,000                  |
| Assistance League  | 5,000                    | 2,500                               |                                     | 2,500                  |
| Atascadero Loaves & Fishes   | 15,500                   | 15,000                              |                                     | 15,000                 |
| Big Brothers Big Sisters   | 15,000                   | 10,000                              |                                     | 10,000                 |
| Cambria Connection   | 68,252                   |                                     | 26,000                              | 26,000                 |
| Casa Solana  | 25,000                   |                                     | 22,000                              | 22,000                 |
| Central Coast Commission for Senior Citizens – HICAP               | 2,150                    | 2,150                               |                                     | 2,150                  |
| Children's Health Initiative                                       | 200,000                  | 190,000                             |                                     | 190,000                |
| Children's Services Network  | 30,737                   |                                     | 20,000                              | 20,000                 |
| Coast Unified School District                                      | 46,724                   |                                     | 37,000                              | 37,000                 |
| Community Counseling Center  | 26,000                   | 24,500                              |                                     | 24,500                 |

**Contributions to Other Agencies**

**Fund Center 106**

| <b>Community Based Organizations/<br/>Preventive Health Grants</b>                                 | <b>2008-09<br/>Requested</b> | <b>2008-09 - CBO<br/>Recommendation</b> | <b>2008-09 - PHG<br/>Recommendation</b> | <b>2008-09<br/>Adopted</b> |
|--|------------------------------|---|---|----------------------------|
| Community Health Centers of the Central Coast - Teen Obesity Program                               | 46,444                       |   | 16,400                                  | 16,400                     |
| County of San Luis Obispo, Drug & Alcohol, Division of Behavioral Health (programs for San Miguel) | 76,224                       |   | 37,000                                  | 37,000                     |
| Court Appointed Special Advocates (CASA)   | 25,000                       | 24,000                                  |   | 24,000                     |
| Economic Opportunity Commission-Adult Day Services Centers   | 27,400                       | 27,300                                  |   | 27,300                     |
| Economic Opportunity Commission-Eviction/1 <sup>st</sup> Month Rent Program                        | 5,100                        | 5,100                                   |   | 5,100                      |
| Economic Opportunity Commission-Forty Wonderful Program  | 7,500                        | 7,500                                   |   | 7,500                      |
| Economic Opportunity Commission-Martha's Place   | 348,560                      | 275,000                                 |   | 275,000                    |
| Economic Opportunity Commission-Senior Health Screening  | 25,000                       |   | 25,000                                  | 25,000                     |
| Economic Opportunity Commission-Tattoo Removal Program   | 5,500                        | 5,500                                   |   | 5,500                      |
| El Camino Homeless Organization  | 15,000                       | 10,000                                  |   | 10,000                     |
| Five Cities Meals on Wheels  | 5,000                        | 5,000                                   |   | 5,000                      |
| Food Bank  | 100,000                      | 95,000                                  |   | 95,000                     |
| Gatehelp, Inc./Gryphon Place - sober living for men  | 20,000                       |   | 10,000                                  | 10,000                     |
| Gatehelp, Inc./Gryphon Place - Needle Exchange Program   | 12,000                       |   | 5,000                                   | 10,000                     |
| Housing Authority of Paso Robles   | 8,250                        | 7,000                                   |   | 7,000                      |
| Life Steps Foundation  | 3,500                        | 3,000                                   |   | 3,000                      |
| Literacy Council of San Luis Obispo County   | 5,000                        | 0                                       | 0                                       | 0                          |
| Long Term Care Ombudsman Services  | 20,500                       | 15,000                                  |   | 15,000                     |

**Contributions to Other Agencies**

**Fund Center 106**

| <b>Community Based Organizations/<br/>Preventive Health Grants</b>    | <b>2008-09<br/>Requested</b> | <b>2008-09 - CBO<br/>Recommendation</b> | <b>2008-09 - PHG<br/>Recommendation</b> | <b>2008-09<br/>Adopted</b> |
|---|------------------------------|---|---|----------------------------|
| Lucia Mar Unified School District<br>(parenting program for teens)    | 20,000                       |   | 20,000                                  | 20,000                     |
| North County Connections  | 40,000                       |   | 30,000                                  | 30,000                     |
| North County Women's<br>Shelter/Resource Center                       | 31,700                       | 13,800                                  | 17,900                                  | 31,700                     |
| Partnership for Children – fluoride<br>treatment program              | 12,000                       |   | 10,000                                  | 10,000                     |
| People's Self Help Housing  | 25,000                       | 15,000                                  |   | 15,000                     |
| Project Amend, Inc.   | 40,000                       |   | 17,500                                  | 17,500                     |
| SLO Alpha, Inc.   | 8,860                        | 7,000                                   |   | 7,000                      |
| SLO County Alano Club   | 7,500                        |   | 3,000                                   | 3,000                      |
| SLO Child Abuse Prevention Council<br>(SLOCAP)                        | 25,000                       |   | 17,500                                  | 17,500                     |
| SLO Child Development Center  | 40,000                       | 25,000                                  |   | 25,000                     |
| Senior Legal Services Project (SLO<br>Legal Alternatives)             | 4,719                        | 4,700                                   |   | 4,700                      |
| Senior Nutrition Program  | 35,000                       | 30,000                                  |   | 30,000                     |
| Senior Volunteer Services (RSVP)                                      | 17,200                       | 13,000                                  |   | 13,000                     |
| Sexual Assault Counseling Program                                     | 25,350                       | 25,000                                  |   | 25,000                     |
| South County Youth Coalition  | 56,488                       |   | 37,000                                  | 37,000                     |
| Transitional Food and Shelter   | 20,000                       | 10,000                                  |   | 15,000                     |
| Transition-Mental Health Association<br>– Growing Grounds Program     | 18,720                       | 18,000                                  |   | 18,000                     |
| Transition-Mental Health Association<br>– North County Drop In Center | 15,000                       | 10,000                                  |   | 10,000                     |
| UC Cooperative Extension  | 5,000                        | 0                                       | 0                                       | 0                          |
| Wilshire Foundation – <b>Caring<br/>Callers</b> Program               | 4,900                        | 4,900                                   |   | 4,900                      |
| Wilshire Foundation - <b>Senior Peer<br/>Counseling</b> Program       | 4,500                        | 4,500                                   |   | 4,500                      |
| Women's Community Center  | 4,902                        | 4,800                                   |   | 4,800                      |

**Contributions to Other Agencies**

**Fund Center 106**

| <u>Community Based Organizations/<br/>Preventive Health Grants</u>                  | <b>2008-09<br/>Requested</b> | <b>2008-09 - CBO<br/>Recommendation</b> | <b>2008-09 - PHG<br/>Recommendation</b> | <b>2008-09<br/>Adopted</b> |
|---|------------------------------|---|---|----------------------------|
| Women's Shelter Program   | 44,000                       | 14,000                                  | 30,000                                  | 44,000                     |
| YMCA, San Luis Obispo County  | 14,049                       |   | 14,000                                  | 14,000                     |
| <b>Total Community Based<br/>Organization/ Preventive Health<br/>Grant Requests</b> | <b>\$1,843,892</b>           | <b>\$967,250</b>                        | <b>\$418,600</b>                        | <b>\$1,420,850</b>         |

| <u>OTHER AGENCIES REQUESTS</u>   | <b>2008-09<br/>Request</b>       | <b>2008-09<br/>Recommendation</b> | <b>2008-09<br/>Adopted</b> |
|--|----------------------------------|-----------------------------------|----------------------------|
| Atascadero Veterans Memorial Foundation                                    | 15,000                           | 0                                 | 7,500                      |
| Central Coast Commission for Senior Citizens- Area Agency on Aging         | 40,000<br>(Public match)         | 40,000                            | 40,000                     |
| Central Coast Ag Network   | 10,000                           | 10,000                            | 10,000                     |
| Coastal San Luis Resources Conservation District                           | 10,000                           | 10,000                            | 10,000                     |
| Local Agency Formation Commission (LAFCO)                                  | 169,402<br>(Mandated Obligation) | 169,402                           | 169,402                    |
| Pacific Wildlife Care  | 7,621                            | 0                                 | 2,500                      |
| San Luis Obispo County Arts Council  | 41,000                           | 20,000                            | 25,000                     |
| San Luis Obispo Visitors & Conference Bureau                               | 332,301                          | 313,492                           | 313,492                    |
| Upper Salinas-Las Tablas Resources Conservation District                   | 0                                | 0                                 | 10,000                     |
| Zoological Society   | 30,000                           | 20,000                            | 20,000                     |
| <b>Total Other Agencies Requests</b>                                       | <b>\$655,324</b>                 | <b>\$582,894</b>                  | <b>\$607,894</b>           |
| Legal Notices  | \$2,500                          | \$2,500                           | 2,500                      |
| <b>TOTAL FOR FUND CENTER 106 –<br/>CONTRIBUTIONS TO OTHER<br/>AGENCIES</b> | <b>\$2,631,906</b>               | <b>\$2,101,434</b>                | <b>\$2,161,434</b>         |

**BOARD ADOPTED CHANGES**

The Board allocated an additional \$60,000 from General Fund Contingencies for the following organizations and their projects:

- An additional \$25,000, for a total of \$39,000, for 211 HOTLINE of San Luis Obispo. The Board directed that this would be **one-time only** funding.
- An additional \$5,000, for a total of \$10,000 (\$5,000 from Preventive Health grant funds and \$5,000 from General Fund Contingencies), for Gatehelp, Inc./Gryphon Place's Needle Exchange Program.
- An additional \$5,000, for a total of \$15,000, for Transitional Food and Shelter Program.

## Contributions to Other Agencies

## Fund Center 106

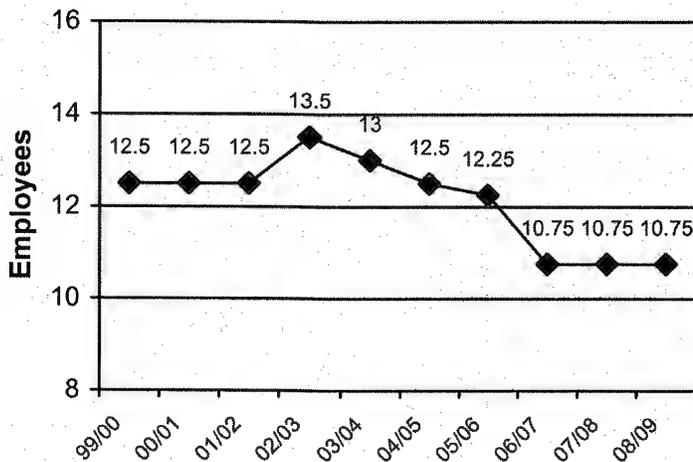
- \$7,500 for the Atascadero Veterans Memorial Foundation. The Board directed that this would be **one-time only** funding.
- \$2,500 for Pacific Wildlife Care. The Board directed that this would be **one-time only** funding.
- An additional \$5,000, for a total of \$25,000, for the San Luis Obispo County Arts Council with the intent to move towards incrementally decreasing the contributions to the Arts Council until the County grant matched any State Arts Council's allocation.
- \$10,000 for the Upper Salinas-Las Tablas Resource Conservation District. Funding for this project was previously budgeted in Fund Center 215 – Farm Advisor.

**MISSION STATEMENT**

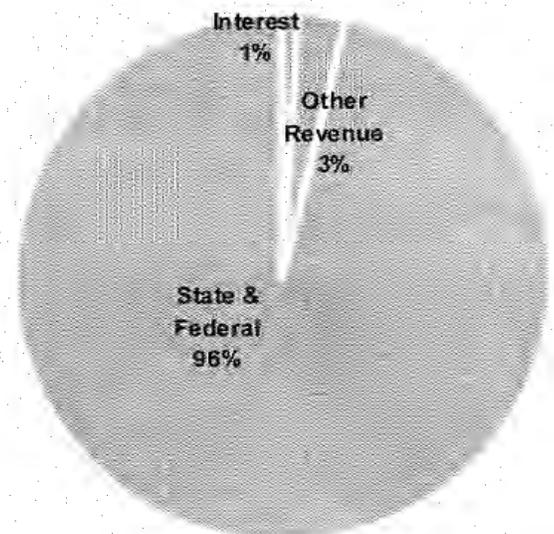
The County Medical Services Program (CMSP), part of the Health Agency's Health Systems Division, determines eligibility, and provides utilization review and accounting services to ensure proper access to health care for the medically indigent.

| Financial Summary            | 2006-07      | 2007-08      | 2008-09      | 2008-09      | 2008-09      |
|------------------------------|--------------|--------------|--------------|--------------|--------------|
|                              | Actual       | Actual       | Requested    | Recommended  | Adopted      |
| Revenues                     | \$ 3,654,162 | \$ 3,299,842 | \$ 3,228,879 | \$ 3,228,879 | \$ 3,228,879 |
| Fund Balance Available       | \$ 162,890   | \$ 38,961    | \$ 84,042    | \$ 84,042    | \$ 38,961    |
| Cancelled Reserves           | 0            | 0            | 0            | 0            | 45,081       |
| Total Financing Sources      | \$ 3,817,052 | \$ 3,338,803 | \$ 3,312,921 | \$ 3,312,921 | \$ 3,312,921 |
| Salary and Benefits          | \$ 694,098   | \$ 825,833   | \$ 925,529   | \$ 925,529   | \$ 925,529   |
| Services and Supplies        | 2,378,507    | 1,883,692    | 2,297,250    | 2,297,250    | 2,297,250    |
| Other Charges                | 0            | 0            | 0            | 0            | 0            |
| Fixed Assets                 | 0            | 0            | 6,100        | 6,100        | 6,100        |
| Gross Expenditures           | \$ 3,072,605 | \$ 2,709,525 | \$ 3,228,879 | \$ 3,228,879 | \$ 3,228,879 |
| Contingencies                | 0            | 0            | 0            | 0            | 0            |
| New Reserves                 | 0            | 0            | 84,042       | 84,042       | 84,042       |
| Total Financing Requirements | \$ 3,072,605 | \$ 2,709,525 | \$ 3,312,921 | \$ 3,312,921 | \$ 3,312,921 |

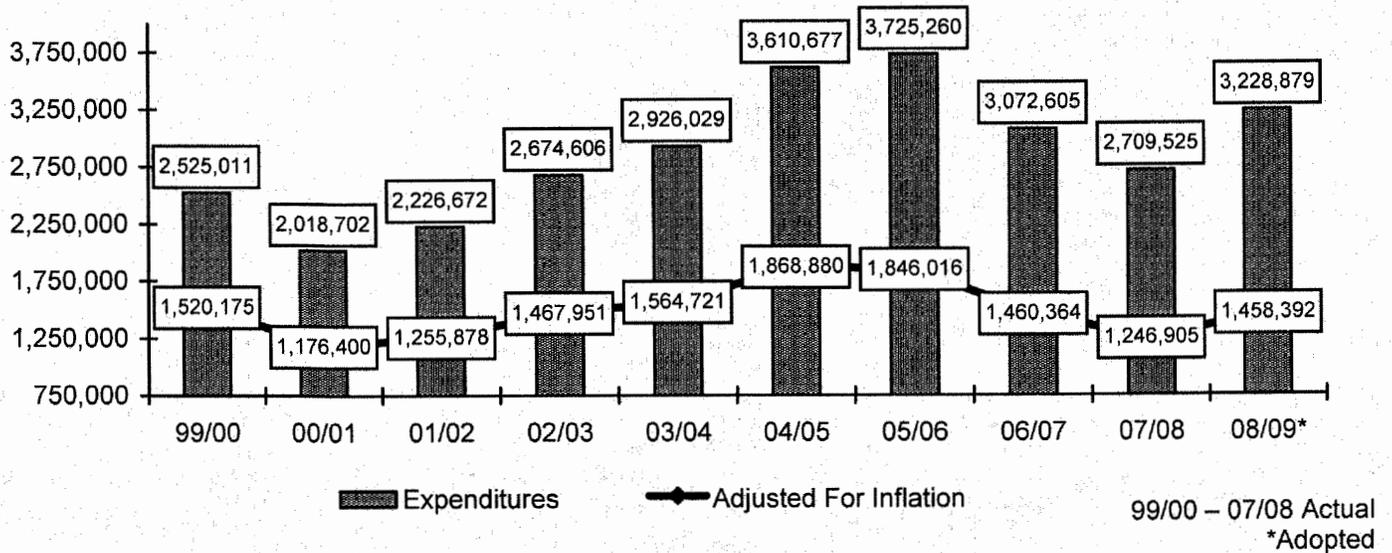
**Number of Employees**  
(Full Time Equivalent)



**Source of Funds**



10 Year Expenditures Adjusted For Inflation



**SERVICE PROGRAMS**

**County Medical Services Program Administration (CMSP)**

This program facilitates access to health care for eligible adults who cannot afford to pay for their medical care. The program authorizes and pays for medical care in partnership with Community Health Centers, who provide primary care for CMSP patients. Staff perform eligibility determination, utilization review and case management, medical claims processing, fund accountability, program evaluation, and financial reporting to various agencies.

Total Expenditures: \$3,131,126 Total FTE: 9.75

**Emergency Medical Services Fund**

The Emergency Medical Services (EMS) funds, also known as Maddy Funds and Richie's Fund, are derived from an assessment on fines established through the Court system. These funds pay physicians, designated hospitals, and other providers of emergency medical care for uncompensated emergency room care, and partially fund the Emergency Medical Services Agency for regulation of the pre-hospital emergency medical care system.

Total Expenditures: \$97,753 Total FTE: 1.0

**DEPARTMENT COMMENTS**

The County Medical Services Program authorizes medical care and assists with medical payments for eligible County residents between the ages of 21 and 64 who are unable to pay for their medical care and who do not qualify for MediCal or any other publicly funded program. The program was established to meet the legislative requirements of Welfare and Institutions Code 17000, whereby the County is obligated to relieve and support poor and indigent persons in obtaining medical care. CMSP works in partnership with Community Health Centers of the Central Coast, local specialists and hospitals to ensure access to high quality medical care.

**Internal Business Improvements – As good as possible...**

FY 2007-2008 Accomplishments:

- Have systematically reviewed all work processes over the past year. Have identified over \$40,000 in cost saving measures, and have saved over 1,400 hours of labor through working smarter.
- Have implemented a formal Quality Assurance Program – a committee will be reviewing 5% of cases each month, looking proper documentation, appropriate medical referrals, and timely payments to providers.

FY 2008-09 Objectives:

- The QA committee will be reviewing the results of the monthly audits and will make suggestions for improvement during monthly staff meetings.

- The staff has gathered data from CMSP programs in neighboring counties, and will review share of cost, liens, out of county emergency care, and student applicants, with the goal of making program improvements.

**Finance – As cost efficient as possible...**

## FY 2007-08 Accomplishments:

- We have tightened up verifications that applicants need to provide during the application process, including asking for tax returns, and verifying work history. We are recouping costs that CMSP should not have paid, when applicable.
- The utilization nurses found a clause in the regulations that allows critically ill people to be enrolled in MediCal if the care they require cannot be provided in their county of residence. We estimate over \$200,000 in savings this year.

## FY 2008-2009 Objectives:

- We will track the number of critically ill patients we enroll in MediCal, thus diverting costs from CMSP.
- We are planning to send as many day surgeries to surgery centers as possible, as hospitals charge about twice what a surgery center charges for the same procedure. We estimate we will save \$10,000.

**Customer Service – As responsive as possible...**

## FY 2007-08 Accomplishments:

- We presented in-services with 4 sites of the County Mental Health Department in order to develop a closer working relationship and better meet the needs of applicants who access care in both departments.
- We scheduled in-services with the 4 local hospitals in order to work closer together to meet the needs of hospitalized patients.

## FY 2008-09 Objectives:

- We are revising the customer service survey we ask of applicants to include a wider range of performance measures.
- We will be doing a telephone survey of local medical providers, asking them how we can improve services.

**Learning and Growth – As responsible as possible...**

## FY 2007-08 Accomplishments:

- We asked the Department of Social Services (DSS) to give staff an in-service on how to use state databases and other tools we have access to, with the ultimate goal of improving our eligibility procedures.
- We scheduled trips to both Santa Barbara and Monterey Counties, so County staff could see how other CMSP programs operate and could make suggestions on how to improve our own program.

## FY 2008-09 Objectives:

- We will schedule another in-service with DSS and will further refine our eligibility process.
- We will schedule an in-service with the Veterans Administration, in order to better understand how vets can access medical care.

**COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS**

This budget is recommended as requested. Total expenditures and revenue for this fund center are recommended to decrease \$542,417 or 14%. No General Fund support is requested for FY 2008-09, based primarily on the following:

- A \$292,450 reduction in expense for out-of-county care. This is based on a recently discovered clause in the MediCal regulations which allows for the critically ill to be enrolled in MediCal if the care they require can't be provided in their county of residence. CMSP projects this will result in a savings of \$292,450.

- \$237,998 from cash in Treasury. CMSP has accumulated a \$1.4 M cash in Treasury balance as each year available cash regularly exceeds expenditures at year end, and the balance has been carried forward into the next year. It is recommended that \$237,998 of this balance be applied to CMSP's FY 2008-09 budget.

State realignment revenue, which is the primary funding source for this program, is not expected to increase and is budgeted at the FY 2007-08 level of \$3,013,726. MediCal Administrative Activities (MAA) revenue is budgeted at \$77,000.

**BUDGET AUGMENTATION REQUESTS RECOMMENDED**

None.

**BUDGET AUGMENTATION REQUESTS NOT RECOMMENDED**

None.

**BOARD ADOPTED CHANGES**

On August 26, 2008, the Board adopted the actual fund balances available and approved an adjustment moving \$45,081 of the additional FY 2007-08 fund balance to designations.

**GOALS AND PERFORMANCE MEASURES**

|  |                            |                            |                            |                  |                            |                 |
|--|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| <p><b>Division Goal:</b> To enhance public safety by providing efficient and effective intervention and education to court ordered individuals referred for driving under the influence of alcohol or other drugs.</p> <p><b>Communitywide Result Link:</b> A Safe Community.</p>  |                            |                            |                            |                  |                            |                 |
| <p><b>1. Performance Measure: Percentage of First Offender Driving Under the Influence (DUI) program participants who are remanded to our Multiple Offender Program within two years after completion of the First Offender Program.</b></p>   |                            |                            |                            |                  |                            |                 |
| 03-04<br>Actual<br>Results   | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
| 3%   | 4%                         | 5%                         | 8%                         | 5.5%             | 9%                         | 8%              |
| <p><b>What:</b> Measures recidivism and effectiveness of the First Offender Program.</p> <p><b>Why:</b> If our First Offender DUI Program is effective, graduates will not return to our Multiple Offender Program.</p> <p><b>How are we doing?</b> Drug &amp; Alcohol Services (DAS) identified all First Offender Program completers for the two years prior to July 1, 2007 and then checked to see how many were re-arrested and remanded to our Multiple Offender Program during that specific time frame. During FY 2007-08, 9% of participants previously enrolled in our First Offender Program between July 1, 2005 and June 30, 2007 re-offended and were remanded to our Multiple Offender Program during the 2007-08 fiscal year. The Substance Abuse Policy Committee, consisting of representatives of SLO County Probation, Sheriffs, Social Services, and Behavioral Health, have concluded that the increase in returning participants is primarily due to increased law enforcement activity including warrant sweeps in SLO County. Benchmark data is found in the <i>Annual Report of the California DUI Management Information System, 2007</i>, which states that statewide DUI re-arrest/conviction rates of first time DUI offenders within one year of treatment were 5%. This rate increases to 9% for re-arrest/conviction rates within two years of treatment. These numbers are comparable to SLO County.</p> <p>(Data Source: Standard Report from DUI Database)</p> |                            |                            |                            |                  |                            |                 |
| <p><b>2. Performance Measure: Percentage of participants completing our Client Satisfaction Survey who rate Driving Under the Influence services at the levels of Above Satisfactory or Excellent.</b></p>   |                            |                            |                            |                  |                            |                 |
| 03-04<br>Actual<br>Results   | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
| 88%  | 70%                        | 80%                        | 84%                        | 85%              | 85%                        | 87%             |
| <p><b>What:</b> Measures client satisfaction with the services provided by Drug and Alcohol Services.</p> <p><b>Why:</b> Because Drug and Alcohol Services is committed to providing high quality service, client satisfaction is an indication of program quality. The client satisfaction survey allows us to improve our programs based on participant feedback.</p>  |                            |                            |                            |                  |                            |                 |

**How are we doing?** Based on our annual results for FY 2007-08, 85% of survey respondents rated the program Excellent or Above Satisfactory. During the year 995 of 1,214 program completers returned surveys for a returned response rate of 82%. This is an improvement over the previous year's rate of 64%. No comparison data is available for this measure.

(Data Source: Client Satisfaction Survey)

**3. Performance Measure: Percentage of time Drug and Alcohol Specialists meet division caseload standards.**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| 95%                        | 95%                        | 95%                        | 95%                        | 100%             | 95%                        | 100%            |

**What:** Drug and Alcohol Services has developed tasks and standards for Driving Under the Influence Program Specialists, measured through a monthly quality assurance process that tracks specific caseload standards for the various DUI programs. These standards help to ensure timely and efficient client access to Driving Under the Influence programs.

**Why:** Caseload standards maintain compliance with State regulations, guarantee that clients gain access to services within time limits set by the courts, and ensure the fiscal integrity of the program. Maximum efficiency is achieved when staff meet caseload standards.

**How are we doing?** The Division continues to implement tasks and standards that make clear professional expectations. Staff is meeting these caseload standards 95% of the time. Although State regulations provide standards regarding treatment access time, numbers of treatment sessions and classroom population size, this caseload standard is unique to SLO County Drug and Alcohol Services; therefore, no comparison data is available.

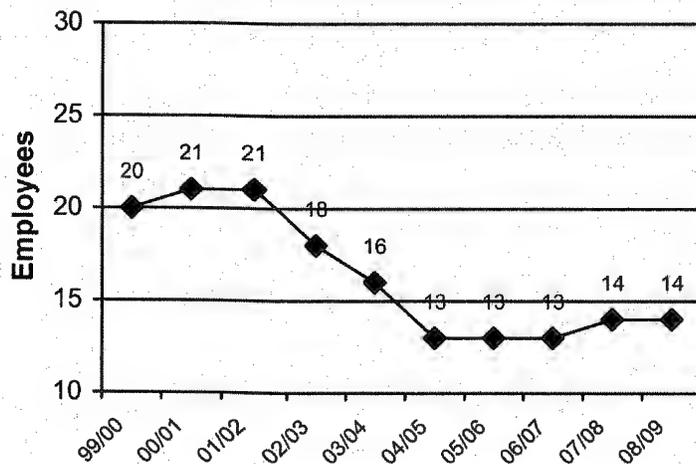
(Data Source: Caseload Standard Report from DUI Database)

**MISSION STATEMENT**

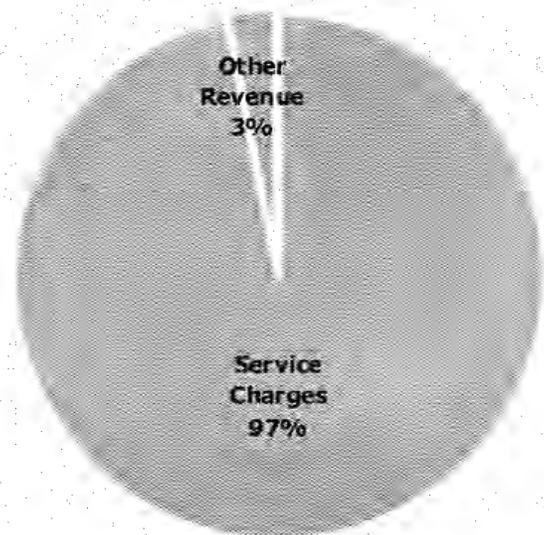
Drug and Alcohol Services promotes safe, healthy, responsible, and informed choices concerning alcohol and other drugs through programs responsive to community needs.

| Financial Summary            | 2006-07      | 2007-08      | 2008-09      | 2008-09      | 2008-09      |
|------------------------------|--------------|--------------|--------------|--------------|--------------|
|                              | Actual       | Actual       | Requested    | Recommended  | Adopted      |
| Revenues                     | \$ 1,454,757 | \$ 1,504,397 | \$ 1,500,892 | \$ 1,500,892 | \$ 1,500,892 |
| Fund Balance Available       | \$ 81,483    | \$ 300,454   | \$ 147,151   | \$ 147,151   | \$ 280,653   |
| Cancelled Reserves           | 0            | 0            | 0            | 0            | 0            |
| Total Financing Sources      | \$ 1,536,240 | \$ 1,804,851 | \$ 1,648,043 | \$ 1,648,043 | \$ 1,781,545 |
| Salary and Benefits          | \$ 785,071   | \$ 984,396   | \$ 1,011,958 | \$ 1,011,958 | \$ 1,011,958 |
| Services and Supplies        | 448,271      | 515,628      | 497,240      | 497,240      | 497,240      |
| Other Charges                | 0            | 0            | 0            | 0            | 0            |
| Fixed Assets                 | 5,519        | 5,918        | 6,000        | 6,000        | 6,000        |
| Gross Expenditures           | \$ 1,238,861 | \$ 1,505,942 | \$ 1,515,198 | \$ 1,515,198 | \$ 1,515,198 |
| Contingencies                | 0            | 0            | 132,845      | 132,845      | 166,347      |
| New Reserves                 | 0            | 18,258       | 0            | 0            | 100,000      |
| Total Financing Requirements | \$ 1,238,861 | \$ 1,524,200 | \$ 1,648,043 | \$ 1,648,043 | \$ 1,781,545 |

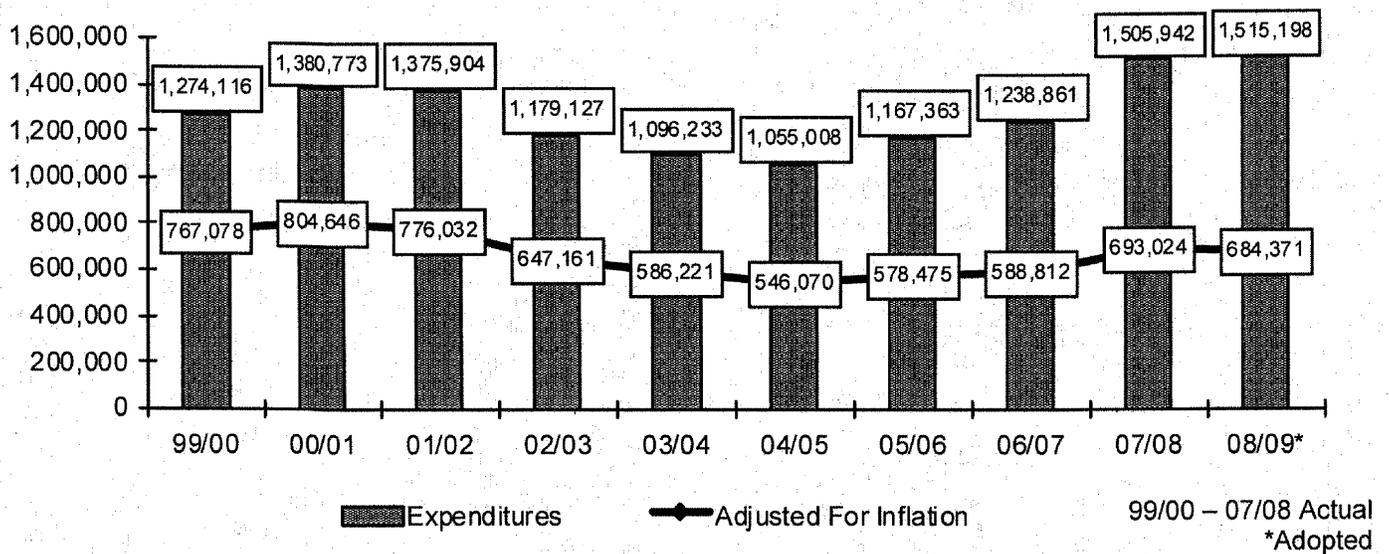
**Number of Employees**  
(Full Time Equivalent)



**Source of Funds**



10 Year Expenditures Adjusted For Inflation



**SERVICE PROGRAMS**

**First Offender Program**

The First Offender program is three months long and is a continuing series of education, group, and individual sessions that increase the level of awareness regarding problem drinking or alcoholism. The Program encourages participants to reduce incidents of driving under the influence and to make safe, healthy, responsible and informed choices concerning alcohol and other drugs. For persons who have been convicted of a first driving under the influence offense and have a blood alcohol level of .20% or higher, the Extended First Offender Program is nine months long and is a continuing series of education, group, and individual sessions. Funds are derived from client revenue.

Total Expenditures: \$694,445 Total FTE: 7.0

**Multiple Offender Program**

The Multiple Offender program is an eighteen-month intervention program for drivers who are multiple offenders of driving under the influence of alcohol or other drugs. This program consists of group and individual counseling and education sessions. There are 26 biweekly individual and 26 biweekly group sessions for the first twelve months, with a subsequent six months of case management. Funds are derived from client revenue.

Total Expenditures: \$688,321 Total FTE: 5.75

**Wet Reckless Program**

The Wet Reckless Program is for clients with a blood alcohol level of less than .08%. It consists of an abbreviated 12-hour program that includes six education classes and five Alcoholics Anonymous (AA) or self-help meetings. Funds are derived from client revenue.

Total Expenditures: \$37,432 Total FTE: 0.50

**Young Adult Programs**

Drug and Alcohol Services offers two Young Adult Programs (YAP) for alcohol impaired drivers ages 18 through 20. YAP1 participants are those arrested with a blood alcohol level of .08% or lower, or refused testing when arrested. YAP 1 participants complete a course of six educational sessions and required Alcoholics Anonymous (AA) sessions. YAP2 participants are those arrested with a blood alcohol level of .08% or higher, and complete a course of ten educational sessions, three individual meetings, five group counseling sessions and AA attendance. Funds are derived from client revenue.

Total Expenditures: \$95,000 Total FTE: 0.75

**DEPARTMENT COMMENTS*****Key Accomplishments in Fiscal Year 07-08*****Excellence in Customer Service**

- To increase accessibility to Driving Under the Influence (DUI) program services Drug and Alcohol Services (DAS) launched a satellite center in Paso Robles. The site has served 349 clients who reside primarily in Paso Robles and in rural North County.

**Continuous Internal Business Improvements**

- DAS increased consistency and efficiency by launching a standardized, science-based DUI Education Curriculum that provides an effective and streamlined program.

**Finance**

- In response to increasing numbers of DUI arrests and individuals remanded to the DUI program, a permanent staff person was added to the program, which eliminated the need for temporary help in the position. As a result there has been no turnover of staff, and clients have received consistent services.

**Commitment to Learning and Growth**

- Drug and Alcohol Services is currently providing staff training for core, research-based competencies such as Cognitive Behavioral Therapy (CBT), Motivational Enhancement Therapy (MET), and Group processing. This capacity building with the DUI program staff both increases our ability to cross-assign staff, and provides clients with quality care.

***Major Focus for Fiscal Year 08-09*****Providing Excellent Customer Service**

- Since South County space constraints, staff limitations, and access to services continue to be obstacles to providing excellent client care on demand; the Division will evaluate establishing a satellite DUI center in Nipomo. By providing increased access for residents of the south county, the demand on the Arroyo Grande and San Luis Obispo DAS centers will be reduced allowing more clients to be engaged in other Division services.
- To alleviate impacted facilities as well as provide better access for college students and working county residents, DAS will expand DUI program schedules to include services in early mornings and weekends.

**Internal Business and Program Improvements**

- The implementation of CalOMS reporting for DUI programs will allow the Division to measure outcomes in a standardized manner consistent with other treatment programs across California.

**Finance**

- Improved internal database reporting will allow Division management to accurately monitor staff caseloads and direct more efficient use of staff and clerical time, space usage, and cross-assignments.

**Dedicated Learning and Growth**

- Drug and Alcohol Services will collaborate with the local DUI agencies, including law enforcement, the DMV, the DUI Task Force, and courts to continuously track local DUI statistics, arrests, and convictions. This will allow us to target education and resources in response to local trends.

***Key Challenges & Strategies for Fiscal Year 08-09***

- The Driving Under the Influence programs are self-funded and based on community need. Because these programs are self-supporting, we will continue to monitor local and State DUI trends to manage our programs efficiently.

**COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS**

This budget is recommended as requested. The Driving Under the Influence fund center is a special revenue fund and does not receive any General Fund support. Operating expenditures (excluding contingencies and reserves) are targeted to increase \$164,649 or 12%. The increase in expenditures is primarily due to a \$104,257 increase in salary and benefits, including a 5.5% prevailing wage increase totaling \$52,199, and increases in internal settlement and cost allocation accounts totaling \$56,969. Revenue is budgeted to increase \$146,318 or 10%, but total financing sources are expected to decrease \$6,985 compared to FY 2007-08, due to a lower projected fund balance available than the prior year. The increase in revenue is primarily due to increased client visits in the Multiple Offender/Second Chance program which are projected to increase by 3,870 visits or 27%. This increase is offset somewhat by projected decreases in the other programs, and increases to miscellaneous fees ranging from \$1 to \$3. Session fees will remain at \$30 per session.

**BUDGET AUGMENTATION REQUESTS RECOMMENDED**

None.

**BUDGET AUGMENTATION REQUESTS NOT RECOMMENDED**

None.

**BOARD ADOPTED CHANGES**

On August 26, 2008, the Board adopted the actual fund balances available and approved an adjustment moving \$35,502 of FY 2007-08 fund balance to contingencies and \$100,000 to designations.

**GOALS AND PERFORMANCE MEASURES**

|  |                            |                            |                            |                  |                            |                 |  |
|--|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|--|
| <p><b>Division Goal:</b> To enhance public safety by providing efficient and effective intervention and education to court ordered individuals referred for driving under the influence of alcohol or other drugs.</p> <p><b>Communitywide Result Link:</b> A Safe Community.</p>  |                            |                            |                            |                  |                            |                 |  |
| <p><b>1. Performance Measure: Percentage of First Offender Driving Under the Influence (DUI) program participants who are remanded to our Multiple Offender Program within two years after completion of the First Offender Program.</b></p>   |                            |                            |                            |                  |                            |                 |  |
| 03-04<br>Actual<br>Results   | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |  |
| 3%   | 4%                         | 5%                         | 8%                         | 5.5%             | 9%                         | 8%              |  |
| <p><b>What:</b> Measures recidivism and effectiveness of the First Offender Program.</p> <p><b>Why:</b> If our First Offender DUI Program is effective, graduates will not return to our Multiple Offender Program.</p> <p><b>How are we doing?</b> Drug &amp; Alcohol Services (DAS) identified all First Offender Program completers for the two years prior to July 1, 2007 and then checked to see how many were re-arrested and remanded to our Multiple Offender Program during that specific time frame. During FY 2007-08, 9% of participants previously enrolled in our First Offender Program between July 1, 2005 and June 30, 2007 re-offended and were remanded to our Multiple Offender Program during the 2007-08 fiscal year. The Substance Abuse Policy Committee, consisting of representatives of SLO County Probation, Sheriffs, Social Services, and Behavioral Health, have concluded that the increase in returning participants is primarily due to increased law enforcement activity including warrant sweeps in SLO County. Benchmark data is found in the <i>Annual Report of the California DUI Management Information System, 2007</i>, which states that statewide DUI re-arrest/conviction rates of first time DUI offenders within one year of treatment were 5%. This rate increases to 9% for re-arrest/conviction rates within two years of treatment. These numbers are comparable to SLO County.</p> <p>(Data Source: Standard Report from DUI Database)</p> |                            |                            |                            |                  |                            |                 |  |
| <p><b>2. Performance Measure: Percentage of participants completing our Client Satisfaction Survey who rate Driving Under the Influence services at the levels of Above Satisfactory or Excellent.</b></p>   |                            |                            |                            |                  |                            |                 |  |
| 03-04<br>Actual<br>Results   | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |  |
| 88%  | 70%                        | 80%                        | 84%                        | 85%              | 85%                        | 87%             |  |
| <p><b>What:</b> Measures client satisfaction with the services provided by Drug and Alcohol Services.</p>  |                            |                            |                            |                  |                            |                 |  |

**Why:** Because Drug and Alcohol Services is committed to providing high quality service, client satisfaction is an indication of program quality. The client satisfaction survey allows us to improve our programs based on participant feedback.

**How are we doing?** Based on our annual results for FY 2007-08, 85% of survey respondents rated the program Excellent or Above Satisfactory. During the year 995 of 1,214 program completers returned surveys for a returned response rate of 82%. This is an improvement over the previous year's rate of 64%. No comparison data is available for this measure.

(Data Source: Client Satisfaction Survey)

**3. Performance Measure: Percentage of time Drug and Alcohol Specialists meet division caseload standards.**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| 95%                        | 95%                        | 95%                        | 95%                        | 100%             | 95%                        | 100%            |

**What:** Drug and Alcohol Services has developed tasks and standards for Driving Under the Influence Program Specialists, measured through a monthly quality assurance process that tracks specific caseload standards for the various DUI programs. These standards help to ensure timely and efficient client access to Driving Under the Influence programs.

**Why:** Caseload standards maintain compliance with State regulations, guarantee that clients gain access to services within time limits set by the courts, and ensure the fiscal integrity of the program. Maximum efficiency is achieved when staff meet caseload standards.

**How are we doing?** The Division continues to implement tasks and standards that make clear professional expectations. Staff is meeting these caseload standards 95% of the time. Although State regulations provide standards regarding treatment access time, numbers of treatment sessions and classroom population size, this caseload standard is unique to SLO County Drug and Alcohol Services; therefore, no comparison data is available.

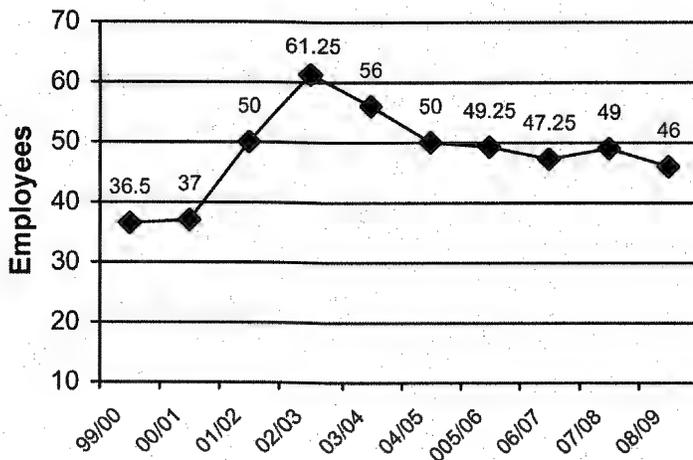
(Data Source: Caseload Standard Report from DUI Database)

**MISSION STATEMENT**

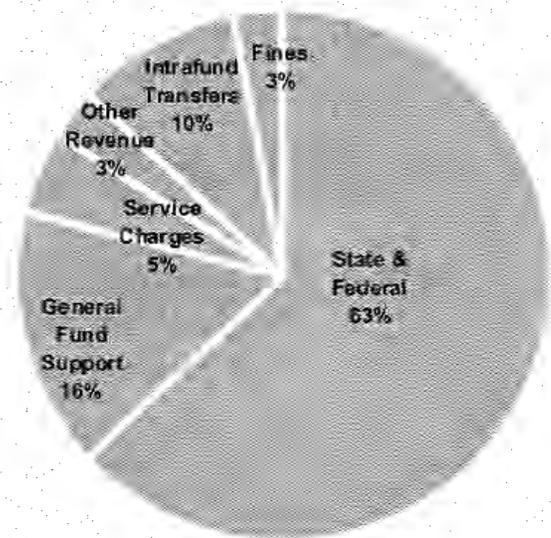
Drug and Alcohol Services promotes safe, healthy, responsible, and informed choices concerning alcohol and other drugs through programs responsive to community needs.

|                               | 2006-07<br><u>Actual</u> | 2007-08<br><u>Actual</u> | 2008-09<br><u>Requested</u> | 2008-09<br><u>Recommended</u> | 2008-09<br><u>Adopted</u> |
|-------------------------------|--------------------------|--------------------------|-----------------------------|-------------------------------|---------------------------|
| <u>Financial Summary</u>      |                          |                          |                             |                               |                           |
| Revenues                      | \$ 5,032,120             | \$ 5,596,966             | \$ 4,998,466                | \$ 5,083,490                  | \$ 5,083,490              |
| Salary and Benefits           | 3,904,691                | 4,112,858                | 4,358,412                   | 4,210,823                     | 4,210,823                 |
| Services and Supplies         | 1,576,852                | 2,231,551                | 1,945,259                   | 1,887,548                     | 1,887,548                 |
| Other Charges                 | <u>736,574</u>           | <u>736,572</u>           | <u>736,574</u>              | <u>736,574</u>                | <u>736,574</u>            |
| **Gross Expenditures          | \$ 6,218,117             | \$ 7,080,981             | \$ 7,040,245                | \$ 6,834,945                  | \$ 6,834,945              |
| Less Intrafund Transfers      | <u>889,364</u>           | <u>849,144</u>           | <u>740,954</u>              | <u>688,069</u>                | <u>688,069</u>            |
| **Net Expenditures            | \$ 5,328,753             | \$ 6,231,837             | \$ 6,299,291                | \$ 6,146,876                  | \$ 6,146,876              |
| General Fund Support (G.F.S.) | <u>\$ 296,633</u>        | <u>\$ 634,871</u>        | <u>\$ 1,300,825</u>         | <u>\$ 1,063,386</u>           | <u>\$ 1,063,386</u>       |

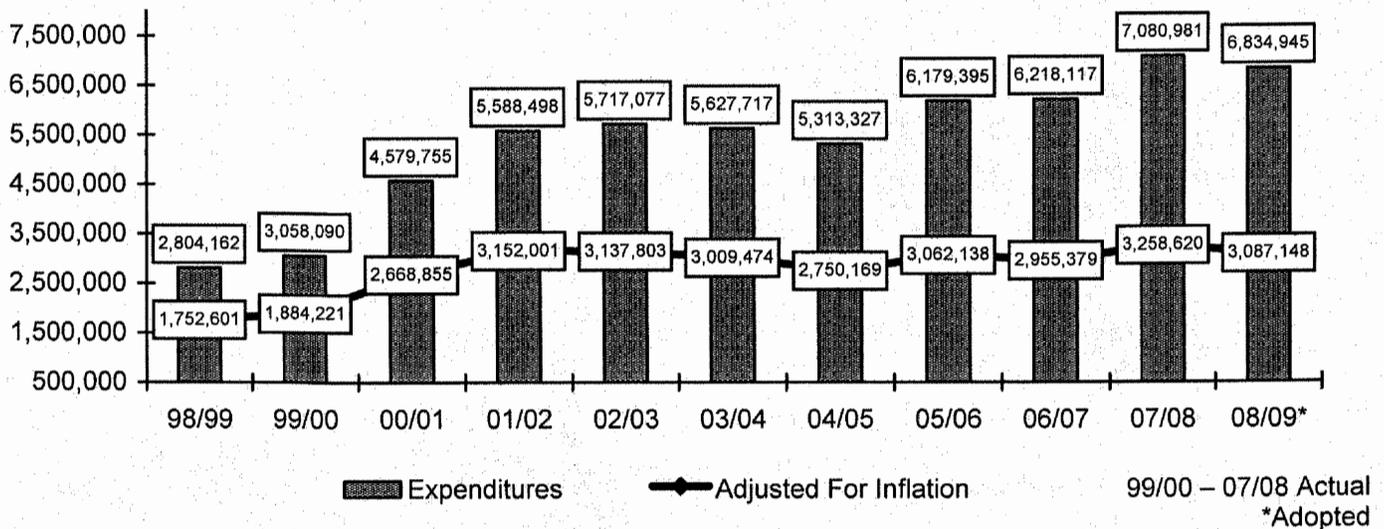
**Number of Employees**  
(Full Time Equivalent)



**Source of Funds**



10 Year Expenditures Adjusted For Inflation



**SERVICE PROGRAMS**

**Treatment**

Through regional centers located in Atascadero, San Luis Obispo and Arroyo Grande, outpatient drug-free treatment programs provide individual, family and group counseling for community members seeking treatment for alcohol and other drug problems. Licensed and credentialed staff provide treatment services and all programs are certified by the California Department of Alcohol and Drug Programs. A variety of populations are served, including young children, youth, adults, intravenous drug users, and pregnant and parenting women. These voluntary and Court-Ordered treatment services vary in intensity based on individual need and can last up to one year. Both aftercare services and drug testing services are provided as well.

Total Expenditures: \$4,638,023 Total Staffing (FTE): 33.0

**Prevention**

Prevention activities seek to prevent alcohol and other drug problems before they occur. A primary focus is placed on youth and assisting the community-at-large in the development of an alcohol and other drug-free social environment. Prevention activities include the support of community coalitions such as The Prevention Alliance and 10 community-based Youth Task Forces. Friday Night Live is a prevention program whose youth development activities reach 4<sup>th</sup> through 12<sup>th</sup> grade students in schools throughout San Luis Obispo County.

Total Expenditures: \$1,460,348 Total Staffing (FTE): 13.0

**Pass Through**

Drug and Alcohol Services receives funding directly from the State and forwards it to Pasos de Vida, Life Steps Foundation, Inc. for residential services for parenting women with high-severity substance abuse issues.

Total Expenditures: \$736,574 Total Staffing (FTE): 0.0

**DEPARTMENT COMMENTS**

**Key Accomplishments in Fiscal Year 07-08**

**Excellence in Customer Service**

- In FY 07-08, Drug & Alcohol Services (DAS) developed a "superbill" which helps clients obtain reimbursement from insurance. The superbill has improved customer service by increasing access to insured county citizens who may currently avoid substance abuse treatment due to concerns regarding ability to pay.

- Through moving the San Luis Obispo DAS clinic from McMillan Avenue to the Johnson Avenue Health Campus, the Division can provide clients with streamlined access to associated Mental Health, Health and Probation services.

### Continuous Internal Business Improvements

- The Division implemented a system where therapists automatically receive emails when a positive drug test is posted for a client. Additionally, therapists are electronically notified when a client fails to show for scheduled services on three occasions. Such early notification allows therapists to intervene with clients and make therapeutic adjustments in a timely manner.

### Proactive Finance

- In FY 07-08, DAS responded to an \$118,000 decrease in overall grant funding by pursuing additional grant revenues. Subsequently, the Division was awarded \$301,200 in prevention grants. The grants have increased our capacity to reduce problems associated with substance abuse through provision of enhanced family and community programs. The Division also applied for and received Proposition 36 Offender Treatment Program funding of \$143,326, which offset funding reductions from the State's Substance Abuse and Crime Prevention Act allocation.

### Commitment to Learning and Growth

- The Division, in collaboration with Mental Health, trained Behavioral Health staff on co-occurring disorders. The training provided staff from both divisions the opportunity to form working relationships with each other while learning therapeutic interventions and skill development specific to the co-occurring client population. Additional trainings included Cognitive Behavioral Therapy (CBT), Motivational Enhancement Therapy (MET), and Group processing. This capacity building for the Division both increases our ability to cross-assign staff, and provides clients with quality care.

### Major Focus for Fiscal Year 08-09

#### Excellent Customer Service

- To increase community access to services, the DAS website will include interactive functions such as appointment scheduling, online educational course materials and expanded Spanish service information.
- DAS will conduct a family-based, culturally sensitive prevention program for children of treatment clients using the science-based Strengthening Families Program. DAS will collaborate with community groups and schools to provide the Strengthening Family Program, which will improve protective factors and decrease the risk of alcohol and drug use and abuse among youth pre-exposed to chemical dependence.

#### New Internal Business and Program Improvements

- The Division will continue to restructure intake procedures for criminal justice programs to increase the quality of client orientation, which will improve client retention and compliance with the program.
- DAS will respond to community concerns by assisting in implementing a detoxification program in the county through working with community partners and agencies.

#### Finance

- By restructuring certain Treatment program fees to bring them in line with per session costs, the Division will reduce the gap between the costs of providing services and revenue collected for services.

#### Dedicated Learning and Growth

- As part of the Division's *Strategic Prevention Framework for 2007-2012*, prevention specialists are required to increase their skills and knowledge regarding emerging prevention strategies and research-based designs.

### Key Challenges & Strategies for Fiscal Year 08-09

#### Reduced Revenues

- A \$380,000 revenue loss from reduced and expiring grants will result in a staff reduction of three full-time employees and the elimination or reduction of primary prevention services including Drug Free Communities and Methamphetamine Prevention; and the Offender Treatment Program. These reductions in treatment programming revenue will result in waiting lists for court-ordered clients, resulting in increased countywide health, crime and criminal justice costs.

- The need for bilingual services has increased in the past decade in our County. Although DAS continually seeks to recruit qualified bilingual staff, when our current bilingual staff members take leave time, we are often unable to see clients and provide quality care. We will continue working with Human Resources to ensure the job specifications provide clear descriptions of our positions, while seeking new avenues for recruitment of bilingual, Spanish-speaking individuals.
- DAS will continue to seek grant opportunities to replace services being reduced due to sun-setting grants; however, administrative reductions will make it more difficult to competitively apply and remain timely and accurate in all other administrative functions.

**COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS**

Total expenditures for this fund center are recommended to increase \$390,121 or 6%. Overall revenue is flat, increasing only \$27,840 or less than one percent. As in past years, State and Federal funds are not keeping pace with growing costs. General Fund support is recommended to increase \$362,281 or 51% compared to FY 2007-08 adopted levels. The recommended level of General Fund support is \$237,439 less than the level requested in the Department's Status Quo Budget primarily due to expenditure reductions being recommended in order to reduce the Department's impact on the General Fund. The reductions and their impacts are as follows:

- Elimination of an Administrative Services Officer for a savings of \$119,407. Loss of this position will mean decreased contract monitoring and longer processing times for Board of Supervisors Agenda items and contracts. Outcome reporting will be less timely and accurate. Grant writing capacity will be limited and ability to access new funding opportunities will be reduced.
- Elimination of Adult Deferred Entry of Judgment (DEJ) treatment in Atascadero for a savings of \$48,229. Forty adults in the DEJ program in North County will be placed on wait lists to receive treatment for their five-month court ordered substance abuse treatment program. While these clients are on the wait list, they are not supervised by Probation and may continue to re-offend and use drugs.
- Reduce Youth Treatment in Atascadero for a savings of \$38,229. Forty youth and their families in North County will be placed on wait lists to receive treatment for substance abuse. While on the wait list these youth may continue to use drugs which will impact their families and rates of crime, driving under the influence, and school disciplinary problems.
- Use of Voluntary Time Off for a savings of \$35,074, with little or no impact to direct treatment services, however case management services will be delayed.
- Deferral of computers scheduled for replacement, totaling \$16,500. The need for equipment repairs is expected to increase and delays in software upgrades are expected to occur as the older machines may not be able to support newer requirements.

Salary and benefits increase \$68,501 in FY 2008-09, including a 5.5% prevailing wage increase. The major increases in service and supplies accounts are in internal support accounts, including a \$61,153 increase in General Services costs; a \$45,653 increase in allocated Health Agency administrative and support costs; a \$95,381 increase in Countywide overhead; and a \$41,353 increase in insurance costs.

Beginning in FY 2008-09, DAS will be the lead agency for the Comprehensive Drug Court Initiative and the Drug Court Partnership Adult Drug Court grants, with a single contract being issued to a provider for treatment services. These grants were previously administered by Probation and DAS separately, with separate service contracts being issued by each department.

The recommended changes to the Position Allocation List in FY 2008-09 are as follows:

- - 1.0 Administrative Services Officer due to General Fund reductions
- - 0.5 Drug and Alcohol Specialist (DEJ) due to General Fund reductions
- - 0.5 Drug and Alcohol Specialist (Youth Treatment) due to General Fund reductions
- - 1.00 Drug and Alcohol Specialist due to insufficient Prop 36 carryover funds
- - 1.00 Drug and Alcohol Specialist due to end of Drug Free Communities Grant
- - 1.00 Drug and Alcohol Specialist due to position being transferred to Fund Center 165 - MHSA
- - 0.50 Drug and Alcohol Specialist due to end of the Methamphetamine Grant
- - 0.50 Administrative Assistant I due to end of Drug Free Communities Grant
- + 0.5 Drug and Alcohol Specialist due to the addition of Preventive Health Grant and Statewide Alcohol Trends Grant funding
  
- + 0.5 Drug and Alcohol Specialist due to the addition of Substance Abuse and Crime Prevention Act (SACPA) funding and a revised estimate of end of year carry over

**BUDGET AUGMENTATION REQUESTS RECOMMENDED**

None.

**BUDGET AUGMENTATION REQUESTS NOT RECOMMENDED**

None.

**BOARD ADOPTED CHANGES**

Per the Supplemental Budget document (page S-9), the Board approved the deletion of one of two existing 1.0 FTE Administrative Assistant (AA) III positions and the addition of two 0.5 FTE AA III positions. The Division will fill one of the 0.5 FTE allocations and leave the other vacant until the budget situation improves. No dollar impact to the budget.

**GOALS AND PERFORMANCE MEASURES**

|  |                            |                            |                            |                  |                            |                 |
|--|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| <p><b>Division Treatment Goal:</b> To reduce alcohol and other drug-related problems among program participants who access services in regional clinics that provide efficient, high quality, intensive treatment services to community members desiring recovery from the misuse of alcohol and/or other drugs.</p> <p><b>Community-wide Result Link:</b> Healthy Community.</p>  |                            |                            |                            |                  |                            |                 |
| <p><b>1. Performance Measure: Percentage of clients who report reduced or eliminated drug and/or alcohol use in the 30 days prior to leaving DAS treatment.</b></p>  |                            |                            |                            |                  |                            |                 |
| 03-04<br>Actual<br>Results   | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
| n/a  | n/a                        | 82%                        | 82%                        | 85%              | 87%                        | 85%             |
| <p><b>What:</b> Decreased or eliminated drug and alcohol use demonstrates the impact of treatment and its subsequent effect on behavior.</p> <p><b>Why:</b> Successful recovery involves positive lifestyle changes.</p> <p><b>How are we doing?</b> This measure is designed to coincide with the implementation of the California Outcomes Measurement System (CalOMS) administered by the California Department of Alcohol and Drug Programs. The rate between July 1, 2007 and June 30, 2008 is 87% out of a total of 1,125 program participants whose services ended by June 30, 2008. This rate is better than anticipated based on the previous year's results, due to continued implementation of new treatment best practices. For comparison, the rate for ALL California counties for FY 2007 - 08 is 82% out of a total of 110,767 service completers.</p> <p>(Data Source: California Outcome Measurement System, CalOMS)</p> |                            |                            |                            |                  |                            |                 |
| <p><b>2. Performance Measure: Percentage of adult treatment clients who state overall satisfaction with Treatment Programs as measured by the client satisfaction survey at the levels of Above Satisfactory or Excellent.</b></p>   |                            |                            |                            |                  |                            |                 |
| 03-04<br>Actual<br>Results   | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
| 82%  | 94%                        | 89%                        | 89%                        | 90%              | 87%                        | 91%             |

**What:** The Division's client satisfaction survey is used to measure program satisfaction with our treatment programs.

**Why:** Because Drug and Alcohol Services is committed to providing high quality service, client satisfaction is an indication of program quality. The client satisfaction survey allows us to improve our programs based on participant feedback.

**How are we doing?** 87% of Treatment clients surveyed indicated overall high satisfaction (Above Average or Excellent rating) with their experience at Drug and Alcohol Services. The target for FY 2007 - 08 was 90%. Although the rate achieved was 3% points less than the target for FY 2007-08 and 2 % points less than achieved rates for FY 2006 – 07, the results are still comparable. 99% of respondents for both FY 2006-07 and FY 2007-08 rated their satisfaction as "Satisfied", "Very Satisfied" or "Extremely Satisfied".

The rate of return for satisfaction surveys was excellent. Of 290 completions during the year, 250 returned surveys for a return rate of 86%. This is an improvement over last year's response rate of 44%. Because satisfaction rates are not part of the statewide CalOMS database, no comparison data is available.

(Data Source: Client Satisfaction Survey)

**3. Performance Measure: Percentage of Treatment slots filled (Static Capacity: this is the maximum number of treatment slots able to be filled at any given time) for Prop 36, Perinatal, Youth and Family and Adult Services.**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| 100%                       | 100%                       | 100%                       | 100%                       | 95%              | 100%                       | 100%            |

**What:** Filled treatment slots ensure efficient use of treatment resources.

**Why:** Unused treatment resources are inefficient. The standard for filling treatment slots is between 90% to 95% of Drug and Alcohol Services Static Capacity. Static Capacity for FY 2007-08 was 486 clients. Although demand for services is expected to increase in FY 2008-09, Static Capacity is anticipated to decrease due to service level reductions resulting from increased costs and decreased revenues.

**How are we doing?** Treatment slots were 100% filled (out of a total of 486 treatment slots) during FY 2007-08. No comparison data is available for this measure. The division will develop an alternate measure of efficiency to replace this measure in time for the FY 2009-10 budget.

(Data Source: Drug and Alcohol Treatment Access Report, DATAR.)

**Division Prevention Goal:** To reduce alcohol and other drug-related problems by providing high quality evidence based prevention strategies in the community.

**Community-wide Result Link:** Healthy Community.

**4. Performance Measure: Percentage of the County's population reached through DAS Prevention services.**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| 12%                        | 13%                        | 17%                        | 13%                        | 13.5%            | 11%                        | 10%             |

**What:** The percentage of the County's population reached through DAS Prevention campaigns and activities, which engage community members by providing education and information about alcohol and other drugs along with positive alternatives to alcohol and drug use.

**Why:** The Office of National Drug Control Policy has stated that these types of services are considered an industry best practice in reducing the risk factors associated with drug and alcohol use.

**How are we doing?** During FY 2007-08, 28,122 individuals were recipients of countywide Prevention services. This amounts to 11% of the county population. Drug and Alcohol Services' ability to provide Prevention services is highly reliant on, and fluctuates with, the amount of grant funding available for Prevention campaigns and activities. Prevention grant funding has been declining since FY 2005-06, thus the division's ability to reach larger percentages of the County's population has been restricted. The State recently instituted the CalOMS data measurement system for County prevention providers. Although, no comparison data for population percentage and service quantities is currently available, it is anticipated that in future years comparison data with other counties will be accessible.

(Data Source: California Outcomes Measurement System -- Prevention)

**5. Performance Measure: Percentage of youth participants in prevention programs who demonstrate a reduction in risk factors and/or an increase in protective factors.**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| 90%                        | 91%                        | 95%                        | 95%                        | 95%              | 95%                        | 95%             |

**What:** Youth participants in DAS prevention programs demonstrate improvements in school attendance, problem-solving skills, family environment, school grades, community/family bonding, choice of peer group, awareness of drug risks, and reduced or eliminated drug use. Improvements are measured by administering tests to the participants when they begin participating in DAS' services and again when they finish with services.

**Why:** The California Department of Alcohol and Drug Programs utilizes research by Hawkins/Catalano, which demonstrates that decreases in standardized risk factors, or increases in standardized protective factors result in reduced risk of substance abuse. Risk factors include: being unaware of risks of drug use, exhibiting low levels of parent/youth communication, truant behavior, and choosing of problem peer groups. Protective factors include: improved school attendance, high levels of developmental assets, good grades, school/community/youth bonding, and disapproval of drug use.

**How are we doing?** During FY 2007-08, 95% of participants showed reductions in risk behavior. At the same time, program participants demonstrated increased school attendance, improved resiliency scores (such as problem solving skills and esteem measures), and opportunities for meaningful participation in school, family, community and peer relationships. The number of youth participants for FY 2007-08 was 3,400. Due to anticipated staff and program reductions and new State requirements that are more focused and target a smaller population the number of participants targeted for FY 2008-09 is 2,600. There is no comparison data available for this measure.

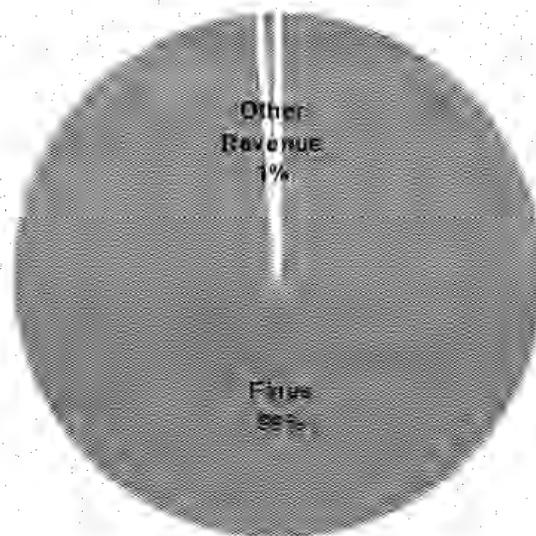
(Data Source: Drug and Alcohol Services Focus Group and Outcomes Surveys)

**MISSION STATEMENT**

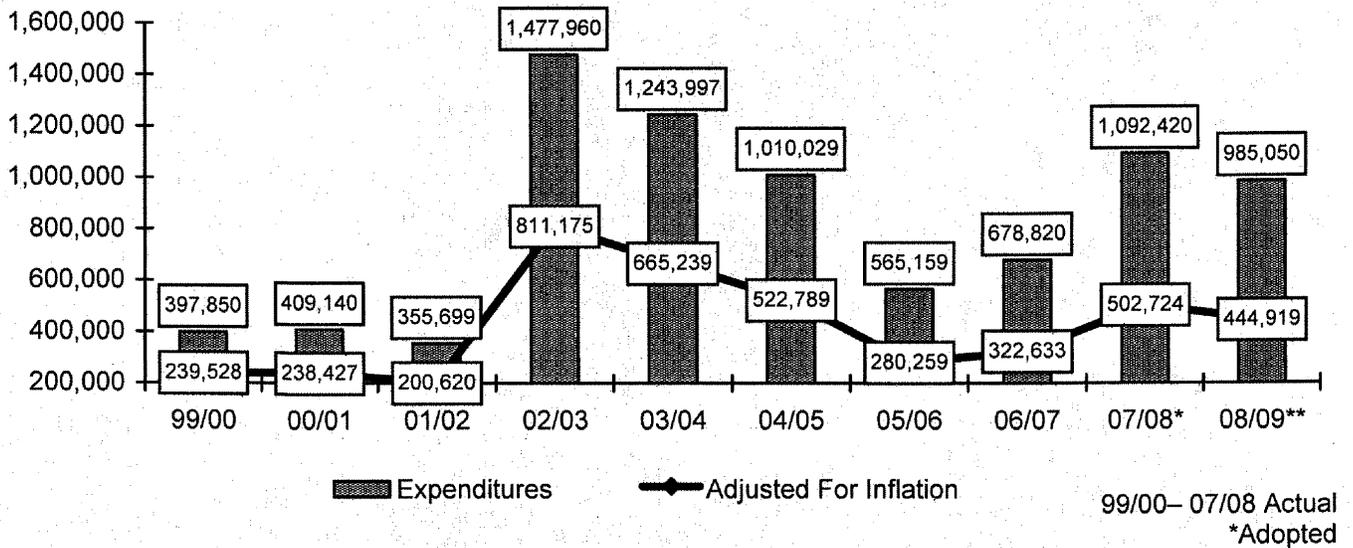
The County Medical Services Program (CMSP), part of the Health Agency's Health Systems Division, determines eligibility, and provides utilization review and accounting services to ensure proper access to health care for the medically indigent.

| Financial Summary                   | 2006-07           | 2007-08             | 2008-09           | 2008-09           | 2008-09           |
|-------------------------------------|-------------------|---------------------|-------------------|-------------------|-------------------|
|                                     | Actual            | Actual              | Requested         | Recommended       | Adopted           |
| Revenues                            | \$ 803,150        | \$ 1,038,622        | \$ 985,050        | \$ 985,050        | \$ 985,050        |
| Fund Balance Available              | \$ 11,881         | \$ 14,319           | \$ 0              | \$ 0              | \$ 0              |
| Cancelled Reserves                  | 0                 | 0                   | 0                 | 0                 | 0                 |
| <b>Total Financing Sources</b>      | <b>\$ 815,031</b> | <b>\$ 1,052,941</b> | <b>\$ 985,050</b> | <b>\$ 985,050</b> | <b>\$ 985,050</b> |
| Salary and Benefits                 | \$ 0              | \$ 0                | \$ 0              | \$ 0              | \$ 0              |
| Services and Supplies               | 94,286            | 380,869             | 483,550           | 483,550           | 483,550           |
| Other Charges                       | 584,534           | 517,574             | 501,500           | 501,500           | 501,500           |
| Fixed Assets                        | 0                 | 0                   | 0                 | 0                 | 0                 |
| <b>Gross Expenditures</b>           | <b>\$ 678,820</b> | <b>\$ 898,443</b>   | <b>\$ 985,050</b> | <b>\$ 985,050</b> | <b>\$ 985,050</b> |
| Contingencies                       | 0                 | 0                   | 0                 | 0                 | 0                 |
| New Reserves                        | 0                 | 0                   | 0                 | 0                 | 0                 |
| <b>Total Financing Requirements</b> | <b>\$ 678,820</b> | <b>\$ 898,443</b>   | <b>\$ 985,050</b> | <b>\$ 985,050</b> | <b>\$ 985,050</b> |

**Source of Funds**



10 Year Expenditures Adjusted For Inflation



**SERVICE PROGRAMS**

**Emergency Medical Services Fund**

The Emergency Medical Services (EMS) funds, also known as Maddy and Richie Funds, are derived from an assessment on fines established through the Court system. These funds pay physicians, designated hospitals, and other providers of emergency medical care for uncompensated emergency room care, and partially fund the Emergency Medical Services Agency for regulation of the pre-hospital emergency medical care system.

Total Expenditures: \$985,050 Total Staffing (FTE): 0.0

\*Staffing reflected in Fund Center 350 - County Medical Services Program

**DEPARTMENT COMMENTS**

Emergency services are a vital component of access to health care. All population groups, regardless of economic resources, want to know that emergency services will be available and will function quickly and effectively when needed. The Emergency Medical Treatment and Active Labor Act (EMTALA) was enacted in 1986 and stipulates that anyone seeking medical care at a hospital emergency room must receive a medical examination and appropriate stabilizing measures.

As many people who access care in emergency rooms are uninsured, the burden of providing emergency care is often left to hospitals and physicians. In order to address uncompensated emergency medical care, Fund Center 351, the Emergency Medical Services (EMS) Fund, was established in 1988, pursuant to Senate Bills 12 and 612. This legislation allowed the Board of Supervisors to authorize the collection of court fines from criminal offenses and approve policies for the administration and expenditures of the EMS Fund. Legislation specifies that the EMS Fund must be held as a separate fund and revenues are not to be commingled with other similar types of funds. The Fund partially compensates physicians and surgeons for uncompensated emergency medical care. The Fund also provides funding to hospitals and the County's pre-hospital emergency medical care system.

**COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS**

This budget is recommended as requested. Revenues and expenditures, which provide compensation to physicians, surgeons, hospitals, and payments toward the pre-hospital emergency care system, have decreased \$121,689 or 10%. This reduction is primarily due to an error in the way revenue was calculated in the prior year. SB 1773 doubled the penalty assessment of certain criminal offenses and motor vehicle violations. The penalty assessment was increased from \$2 for every \$10 of fine, to \$4 for every \$10. In FY 2007-08 this increase was incorrectly applied to Traffic School Fees, resulting in a \$108,000 overstatement of revenue. The remainder of the reduction in revenue is due to a contingency amount of \$14,319 that was carried over into FY 2007-08 from the prior year. These funds will be expended in FY 2007-08 with no contingency carrying over to FY 2008-09. This fund center does not receive any General Fund support.

**BUDGET AUGMENTATION REQUESTS RECOMMENDED**

None.

**BOARD ADOPTED CHANGES**

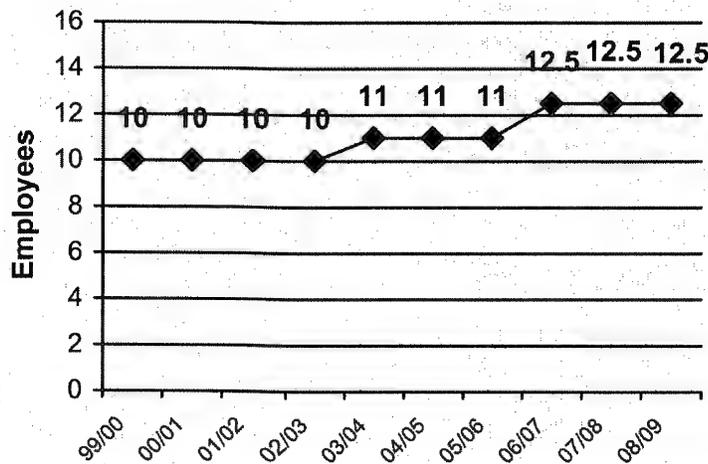
None.

**MISSION STATEMENT**

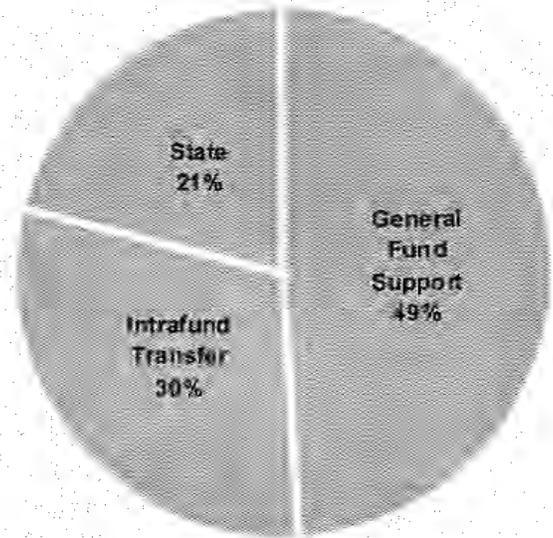
The mission of the Law Enforcement Medical Care (LEMC) Program is to provide cost effective, quality medical care for persons incarcerated at the County Jail and the Juvenile Services Center.

| Financial Summary             | 2006-07      | 2007-08      | 2008-09      | 2008-09      | 2008-09      |
|-------------------------------|--------------|--------------|--------------|--------------|--------------|
|                               | Actual       | Actual       | Requested    | Recommended  | Adopted      |
| Revenues                      | \$ 502,068   | \$ 527,394   | \$ 545,706   | \$ 545,706   | \$ 545,706   |
| Salary and Benefits           | 1,367,232    | 1,584,069    | 1,576,962    | 1,576,962    | 1,576,962    |
| Services and Supplies         | 839,692      | 791,772      | 1,039,166    | 1,039,166    | 1,039,166    |
| **Gross Expenditures          | \$ 2,206,924 | \$ 2,375,841 | \$ 2,616,128 | \$ 2,616,128 | \$ 2,616,128 |
| Less Intrafund Transfers      | 711,440      | 691,130      | 793,897      | 793,897      | 793,897      |
| **Net Expenditures            | \$ 1,495,484 | \$ 1,684,711 | \$ 1,822,231 | \$ 1,822,231 | \$ 1,822,231 |
| General Fund Support (G.F.S.) | \$ 993,416   | \$ 1,157,317 | \$ 1,276,525 | \$ 1,276,525 | \$ 1,276,525 |

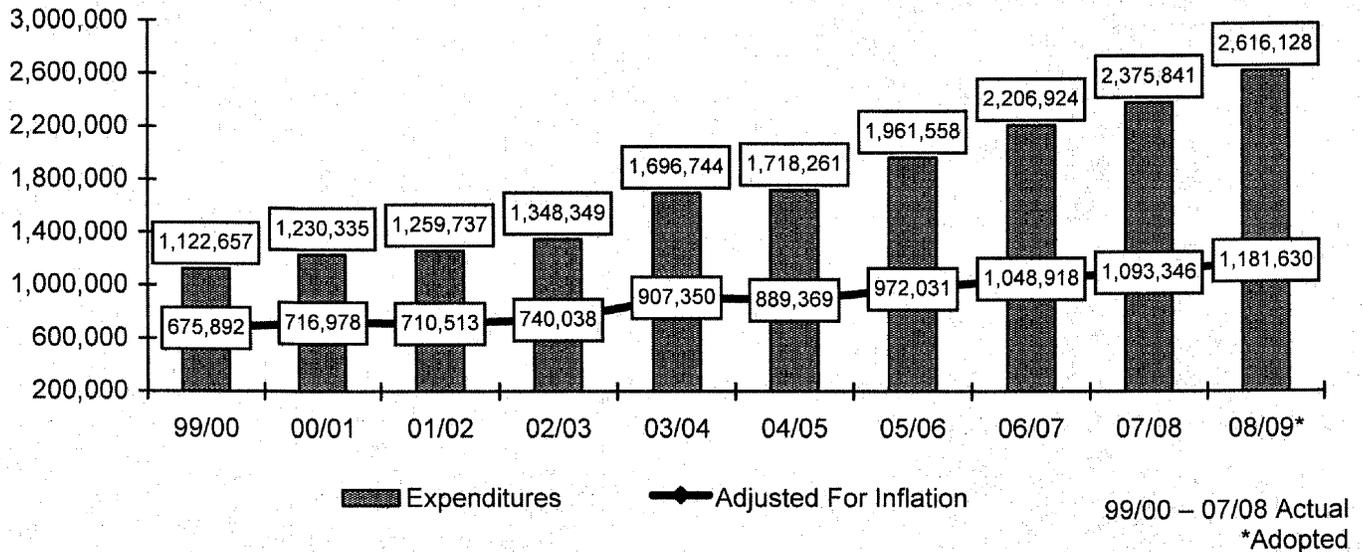
**Number of Employees**  
(Full Time Equivalent)



**Source of Funds**



10 Year Expenditures Adjusted For Inflation



**SERVICE PROGRAMS**

**Jail Medical Services**

This program provides medical care for County Jail inmates, including medical evaluations, daily sick call, administering prescribed medications, coordinating referrals with drug abuse/alcohol programs and mental health services, and referring and paying for hospital care for acutely ill or injured patients. The program pays for emergency transport to hospitals, referrals to specialist services, emergency room care, and any ancillary medical services not available at the Jail infirmary.

Total Expenditures: \$2,074,697 Total Staffing (FTE): 9.50

**Juvenile Services Center Medical Services**

This program provides medical care for Juvenile Services Center wards, medical evaluations, including daily sick call, administering prescribed medications, coordinating referrals with drug abuse/alcohol programs and mental health services.

Total Expenditures: \$541,431 Total Staffing (FTE): 3.0

**DEPARTMENT COMMENTS**

**KEY ACCOMPLISHMENTS**

**INTERNAL BUSINESS IMPROVEMENTS (as good as possible)**

- Implemented structured medical charting system; compartmentalized physician notes, lab results, and x-rays to provide more efficient care to inmates and avoid chances for medical errors.

**Goals for FY 08-09:**

- 1) Assessing current medical care components and accreditation requirements to determine feasibility of accreditation by California Institute of Medical Quality Association.

**Challenges:**

- 1) Provide nursing and medical care 24 hours per day, 365 days per year, to 602 inmates daily. On average 200 require daily medication.

**FINANCE (as cost effective as possible)**

- Payment to local hospitals and physicians for arrestees prior to booking was discontinued following Court decision and County Counsel opinion.

- ADAP (AIDS Drug Assistance Program) funding obtained for inmate HIV patient medications.
- Utilization review is performed to evaluate the need for hospitalization and expensive imaging studies. A second physician review is obtained for non emergent medical specialist and imaging studies.

**Goals for FY 08-09:**

- 1) Evaluate drug acquisition costs and alternate source of medication for inmates at County Jail and Juvenile Hall.

***CUSTOMER SERVICE (as responsive as possible)***

- Responses to inmates/patients' request for routine attention are handled within 48 to 72 hours. Emergencies are addressed immediately. On average, there were 1953 inmates seen each month at sick calls so far this FY.

**Challenges:**

- 1) To provide medical care to maintain and improve health of inmates within existing budgeted resources, despite uncertainty of medical conditions.

***LEARNING AND GROWTH (as responsible as possible)***

- A new supervisor is working with LEMC Jail nursing staff to find opportunities to improve care, streamline processes, and find opportunities to avoid medication errors

**COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS**

The FY 2008-09 requested level of General Fund support for this fund center decreases \$65,950 or 4% compared to the FY 2007-08 adopted level. The two main components of the reduction are a small increase in salary and benefits and a \$94,598 overall reduction in service and supplies. Salary and benefits increase only \$28,404 or 1% over FY 2007-08, despite the inclusion of a 5.5% COLA for FY 08-09 at a cost of \$57,754. This is attributed to a close analysis of staffing needs by the Health Agency and a subsequent revision to the staffing formula at the jail.

The decrease in services and supplies is mainly due to a \$124,875 drop in estimated inpatient care costs (including an increase for expected growth in the average daily jail population) due to an overestimation of cost in the FY 2007-08 budget. Additional savings of \$23,167 is generated by the elimination of the weekend clinic, which LEMC has been unable to staff for the past two years.

State realignment revenue, the sole source of revenue for this fund center, is expected to remain flat, and is budgeted at the FY 2007-08 level of \$545,846. Intrafund transfer offsets from the Sheriff, Probation, and Public Health, which help to partially offset the costs of the services provided by LEMC, are also essentially flat.

**BUDGET AUGMENTATION REQUESTS RECOMMENDED**

None.

**BUDGET AUGMENTATION REQUESTS NOT RECOMMENDED**

None.

**BOARD ADOPTED CHANGES**

None.

**GOALS AND PERFORMANCE MEASURES**

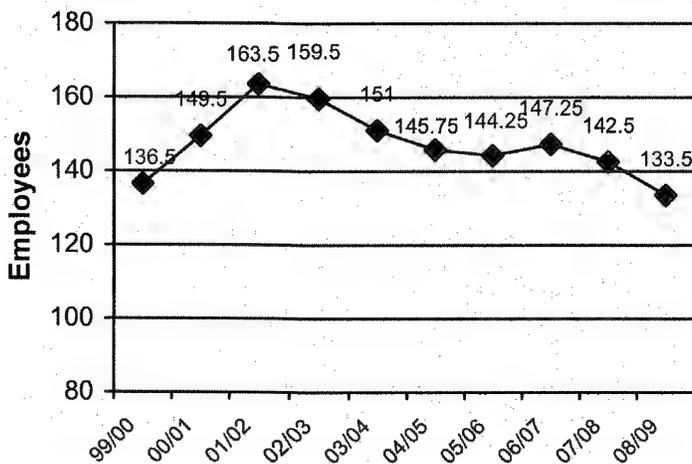
|  |                            |                            |                            |                  |                            |                 |
|--|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| <b>Department Goal:</b> Provide cost effective medical care to maintain health of County Jail inmates.   |                            |                            |                            |                  |                            |                 |
| <b>Communitywide Result Link:</b> Healthy and Safe Community   |                            |                            |                            |                  |                            |                 |
| <b>1. Performance Measure: Medical costs per inmate day at the County Jail.</b>  |                            |                            |                            |                  |                            |                 |
| 03-04<br>Actual<br>Results   | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
| \$9.23   | \$8.60                     | \$8.73                     | \$8.90                     | \$9.25           | \$8.07                     | \$9.20          |
| <p><b>What:</b> This shows the average cost per day to provide mandated Jail medical services to adult inmates. The measure is calculated by dividing all costs of providing medical care to inmates by the product of the average daily inmate census and the number of days in the year. ((FY 2007-08 cost \$1,673,854 divided by 207,320 (average daily census 568 times 365 day in the year) equals \$8.07 per inmate day))</p> <p><b>Why:</b> County Jail inmate medical costs per day is an efficiency-oriented performance measure reflecting both the cost of providing medical care and the level of demand among Jail inmates. Monitoring this measure helps the County develop standards and policies for the provision of medical services for Jail inmates.</p> <p><b>How are we doing?</b> The average cost per inmate day of providing medical care to an average inmate census of 547 in FY 2006-07 was \$8.90. The average daily inmate census rose in FY 2007-08 to 568, and the average cost per inmate day of providing medical care decreased to \$8.07. The decrease in medical cost per inmate day is attributed to a corresponding decrease in inpatient days and tighter controls on medications and diagnostic tests ordered by physicians. In addition, LEMC management has imposed strict adherence to the position allocation for the department that didn't exist in previous fiscal years and utilized temp help in lieu of professional staffing agencies reducing staffing costs significantly. The division projects a FY 2008-09 result of \$9.20 per day. It is difficult to predict an exact amount due to the uncertainty of the nature and number of complex medical cases within the Jail, however, factors considered in projecting \$9.20 cost per inmate day for FY 2008-09 include: 1) an increase of the inmate census of FY 2007-08; 2) an increases in sick call visits, and 3) higher staffing costs due to expected cost of living adjustments. There is no comparison data from the State or other counties.</p> |                            |                            |                            |                  |                            |                 |

**MISSION STATEMENT**

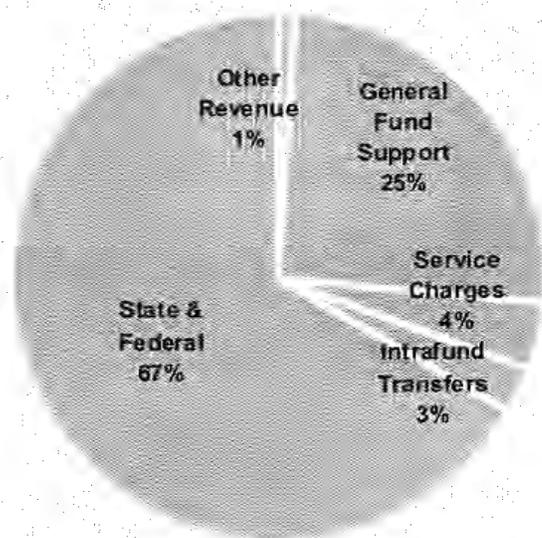
The Health Agency's Behavioral Health Department strives to assist individuals of all ages affected by mental illness in their recovery process to achieve the highest quality of life by providing culturally competent, strength based and client- and family-centered services based on best practices.

| Financial Summary             | 2006-07<br>Actual | 2007-08<br>Actual | 2008-09<br>Requested | 2008-09<br>Recommended | 2008-09<br>Adopted |
|-------------------------------|-------------------|-------------------|----------------------|------------------------|--------------------|
| Revenues                      | \$ 20,347,662     | \$ 20,347,681     | \$ 21,910,961        | \$ 21,848,631          | \$ 22,148,209      |
| Salary and Benefits           | 13,606,263        | 14,535,221        | 16,052,250           | 15,761,168             | 15,761,168         |
| Services and Supplies         | 12,016,768        | 14,199,791        | 14,629,160           | 14,572,316             | 14,871,894         |
| Other Charges                 | 0                 | 0                 | 0                    | 0                      | 0                  |
| Fixed Assets                  | 6,913             | 6,134             | 35,395               | 35,395                 | 35,395             |
| **Gross Expenditures          | \$ 25,629,944     | \$ 28,741,146     | \$ 30,716,805        | \$ 30,368,879          | \$ 30,668,457      |
| Less Intrafund Transfers      | 755,314           | 887,122           | 815,874              | 815,874                | 815,874            |
| **Net Expenditures            | \$ 24,874,630     | \$ 27,854,024     | \$ 29,900,931        | \$ 29,553,005          | \$ 29,852,583      |
| General Fund Support (G.F.S.) | \$ 4,526,968      | \$ 7,506,343      | \$ 7,989,970         | \$ 7,704,374           | \$ 7,704,374       |

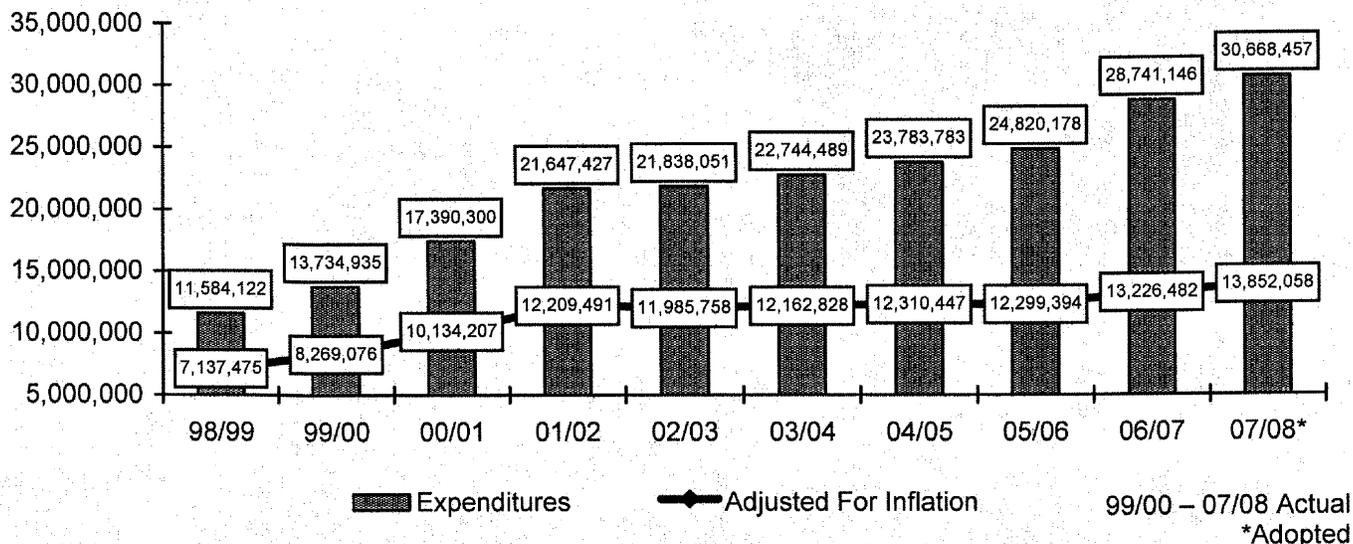
**Number of Employees  
(Full Time Equivalent)**



**Source of Funds**



10 Year Expenditures Adjusted For Inflation



**SERVICE PROGRAMS**

**Outpatient Services**

Outpatient programs provide a variety of services to people of all ages in the community in a variety of settings. Some of the services provided are as follows: crisis intervention; individual, group and family therapy; medication and medication management; case management; and social and vocational rehabilitation.

Total Expenditures: \$22,191,289 Total Staffing (FTE): 104.55

**Residential Services**

Residential services are 24-hour programs providing treatment for more extended periods of time but at lower cost than acute hospitalization. They are usually provided in unlocked residential settings and range in care level from on-site supervised intensive treatment programs to independent living arrangements with periodic staff monitoring visits.

Total Expenditures: \$2,496,885 Total Staffing (FTE): 3.45

**Long-Term Care Facilities**

These facilities provide long-term, 24-hour care for the severely mentally ill unable to function in a residential setting. Facilities include State hospitals and Institutions for Mental Disease (IMD). They are generally locked facilities and have the capability for medical care as well as intensive psychiatric treatment.

Total Expenditures: \$2,211,907 Total Staffing (FTE): 1.25

**Psychiatric Health Facility Services**

The Psychiatric Health Facility serves the 24-hour care needs of those in acute mental health crisis. It is a locked facility generally providing short-term, intensive psychiatric treatment.

Total Expenditures: \$3,768,376 Total Staffing (FTE): 24.25

**DEPARTMENT COMMENTS****Key Accomplishments of the Mental Health Department for FY 2007 - 2008*****Customer Service***

- Our focus is to assist individuals of all ages affected by mental illness in their recovery process so that they can achieve the highest quality of life. The latest published survey from the State indicated that 82% of clients surveyed were *very satisfied* or *satisfied* with the services provided.
- We have continued significant recruitment efforts including contacting professional staff placement agencies to fill permanent psychiatrist positions. Until staff Psychiatrist positions are full, we will provide access to psychiatric services through the use of locum tenens. The goal, however, is to have clients see staff Psychiatrists to provide a more consistent and effective psychiatric care for the patients who are suffering from a serious mental illness.
- Improved inpatient services to children and youth by developing a specific treatment ward for that age group at the Psychiatric Health Facility (PHF).

***Improved Business Practice***

- The policy and procedure manual for the Psychiatric Health Facility was revised to ensure staff was clear on the standard operating procedures to meet with the changes implemented under State guidelines.
- Conducted meetings with the Emergency Room Physicians at the local hospitals in order to improve communication between hospital staff and PHF staff. These meetings were led by the Medical Director and provide a forum for problem-solving regarding shared cases.
- Revised the medical records room procedures for security of client records in accordance with Medi-Cal and Health Insurance Portability and Accountability Act (HIPAA) regulations.
- Revised the interagency agreement with the County Office of Education regarding collaboration in accordance with new state guidelines.
- Hired a Division Manager for Performance and Quality Improvement. This person will be the Compliance Officer for the Health Agency and will be the lead person for all continuous quality improvement activities for Mental Health.
- Expanded the use of group therapy treatment in order to improve efficiencies and reduce the impact of clients failing to show for appointments. When clients fail to show for their appointments, it impacts the clinicians' ability to serve clients in that appointment slot. The use of group therapy treatment will also mitigate the amount of lost revenue because of missed appointments.

***Finances***

- The new Division Manager for Performance and Quality Improvement has conducted training with all staff regarding how to appropriately document clinical services using the correct billing codes and how this relates to the treatment plan. This will increase billing revenue by capturing services that are billable but were not previously billed.
- The Vicente Day Treatment program was converted into a bundled program and approved by the State Department of Mental Health. Instead of staff having to write a progress note for every interaction with the students in order to bill for the service, the time staff spends with the student is billed as a day rate and there is more staff time available for the student. Progress notes are then recorded in a more efficient way.
- The fiscal department is now able to produce a productivity report every quarter. This report indicates the amount of billing compared to available hours for every direct care staff. The statistics are used as a management tool to monitor the progress of clinicians in meeting productivity standards and treatment protocols.

**Learning & Growth**

- Behavioral Health conducted training on Co-occurring Disorders with a nationally known expert, Dr. Minkoff as the presenter. As a result, the Agency is working on implementing a Dual Disorders Treatment Services program.
- The training committee was restructured to include both mental health staff and drug and alcohol staff. The BHS training committee has new leadership and has established a yearly schedule of trainings for all staff. Annual trainings offered included law and ethics, cultural competency and wellness and recovery.
- Youth Services staff is participating in a Trauma Focused Cognitive Behavior Treatment study with four other counties. Staff received training in this intervention and receives weekly supervision in the therapeutic techniques.

**Major Focus for FY 2008 – 2009****Customer Service**

- The Agency, in conjunction with the Information Technology Department, began a project in FY 2007-08 to replace the current billing system. The project, Behavioral Health System Requirements and Selection, selected a consultant to develop the business plan and to assist in the selection of a vendor. The new system will be selected to coincide with the future Federal requirement to have an Electronic Health Record for each client served. Although the new system will be transparent to the client, the clinician will have better access to the client's history of services and diagnosis that will enable the clinician to provide a more effective use of time with the client.

**Internal Business and Program Improvements**

- Continue to work with Drug and Alcohol Services provide co-occurring client services. Services for clients with Co-occurring Disorders require universal release of information, screening and assessment protocols.
- Continue to work with direct care staff and their program supervisors on maintaining a high level of productivity and documentation. Continue to provide management with the necessary tools to hold staff accountable to established standards.

**Finance**

- Continue to find ways to leverage existing funding. Continue to participate in State meetings in order to advocate for more funding and to keep apprised of the State Budget.
- Explore other opportunities for integrated resources with Mental Health and Drug and Alcohol Services.

**Learning and Growth**

- Mental Health will provide staff training for core, research-based competencies such as Cognitive Behavioral Therapy (CBT), Motivational Enhancement Therapy (MET), Wellness and Recovery and other evidence based practices.
- In continuing to provide quality service to County residents, the Behavioral Health Department will continue to seek opportunities to collaboratively train staff from Mental Health and Drug and Alcohol Services around issues such as co-occurring disorders.

**Key Challenges and Strategies for Fiscal Year 2008 – 2009**

- Funding Issues
  - The Department must find other sources for revenues in order to sustain the current service levels. The use of new technology will ensure billing for services are maximized and that all services are recorded and billed to third party payors, such as Medi-Cal.
  - Continue to monitor the number of clients and days in Institutions for Mental Disease (IMD) and state hospital days through the Adult Placement Committee.
- Progressive Technology
  - The replacement of the information system in the Department is crucial to billing and to accurate reporting of data. Administration needs accurate management tools in order to measure the productivity of staff. Data entry of services allows for human errors which can mean disallowances of revenue. Having a billing system that automatically bills from the progress note will decrease human error and the number of disallowed claims.
- Quality Assurance
  - Efforts to revise the policy and procedure manual for clinical staff will provide the framework and infrastructure to ensure the knowledge of best practices is available and ensures staff performs quality services.
  - Continuing efforts to review and revise forms for case records to ensure efficiency and effectiveness by evaluating current forms and implementing changes that reduce the use of unnecessary forms, where possible.
- Recruitment and Retention
  - Ability to recruit and retain psychiatrists, nurses and other professional and technical staff is critical.

**COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS**

The level of General Fund support for this budget is recommended to increase \$905,310 or 13% compared to FY 2007-08 adopted level. This is \$285,596 or 24% less than the level requested in the Department's Status Quo Budget and is primarily due to expenditure reductions being recommended in order to reduce the Department's impact on the General Fund. The reductions and their impacts are as follows:

- Reduce one Mental Health Therapist position allocated to CalWORKs and Child Welfare Services mental health services for a savings of \$106,313. This reduction will affect Social Services clients who are in need of mental health services on a temporary basis, but are not severely mentally ill.
- Eliminate Dual Diagnosis Treatment services and one Mental Health Therapist position allocated for the North County for a savings of \$59,983. Treatment of up to 50 clients with both a mental disorder and an alcohol or drug problem will be eliminated. Research shows that recovery is more successful when mental health and substance abuse services are provided at the same time and by a single therapist.
- Eliminate Mental Health Supervising Administrative Clerk for a savings of \$74,233. The various duties of the position will be absorbed by existing administrative staff, in addition to their existing responsibilities. Absorbed duties include: supervisory responsibility for administrative assistants, telephone coordination duties, safety and facilities responsibilities, etc.
- Use of Voluntary Time Off for a savings of \$6,697, with little or no impact to direct services.
- Deferral of computers scheduled for replacement, totaling \$68,020. The need for equipment repairs is expected to increase and delays in software upgrades are expected to occur as the older machines may not be able to support newer requirements.

Total Expenditures are recommended to increase \$237,516 or less than one percent. Salary and benefits increase \$495,328 or 3%, including a 5.5% COLA and the elimination of a full-time Medical Records Technician position (reduced in the Department's Status Quo Budget request) that had been associated with the Homeless Outreach Program and had remained vacant throughout FY 2007-08. Service and supplies decrease \$267,361 or 1% compared to the FY 2007-08 adopted level. Most expenditures remain relatively constant, with variability occurring primarily among contracts for outside mental health service providers. The cost for group homes increases \$243,000 due to an increase in the number of expected service minutes. Institutions of Mental Disease (IMDs) are expected to increase \$313,000 due both to rate increases and an increase in the number of clients. Intrafund charges also increase \$407,000, of which \$360,000 is due to an increase in Countywide overhead. The largest reduction in services and supplies is due to the Governor's elimination of the Homeless Outreach Program in FY 2007-08, accounting for most of the \$565,297 reduction in professional services expenditures.

Revenues decrease by \$667,794 or 2% compared to the FY 2007-08 adopted level. Most State and Federal funding sources increase only marginally, matching historical increases. The largest component of the decrease is due to the elimination of \$916,800 in funding for the Homeless Outreach Program and additional MediCal revenue that was expected from reimbursements for outpatient activities associated with the Homeless Program. The most significant increase is in SB 90 funding from the State, which is budgeted at \$267,103, compared to zero dollars in FY 2007-08. Unlike past years, in which the State has not consistently paid SB 90 claims, the State is proposing to provide funding to cover mandated programs for the handicapped and disabled at or near 100% of cost.

Realignment revenue is relatively flat, with no increase in funding from sales tax expected in FY 2008-09, and revenue based on the State's Vehicle License Fee (VLF) expected to increase only marginally. An increase of \$30,000 over the FY 2007-08 amount is recommended from the Social Services realignment trust fund to support growing demand for services provided the Kinship Center in Templeton, which provides comprehensive professional services for relatives who have unexpectedly taken on the care of children.

The recommended changes to the Position Allocation List in FY 2008-09 are as follows:

- - 1.0 Medical Records Technician
- - 2.0 Mental Health Therapist due to General Fund support reduction
- - 1.0 Mental Health Supervisory Administrative Clerk due to General Fund support reduction

**BUDGET AUGMENTATION REQUESTS RECOMMENDED**

None.

**BUDGET AUGMENTATION REQUESTS NOT RECOMMENDED**

None.

**BOARD ADOPTED CHANGES**

Per the Supplemental Budget document (page S-8), the Board approved an increase of \$299,578 in MediCal and EPSDT revenue and corresponding expenditures. This increase will be leveraged using the additional \$30,000 made available for Kinship Center (as discussed above).

**GOALS AND PERFORMANCE MEASURES**

|  |                            |                            |                            |                  |                               |                 |
|--|----------------------------|----------------------------|----------------------------|------------------|-------------------------------|-----------------|
| <b>Department Goal:</b> To help mentally ill individuals be as functional and productive as possible in the least restrictive and least costly environments. |                            |                            |                            |                  |                               |                 |
| <b>Community-wide Result Link:</b> Healthy Community.  |                            |                            |                            |                  |                               |                 |
| <b>1. Performance Measure: Rate of client satisfaction with County Mental Health Services.</b>   |                            |                            |                            |                  |                               |                 |
| 03-04<br>Actual<br>Results   | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Projected<br>Results | 08-09<br>Target |
| 86%  | 82%                        | 84%                        | 82%                        | 87%              | 84%                           | 84%             |

**What:** A State provided survey is given to all clients receiving mental health services during one-week periods in November and May of each fiscal year. Populations surveyed are Adult, Older Adult, Youth and Youth Families. Surveyed customer service indicators are Access to Service, Cultural Sensitivity, Participation in Treatment Planning, Outcomes and General Satisfaction. The rate is an average for all indicators and populations, with the maximum possible score of 100%. The following rate ranges are indicative of the following responses: 70-79% "satisfactory"; 80-89% "above satisfactory"; 90-100% "excellent".

**Why:** Client satisfaction is one indicator of the quality of services provided by County Mental Health as perceived by consumers.

**How are we doing?** The State survey results for November 2006 and May 2007 indicate that in FY 2006-07, overall satisfaction with County Mental Health Services was approximately 82%, which indicated our services were rated "above satisfactory". We project that in FY 2007-08, client satisfaction results will be 84%. Countywide results of the State survey, which could be used for comparison purposes is not available from the State in a timely basis and therefore comparison data is not provided.

**2. Performance Measure: Total number of patient days in State hospitals.**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Projected<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|-------------------------------|-----------------|
| 571                        | 986                        | 522                        | 447                        | 730              | 730                           | 730             |

**What:** Reflects the number of State hospital patient days paid by County Mental Health. State hospitals represent the most restrictive and most costly treatment environment available to county residents.

**Why:** State hospital days require a more intensive level of care and are more expensive. Much of the mental health outpatient services are designed to avoid placement in State hospitals.

**How are we doing?** Our County has done very well in keeping clients out of the State Hospital. During FY 2006-07, we had only one individual in the State Hospital for the full year. This individual was placed by the court at the State Hospital under a Murphy Conservatorship. Murphy Conservatorships are established by the court for those individuals that are Incompetent to Stand Trial (IST) or have an un-dismissed indictment and present a substantial danger of physical harm to others. This individual may remain in the State Hospital for several years before competency is restored. During the fall of 2007, another individual was placed in the State Hospital under a Murphy Conservatorship, but most likely will be released sometime this fiscal year. The target of 730 patient days would assume placement of two individuals in the State Hospital for the full year. No comparable county data is available.

**3. Performance Measure: Annual days spent by adult individuals placed in out-of-county residential facilities, both Institutions for Mental Disease (IMD) and Board and Care.**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Projected<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|-------------------------------|-----------------|
| 7,823                      | 10,006                     | 11,441                     | 10,326                     | 10,800           | 11,121                        | 11,455          |

**What:** Measures utilization of out-of-county residential facilities. These health care facilities provide our mental health clients with a level of care that is not available in this County. A large number of the placements are a result of court ordered conservatorships.

**Why:** Out-of-county residential facilities are more expensive. Low reliance on out-of-county residential facilities is generally considered more beneficial to overall client recovery as clients are allowed to remain in the community close to family and friends. Most of our outpatient services are designed to reduce or prevent placements in out-of-county facilities.

**How are we doing?** In February 2006, an Adult Placement Committee was established to regularly review all placements and identify clients ready to return to the community. During FY 2006-07, additional adult housing became available in San Luis Obispo County as a new six-bed intensive adult residential facility and a twelve bed supported housing facility opened. During FY 2006-07, the number of adult individuals in out-of-county residential dropped to an average monthly count of 28 individuals, down from 35 during FY 2005-06. An average monthly count of 33 individuals is expected during FY 2007-08, due in part to an increase in the number of individuals placed in conservatorships by the courts. This trend is anticipated to continue through FY 2008-09. Data from Monterey County also shows a 22% increase in the number of conservatees over the past five years.

**4. Performance Measure: Day Treatment days provided to youth in out-of-county group home facilities.**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Projected<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|-------------------------------|-----------------|
| 2,089                      | 1,494                      | 1,887                      | 1,779                      | 1,800            | 1,728                         | 1,872           |

**What:** Measures the Rate Classification Level (RCL) 14 day treatment services provided to youth placed in out-of-county group homes. RCL 14 is the highest level classified by the State for residential treatment facilities and group homes. Youth are placed in RCL 14 group homes by the Department of Social Services, Probation, and School Districts.

**Why:** Youth placed in the out-of-county group homes is the most expensive form of treatment and is reserved for youth who are seriously emotionally disturbed. Youth mental health outpatient services are designed to avoid placements in RCL 14 group homes, whenever possible.

**How are we doing?** Over the last four years, the County averaged 12 youth placements in RCL 14 group homes and expects to average 12 or 13 youth FY 2007-08 and FY 2008-09. The average number of days per client within the fiscal year is projected to be 144 days. If 13 youths receive day treatment services throughout FY 2008-09, it is estimated the number of days will be 1,872. A recent report by APS Healthcare, California's External Quality Review Organization (EQRO), found that for calendar year 2006, San Luis Obispo County sent relatively fewer youth to group homes compared to other counties. The report indicates that during 2006, San Luis Obispo County provided day treatment services to only .03% of its Medi-Cal eligible population compared to .11% for Southern Region counties and .14% for all counties statewide.

**Department Goal:** To provide cost effective mental health services to community residents.

**Communitywide Result Link:** Well-Governed Community.

**5. Performance Measure: Inpatient Psychiatric Health Facility (PHF) direct patient cost per day.**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Projected<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|-------------------------------|-----------------|
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|-------------------------------|-----------------|

|       |       |       |         |       |       |       |
|-------|-------|-------|---------|-------|-------|-------|
| \$934 | \$830 | \$845 | \$1,080 | \$900 | \$930 | \$935 |
|-------|-------|-------|---------|-------|-------|-------|

**What:** The county provides a full functioning 24-hour Psychiatric Health Facility (PHF). Approximately 30% of the PHF direct costs are reimbursed from Federal, State and third party insurance payments. Measuring average daily cost per patient provides an indication of cost efficiency.

**Why:** This measure is one component of measuring how efficiently our Inpatient Psychiatric Health Facility operates.

**How are we doing?** The patient cost per day is influenced by the average daily census. In FY 2006-07, the average daily census was 8.9 and increased to 9.1 for the first quarter of FY 2007-08. Increased crisis intervention services, funded by the Mental Health Services Act, have helped to lower admissions to the PHF. Costs for the first quarter of FY 2006-07, compared to the same period in FY 2007-2008, have increased, as have the number of bed days. The actual direct patient cost per day for the first quarter of FY 2007-08 was \$925. The patient cost per day is anticipated to increase in FY 2008-09 due to a continued rise in labor costs and a flat daily patient census. There are 10 other county-operated PHFs in the State. Of those, the average daily census for those ranged from 8.9 to 15.4 for 2007. San Luis Obispo County and El Dorado County have the lowest average daily census. Two other comparable counties that operate a PHF, Placer and Santa Barbara, have patient cost per day rates of \$600 and \$792, respectively.

**6. Performance Measure: Average annual cost of services per unduplicated Medi-Cal client.**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Projected<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|-------------------------------|-----------------|
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|-------------------------------|-----------------|

|         |         |         |         |         |         |         |
|---------|---------|---------|---------|---------|---------|---------|
| \$3,240 | \$3,477 | \$4,360 | \$4,768 | \$4,700 | \$4,700 | \$4,900 |
|---------|---------|---------|---------|---------|---------|---------|

**What:** The measure calculates the annual cost of Medi-Cal services divided by annual Medi-Cal clients served.

**Why:** Since the majority of our clients are Medi-Cal, comparing the cost per client with other comparable counties provides an indicator regarding cost efficiency based on the number of clients served and the relative cost to serve those clients.

**How are we doing?** During 2006-07, San Luis Obispo County's cost per Medi-Cal client served increased by 9.3% over the prior year. The FY 2006-07 average cost per youth client is \$5,130 while the average adult client received \$4,102 of service. The higher cost for youth reflects SLO County's efforts to maintain children in their homes and foster homes by providing more intensive services (i.e., Therapeutic Behavioral Services and Wraparound), thereby avoiding placement in out-of-county group homes.

A recent report by APS Healthcare, California's External Quality Review Organization (EQRO), found that for calendar year 2006, San Luis Obispo County approved claims per Medi-Cal beneficiary served was \$4,256. The amount is slightly lower than the amount for the same size counties at \$4,545 and slightly higher than the Statewide average at \$4,112. The same statistic for our comparable counties is as follows: Marin was \$5,137; Monterey was \$6,128; Napa was \$4,624; Placer was \$3,824; and Santa Barbara was \$7,699.

San Luis Obispo's lower cost per client, relative to other counties, is reflective of County's mental health service delivery characteristics:

- 1) San Luis Obispo County serves more Medi-Cal clients compared to 3 out of the 5 comparable counties. Penetration rate refers to the percent of Medi-Cal eligible persons who actually receive services. For calendar year 2006 the EQRO reported San Luis Obispo County's penetration rate at 8.61% versus Marin at 11.94%, Monterey at 4.54%, Napa at 7.81%, Placer at 9.72%, and Santa Barbara at 7.33%.
- 2) San Luis Obispo County sees more age 0-17 clients than other counties. EQRO reports San Luis Obispo County's penetration rate for children up to age 17 at 13% compared to Marin's at 15.72%, Monterey at 7.14%, Napa at 11.09%, Placer at 11.43%, and Santa Barbara at 11%.

**7. Performance Measure: Percentage of readmission to Psychiatric Health Facility (PHF) within 30 days of discharge.**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Projected<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|-------------------------------|-----------------|
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|-------------------------------|-----------------|

|        |        |        |        |        |     |     |
|--------|--------|--------|--------|--------|-----|-----|
| 11.81% | 12.35% | 15.89% | 10.46% | 12.00% | 10% | 10% |
|--------|--------|--------|--------|--------|-----|-----|

**What:** The percentage of clients who are readmitted to the PHF within 30 days from their prior discharge. The 30-day readmission rate is a standard performance measure used in both private and public hospitals.

**Why:** Low readmission rates indicate that clients are being adequately stabilized prior to discharge.

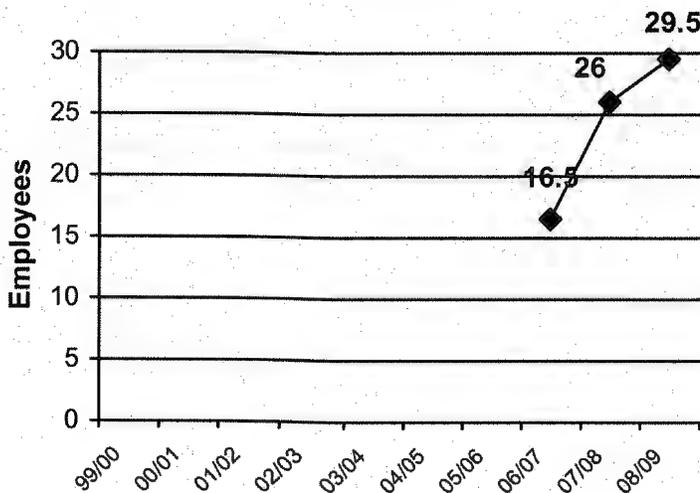
**How are we doing?** For the first quarter of FY 2007-08, the actual rate of readmission was 9.8%. It is anticipated that the number of clients readmitted into the PHF within 30 days of discharge will continue to decline, due to the successful After-care Follow-up program implemented through the Mental Health Services Act. After-care follow-up is provided to all PHF clients discharged after a psychiatric emergency episode. The After-Care Follow-up program contacts the client within 48 hours of discharge and encourages or assists the patient in seeking further mental health services. Many of these services are prescribed by the clinician at the PHF through the Discharge Plan. The goal is to provide the continuity of care for the client once the patient is no longer in a crisis but may still need mental health services to remain stable. With any mental health service, the overall goal is to partner with the client and help them live a functional and productive life. No comparison data with comparable counties is available.

**MISSION STATEMENT**

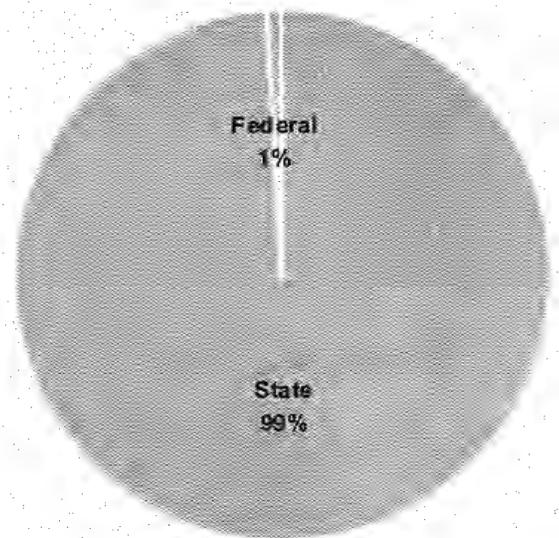
The Health Agency's Behavioral Health Department provides services funded by the Mental Health Services Act designed to create a state-of-the-art, culturally competent system that promotes recovery/wellness for adults and older adults with severe mental illness and resiliency for children with serious emotional disorders and their families.

| Financial Summary             | 2006-07      | 2007-08      | 2008-09      | 2008-09      | 2008-09      |
|-------------------------------|--------------|--------------|--------------|--------------|--------------|
|                               | Actual       | Actual       | Requested    | Recommended  | Adopted      |
| Revenues                      | \$ 2,207,346 | \$ 4,687,540 | \$ 6,003,609 | \$ 6,153,812 | \$ 6,198,658 |
| Salary and Benefits           | 497,358      | 1,455,792    | 2,974,000    | 3,119,978    | 3,216,347    |
| Services and Supplies         | 1,681,314    | 3,373,562    | 3,029,609    | 3,033,834    | 2,982,311    |
| Other Charges                 | 25,955       | 0            | 0            | 0            | 0            |
| **Gross Expenditures          | \$ 2,204,627 | \$ 4,829,354 | \$ 6,003,609 | \$ 6,153,812 | \$ 6,198,658 |
| Less Intrafund Transfers      | 0            | 141,811      | 0            | 0            | 0            |
| **Net Expenditures            | \$ 2,204,627 | \$ 4,687,543 | \$ 6,003,609 | \$ 6,153,812 | \$ 6,198,658 |
| General Fund Support (G.F.S.) | \$ (2,719)   | \$ 3         | \$ 0         | \$ 0         | \$ 0         |

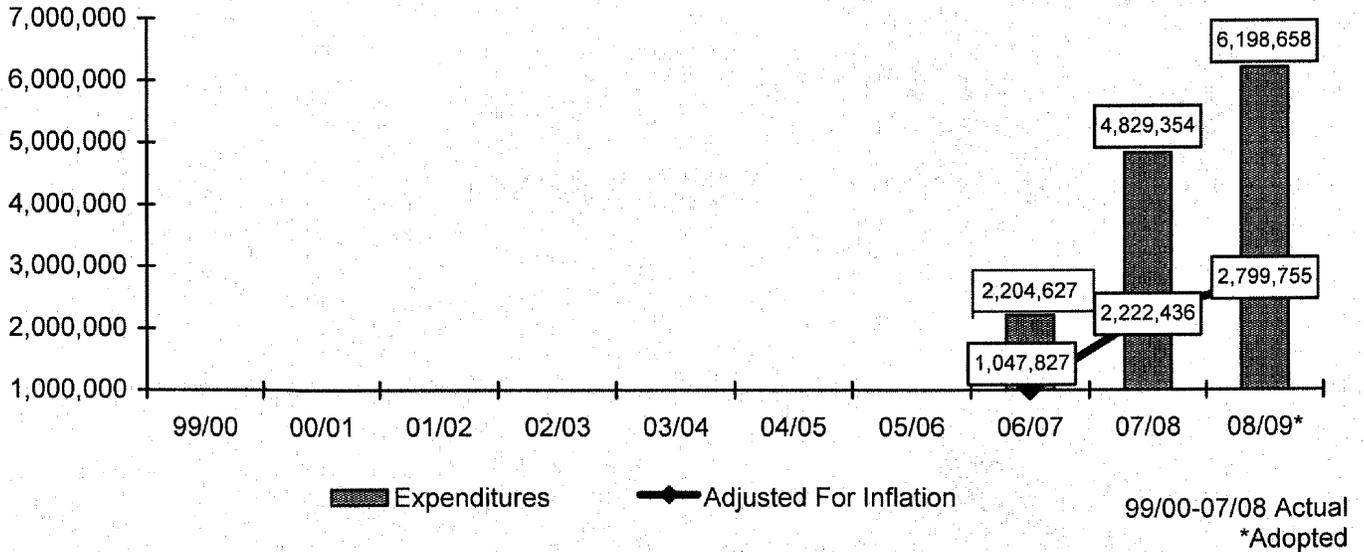
**Number of Employees**  
(Full Time Equivalent)



**Source of Funds**



10 Year Expenditures Adjusted For Inflation



**SERVICE PROGRAMS**

**Full Service Partnership (FSP)**

Full Service Partnerships provide wraparound-like and intensive services to targeted populations of adults and older adults with severe mental illness; and, children, youth and transitional age youth with serious emotional disturbance. Services are provided in the community and in the individual's home with an emphasis on "whatever it takes" to strive toward increased wellness, recovery and resiliency and keep the individual in their home and community.

Total Expenditures: \$ 3,641,505 Total Staffing (FTE): 17.0

**Client and Family Wellness and Recovery**

These programs provide an array of services designed to facilitate and support wellness, recovery and resiliency for persons with severe mental illness. These services will improve the clients' quality of life and will be offered in the community. The services provided include: supportive vocational training, housing, family-led mentoring and education, co-occurring substance abuse treatment, Client & Family Partners, Case management, Mentally Ill Probationers' Services, and community mental health school services.

Total Expenditures: \$1,478,294 Total Staffing (FTE): 6.25

**Latino Outreach and Engagement Services**

Coordinated culturally appropriate outreach, engagement and treatment services are provided to the un-served and under-served Latino community.

Total Expenditures: \$485,080 Total Staffing (FTE): 3.25

**Enhanced Crisis Response and Aftercare**

The mobile crisis program provides crisis intervention response throughout the County. Wellness-focused interventions are provided such as in-home crisis stabilization and next day follow up to person and family if not transported to the Psychiatric Health Facility (PHF). Aftercare services will be provided to individuals discharged from the PHF.

Total Expenditures: \$593,779 Total Staffing (FTE): 2.0

**DEPARTMENT COMMENTS****Key Accomplishments of Mental Health Service Act (MHSA) for FY 2007-08:*****Customer Service***

- Expanded services for Community School, Youth and Adult full service partnership's (FSP) by adding a second team for each program.
- Latino Outreach staff provided community outreach presentations to over 1900 attendees.
- Due to the number of clients waiting for Latino Outreach services, expanded staff in order to meet demand.

***Improved Business Practice***

- Mobile Crisis Unit has been able to divert a number of clients from the Psychiatric Health Facility (PHF) due to their expansion of staff.
- The PHF Aftercare Specialist has been able to provide clients with resources upon discharge from the Psychiatric Health Facility with the objective of decreasing recurrence of a crisis episode.
- Utilizing the Department of Mental Health's (DMH) online computer system, the Performance Outcomes and Quality Improvement (POQI) system, to track and monitor all Full Service Partnership (FSP) clients.

***Finances***

- County received one-time funding of \$935,200 from the State to mitigate the loss of the Homeless Program funding.
- The fiscal department is now able to produce a productivity report every quarter. This report indicates the amount of billing compared to available hours for every direct care staff.

***Learning & Growth***

- The Full Service Partnership teams are a collaboration between County Mental Health and other Community Based Providers. Monthly meetings are conducted with management staff from Mental Health and the Community Based Organizations in order to ensure clear communication and a consensus on mission and service delivery.
- Behavioral Health conducted a training on Co-occurring Disorders with a nationally known expert, Dr. Minkoff as the presenter.
- The training committee was restructured to include both mental health staff and drug and alcohol staff. The BHS training committee has new leadership and has established a yearly schedule of trainings for all staff. Annual trainings offered included law and ethics, cultural competency and wellness and recovery.

**Major Focus for FY 2008-09:****Using Technology to Improve Customer Service**

- A Behavioral Health System Requirements and Selection committee was formed to select a consultant to define the needs requirements for a new Electronic Health Record System (EHRS) and to assist in the selection of a vendor. A new EHRS will improve public service by providing enhanced access to electronic health records and addresses the Federal requirement to produce an Electronic Health Record for each client.

**Internal Business and Program Improvements**

- Expand management information availability through the use of Health Agency intranet web reports.
- Continue to hire and train staff so that all of the MHSA programs have been implemented.
- Develop and implement plans for the Prevention/Early Intervention and Housing components.

**Finance**

- Continue to find ways to leverage existing funding. Continue to participate in state meetings in order to advocate for more funding and to keep apprised of the state budget.

- Fund the required prudent reserve with unspent MHSA monies. The reserve is necessary so that the County can continue to serve children, adults and seniors during years in which revenues for the Mental Health Services Act (MHSA) are insufficient.

**Learning and Growth**

- Provide training on recovery, resiliency and wellness and implement those concepts into the culture.
- In continuing to provide quality service to County residents, the Behavioral Health Department will continue to seek opportunities to collaboratively train staff from Mental Health and Drug and Alcohol Services around issues such as co-occurring disorders.

**Key Challenges and Strategies for Fiscal Year 2008-09:**

- Progressive Technology
  - The replacement of the information system in the Department is crucial to billing and to accurate reporting of data.
- Quality Assurance
  - Develop the policy and procedure manual.
  - Implement standards and protocols for auditing case records.
- Recruitment and Retention
  - Ability to recruit and retain psychiatrists, nurses, bilingual/bi-cultural staff and other professional and technical staff is critical. There is a national shortage of psychiatrists and nurses, and in this area we have a high demand for these positions with the County having a prison and State mental hospital.

**COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS**

The Mental Health Services Act (MHSA) was enacted into law January 1, 2005. This enactment followed the passage of Proposition 63 in November 2004, which imposed a 1% tax on adjusted annual income over \$1,000,000. This new stream of funding is dedicated to transforming the public mental health system and seeks to reduce the long-term adverse impact from untreated serious mental illness. The legislation also stipulates that the MHSA funding cannot be used for existing programs or services and must be used for new or expanded programs of services.

To access the funds, counties were required to develop a three-year work plan to carry out the goals and objectives of the MHSA. This plan was created in collaboration with clients, family members, providers, and other community stakeholders and was circulated for public comment prior to being submitted to the California Department of Health. The County's plan was approved in 2006. This fund center is supported 100% with funding from the State and receives no General Fund support.

The MHSA consists of five primary programs and funding components: Community Services and Support, Education & Training Component, Capital Facilities and Technology, Housing, and Prevention and Early Intervention. To date, the state has only provided details regarding the Community Services & Supports component, and it is this program that the County is currently implementing.

FY 2008-09 revenues and expenditures for this fund center increase \$2,177,073 or 54% compared to FY 2007-08 adopted levels. Most of the increase in expense is due to salary and benefits which increase \$1,419,542 or 83%. The increase in salary and benefits is due to the expansion of the Community Services and Supports program, which received additional MHSA funds in FY 2007-08, and a 5.5% prevailing wage increase for FY 2008-09. The expansion included the mid-year addition of 9.5 FTE approved by the Board on November 3, 2007. Service and supplies increase \$757,531 or 33%, primarily due to the addition of contract support added to help mitigate the loss of the Homeless Outreach Program.

Of the \$2,177,073 increase in revenue, \$1,165,142 is derived from additional Community Services and Support funding, including carryover of \$519,225 in one-time funding provided by the State in FY 2007-08 to help mitigate the loss of the Homeless Outreach Program. The remainder is derived by leveraging MHSA funding to qualify for additional MediCal and Early, Periodic Screening, Diagnosis, & Testing (EPSDT) revenue.

The following changes are recommended to the Position Allocation List (PAL):

- + 1.0 Drug and Alcohol Specialist to be transferred from Fund Center 162 – Drug and Alcohol Services (included in Status Quo PAL for FC 162, but not this fund center)
- + 0.5 Mental Health Therapist for the Latino Outreach program (as shown in the BAR, below)
- +1.0 Mental Health Therapist for the third Adult Full Service Partnership (FSP) team (as shown in the BAR, below)

**BUDGET AUGMENTATION REQUESTS RECOMMENDED**

| Unit Amount   | Description  | Results  |
|---|--|--|
| <p>Gross: \$49,425</p> <p>From MHSA Community Services and Support (CSS) funds.</p> <p>General Fund support: \$0</p>              | <p>Increase the existing 0.5 FTE bilingual Mental Health Therapist (MHT) III in the Latino Outreach Program to 1.0 FTE.</p> <p>The success of the Latino Outreach Program has generated a waiting list for treatment. Outreach activities have been suspended in order to focus on providing treatment services to clients. The 1.5 FTE MHT approved by the Board on November 6, 2007 will help provide treatment services to the wait-listed clients. Increasing the existing 0.50 FTE position to 1.0 FTE will ensure that outreach can continue at the same time as treatment services are being provided. This addition is in line with the County's State-approved plan for Community Services and Support.</p> | <p>Increasing the 0.5 FTE Mental Health Therapist III position to full-time will provide additional resources for both outreach presentations and direct mental health services to clients. It is estimated that an additional 25 to 35 clients will receive treatment services as a result of the increase.</p> |
| <p>Gross: \$100,776</p> <p>From MHSA Community Services and Support (CSS) funds and MediCal.</p> <p>General Fund support: \$0</p> | <p>Add 1.0 Mental Health Therapist IV to the Full Service Partnership (FSP) program.</p> <p>The FSP program targets adults 18-60 years of age with serious mental illness who are underserved, inappropriately served, or underserved and at risk of institutional care because the traditional mental health system is not effectively engaging them or meeting their needs. The requested position would provide a licensed therapist to lead the third FSP team that was added in FY 2007-08 to help mitigate the loss of the Homeless Outreach Program (HOP). This addition is in line with the County's State-approved plan for Community Services and Support.</p>   | <p>A licensed therapist is needed as part of the team in order to be able to conduct assessments in accordance with MediCal regulations. This addition will make the team fully-functional and will enable services for an additional 10 to 20 clients with severe mental illness.</p>                           |

**BUDGET AUGMENTATION REQUESTS NOT RECOMMENDED**

None.

**BOARD ADOPTED CHANGES**

Per the Supplemental Budget document (page S-10), the Board approved the addition of a 1.0 FTE Mental Health Therapist IV position at Loma Vista Community School in San Luis Obispo. The funding for this position will come from replacing the vacant Services Affirming Family Empowerment (SAFE) Case Manager contracted through the Family Care Network in Fund Center 165. Additional revenue (state funds) of \$44,846 and a contract expense reduction of \$51,523 were used to fund the cost of the position (\$96,369).

**GOALS AND PERFORMANCE MEASURES**

|   |                            |                            |                            |                  |                            |                 |
|---|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| <b>Department Goal:</b> To help individuals experiencing severe mental illness or serious emotional disturbance to be as functional and productive as possible in the least restrictive and least costly environments.  |                            |                            |                            |                  |                            |                 |
| <b>Community-wide Result Link:</b> A Healthy and Safe Community.  |                            |                            |                            |                  |                            |                 |
| <b>1. Performance Measure:</b> The number of Transitional Age Youth and/or Adult clients placed in jobs or volunteer positions.   |                            |                            |                            |                  |                            |                 |
| 03-04<br>Actual<br>Results  | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Projected Results | 08-09<br>Target |
| N/A   | N/A                        | N/A                        | 39                         | 35               | 50                         | 50              |
| <p><b>What:</b> Mental Health Services Act (MHSA) programs are designed to provide services to clients with severe mental illness. An outcome required by the State includes supportive employment and vocational training for transitional-aged youth and adults. The program, through a cooperative agreement with the San Luis Obispo Department of Rehabilitation and Transitions-Mental Health Association, facilitates the placement of clients in jobs and volunteers positions.</p> <p><b>Why:</b> Placing clients in vocational services allows them to take ownership in their treatment, to be productive, and participate in their recovery.</p> <p><b>How are we doing?</b> The program has proven to be very successful since it began in 2007. At the end of the first quarter FY 2007-08, 20 consumers (57% of the annual target) have been placed in jobs or volunteer positions. We expect to more than double our first quarter placements and exceed the budgeted number of 35 clients for FY 2007-08. The success of this program can be attributed to a successful matching of employment opportunities to client preferences and skill levels, providing ongoing support, and the continued coordination between the clients and employers. Comparison data from other counties is not available at this time.</p> |                            |                            |                            |                  |                            |                 |
| <b>2. Performance Measure:</b> The number of Latino individuals attending outreach presentations or receiving mental health services through the MHSA Latino outreach and engagement program.   |                            |                            |                            |                  |                            |                 |
| 03-04<br>Actual<br>Results  | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Projected Results | 08-09<br>Target |
| N/A   | N/A                        | N/A                        | 1,300                      | 924              | 2,000                      | 2,200           |
| <p><b>What:</b> The Latino Outreach and Service program was designed to reach out to and provide community-based, culturally appropriate treatment and support to all age groups within the Latino population, who are typically not served or are underserved. This program aims to reduce stigma and fear of mental health services, identify mental health issues and make appropriate, culturally competent social service and treatment referrals.</p> <p><b>Why:</b> The Latino population is the largest ethnic minority group in the County and has historically been underserved. The Latino outreach and engagement efforts were established to provide an appropriate system to facilitate and expand this population's access to mental health services.</p>  |                            |                            |                            |                  |                            |                 |
| <b>3. Performance Measure:</b> Percentage of individuals receiving crisis intervention services who are successfully diverted from psychiatric hospitalization.   |                            |                            |                            |                  |                            |                 |
| 03-04<br>Actual<br>Results  | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Projected Results | 08-09<br>Target |
| N/A   | N/A                        | N/A                        | 63%                        | 55%              | 55%                        | 55%             |
| <p><b>What:</b> Mental Health tracks the percentage of individuals receiving crisis intervention services that otherwise would have been placed in the County psychiatric hospital, which is a more costly alternative. MHSA provides funding to increase the number of crisis responders and to provide next day follow-up to those receiving crisis services. This measure includes crisis services provided to all clients in crisis regardless of age.</p> <p><b>Why:</b> Diverting an individual from the County psychiatric hospital is not only cost effective (psychiatric inpatient cost = \$1,000 per day), it also allows the individual to remain in their community and avoid a more restricted environment. A diversion target of 55% has historically achieved good results as a percentage of clients that can be safely served and avoid hospitalization.</p>  |                            |                            |                            |                  |                            |                 |

**How are we doing?** In the first quarter of FY 2007-08, 58% of the crisis interventions did not result in hospitalization. We expect to meet the target for FY 2007-08. Comparison data from other counties is not available at this time.

**4. Performance Measure:** Operating cost per full service partnership enrollee.

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Projected Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| N/A                        | N/A                        | N/A                        | \$10,579                   | \$32,500         | \$30,250                   | \$25,815        |

**What:** The MHSA requires that over 50% of the Community Services and Support funding go to full service partnership (FSP) programs. FSP programs are designed to provide "whatever it takes" services to clients but if not monitored can be very expensive. This is a measure of how much is spent on average per FSP enrollee.

**Why:** This measure can be used to review relative spending per FSP enrollee compared to other counties. In addition, this measure provides a treatment cost comparison between FSP enrolled individuals and non-FSP enrolled individuals. The cost per non-FSP enrollee is approximately \$6,000 per year.

**How are we doing?** As of the end of the second quarter of FY 07-08, our FSP programs were still in start-up mode with a number of staff positions remaining to be filled.

During the first quarter of FY 2007-08, the FSP programs had 31 clients, and we project an increase to 60 clients by fiscal year end. It is anticipated that during FY 2008-09, the program will be at full capacity with an estimated client caseload of 111. It is anticipated the cost per FSP enrollee will decrease somewhat as full capacity is reached.

Because FSP programs in most counties are still in start-up, we have not been able to obtain actual comparable county cost data. In reviewing other county budgeted staffing ratios to client counts, comparable counties were similar to San Luis Obispo County.

**5. Performance Measure:** Average reduction in the number of hospital days for transitional age youth (TAY) after enrolling in a MHSA full service partnership (FSP).

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Projected Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| N/A                        | N/A                        | N/A                        | N/A                        | 55%              | 50%                        | 55%             |

**What:** This measures the average percent reduction in County psychiatric hospital days by comparing the number of hospital days in the 12 months prior to enrollment in the program with the number of hospital days after enrollment. The TAY FSP program is designed to provide "whatever it takes" services to youth ages 16-21. These services include 24/7 availability, intensive case management, housing and employment linkage and supports, independent living skill development and specialized services for those with a co-occurring substance abuse disorder. Expending MHSA funds to "wrap" intensive services around full service partnership individuals is expected to reduce the number of hospital days for these individuals.

**Why:** Reduced County psychiatric hospital days indicates that enrollees are functioning at a higher level than prior to enrollment and represents a significant savings for the system as a whole, as inpatient days are extremely expensive at approximately \$1,000 per day.

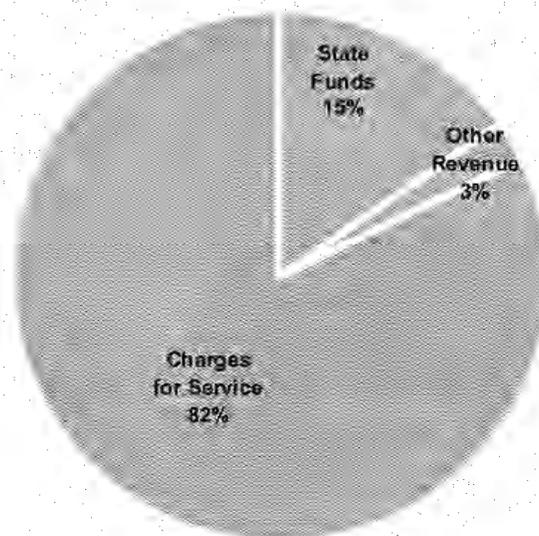
**How are we doing?** Of the 22 TAY FSP enrollees at the end of Q1 FY 2007-08, the average reduction in the number of hospital days was 14%, however, the average is being skewed by one enrollee who has had multiple hospitalization days since enrollment in the program. The percent reduction without that enrollee's data would be 45%. At year end, it is projected that the average reduction in the number of hospital days will be 50% for all TAY FSP enrollees since enrolling in the program. Comparison data from other counties is not available at this time.

**MISSION STATEMENT**

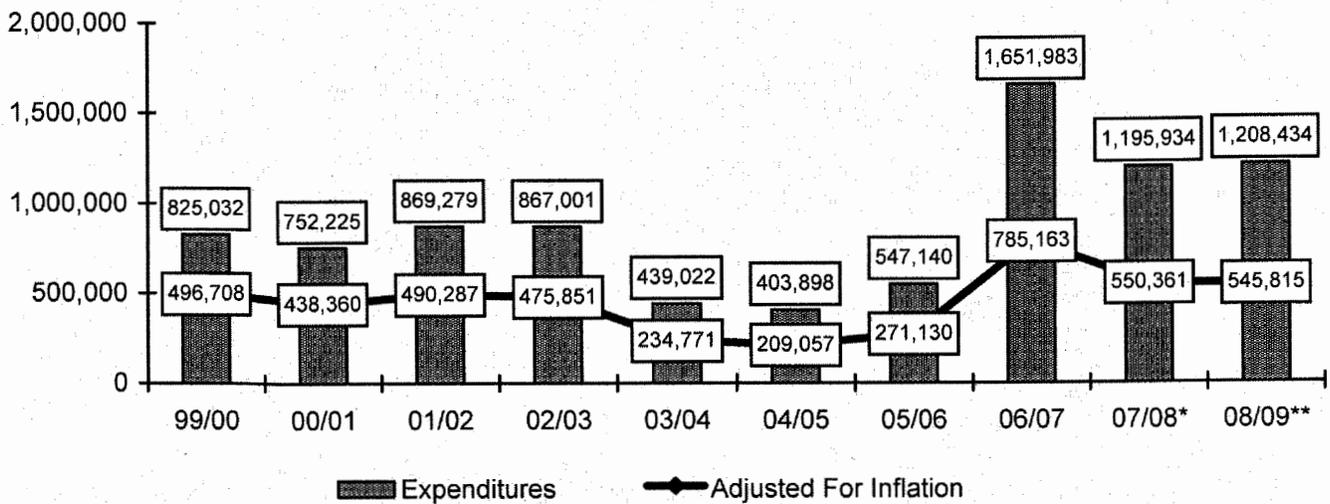
The Health Agency's Health Systems Division determines eligibility, and provides utilization review and accounting services to ensure proper access to health care for the medically indigent.

| Financial Summary            | 2006-07             | 2007-08             | 2008-09             | 2008-09             | 2008-09             |
|------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
|                              | Actual              | Actual              | Requested           | Recommended         | Adopted             |
| Revenues                     | \$ 1,684,293        | \$ 1,174,651        | \$ 1,208,434        | \$ 1,208,434        | \$ 1,208,434        |
| Fund Balance Available       | \$ 11,303           | \$ 0                | \$ 0                | \$ 0                | \$ 0                |
| Cancelled Reserves           | 0                   | 0                   | 0                   | 0                   | 0                   |
| Total Financing Sources      | <u>\$ 1,695,596</u> | <u>\$ 1,174,651</u> | <u>\$ 1,208,434</u> | <u>\$ 1,208,434</u> | <u>\$ 1,208,434</u> |
| Salary and Benefits          | \$ 0                | \$ 0                | \$ 0                | \$ 0                | \$ 0                |
| Services and Supplies        | 777,998             | 529,359             | 436,098             | 436,098             | 436,098             |
| Other Charges                | 873,985             | 653,193             | 772,336             | 772,336             | 772,336             |
| Fixed Assets                 | 0                   | 0                   | 0                   | 0                   | 0                   |
| Gross Expenditures           | <u>\$ 1,651,983</u> | <u>\$ 1,182,552</u> | <u>\$ 1,208,434</u> | <u>\$ 1,208,434</u> | <u>\$ 1,208,434</u> |
| Contingencies                | 0                   | 0                   | 0                   | 0                   | 0                   |
| New Reserves                 | 0                   | 0                   | 0                   | 0                   | 0                   |
| Total Financing Requirements | <u>\$ 1,651,983</u> | <u>\$ 1,182,552</u> | <u>\$ 1,208,434</u> | <u>\$ 1,208,434</u> | <u>\$ 1,208,434</u> |

**Source of Funds**



10 Year Expenditures Adjusted For Inflation



99/00– 07/08 Actual  
\*Adopted

**SERVICE PROGRAMS**

**California Healthcare for Indigents Program (CHIP)**

CHIP provides timely payments to physicians for uncompensated emergency medical services and pays designated hospitals for services provided to patients who are unable to pay and who do not qualify for other public assistance programs. This fund center also administers the Child Health and Disability Prevention Referral and Follow-Up Program, which provides follow-up medical and dental care for children with conditions detected during a Child Health and Disability Prevention screening exam.

Total Expenditures: \$188,261 Total Staffing (FTE): 0\*

**Emergency Medical Services Appropriation (EMSA)**

EMSA was authorized via the passage of SB 2132 in 2002/03, and provides additional funding for uncompensated emergency care.

Total Expenditures: \$185,731 Total Staffing (FTE): 0\*

**Tobacco Settlement Funds (TSF)**

In 1998 over 40 states, including California, reached a Master Settlement Agreement with a group of tobacco product manufacturers that resulted in local governments receiving settlement funds for a period of 20 years. In 2002, an initiative measure was approved by the electorate in San Luis Obispo County which, among other things, requires that 23% of the County's share of all TSF be used to fund emergency room services and 6% of the County's TSF be used to offset the cost of uncompensated care provided by local hospitals.

Total Expenditures: \$834,442 Total Staffing (FTE): 0\*

\* Staffing reflected in Fund Center 350 – County Medical Services Program

**DEPARTMENT COMMENTS**

In November 1988, California voters approved the California Tobacco Tax and Health Promotion Act of 1988 (Proposition 99), which increased the surtax on cigarettes by 25 cents per pack and an equivalent amount on other tobacco products. Revenues from this tobacco tax were earmarked for tobacco-related disease research, health education and health care for medically indigent families.

In 1989, the Legislature, through Assembly Bill 75, established the California Healthcare for Indigents Program (CHIP), which allocates Proposition 99 (Tobacco Tax) funds to participating counties. These funds reimburse

providers for uncompensated medical services for individuals who cannot afford care and for whom no other source of payment is available.

All CHIP funds received are disbursed to the private hospitals, and a portion is disbursed to physicians and dentists who provide follow-up care to children with conditions detected during a Child Health and Disability Prevention (CHDP) screening. The amount of funds received from the State continues to decline. Part of the decline is due to the State redirecting CHIP funds to other programs. Also, California's efforts to place restrictions on places where people can smoke and restrictions on marketing of tobacco products is having an effect on the sale of tobacco products, which, in turn, lowers the revenue generated from tobacco sales taxes.

The Emergency Medical Services Appropriation (EMSA) is a redirection of CHIP funds. The State legislature enacted the program in FY 2002-03 with the passage of Senate Bill 2132. These funds pay physicians/surgeons and hospitals for emergency services to patients who cannot afford to pay for those services and for whom payment will not be made through any private or government funded program. Since its inception, SB 2132 has been reauthorized annually through various assembly and senate bills. The EMS Appropriation Program's annual allocation for San Luis Obispo County has remained unchanged, at \$180,736, for seven years. The State Department of Health Services does not have any information for counties to budget for FY 2008-09 revenues, so the FY 2008-09 budget amount is requested at the FY 2007-08 allocation level.

Measure A directs Tobacco Settlement Fund (TSF) revenue for uncompensated care provided to low-income people in local emergency rooms. The County Administrative Office provided the FY 2008/09 funding amounts. The County retains 1% of the funds to help cover the administrative costs. The TSF Physicians Account is disbursed quarterly on a pro-rata basis to physicians and surgeons based on the number of claims submitted each quarter. The TSF Hospital Account funds are distributed annually to the four local hospitals based upon the most recent OSHPD data.

#### **COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS**

This budget is recommended as proposed. Revenues and the corresponding payments to healthcare providers are expected to increase only 1% in FY 2008-09.

#### **BUDGET AUGMENTATION REQUESTS RECOMMENDED**

None.

#### **BUDGET AUGMENTATION REQUESTS NOT RECOMMENDED**

None.

#### **BOARD ADOPTED CHANGES**

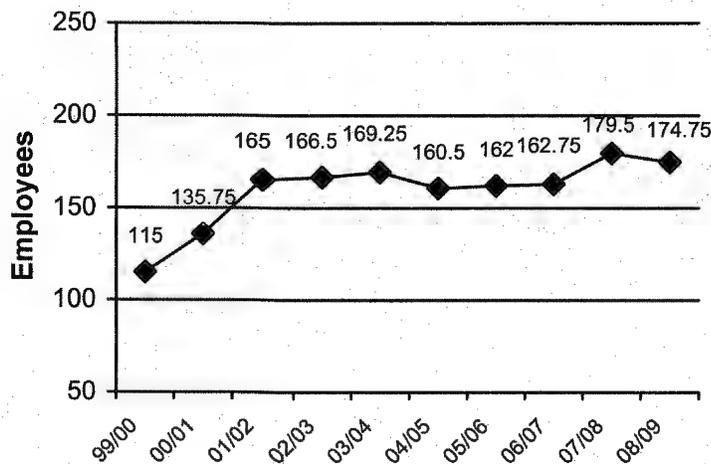
None.

**Mission Statement**

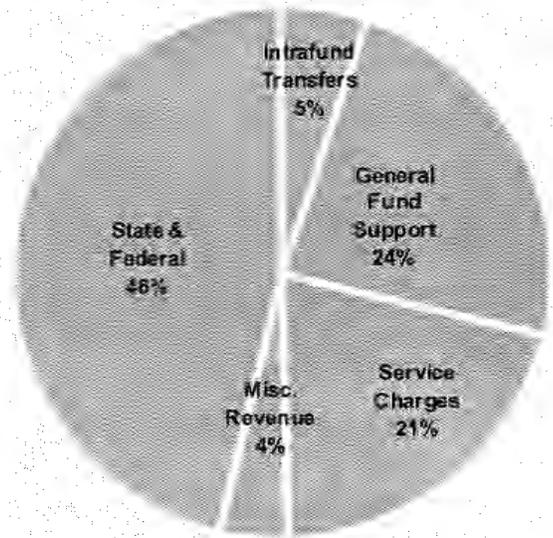
The San Luis Obispo County Public Health Department improves and maintains community health by identifying health issues, preventing disease and injury, influencing policy development, and promoting healthy behaviors through leadership, collaborative partnerships, education, direct services, and surveillance.

| Financial Summary             | 2006-07       | 2007-08       | 2008-09       | 2008-09       | 2008-09       |
|-------------------------------|---------------|---------------|---------------|---------------|---------------|
|                               | Actual        | Actual        | Requested     | Recommended   | Adopted       |
| Revenues                      | \$ 16,615,540 | \$ 17,251,313 | \$ 17,670,940 | \$ 17,599,273 | \$ 17,599,273 |
| Salary and Benefits           | 13,387,349    | 15,501,701    | 17,982,571    | 17,562,828    | 17,562,828    |
| Services and Supplies         | 5,688,064     | 5,929,296     | 6,409,243     | 6,573,447     | 6,573,447     |
| Other Charges                 | 837,270       | 815,526       | 624,411       | 624,411       | 624,411       |
| Fixed Assets                  | 7,323         | 66,775        | 0             | 0             | 0             |
| **Gross Expenditures          | \$ 19,920,006 | \$ 22,313,298 | \$ 25,016,225 | \$ 24,760,686 | \$ 24,760,686 |
| Less Intrafund Transfers      | 328,078       | 1,140,987     | 1,299,441     | 1,299,441     | 1,299,441     |
| **Net Expenditures            | \$ 19,591,928 | \$ 21,172,311 | \$ 23,716,784 | \$ 23,461,245 | \$ 23,461,245 |
| General Fund Support (G.F.S.) | \$ 2,976,388  | \$ 3,920,998  | \$ 6,045,844  | \$ 5,861,972  | \$ 5,861,972  |

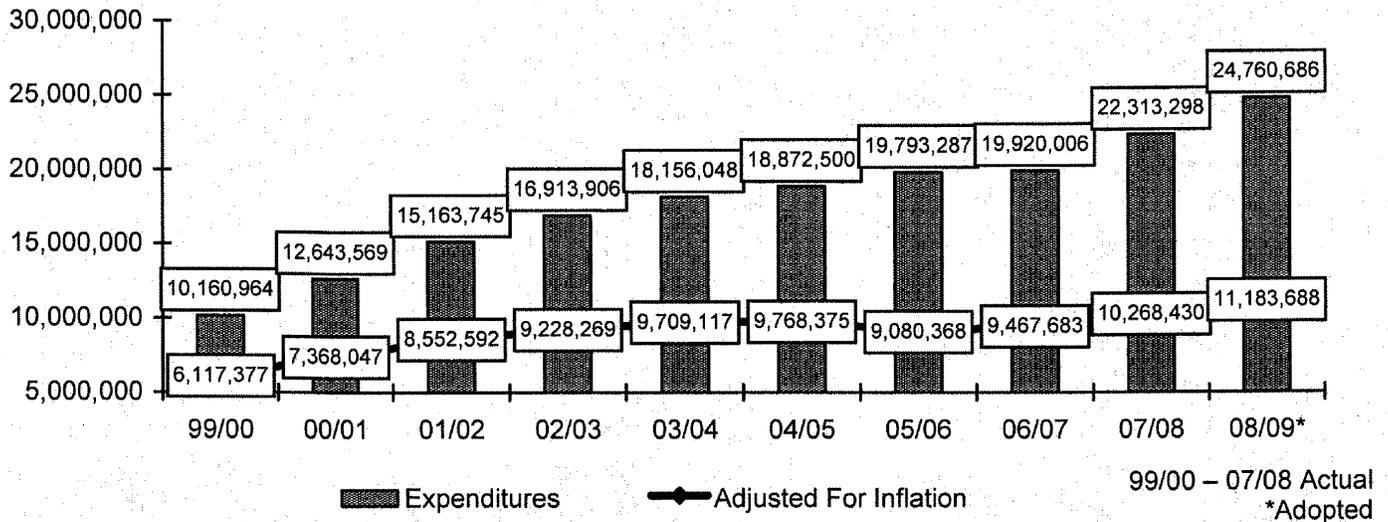
**Number of Employees**  
(Full Time Equivalent)



**Source of Funds**



10 Year Expenditures Adjusted For Inflation



**SERVICE PROGRAMS**

**Environmental Health Services**

The Environmental Health Division is responsible for protecting public health by preventing exposure to toxic substances, disease, unsanitary conditions other environmental hazards and disaster response.

Total Expenditures: \$4,228,961 Total Staffing (FTE): 29.50

**Family and Community Health Services**

The Family and Community Health Services Division is comprised of activities that promote a healthy community by empowering individuals, groups and organizations to take responsibility for adopting healthy behaviors and supporting policies that promote health. The division provides a comprehensive array of health related services including clinical, immunizations, communicable disease surveillance and control, AIDS prevention, vital records, epidemiological services, targeted case management, parenting, prevention services, educational and follow-up health services, law enforcement medical care as well as specialized service for the Suspected Abuse Response Team (SART).

Total Expenditures: \$13,705,914 Total Staffing (FTE): 107.0

**Public Health Laboratory**

The Public Health Laboratory provides testing to physicians, health clinics and other laboratories for infectious diseases, to businesses and the public for water, shellfish and other environmental microbial contamination, and serves as an advanced-capability, regional laboratory in the event of a bioterrorist attack or natural pandemic.

Total Expenditures: \$2,066,834 Total Staffing (FTE): 12.75

**Health Agency Administration**

Health Agency Administration provides Administration, Information Technology and Human Resources support to all of the Health Agency and oversight of the office of Public Guardian.

Total Expenditures: \$4,758,977 Total Staffing (FTE): 25.50

**DEPARTMENT COMMENTS**

***INTERNAL BUSINESS IMPROVEMENTS (as good as possible)***

- Implemented Tuberculosis Medical Management Program, which will assist in documentation of tuberculosis contact evaluations, completion of therapy for latent tuberculosis infection, and compliance with medication for active cases of tuberculosis.
- Environmental Health integration of databases for the mapping and listing of hazardous materials for HAZMAT team responders to respond safely and more effectively to HAZMAT incidents.
- Restaurant food facility reports inspection reports now available on website for consumers and citizens to evaluate safety of food facilities.
- Obesity – Over 30 community stakeholders have participated in obesity prevention. Planning Commission has endorsed “Smart Growth” principles. Health Education Specialist working to coordinate and support county-wide obesity prevention efforts.

**Goals for FY 08-09:**

- 1) Increase food facility inspection frequency from one per year to three every two years.
- 2) Institute retail tobacco licensing in unincorporated County area. Follow-up of retail tobacco licensing in San Luis Obispo City demonstrates most recent survey of tobacco sales to minors being down to 7%.

**Challenges:**

- 1) Recruitment of Registered Environmental Health Specialists and nurses and retirement of several leaders in Public Health including the Health Officer, Division Manager, and two out of three of the supervisors in Environmental Health.

***FINANCE (as cost effective as possible)***

- Obtained \$260,000 of match dollars from MAA (Medi-Cal Administrative Activities) and \$950,000 from targeted case management.
- Anticipating \$11,000 of grant finding for obesity prevention activities, including AmeriCorps worker and Walkability Assessment training and survey. We will be applying for a United Health/Pacific Care Grant to implement activities identified by the Childhood Obesity Taskforce in the amount of \$706,327 over a three year period.

**Goals for FY 08-09:**

- 1) Obtain further grant funding to augment Obesity Prevention Program.

**Challenges:**

- 1) Maintain services despite decrease in State funding and challenges to County funding.

**CUSTOMER SERVICE (as responsive as possible)**

- Environmental Health Regulated Businesses Satisfaction Survey performed in December 2007 demonstrates that:
- 99.3% responded they were treated with courtesy and respect.
- 96.5% reported the Field Staff and 95.4% of Office Personnel of Environment Health demonstrated excellent or good professional attitudes.
- 97.1% of clients reported the Environmental Health staff was excellent or good in their knowledge, experience, and effectiveness while assisting clients.
- Quantiferon testing adopted to perform a blood test to detect tuberculosis infection that does not interact with BCG injection. This was used in a Paso Robles school exposure setting and assisted contact investigation.
- Needle Exchange: Based on the first 6 months of FY 2007-08, 96 people will have exchanged syringes at the Syringe Exchange Program with 2886 syringes collected and 2581 distributed.
- First Time Mother's Program: 277 enrolled/receiving frequent home visitations by Public Health Nurses. In this program, there are demonstrated national results with 48% decrease in incidence in child abuse and neglect through age 15. In San Luis Obispo, we've done better than the National First Time Mother's Program pre-term birth statistics with 5.6% percent of premature births vs. 9.7% nationally and 95% of the First Time Mother's Program mother's breastfeeding at discharge from hospital vs. 69% nationally. 94% of children fully immunized at age 2 vs. 72% at CHC (control population).
- Implemented Managed Care Medi-Cal Program to provide a medical home to all Medi-Cal recipients.

**Goals for FY 08-09:**

- 1) Work with Santa Barbara/SLO Regional Health Authority, known as CenCal Health as the MediCal Managed care plan, to measure the number of infants receiving periodic health assessments as scheduled within the CHDP (Child Health and Disability Prevention) Program and improve the total seen on schedule by 10% within 12 months of implementation.

***LEARNING AND GROWTH (as responsive as possible)***

- New Medi-Cal billing program - Purchased, learned and implemented electronic billing for Medi-Cal services provided at the Public Health Department.
- Mass Immunization (Flu Pod) drill – 1,100 County employees and first responders vaccinated in a short period of time (vs. 700 in 2006). Purchased and implemented Scantron program to automate data management.

**Goals for FY 08-09:**

- Increase the number of providers educated in Immunization Registry and participating in the Immunization Registry from 28 to 31 and increase the number of children (<18 yrs with 2 or more shot records in the registry) covered by Immunization Registry from 34% to 39%.

Challenges:

- 1) Maintain essential services despite reduction in State revenue and County's restricted hiring policy.

**COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS**

The level of General Fund support for Public Health is recommended to increase \$1,451,355 or 32% compared to the FY 2007-08 adopted level. Overall, this increase is \$183,872 less than what was requested in the Department's Status Quo budget. However, if the \$280,000 in General Fund support added at the Board's direction for a vector control benefit assessment is removed, the actual reduction from Status Quo increases to \$463,872. This reduction is due to substantial expenditure reductions being recommended in this fund center. Those reductions and their impacts are as follows:

- Use of Voluntary Time Off for a savings of \$14,436, with little or no impact to direct services.
- Deferral of computers scheduled for replacement, totaling \$36,750. The need for equipment repairs is expected to increase and delays in software upgrades are expected to occur as the older machines may not be able to support newer requirements.
- Eliminate a full-time Accounting Technician for a savings of \$61,901. Invoices will take longer to pay and response times in other Accounts Payable tasks may be delayed or missed.
- Eliminate Car Seat Classes for a savings of \$31,492. The County will no longer provide about 80 classes per year on proper child car seat installation.
- Eliminate the Ombudsman Program provided through the Economic Opportunity Commission (EOC) for a savings of \$50,000. Without the Ombudsman, patients will have to rely on the front desk or clinic managers at one of the CHC clinics for help with such things as accessing orthotics for a diabetic patient, referrals to a pain management clinic, assisting medical providers in helping a mentally ill patient with several chronic illnesses, translating instructions into Spanish and getting through the county's medical bureaucracy. MediCal beneficiaries will have access to the benefits assistance program through the CenCal managed care system.
- Eliminate a full-time Field Nursing position for a savings of \$53,519. Pregnant or parenting women and their families who are referred to field programs may not receive services or will receive delayed services resulting in potentially adverse health outcomes, including premature deliveries, low birth weight infants, developmental delay, learning difficulties and diminished school readiness. Costs to the community will increase through higher medical expenses and increased dependence on financial aid for mother and baby.
- Eliminate a full-time Environmental Health Aide in the Mosquito Abatement Program for a savings of \$81,819. Will reduce staff positions from three to two. May increase the risk of exposure to mosquito borne diseases and the incidences of West Nile Virus and other mosquito borne diseases may increase.
- Eliminate reception in outlying sites provided by a half-time Administrative Assistant, for a savings of \$34,335. Associated clerical reduction resulting from proposed service level reductions to family practice services in Grover Beach and Paso Robles. Clerical support would be reduced one day a week in family practice sites in Grover Beach and Paso Robles, and eliminating lunch coverage at the main San Luis Obispo site.
- Eliminate a three-quarter-time Supervising Public Health Nurse working in the Communicable Disease and Family Planning Programs, for a savings of \$104,844. Will decrease the capacity to investigate and report on the existence of communicable diseases such as measles, mumps, meningococcal infections, salmonella and dozens of other reportable diseases. Will also decrease the availability of Family Planning services in Morro Bay.

Total expenditures for this fund center are recommended to increase \$1,309,741 or 5%. One-quarter of the increase, totaling \$338,551, is from to the addition of the Suspected Abuse Response Team (SART), formerly a separate fund center, as a division of Public Health. Salary and benefits is the largest component of the increase in General Fund support for Public Health, increasing \$1,093,755 or 6%. The addition of salary and benefits for SART accounts for \$226,498 of the increase. Public Health also includes a 5.5% COLA, which makes up \$919,247 of the increase in salary and benefits.

Service and supplies expenditures increase \$428,934 or 6% over the FY 2007-08 adopted amount. Two-thirds of the increase is due to the addition of \$280,000 in professional services. This addition is recommended in response to the Board's direction on April 1, 2008 to pursue a vector control benefit assessment. Increases in internal service charges, including Countywide overhead, total \$669,000, but are partially defrayed by a 18% increase in expense offsets from other departments, totaling \$200,000. These transfers represent the administrative and overhead cost of the other fund centers within the Health Agency, which is captured as part of the Public Health budget.

Revenue decreases \$141,614, a decline of just under one percent, compared to the FY 2007-08 adopted level. State revenue is basically flat, while Federal revenue is expected to decrease. State realignment funding for Public Health is not expected to increase and has been budgeted at the same level as the FY 2007-08 adopted level. In the past several years, Measure A (Tobacco Settlement Fund) revenue has come in lower than the State allocated levels. This is due to ongoing litigation between the states and tobacco companies over the withholding of settlement payments by a number of companies. Based on shortfalls in prior years, Measure A revenue is being recommended at the FY 2007-08 adopted level of \$440,992.

The recommended changes to the Position Allocation List in FY 2008-09 are as follows:

- +0.5 Administrative Assistant due to the addition of the SART program
- +0.5 SART Clinical Coordinator due to the addition of the SART program
- +0.5 Public Health Nurse due to the addition of the SART program
- +1.0 Senior Account Clerk to correct for omission from Status Quo Budget request
- -1.0 Division Manager due to a retirement and subsequent organizational adjustment
- -0.5 Community Health Nurse due to the loss of funding for the Homeless Outreach Program
- -1.0 Accounting Technician due to General Fund reductions
- -0.5 Public Health Aide in the Car Seat Program due to General Fund reductions
- -1.0 Public Health Nurse in the Field Nursing Program due to General Fund reductions
- -1.0 Environmental Health Aide in the Mosquito Abatement program due to General Fund reductions.
- -0.5 Administrative Assistant at outlying sites due to General Fund reductions
- -0.75 Supervising Public Health Nurse due to General Fund reductions

**BUDGET AUGMENTATION REQUESTS RECOMMENDED**

None.

**BUDGET AUGMENTATION REQUESTS NOT RECOMMENDED**

None.

**BOARD ADOPTED CHANGES**

Per the Supplemental Budget document (page S-4), the Board approved the deletion of one (1) FTE Administrative Assistant III position and adding one (1) FTE Health Education Specialist position (previously approved by the Board on April 15, 2008). The cost of this action was an annualized increase of \$7,271 (at Step 1) which will be provided through an increase in the State Immunization Grant (no budget adjustment was necessary).

Also per the Supplemental Budget document (page S-4), the Board approved amendments to the bargaining unit designations for the Senior Physical or Occupational Therapist and Supervising Physical or Occupational Therapist classifications as shown below.

|  |       |       |
|--|-------|-------|
|  | From  | To    |
| Senior Physical or Occupational Therapist      | BU 05 | BU 01 |
| Supervising Physical or Occupational Therapist | BU 07 | BU 05 |

**GOALS AND PERFORMANCE MEASURES**

|   |                            |                            |                            |                  |                               |                 |
|---|----------------------------|----------------------------|----------------------------|------------------|-------------------------------|-----------------|
| <b>Department Goal:</b> Prevent epidemics and the spread of disease or injury.  |                            |                            |                            |                  |                               |                 |
| <b>Communitywide Result Link:</b> Healthy Community.  |                            |                            |                            |                  |                               |                 |
| <b>1. Performance Measure: Annual rate of reported retail foodborne disease outbreaks per 100,000 people.</b>   |                            |                            |                            |                  |                               |                 |
| 03-04<br>Actual<br>Results  | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Projected<br>Results | 08-09<br>Target |
| 1.1   | 0.7                        | 0.4                        | 0                          | 1.0              | 1.0                           | 0               |
| <p><b>What:</b> Measures the number of reported foodborne outbreaks originating from food retail sources (restaurants, other retail food preparation facilities) as a rate per 100,000 population. A foodborne outbreak is defined as "the occurrence of 2 or more cases of a similar illness resulting from ingestion of a common food source."</p> <p><b>Why:</b> The Public Health Department responds to foodborne disease outbreaks in order to identify the cause and, if possible, prevent it from reoccurring. Investigating and controlling foodborne disease outbreaks minimizes the number of people affected and reduces the potential for recurrence, contributing to maintaining a healthy community.</p> <p><b>How are we doing?</b> There were no reported foodborne disease outbreaks in FY 2006-07 originating from food retail sources. The projected result for FY 2007-08 remains at a rate of 1.0 outbreaks based on 100,000 population or 3.0 outbreaks in total based on San Luis County's population of around 260,000. Benchmark data from other counties are not available.</p>  |                            |                            |                            |                  |                               |                 |
| <b>2. Performance Measure: Cost per visit for childhood immunization.</b>   |                            |                            |                            |                  |                               |                 |
| 03-04<br>Actual<br>Results  | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Projected<br>Results | 08-09<br>Target |
| \$ 56.38/visit  | \$ 29.73/visit             | \$38.24/visit              | \$ 50.04/visit             | \$50.00/visit    | \$50.00/visit                 | \$52.50/visit   |
| <p><b>What:</b> Measures the cost to the County to immunize a child at County clinics per visit. Does not include flu clinic and vaccinations for persons traveling overseas. Cost is direct cost to the Public Health Division, minus revenue.</p> <p><b>Why:</b> To monitor the efficiency of delivering a core Public Health function. The Centers for Disease Control (CDC) states that for every dollar spent on immunizations is a corresponding savings on future medical costs.</p> <p><b>How are we doing?</b> In FY 2007-08, 884 children were immunized by Public Health Department staff. The average total cost per visit is \$68.39; the actual cost to the County is \$49.91 due to the average revenue collected for this service in the amount of \$18.48. The costs have increased over the years because of the increased number of vaccines required per visit, based on the National Immunization Recommendations. For example, adolescents now need 3-5 immunizations versus in FY 2005-06 2 immunizations.</p> <p>The county cost reflects gross costs (\$68.39) minus the average revenue from fees for services (\$18.48). The state mandates that childhood immunizations be provided regardless of a client's ability or inability to pay. When the client can pay, the Department charges \$25/visit. Through the State's Vaccines for Children program, vaccines are provided free of cost. Overall, net county costs will increase as personnel costs continue to increase through annual Cost of Living Adjustments (COLAs). The average cost per visit for childhood immunization in FY 2005-06 was \$38.24. The number of children immunized in this period last year is similar to this year. Benchmark data from other counties are not available.</p> |                            |                            |                            |                  |                               |                 |

**3. Performance Measure: Percentage of low birth-weight infants.**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Projected<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|-------------------------------|-----------------|
| 5.5%                       | 5.5%                       | 5.9%                       | 7.3%                       | 6.8%             | 6.39%                         | 6.0%            |

**What:** Measures the percentage of live born infants born to county residents (averaged over a three-year time period) who weigh less than 2,500 grams (five and three-quarters pounds) at birth.

**Why:** Low birth-weight impacts the infant's survival and future development. Reducing the percentage of low birth weight infants would decrease costs for neonatal medical care and enhance quality of life and survival. Several Family Health Services programs strive to decrease teen pregnancy, enhance nutrition, decrease tobacco use, decrease alcohol use and encourage early entrance into prenatal care in order to improve mothers' health and decrease infant low-birth rate.

**How are we doing?** Results from recent birth records (Automated Vital Statistic System) indicate that our result for FY 2006-07 was 5.83% and the state was 6.9%. Analysis of local data indicates that low birth weight infants are more frequently born to women in the 35-39 year age group, to women who are multiparous (4+ deliveries), and to women who receive late or no prenatal care. San Luis Obispo County birth data shows the highest rate of low birth weight is among women whose have Medi-Cal as their payer source. In FY 2007-08, the low birth weight rate projections have dropped (based on 4 months of data) and the increasing rate of clients with Medi-Cal as payer source may have a significant impact on our low birth weight rate. Several programs are working to reduce the rate of low birth weight, such as First Time Mothers Program, Teenage Pregnancy Prevention (TAP), Tobacco Cessation and Prevention of Perinatal Substance Use. Emphasis is being placed on increasing outreach, education and referral to high-risk women and increasing accessibility to early pre-natal care through the Community Health Centers.

The 2007 County Health Status Profiles (based upon 2003-2005 data) provide the most recent available benchmark statistics. Our county's results were better than the California rate of 6.7, and National rate of 8.1 and also better than the rates of four of the seven benchmark counties (Santa Cruz – 5.4, Placer – 5.6, Napa – 5.7, Monterey – 6.0, Ventura – 6.4, Santa Barbara – 6.6, and Kern - 6.8).

**4. Performance Measure: Percentage of live born infants whose mothers received prenatal care in the first trimester.**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Projected<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|-------------------------------|-----------------|
| 81%                        | 82.4%                      | *82.7%                     | 82.7%                      | 84.6%            | 81.7%                         | 85%             |

**What:** Percentage of live born infants, born to county residents, whose mothers received prenatal care in the first trimester of pregnancy.

**Why:** Early, high quality prenatal care reduces the incidence of morbidity and mortality for both mother and infant.

**How are we doing?** Per the 2007 County Health Status Profiles, the percentage of live born infants whose mothers received prenatal care in the first trimester was 81.7%. Results from recent birth records indicate that our projected results for FY 2007-08 will remain at 81.7%, and the state will be 78.5%. SLO County Public Health continues to work towards meeting the target of 85%. An increasing proportion of county births are among Hispanic women. Hispanic women have had comparatively lower early prenatal care utilization rates than to white or Asian women, yet data from 2003 show that the rate among Hispanic women in the county is improving (Family Health Outcomes Project - 2006). Public Health outreach services and collaborative work to educate encourage and facilitate access to early prenatal care.

Benchmark data in FY 2005-06 was: California, 86.4%, Santa Cruz – 90.7%, Ventura – 90.1%, Placer – 89.8%, Kern – 83.9%, Monterey – 83.7%, Santa Barbara – 82.0%, and Napa – 80.3%.

\* FY 2005-06 Actual Results are based on 2006 County Health Status Profiles using data from calendar years 2002-2004. The 2007 County Health Status Profiles which are based on average of 2003-2005, San Luis Obispo County at 81.7 % which is higher than California rate of 78.5% and higher than the national rate of 75%.

**Department Goal:** Promote and encourage healthy behaviors.

**Communitywide Result Link:** A Healthy Community

**5. Performance Measure: Birth rate of adolescent females, ages 15 to 17, per 1,000 population.**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Projected<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|-------------------------------|-----------------|
| 13.0                       | 10.6                       | 11.5                       | 11.3                       | 10.5             | 15.5                          | 15.0            |

**What:** This measures the frequency of teen births - presented as a rate per 1,000 female county residents between 15 and 17 years old.

**Why:** The rate of teen births in our county is a direct predictor of future health and social and economic status of both the mother and child. The age range of 15 to 17 year olds is a critical one and a direct indicator of future high-risk families.

**How are we doing?** Based on teen birth data for FY 2006-07 (Automated Vital Statistic System), the birth rate was 11.3 per 1,000 females 15-17 years old. Preliminary data for 2007 indicates the projected results for FY 2007-08 is approximately 15.5/1000 population. Teen birth rates in the first 4 months of FY 2007-08 are 8.9% (30 births). If we projected out births to 15-17 year olds this fiscal year, it would be estimated to be around 72 births, which would yield a birth rate of 15.5/1000. Due to the low number of teen births in the county, annual rates can vary without signifying real change. Teen births rates are influenced by ethnicity. In 2004, 15-17 year old teens of Hispanic origin had a fertility rate of 34.3/1000 compared to 7.1/1000 among non-Hispanic whites in the county. Hispanic birth rates continue to rise in San Luis Obispo and the State overall. This could be one of the contributing factors for our increase of birth for 15-17 years of age. Several county programs are working together to help reduce the teen birth rate, especially among Hispanic teens.

Due to lateness in statewide reporting, 2005 data from the benchmark counties are not yet available. Using data from 2004, San Luis Obispo County had the second lowest teen birth rate compared to our benchmark counties: Placer 5.5, SLO 10.5, Napa 13.6, Santa Cruz 20.5, Santa Barbara 26.3, Monterey 29.8, and Kern 36.3.

FY 2005-06 denominator is based on average of Department of Finance population projections, by age, for 2005.

**6. Performance Measure: Percentage of the State allocated caseload enrolled in the Women, Infants & Children (WIC) Program.**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Projected<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|-------------------------------|-----------------|
| 97%                        | 97.3%                      | 97.8%                      | 97.7%                      | 98%              | 100%                          | 100%            |

**What:** Measures the number of women, infants and children receiving supplemental foods, nutrition education and linkages to good health care as a percentage of the allocated caseload. Allocated caseload is determined by the State WIC Branch and is based on a compilation of information which includes, but is not limited to census data, county demographics, past performance, etc.

**Why:** The components of the WIC Program reduce the complications of pregnancy; reduce iron deficiency anemia in women, infants and children; decrease the incidence of low birth-weight infants and promote optimum growth and development of infants and young children. Ensuring high program participation enhances the health of low-income women, infants and children.

**How are we doing?** In San Luis Obispo County, the monthly average number of women, infants and children participating in the WIC program between July 2007-October 2007 was 4,552; or 101.2% of the eligible caseload.

Participation for same time period in the benchmark counties was: Marin - 2,930 (107.5%); Monterey - 20,855 (101.5%); Napa - 3,851 (101.3%); Santa Barbara - 16,395 (100.7%); Santa Cruz - 8,780 (103.9%); Placer - 3,736 (106.8%); Statewide - 1,413,644 (100.7%). A county can have a percentage greater than 100% when the county's actual eligibility is higher than the CA State WIC Branch's allocated caseload. Allocated caseloads, which serve as a target, are based upon population and poverty estimates for different regions of California and may not always reflect the current local situation.

**7. Performance Measure: HIV positive antibody test rate among community residents per 100,000 population.**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted               | 07-08<br>Projected<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|--------------------------------|-------------------------------|-----------------|
| 2.1                        | 2.7                        | 4.6                        | 3.6                        | 7.0 *                          | 6.4                           | 6.4             |
|                            |                            |                            |                            | New measure;<br>not comparable |                               |                 |

**What:** The adopted results for FY 2007-08 measures the projected number of unduplicated, newly reported HIV cases. The projected results reflect the projected number of HIV cases that will be reported from the community based on the 4 reported cases in the first quarter of FY 2007-08. These projections do not reflect the number of HIV cases reported from the prison system.

**Why:** The rate of reported HIV cases reflects those who have newly contracted the disease and/or those newly diagnosed who may have had the disease for some time. This data helps in planning for medical and care services in the community and where prevention efforts should be focused.

**How are we doing?** During the first quarter of FY 2007-08, there were 4 reported HIV cases for a rate of 1.6/100,000 for the quarter and a projected 6.4/100,000 for the year. Monterey County had 5 reported cases for a rate of 1.2 for the quarter and a projected 4.8 for the year; Santa Barbara County had 16 cases for a rate of 3.997 for the quarter and 15.988 for the year; and Kern County had 25 HIV cases for a rate of 3.2 for the quarter and a projected 12.8 for the year. The other county data does not reflect HIV cases from the prison system.

The program contacts physicians, hospitals and other places that test for HIV to assist them in reporting new HIV cases. The program also conducts outreach efforts to encourage high-risk individuals to get tested, including use of a 20-minute rapid oral test to provide faster results.

\*The performance measure changed for FY 2007-08 to reflect the 'number of new HIV cases' since HIV is now a mandatory reportable condition. Previously the performance measure reflected only those people who tested HIV positive at Public Health sites or at venues that sent their specimens to the Public Health Laboratory. The new measure is a more accurate reflection of the number of newly diagnosed HIV cases in the community.

| <b>8. Performance Measure: Youth smoking rate (proportion of youth in 11th grade who have smoked cigarettes within the past 30 days).</b>  |                            |                            |                            |                  |                               |                 |
|--|----------------------------|----------------------------|----------------------------|------------------|-------------------------------|-----------------|
| 03-04<br>Actual<br>Results   | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Projected<br>Results | 08-09<br>Target |
| **19%  | **19%                      | ***20%                     | ***20%                     | 19%              | ***19%                        | ***19%          |
| <p><b>What:</b> The proportion of youth in the 11<sup>th</sup> grade who have smoked cigarettes within the past 30 days, based on the County School's survey done every two years.</p> <p><b>Why:</b> Among young people, the short-term health consequences of smoking include respiratory and non-respiratory effects, addiction to nicotine, and the associated risk of other drug use. Long-term health consequences of youth smoking are reinforced by the fact that most young people who smoke regularly continue to smoke throughout adulthood. Teens who smoke are three times more likely to use alcohol, eight times more likely to use marijuana and 22 times more likely to use cocaine.</p> <p><b>How are we doing?</b> According to the California Healthy Kid Survey 2005, 20% of 11<sup>th</sup> graders smoked cigarettes in the past 30 days. This result is slightly higher than the 19% of 11<sup>th</sup> graders reported in FY 2003-04 and FY 2004-05, which were based on the Healthy Kids Survey 2003. Because the data is reported in surveys done every two years, actual results for FY 2006-07 reflect the same percentage of 20% as in FY 2005-06.</p> <p>In 2005, 10% of 11<sup>th</sup> graders smoked in Monterey County, 15% in Kern, and 18% in Napa; data from the other benchmark counties is not yet available. The most recent 2005-06 California Student Tobacco Survey data, smoking rates for 11<sup>th</sup> graders showed a Statewide percentage of 15.2%; a slight increase from 14.8% in 2003-04. The national Youth Risk Behavior Survey – among 9-12<sup>th</sup> graders - results were 23% in 2005, a decrease from 24% in 2004.</p> <p>* The FY 2003-04 and 2004-05 Actual Results are from the Healthy Kids 2003 survey.<br/>                     ** The FY 2005-06 results updated to include results from the Healthy Kids 2005 survey. The FY 2006-07 results reflect the same percentage as in FY 2005-06 because surveys are done bi-annually.<br/>                     *** The 2007 Healthy Kids survey was administered in the Fall 2007. Results are not yet available.</p>  |                            |                            |                            |                  |                               |                 |
| <b>9. Performance Measure: Adult smoking rates.</b>  |                            |                            |                            |                  |                               |                 |
| 03-04<br>Actual<br>Results   | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Projected<br>Results | 08-09<br>Target |
| *13.4%   | **16.0%                    | Biannual Survey            | 14.5%                      | 15.5%            | 14.5%                         | 14%             |
| <p><b>What:</b> The proportion of adults who smoke based on the California Health Interview Survey (CHIS), which is completed every two years. <i>Note: Public Health has replaced the Action for Healthy Communities survey with California Health Interview Survey, which is being completed every 2 years and has benchmark data for each county and the State. Both surveys utilized random telephone surveys. In the 2003 Action for Health Communities Survey, 500 San Luis Obispo County residents were contacted and the 95% confidence interval for the results was approximately +/- 4.5%. In the 2003 California Health Interview Survey, 506 San Luis Obispo County residents were contacted and the 95% confidence interval for the results was approximately +/- 4.1%.</i></p> <p><b>Why:</b> The Centers for Disease Control reports that, in addition to the well-known association with lung cancer, cigarette smoking also increases the risk for heart disease and stroke. On average, someone who smokes a pack or more of cigarettes per day lives seven years less than someone who never smoked.</p> <p><b>How are we doing?</b> Results from the 2005 California Health Interview Survey (CHIS) report 14.5% of adults smoke cigarettes, a reduction from the 16% of adult smokers in the 2003 CHIS survey.</p> <p>Per the 2005 CHIS, the percentage of adults who were current smokers were: California – 15.1%, San Luis Obispo County – 14.5% (95% confidence interval = 11.9 – 20.1), Kern County – 20.6%, Monterey / San Benito County – 16.5%, Placer County – 16.1%, Napa County – 21.3%, Santa Barbara County – 13.4%, Santa Cruz County – 13.1%, and Ventura County – 13.2. According to the CDC's Behavioral Risk Factor Surveillance System for 2006, the current smoking rate in CA is 14.9%, a reduction from the 2005 CA rate of 15.2%. The 2006 US rate of 20.1% is a reduction from the 2005 US rate 20.6%.</p> <p>* The results for FY 2002-03 and FY 2003-04 were from the 2003 Action for Healthy Communities Survey<br/>                     ** The FY 2004-05 Actual Results are from the 2003 California Health Interview Survey (CHIS).</p> |                            |                            |                            |                  |                               |                 |
| <p><b>Department Goal:</b> Protect against environmental hazards.</p> <p><b>Communitywide Result Link:</b> A safe and a healthy community.</p>   |                            |                            |                            |                  |                               |                 |
| <b>10. Performance Measure: Percentage of compliance with State or Federal bacteriological drinking water standards.</b>   |                            |                            |                            |                  |                               |                 |
| 03-04<br>Actual<br>Results   | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Projected<br>Results | 08-09<br>Target |
| 95.3%  | 95.3%                      | 95.8%                      | 95.4%                      | 96.0%            | 95.4%                         | 96%             |
| <p><b>What:</b> San Luis Obispo County regulates approximately 150 small water systems that supply water to approximately 20% of our county. Water samples are tested for total coliform bacteria.</p>   |                            |                            |                            |                  |                               |                 |

**Why:** Water systems contaminated with fecal material can cause diseases such as typhoid fever, cholera, shigella and cryptosporidiosis. By performing routine inspections for coliform bacteria on water systems and requiring repairs and improvements to water systems that repeatedly fail bacteriologic standards, we will improve the healthfulness of the drinking water supply, reduce the incidence of samples that fail bacteriological water tests and reduce the risk of disease.

**How are we doing?** During FY 2006-07, 95.4% of the routine water samples were in compliance with the drinking water standards. This includes 1,828 samples at 150 locations. The compliance rates improved slightly each year since FY 2001-02, but decreased slightly in FY 2006-07. In the first quarter of FY 2007-08, 94% of the samples have been in compliance. Year-end compliance rates are expected to be slightly lower than the adopted target for FY 2007-08, but higher than FY 2004-05 actual results. Benchmark data from other counties are not available.

When a sample fails, the water system operator is notified immediately and instructed on how he can resolve the problem. Follow up samples are taken until they pass. Eventually, all water systems must pass bacteriological drinking water standards.

**Department Goal:** Promote accessible, appropriate and responsive health services to all members of the community.

**Communitywide Result Link:** A Healthy Community

**11. Performance Measure: Number of children enrolled in the Healthy Families (HF) Program and in the Healthy Kids (HK) Program of the Children's Health Initiative**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Projected<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|-------------------------------|-----------------|
| 3,824                      | 4,331                      | 4,436                      | 4,752                      | 4,800            | 4,850                         | 4,900 HF        |
| N/A                        | N/A                        | 557                        | 581                        | 675              | 744                           | 794 HK          |

**What:** Number of children, aged 0-19 years, enrolled in the Healthy Families Program and in the Healthy Kids Program.

**Why:** Health coverage for all children ensures that children have access to preventive and curative health care for their own well-being and for the well-being of all children. The Healthy Families Program expands public health coverage to include children in families with incomes at or below 250% of the federal poverty level. Through the Children's Health Initiative, the Healthy Kids Program offers health coverage to all children below 300% poverty who are ineligible for Healthy Families or Medi-Cal.

**How are we doing?** In San Luis Obispo County, the cumulative number of children enrolled in the Healthy Families Program (HF)\* as of October 2007 was 4,821. During the 4-month period of July - October 2007, there were 682 newly subscribed children and 603 children who dis-enrolled in the Healthy Families Program.

Healthy Families Program, funded through Federal (SCHIP) and State funds, has no enrollment cap. It is reliant on the local outreach efforts of public health, schools, family advocates, Department of Social Services and the Children's Health Initiative to provide families the opportunity to enroll their children. Estimating the number of children eligible for the program is difficult due to fluctuating family economic status, particularly in young families as they more apt to move or change family size thus changing eligibility status. In FY 2006-07, San Luis Obispo County had about 6% of its total children, 0-19 years, enrolled in the program (based on Managed Risk Medical Insurance Board (MRMIB) 2007 data). For comparison, according to a 2003 survey, 5.8% of children in California were enrolled in Healthy Families (CHIS 2003).

According to 2007 statewide data, 62.7% of disenrollment's in the past 12 months were due to 'possibly avoidable' reasons (such as, enrollment information incomplete or not received, payment not received) and 37.3% are due to 'unavoidable' reasons (such as, child not eligible due to income too low, child reached 19 years of age, or requested termination). In San Luis Obispo County, anecdotally, it is expected that disenrollment is mostly due to children reaching 19 years of age or they have moved out of the county.

The enrollment for our benchmark counties as of October 2007 was: Napa 3,168, Placer 3,890, Santa Cruz 5,560, Santa Barbara 9,681 Monterey 18,413, Marin 2,753. Note that enrollment numbers vary based on the county population and the percentage of children who qualify for the program.

The Children's Health Initiative began enrolling children into the Healthy Kids Program (HK) in September 2005. This program is funded through private and public grants and local fundraising efforts, and as such is limited in the number of children it can cover. As of November 2007, 744 children had been enrolled and 713 were on the waiting list pending further program funding. Of those children enrolled, 366 are age 0-5 years and 378 are age 6-18 years. Within the 6-18 year old age group, 121 were originally enrolled in the 0-5 year age group. Furthermore, 155 children had disenrolled from the program.

The Children's Health Initiative and Healthy Families Program (and Medi-Cal) staff are working very closely to reduce barriers to enrolling in Healthy Kids, Healthy Families and/or Medi-Cal for all children and ensure that all children have health coverage. In 2001, it was estimated that 3,000 children were uninsured in the county, and by 2005 it was estimated to have decreased to 2,000 (CHIS 2001, 2005).

\*All Healthy Families data is from the state website: [www.mrmib.ca.gov](http://www.mrmib.ca.gov).

\*\*All Healthy Kids data is from the local Children's Health Initiative office.

**12. Performance Measure: Percentage of pregnant and parenting women with a positive drug and alcohol screen or admitted substance abuse who are enrolled in Public Health Nursing Case Management Services and receiving follow-up.**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Projected<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|-------------------------------|-----------------|
| 73.1%                      | 63.8%*                     | 49.4%                      | 58.47%                     | 60%              | 55%                           | 60%             |

**What:** Measures the percentage of pregnant and parenting women who are referred to Public Health Nursing case management services due to a positive drug and/or alcohol screen or who admitted substance abuse and are enrolled in Public Health Nursing Case Management Programs.

**Why:** Using alcohol, drugs or smoking during pregnancy can substantially affect newborn health and increase the healthcare costs associated with the newborn. The percentage is a measure of how well the program reaches and enrolls this very high-risk target population.

**How are we doing?** Currently in FY 2007-08 there have been 47 pregnant and parenting referrals of women with substance abuse issues. Twenty-one of the 45 women (45%) have been enrolled in Public Health Nursing Case Management Services. It is projected that the number of clients enrolled in Public Health Nursing Case Management Services will increase by year-end. In FY 2006-07, 69 out of 118 (58.47%) clients referred were enrolled into Public Health Nursing Case Management Services. This population is frequently homeless, mistrustful of agencies and remains a challenge for retention even after enrollment.

Data from the benchmark counties is not available. The national rate of women accepting referrals is 6%.

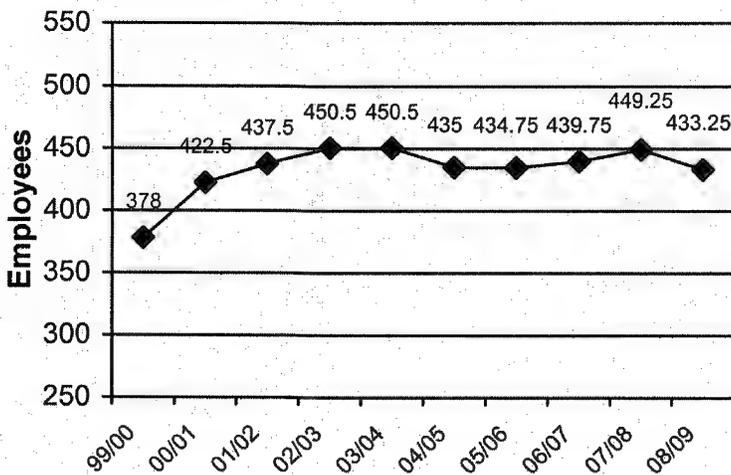
\*Revised from previous report to exclude women on the wait list from the numerator in order to be comparable with the FY 2005-06 data.

**MISSION STATEMENT**

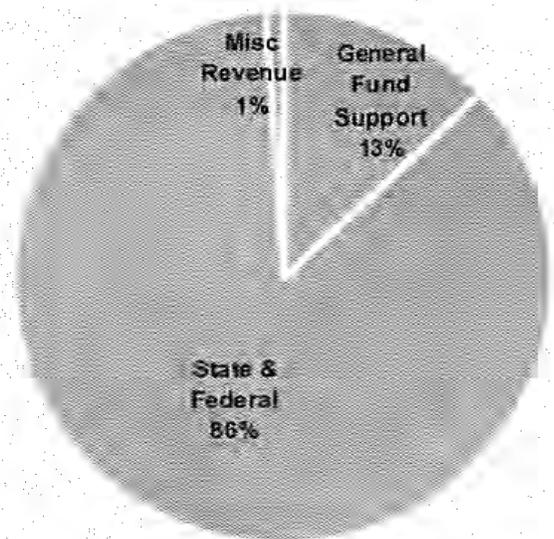
We partner with the community to enhance self-sufficiency while ensuring that safety and basic human needs are met for the people of San Luis Obispo County.

| Financial Summary             | 2006-07       | 2007-08       | 2008-09       | 2008-09       | 2008-09       |
|-------------------------------|---------------|---------------|---------------|---------------|---------------|
|                               | Actual        | Actual        | Requested     | Recommended   | Adopted       |
| Revenues                      | \$ 45,644,777 | \$ 48,940,482 | \$ 49,043,824 | \$ 49,158,824 | \$ 49,158,824 |
| Salary and Benefits           | 30,334,195    | 32,876,611    | 36,644,836    | 35,883,242    | 35,883,242    |
| Services and Supplies         | 13,582,425    | 15,240,322    | 16,071,518    | 15,064,193    | 15,064,193    |
| Other Charges                 | 5,468,432     | 5,845,731     | 6,003,020     | 5,446,895     | 5,446,895     |
| Fixed Assets                  | 76,428        | 45,758        | 187,153       | 187,153       | 187,153       |
| **Gross Expenditures          | \$ 49,461,480 | \$ 54,008,422 | \$ 58,906,527 | \$ 56,581,483 | \$ 56,581,483 |
| Less Intrafund Transfers      | 76,487        | 100,949       | 101,432       | 101,432       | 101,432       |
| **Net Expenditures            | \$ 49,384,993 | \$ 53,907,473 | \$ 58,805,095 | \$ 56,480,051 | \$ 56,480,051 |
| General Fund Support (G.F.S.) | \$ 3,740,216  | \$ 4,966,991  | \$ 9,761,271  | \$ 7,321,227  | \$ 7,321,227  |

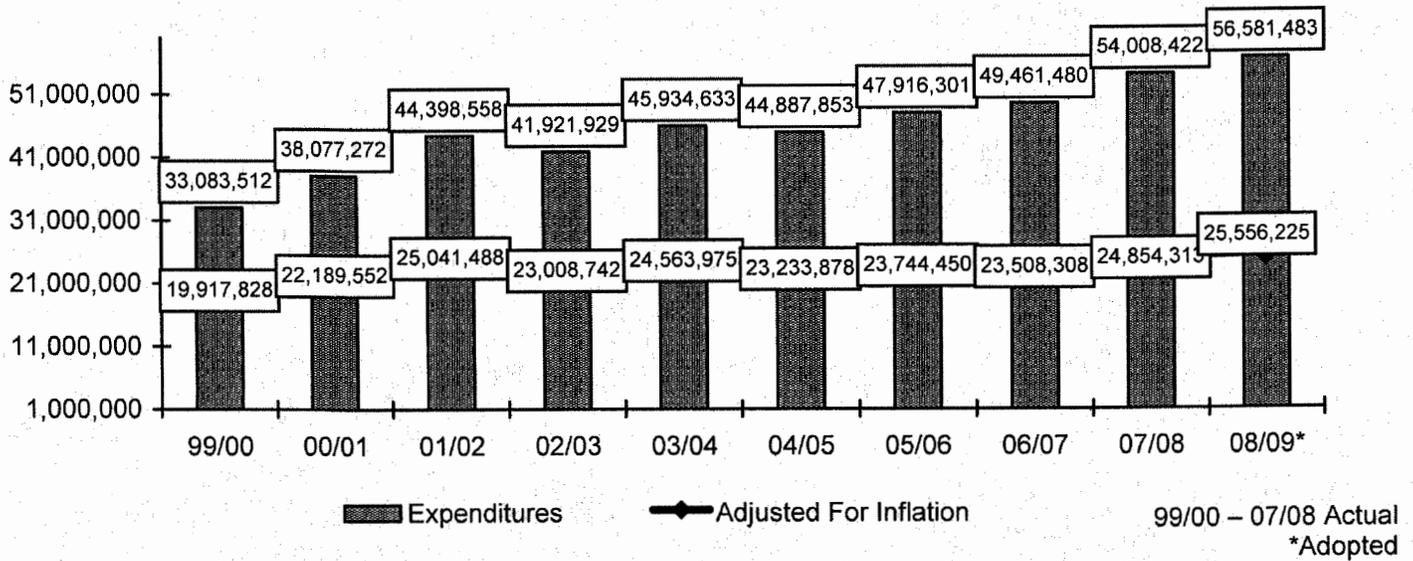
**Number of Employees  
(Full Time Equivalent)**



**Source of Funds**



10 Year Expenditures Adjusted For Inflation



**SERVICE PROGRAMS**

**Adult Services**

Adult services includes two major programs: Adult Protective Services and In-Home Supportive Services. The Adult Protective Services Program protects dependent adults and seniors. It investigates allegations of abuse, intervening when necessary, and provides community education. The In-Home Support Services Program provides personal and domestic services that enable dependent adults to remain safely in their home.

Total Expenditures: \$9,109,997 Total Staffing (FTE): 37.5

**CalWORKs**

The purpose of CalWORKs is to provide temporary cash assistance to needy families and welfare-to-work employment training programs. Participants are required to participate in certain activities to work toward self-sufficiency and are required to work a certain number of hours.

Total Expenditures: \$13,752,650 Total Staffing (FTE): 138.0

**Child Welfare Services**

In collaboration with other departments, agencies, and the community, the Child Welfare Services program provides services to strengthen families and reduce the incidence of child abuse and neglect. Staff investigates allegations of abuse or neglect and works with families in developing plans to ensure the safety of children. When necessary, children are removed from the home and placed in foster care while plans for reunification are pursued and implemented. When reunification is not feasible, children are found permanent homes through adoption or guardianship.

Total Expenditures: \$11,875,595 Total Staffing (FTE): 104.25

**County Only Program**

This includes the eligibility and administrative costs of the General Assistance Program that provides public assistance of last resort to indigent county residents. This program is for persons who are otherwise ineligible for Federal, State or other community aid programs.

Total Expenditures: \$276,168 Total Staffing (FTE): 3.75

### Food Stamps

This Federal program provides nutritional assistance to low-income households. The Department of Social Services is actively engaged in promoting outreach in the community to increase participation in the program. The receipt of Food Stamps helps stretch the household's budget and combat the increasingly expensive cost of living in our county. Food Stamp program eligibility is based upon the application of Federal and State regulations.

Total Expenditures: \$4,743,525 Total Staffing (FTE): 36.75

### Medi-Cal

California's version of the Federal Medicaid program provides financial assistance for health care including medical and mental health services, devices and prescription drugs for eligible people. The Department of Social Services determines program eligibility based upon the application of Federal and State regulations, which include the consideration of a person's age, physical or mental disability, other public assistance status, property and income. The purpose of the Medi-Cal program is to provide comprehensive medical care benefits to all public assistance recipients and to certain other eligible persons who do not have sufficient funds to meet the costs of their medical care.

Total Expenditures: \$9,351,398 Total Staffing (FTE): 86.5

### Other Programs

This includes other programs provided by the Department primarily for Children's Services, but also for foster care eligibility and services, food stamp employment and training, and family preservation services.

Total Expenditures: \$7,472,150 Total Staffing (FTE): 26.5

### DEPARTMENT COMMENTS

The Department of Social Services continues its efforts to meet both its statutory mandates and its performance measures, despite strains on its finances attributable to factors that include increases in compensation for IHSS caregivers and significant increases in costs allocated by internal service departments.

Key results for the Department include the following:

#### Customer Service

Effective customer service is measured by factors that include the following:

1. After initial substantiated maltreatment of a child, no recurrence of maltreatment within 6 months: At 96.6%, the County exceeds the Statewide average of 92.5% and meets the Federal threshold of 94.6%.
2. Timely reunification of children with their birth families, within 12 months of being removed: At 70.2%, the County exceeds the Statewide average of 63.6%.
3. Percentage of foster children who are placed with all of their siblings: At 62.8%, the County exceeds the Statewide average of 48.3%.
4. Percentage of foster children whose initial placement is with relatives: At 51.2%, the County exceeds the Statewide average of 22.5%.
5. Percentage of CalWORKS participants who have earnings: At 37.50%, the County exceeds the Statewide average of 36.25%.

#### Internal Business Improvements

1. Percentage of General Assistance expenditures recouped from SSI: At 39%, the Department is exceeding its target of 35%.
2. The Department is committed to reducing its vacancy rate. After declining for two years to 8.5% in FY 06/07, the rate for FY 07/08 is projected to increase to 8.8%.

Finance

1. Due to its historical success in implementing new approaches to Child Welfare, the County remains one of 11 Counties statewide that receives special funding to implement new strategies, including Differential Response and Standardized Risk Assessment.
2. Because of its record in placing children with relatives as opposed to high cost group homes and other institutions, the Department keeps its Foster Care expenditures as low as possible.

Learning and Growth

1. The Department now sponsors an annual Self Care Conference for staff. Following the most recent session, 89% of those who attended stated that the Conference served to reduce stress, and 77% reported that their participation in the Conference made it more likely that they would remain employed with the County.
2. The Department recently combined the Human Resources and Staff Development Divisions under a single manager, reducing expenditures and improving the overall effectiveness of the Department's recruitment, retention and training efforts.

**COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS**

Total expenditures for this fund center are recommended to increase \$2,219,970 or 4%, revenues by \$850,284 or 1%, and General Fund support \$1,369,686 or 23% compared to the FY 2007-08 adopted budget.

There are several major factors that contribute to the increase in expenditures. Salaries and benefits increase \$2,568,517 or 7%, including the assumption of a 5% prevailing wage increase for FY 2008-09. The County share of cost for In-Home Supportive Services (IHSS) wages and benefits increase \$605,412 or 19.5% in FY 2008-09 due to an increase in the hourly wage and a rising caseload. The number of cases is projected to increase 11% by the end of FY 2007-08 and another 5% by the end of FY 2008-09. Internal service charges for IT Department support have also risen, increasing \$126,755 or 17% compared to FY 2007-08.

Revenue is expected to increase only \$850,284 or 1%. FY 2008-09 revenue is estimated using FY 2007-08 Federal and State allocations as a base, with adjustments added in for known changes. No assumptions are made regarding the proposals included in the Governor's January budget or what actions might be taken by the State Legislature or Federal Government that may impact the FY 2008-09 budget. If, as seems likely, major program or funding changes do occur, adjustments to this fund center will be made during the budget year.

Base realignment funding for FY 2008-09 is expected to increase only marginally over the FY 2007-08 funding level. The recommended budget includes a transfer of an additional \$200,000 from the realignment trust fund compared to the FY 2007-08 adopted level, for a total of \$500,000.

The recommended increase in General Fund support of \$1,369,686 is \$2,440,044 less than the level requested in the Department's Status Quo budget due to a number of significant expense reductions recommended by the CAO. The reductions and their impacts include:

- Deferred purchase of computer equipment, totaling \$962,325, scheduled for replacement in the budget year. Delaying the replacement of computer equipment may lead to decreased staff productivity and increased service delays as workflow is impeded by slower or unavailable equipment.
- Reduction of contract expense by \$528,125, including elimination of professional services contracts with Goodwill and Creative Mediation. Flexibility to adjust contracts based on changing needs and costs will be reduced and alternative programs or resources will need to be developed in place of the eliminated contracts.
- Closure of the Social Services office in Morro Bay, for a lease savings of \$140,693. The impacted caseload includes 138 CalWORKs recipients, 359 Food Stamps recipients and 1,492 MediCal recipients. (Note that clients may be recipients of more than one program.) Clients of the Morro Bay office will be served either by the San Luis Obispo office or Atascadero office, whichever is closer.

- New revenue from the Workforce Investment Act (WIA). On March 11, the Board approved the transfer of WIA administrative entity and fiscal agent duties from the Private Industry Council to the Department of Social Services, bringing with it approximately \$115,000 in new revenue.
- Elimination of the Department’s \$45,000 contribution to the Drug and Alcohol Services contract with the Life Steps Foundation for the operation of a sober living environment for mothers in recovery and their children. This reduction will mean the elimination of beds for two mothers and up to two children each.
- Deferred purchase of two vehicles scheduled for replacement, totaling \$28,000.
- Reduced temporary help and savings projected from employees increased use of Voluntary Time Off totaling \$58,600.
- Elimination of 15.5 vacant positions and budgeting for a 3.5% vacancy rate—equivalent to an additional 15 positions—for a total savings of \$538,735 (\$2,250,00 at \$75,000 each, less \$1,711,625 for the 5% prevailing wage increase).
- Elimination of the Department’s remaining Senior Division Manager (1.0 FTE) for a savings of \$164,259. This reduction will mean increased responsibility for the Department Director and Assistant Director as supervisory assignments are redistributed.

A total of 16.5 FTE are recommended to be reduced from the Position Allocation List in FY 2008-09:

- -1.0 Administrative Assistant Series
- -3.0 Community Service Aide
- -4.5 Employment Resource Specialist I/II/III
- -2.0 Employment Services Supervisor
- -1.0 Program Review Specialist
- -1.0 Senior Account Clerk
- -1.0 Senior Division Manager
- -2.0 Social Worker I/II/III/IV
- -1.0 Social Worker Supervisor

The requested budget augmentation for an unmarked County vehicle for use by the Department’s fraud investigation unit at a cost of \$12,700 is recommended. Funding for this augmentation is available from the CalWORKs incentive trust fund. No General Fund support is required.

**BUDGET AUGMENTATION REQUESTS RECOMMENDED**

| Unit Amount  | Description   | Results  |
|--|---|--|
| Gross: \$12,700<br>From CalWORKs Incentive Funds.<br>General Fund support: \$0 | Purchase an unmarked County vehicle to be used exclusively by the Department of Social Services’ Special Investigative Unit.<br><br>Vehicles currently used by the investigators for surveillance during investigations come from the County vehicle pool and are often marked with the County seal or bear government “E” plates. Purchase of the vehicle will provide an unmarked car that will be stationed in Arroyo Grande, where investigators must currently travel to San Luis Obispo to obtain a County vehicle. | The vehicle will provide investigators with access to an unmarked County car for use in investigations and will reduce travel time and mileage between Arroyo Grande and the County vehicle pool in San Luis Obispo. |

**BUDGET AUGMENTATION REQUESTS NOT RECOMMENDED**

None.

**BOARD ADOPTED CHANGES**

None.

**GOALS AND PERFORMANCE MEASURES**

| <b>Department Goal:</b> To provide for the safety, permanence and well being of children.  |                            |                            |                            |                  |                               |                 |
|--|----------------------------|----------------------------|----------------------------|------------------|-------------------------------|-----------------|
| <b>Community wide Result Link:</b> A Safe Community, and a Healthy Community.  |                            |                            |                            |                  |                               |                 |
| <b>1. Performance Measure: Percentage of children reentering foster care within 12 months of being reunified with their families.</b><br>(New performance measure in FY 2008-09)   |                            |                            |                            |                  |                               |                 |
| 03-04<br>Actual<br>Results   | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Projected<br>Results | 08-09<br>Target |
| 17.8%  | 13.7%                      | 13.8%                      | 15.3%                      | New Measure      | 15.3%                         | 13.8%           |
| <b>What:</b> This performance measure tracks the percentage of children who must return to foster care after being returned to their families, if the reentry occurs within 12 months of the return.   |                            |                            |                            |                  |                               |                 |
| <b>Why:</b> Both safety and stability are important to the well being of children. One of the goals of Child Welfare is to create permanency in the lives of children and the families to which they belong; if children are removed from their parents, later reunified and then removed a subsequent time, they may suffer emotional harm. The goal of Child Welfare is to create stability, and a higher rate suggests instability. |                            |                            |                            |                  |                               |                 |
| <b>How are we doing?</b> The County is above the State average (11.9%) by 3.4% and above the Comparison County average (9.0%) by 6.3%. Due to reporting delays with the Berkeley website, the available data is through the quarter ending 3/31/07.  |                            |                            |                            |                  |                               |                 |
| <b>2. Performance Measure: Percentage of child abuse/neglect referrals where a response is required within 10 days that were responded to timely.</b> (New performance measure in FY 2008-09)  |                            |                            |                            |                  |                               |                 |
| 03-04<br>Actual<br>Results   | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Projected<br>Results | 08-09<br>Target |
| 78.80%   | 84.95%                     | 89.05%                     | 81.64%                     | New Measure      | 81.64%                        | 86%             |
| <b>What:</b> Child Welfare referrals may warrant either an "Immediate" response or a "10-day" response, depending on the severity of the allegation. The Department has performed consistently well on its Immediate Responses, but seeks to improve its responsiveness on 10-Day referrals.   |                            |                            |                            |                  |                               |                 |
| <b>Why:</b> Delays in responding to an allegation could result in ongoing abuse or neglect. An earlier intervention may reduce the risk of injury or the need to remove a child from the parents' care.  |                            |                            |                            |                  |                               |                 |
| <b>How are we doing?</b> The County is below the State average (90.77%) by 9.13%. Data for Comparison Counties is not available. Due to reporting delays from the State, the available data is through the quarter ending 3/31/07.   |                            |                            |                            |                  |                               |                 |
| <b>3. Performance Measure: Percentage of children in out-of-home care who are placed with all of their siblings.</b>   |                            |                            |                            |                  |                               |                 |
| 03-04<br>Actual<br>Results   | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Projected<br>Results | 08-09<br>Target |
| 62.50%   | 67.83%                     | 66.80%                     | 60.87%                     | 68%              | 60.87%                        | 67%             |
| <b>What:</b> This performance measure demonstrates the extent to which the County places siblings together, thereby maintaining the family to the greatest extent possible.  |                            |                            |                            |                  |                               |                 |
| <b>Why:</b> Maintaining family bonds are important to children, and particularly so when they have been removed from their parents. This is a required Federal/State Outcome Measurement under C-CFSR and AB636.   |                            |                            |                            |                  |                               |                 |
| <b>How are we doing?</b> The County significantly outperforms both the averages of the State (47.37%) and comparison counties (53.68%). Due to reporting delays from the State, the figures are from the quarter ending 3/31/07.   |                            |                            |                            |                  |                               |                 |
| <b>Department Goal:</b> To Provide services in a manner that is both effective and efficient.  |                            |                            |                            |                  |                               |                 |
| <b>Community Wide Result:</b> A Prosperous Community; A Healthy Community, and a Well-Governed Community.  |                            |                            |                            |                  |                               |                 |

**4. Performance Measure: Percentage of General Assistance funds recouped through Supplemental Security Income (SSI) or other repayments.**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Projected<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|-------------------------------|-----------------|
| 40%                        | 33%                        | 36%                        | 43%                        | 35%              | 39%                           | 40%             |

**What:** General Assistance is a County General Funded cash program of "last resort" for individuals not currently eligible for other programs. To the extent that the SSI program reimbursements or beneficiary repayments result in cost offsets, the burden on local taxpayers is reduced.

**Why:** The Department engages in an SSI Advocacy program, working to assist individuals who are disabled in applying for SSI and thereby improving their economic situation while reducing the burden on local taxpayers.

**How are we doing?** We are above the Adopted target by 4%. Although the Department advocates on behalf of SSI applicants, not all clients are eligible, resulting in the possible unavailability of recoupment to the County at any given time. State or comparable County data is not available.

**5. Performance Measure: Average Medi-Cal cases per case manager (reflects average of the intake and continuing caseloads).**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Projected<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|-------------------------------|-----------------|
| 278 cases                  | 275 cases                  | 180 cases                  | 147.5 cases                | 225 cases        | 148 cases                     | 148 cases       |

**What:** Caseload size is a benchmark of efficiency and effectiveness.

**Why:** The Department tries to strike a careful balance between efficiency and effectiveness; caseloads that are too high jeopardize the ability to serve the medically needy, while caseloads that are too low may indicate inefficient deployment of limited resources.

**How are we doing?** Lower cases may be due to changes to data reporting associated with the implementation of the CalWIN eligibility system. There remains a certain volatility to this data, as the CalWIN program stabilizes; nevertheless, the Department must rely on that system for these data elements. State or comparable County data is not available.

**6. Performance Measure: The number of cases per Social Worker in Child Welfare Services (CWS).**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Projected<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|-------------------------------|-----------------|
| ER-17                      | ER-13                      | ER-15                      | ER-12.5                    | ER-13            | ER-13                         | ER-13           |
| FM-32                      | FM-24                      | FM-24                      | FM-19.25                   | FM-20            | FM-18                         | FM-20           |
| FR-16                      | FR-14                      | FR-14                      | FR-12                      | FR-13            | FR-10                         | FR-13           |
| PP-33                      | PP-28                      | PP-25                      | PP-31.5                    | PP-35            | PP-30                         | PP-35           |

**What:** This performance measure reflects the workloads of Social Workers in each division of CWS: Emergency Response (ER); Family Maintenance (FM); Family Reunification (FR); and Permanency Placement (PP).

**Why:** This is an important measure because it reflects the number of cases per Social Worker in our four CWS programs. If the cases per Social Worker are too high, the worker may be overburdened and quality affected. Caseloads per worker that are too low may imply reduced efficiency.

**How are we doing?** The cases for FM are below adopted target by 2 cases, FR by 3 cases and PP by 5 cases. In 2000, the State legislature sponsored a study of Social Workers' caseloads that concluded that they were too heavy by half, and identified optimum standards, as follow: ER-9.88; FM-10.15; FR-11.94; PP-16.42. To help address this problem, significant augmentations of \$700K, paid entirely with Federal and State funds, have been made each year since that time, accessible only if the entire CWS allocation is spent. In addition, the County has been the recipient of \$1.37M in additional CWS funds due to its role as a "Pilot County" for Child Welfare Services improvement strategies. To the extent that we spend the money on staff (and we divide it between staff and contracted services), we experience a reduction in average staff caseloads. Also of impact is the decrease in CWS caseloads, down .6% from the last Fiscal Year. At this time we are projecting that we will meet the optimal standard only in the FR program. State or Comparison County data is not available.

**Department Goal:** To enhance opportunities for individuals to achieve self-sufficiency

**Community Wide Results:** A Prosperous Community; A Healthy Community, and a Well Governed Community.

**7. Performance Measure: Percentage of Welfare to Work participants meeting the Federal Work Participation requirements. (New performance measure in FY 2008-09)**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Projected<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|-------------------------------|-----------------|
| 9%                         | 11%                        | 12%                        | 20%                        | 12%              | 20%                           | 30%             |

**What:** While some CalWORKs participants may be exempt from work participation requirements due, for example, to the presence of very young children in the home, most are required to participate in some form of work activity. This performance measure demonstrates

the extent to which the County is successful in engaging non-exempt families' participation in a negotiated plan to achieve self-sufficiency. The plan may include vocational education, training and other work activities.

**Why:** The goal of CalWORKS is to assist participants in achieving self-sufficiency. Participation in work-related activities, including unsubsidized employment and vocational training, is key to improving participants' opportunities for financial independence. The Federal and State Governments' mandatory minimum participation rate is unknown at this time, but is expected to increase dramatically upon implementation of new Federal Temporary Assistance to Needy Families (TANF) requirements.

**How are we doing?** This was previously the TANF Work Participation Rate. The Federal Deficit Reduction Act changed the requirements, the calculations and the targets, and the transition to the new methodology has been a challenge. The State is in the process of changing their system and will be utilizing the "E2Lite" system for retrieving data. Unfortunately, the new data system will not be available for more than one year. Currently, this is the best available data (through 9/30/06) at this time pending the E2Lites results. Additional focus on this activity has resulted in early increases in the rate, but the County clearly needs to continue that improvement.

**8. Performance Measure: Percent of CalWORKs Adult Participants with earnings.** (New performance measure in FY 2008-09)

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Projected<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|-------------------------------|-----------------|
| 36.28%                     | 40.08%                     | 39.10%                     | 37.50%                     | New Measure      | 37.50%                        | 40%             |

**What:** This performance measure tracks the number of CalWORKS participants who have some earned income.

**Why:** The goal of CalWORKS is to assist participants in achieving self-sufficiency. Participation in work-related activities—especially unsubsidized employment—is key to improving participants' opportunities for financial independence. Unsubsidized employment has been demonstrated to be the most statistically significant activity leading to participants' eventual departure from public assistance.

**How are we doing?** The County outperforms the State average (36.25%) by 1.25%, but is slightly below the Comparison Counties average (37.60%) by .10%. Due to reporting delays from the State, the available data is through quarter ending 12/31/06.

**Department Goal:** To provide for the safety of disabled adults and seniors who are at risk of abuse or neglect.

**Community Wide Result:** A Safe Community, and a Healthy Community.

**9. Performance Measure: Average IHSS cases per Social Worker.** (New performance measure in FY 2008-09)

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Projected<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|-------------------------------|-----------------|
| No Data                    | 129.85 Cases               | 129.60 Cases               | 109.45 Cases               | New Measure      | 135.40 cases                  | 130 cases       |

**What:** This measures the average number of continuing In-Home Supportive Services cases per Social Worker.

**Why:** This is an important measure because it reflects the number of cases per Social Worker in our In-Home Supportive Services program. If the cases per Social Worker are too high, the worker may be overburdened and quality affected. Caseloads per worker that are too low may imply reduced efficiency.

**How are we doing?** The County is above the FY 06/07 actual results by 25.95 cases. Data for State and Comparison Counties is not available. New assessment and documentation requirements, coupled with increases in the number of severely impaired program participants, have resulted in additional workload for staff even as the administrative allocation from the State has not kept pace with the cost of doing business. Rising caseloads per worker threaten the accuracy and efficiency of program operations. While no study of optimal workload standards has been conducted, it is the sense of the Department that full program integrity and responsiveness cannot be achieved when the average caseload per worker exceeds 100.

**10. Performance Measure: Percentage of all disabled adults and seniors who were victims of substantiated abuse or neglect and did not have another substantiated report within a 12-month period.**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Projected<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|-------------------------------|-----------------|
| 98%                        | 98%                        | 98%                        | 99%                        | 100%             | 99%                           | 100%            |

**What:** This measure demonstrates the extent to which initial interventions by Social Services were effective.

**Why:** This performance measure reflects effectiveness of initial services and quality of assessment. It is our commitment to provide long term and intensive case management to prevent any repeat of abuse to disabled adults and seniors. Initial interventions have been effective in reducing risk to the elderly and disabled.

**How are we doing?** The Department continues to perform at a high level of effectiveness. State or comparable County data is not available.

**Performance Measures Discontinued in FY 2008-09**

| <b>Formerly #3. Performance Measure: Percentage of "immediate response" child abuse/neglect referrals that were addressed within the required one-day period.</b>  |                            |                            |                            |                  |                            |                 |
|--|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| 02-03<br>Actual<br>Results   | 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Adopted | 06-07<br>Actual<br>Results | 07-08<br>Target |
| 92.8%  | 94.3%                      | 95.3%                      | 94%                        | 97%              | 95.35%                     | 96%             |
| <p><b>What:</b> This performance measure demonstrates the extent to which the County responds in a timely manner to those referrals that require an immediate response.</p> <p><b>Why:</b> A timely response may result in faster mitigation of any risks of abuse or neglect, thereby providing safety for the child and maintenance of the family. This is a required Federal/State Outcome Measurement under C-CFSR and AB636.</p> <p><b>How are we doing?</b><br/> <i>The Department has performed consistently well on its Immediate Responses, but seeks to improve its responsiveness on 10-Day referrals, therefore this measure was replaced with a more meaningful measure, the new Fiscal Year 2008/09 measure #2.</i></p>            |                            |                            |                            |                  |                            |                 |
| <b>Formerly #6. Performance Measure: Percentage of children whose primary placement is in the most restrictive care setting: Group Home.</b>   |                            |                            |                            |                  |                            |                 |
| 02-03<br>Actual<br>Results   | 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Adopted | 06-07<br>Actual<br>Results | 07-08<br>Target |
| 3.0%   | 1.0%                       | 2.3%                       | 1.1%                       | 1.0%             | No Data                    | No Data         |
| <p><b>What:</b> This performance measure demonstrates the extent to which the Department of Social Services minimizes placements of children in Group Homes—the most restrictive and costly setting.</p> <p><b>Why:</b> Group Home settings are proven to be associated with poor outcomes for children, who are more likely to thrive in family-care settings that include (in order of preference) relatives' homes, foster homes and foster family agency homes. Group Homes represent the care setting of last resort. This is a required Federal/State Outcome Measurement under C-CFSR and AB636.</p> <p><b>How are we doing?</b><br/> <i>This measure was discontinued in Fiscal Year 2008/09, due to the unavailability of data.</i></p> |                            |                            |                            |                  |                            |                 |
| <b>Formerly #8. Performance Measure: To increase the number of individuals in an active Welfare-to-Work Plan who have earned income.</b>   |                            |                            |                            |                  |                            |                 |
| 02-03<br>Actual<br>Results   | 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Adopted | 06-07<br>Actual<br>Results | 07-08<br>Target |
| No Data  | 36.2%                      | 40%                        | 38%                        | 42%              | 39.25%                     | 38%             |
| <p><b>What:</b> This performance measure demonstrates the extent to which the County is successful in helping families increase their earned income, thereby reducing reliance on public assistance programs.</p> <p><b>Why:</b> Self-sufficiency is a goal of the Federal Temporary Assistance to Needy Families program, and increases in earned income represent a key indicator of how families are faring in achieving self-sufficiency.</p> <p><b>How are we doing?</b><br/> <i>This measure was rephrased in the new Fiscal Year 2008-09 measure #8.</i></p>  |                            |                            |                            |                  |                            |                 |
| <b>Formerly #9. Performance Measure: Average percentage of nonexempt individuals participating in an approved Welfare-to-Work plan.</b>  |                            |                            |                            |                  |                            |                 |
| 02-03<br>Actual<br>Results   | 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Adopted | 06-07<br>Actual<br>Results | 07-08<br>Target |
| 8.34%  | 8.69%                      | 10.96%                     | 12%                        | 12%              | 20%                        | 15%             |
| <p><b>What:</b> This performance measure demonstrates the extent to which the County is successful in engaging non-exempt families' participation in a negotiated plan to achieve self-sufficiency. The plan may include vocational education, training and other work activities.</p> <p><b>Why:</b> The Federal and State Governments mandatory minimum participation rate is unknown at this time, but is expected to increase dramatically upon implementation of new Federal TANF requirements.</p> <p><b>How are we doing?</b><br/> <i>This measure was rephrased (while retaining the same basic meaning) as the new Fiscal Year 2008-09 measure #7.</i></p>  |                            |                            |                            |                  |                            |                 |

**Formerly #12. Performance Measure: Average CalWORKs cases per case manager (reflects average of the intake and continuing caseloads).**

| 02-03<br>Actual<br>Results | 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Adopted | 06-07<br>Actual<br>Results | 07-08<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| 51 Cases                   | 50 Cases                   | 48 Cases                   | 38 Cases                   | 48 Cases         | 37 Cases                   | 35 Cases        |

**What:** Caseload size is a benchmark of efficiency and effectiveness.

**Why:** The Department tries to strike a careful balance between efficiency and effectiveness; caseloads that are too high jeopardize the ability to serve participating families, while caseloads that are too low may indicate inefficient deployment of limited resources.

**How are we doing?**

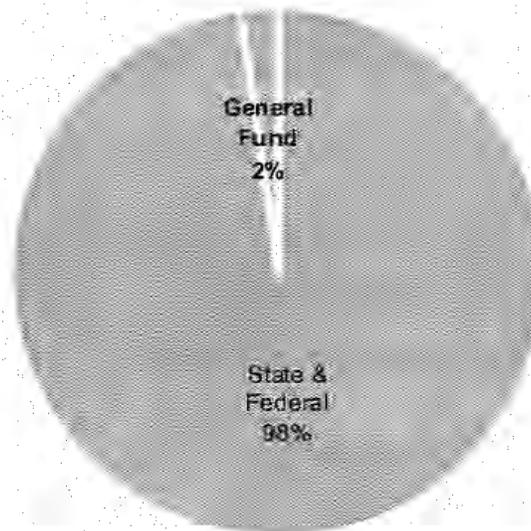
*This measure was discontinued in Fiscal Year 2008-09, as other more meaningful measures relating to CalWORKs were established.*

**MISSION STATEMENT**

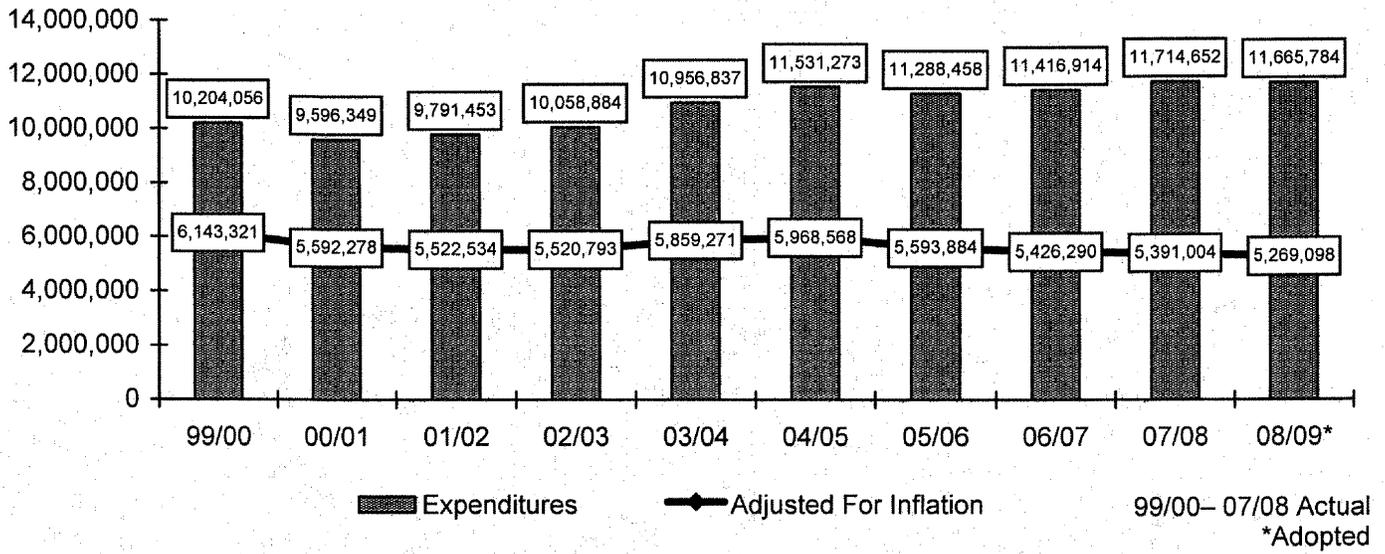
We partner with the community to enhance self-sufficiency while ensuring that safety and basic human needs are met for the people of San Luis Obispo County.

| <u>Financial Summary</u>          | <u>2006-07<br/>Actual</u> | <u>2007-08<br/>Actual</u> | <u>2008-09<br/>Requested</u> | <u>2008-09<br/>Recommended</u> | <u>2008-09<br/>Adopted</u> |
|-----------------------------------|---------------------------|---------------------------|------------------------------|--------------------------------|----------------------------|
| Revenues                          | \$ 11,154,895             | \$ 11,448,183             | \$ 11,866,002                | \$ 11,396,637                  | \$ 11,396,637              |
| Other Charges                     | <u>11,416,914</u>         | <u>11,714,652</u>         | <u>12,148,669</u>            | <u>11,665,784</u>              | <u>11,665,784</u>          |
| **Gross Expenditures              | \$ 11,416,914             | \$ 11,714,652             | \$ 12,148,669                | \$ 11,665,784                  | \$ 11,665,784              |
| <br>General Fund Support (G.F.S.) | <br><u>\$ 262,019</u>     | <br><u>\$ 266,469</u>     | <br><u>\$ 282,667</u>        | <br><u>\$ 269,147</u>          | <br><u>\$ 269,147</u>      |

**Source of Funds**



10 Year Expenditures Adjusted For Inflation



**SERVICE PROGRAMS**

**CalWORKs**

The purpose of CalWORKs is to provide temporary cash assistance to needy families and welfare-to-work employment training programs. Participants are required to participate in certain activities to work toward self-sufficiency and are required to work a certain number of hours.

Total Expenditures: \$11,665,784 Total FTE: 0.0\*

\*Staffing reflected in Fund Center 180 – Department of Social Services

**DEPARTMENT COMMENTS**

The Department's Goal for the CalWORKS program is to maximize the number of participants moving towards self-sufficiency. We measure our success in this area by the percentage of participants who have earned income and by the percentage of participants who actively participate in welfare-to-work services.

The CalWORKS monthly average continuing caseload is fairly stable, having risen by .9% from the prior year, and .5% since FY 2005/2006. In the current year, we are averaging 1,719 cases/month.

Major revisions in the CalWORKS program are expected to occur over the next year, as a result of changes in State law. These changes could dramatically affect this budget's expenditure trend over the course of the year.

This Budget Unit is an assistance expenditure account only. Please refer to Narrative for Budget Unit 180 for discussion of Departmental Key Results.

**COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS**

General Fund support is recommended to increase \$10,778 or 4% compared to FY 2007-08 adopted levels. Total expenditures for this fund center are decreasing \$497,639 or 4%, as are revenues, by \$508,417 or 4%. The Status Quo budget request included the Governor's proposed 4.25% cost of living increase for CalWORKS families, for a total cost of \$482,885 and a County share of \$13,520. This expenditure is not recommended based on the uncertainty of it's inclusion in the State budget.

**BUDGET AUGMENTATION REQUESTS RECOMMENDED**

None.

**BUDGET AUGMENTATION REQUESTS NOT RECOMMENDED**

None.

**BOARD ADOPTED CHANGES**

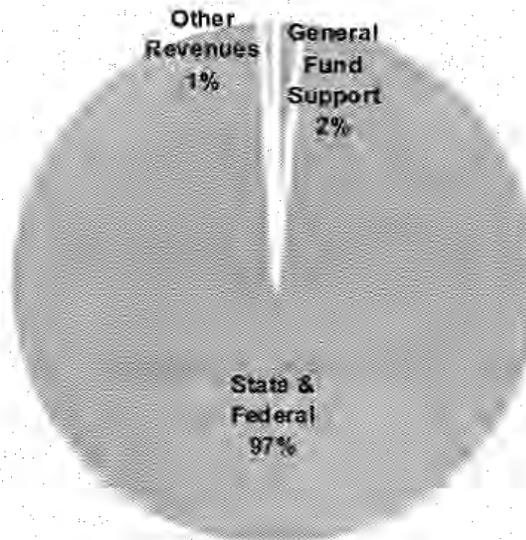
None.

**MISSION STATEMENT**

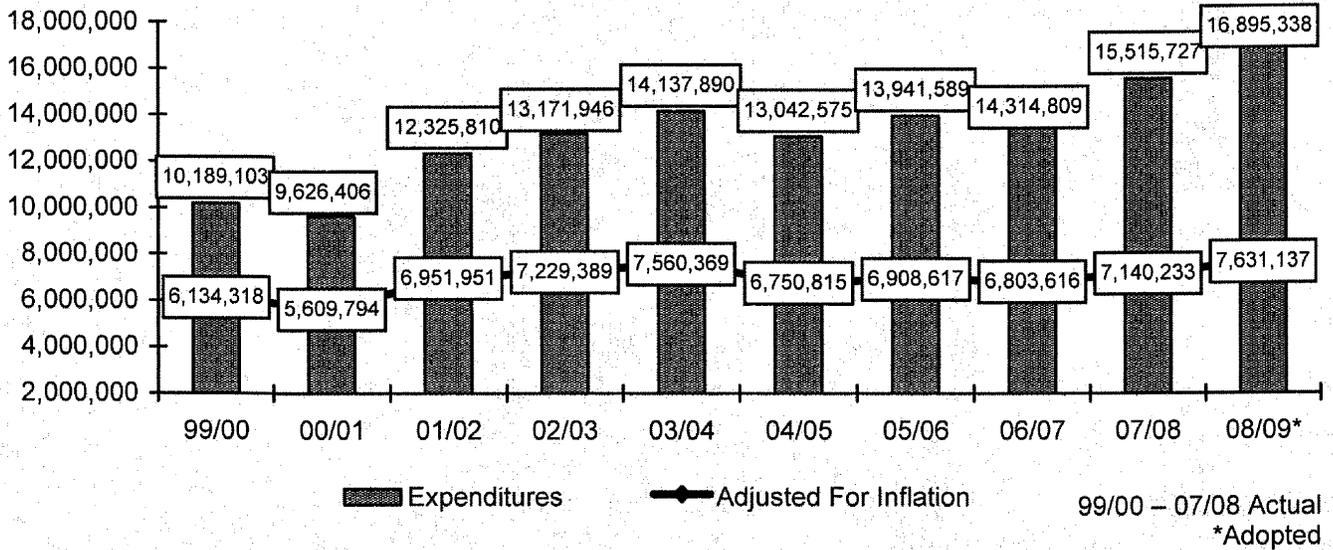
We partner with the community to enhance self-sufficiency while ensuring that safety and basic human needs are met for the people of San Luis Obispo County.

|                               | 2006-07<br>Actual | 2007-08<br>Actual | 2008-09<br>Requested | 2008-09<br>Recommended | 2008-09<br>Adopted |
|-------------------------------|-------------------|-------------------|----------------------|------------------------|--------------------|
| <u>Financial Summary</u>      |                   |                   |                      |                        |                    |
| Revenues                      | \$ 14,595,987     | \$ 15,493,145     | \$ 16,617,841        | \$ 16,617,841          | \$ 16,617,841      |
| Other Charges                 | 14,314,809        | 15,515,727        | 16,895,338           | 16,895,338             | 16,895,338         |
| **Gross Expenditures          | \$ 14,314,809     | \$ 15,515,727     | \$ 16,895,338        | \$ 16,895,338          | \$ 16,895,338      |
| General Fund Support (G.F.S.) | \$ (281,178)      | \$ 22,582         | \$ 277,497           | \$ 277,497             | \$ 277,497         |

**Source of Funds**



10 Year Expenditures Adjusted For Inflation



**SERVICE PROGRAMS**

**Foster Care**

To provide foster care for children who enter the foster care system through the Social Services Department or the Probation Department. Social Services Department dependent children are placed in foster care as a result of abuse or neglect. Probation Department dependent children are placed in foster care as a result of criminal charges.

Total Expenditures: \$11,347,928 Total FTE: 0.0\*

**Adoptions**

The Adoptions Assistance Program provides ongoing support to families who have adopted children.

Total Expenditures: \$4,709,762 Total FTE: 0.0\*

**Transitional Housing Program – Plus (THP Plus)**

The Transitional Housing Program-Plus provides stable housing and supportive program services to Emancipated Foster Youth between the ages to 18 and 21, facilitating their transition to adulthood.

Total Expenditures: \$837,648 Total FTE: 0.0\*

\*Staffing is reflected in Fund Center 180 – Department of Social Services

**DEPARTMENT COMMENTS**

Foster Care (Social Services) is the system of shelter homes for children who are at risk of abuse or neglect and cannot remain safely in their own homes. Foster Care (Probation) provides similar shelter services for children who have been placed outside of their own home as a result of criminal charges, typically because the parent is unable to provide the necessary supervision to control the minor. The Adoption Assistance Program provides ongoing support to families who have adopted children. The Wraparound Services Program provides a comprehensive scope of services to families in order to avoid placement of one or more children in out-of-home care.

Both the Probation and Social Services Departments have worked to limit placements by emphasizing preventive social services.

A new program, Transitional Housing Program-Plus, provides stable housing and supportive program services to emancipated Foster Youth between the ages of 18 and 21, facilitating their transition to adulthood. This program is funded 100% by the State.

This Budget Unit is an assistance expenditure account only; please refer to Narrative for Fund Center 180 for discussion of Departmental Key Results.

**COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS**

This budget is recommended as requested. Total expenditures for this fund center are recommended to increase \$1,180,677 or 7%, revenues by \$1,157,710 or 7%, and General Fund support by \$22,967 or 9% compared to FY 2007-08 adopted levels. One-third of the increase in expenditures is due to the expansion of the Transitional Housing Program – Plus (THPP) program. THPP, which is 100% State funded, is budgeted to nearly double in FY 2008-09, increasing by \$400,968 or 92% over the prior year. Aid 9x, a type of Foster Care assistance solely funded by the County but over which it has no control, has grown precipitously in FY 2007-08, with costs projected to exceed the budgeted amount of \$15,340 by approximately \$268,000. To mitigate the General Fund impact of Aid 9x expenditures in FY 2008-09, the Department proposes to draw down the remainder of the SB163 Wrap Trust Account in a one-time offset of \$99,757. The other increases in this fund center are related to caseload growth and general inflationary increases. Revenue from State sales tax realignment is recommended to increase \$293,208 or 5% over the FY 2007-08 adopted level, totaling \$5,309,560. This is the only type of realignment revenue expected to increase in FY 2008-09.

**BUDGET AUGMENTATION REQUESTS RECOMMENDED**

None.

**BUDGET AUGMENTATION REQUESTS NOT RECOMMENDED**

None.

**BOARD ADOPTED CHANGES**

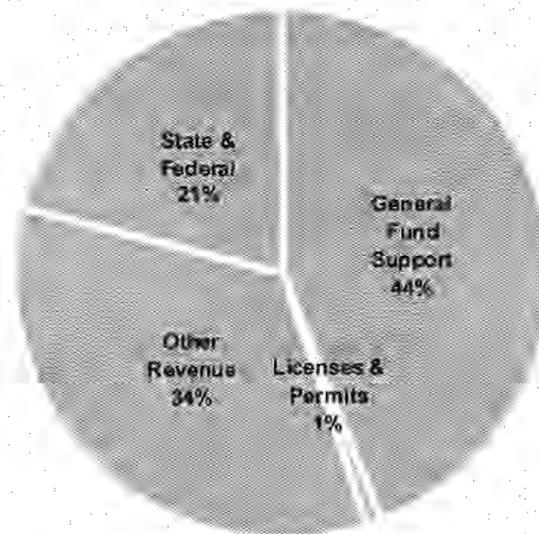
None.

**MISSION STATEMENT**

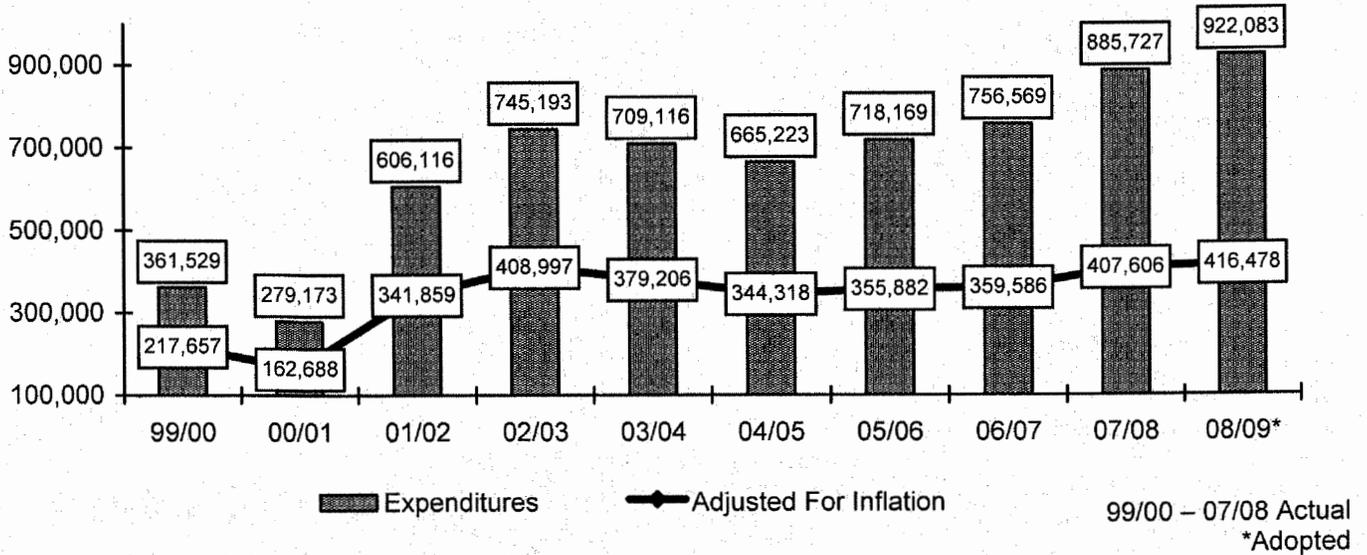
We partner with the community to enhance self-sufficiency while ensuring that safety and basic human needs are met for the people of San Luis Obispo County.

| <u>Financial Summary</u>      | <u>2006-07</u><br><u>Actual</u> | <u>2007-08</u><br><u>Actual</u> | <u>2008-09</u><br><u>Requested</u> | <u>2008-09</u><br><u>Recommended</u> | <u>2008-09</u><br><u>Adopted</u> |
|-------------------------------|---------------------------------|---------------------------------|------------------------------------|--------------------------------------|----------------------------------|
| Revenues                      | \$ 346,750                      | \$ 416,058                      | \$ 505,601                         | \$ 505,601                           | \$ 505,601                       |
| Other Charges                 | 623,209                         | 885,727                         | 922,083                            | 922,083                              | 922,083                          |
| **Gross Expenditures          | \$ 623,209                      | \$ 885,727                      | \$ 922,083                         | \$ 922,083                           | \$ 922,083                       |
| <br>                          |                                 |                                 |                                    |                                      |                                  |
| General Fund Support (G.F.S.) | \$ 276,459                      | \$ 469,669                      | \$ 416,482                         | \$ 416,482                           | \$ 416,482                       |

**Source of Funds**



10 Year Expenditures Adjusted For Inflation



**SERVICE PROGRAMS**

**General Assistance Program**

This program provides public assistance of last resort to indigent county residents. It is for persons who are otherwise ineligible for Federal, State or other community aid programs.

Total Expenditures: \$922,083 Total FTE: 0.0\*

\*Staffing reflected in Fund Center 180 - Department of Social Services

**DEPARTMENT COMMENTS**

The General Assistance program provides assistance of "last resort" to county residents who are otherwise ineligible for Federal, State or other community aid programs. The program also provides interim assistance to applicants for Supplemental Security Income/State Supplementary Payment (SSI/SSP) and, when SSI/SSP is approved, the County is reimbursed for its interim expenditures on the applicants' behalf.

Also included in this budget are the costs of the Cash Assistance Program for Immigrants (CAPI), as well as the expenditures for indigent cremations.

The General Assistance average monthly caseload has increased by 17.2% over the prior year's levels, and has doubled since FY 02/03.

This fund center is an assistance expenditure account only. Please refer to Narrative for Fund Center 180 – Social Services Administration for discussion of Departmental key results.

**COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS**

This budget is recommended as requested. This fund center primarily serves as a "pass through" for payment to clients for General Assistance (cash), SSI/SSP (federal payments to those who qualify for Social Security due to being blind or disabled), and for "CAPI" (Cash Assistance Program to Immigrants—State payments to immigrants). Expenditures in this fund center increase \$203,861 or 28% in FY 2008-09, primarily due to increasing average monthly caseloads which have grown steadily over the past five years. Revenue increases only \$102,798 or 25% compared to FY 2007-08, with General Fund support increasing \$101,063 or 32%. While the requested level of General Fund support is 45% of total expenditures, which is consistent with prior years, the 32% increase in General Fund support is more than double the increases in the past two years, owing to the growing number of qualifying individuals applying for assistance.

In FY 2008-09 Social Services will begin a new reimbursement strategy that changes claims of employable clients' time to the Federal Food Stamp Employment and Training Program (FSET). This will result in Federal match in a program that is currently funded 100% from General Fund support. The State has approved this change as part of DSS's FY 2008-09 FSET plan.

**BUDGET AUGMENTATION REQUESTS RECOMMENDED**

None.

**BOARD ADOPTED CHANGES**

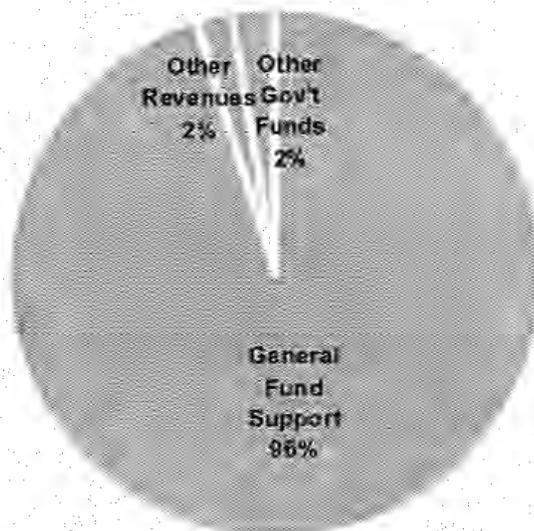
None.

**Purpose**

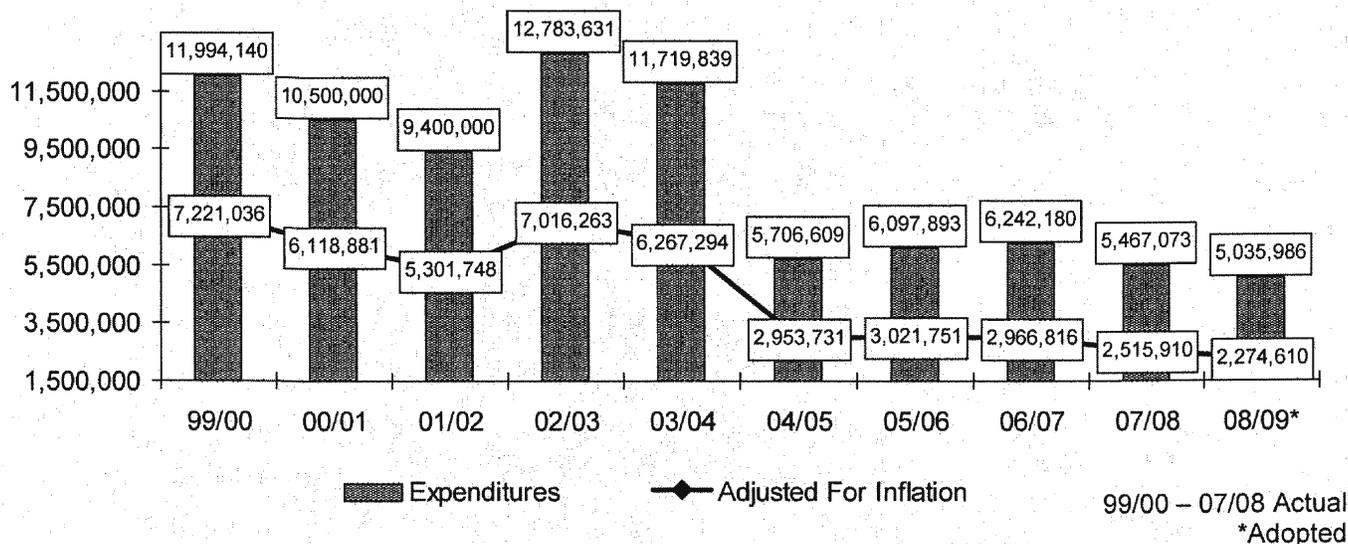
To provide funds for uncollectible charges to indigent patients and grant payments to the Community Health Center of the Central Coast.

| <u>Financial Summary</u>      | <u>2006-07<br/>Actual</u> | <u>2007-08<br/>Actual</u> | <u>2008-09<br/>Requested</u> | <u>2008-09<br/>Recommended</u> | <u>2008-09<br/>Adopted</u> |
|-------------------------------|---------------------------|---------------------------|------------------------------|--------------------------------|----------------------------|
| Revenues                      | \$ 590,510                | \$ 421,026                | \$ 242,482                   | \$ 242,482                     | \$ 242,482                 |
| Salary and Benefits           | 539,351                   | 242,495                   | 145,986                      | 145,986                        | 145,986                    |
| Services and Supplies         | 5,180,789                 | 5,224,578                 | 5,390,000                    | 4,890,000                      | 4,890,000                  |
| Other Charges                 | 522,040                   | 0                         | 0                            | 0                              | 0                          |
| **Gross Expenditures          | \$ 6,242,180              | \$ 5,467,073              | \$ 5,535,986                 | \$ 5,035,986                   | \$ 5,035,986               |
| <br>                          |                           |                           |                              |                                |                            |
| General Fund Support (G.F.S.) | \$ 5,651,670              | \$ 5,046,047              | \$ 5,293,504                 | \$ 4,793,504                   | \$ 4,793,504               |

**Source of Funds**



10 Year Expenditures Adjusted For Inflation



**COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS**

Total expenditures are recommended to decrease \$1,008,100 or 17% compared to the FY 2007-08 adopted level. There are two primary components to this reduction. The first is the elimination of the funds transfer from this budget to Fund Center 350 – County Medical Services Program (CMSP), which totaled \$523,000 in FY 2007-08. This transfer will not be required in FY 2008-09 due to a significant reduction in costs for out-of-county care and the budgeted use of an accumulated cash balance.

The second component of the decrease in expenditures is a recommended \$500,000 reduction of the \$5.4 million contract with CHC. This reduction is recommended as a General Fund savings measure. CHC has stated that the reduction will require them to close the clinic in Cambria and one of the two clinics in Morro Bay, which will impact approximately 3,000 CHC patients. The closures will mean longer wait times for appointments at the remaining Morro Bay clinic and north coast residents will have to travel to one of the other CHC clinics in Morro Bay, San Luis Obispo or North County.

The reduction will leave CHC with a capacity for more than 200,000 visits per year, 20,000 more visits than they provided in 2006-07, and will allow for continued growth in the annual number of visits, but at a slower rate of increase. If the level of funding for CHC under its contract with the County is reduced in the 2008-09 adopted budget, County staff would meet with CHC management to reach an agreement on the necessary contract changes.

This budget also includes residual worker’s compensation payments related to claims filed by County employees who worked at the County’s hospital and clinics. In FY 2008-09, the estimated expense for this is \$145,986, which is \$96,509 or 39% lower than the amount budgeted for FY 2007-08. This financial obligation is expected to continue to decline and ultimately cease after FY 09-10.

Revenues decrease \$166,954 or 41% due to the loss of rent payments. CHC has given notice that they will be vacating the Atascadero site and the specialty clinic portion of the San Luis Obispo site by the start of calendar year 2009. In addition, the state has authorized the County to use \$123,057 of California Healthcare for Indigent Program (CHIP) funds to offset the County’s contract with CHC. Those revenues are also included in this fund center.

**BUDGET AUGMENTATION REQUESTS RECOMMENDED**

None.

**BUDGET AUGMENTATION REQUESTS NOT RECOMMENDED**

None.

**BOARD ADOPTED CHANGES**

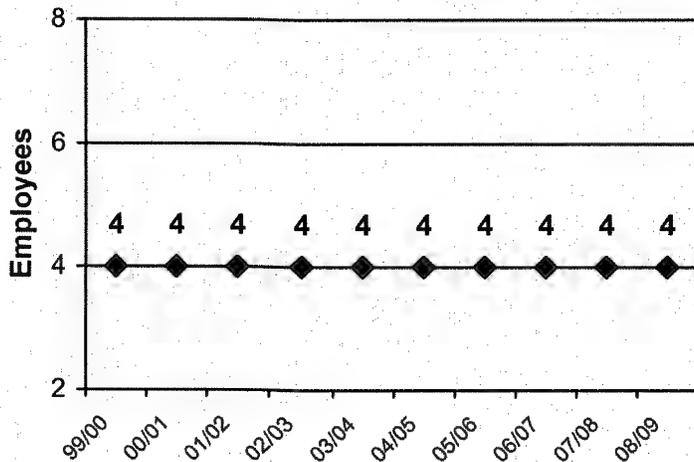
None.

**MISSION STATEMENT**

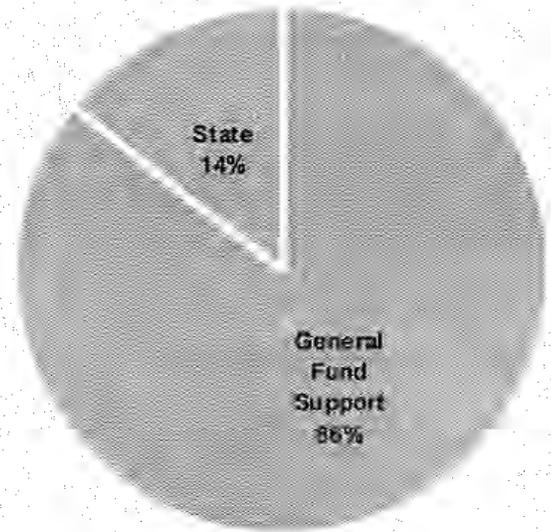
To advocate for veterans, their dependents and survivors by providing the latest information and services for them to receive monetary and medical entitlements.

| <u>Financial Summary</u>      | 2006-07           | 2007-08           | 2008-09           | 2008-09            | 2008-09           |
|-------------------------------|-------------------|-------------------|-------------------|--------------------|-------------------|
|                               | <u>Actual</u>     | <u>Actual</u>     | <u>Requested</u>  | <u>Recommended</u> | <u>Adopted</u>    |
| Revenues                      | \$ 62,062         | \$ 66,339         | \$ 59,500         | \$ 59,500          | \$ 59,500         |
| Salary and Benefits           | 330,988           | 352,918           | 374,673           | 374,673            | 374,673           |
| Services and Supplies         | 32,583            | 33,291            | 37,402            | 36,387             | 36,387            |
| **Gross Expenditures          | \$ 363,571        | \$ 386,209        | \$ 412,075        | \$ 411,060         | \$ 411,060        |
| General Fund Support (G.F.S.) | <u>\$ 301,509</u> | <u>\$ 319,870</u> | <u>\$ 352,575</u> | <u>\$ 351,560</u>  | <u>\$ 351,560</u> |

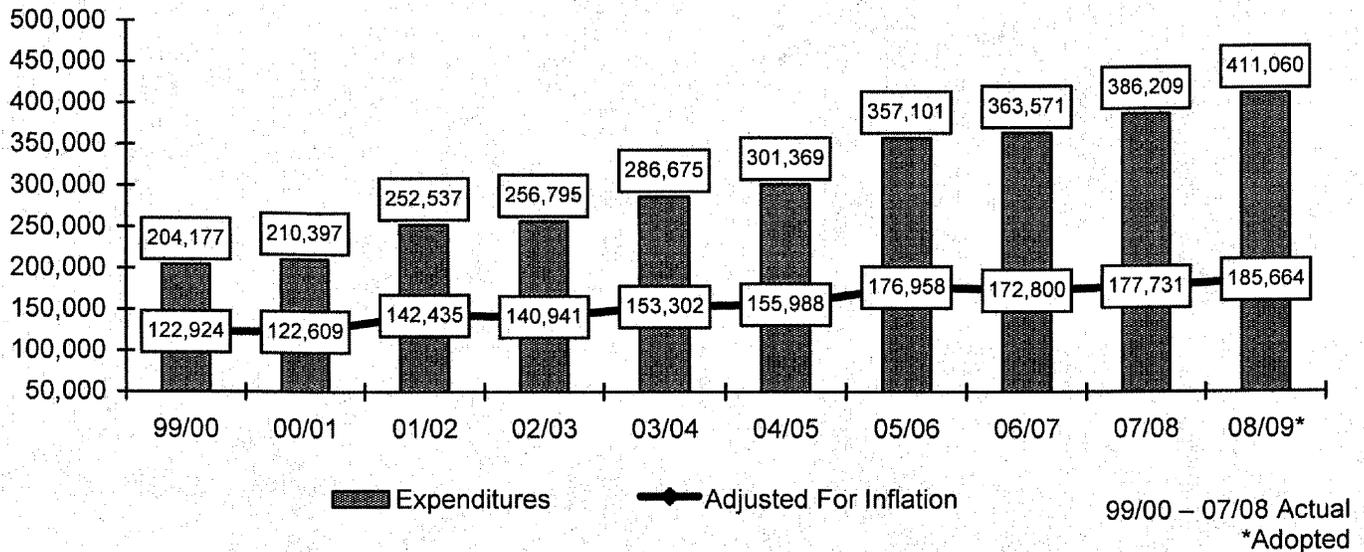
**Number of Employees**  
(Full Time Equivalent)



**Source of Funds**



10 Year Expenditures Adjusted For Inflation



**SERVICE PROGRAMS**

**Claims Filing and Pension Income Maintenance**

Screen applicants for potential benefits, complete forms, and collect documentation for potential claim filing, assist pension recipients in maintenance of income, and assist widows and children with entitlement claims.

Total Expenditures: \$275,410 Total Staffing (FTE): 2.68

**College Fee Waiver Certificate**

Process tuition fee waivers for children of disabled veterans so they may enroll in California Community Colleges, California State Universities, or University of California facilities at no charge.

Total Expenditures: \$12,332 Total Staffing (FTE): 0.12

**Information and Referral**

Provide information to veterans and their families on changing rules and conditions at governmental agencies including the Federal Department of Veterans Affairs, Social Security Administration, local Department of Social Services, Public Guardian, Department of Health Services and others.

Total Expenditures: \$123,318 Total Staffing (FTE): 1.20

**DEPARTMENT COMMENTS**

The Department provides advocacy and assistance to the County's approximate 26,000 men and women who served in the nation's armed forces, as well as their dependents and survivors. This type of assistance, claim filing, documentation and claim maintenance for monetary and health benefits is essential in local, state or federal governments claims. The Department advocates for these benefits by filling out and submitting the actual forms for benefits, and filing notices of disagreements and appeals if the benefits are not granted.

**FY 2007-08 Key Accomplishments**

**Internal Business Improvements:**

Obtained web access to the VA database to review claims/awards information on local veterans rather than using the toll free phone number. This enables us to spend less time making numerous phone calls each day with long waiting periods and more time working with the veterans. Continue with efforts to gain a higher level of access into the VA data base which would provide more information in assisting our veterans.

**Finance:**

The Department is very small (4 employees) and was not able to make any internal financial improvements this year but claims filed by our office were successful in obtaining new benefits to local veterans totaling \$2,150,000 last year.

**Customer Service:**

- a. The Veterans Administration has a requirement that all claims be processed within 10 working days of receipt; we currently are accomplishing this within 6 working days.
- b. Continued outreach efforts to returning and recently discharged veterans via mailers and briefings for these units. Also, we have attended various informational health and benefits fairs, briefed numerous local veterans groups, and sent out veteran educational benefit information to local high schools in an effort to increase awareness of program availability/benefits for dependents.

**Learning and Growth:**

- a. Attended training sessions throughout the year to remain current on the ever-changing laws that effect veterans and their claims; used this information to provide training for staff that resulted in consistency of claims filed by our office.
- b. Employees are notified of training/educational opportunities that are available to them and are encouraged to take full advantage of these opportunities.
- c. Provide staff training on software updates in an effort to improve overall department performance.

**Major Focus for FY 2008-09**

The Department will continue assisting the County's veterans in processing their claims with the Veterans Administration. We will be continuously exploring new options to make this the most efficient process possible. Major efforts for FY 2008-09 include:

**Internal Business Improvements:**

The Department will be continuing to focus on developing additional software procedures and exploring new products in an effort to reduce the time required to process veterans claims.

**Finance:**

Small staff size and operating budget limit any financial changes for the department. The operating budget will increase due to increases in COLAs and benefits. The Department has a trust fund with a balance of \$33,461. Currently there are no plans to use any of those funds during the 2008-2009 fiscal year.

**Customer Service:**

Continuous improvement will be focused on the following:

- a. Continue veteran outreach services to returning veterans and local veterans groups to inform them of veteran's benefits that are available.
- b. Continually update our web page that will assist veterans in obtaining information on benefits and services that are available.

**Learning and Growth:**

- a. Continue to attend annual veterans training conferences and have training sessions to provide staff with up-to-date information on veterans' issues.
- b. Provide staff training on new software technology in an effort to improve overall departmental performance.

**COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS**

The recommended budget for Veterans Services is essentially at Status Quo. General Fund support is increasing by 9%, or \$29,538, over FY 2007-08 adopted levels. Revenues are decreasing by 7%, or \$5,000, in response to the State proposal to reduce counties' subvention funding in order to help offset budgetary issues being experienced at the State level. While counties and numerous veterans' organizations are opposing this action, it will not be known until later in FY 2008-09 whether these reductions will be included in the State's budget. Overall, expenditures are increasing by 6% or \$24,548 more than FY 2007-08 adopted levels. Salary and benefit accounts are recommended to increase by \$26,080, or 7%, due to, an increase in prevailing wage increases. Service and supply accounts are decreasing by 4%, or \$1,542 from FY 2007-08 adopted levels.

**BOARD ADOPTED CHANGES**

None.

**GOALS/PERFORMANCE MEASURES**

|   |                            |                            |                            |                  |                            |                 |
|---|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| <p><b>Department Goal:</b> Provides veterans, their dependents, and survivors with advice on monetary, healthcare, insurance, and other government benefits.</p> <p><b>Community wide Result Link:</b> A healthy community.</p>   |                            |                            |                            |                  |                            |                 |
| <p><b>1. Performance Measure: Percentage of customer satisfaction surveys which rated the services performed by the Veterans Services Department as "satisfied" or "very satisfied".</b></p>  |                            |                            |                            |                  |                            |                 |
| 03-04<br>Actual<br>Results  | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
| 100%  | 100%                       | 100%                       | 100%                       | 100%             | 100%                       | 100%            |
| <p><b>What:</b> A customer satisfaction exit survey of randomly selected clients, designed to be comparable to other counties, is conducted throughout the year to evaluate client satisfaction level. The department received over 250 surveys in fiscal year 0007/2008.</p> <p><b>Why:</b> Ensure high quality service and continually assess client needs.</p> <p><b>How are we doing?</b> The surveys the department receives back have consistently maintained a rating from clients of "satisfied" or "very satisfied". The department provides over 1,800 office interviews and has over 10,000 phone calls per year assisting veterans.</p>   |                            |                            |                            |                  |                            |                 |
| <p><b>Department Goal:</b> Determine eligibility and file claims for monetary benefits (monthly disability, disability pension, death benefits) and healthcare benefits (medical, dental, vision, prosthetic devices) to ensure that eligible individuals receive the maximum benefit from entitled services.</p> <p><b>Community wide Result Link:</b> A healthy community. A well governed community.</p>   |                            |                            |                            |                  |                            |                 |
| <p><b>2. Performance Measure: Dollar amount in cash benefits secured for new monetary claims filed (monthly disability, disability pension, death benefits).</b></p>  |                            |                            |                            |                  |                            |                 |
| 03-04<br>Actual<br>Results  | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
| \$3,001,420   | \$2,809,874                | \$1,811,500                | \$1,532,519                | \$1,500,000      | \$1,813,726                | \$1,500,000     |
| <p><b>What:</b> The total cash received by clients as a result of the efforts of the department.</p> <p><b>Why:</b> This illustrates the desired outcome of ensuring that clients receive maximum entitled benefit.</p> <p><b>How are we doing?</b> The total number of awards granted to veterans remains stable but the total amount of awards granted to veterans increased for the year. Older veterans' claims/appeals are taking far longer to process with many pending for up to 2 years which result in large retroactive payments resulting in the increase over last year. San Luis Obispo veterans have approximately 600 new claims/appeals pending with the VA at any given time.</p> |                            |                            |                            |                  |                            |                 |

**3. Performance Measure: Net cost per local veteran for Veterans Services assistance.**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| \$11.16                    | \$11.98                    | \$11.52                    | \$11.94                    | \$12.73          | <b>\$12.27</b>             | <b>DELETE</b>   |

**What:** Veterans Administration's figures indicate that the County's veteran population is 26,053 this year. This measure shows the net cost per local veteran for County Veterans Services assistance.

**Why:** This measure will establish data to compare ourselves to other counties.

**How are we doing?** The Veterans Administration reports that our County's veteran population has increased over the previous year, due to the large number of recently discharged veterans from the Iraqi war. Our final net County cost was lower than projected due to saving in salaries. To help offset net County cost the State of California provides revenue from 3 programs: Subvention Funds, Medical Cost Avoidance and License Plate Fees, these reimbursements are distributed via auditable workload units per County. Our projected revenue is expected to remain constant over the next year. This measure is being discontinued due to the fact that we are unable to obtain accurate information from other counties in a timely manner that would facilitate our budget development and time table.

**Department Goal:** Obtain free college tuition for eligible dependents of veterans (with service-related disabilities) by authorizing and processing College Fee Waivers with California Community Colleges, California State Universities, or University of California campuses.

**Community wide Result Link:** A prosperous community.

**4. Performance Measure: Dollar amount of college tuition saved by eligible dependents due to the College Fee Waiver Program (based upon state negotiated fees with colleges).**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| \$242,516                  | \$407,280                  | \$333,592                  | \$328,914                  | \$360,000        | \$357,970                  | \$325,000       |

**What:** Money saved on tuition by eligible dependents.

**Why:** To maximize use of entitled benefits.

**How are we doing?** The State waives fees (California Universities/State Colleges/Colleges) for children of veterans who either have a service connected disability or were killed while on active duty. We had 145 students apply for this benefit. The amount of fees waived is dependent upon the type of higher learning institution that the student is attending. We are continuing our awareness outreach program with local high schools to ensure all eligible dependents are informed of this program.

**Department Goal:** Provide effective Veterans assistance to County veterans and families in a cost-effective manner.

**Communitywide Result Link:** A prosperous and well-governed community.

**5. Performance Measure: Veterans Services expenses as a percentage of the County Budget.**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| .056%                      | .068%                      | .066%                      | .065%                      | .065%            | .065%                      | .065%           |

**What:** This measure shows the relationship of County Veterans Services expenses to the County's budget by dividing the County Veterans Services net county cost by the County's total budget.

**Why:** County Veterans Services strives to keep costs as low as possible, while providing effective assistance to the County's more than 26,000 veterans and their families. The veterans are provided these services from 3 County Veterans Service Representatives.

**How are we doing?** County Veteran's Services operating budget remains consistent with prior years. The data needed to develop this new measure was available from previous year's historical files. County Veterans Services does not calculate prevailing wage increases in the initial budget process and requires an adjustment to the salaries & benefits accounts at year-end to cover the amount of prevailing wage increases that are granted by the BOS. This measure is being added to replace the Net County Cost per Veteran measure.

## **Community Services**

Airports

Farm Advisor

Fish and Game

Golf Courses

Library

Parks

Wildlife and Grazing

**MISSION STATEMENT**

To provide for the safe and efficient operation of the airport and deliver to the community aviation services through the total efforts of knowledgeable, conscientious, dedicated staff empowered by the public they serve.

| OPERATING DETAIL<br>(1)            | ACTUAL<br>2006-07<br>(2) | ACTUAL<br>2007-08<br>(3) | RECOMMENDED<br>ESTIMATES<br>2008-09<br>(4) | ADOPTED<br>ESTIMATES<br>2008-09<br>(5) |
|------------------------------------|--------------------------|--------------------------|--|--|
| <b>REVENUES:</b>                   |                          |                          |  |  |
| <b>OPERATING REVENUES</b>          |                          |                          |  |  |
| Federal Aid Security               | 270,844                  | 189,098                  | 160,958                                    | 160,958                                |
| RENTS and Concessions              | 430,126                  | 573,616                  | 661,500                                    | 661,500                                |
| Rents - Long Term                  | 706,866                  | 845,880                  | 893,700                                    | 893,700                                |
| Tiedown Hangar Tran                | 207,626                  | 425,976                  | 503,210                                    | 503,210                                |
| Parking Fees                       | 1,080,844                | 1,164,532                | 1,217,000                                  | 1,217,000                              |
| Landing Fees                       | 282,805                  | 284,770                  | 325,000                                    | 325,000                                |
| Fuel Flowage                       | 225,632                  | 254,996                  | 380,000                                    | 380,000                                |
| Other Revenues                     | 66,934                   | 63,923                   | 77,800                                     | 77,800                                 |
| <b>TOTAL OPERATING REVENUES</b>    | <b>3,271,677</b>         | <b>3,802,791</b>         | <b>4,219,168</b>                           | <b>4,219,168</b>                       |
| <b>NONOPERATING REVENUES</b>       |                          |                          |  |  |
| Grants-Federal/State               | 8,356,301                | 21,374,425               | 25,000                                     | 25,000                                 |
| PFC                                | 936,901                  | 1,826,345                | 23,000                                     | 23,000                                 |
| CFC                                | 373,725                  | 285,710                  | 333,000                                    | 333,000                                |
| Proc Frm IDssue-N/L A              | 0                        | 173,887                  | 0  | 0                                      |
| PFF Fire                           | 109,327                  | 0                        | 0  | 0                                      |
| Other                              | 37,288                   | 167,431                  | 18,350                                     | 18,350                                 |
| Interest                           | 145,310                  | 31,105                   | 15,000                                     | 15,000                                 |
| <b>TOTAL NONOPERATING REVENUES</b> | <b>9,958,852</b>         | <b>23,858,903</b>        | <b>414,350</b>                             | <b>414,350</b>                         |
| <b>TOTAL REVENUES</b>              | <b>13,230,529</b>        | <b>27,661,694</b>        | <b>4,633,518</b>                           | <b>4,633,518</b>                       |
| <b>EXPENSES:</b>                   |                          |                          |  |  |
| <b>OPERATING EXPENSES</b>          |                          |                          |  |  |
| Salaries and Benefits              | 1,059,657                | 1,332,456                | 1,449,575                                  | 1,449,575                              |
| Services and Supplies              | 2,206,264                | 2,215,614                | 1,683,934                                  | 1,683,934                              |
| Countywide Overhead                | 362,635                  | 263,003                  | 294,599                                    | 294,599                                |
| Taxes & Assessments                | 34,137                   | 27,227                   | 27,500                                     | 27,500                                 |
| <b>TOTAL OPERATING EXPENSES</b>    | <b>3,662,693</b>         | <b>3,838,300</b>         | <b>3,455,608</b>                           | <b>3,455,608</b>                       |
| <b>NONOPERATING EXPENSES</b>       |                          |                          |  |  |
| Contribution for eqt               | 0                        | 16,008                   | 0  | 0                                      |
| Caltrans loan payment              | 407,728                  | 388,529                  | 420,158                                    | 420,158                                |
| <b>TOTAL NONOPERATING EXPENSES</b> | <b>407,728</b>           | <b>404,537</b>           | <b>420,158</b>                             | <b>420,158</b>                         |
| <b>OPERATING EXPENSES</b>          |                          |                          |  |  |
| Depreciation                       | 649,228                  | 818,472                  | 800,000                                    | 800,000                                |
| <b>TOTAL OPERATING EXPENSES</b>    | <b>649,228</b>           | <b>818,472</b>           | <b>800,000</b>                             | <b>800,000</b>                         |
| <b>NONOPERATING EXPENSES</b>       |                          |                          |  |  |
| General Fund Loan Payment          | 247,979                  | 247,979                  | 333,000                                    | 333,000                                |
| Operating Transfers In/Out         | 3,603,268                | 167,431                  | 0  | 0                                      |
| <b>TOTAL NONOPERATING EXPENSES</b> | <b>3,851,247</b>         | <b>415,410</b>           | <b>333,000</b>                             | <b>333,000</b>                         |
| <b>TOTAL EXPENSES</b>              | <b>8,570,896</b>         | <b>5,476,719</b>         | <b>5,008,766</b>                           | <b>5,008,766</b>                       |
| <b>NET INCOME (LOSS)</b>           | <b>4,659,633</b>         | <b>22,184,975</b>        | <b>(375,248)</b>                           | <b>(375,248)</b>                       |
| <b>FIXED ASSET EXPENDITURES</b>    |                          |                          |  |  |

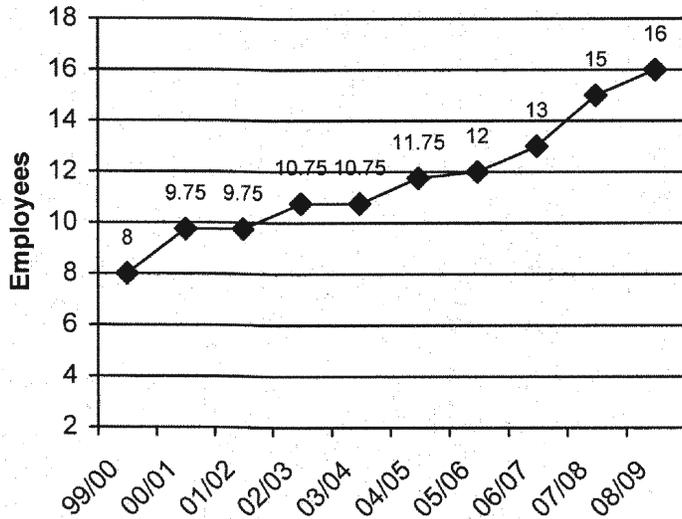
**Airports**

**Fund Center 425**

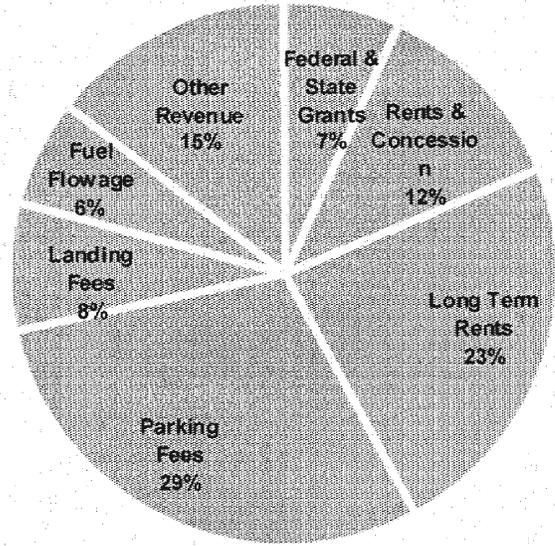
|                                |            |                |                |                |
|--------------------------------|------------|----------------|----------------|----------------|
| Capital Projects               | 12,690,423 | 22,909,355     | 10,000         | 10,000         |
| Fixed Assets                   | <u>0</u>   | <u>0</u>       | <u>135,000</u> | <u>135,000</u> |
| TOTAL FIXED ASSET EXPENDITURES | 12,690,423 | 22,909,355     | 145,000        | 145,000        |
| REVENUES:                      |            |                |                |                |
| NONOPERATING REVENUES          |            |                |                |                |
| Prior Year Revenue             | <u>0</u>   | <u>867,835</u> | <u>0</u>       | <u>0</u>       |
| TOTAL NONOPERATING REVENUES    | <u>0</u>   | <u>867,835</u> | <u>0</u>       | <u>0</u>       |
| TOTAL REVENUES                 | 0          | 867,835        | 0              | 0              |

**Airports**  
**Number of Employees**  
 (Full Time Equivalent)

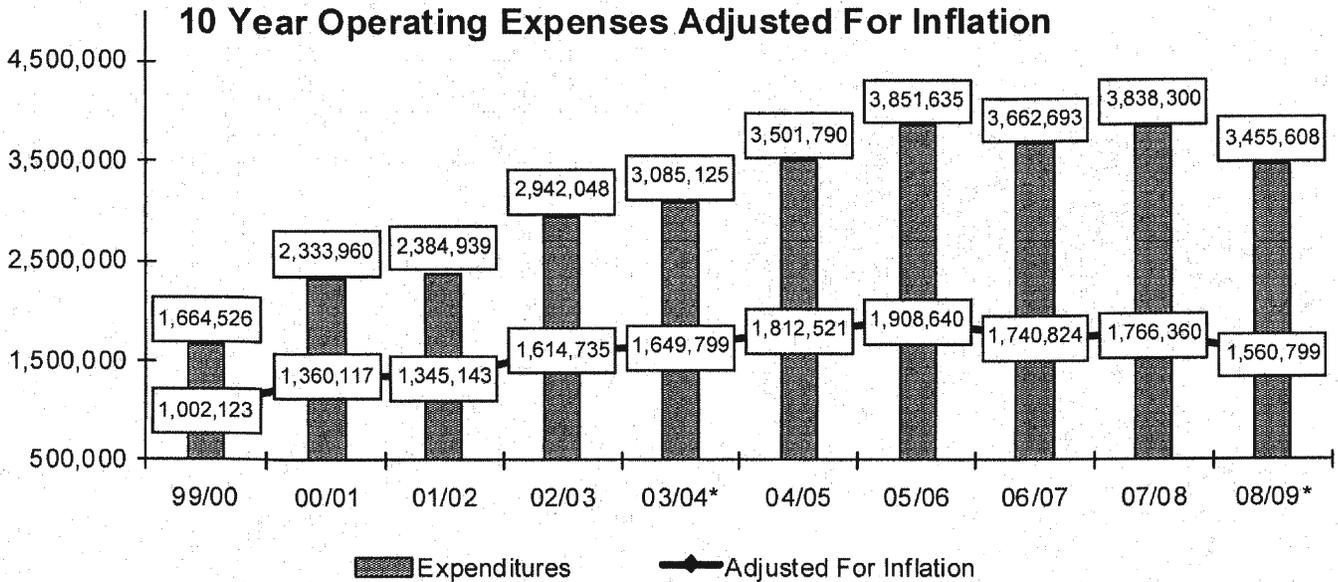
**Fund Center 425**



**Source of Funds**



**10 Year Operating Expenses Adjusted For Inflation**



99/00 – 07/08 Actual  
 \*Adopted

**SERVICE PROGRAMS**

**San Luis Obispo and Oceano County Airport Operations**

Present and implement policies and procedures to insure the safety of airport users and enhance customer service. These policies and procedures produce the framework to manage, administer, operate, maintain, and provide security for the San Luis Obispo and Oceano County Airports serving commercial airline, private and business aviation users.

Total Expenditures: \$5,008,766 Total Staffing (FTE): 16.0

### Capital Projects at County Airports

Funding of approved capital projects carried out at the San Luis Obispo Regional and Oceano Airports.  
Total Expenditures: \$10,000 Total Staffing (FTE): 0.0

#### DEPARTMENT COMMENTS

The Airports Division of General Services provides for the safest mode of air transportation to the community while maintaining a vigorous capital improvement program intended to support the aviation system.

#### Internal Business Improvements:

##### **FY 2007-08 Accomplishments**

- Work continues on negotiating a new lease agreement for a Fixed Base Operator (FBO) on property located on the east side of the Airport, adjacent to Highway 227.
- The airport secured a loan From CalTrans Aeronautics Division for construction of a fuel farm facility.
- Negotiations continue with air carriers to bring additional service to the Airport.

##### **FY 2008-09 Objectives and Challenges**

- Maintain current service levels to airport customers during construction of new roadways and parking structure.

#### Finance:

##### **FY 2007-08 Accomplishments**

- The Airport secured an FAA Grant for \$11.6 million for installation of an Engineered Material Arresting System (EMAS) on Runways #11 and #29.

##### **FY 2008-09 Objectives and Challenges**

- Finalize new terminal / parking structure financial package.

#### Customer Service:

##### **FY 2007-08 Accomplishments**

- Completion of the Runway Extension.
- Began Delta Air service to Salt Lake City, two flights daily.
- Maintain safe air operations with installation of EMAS.

##### **FY 2008-09 Objectives and Challenges**

- Completion of multiple projects simultaneously:
  - Quick Turn Around Car Rental Facility
  - Fuel farm facility
  - Terminal Access Road Improvements, including signalization at Aero Drive and Hwy. 227
  - Construction of new parking garage and temporary parking lot
  - Demolition of facilities to clear space for construction of new terminal complex
  - Coordinate development of property on the east side, adjacent to Highway 227, of the Airport for a new Fixed Based Operator

**Learning and Growth:**

**FY 2007-08 Accomplishments**

- Hired new Operations Supervisor.
- Hired and trained two Airport Maintenance Workers.
- The Airports Division emphasizes training of personnel to meet all the requirements of federal law. Industry courses, conferences and seminars provide the training opportunities for staff. Opportunities provided on the Internet such as those subscribed from the American Association of Airport Executives (AAAE) will continue to be pursued and utilized.

**FY 2008-09 Objectives and Challenges**

- Hire and train the requested one additional full time airport maintenance worker.

**COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS**

The Airports Enterprise Fund is a division of the General Services Agency. As an Enterprise Fund, Airports is self-supporting through user fees. The State Controller's Office requires that an Operation of Enterprise Fund Schedule 11 be submitted. The format of the Schedule 11, as well as some of the data it contains, is different from how other County departments' budgets are reported. For consistency purposes, the data provided for in the narrative, Service Programs, and 10 year Expenditure chart are from the Schedule 11, including depreciation. Additionally, the narrative compares FY 2008-09 recommended estimated numbers vs. FY 2007-08 estimated year end numbers. As fixed assets are noted separately on the Schedule 11 and are not included as part of total expenses, they are not included as part of the overall comparison.

Overall, Airports' recommended FY 2008-09 budget is 9%, or \$439,898 above FY 2007-08 estimated levels. Adjusting for the timing of capital projects being carried out at the Airports and receipt of associated funding (grants, passenger or customer facility charges), budgeted revenue for FY 2008-09 are 15% or \$686,782 below FY 2007-09 estimates. Salary and benefit accounts for FY 2008-09 are increasing by \$179,575 (12%) over FY 2007-08 estimated amounts. This increase reflects not only prevailing wage increases but the recommended addition of a 1.0 FTE Airport Maintenance Worker position. In FY 2007-08, Airports was approved for two (2) additional Airport Maintenance Worker positions. Subsequently, the Airports realized they had underestimated the number of hours required to support and maintain the projects identified in the FY 2007-08 budget request. As capital projects, such as the parking structure and terminal building, are completed, in all likelihood, additional Airport staff will be required in the future. The Airports will be developing a comprehensive staffing plan that provides a phased-in approach for adding staff.

Service and supply accounts are increasing by \$99,390, or 5%, over FY 2007-08 estimated levels. The recommended budget also includes principal and interest payments for not only the internal General Fund loan (\$333,000) but also the CalTrans loan (\$420,158). These loans were used to construct the rental car facility, 65 new hangars and the fuel farm infrastructure project (to begin construction late in FY 2007-08). In FY 2008-09 recommended fixed assets expenditures include \$10,000 for capital projects at Oceano Airport and \$135,000 for equipment used to maintain the San Luis Obispo Regional Airport.

**BUDGET AUGMENTATION REQUESTS RECOMMENDED**

| Unit Amount  | Description                                     | Results  |
|--|---|--|
| Gross: \$55,254<br>(includes misc. clothing, safety, tool and uniform allowances)<br><br>General Fund Support: \$0 | Add 1.0 FTE Airport Maintenance Worker position | 1. Provide 20 hours per week of oversight at the Oceano Airport including safety, maintenance, security, and custodial needs;<br>2. Additional 85 acres of land within/outside the perimeter fence, 255,000 square feet of new pavement, 4,000 linear feet of fence line and 90,000 square feet of porous concrete (EMAS) will be maintained |

|  |  |  |
|--|--|--|
|  |  | according to FAA safety guidelines;<br>3. Contribute to the continued upkeep and maintenance of the new airport hangars, rental car quick turnaround lot, and fuel farm infrastructure in order to keep their rental value. Total revenues estimated in FY 2008-09 for these facilities is \$482,080 (hangars - \$342,360, fuel farm service charge - \$85,000, quick turnaround lot wash racks - \$54,720). |
|--|--|--|

**BOARD ADOPTED CHANGES**

None.

**GOALS AND PERFORMANCE MEASURES**

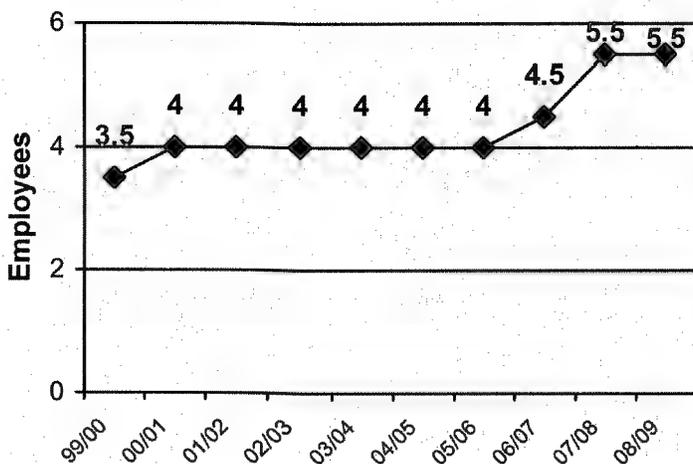
|   |   |   |   |   |   |  |
|---|---|---|---|---|---|--|
| <p><b>Department Goal:</b> Manage the San Luis Obispo and Oceano Airports in a manner that ensures the safety of the traveling public and complies with Federal, State, and local aviation and airport rules, regulations and advisories.</p> <p><b>Communitywide Result Link:</b> A safe community.</p>  |   |   |   |   |   |  |
| <p><b>1. Performance Measure: Percentage compliance with annual FAA inspections of appropriate safety and security measures.</b></p>  |   |   |   |   |   |  |
| 03-04<br>Actual<br>Results  | 04-05<br>Actual<br>Results  | 05-06<br>Actual<br>Results  | 06-07<br>Actual<br>Results  | 07-08<br>Adopted  | 07-08<br>Actual<br>Results  | 08-09<br>Target  |
| 99%   | 100%  | 99%   | 100%  | 100%  | 100%  | 100%   |
| <p><b>What:</b> Annual safety and security inspection of certified airports conducted by FAA staff.</p> <p><b>Why:</b> To ensure the safety of passengers and the public.</p> <p><b>How are we doing?</b> The Airport has been very successful in meeting safety and security compliance to the 100% standard. The May 2008 FAA Inspection was completed with 100% Compliance. The Airport anticipates 100% compliance to FAA Standards on next year's inspection.</p> <p><b>Department Goal:</b> To cost effectively operate and maintain County Airports to enhance the air transportation service experience of airport users.</p> <p><b>Communitywide Result Link:</b> A safe, livable and prosperous community.</p>  |   |   |   |   |   |  |
| <p><b>2. Performance Measure: Number of annual enplanements (boarding passengers) / employees, # of operations (take off or landing of aircraft) per employee and # of based aircraft per employee.</b></p>   |   |   |   |   |   |  |
| 03-04<br>Actual<br>Results  | 04-05<br>Actual<br>Results  | 05-06<br>Actual<br>Results  | 06-07<br>Actual<br>Results  | 07-08<br>Adopted  | 07-08<br>Actual<br>Results  | 08-09<br>Target  |
| 14,393<br>Enplanements/<br>Employees<br>10,172<br>Operations/<br>Employees  | 13,598<br>Enplanements/<br>Employees<br>7,500<br>Operations/<br>Employees | 14,014<br>Enplanements/<br>Employees<br>7,087<br>Operations/<br>Employees | 14,920<br>Enplanements/<br>Employees<br>7,875<br>Operations/<br>Employees<br>26<br>Based Aircraft/<br>Employees | 15,450<br>Enplanements/<br>Employees<br>7,147<br>Operations/<br>Employees<br>25<br>Based Aircraft/<br>Employees | 12,152<br>Enplanements/<br>Employees<br>6,363<br>Operations/<br>Employees<br>21<br>Based Aircraft/<br>Employees | 13,159<br>Enplanements/<br>Employee<br>6,427<br>Operations/<br>Employee<br>22<br>Based Aircraft/<br>Employee |
| <p><b>What:</b> Measures staffing in relationship to workload.</p> <p><b>Why:</b> This measure helps to show the public that the Airports are efficiently staffed compared with relative airport counterparts (Monterey, Santa Barbara and Bakersfield Airports were compared).</p> <p><b>How are we doing?</b> This year's enplanements level is actually 2% greater than last year, but because we added two Airport Maintenance Workers (AMW), the enplanements per employee decreased this year. The AMW's were hired to maintain all the additional facilities recently added to the Airport as well as providing 24/7 coverage. This year's operations increased 1% over last year, but again, because of the addition of the two AMW's, the operations per employee number decreased. Based aircraft per employee also decreased from last year for the same reason.</p> |   |   |   |   |   |  |

**MISSION STATEMENT**

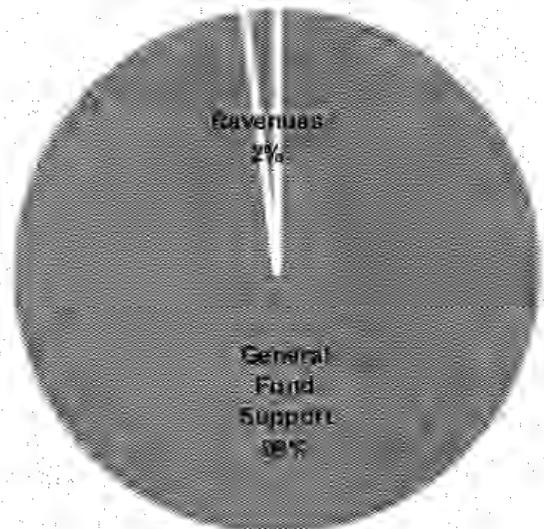
To serve San Luis Obispo County through the development, sharing, and application of research-based knowledge in agricultural sustainability, natural resource conservation, and youth and family development to provide a better quality of life both now and in the future.

| Financial Summary             | 2006-07    | 2007-08    | 2008-09    | 2008-09     | 2008-09    |
|-------------------------------|------------|------------|------------|-------------|------------|
|                               | Actual     | Actual     | Requested  | Recommended | Adopted    |
| Revenues                      | \$ 6,364   | \$ 6,404   | \$ 8,600   | \$ 8,600    | \$ 8,600   |
| Salary and Benefits           | 241,381    | 277,459    | 339,528    | 338,878     | 338,878    |
| Services and Supplies         | 113,034    | 109,079    | 121,678    | 119,673     | 119,673    |
| Other Charges                 | 30,000     | 30,000     | 30,000     | 0           | 0          |
| Fixed Assets                  | 0          | 0          | 0          | 0           | 0          |
| **Gross Expenditures          | \$ 384,415 | \$ 416,538 | \$ 491,206 | \$ 458,551  | \$ 458,551 |
| General Fund Support (G.F.S.) | \$ 378,051 | \$ 410,134 | \$ 482,606 | \$ 449,951  | \$ 449,951 |

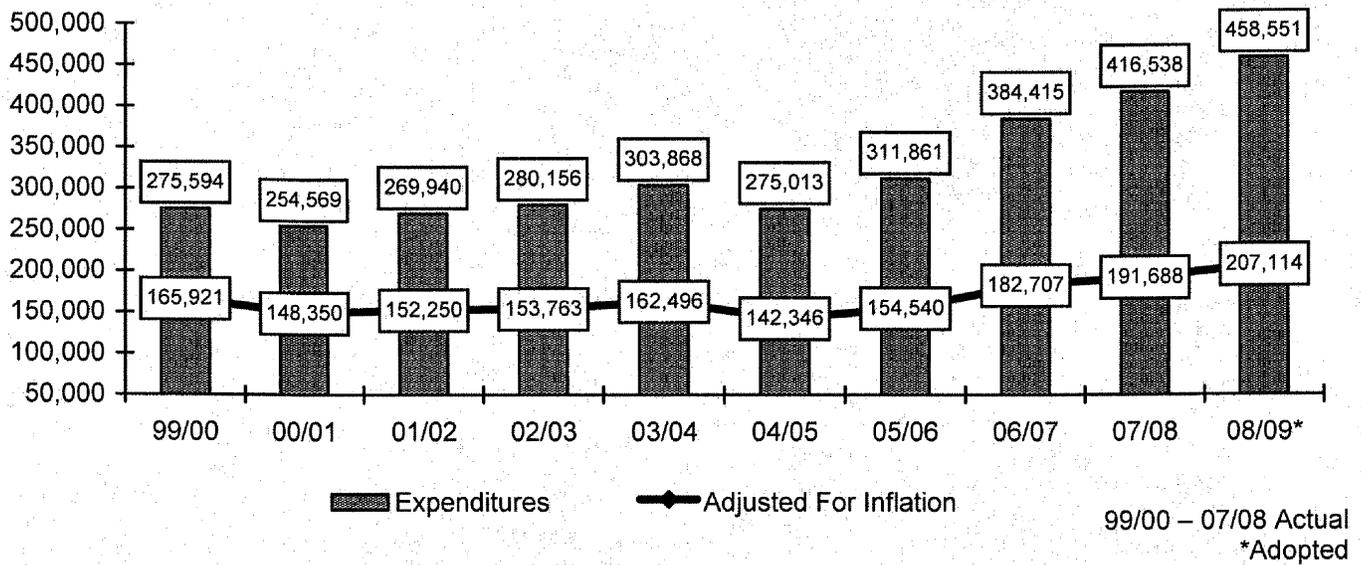
**Number of Employees**  
(Full Time Equivalent)



**Source of Funds**



### 10 Year Expenditures Adjusted For Inflation



#### SERVICE PROGRAMS

##### Natural Resources

The Natural Resources Service Program assists landowners, county and city planners, and agency personnel to: 1) understand and assess the importance and status of natural resources, including watersheds, wildlife habitat, and oak woodlands; and 2) assist them in developing and applying sustainable management practices based on research-based principles.

Total Expenditures: \$125,086 Total Staffing (FTE): 1.4

##### Agriculture

The Agriculture Service Program provides growers and related agricultural personnel with objective, research-based information and programming on sustainable crops, livestock, and range production, including the maintenance of natural resources.

Total Expenditures: \$145,431 Total Staffing (FTE): 1.4

##### Youth and Family

The Youth and Family Development Service Program provides objective, research-based information for individuals, families, and professionals to: 1) strengthen the capacities of families, communities, and organizations in contributing to the positive development of youth; and 2) strengthen the capacities of individuals and families to become self-sufficient through life skills development related to human health and nutrition, food safety, and money management.

Total Expenditures: \$188,034 Total Staffing (FTE): 2.7

#### DEPARTMENT COMMENTS

The Farm Advisor Department serves San Luis Obispo County through the development, sharing, and application of knowledge in agricultural sustainability, natural resource conservation, and youth and family development. The department, through its University of California Cooperative Extension Advisors, brings the tremendous resources of the University's Division of Agriculture and Natural Resources to SLO County. As critical issues arise in our service areas, staff quickly and efficiently responds through the research and knowledge base available from our Cooperative Extension's state and national resources. We reach stakeholders with new and important information via various delivery methods, including workshops, field days, newsletters and fact sheets, one-on-one consultations, and web-based programs. Our department utilizes over 500 trained volunteers in its agriculture, food safety, nutrition, and 4-H youth development programs. SLO County leverages approximately five dollars for every dollar it spends to support the Farm Advisor Department through resources from the

University of California, USDA, grants and gifts. An overarching goal of the department is to provide the highest quality of service to its clientele in the most efficient and cost effective manner.

**FY 2007-08 Key Accomplishments****Internal Business Improvements:**

All seven newsletters developed by our Advisors are electronically available on the department's website at <http://cesanluisobispo.ucdavis.edu>. Electronic distribution saves funds through reduced staff time, reduced postage, reduced photocopying and paper use.

**Finance:**

Trained volunteers provide multiple levels of service to departmental clientele. We conservatively estimated the value of volunteer contributions to SLO County at \$839,120.

**Customer Service:**

Ninety-eight percent of program participants indicated a useful knowledge gain and 98% made a positive behavior change based on information presented in our programs.

**Learning and Growth:**

University of California electronic training resources were used for staff development on diverse topics including safety, ethics, and research protocol. These trainings increase staff's knowledge and performance in customer service issues, compliance with legal mandates, and safety. Electronic training is cost-effective as there are no travel costs and all staff can be trained conveniently.

**Major Focus for FY 2008-09**

During FY 2008-09, the Farm Advisor Department will continue to strive for excellence through:

**Internal Business Improvements:**

Continue to publicize the availability of on-line newsletters to increase the use of electronic communication usage by 5%. Percentage of 1<sup>st</sup> year 4-H members who reenroll for a 2<sup>nd</sup> year will increase by 10% to 75% as a result of a comprehensive retention program instituted in '07.

**Finance:**

Continue to compare SLO County's fiscal contributions to our department with the six benchmark counties and seek grants for new and innovative research and extension programs.

**Customer Service:**

We will continue the comprehensive evaluation program by using knowledge gain surveys and follow-up behavior change surveys of clientele. Utilize formal and informal needs assessments.

**Learning and Growth:**

Continue the use of remote electronic trainings when available and appropriate. Have staff participate in appropriate SLO County Employee University classes and University of California trainings. Involve staff as fully as possible in departmental decision making.

**COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS**

The Status Quo budget submitted by the Farm Advisor was 6%, or \$27,394 over FY 2007-09 adopted General Fund support levels. The FY 2008-09 budget being recommended for the Farm Advisor provides for a decrease in General Fund support of 1%, or \$5,261 below adopted FY 2007-08 General Fund support levels. The primary difference is the transfer of \$30,000 in grants previously funded in this Fund Center to Fund Center 106 – Contributions to Other Agencies. Revenue, received on a dollar-for-dollar reimbursement from the University of

California, is increasing by 38%, \$2,400. Salary and benefit accounts are increasing by \$28,264 or 9% due to prevailing wage increases. Service and supply accounts, while decreasing by \$1,125, are essentially the same as FY 2007-08 adopted levels.

**BOARD ADOPTED CHANGES**

None.

**GOALS/PERFORMANCE MEASURES**

|  |                            |                            |                            |                  |                               |                 |
|--|----------------------------|----------------------------|----------------------------|------------------|-------------------------------|-----------------|
| <b>Department Goal:</b> To strengthen our agricultural industries. To conserve our natural resources. To help youth and families grow strong.  |                            |                            |                            |                  |                               |                 |
| <b>Communitywide Result Link:</b> A livable community. A prosperous community. A healthy community.  |                            |                            |                            |                  |                               |                 |
| <b>1. Performance Measure: Percentage of program participants that report a <u>useful gain of knowledge</u> as a result of their participation in an educational program.</b>  |                            |                            |                            |                  |                               |                 |
| 03-04<br>Actual<br>Results   | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Projected<br>Results | 08-09<br>Target |
| 98%  | 98%                        | 95%                        | 99%                        | 96%              | 96%                           | 97%             |
| <b>What:</b> This measure tells us how many participants gained useful information as a result of participating in our educational programs related to agricultural sustainability, natural resource conservation, quality parenting skills, positive youth development, wise nutritional choices or food safety practices.  |                            |                            |                            |                  |                               |                 |
| <b>Why:</b> Knowledge gain is a key factor for positive behavior change.   |                            |                            |                            |                  |                               |                 |
| <b>How are we doing?</b> Program evaluations during FY 06/07 indicated a useful knowledge gain by 99% of participants based on information presented in our programs. However, a 99% result is extraordinary and probably not sustainable over time. A target of 96% is still very ambitious but attainable because of the high-quality of our department's educational programming. At the mid-way point of FY 07/08, 98% of program participants indicated a useful knowledge gain based on information presented in our programs.   |                            |                            |                            |                  |                               |                 |
| <b>2. Performance Measure: Percentage of program participants that report a <u>positive behavior change</u> as a result of their participation in an educational program.</b>  |                            |                            |                            |                  |                               |                 |
| 03-04<br>Actual<br>Results   | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Projected<br>Results | 08-09<br>Target |
| 89%  | 98%                        | 94%                        | 93%                        | 90%              | 90%                           | 92%             |
| <b>What:</b> This measure tells us how many people made a positive behavior change as a result of participation in our education programs related to agricultural sustainability, natural resource conservation, quality parenting skills, positive youth development, wise nutritional choices or food safety practices.  |                            |                            |                            |                  |                               |                 |
| <b>Why:</b> Positive behavior contributes to a livable, prosperous, and/or healthy community.  |                            |                            |                            |                  |                               |                 |
| <b>How are we doing?</b> During FY 06/07, in follow-up surveys conducted 4-6 months after attending an educational program, 93% of program participants reported a positive behavior change based on information presented in our programs. At the mid-way point of FY 07/08, 98% of program participants reported a positive behavior change based on information presented in our programs. Even though change in behavior is extremely difficult to bring about, we have every expectation that we will meet or surpass our target of 90% for FY 07/08.   |                            |                            |                            |                  |                               |                 |
| <b>3. Performance Measure: Percentage of first year of 4-H Club members that re-enroll for a second year of 4-H membership.</b>  |                            |                            |                            |                  |                               |                 |
| 03-04<br>Actual<br>Results   | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Projected<br>Results | 08-09<br>Target |
| 70%  | 75%                        | 77%                        | 65%                        | 75%              | 70%                           | 75%             |
| <b>What:</b> This measure tracks the number of first year 4-H club members that re-enroll for a second year in the program.  |                            |                            |                            |                  |                               |                 |
| <b>Why:</b> Re-enrollment of 4-H members is an indicator of the quality of the program for members and their parents/guardians.  |                            |                            |                            |                  |                               |                 |
| <b>How are we doing?</b> As of December 2007, 65% of eligible first year members from FY 06/07 have re-enrolled. A survey of first year 4-H members & families & an additional survey for 4-H Community Club Leaders were recently conducted, as well as a comprehensive telephone survey with 20 randomly selected families who did not re-enroll in the 07/08 year. Based on all of the data collected, a "First Year 4-H Member Retention Program" has been developed and will be implemented in the Winter of 2008. We expect to see positive results of the research-based retention program during the 08/09 year since the retention program is being designed to directly address the issues raised by families in the written and phone surveys. During FY 08/09 we expect to have an increased retention rate (75%). |                            |                            |                            |                  |                               |                 |
| <b>Department Goal:</b> To cost-effectively manage the Farm Advisor Department.  |                            |                            |                            |                  |                               |                 |
| <b>Communitywide Result Link:</b> A well-governed community.   |                            |                            |                            |                  |                               |                 |

**4. Performance Measure: San Luis Obispo County fiscal contributions to the Farm Advisor budget based on agricultural acreage as compared to the six county-utilized benchmark counties.**

| 03-04<br>Actual<br>Results  | 04-05<br>Actual<br>Results  | 05-06<br>Actual<br>Results  | 06-07<br>Actual<br>Results  | 07-08<br>Adopted  | 07-08<br>Projected<br>Results   | 08-09<br>Target   |
|---|---|---|---|---|---|---|
| \$0.25/ag acre for San Luis Obispo County compared to \$0.31/ag acre for benchmark counties | \$0.23/ag acre for San Luis Obispo County compared to \$0.29/ag acre for benchmark counties | \$0.27/ag acre for San Luis Obispo County compared to \$0.32/ag acre for benchmark counties | \$0.31/ag acre for San Luis Obispo County compared to \$0.56/ag acre for benchmark counties | \$0.38/ag acre for San Luis Obispo County compared to \$0.61/ag acre for benchmark counties | \$0.38/ag acre for San Luis Obispo County compared to \$0.61/ag acre for benchmark counties | \$0.38/ag acre for San Luis Obispo County compared to \$0.61/ag acre for benchmark counties |

**What:** This measure indicates the County's cost/ag acre for the Farm Advisor Department. There are nearly 1.15 million ag acres (harvested and rangeland) in the County.

**Why:** This measure demonstrates the cost efficiency of available resources to fund Farm Advisor's programs.

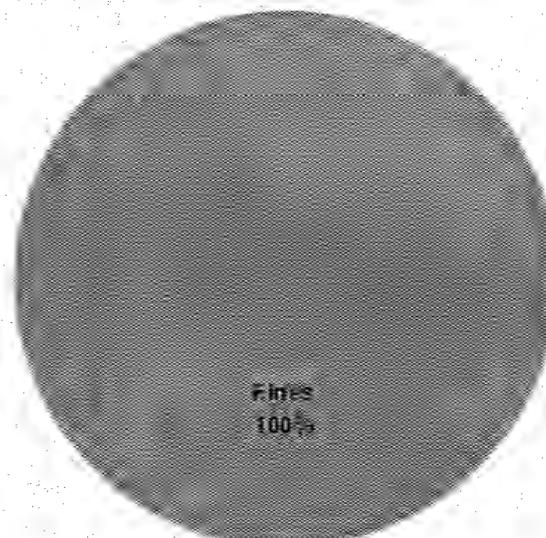
**How are we doing? :** San Luis Obispo County receives similar Farm Advisor services at a lower cost per ag acre than the county-utilized benchmark counties. The numbers reported herein for benchmark counties are per information available to date. During FY 06/07 San Luis Obispo County's fiscal contribution to the Farm Advisor Department was \$0.25/ag acre less than the average contribution for the benchmark counties. We expect our 07/08 final results to match our adopted figure, resulting in a \$0.25 difference once again.

**PURPOSE**

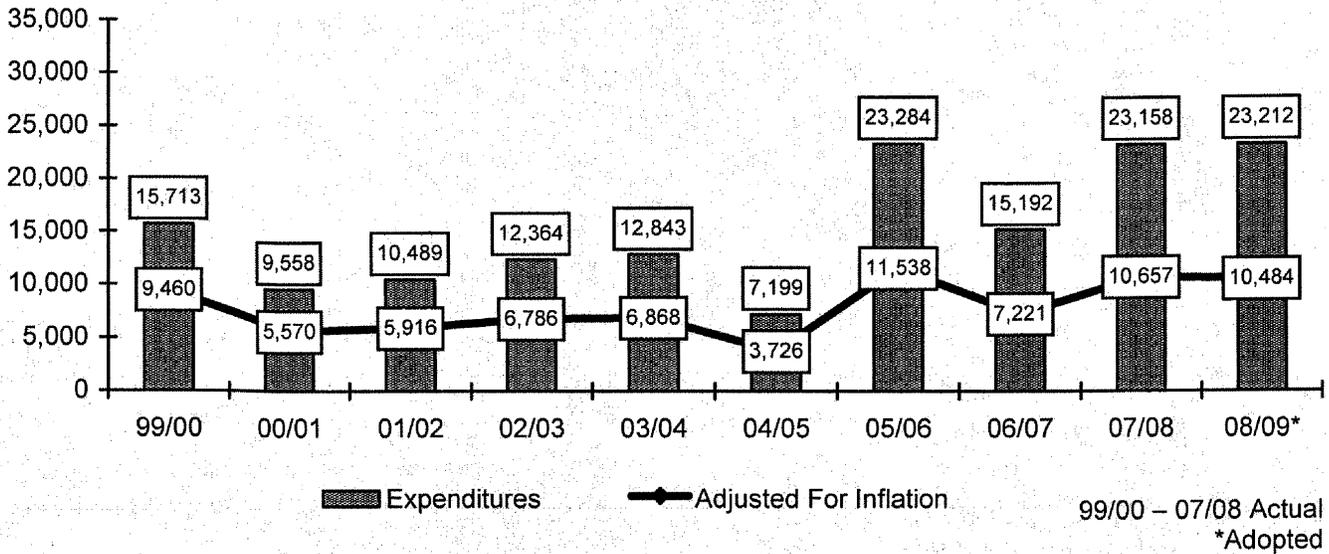
The State Fish and Game Code provides that 50 percent of fine monies collected for fish and game violations be returned to the County in which the offense was committed. These monies are to be expended for the protection, conservation and preservation of fish and wildlife. The Board of Supervisors appoints a County Fish and Game Fines Committee to make recommendations for the expenditure of fine monies, which may include public education, habitat improvement, research and recreation. The Fish and Game Fines are expended from a special revenue fund.

| <u>Financial Summary</u>            | 2006-07<br><u>Actual</u> | 2007-08<br><u>Actual</u> | 2008-09<br><u>Requested</u> | 2008-09<br><u>Recommended</u> | 2008-09<br><u>Adopted</u> |
|-------------------------------------|--------------------------|--------------------------|-----------------------------|-------------------------------|---------------------------|
| Revenues                            | \$ 26,444                | \$ 13,692                | \$ 10,000                   | \$ 10,000                     | \$ 10,000                 |
| Fund Balance Available              | \$ 56,738                | \$ 23,174                | \$ 2,216                    | \$ 2,216                      | \$ 7,275                  |
| Cancelled Reserves                  | 35,520                   | 0                        | 10,996                      | 10,996                        | 10,996                    |
| <b>Total Financing Sources</b>      | <b>\$ 118,702</b>        | <b>\$ 36,866</b>         | <b>\$ 23,212</b>            | <b>\$ 23,212</b>              | <b>\$ 28,271</b>          |
| Salary and Benefits                 | \$ 0                     | \$ 0                     | \$ 0                        | \$ 0                          | \$ 0                      |
| Services and Supplies               | 15,192                   | 23,158                   | 23,212                      | 23,212                        | 23,212                    |
| Other Charges                       | 0                        | 0                        | 0                           | 0                             | 0                         |
| Fixed Assets                        | 0                        | 0                        | 0                           | 0                             | 0                         |
| <b>Gross Expenditures</b>           | <b>\$ 15,192</b>         | <b>\$ 23,158</b>         | <b>\$ 23,212</b>            | <b>\$ 23,212</b>              | <b>\$ 23,212</b>          |
| Contingencies                       | 0                        | 0                        | 0                           | 0                             | 0                         |
| New Reserves                        | 67,258                   | 19,511                   | 0                           | 0                             | 5,059                     |
| <b>Total Financing Requirements</b> | <b>\$ 82,450</b>         | <b>\$ 42,669</b>         | <b>\$ 23,212</b>            | <b>\$ 23,212</b>              | <b>\$ 28,271</b>          |

**Source of Funds**



10 Year Expenditures Adjusted For Inflation



**SERVICE PROGRAMS**

**Education and Information**

Provides for the development and/or distribution of films, motivational materials, awards, certificates, hunter safety, books, pamphlets, news items, fish and game regulation information and signs.

Total Expenditures: \$5,803 Total Staffing (FTE): 0.0

**Field Equipment**

Field biology equipment including but not limited to cameras, vehicles, scanners, scopes, traps, fencing, nets, thermometers, etc.

Total Expenditures: \$5,803 Total Staffing (FTE): 0.0

**Habitat Improvement**

Terrestrial: Forestry projects, control burns, spring development, chaparral management, native plantings, guzzler installation and maintenance. Aquatic: Artificial reefs, water level maintenance, stream improvements, barrier removal, and flow control.

Total Expenditures: \$5,803 Total Staffing (FTE): 0.0

**Research**

Fisheries and wildlife research, habitat reconnaissance, historical fisheries and wildlife surveys, and studies to support and maintain species.

Total Expenditures: \$5,803 Total Staffing (FTE): 0.0

**COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS**

It is estimated that actual FY 2007-08 Fish and Game revenue will decrease by 33%, or \$5,000, over current year adopted levels. Based on this projection, revenues for FY 2008-09 are being recommended at \$10,000. This revenue, along with fund balance available of \$2,216 and cancelled reserves and designations of \$10,996, will be used to fund Fish and Game projects in FY 2008-09 totaling \$23,212. Expenditures include distribution of educational information, purchase of field equipment, habitat improvement as well as fisheries and wildlife research. A portion of the cancelled reserves, \$5,000, are from the environmental settlement designation and will be used by State Fish and Game for projects associated with enforcing environmental protection laws and the operation and maintenance of the "Bluefin" boat.

With the cancellation of \$10,996 mentioned above, the Fish and Game fund will maintain reserves and designations totaling \$108,796 (general reserves - \$38,638, fish and game project designations - \$57,021 and \$13,110 - environmental settlement designation).

**BOARD ADOPTED CHANGES**

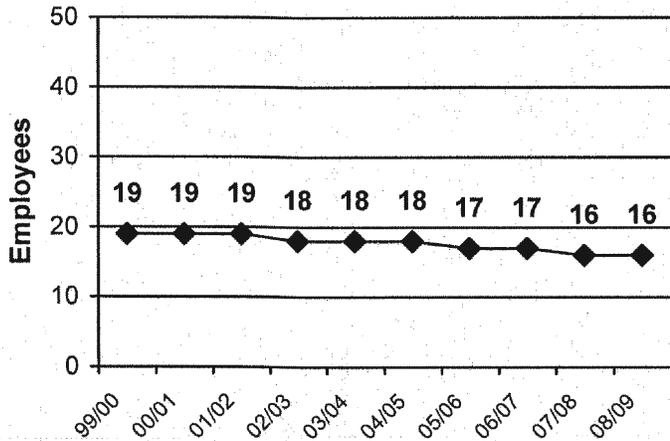
There were no changes made during budget hearings to Fish and Game's recommended budget. Fund balance available for Fish and Game ended the 2007-08 fiscal year \$5,059 over estimated amounts and this sum was added to their reserves and designations bringing its total available amount to \$113,828.

**MISSION STATEMENT**

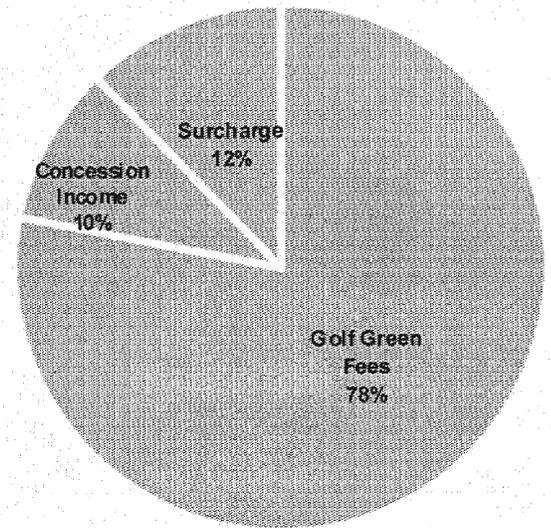
Golf Courses, a division of the San Luis Obispo County Parks, operates and maintains 18-hole championship golf courses to enhance opportunities for recreation and personal enrichment of the County's residents and visitors.

| OPERATING DETAIL<br>(1)               | ACTUAL<br>2006-07<br>(2) | ACTUAL<br>2007-08<br>(3) | RECOMMENDED<br>ESTIMATES<br>2008-09<br>(4) | ADOPTED<br>ESTIMATES<br>2008-09<br>(5) |
|---------------------------------------|--------------------------|--------------------------|--|--|
| <b>REVENUES:</b>                      |                          |                          |  |  |
| <b>OPERATING REVENUES</b>             |                          |                          |  |  |
| Golf Green Fees                       | 2,254,214                | 2,301,379                | 2,442,567                                  | 2,442,567                              |
| Concessionaire Income                 | 305,358                  | 352,529                  | 309,743                                    | 309,743                                |
| Green Fee Surcharge                   | 440,472                  | 386,666                  | 380,000                                    | 380,000                                |
| Miscellaneous                         | 0                        | 17,968                   | 7,420                                      | 7,420                                  |
| <b>TOTAL OPERATING REVENUES</b>       | <b>3,000,044</b>         | <b>3,058,542</b>         | <b>3,139,730</b>                           | <b>3,139,730</b>                       |
| <b>NONOPERATING REVENUES</b>          |                          |                          |  |  |
| Interest                              | 49,894                   | 63,565                   | 30,000                                     | 30,000                                 |
| Other                                 | 27,748                   | 188,748                  | 0  | 0                                      |
| Transfer in fm GF for Equip           | 0                        | 505,912                  | 0  | 0                                      |
| Residual Equity Trans In              | 23,288                   | 29,272                   | 0  | 0                                      |
| <b>TOTAL NONOPERATING REVENUES</b>    | <b>100,930</b>           | <b>787,497</b>           | <b>30,000</b>                              | <b>30,000</b>                          |
| <b>TOTAL REVENUES</b>                 | <b>3,100,974</b>         | <b>3,846,039</b>         | <b>3,169,730</b>                           | <b>3,169,730</b>                       |
| <b>EXPENSES:</b>                      |                          |                          |  |  |
| <b>OPERATING EXPENSES</b>             |                          |                          |  |  |
| Salaries and Benefits                 | 1,415,959                | 1,400,545                | 1,500,311                                  | 1,500,311                              |
| Services and Supplies                 | 1,147,935                | 995,720                  | 1,078,335                                  | 1,078,335                              |
| Depreciation                          | 368,863                  | 374,919                  | 373,713                                    | 373,713                                |
| <b>TOTAL OPERATING EXPENSES</b>       | <b>2,932,757</b>         | <b>2,771,184</b>         | <b>2,952,359</b>                           | <b>2,952,359</b>                       |
| <b>NONOPERATING EXPENSES</b>          |                          |                          |  |  |
| Transfer to DSF-Interest              | 3,476                    | 404,991                  | 1,708                                      | 1,708                                  |
| Transfer to DSF-Principal             | 542,959                  | 735,316                  | 495,423                                    | 495,423                                |
| <b>TOTAL NONOPERATING EXPENSES</b>    | <b>546,435</b>           | <b>1,140,307</b>         | <b>497,131</b>                             | <b>497,131</b>                         |
| <b>TOTAL EXPENSES</b>                 | <b>3,479,192</b>         | <b>3,911,491</b>         | <b>3,449,490</b>                           | <b>3,449,490</b>                       |
| <b>NET INCOME (LOSS)</b>              | <b>(378,218)</b>         | <b>(65,452)</b>          | <b>(279,760)</b>                           | <b>(279,760)</b>                       |
| <b>FIXED ASSET EXPENDITURES</b>       |                          |                          |  |  |
| Equipment                             | 44,539                   | 156,701                  | 95,000                                     | 95,000                                 |
| Structures, Improvements              | 13,518                   | 29,272                   | 0  | 0                                      |
| <b>TOTAL FIXED ASSET EXPENDITURES</b> | <b>58,057</b>            | <b>185,973</b>           | <b>95,000</b>                              | <b>95,000</b>                          |

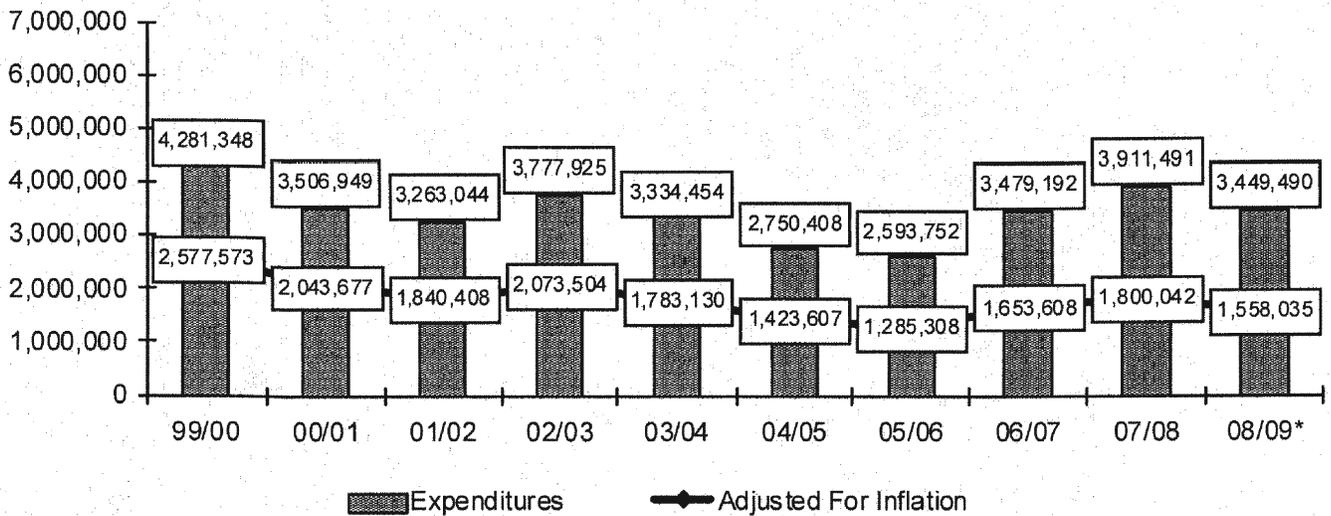
**Number of Employees**  
(Full Time Equivalent)



**Source of Funds**



**10 Year Expenditures Adjusted For Inflation**



99/00 – 07/08 Actual  
\*Adopted

**SERVICE PROGRAMS**

**Morro Bay Golf Course**

Operate and maintain the Morro Bay Golf Course, which is leased from the State of California. Supervise the performance of County employees and contracted concessionaires to enhance customer satisfaction, maintain quality control, and ensure safe, cost-effective, and efficient operation of the courses.

Total Expenditures: \$1,818,079 Total Staffing (FTE): 8.5

### Chalk Mountain Golf Course

Own the Chalk Mountain Golf Course. Supervise the performance of contracted concessionaire to enhance customer satisfaction, maintain quality control, and ensure safe, cost-effective, and efficient operation of the courses.

Total Expenditures: \$4,400 Total Staffing (FTE): 0.0

### Dairy Creek Golf Course

Own, operate, and maintain the Dairy Creek Golf Course. Supervise the performance of County employees and contracted concessionaires to enhance customer satisfaction, maintain quality control, and ensure safe, cost-effective, and efficient operation of the courses.

Total Expenditures: \$1,672,011 Total Staffing (FTE): 7.5

### DEPARTMENT COMMENTS

The County Golf Course Division of General Services exists to operate and maintain 18-hole championship golf courses to enhance opportunities for recreation and personal enrichment of the County's residents and visitors.

#### Internal Business Improvements:

##### FY 2007-08 Accomplishments

- General Services Accounting Division is investigating improvements to internal accounting processes between the golf course concessionaire and General Services. The goal is to create protocols that would balance the ledger of shared County / concessionaire revenues on a more regular basis.

##### FY 2008-09 Objectives and Challenges

- Explore opportunities to develop and expand electronic services, communication and promotions to our customer base utilizing the point of sales / reservations system. One particular goal is to improve our ability to send out mass email promotions through the point of sales systems at Morro Bay and Dairy Creek. The internet service provider for these facilities will not allow mass email marketing and another option for this service needs to be found.

#### Finance:

##### FY 2007-08 Accomplishments

- The County Golf Courses continues its membership in the Central Coast Golf Trails. This partnership, under the guidance of the SLO Visitor and Conference Bureau, has established an advertising budget for regional and national promotion of golf on the central coast. The goal is to enhance tourism in San Luis Obispo County and help sustain the economic stability of the County golf program.

##### FY 2008-09 Objectives and Challenges

- County Golf Courses continues to search for a funding solution for long term capital improvement needs. Program needs were presented at the February 2007 Strategic Planning meetings but no assistance was realized. In March 2007, the Board of Supervisors did allocate \$350,000 from County General Fund to finance improvement projects at Chalk Mountain Golf Course. At that time, the Board expressed their desire to have future capital project requests for golf included in the annual budget process. Thus, multiple capital improvement projects were submitted as part of the 07-08 budget process, only to be denied due to lack of a funding mechanism. This leaves the golf program in a quandary. The program has insufficient fund reserves to self-finance needed capital improvements. With little or no infrastructure improvements, it is becoming increasingly difficult to retain the needed market share of the golf population and compete with newer and fresher golf facilities. Financial stability is dependent largely on facility upgrades, outstanding customer services and value pricing.
- Promotions will continue on a local level for county golfers. Involvement in the Central Coast Golf Trails will increase tourist traffic and promote our product on a regional and national level.

**Customer Service:**

## FY 2007-08 Accomplishments

- Annual surveys of golf course users measure public opinion about the condition and quality of those facilities, the quality of staff service and the overall recreation experience of users. County Golf Courses contracts with the National Golf Foundation to conduct on-line customer satisfaction surveys at the three county golf courses. Percentage of respondents who rated the overall value as "satisfactory" to "excellent" in Spring 2007 survey were as follows: Morro Bay 86%; Dairy Creek 80%; Chalk Mtn. 78%.
- A follow-up customer survey was conducted at Chalk Mountain, in October 2007, subsequent to golf course improvements, initiated during the summer months. Results from the October 2007 customer survey showed an improved score in overall value rating to 82%. More significant was an improved score in the customer loyalty index. This index measures the respondents who would recommend playing this golf course to a friend or colleague (promoters) against those who would not recommend the facility (detractors). The national standard benchmark index is 20%. The customer loyalty index at Chalk Mountain improved from a low -20% score (Spring 2007) to more acceptable 13% (October 2007). This is indicative of the positive customer response received from the summer facility improvements.

## FY 2008-09 Objectives and Challenges

- County Golf Courses Division will continue to survey golf course users to measure public opinion on the user's overall recreation experience with the goal of maintaining high satisfaction ratings despite continuing financial challenges in the golf industry. The National Golf Foundation Golfer Survey Program is providing good data and analysis of customer satisfaction. These survey results will be most useful for program planning and determining where to allocate resources.

**Learning and Growth:**

## FY 2007-08 Accomplishments

- Staff members are continually encouraged to attend County-sponsored development opportunities offered through the Employee University and N.M.A. Several employees are currently enrolled in classes and taking full advantage of these opportunities.

## FY 2008-09 Objectives and Challenges

- Continued support and encouragement of staff in attending County-sponsored training opportunities. Off-site training opportunities will be considered if funds are available.

**COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS**

Fund Center 427 – Golf Courses, a division of the General Services Agency, is an Enterprise Fund and as such does not normally receive General Fund support. Enterprise funds charge user fees for their services. The State Controller's Office requires that an Operation of Enterprise Fund Schedule 11 be submitted. The format of the Schedule 11, as well as some of the data it contains, is different from how other County departments' budgets are reported. For consistency purposes, the data provided for in the narrative, Service Programs, and 10 year Expenditure chart are from the Schedule 11, including depreciation. Additionally, the narrative compares FY 2008-09 recommended estimated numbers vs. FY 2007-08 estimated year end numbers. As fixed assets are noted separately on the Schedule 11 and are not included as part of total expenses, they are not included as part of the overall comparison.

Overall, the Golf Courses' FY 2008-09 recommended budget is 2%, or \$69,537 above FY 2007-08 estimated levels. While it is anticipated that the golf economy has stabilized, FY 2008-09 budgeted revenues are projected to remain essentially flat, increasing just 2.5% (\$77,933) above estimated year end FY 2007-08 numbers. Salary and benefit accounts for FY 2008-09 are increasing by \$145,026 which is 10% higher than FY 2007-08 estimated year end amounts. This increase reflects prevailing wage increases. Service and supply accounts are decreasing by \$38,713 or 3%, over FY 2007-08 estimated levels. Expenditures for fixed assets are recommended in the amount of \$95,000 which will be used to replace equipment that is either antiquated or have been deferred from previous fiscal years as cost saving measures.

**BOARD ADOPTED CHANGES**

None.

**GOALS AND PERFORMANCE MEASURES**

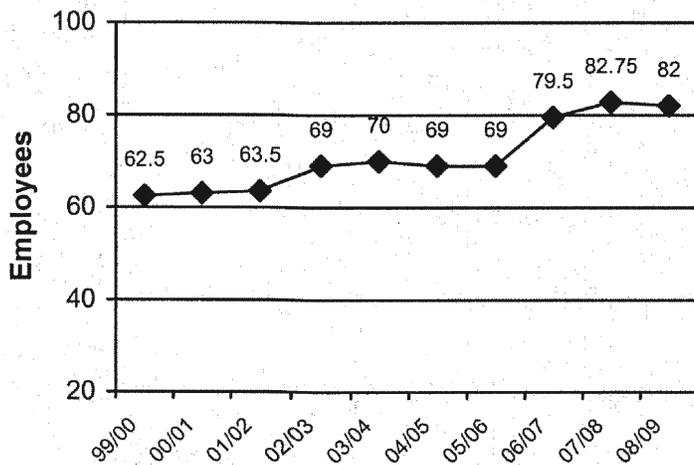
|  |                            |                            |                         |                  |                            |                 |
|--|----------------------------|----------------------------|-------------------------|------------------|----------------------------|-----------------|
| <p><b>Department Goal:</b> Cost-effectively operate and maintain County public golf courses to enhance recreational opportunities for residents and visitors.</p> <p><b>Communitywide Result Link:</b> A livable community.</p>  |                            |                            |                         |                  |                            |                 |
| <p><b>1. Performance Measure: Annual operating costs per golf round played at County-managed golf courses.</b></p>   |                            |                            |                         |                  |                            |                 |
| 03-04<br>Actual<br>Results   | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
| \$17.92/round  | \$18.18/round              | \$17.63/round              | \$18.52/round           | \$18.30/round    | \$18.92/round              | \$18.00/round   |
| <p><b>What:</b> The ratio of total operating expenses (salaries/benefits, services/supplies, depreciation and fixed assets) to the total number of rounds played at County-managed golf courses.</p> <p><b>Why:</b> This figure reflects the efficiency of our financial commitment to the visitors playing at County golf courses. This benchmark is useful in assessing fee structure as well as assessing the value of services provided in a very competitive market.</p> <p><b>How are we doing?</b> Fuel prices hit every line item of the golf course budget and this year we have continued to see fuel prices climb as we realized a decrease in rounds played. The reduction of a supervisor position as well as our decreased rent and water costs has helped offset these negative economic factors. We replaced some overused and much needed equipment through capital expenses and as the courses continue to age we will need to continue to replace equipment and update facilities.</p>  |                            |                            |                         |                  |                            |                 |
| <p><b>Department Goal:</b> Design and implement programs that enhance golfing opportunities at a reasonable cost for residents and visitors to ensure customer satisfaction.</p> <p><b>Communitywide Result Link:</b> A livable community.</p>   |                            |                            |                         |                  |                            |                 |
| <p><b>2. Performance Measure: The total number of golf rounds played at County managed golf courses.</b></p>   |                            |                            |                         |                  |                            |                 |
| 03-04<br>Actual<br>Results   | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
| 165,663  | 151,168                    | 153,361                    | 158,830                 | 157,000          | 152,695                    | 165,000         |
| <p><b>What:</b> This measurement looks at the total number of rounds played at all three County golf courses relative to the prior year.</p> <p><b>Why:</b> The ultimate measure of success for our golf program is reflected in the volume of play we can attract in this very competitive golf market. While subject to weather and the general economy, generally speaking, rounds played reflect both the quality of the golf experience we provide and the perceived value of that experience.</p> <p><b>How are we doing?</b> Golf rounds tumbled toward the end of the fiscal year, finishing at 97.3% of FY 2007-08 adopted level. This represents a 4% dip compared to last years' totals. Morro Bay (62,129 rounds) experienced a decline of 2.2% from the prior year; Dairy Creek (47,808) fell by 5.1%; Chalk Mountain (44,099) decreased 3.0%. These numbers are not dramatic, however, most of the reduction in rounds was realized during our 4<sup>th</sup> quarter, which is annually our strongest quarter. We will continue to monitor our industry and the local economy to see if this new outlook is in fact a future reality.</p> |                            |                            |                         |                  |                            |                 |
| <p><b>3. Performance Measure: Percentage of annual survey respondents who would recommend playing on a County managed golf course to a friend or colleague.</b></p>  |                            |                            |                         |                  |                            |                 |
| 03-04<br>Actual  | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
| 99%  | 98%                        | 90%                        | 76.9%                   | 85%              | 77%                        | 90%             |
| <p><b>What:</b> Annual surveys of golf course users measure public opinion about the condition and quality of those facilities, the quality of staff service and the overall recreation experience of users. The golfer's willingness to recommend the course to a friend is, perhaps, the most meaningful measure of the facility's perceived value.</p> <p><b>Why:</b> All the efforts of staff to provide quality, safe facilities ultimately come down to the satisfaction of facility users and County residents and their perceptions about how well we are meeting their needs. Periodic surveying of regular users helps staff better measure those opinions.</p> <p><b>How are we doing?</b> Results show that we have had a slight increase in satisfaction among our players over the past year. This improved satisfaction is largely due to the renovations and improved conditions at Chalk Mountain. The results are still down from where we ultimately would like to see them, but there are still upgrades and capital improvements that must be made to improve our overall facilities.</p>   |                            |                            |                         |                  |                            |                 |

**MISSION STATEMENT**

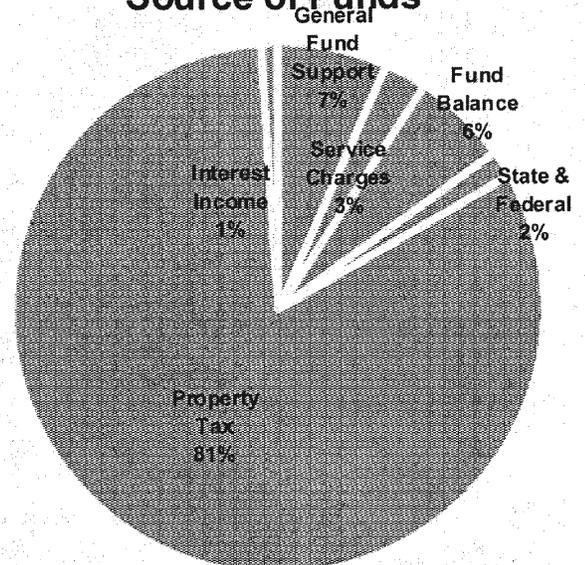
The mission of the San Luis Obispo City/County Library is to provide materials and services to people seeking knowledge, lifelong learning, and recreation, as well as to ensure that all customers of the library may use those materials and services to the maximum extent possible.

| Financial Summary            | 2006-07      | 2007-08      | 2008-09      | 2008-09      | 2008-09      |
|------------------------------|--------------|--------------|--------------|--------------|--------------|
|                              | Actual       | Actual       | Requested    | Recommended  | Adopted      |
| Revenues                     | \$ 7,806,702 | \$ 8,083,160 | \$ 8,211,593 | \$ 8,179,655 | \$ 8,179,655 |
| Fund Balance Available       | \$ 769,474   | \$ 911,931   | \$ 487,997   | \$ 487,997   | \$ 382,318   |
| Cancelled Reserves           | 100,000      | 100,000      | 256,243      | 256,243      | 361,922      |
| Total Financing Sources      | \$ 8,676,176 | \$ 9,095,091 | \$ 8,955,833 | \$ 8,923,895 | \$ 8,923,895 |
| Salary and Benefits          | \$ 4,510,137 | \$ 5,284,979 | \$ 5,715,525 | \$ 5,715,525 | \$ 5,715,525 |
| Services and Supplies        | 2,762,396    | 2,652,430    | 3,028,308    | 2,996,370    | 2,996,370    |
| Other Charges                | 5,304        | 7,215        | 27,000       | 27,000       | 27,000       |
| Fixed Assets                 | 0            | 0            | 0            | 0            | 0            |
| Gross Expenditures           | \$ 7,277,837 | \$ 7,944,624 | \$ 8,770,833 | \$ 8,738,895 | \$ 8,738,895 |
| Contingencies                | 0            | 0            | 185,000      | 185,000      | 185,000      |
| New Reserves                 | 375,474      | 474,546      | 0            | 0            | 0            |
| Total Financing Requirements | \$ 7,653,311 | \$ 8,419,170 | \$ 8,955,833 | \$ 8,923,895 | \$ 8,923,895 |

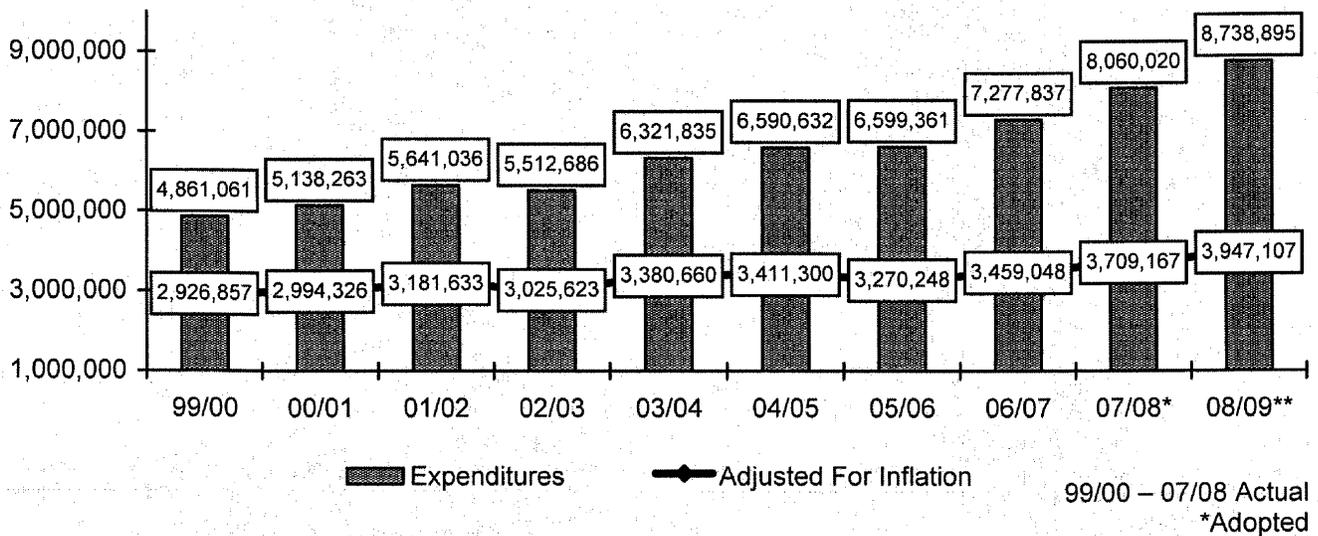
**Number of Employees  
(Full Time Equivalent)**



**Source of Funds**



10 Year Expenditures Adjusted For Inflation



**SERVICE PROGRAMS**

**Library**

Maintain and manage a countywide library system with strong regional libraries, coordinating with smaller branch libraries and a bookmobile, to provide books, materials, and services, to effectively and efficiently meet community needs. Design and implement customized library services to meet the needs of specific locales and groups including youth/children, Spanish speakers, seniors, and off-site users.

Total Expenditures: \$8,738,895 Total Staffing (FTE): 82.75

**DEPARTMENT COMMENTS**

**Customer Service**

FY 2007-08

- Increased open hours at San Miguel Branch Library from 8 to 15 hours per week
- Circulation of books/materials up 5.8 % countywide; Summer Reading Program registrations/completions up 28% and 54% countywide
- Convened first-ever countywide Public Library Summit in Atascadero, conducting follow-up meetings in various branch library communities

FY 2008-09

- Remodel the San Luis Obispo City Library
- Continue remodels and repairs at the Atascadero/Martin Polin Branch Library

**Internal Business Processes**

FY 2007-08

- Continued work on the Library's Strategic Plan, including a more precise staffing plan, and in coordination with the countywide Library Vision Document
- Convened an evaluation process and staff meetings to consider a "Staff Opportunity Survey" based upon the Library Employee Opinion Survey of 2006 in order to improve staff productivity and morale
- Worked with the County Planning Dept. to consider what planning products/FAQ's might be delivered/answered in branch libraries

FY 2008-09

- Designate a "go to" person(s) in every branch library for safety, maintenance/repairs, and supply ordering
- Explore better/more ways to efficiently and effectively utilize volunteers, including revision of a Draft Volunteer Manual
- Investigate options for alternative delivery models for Library books/materials

**Financial Health**FY 2007-08

- As in FY 2006-07, continued work on enhancing financial controls and strategic planning, including continuing retail/self-check remodels in order to re-deploy public service staff to other duties in order to decrease cost per book/materials circulation
- Adapted strategic plan/operations to anticipated reductions in revenues, specifically: lowered net growth in property tax revenues, County General Fund support, and subventions from the Public Library Fund and Transaction Based Reimbursements

FY 2008-09

- Encourage new fund raising activities by the Foundation for SLO County Public Libraries
- Consider not filling vacant positions and saving salary/benefit costs via attrition

**Learning & Growth**FY 2007-08

- Convened an All Staff Training Day plus a Staff Opportunity Survey (SOS) morning, to promote staff productivity, work relationships, and communication
- Provided various staff training opportunities at various locales based upon recommendations from the Training Task Force and a review of training resources (such as Customer Service in a Self Check World, Reference USA Database Training and on site catalog search training)
- Offered a Word-of-Mouth Library Marketing workshop to Library Summit attendees and others

FY 2008-09

- Continue All Staff Training Day plus the SOS morning as venues for all library staff to gather together and learn, twice a year
- Continue offering staff training opportunities
- Consider/evaluate the feasibility of staff blogs to focus on common interests/duties, such as Reference, Children's Service, Readers' Advisory, etc.

**COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS**

Overall, financing sources for this budget are increasing by \$156,729 (1%) compared to the FY 2007-08 Adopted Budget. Revenues are increasing by \$324,420 (4%) driven primarily by a 4%, or \$318,956 increase in revenues from the Secured Assessment Roll. Note that this is a smaller increase in this key revenue source as compared to prior, recent years. The department is projecting interest earnings of \$130,000; an increase of 44% compared to the FY 2007-08 Adopted Budget. This amount reflects the actual interest earnings the department expects to realize by the end of FY 2007-08. General Fund support is increasing slightly, by \$16,454 or (2%) to cover prevailing wage increases for the Library Director and seven Administrative Assistant positions, as in previous years. The Library has set aside \$185,000 in contingencies to help offset any prevailing wage increase that may be adopted in FY 2008-09. To balance the budget, it is recommended that the department cancel \$256,243 in general reserves, leaving a balance of \$529,760 to use in future years if necessary.

Expenditures are recommended to increase by \$678,875 compared to the FY 2007-08 Adopted Budget. This amount does not include the \$185,000 in contingencies that is available to offset a prevailing wage increase if needed. The most significant increase in expenses is associated with the department's salary and benefit accounts, which are increasing by \$520,696 (10%). A modification to the department's Position Allocation List

was approved by the Board in February 2008, allocating one three-quarter time Librarian 1 to a three-quarter time Librarian II.

Services and supplies are recommended to increase by \$132,679 (4%). The most significant changes include an increase of \$65,661 (16%) in Countywide Overhead charges, a \$50,754 (51%) increase in charges for Risk Management (primarily due to the cost of recent litigation), and a reduction of \$57,072 (21%) budgeted for facility maintenance projects. In order to reduce the level of General Fund support initially requested by the department in their Status Quo budget, a reduction of \$15,969 (2%) to the amount requested to purchase books and other library materials, as well as a reduction of \$15,969 (3%) in professional services is recommended. It should also be noted that the department receives gift funds from various individuals and organizations, which typically average \$60,000 - \$90,000 a year. Use of these funds is usually specified by the donating entity, and is generally used to purchase additional library books and materials. In addition, the department has budgeted for an estimated \$25,000 payment for the assessment on the Los Osos Library property to fund the new sewer. Other increases in the service and supply accounts reflect inflationary cost increases.

The Library did not request budget augmentations for FY 2008-09 and thus, none are recommended in this budget.

**BOARD ADOPTED CHANGES**

The Board adopted an amendment to the Position Allocation List (PAL) recommended in the Supplemental Document to delete one quarter-time Administrative Assistant and one half-time Administrative Assistant, and add one three-quarter time Administrative Assistant. This amendment had been approved by the Board on June 3, 2008 after the proposed budget went to print. Given that only minor cost increases will result from this PAL amendment, no changes were made to the recommended expenditures for this Fund Center.

In addition, on 8/26/08, the Board adopted the actual fund balances available (FBA) and approved a FBA of \$382,318. This reflects a \$105,679 reduction from the FBA included in the Adopted FY 2008-09 Budget. The Library transferred \$105,679 from the Facilities Planning Reserve to fund this FBA shortfall.

**GOALS AND PERFORMANCE MEASURES**

|  |                            |                            |                            |                  |                            |                 |
|--|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| <b>Department Goal:</b> Maximize onsite and remote public access to library materials, services and programs.  |                            |                            |                            |                  |                            |                 |
| <b>Communitywide Result Link:</b> A livable community.   |                            |                            |                            |                  |                            |                 |
| <b>1. Performance Measure: Annual expenditures per capita for total Library budget.</b>  |                            |                            |                            |                  |                            |                 |
| 03-04<br>Actual<br>Results   | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
| \$24.03  | \$27.37                    | \$28.34                    | \$31.07                    | \$34.00          | \$33.75                    | \$34.50         |
| <p><b>What:</b> The average annual expenditure per capita for the total library budget in libraries serving comparable populations is \$33.05. Two hundred fifteen public libraries serving a population of 100,000 to 249,999 across the nation were used for the statistical sample (<i>Public Library Data Service 2007</i>).</p> <p><b>Why:</b> Adequate funding is vital to providing excellent library service. Public library funding pays for two services, above all else: 1) staff salaries/benefits, which enables branch libraries to be open to the public; 2) current books and other library materials. More funding creates more open hours and newer materials for consultation and borrowing. Less funding has the opposite effect. For example, all large branch libraries have been closed on Mondays for over two years due to inadequate funding.</p> <p><b>How are we doing?</b> The total per capita expenditures for the Library in 07/08 were above the average for public libraries with comparable populations as reported in a survey by the Public Library Association (Statistical Report 2007). This report shows the upper quartile (75%) to be \$44.58 and the lower quartile (25%) to be \$19.46 with the mean at the mentioned \$33.05. The Library strives to move into the upper quartile. As an example, Torrance Public Library was significantly higher at \$46.15. Additional funding would enable the San Luis Obispo City-County Library to reach its goals of offering adequate open hours, materials, and services. Fundraising efforts will continue in the private sector and may increase the per capita expenditure in the future.</p> |                            |                            |                            |                  |                            |                 |
| <b>2. Performance Measure: Percentage of hours per week the 15 Branch libraries and the Bookmobile are open to the public as compared to an ideal schedule of hours.</b>   |                            |                            |                            |                  |                            |                 |
| 03-04<br>Actual<br>Results   | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
| 365=67%  | 323=60%                    | 312=58%                    | 335=62%                    | 366=68%          | 367=68%                    | 372=69%         |

**What:** Using data from the Public Library Data Service 2007, the ideal weekly schedule of open hours is defined by the size of the library (square footage) and the population served. Using this criterion, five library levels have been defined. Ideal open hours for the regional branches, (San Luis Obispo City, Atascadero and Arroyo Grande), is 60; large library branches (Los Osos, Morro Bay and Nipomo) is 54; mid-sized library branch (Cambria) is 46; 20 for the small libraries (Cayucos, Creston, Oceano, Santa Margarita, San Miguel, Shandon, and Shell Beach) and 10 hours for Simmler. The total ideal weekly schedule of open hours, system wide, is 538.

**Why:** Ideal open hours ensure maximum access and utilization by community members.

**How are we doing?** For 07/08 the Library continued to work towards minimizing random branch closures. The San Miguel branch increased open hours from 8 to 15 hours. The Bookmobile added another stop in Templeton; which restored Library services in that community and increased open hours by 3 hours per week.

**Department Goal:** To provide a diverse collection of books, materials and resources to meet research, educational and recreational needs of the community.

**Communitywide Result Link:** A livable community.

**3. Performance Measure: Annual number of items circulated per capita.**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| 7.1                        | 5.8                        | 6.0                        | 7.0                        | 7.1              | 7.5                        | 7.5             |

**What:** The average annual number of items circulated per resident for public libraries serving comparable populations is 7.47. Two hundred ten public libraries serving a population of 100,000 to 249,999 across the nation were used for the statistical sample (*Public Library Data Service 2007*).

**Why:** High circulation reflects success in meeting the educational, and informational needs and recreational reading viewing and listening interests of the community.

**How are we doing?** The Library exceeded the average annual number of items circulated per resident for public libraries serving comparable populations. Additional increases are expected to continue as a result of a new approach to displaying and marketing materials to entice the public and encourage browsing (i.e. displaying materials similar to a retail book store and improving the overall décor of the facility). Morro Bay, Oceano, Arroyo Grande and Santa Margarita Libraries have fully incorporated these user-friendly approaches to how services are provided. Other branches will be renovated over the next 5 years. Elimination of the "request" fee between branches and an increase in limits for audiovisual materials has increased public access to all materials in the system, adding to the increase in circulations. However, the average number of items delivered per week has doubled causing significant challenges.

**4. Performance Measure: Annual expenditures per capita for library materials to include new and replacement copies.**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| \$2.04                     | \$2.36                     | \$2.71                     | \$3.39                     | \$3.50           | \$3.39                     | \$3.60          |

**What:** The average annual expenditure per capita for library materials in libraries serving comparable populations is \$4.22. Two hundred fifteen public libraries serving a population of 100,000 to 249,999 across the nation were used for the statistical sample (*Public Library Data Service 2007*).

**Why:** Adequate per capita spending is needed to keep a viable and current collection of library materials.

**How are we doing?** Expenditures per capita continue to be low compared to similar public libraries throughout the nation. The Library is 20% below the national average of \$4.22 as noted above. A future challenge for the Library will be to find additional book/material funding, considering the downsizing of the real estate market and a decrease in property tax revenue. Unfortunately, it is expected the per capita spending growth rate will be slower than hoped in the next few years.

**5. Performance Measure: Percentage of the science, technology, consumer law and consumer health materials, system wide, which are current.**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| 45%                        | 45%                        | 66%                        | 77%                        | 78%              | Not Available              | 79%             |

**What:** Consumer health and medicine, computer technology and software, and consumer law materials, system wide, should be current. Current is defined as published within the last 5 years, although some materials (e.g. consumer law) go out of date more rapidly.

**Why:** These subjects are time critical and become obsolete quickly.

**How are we doing?** Library staff have worked hard and have been very successful in both their efforts to remove outdated materials in these critical areas of the collection and in adding current titles. The Library continues its efforts to be vigilant in maintaining an up-to-date collection. Due to a computer software change during the 07/08 fiscal year this statistic could not be generated. The Library anticipates this statistic to be available for the 08/09 fiscal year due to a migration to a different software system during this time frame.

**Department Goal:** To provide excellent customer service (access to library services and programs, reference assistance and advice on finding reading materials) to county residents, both in person and electronically via home and business computers.

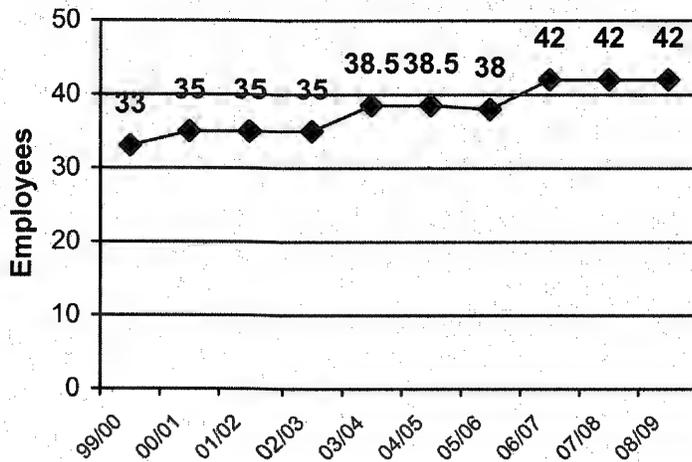
|  |                            |                            |                            |                  |                            |                 |
|--|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| <b>Communitywide Result Link:</b> A livable community.   |                            |                            |                            |                  |                            |                 |
| <b>6. Performance Measure:</b> Percentage of library users who are extremely or very satisfied with library services in the county.  |                            |                            |                            |                  |                            |                 |
| 03-04<br>Actual<br>Results   | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
| 89%  | 87.6%                      | 90.9%                      | Biennial Survey            | 92%              | 93%                        | Biennial Survey |
| <p><b>What:</b> This measures the extent to which library users are satisfied with library service in the county.</p> <p><b>Why:</b> Libraries provide access to information in a wide variety of formats that increase the educational, cultural and recreational opportunities in a community. This measure is our report card from our customers, telling us not only how we are doing, but giving us specific, useful feedback that we use to further improve our service to the community.</p> <p><b>How are we doing?</b> The Library worked with Taylor Consulting Group to develop and distribute customer satisfaction exit surveys on a regular biennial basis. Library users were "extremely satisfied" (63%) or "very satisfied" (30%) with overall library service when surveyed in May 2008 (total 93%). The continuing increase in "extremely/very satisfied" responses is an indication that the emphasis placed on excellent customer service and training to support staff in their efforts has proven to be beneficial for library visitors. The next scheduled exit survey will be May 2010.</p> |                            |                            |                            |                  |                            |                 |

**MISSION STATEMENT**

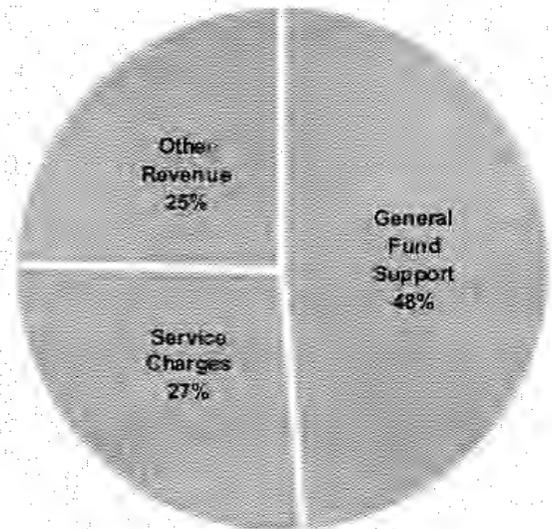
The San Luis Obispo County Parks Division ensures diversified opportunities for recreation and the personal enrichment of the County's residents and visitors while protecting its natural, cultural, and historical resources.

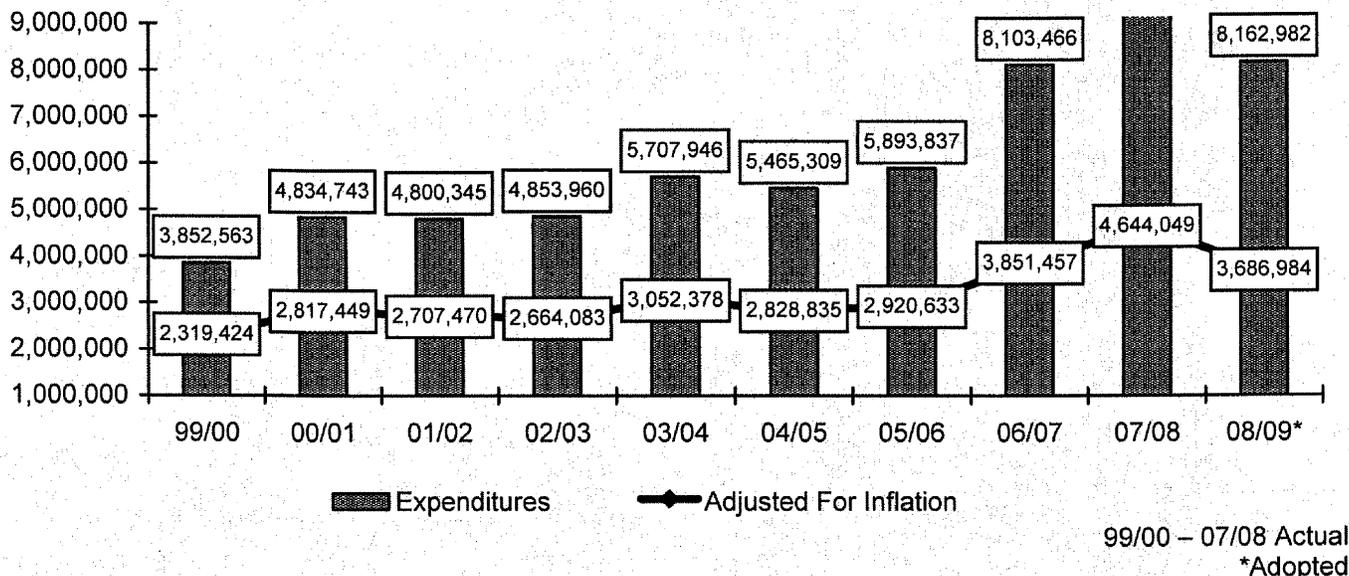
|                                     | 2006-07             | 2007-08              | 2008-09             | 2008-09             | 2008-09             |
|-------------------------------------|---------------------|----------------------|---------------------|---------------------|---------------------|
| <u>Financial Summary</u>            | <u>Actual</u>       | <u>Actual</u>        | <u>Requested</u>    | <u>Recommended</u>  | <u>Adopted</u>      |
| Revenues                            | \$ 8,216,859        | \$ 10,242,542        | \$ 8,103,844        | \$ 7,949,026        | \$ 8,162,982        |
| Fund Balance Available              | \$ 175,310          | \$ 147,151           | \$ 471,728          | \$ 471,728          | \$ 408,990          |
| Cancelled Reserves                  | 0                   | 0                    | 0                   | 0                   | 0                   |
| <b>Total Financing Sources</b>      | <b>\$ 8,392,169</b> | <b>\$ 10,389,693</b> | <b>\$ 8,575,572</b> | <b>\$ 8,420,754</b> | <b>\$ 8,571,972</b> |
| Salary and Benefits                 | \$ 3,871,145        | \$ 4,158,411         | \$ 4,466,033        | \$ 4,466,033        | \$ 4,466,033        |
| Services and Supplies               | 2,837,145           | 3,008,250            | 3,593,011           | 3,318,193           | 3,532,149           |
| Other Charges                       | 1,038,517           | 262,113              | 17,000              | 137,000             | 137,000             |
| Fixed Assets                        | 356,659             | 2,662,744            | 27,800              | 27,800              | 27,800              |
| <b>Gross Expenditures</b>           | <b>\$ 8,103,466</b> | <b>\$ 10,091,518</b> | <b>\$ 8,103,844</b> | <b>\$ 7,949,026</b> | <b>\$ 8,162,982</b> |
| Contingencies                       | 0                   | 0                    | 471,728             | 471,728             | 408,990             |
| New Reserves                        | 0                   | 0                    | 0                   | 0                   | 0                   |
| <b>Total Financing Requirements</b> | <b>\$ 8,103,466</b> | <b>\$ 10,091,518</b> | <b>\$ 8,575,572</b> | <b>\$ 8,420,754</b> | <b>\$ 8,571,972</b> |

**Number of Employees**  
(Full Time Equivalent)



**Source of Funds**





**SERVICE PROGRAMS**

**Parks Facilities**

Manage and maintain the County-owned and/or operated parks and recreational facilities (community parks, playgrounds, tennis courts, swimming pools, coastal accessways and beaches, large regional camping facilities, biking and hiking trails, and historic adobe structure) to ensure safe and efficient operations. Design and implement recreational programs to enhance the satisfaction of residents and visitors. Manage the central reservation system for residents and visitors to reserve the use of campgrounds, group picnic facilities, and the San Luis Obispo Veteran's Hall.

Total Expenditures: \$8,162,982 Total Staffing (FTE): 42.0

**DEPARTMENT COMMENTS**

The County Parks Division of General Services exists to ensure diversified opportunities for recreation and personal enrichment of the County's residents and visitors while protecting its natural, cultural and historical resources.

**Internal Business Improvements:**

**FY 2007-08 Accomplishments**

- Parks staff worked extensively with Accounting, Auditor, Treasurer and Administrative Office staff to select a new software solution and vendor to upgrade our camping and group user reservation system.

**FY 2008-09 Objectives and Challenges**

- A relatively seamless implementation of the new reservation software will be a major challenge to Parks operations but the new business opportunities it provides (online reservations, gift cards, improved service unit tracking, etc.) should begin paying dividends in the next fiscal year.

**Finance:**

**FY 2007-08 Accomplishments**

- The addition of Coastal Dunes RV Park continues to exceed revenue generation expectations as a result of the excellent customer service of staff and physical improvements to the site. These funds are supporting a variety of community service programs.
- Implementation of a service contract with ECOSLO to provide volunteer coordination and management is expected to increase the use of volunteer labor, offsetting more expensive paid staff.

**FY 2008-09 Objectives and Challenges**

- The anticipated growth of Parks volunteer program will both provide service opportunities to the community and significantly reduce the cost of maintaining public trails and recreation areas.
- Implementation of the new reservation system will reduce both Ranger and Accounting staff time to conduct manual cash reconciliation.

**Customer Service:****FY 2007-08 Accomplishments**

- The 2007 Citizen's Opinion Survey indicated the community's rating of "County parks" at 65% on a 0-100 point scale.
- Investing in the new reservation software solution is a direct response to our need to better meet customer needs for improved camping and group area reservation services.

**FY 2008-09 Objectives and Challenges**

- While the C+ rating "County parks" received in the 2007 Citizen's Opinion Survey is higher than satisfaction with "library services" or "the overall direction the County is taking," it reflects a 2% decline from 2003. Staff will be challenged with improving that satisfaction level in a period of tightening budgets.

**Learning and Growth:****FY 2007-08 Accomplishments**

- Parks management implemented a mentoring program designed to strengthen and develop internal staff for promotional opportunities resulting from a growing retirement rate.

**FY 2008-09 Objectives and Challenges**

- Identifying, encouraging and training existing staff in preparation of their need to "move up the organizational chart" will continue to be major challenge given the time constraints placed on staff by their current workload.
- Quickly learning and implementing the expanded capabilities of the new reservation software system will provide tremendous opportunities for professional growth and enhanced customer service but that transition will provide significant challenges to staff adapting to the change.

**COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS**

The recommended FY 2008-09 budget for Parks represents an overall increase of 13%, or \$1 million, with General Fund support increasing by 4% or \$140,906 over FY 2007-08 adopted levels. By comparison, the FY 2008-09 Status Quo budget submitted by Parks provided for a total increase of 15% (\$1.16 million) with General Fund support increasing by \$414,429 or 11% from the adopted FY 2007-08 levels. The recommended decrease in General Fund support for FY 2008-09 was achieved by reducing the maintenance (structure/improvement/grounds) account to essentially FY 2007-08 adopted levels. As a result of these reductions, it is anticipated that there will be delays in various maintenance projects such as paving, electrical repairs and landscaping at Coastal Dunes or repair of docks at Santa Margarita Lake.

Revenues for FY 2008-09, less General Fund support, are projected to increase by 13%, or \$543,850. This figure includes \$120,000 budgeted from Quimby Fees that will be transferred to Fund Center 200 – Maintenance Projects and used for various Park maintenance and enhancement projects throughout the County. Fee driven revenue (such as camping fees, daily passes, group entrance fees) is projected to increase by 10%, or \$222,435, due to fee increases that went to effect January 2008. Actual usage rates are anticipated to remain relatively flat from FY 2007-08 levels. Fund Balance Available is estimated at \$471,728.

The salary and benefit accounts for FY 2008-09 are increasing by \$352,711 (8%) primarily due to prevailing wage increases. These accounts include status quo funding (\$565,919) for temporary help which is used throughout the summer months for recreational programs and at various campgrounds. Overall, service and supply accounts are increasing by 10% (\$314,745) over FY 2007-08 adopted amounts with some substantial increases in individual accounts: computer software accounts are increasing by \$12,500 (131%) due to implementation in FY 2007-08 of the Parks' new reservation system; expenses associated with the purchase of gas and oil are increasing by \$52,450 (105%); and utilities costs are increasing by \$27,768 (6%). Funding recommended for the maintenance – (structure/improvement/grounds) account in FY 2008-09 remains flat, decreasing by less than 1% (\$6,959), when compared to FY 2007-08. Additionally, Countywide overhead has increased by 45% or \$173,082. Expenditures budgeted in the other charges accounts increased, 17% or \$20,500 but as stated above included the pass through of \$120,000 from Quimby Fee to Maintenance Projects. Finally, \$27,800 in Fixed Assets is recommended for funding and includes covers for pools at Shamel Park and Hardie Park and a utility vehicle.

**BOARD ADOPTED CHANGES**

The Board approved the Supplemental Document item (page S-5) amending the Position Allocation List for Parks by deleting 1 FTE Parks Manager and adding 1 FTE Deputy Director – County Parks. This change had been approved by the Board on April 22, 2008, as part of the overall creation of the General Services Agency, but was not included as part of the FY 2008-09 Proposed budget. The salary and benefit costs associated with this action will be absorbed by the department.

The Supplemental Document item (page S-18) consolidating budgetary functions for the Lopez Lake Recreation Area into the Parks fund center was also approved. Additionally, as part of the Supplemental Document item, the Board approved the transfer of responsibility for managing the water and waste water systems at the Lopez Lake Recreation Area from Public Works to Parks. This action increased the Parks' budget by \$213,956 which was funded by a transfer from the Department of Public Works Special Districts' budget. Approval of this action has no impact to the General Fund. No additional staff will be needed as request of this consolidation. Further, Parks staff has stated that the General will not be a source of capital project funding at the Recreation Area. As the need to fund any capital projects arises, projects would be funded with excess gate revenues grants and/or park bond funds.

Fund balance available for Parks ended the 2007-08 fiscal year \$62,738 under estimated amounts of \$471,728 primarily due to unanticipated expenses associated with preventive measures taken relating to the quagga mussel situation at Lopez and Santa Margarita Lakes (the shortfall was covered with Parks contingency). The \$408,990 in fund balance available will be placed in Parks' contingencies accounts to be used throughout the year for any unanticipated special projects and/or expenses.

**GOALS AND PERFORMANCE MEASURES**

**Department Goal:** Cost-effectively operate and maintain County-owned and/or operated parks and recreation facilities to enhance recreational opportunities for residents and visitors.

**Communitywide Result Link:** A livable community.

**1. Performance Measure: Square footage of high maintenance intensive park facilities maintained per full time equivalent employee**

| 03-04<br>Actual       | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted      | 07-08<br>Projected Results | 08-09<br>Target       |
|-----------------------|----------------------------|----------------------------|----------------------------|-----------------------|----------------------------|-----------------------|
| 146,323<br>sq.ft./FTE | 146,543<br>sq.ft./FTE      | 157,573<br>sq.ft./FTE      | 159,313<br>sq.ft./FTE      | 160,000<br>sq.ft./FTE | 160,000<br>sq.ft./FTE      | 160,000<br>sq.ft./FTE |

**What:** The ratio of full time equivalent employees to the square feet of park facilities requiring regular, intense maintenance.

**Why:** While County Parks manages over 13,000 acres of parks, trails and open space, developed park facilities like playgrounds and campsites have the greatest direct impact on staff resources. This ratio will track the direct impact of adding more developed facilities to the County Park system.

**How are we doing?** Board direction not to expand facilities without a new source of funding is resulting in maintenance of the status quo as few new facility impacts are being developed and no increase in staffing is anticipated in the near future. There is no industry standard for square footage per full time employee.

**2. Performance Measure: Annual program costs per visitor/day at County recreation facilities.**

| 03-04<br>Actual | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Projected Results | 08-09<br>Target |
|-----------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| \$1.58          | \$1.94                     | \$1.90                     | \$2.29                     | \$1.95           | \$1.95                     | \$2.00          |

**What:** The ratio of total financing sources (combined user fees, General Fund contribution, FBA, etc.) to the total number of annual visitor/days at Park facilities.

**Why:** This figure reflects the efficiency of our financial commitment to the visitors using County Park facilities. Because the Parks Division is an important supporting factor in the County's tourist economy, tracking the total visitor/day spending rather than simply spending per County resident is more relevant.

**How are we doing?** Our expenditures per visitor/day have historically compared favorably to our comparable counties that average over \$5 per visitor. An increase in revenue derived from the addition of Coastal Dunes RV Park as an operational facility should have a modest impact on the total financing per visitor.

**3. Performance Measure: Annual number of safety-related incidents that occur in County-owned parks or recreational facilities per 100,000 visitors.**

| 03-04<br>Actual                         | 04-05<br>Actual<br>Results               | 05-06<br>Actual<br>Results               | 06-07<br>Actual<br>Results               | 07-08<br>Adopted                         | 07-08<br>Projected Results             | 08-09<br>Target                        |
|---|--|--|--|--|--|--|
| .7 incidents<br>per 100,000<br>visitors | 1.3 incidents<br>per 100,000<br>visitors | 1.7 incidents<br>per 100,000<br>visitors | 4.9 incidents<br>per 100,000<br>visitors | 1.4 incidents<br>per 100,000<br>visitors | 4 incidents<br>per 100,000<br>visitors | 4 incidents<br>per 100,000<br>visitors |

**What:** All staff and visitor accidents and safety related incidents are documented and analyzed for trends and recurring hazards. This measure of total annual reports per 100,000 visitors provides an overview of how safe the park environment is for visitors and staff.

**Why:** To ensure a positive recreational experience and limit liability exposure, it is essential that Parks provide a safe environment for our visitors and staff. Tracking incidents helps to focus on areas of concern and demonstrate our commitment to providing that safe environment.

**How are we doing?** In FY 06/07, there were a total of 2.7 million visitors to County-owned parks or recreational facilities. The actual results from FY 06/07 indicated that the impact of an operational skate park is having an impact on total number of incidents and accidents. This is largely due to the presence of staff that we are now able to document the falls and minor injuries that historically occurred but went unnoticed. This higher level per 100,000 is expected to be the new norm in future years.

**4. Performance Measure: Percentage of annual survey respondents who rate park and recreation opportunities as "good" to "excellent."**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Projected Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| 94%                        | 94%                        | 90%                        | 90%                        | 90%              | 90%                        | 90%             |

**What:** Annual survey measures resident perceptions on parks and recreation opportunities in the county. Park visitors are surveyed annually. Every three years, a survey is conducted by the ACTION for Healthy Communities Collaborative and the citizen's opinion survey, also conducted every three years, provides additional data.

**Why:** Quality parks and recreation opportunities are a key component of any livable community. Regularly checking in with our residents to find out how they rate those opportunities provides us with valuable customer information on which to base future resource decisions.

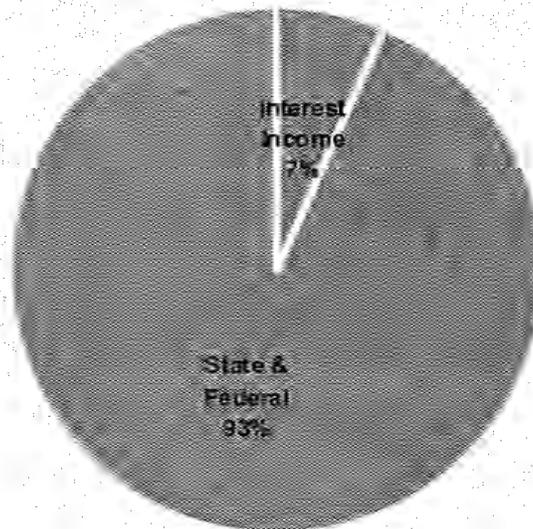
**How are we doing?** Surveys are distributed annually to park visitors and while, the impact of various deferred maintenance issues has somewhat diminished user satisfaction with County Park facilities, the overall rating remains relatively high. With little change in funding anticipated in the coming years, staff anticipates maintenance of the status quo.

**PURPOSE**

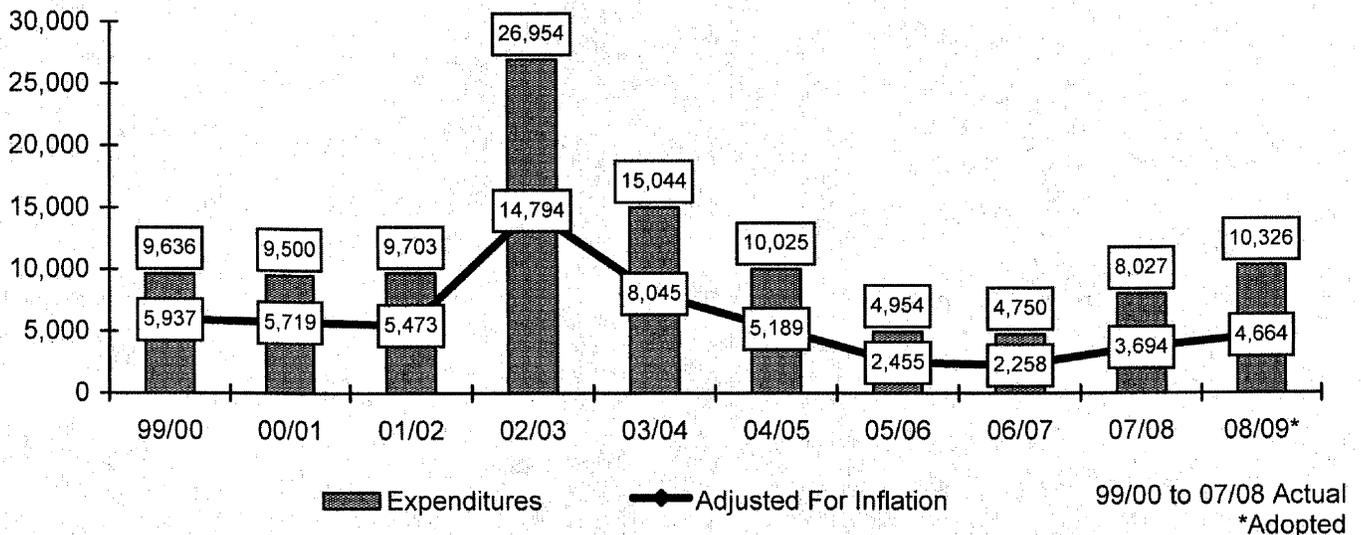
The Taylor Grazing Act of 1934 provides that 50 percent of the grazing fees on Bureau of Land Management (BLM) land outside of organized districts be returned to the State. The California Public Resources Code requires the State's share to be distributed to counties in proportion to the grazing fees received and specifies that funds shall be expended for range improvements and control of predators. The Public Resources Code also established a Grazing Advisory Board which is appointed by the Board of Supervisors and is required to meet at least once annually. This Advisory Board makes recommendations to the Board of Supervisors relating to plans or projects for range development and predator control.

|                                     | 2006-07          | 2007-08          | 2008-09          | 2008-09            | 2008-09          |
|-------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| <u>Financial Summary</u>            | <u>Actual</u>    | <u>Actual</u>    | <u>Requested</u> | <u>Recommended</u> | <u>Adopted</u>   |
| Revenues                            | \$ 6,526         | \$ 5,780         | \$ 5,350         | \$ 5,350           | \$ 5,350         |
| Fund Balance Available              | \$ 567           | \$ 5,453         | \$ 1,247         | \$ 1,247           | \$ 1,430         |
| Cancelled Reserves                  | 6,554            | 0                | 3,729            | 3,729              | 3,729            |
| <b>Total Financing Sources</b>      | <b>\$ 13,647</b> | <b>\$ 11,233</b> | <b>\$ 10,326</b> | <b>\$ 10,326</b>   | <b>\$ 10,509</b> |
| Salary and Benefits                 | \$ 0             | \$ 0             | \$ 0             | \$ 0               | \$ 0             |
| Services and Supplies               | 4,750            | 8,027            | 10,326           | 10,326             | 10,326           |
| Other Charges                       | 0                | 0                | 0                | 0                  | 0                |
| Fixed Assets                        | 0                | 0                | 0                | 0                  | 0                |
| <b>Gross Expenditures</b>           | <b>\$ 4,750</b>  | <b>\$ 8,027</b>  | <b>\$ 10,326</b> | <b>\$ 10,326</b>   | <b>\$ 10,326</b> |
| Contingencies                       | 0                | 0                | 0                | 0                  | 0                |
| New Reserves                        | 3,444            | 1,776            | 0                | 0                  | 183              |
| <b>Total Financing Requirements</b> | <b>\$ 8,194</b>  | <b>\$ 9,803</b>  | <b>\$ 10,326</b> | <b>\$ 10,326</b>   | <b>\$ 10,509</b> |

**Source of Funds**



10 Year Expenditures Adjusted For Inflation



**SERVICE PROGRAMS**

**Predator Control**

Provides funds to the U.S. Department of Agriculture for a portion of the salary and mileage costs of a trapper employed to control predators causing animal damage on private and public rangeland.  
Total Expenditures: \$4,750 Total Staffing (FTE): 0.0

**Range Improvement**

Provides funds for a fencing/cattle guard project on Bureau of Land Management Land property in the Temblor Mountains Range.  
Total Expenditures: \$5,576 Total Staffing (FTE): 0.0

**COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS**

At their annual meeting on March 14, 2008, the Wildlife and Grazing Board voted to fund a portion of a federal trapper at \$4,750, the same level as in FY 2007-08. The Board also voted to fund a project in the Temblor Mountain Range in the amount of \$5,576. Funding sources include Bureau of Land Management (BLM) revenue of \$5,000, interest income of \$350, and Fund Balance Available (FBA) of \$1,247. Additionally, the Grazing Board voted to cancel \$3,514 in Wildlife Project designations and \$215 from General Reserves, a total of \$3,729, in order to completely fund the trapper program and range improvement project.

Revenues for FY 2007-08 were over realized by 32% or \$1,297. A variety of factors affect the amount of grazing fee revenue received by the County via leased BLM land and while revenue was over realized in FY 2007-08, revenues for FY 2008-09 are being conservatively budgeted at \$5,000, a 25% or \$1,000 increase over FY 2007-08 actuals. In the event that there is a change in revenue (increase and/or decrease), the Wildlife and Grazing Board may reconvene to discuss any changes to funding for the trapper program and/or range improvement project.

As a result of the cancellation of designations and reserves mentioned above, the Wildlife and Grazing fund will maintain General Reserves of \$4,377 which will be used in future years for range improvements and predator control.

**BOARD ADOPTED CHANGES**

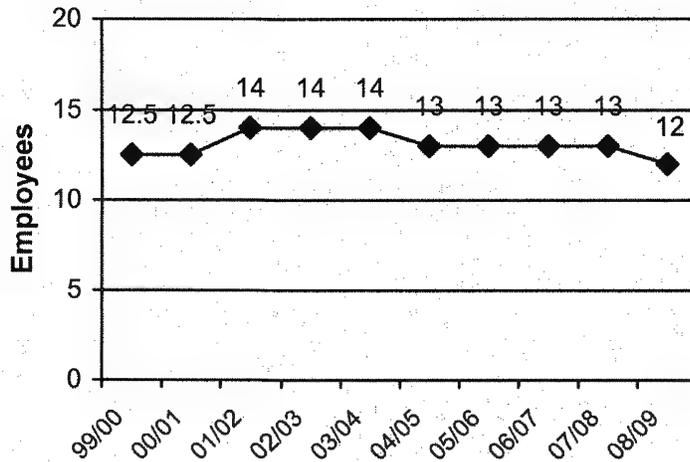
There were no changes made during budget hearings to Wildlife and Grazing's recommended budget. Fund balance available for Wildlife and Grazing ended the 2007-08 fiscal year \$183 over estimated amounts and this sum was added to their reserves and designations bringing its total available amount to \$4,560.

**MISSION STATEMENT**

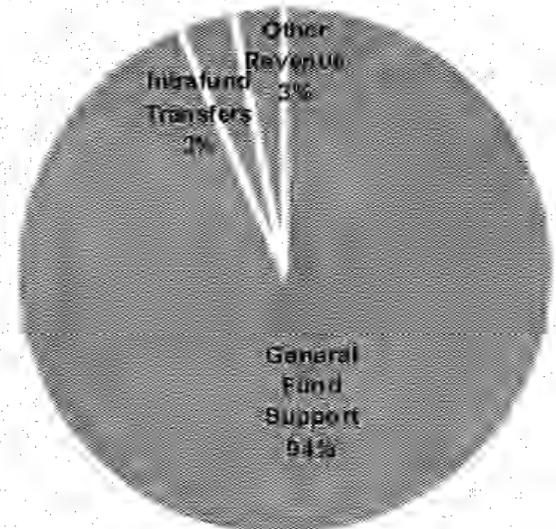
We, the Administrative Office, connect people to their government by practicing and promoting continuous improvement in communications, accountability and service.

| Financial Summary             | 2006-07<br>Actual | 2007-08<br>Actual | 2008-09<br>Requested | 2008-09<br>Recommended | 2008-09<br>Adopted |
|-------------------------------|-------------------|-------------------|----------------------|------------------------|--------------------|
| Revenues                      | \$ 72,717         | \$ 86,164         | \$ 36,245            | \$ 65,509              | \$ 65,509          |
| Salary and Benefits           | 1,591,262         | 1,671,302         | 1,857,232            | 1,833,591              | 1,833,591          |
| Services and Supplies         | 298,098           | 416,545           | 368,337              | 202,387                | 274,387            |
| Fixed Assets                  | 0                 | 0                 | 0                    | 0                      | 0                  |
| **Gross Expenditures          | \$ 1,889,360      | \$ 2,087,847      | \$ 2,225,569         | \$ 2,035,978           | \$ 2,107,978       |
| Less Intrafund Transfers      | 71,972            | 59,008            | 62,749               | 62,749                 | 62,749             |
| **Net Expenditures            | \$ 1,817,388      | \$ 2,028,839      | \$ 2,162,820         | \$ 1,973,229           | \$ 2,045,229       |
| General Fund Support (G.F.S.) | \$ 1,744,671      | \$ 1,942,675      | \$ 2,126,575         | \$ 1,907,720           | \$ 1,979,720       |

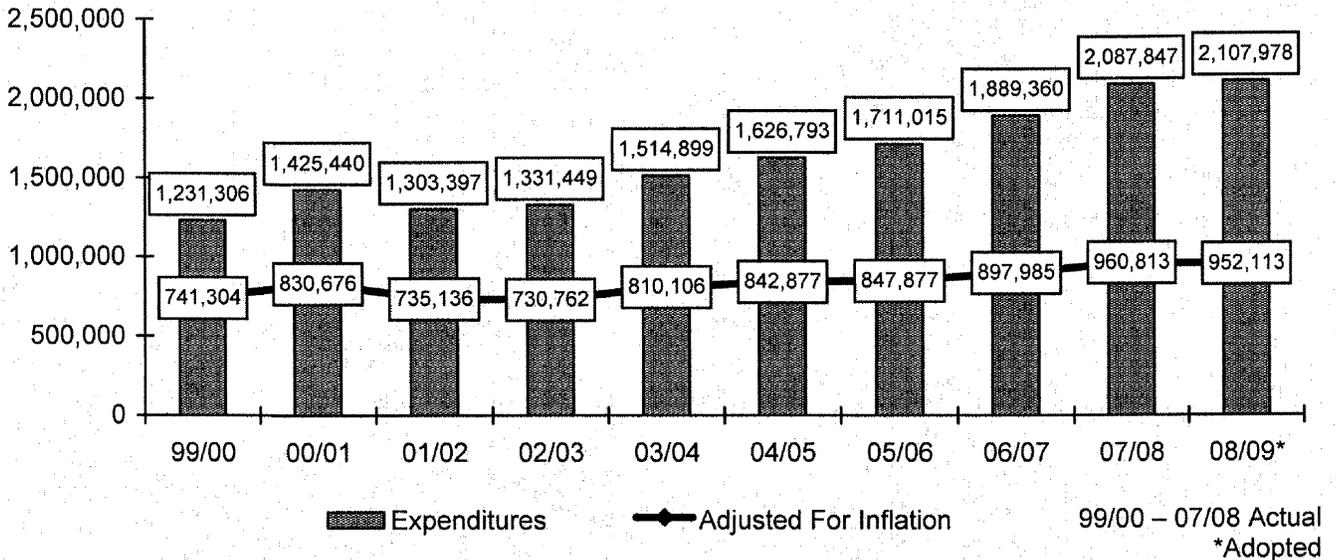
**Number of Employees**  
(Full Time Equivalent)



**Source of Funds**



10 Year Expenditures Adjusted For Inflation



**SERVICE PROGRAMS**

**Citizen Outreach/Support**

Represents efforts geared toward connecting the public with county government. Includes activities such as surveying the community for feedback to improve performance; developing informative presentations and materials to improve communication with the public; and promoting technology to make county government more accessible (e.g., online access to county information, televised Board meetings, etc.).

Total Expenditures: \$125,000 Total Staffing (FTE): .70

**Organization Support**

**Board of Supervisors:** Provide high quality staff support to maximize Board effectiveness. Includes activities such as implementation of Board policy, sound financial planning through annual preparation and regular review of the County budget, labor relations, preparing the weekly Board agenda, responding to requests for information, and resolving citizen complaints, etc.

**County Departments:** Provide high quality staff support to maximize county department effectiveness. Includes activities such as providing policy analysis and guidance, troubleshooting, and keeping departments up to date on important issues.

Total Expenditures: \$1,924,978 Total Staffing (FTE): 11.0

**Organizational Effectiveness**

Represents efforts geared toward creating a high performance "results oriented" County organization. Includes activities such as promoting strategic planning, goal setting, and performance measurement throughout the organization and encouraging continuous improvement through a regular organizational review process (e.g. the organizational effectiveness cycle process).

Total Expenditures: \$58,000 Total Staffing (FTE): .30

**DEPARTMENT COMMENTS**

Please note that accomplishments and objectives for the Emergency Services and Organizational Development divisions of the Administrative Office are included in fund centers 138 and 275, respectively.

**Internal Business Processes- *As good as possible*****FY 07-08 Accomplishments**

- Reviewed and consulted on more than 1,200 staff reports (consent, board business and public hearings) for BOS agenda to ensure compliance with policies and standards
- Developed and facilitated four strategic planning sessions with BOS to increase awareness of County's financial status and proactively address projected funding gap
- Recommended and oversaw implementation of a partial hiring freeze to save money and mitigate number of employees subject to layoff
- Streamlined the voluntary time off (VTO) program to make it easier for employees to participate and reduce salary costs

**FY 08-09 Objectives and Challenges**

- Review process for providing BOS and public with results/outcomes achieved by all County departments and identify opportunities for improving current process
- Continue working with departments, BOS and employee associations to develop initiatives to address ongoing financial challenges
- Continue to provide the Board with quality staff support (agenda, budget/financial, labor relations, intergovernmental, etc) with increased workload and decreased staff/resources

**Financial Health- *As cost efficient as possible*****FY 07-08 Accomplishments**

- Developed a balanced FY 2008-09 Proposed Budget within statutory timeframes
- Proposed consolidation of Information Technology and General Services Department to reduce County costs by over \$200,000 and improve services to other departments
- Negotiated pension rate increases with most employee associations to reduce financial impact of rate increases on taxpayers
- Proposed loan program so that airport patrons, not general taxpayers, will pay for the new \$10 million airport parking structure
- Completed the annual review and update of the County's fee schedule to allocate program costs to users of those programs/services
- Monitored the County's financial status to ensure compliance with BOS directives or policies and prepare the County to address financial challenges in an orderly, responsible manner
- Recommended and created program to charge users of public defender services (based on ability to pay), which is estimated to reduce taxpayers' costs by about \$250,000 per year
- Worked with the Sheriff's Office to apply for grant funding to reduce County's costs for the women's jail expansion

**FY 08-09 Objectives and Challenges**

- Develop a balanced budget for FY 2009-10 that balances our fiduciary and public service responsibilities
- Develop and implement a "second tier" of pension benefits for new employees to reduce taxpayer costs for employee pension benefits
- Expand upon financial forecast to include more variables and a longer time horizon
- Complete the transfer of facilities to the Court (per state legislation) and minimize the financial impact to the County
- Continue timely and accurate financial oversight (e.g. budget, fees, quarterly reports, etc.)

**Customer Service- *As responsive as possible*****FY 07-08 Accomplishments**

- Developed and presented the third "Community Wide Results and Indicators Report", which tracks the County's progress in attaining its goals of being a safe, healthy, livable, prosperous and well-governed community
- Completed annual compensation surveys and implemented prevailing wage adjustments for County employees

- Annual survey of County departments resulted in an overall rating of 3.32 (3.0 = satisfactory) for Admin Office
- Annual survey of the Board of Supervisors resulted in overall rating of 4.1 (4.0 = above satisfactory) for Admin Office
- Lead process for updating "Departmental Performance Profiles" and presentations to the Board to depict departments' services and key indicators of performance.
- Developed the County's legislative agenda for both the state and federal governments to communicate the Board's priorities and concerns
- Negotiated four year contracts with the SLO County Probation Peace Officers Association and the SLO County Probation Management Peace Officers Association

**FY 08-09 Objectives and Challenges**

- Recommend and oversee transition to new organizational structure for Animal Services
- Complete comprehensive compensation survey for 260 job classifications represented by the San Luis Obispo County Employee Associations

**Learning and Growth- *As responsible as possible*****FY 07-08 Accomplishments**

- Developed and "piloted" a supervisory training program to 140 employees in the Health Agency and Department of Social Services. Feedback from participants and employee association was overwhelmingly positive
- Retained actuary to review pension plan and developed action plan to address deficiencies
- Increased communications with departments, BOS and employee associations on County budget matters
- Revised County cell phone policy to comply with IRS requirements and reduce cell phone expenses

**FY 08-09 Objectives and Challenges**

- Commence negotiations for successor contract with 1,700 County employee represented by the San Luis Obispo County Employee Association, as well as several of the smaller associations
- Develop initiatives for enhancing internal communications within the County

**COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS**

Total expenditures for a Status Quo budget in FY 2008-09 would be 12%, or about \$239,000, higher than the FY 2007-08 adopted budget. The increased expenses are, in part, due to the fact that funding for the federal lobbyist (The Ferguson Group) was added to this budget after the adoption of the FY 2007-08 final budget. Salary and benefit accounts for the Status Quo budget increased 6%, or approximately \$107,000, reflecting prevailing wage and pension rate increases effectuated in FY 2007-08.

The Status Quo budget reflects a 71%, or about \$90,000, decrease in revenues. There are two main factors driving this decrease. First, revenue for state mandated services (i.e. the SB 90 program) are not expected to be available in FY 2008-09. Second, the FY 2007-08 budget included reimbursement from the automation replacement fund to pay for temporary help staff to assist with development of a new budget system. This money was never transferred – and the temporary help expense never incurred – because the new budget system project was put on hold due to budgetary constraints.

The FY 2008-09 Status Quo budget reflects an 18% increase – or about \$329,000 – in the level of General Fund support. Prevailing wage and pension rate increases for existing staff account for a portion of this increase. The balance is related to the cost of the federal lobbyist contract as well as the decrease revenues as noted above.

The recommended budget requires increasing General Fund support by approximately \$110,000. This is about \$219,000 less than would have been required to fund a Status Quo budget. The recommended budget eliminates 1.0 Administrative Assistant – Confidential position and reduces travel, training and office equipment expenses. The recommended budget completely eliminates funding for the federal lobbyist as well as funding for the Action for Healthy Communities survey. Funding for outside labor negotiator services has been reduced from \$48,000 to \$24,000. Funding for the state lobbyist remains at the FY 2007-08 level of \$60,000.

**BOARD ADOPTED CHANGES**

The Board approved the Supplemental Document item (page S-3) providing funding from General Fund Contingencies in the amount of \$72,000 per year for a two year contract with the Ferguson Group, the County's federal lobbyist. The Ferguson Group will continue to provide the County services per the calendar year (CY) 2008/FY 2009 federal lobbying plan developed by the Board and the Ferguson Group.

**GOALS AND PERFORMANCE MEASURES**

|   |                            |                            |                            |                  |                            |                 |
|---|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| <b>Department Goal:</b> To ensure the long-term financial stability of the County.  |                            |                            |                            |                  |                            |                 |
| <b>Communitywide Result Link:</b> A well-governed community.  |                            |                            |                            |                  |                            |                 |
| <b>1. Performance Measure: Ratio of long-term debt to capital assets.</b>   |                            |                            |                            |                  |                            |                 |
| 03-04<br>Actual<br>Results  | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
| 10%   | 8%                         | 7.7%                       | 8.1%                       | 8.5%             | 8.8%                       | 8.8%            |
| <b>What:</b> This measure shows the ratio of long-term debt relative to the value of all our capital assets (e.g. land, buildings).   |                            |                            |                            |                  |                            |                 |
| <b>Why:</b> This measure provides staff, the Board and public with information on the financial health of the County. The current goal is to keep debt levels as low as possible.   |                            |                            |                            |                  |                            |                 |
| <b>How are we doing?</b> Each year the ratio fluctuates slightly depending on the number and value of capital projects. The County's credit rating remains strong and was upgraded by Standard and Poor's in November 2007 from A+ to AA- due in part to strong financial operations and good reserve levels.   |                            |                            |                            |                  |                            |                 |
| <b>2. Performance Measure: Ratio of contingencies and general reserves to the County's total General Fund operating budget.</b>   |                            |                            |                            |                  |                            |                 |
| 03-04<br>Actual<br>Results  | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
| 8%  | 6.8%                       | 7.2%                       | 7.4%                       | 7.02%            | 6.89%                      | 7.1%            |
| <b>What:</b> This measure shows how much money the County has in "savings" relative to our daily, ongoing expenses.   |                            |                            |                            |                  |                            |                 |
| <b>Why:</b> The measure provides staff, the Board and public with information on the financial health of the County. Our goal is to have a prudent level of savings that allows us to plan for future needs and "weather" economic downturns.   |                            |                            |                            |                  |                            |                 |
| <b>How are we doing?</b> This measure is calculated by adding the General Fund reserve (\$8 million) and the General Fund contingency and dividing by total General Fund expenditures. The projected result is less than the adopted target for 2007-08 because General Fund contingencies at the start of the year were only 4.64% of the General Fund as opposed to the target of 5%. The reason for the lower ratio is because the actual fund balance available for the General Fund at the end of the 2006-07 fiscal year was less than the estimated amount. General Fund contingencies were used to cover the difference. The target for 2008-09 assumes that General Fund contingencies will be set at 5% of General Fund expenditures. |                            |                            |                            |                  |                            |                 |
| <b>Department Goal:</b> To provide high quality staff support in an effort to maximize the effectiveness of the Board of Supervisors.   |                            |                            |                            |                  |                            |                 |
| <b>Communitywide Result Link:</b> A well-governed community.  |                            |                            |                            |                  |                            |                 |
| <b>3. Performance Measure: Percentage of Board members who respond to a survey indicating the Administrative Office staff provides satisfactory or better staff support.</b>  |                            |                            |                            |                  |                            |                 |
| 03-04<br>Actual<br>Results  | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
| 100%  | 100%                       | 100%                       | 100%                       | 100%             | 100%                       | 100%            |
| <b>What:</b> The County Administrative Office surveys the Board of Supervisors annually to determine their level of satisfaction with our staff support relative to the accuracy, readability, and overall quality of the agenda reports.   |                            |                            |                            |                  |                            |                 |
| <b>Why:</b> The information gained from this survey allows us to continuously improve staff support to the Board.   |                            |                            |                            |                  |                            |                 |
| <b>How are we doing?</b> Based upon results of the survey conducted in August 2007 the Administrative Office is meeting or exceeding the expectations of the Board members.   |                            |                            |                            |                  |                            |                 |
| <b>Department Goal:</b> To provide high quality staff support in an effort to maximize the effectiveness of County departments and the Board of Supervisors.  |                            |                            |                            |                  |                            |                 |
| <b>Communitywide Result Link:</b> A well governed community.  |                            |                            |                            |                  |                            |                 |

| <b>4. Performance Measure: Percentage of departments who respond to a survey indicating the Administrative Office staff provides satisfactory or better support services.</b>  |                            |                              |                            |                              |                              |                 |
|--|----------------------------|------------------------------|----------------------------|------------------------------|------------------------------|-----------------|
| 03-04<br>Actual<br>Results   | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results   | 06-07<br>Actual<br>Results | 07-08<br>Adopted             | 07-08<br>Actual<br>Results   | 08-09<br>Target |
| 100%   | 100%                       | 100%                         | 100%                       | 100%                         | 100%                         | 100%            |
| <p><b>What:</b> The County Administrative Office surveys departments and the Board of Supervisors annually to determine their level of satisfaction with our staff support relative to accuracy, responsiveness, responsibility, timeliness and trustworthiness.</p> <p><b>Why:</b> The information gained from this survey allows us to continuously improve our service to departments and the Board.</p> <p><b>How are we doing?</b> Based upon results of the survey conducted in January 2008 the Administrative Office is providing satisfactory or better support services to departments.</p>  |                            |                              |                            |                              |                              |                 |
| <p><b>Department Goal:</b> To create an environment whereby all employees feel valued and are proud to work for the County.</p> <p><b>Communitywide Result Link:</b> A well-governed community.</p>  |                            |                              |                            |                              |                              |                 |
| <b>5. Performance Measure: Percentage of employees that indicate in a biannual workforce survey overall satisfaction with their job.</b>   |                            |                              |                            |                              |                              |                 |
| 03-04<br>Actual<br>Results   | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results   | 06-07<br>Actual<br>Results | 07-08<br>Adopted             | 07-08<br>Actual<br>Results   | 08-09<br>Target |
| N/A  | 81%                        | Next survey<br>in FY 2006-07 | 85%                        | Next Survey<br>in FY 2008-09 | Next Survey in<br>FY 2008-09 | 85%             |
| <p><b>What:</b> The County Administrative Office administers a survey to all permanent County employees to gauge their overall level of satisfaction with their job.</p> <p><b>Why:</b> This information will be used to help assess our organizational health and identify areas for improvement.</p> <p><b>How are we doing?</b> The Employee Opinion survey was administered in December 2006. Overall, a total of 1,452 usable responses were received – a 63% response rate. Of these, 1,346 employees (93%) indicated their level of agreement with the statement “I am satisfied with my job.” – 53% indicated that they strongly agreed with this statement, 32% somewhat agreed, 7% neither agreed or disagreed, 6% somewhat disagreed, and 2% strongly disagreed. Therefore, 85% of the County employees responding to this statement in the survey indicated they were satisfied with their job. The goal is to sustain this high level of job satisfaction despite the financial challenges facing the County over the next few years, and the expected turnover due to retirement of our aging workforce.</p> |                            |                              |                            |                              |                              |                 |
| <b>6. Performance Measure: Full-time equivalent Administrative Office budget analyst staff per 1,000 county employees.</b>   |                            |                              |                            |                              |                              |                 |
| 03-04<br>Actual<br>Results   | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results   | 06-07<br>Actual<br>Results | 07-08<br>Adopted             | 07-08<br>Actual<br>Results   | 08-09<br>Target |
| 1.81   | 1.60                       | 1.56                         | 1.56                       | 1.56                         | 1.54                         | 1.54            |
| <p><b>What:</b> This shows Administrative Office budget staffing per 1,000 county employees.</p> <p><b>Why:</b> This data can be compared with other Administrative Offices of similar characteristics to provide one measure of whether we are appropriately staffed for budget preparation and administration.</p> <p><b>How are we doing?</b> The total FTE budget analyst staffing levels per 1,000 employees for our comparable counties ranges from a high of 3.73 in Napa County to a low of 1.05 in Placer County. The average was 2.45 with San Luis Obispo County at 1.54.</p>   |                            |                              |                            |                              |                              |                 |

## **Fiscal and Administrative**

Administrative Office  
Organizational Development

Assessor

Auditor-Controller

Board of Supervisors

Clerk-Recorder

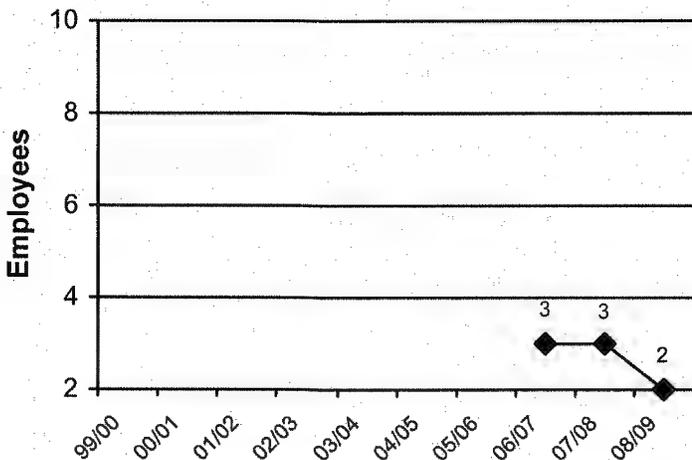
Treasurer-Tax Collector

**PURPOSE**

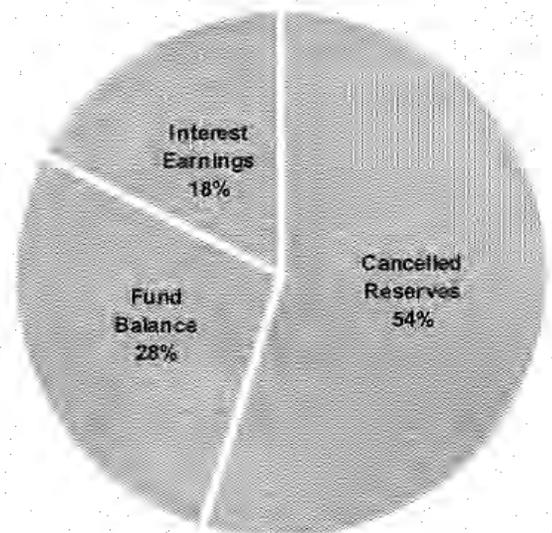
To continuously improve the quality and effectiveness of services provided to the public through strategic planning, organizational reviews, leadership development and staff training.

|                              | 2006-07           | 2007-08           | 2008-09           | 2008-09            | 2008-09           |
|------------------------------|-------------------|-------------------|-------------------|--------------------|-------------------|
| <u>Financial Summary</u>     | <u>Actual</u>     | <u>Actual</u>     | <u>Requested</u>  | <u>Recommended</u> | <u>Adopted</u>    |
| Revenues                     | \$ 573,872        | \$ 551,913        | \$ 525,000        | \$ 100,000         | \$ 100,000        |
| Fund Balance Available       | \$ 419,135        | \$ 323,330        | \$ 158,644        | \$ 158,644         | \$ 365,624        |
| Cancelled Reserves           | 0                 | 0                 | 0                 | 312,525            | 312,525           |
| Total Financing Sources      | <u>\$ 993,007</u> | <u>\$ 875,243</u> | <u>\$ 683,644</u> | <u>\$ 571,169</u>  | <u>\$ 778,149</u> |
| Salary and Benefits          | \$ 171,853        | \$ 158,328        | \$ 91,830         | \$ 143,503         | \$ 143,503        |
| Services and Supplies        | 309,670           | 299,561           | 481,591           | 397,666            | 397,666           |
| Other Charges                | 0                 | 46,500            | 0                 | 0                  | 0                 |
| Fixed Assets                 | 0                 | 0                 | 0                 | 0                  | 0                 |
| Gross Expenditures           | <u>\$ 481,523</u> | <u>\$ 504,389</u> | <u>\$ 573,421</u> | <u>\$ 541,169</u>  | <u>\$ 541,169</u> |
| Contingencies                | 0                 | 0                 | 0                 | 30,000             | 30,000            |
| New Reserves                 | <u>187,436</u>    | <u>0</u>          | <u>0</u>          | <u>0</u>           | <u>206,980</u>    |
| Total Financing Requirements | <u>\$ 668,959</u> | <u>\$ 504,389</u> | <u>\$ 573,421</u> | <u>\$ 571,169</u>  | <u>\$ 778,149</u> |

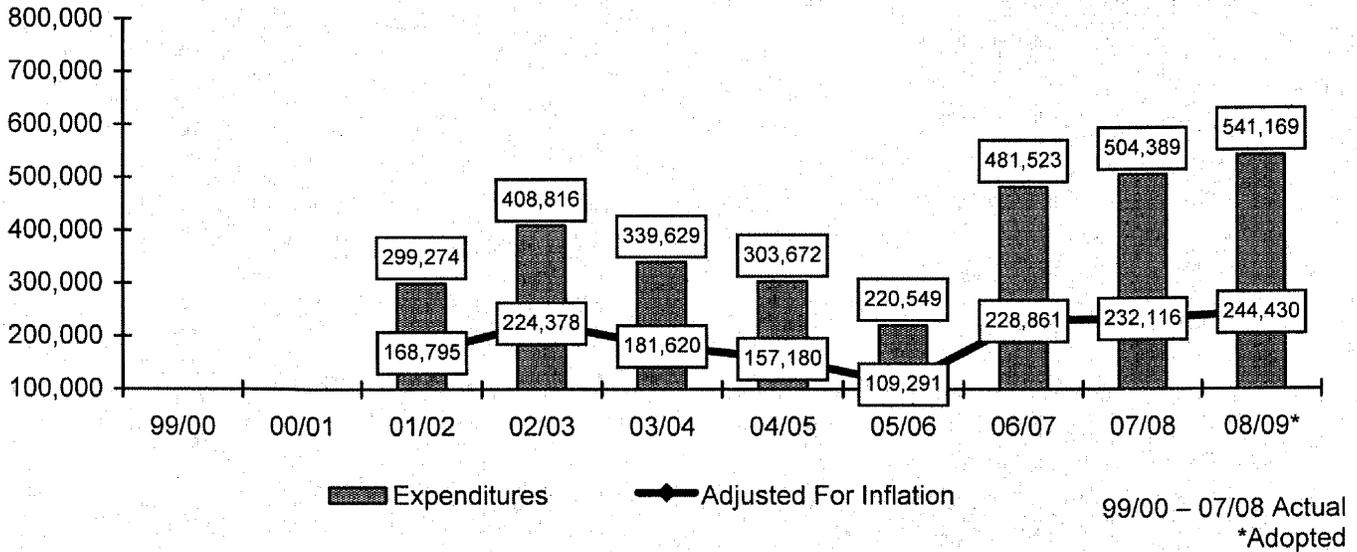
**Number of Employees**  
(Full Time Equivalent)



**Source of Funds**



**10 Year Expenditures Adjusted For Inflation**



**SERVICE PROGRAMS**

**Organizational Development**

Provides educational and career development for employees as well as facilitation, mediation and specialized training for County departments.

Total Expenditures: \$ 541,169 Total Staffing (FTE): 2.0

**DEPARTMENT COMMENTS**

FY 07-08 Accomplishments

- Implemented a web-based course registration program to reduce HR staff time spent on course enrollment and completion activities
- Developed and "piloted" a supervisory training program for 170 employees in the Health Agency and Department of Social Services. The feedback from these sessions – including from the employee association representatives who attended – was overwhelmingly positive
- Integrated wellness oriented classes with the wellness pilot program to reduce costs
- Retained consultant (Humane Society of the United States) to conduct an assessment that will be used to evaluate alternative organizational models for the Animal Services Division of the Sheriff's Office
- Conducted numerous focus group sessions with Animal Services' employees and volunteers
- 601 employees participated in 15 different classes and approximately 550 employees completed mandatory sexual harassment training.
- Solicited and evaluated suggestions from County employees to reduce expenses and/or increase revenues

FY 08-09 Objectives and Challenges

- Develop a five year plan for the Employee University that identifies a prioritized list of cost effective options for continuing and/or strengthening the program
- Develop strategic initiatives designed to enhance communication within and between County departments
- Create a career counseling program to provide employees with assistance on career planning as well as coaching on how to promote in the organization
- Implement a mandatory 4 hour basic supervision course for all supervisors
- Work with Cuesta College to develop a series of courses to strengthen management and leadership throughout organization

**COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS**

The Organizational Development program was established to develop and implement initiatives or services in support of a high performance organization. Past initiatives have included:

- Development of departmental "performance profiles" that depict the services County departments provide and measures by which we gauge our success in meeting our goals
- Organizational health assessments designed to identify departmental strengths and opportunities for improvement
- Development of a citizen's satisfaction survey to solicit the public's feedback about priorities, concerns and overall impressions of County government
- Employee opinion surveys
- Planning for the Next Generation (aka succession planning) initiatives

An Employee University (EU) was initiated by the Administrative Office in 2001 to provide opportunities for employees to enhance their skills and performance. Oversight for the EU program was transferred to Personnel several years ago but then returned to the Administrative Office so Personnel could focus on their "core" services. The EU was recently shifted back to Personnel (now the Human Resources Department) and, with that move, one administrative analyst aide position was also moved to HR to continue support for the EU.

For FY 2008-09, no General Fund money is proposed to be transferred in support of these programs. Rather, a combination of program reserves, interest earnings and unspent money from FY 2007-08 will be used to pay for all expenses next year. The recommended budget proposes total expenditures of approximately \$571,000, which is a decrease of about \$277,000 compared to the FY 2007-08 budget.

- Approximately \$160,000 is allocated for consultants who conduct various training sessions.
- Approximately \$260,000 is allocated for HR and Administrative Office staff who support these programs
- \$55,000 is allocated to reimburse County employees for tuition expenses incurred via external programs
- Approximately \$50,000 is included in this fund center to conduct an actuarial assessment of the pension fund and access outside expertise to assist with pension plan modifications.
- The balance of funds are allocated for equipment and supply costs, as well as a \$30,000 contingency for unanticipated expenses

Two administrative analyst positions remain in the OD budget. One of those positions was added to develop and oversee programs designed to improve communications within the organization. That position was not filled due to budgetary concerns. The remaining position is also vacant as the incumbent has recently transferred to another position in the office. We plan on filing at least one of these positions so that we can respond to the Board's direction to enhance internal and external communications.

**BOARD ADOPTED CHANGES**

There were no changes made during the budget hearings to Organizational Development's recommended budget. Fund balance available for Organizational Development ended the 2007-08 fiscal year \$206,980 over estimated amounts and this sum was added to the OD designation.

**GOALS AND PERFORMANCE MEASURES**

**Department Goal:** To ensure that training opportunities aimed at creating a competent, results-oriented workforce are made available to County employees.

**Communitywide Result Link:** A well-governed community.

**1. Performance Measure: Overall average participant satisfaction rating (on a 5 point scale) of training programs offered by the Employee University.**

| 03-4<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Projected<br>Results | 08-09<br>Target |
|---------------------------|----------------------------|----------------------------|----------------------------|------------------|-------------------------------|-----------------|
| New Measure               | 4.4                        | 4.5                        | 4.5                        | 4.5              | 4.5                           | 4.5             |

**What:** Provides data on participant overall satisfaction with Employee University training courses (on a scale of 1-5 with 1 = "poor" and 5 = "outstanding"). This is the first level of program evaluation. We evaluate 100% of the training courses offered by the Employee University at this level.

**Why:** This data provides information on how satisfied participants are with the training programs offered by the Employee University.

**How are we doing?** The average overall participant satisfaction rating for 8 classes delivered by the Employee University in the first half of FY 2007/08 was 4.5. This indicates that, overall, County employees who participated in these classes are highly satisfied with the class(es) they attended. The Employee University will strive to retain this high level of participant satisfaction in FY 2008/09.

**2. Performance Measure: Percent gain in knowledge as a result of attending Employee University training courses.**

| 03-4<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Projected<br>Results | 08-09<br>Target |
|---------------------------|----------------------------|----------------------------|----------------------------|------------------|-------------------------------|-----------------|
| New Measure               | 26%                        | 27%                        | 36%                        | 35%              | 38.6%                         | 37%             |

**What:** Provides data on the percent of knowledge gained, on average, by the training program participants (based on a comparison of pre and post test scores). This is the second level of program impact evaluation. At this time we intend to evaluate 100% of the training courses offered by the Employee University at this level.

**Why:** This data provides additional information on the value of the training programs offered by the Employee University (in terms of knowledge gain). This data will be used by course facilitators and EU staff to determine how well participants are learning the concepts, skills and tools being taught, and make adjustments accordingly to improve the overall results.

**How are we doing?** The average gain in knowledge measured for 8 classes delivered by the Employee University in the first half of FY 2007/08 was 38.64%, a 7% increase as compared to the prior year. Courses showing the greatest gain in knowledge included: Presentation Advantage, Writing Advantage and "Get Happy, Get Healthy, Be Wealthy."

**3. Performance Measure: Percent increase in skill/knowledge level following application of concepts and tools taught in EU courses, on the job.**

| 03-4<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Projected<br>Results | 08-09<br>Target |
|---------------------------|----------------------------|----------------------------|----------------------------|------------------|-------------------------------|-----------------|
| New Measure               | 45%                        | Data Not Available         | 25%                        | 30%              | Data Not Available            | Delete          |

**What:** Provides data on the increase in skill level based on application of new concepts, knowledge and tools gained in the training. This is the third level of program impact evaluation.

**Why:** This data provides additional information on the value of the training programs offered by the Employee University (in terms of behavior change on the job). The County will realize desired benefits from offering these training courses when participants apply and practice the concepts, skills and tools back on the job. The purpose of this measure is to gauge the actual impact this application has on improving participants' skill level in their work.

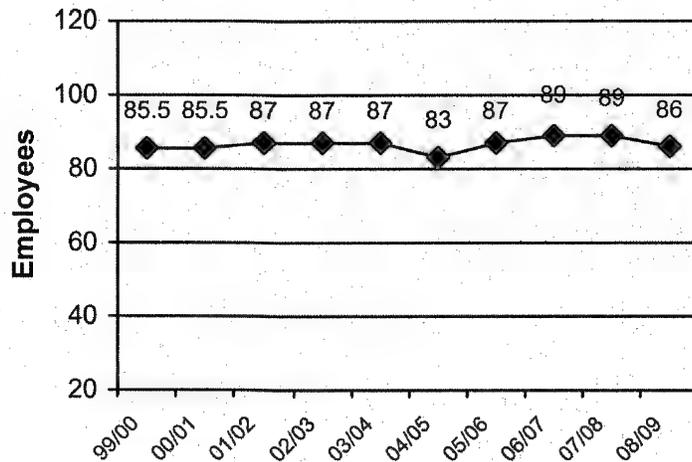
**How are we doing?** Due to reduced hours and subsequent vacancy in a key staff position for the Employee University, collection of this data was not accomplished. Given the challenges of collecting sufficient follow-up data from class participants and the labor involved in this data collection, we will be examining alternative, cost-effective evaluating options for determining the relative success participants have in applying the skills and knowledge gained from the course. This measure is being deleted and potentially replaced with a new measure in FY 2009/10.

**MISSION STATEMENT**

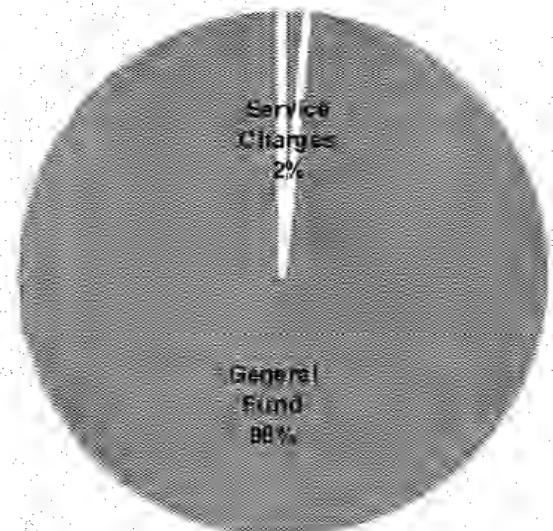
The Assessor and staff seek excellence in providing information, services, and accurate property assessments through our personal commitment to integrity, mutual respect, and teamwork.

| <u>Financial Summary</u>          | <u>2006-07<br/>Actual</u> | <u>2007-08<br/>Actual</u> | <u>2008-09<br/>Requested</u> | <u>2008-09<br/>Recommended</u> | <u>2008-09<br/>Adopted</u> |
|-----------------------------------|---------------------------|---------------------------|------------------------------|--------------------------------|----------------------------|
| Revenues                          | \$ 219,823                | \$ 103,211                | \$ 133,500                   | \$ 133,500                     | \$ 133,500                 |
| Salary and Benefits               | 6,686,738                 | 7,490,552                 | 7,957,721                    | 7,796,801                      | 7,796,801                  |
| Services and Supplies             | 919,214                   | 866,921                   | 905,689                      | 833,635                        | 833,635                    |
| Fixed Assets                      | 17,509                    | 5,752                     | 0                            | 0                              | 0                          |
| **Gross Expenditures              | \$ 7,623,461              | \$ 8,363,225              | \$ 8,863,410                 | \$ 8,630,436                   | \$ 8,630,436               |
| Less Intrafund Transfers          | 0                         | 609                       | 0                            | 0                              | 0                          |
| **Net Expenditures                | \$ 7,623,461              | \$ 8,362,616              | \$ 8,863,410                 | \$ 8,630,436                   | \$ 8,630,436               |
| <br>General Fund Support (G.F.S.) | <br>\$ 7,403,638          | <br>\$ 8,259,405          | <br>\$ 8,729,910             | <br>\$ 8,496,936               | <br>\$ 8,496,936           |

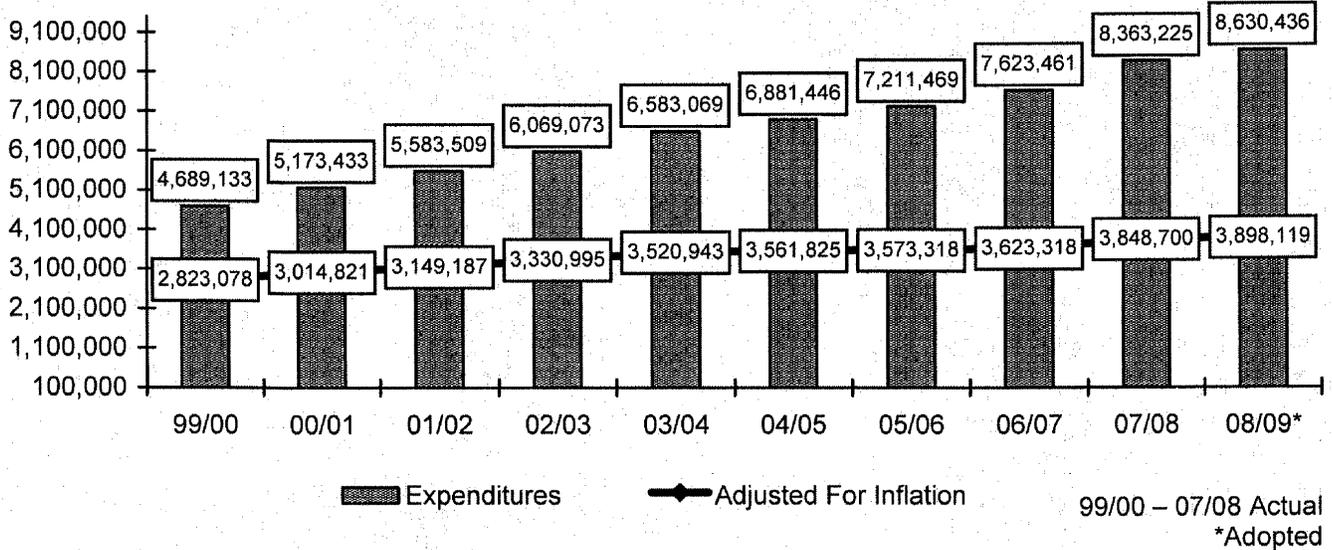
**Number of Employees  
(Full Time Equivalent)**



**Source of Funds**



### 10 Year Expenditures Adjusted For Inflation



**SERVICE PROGRAMS**

**Administration**

Oversee the preparation of all property assessments, manage human resource functions and issues, coordinate office operations, develop and monitor the department budget, coordinate accounts payable and payroll.

Total Expenditures: \$690,435 Total FTE: 6.0

**Assessment Valuation, Reviews, and Appeals**

Review and assess the value of secured real property (i.e. land and buildings) when there are changes in ownership, new construction, declines in market value, disaster relief, and other appraisal events; and update property attributes. Review, audit, and assess the value of unsecured business property (i.e. business equipment, boats, aircraft, etc.). Assessments appealed by property owners are reviewed, processed, tracked, and staff presents recommendations to the Assessment Appeals Board.

Total Expenditures: \$4,228,914 Total FTE: 39.0

**Assessment Standards/Automation**

Analyze and track legislation pertaining to property taxes; develop and implement procedures upon passage of new legislation; compile and deliver internal and state mandated reports to appropriate agencies; oversee training for staff; implement and monitor the automated systems within the Assessor's office.

Total Expenditures: \$863,044 Total FTE: 8.0

**Public Service**

Provide information to the public regarding property assessments and property tax laws in person, over the telephone, and by written communication including pamphlets, public service announcements, the Internet, and annual notifications, etc.

Total Expenditures: \$345,217 Total FTE: 6.0

**Roll Preparation**

Update and maintain the property assessment records. This includes creating and maintaining property parcel maps, verifying and updating ownership data when property ownership is altered, maintaining exemptions, updating valuation data, processing revised assessments, maintaining the supplemental tax records, and other functions.

Total Expenditures: \$2,502,826 Total FTE: 27.0

**DEPARTMENT COMMENTS**

The Assessor's Office is responsible for locating, identifying the ownership, and determining the value of real and business personal property within the County of San Luis Obispo. The Assessor must complete an annual assessment roll showing the assessed values for all properties. The most recent local assessment roll totaled more than \$38 billion in assessed value.

**KEY ACCOMPLISHMENTS FOR FY 2007-08****Internal Business Improvements:**

- *Workflow*, a new Assessment Evaluation Services (AES) appraisal module was brought online in early 2007-08 allowing appraisal staff to organize and manage their work electronically. *Workflow* for the transfer (change of ownership) staff was introduced in March 2007 allowing them to track problem work items easily. Supervisors of both appraisal and transfer staff are given an increased ability to monitor and manage the workload of their staff, in real time, and thus improve efficiencies.

**Finance:**

- The Standard Document Record (SDR) system improved customer service by providing businesses the means to electronically file their business property statements, and improved internal business processing by saving approximately 350 hours of support staff's time. This allowed support staff to assist appraisers with the preparation of appraisal packages, begin a project to scan approximately 5,000 boat files (which will eliminate paper files) and to perform field canvassing for the Business Property section thus allowing Auditor-Appraisers to focus on their audit workload. Last year approximately 700 businesses used the e-SDR system.

**Customer Service:**

- The Assessor's website was redesigned to make it easier to use, and to allow the public access to forms and information at their convenience. Approximately 90% of the Assessor's maps are available on our website at no charge to the public. A Customer Satisfaction Survey was introduced on the website to solicit feedback on the quality of our services. In FY 2006-07 our website was utilized by the public 537,333 times.

**Learning and Growth:**

- In-house training, the Employee University and other training opportunities were utilized to improve technical skills, communication and writing skills and strengthen the teamwork of staff. Three appraiser training sessions were conducted onsite by the Assessor's office equating to 372 hours of training. These efforts allowed us to provide required training for our certified staff without incurring travel expenses thus saving more than \$24,000.

**MAJOR FOCUS FOR FY 2008-09****Internal Business Improvements:**

- A new Assessment Evaluation Services (AES) appraisal module, *Mass Appraisal*, will be brought online to assist with the processing of an anticipated 10,000 Proposition 8 "Decline in Value" reviews in response to declining values in the housing market. This module is expected to save staff time and allow for timely processing of a portion of the reduced assessments. In addition, another new AES module, *Worksheets and Enrollment*, will be put into development phase as a collaborative effort between AES, Assessor staff and ITD staff. This module will provide for more accurate and efficient enrollment of values into the existing Property Tax System.
- The implementation of e-SDR has reduced the number of paper statements received by mail and expedited the processing of the forms by Business Property auditor-appraisers and support staff. Over the next two years, we hope to increase the number of Business Property Statements filed using the e-SDR system by 15 to 20 percent by increasing taxpayer awareness of this online filing system.

**Finance:**

- The Board of Equalization (BOE) Assessment Practices Surveys are the basis for certifying the county's eligibility to receive annual recovery costs for the administration of supplemental assessments. The target is to continue to receive favorable findings from the BOE, maintain the County's certification and receive the annual reimbursement for the supplemental assessments. The County received \$1,430,751 in 2006-2007.
- We will continue to be actively involved in the development of the County Geographic Information System (GIS) strategic plan and will support GIS implementation efforts. The long-term goal is to convert all Assessor's Parcel Maps to GIS. This year we hope to begin the migration away from contracting with an outside vendor to produce our parcel layer map. By having Assessor's staff prepare the parcel layer map, we will have timely updates and more accurate information available for staff and the public and save approximately \$25,000 per year in contract fees once the existing parcel layer has been converted.

**Customer Service:**

- Members of our staff have formed a Website Improvement Team (WIT) to review suggestions from staff and the public for website improvements, and to continuously develop and implement website enhancements to better serve the public. In 2008-09, we plan to add the ability for the public to complete and submit the majority of our forms online. With the downturn in the real estate market, we have also added information with respect to Proposition 8 (Declines in Value) and an online calculator to assist taxpayers in determining if they qualify for the temporary reduction in their assessed value.

**Learning and Growth:**

- All staff certified by the Board of Equalization (BOE) is required to maintain their certification by completing the required number of hours of continuing education. We will continue to ensure that all certified staff has sufficient training hours for the current year. Our office will increase efforts to hold onsite training for Assessor's staff which will reduce registration and travel expenses. We will also utilize online courses for appraisal, automation and GIS staff.

**KEY CHALLENGES FOR FY 2008-09****Increasing Workloads:**

Last year we were able to complete a large portion of the backlog of work items and we hope to complete 98% of the workload in 2007-08. However, the real estate market has slowed significantly and many property values have declined. If the market continues to decline, additional properties will need to be reviewed for potential declines in value. The number of properties could reach 10,000. This will increase the Assessor's workload for several years because properties granted a reduced assessment due to a "decline in value" **must** be valued each year until the market value exceeds the Proposition 13 factored base year value. As the real estate market recovers, our workload will also increase for new construction and changes of ownership making it extremely difficult to complete all work items timely.

**Limited Resources:**

In 2006-07, there were approximately 450 Prop. 8 reductions made in assessed value (excluding specialty properties). It is anticipated that this number may increase to approximately 8,000 to 10,000 in the coming year. With increasing workloads and potentially fewer staff, it will be a challenge to complete 98% of the workload in 2008-09. Properties granted a reduction in value must be reviewed annually; therefore, these work items will be addressed first by our staff which will create backlogs in change in ownership, new construction, and other work items. Assessments processed after the year-end deadline require revisions to the assessment roll at a significantly higher cost. Delays in completing the assessment workload not only increase the cost of producing the assessment roll, but will jeopardize the collection of taxes. This increases the costs for the Assessor, as well as the Auditor-Controller and the Tax Collector.

**COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS**

The Assessor's Office's requested FY 2008-09 Status Quo budget was 5%, or \$473,503, over adopted FY 2007-08 General Fund support. The recommended FY 2008-09 budget provides for a \$240,529, or 2%, increase in General Fund support over adopted FY 2007-08 levels. The overall decrease in General Fund support was achieved by reductions in various services and supplies account and the elimination of 3.0 FTE vacant positions. Revenues are projected to decrease slightly (1% or \$1,000) from FY 2007-08 levels of \$132,500. Salary and benefit accounts are increasing by 4% (\$310,016) over the FY 2007-08 budgeted amounts due to prevailing wage increases despite the reductions in staff mentioned above. The three (3) vacant positions proposed to be eliminated are in the Assessment Technician I/II/III, Property Transfer Technician I/II and Assessment Technician IV classifications. The elimination of these 3 positions may cause a delay in the updating and roll over of the property assessment roll, thus delaying the receipt of property tax revenue.

Service and supply accounts are decreasing by \$58,487 (6%) from FY 2007-08 levels despite a 2% (\$8,100) increase in Countywide overhead. As stated above, in an effort to reduce General Fund support, the department reduced funding in various service and supply accounts. The courier service between the Assessor's North County and San Luis Obispo offices is being eliminated as a cost saving measure. In its place, the department, along with the County Clerk-Recorder's Office, will use existing staff that travel between the two locations to move information back and forth. Funding is recommended for upgrades to the department's mapping software. This would allow them to migrate towards producing and maintaining parcel layer maps locally rather than outsourcing those activities to an outside vendor. This action is in alignment with the County GIS Strategic Plan.

**BOARD ADOPTED CHANGES**

None.

**GOALS/PERFORMANCE MEASURES**

|  |                            |                            |                            |                  |                            |                 |  |
|--|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|--|
| <b>Department Goal:</b> To levy fair and equitable assessments on taxable property in an accurate and timely manner by using accepted appraisal principles and prevailing assessment practices.  |                            |                            |                            |                  |                            |                 |  |
| <b>Communitywide Result Link:</b> A well-governed community.   |                            |                            |                            |                  |                            |                 |  |
| <b>1. Performance Measure: Percentage of the assessment roll completed by June 30<sup>th</sup> of each year.</b>   |                            |                            |                            |                  |                            |                 |  |
| 03-04<br>Actual<br>Results   | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |  |
| 94%  | 93%                        | 95%                        | 97%                        | 98%              | 98%                        | 98%             |  |
| <b>What:</b> Measures the assessments that are appraised before the June 30 <sup>th</sup> deadline.  |                            |                            |                            |                  |                            |                 |  |
| <b>Why:</b> Incomplete assessments will generate inaccurate tax bills. As the assessments are completed after the year-end deadline, the Assessor, Auditor-Controller, and Tax Collector must process revised assessments and tax bills. These revisions increase the costs of preparing the assessment roll and the costs associated with property taxes. In addition, property owners are inconvenienced by revisions to their assessments and the associated delays.  |                            |                            |                            |                  |                            |                 |  |
| <b>How are we doing?</b> While we strive to achieve 100% completion of the assessment roll, there are situations that prevent the completion of all work items prior to June 30 <sup>th</sup> each year. Typically, a small number of incomplete work items remain at roll turnover due to delays in obtaining information or the need for additional research. Despite the dramatic downturn in the real estate market, the workload for the Assessor's office increased 14 percent in 2007/2008, in large part because of the need to review over 24,000 properties for possible reductions in assessed value. The assessed value was lowered on over 18,400 properties resulting in \$732 million being removed from the assessment roll. Our office must continue to review the assessed value of properties receiving a reduction each year until such time as the original assessed value is restored. These additional work items plus, the expectation that requests for reduced assessment will continue to be received, will impact production for the next few years. However, by utilizing the Assessment Evaluation Services (AES) mass appraisal program when applicable, coupled with the projected continued slowdown in the real estate market and multiple other factors, we should be able to meet our targeted goal for 2008/2009. |                            |                            |                            |                  |                            |                 |  |
| <b>2. Performance Measure: The number of assessment appeals filed for every 1,000 assessments.</b>   |                            |                            |                            |                  |                            |                 |  |
| 03-04<br>Actual<br>Results   | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |  |
| .72  | .57                        | .50                        | .50                        | < 1              | .78                        | 1               |  |
| <b>What:</b> When property owners disagree with their property's assessed value, they may file for an assessment appeal hearing before the Assessment Appeals Board. The number of real property appeals is used as an indicator of accuracy and equity among assessments. A low number of appeals is associated with a greater degree of accuracy and the property owner's satisfaction with their assessments.   |                            |                            |                            |                  |                            |                 |  |

**Why:** The Assessor strives to make accurate and thorough assessments when property is initially valued in an effort to control the costs associated with producing the assessment roll.

**How are we doing?** According to the State Board of Equalization "Report on Budgets, Workloads, and Assessment Appeals Activities" for the 2006/2007 fiscal year, San Luis Obispo, with .52 assessment appeals filed per 1,000 assessments had the lowest number of assessment appeals compared with 11 similar counties. The 2007/2008 actual results compiled by the Assessor's Office indicate the number of assessment appeals filed has increased somewhat; however, we continue to maintain a low assessment appeal ratio. The 2007/2008 data for other counties will be available from the State Board of Equalization in January 2009. In fiscal year 2007/2008, 140 assessment appeals were filed in San Luis Obispo County which equates to .78 assessment appeals filed per 1,000 property assessments. The increase can be directly attributed to the declining real estate market. We will continue to be proactive in addressing Prop. 8 reductions in value by reviewing files where likely reductions in value have occurred and responding to requests for assessment review in a timely manner. Despite these efforts, it is anticipated the number of assessment appeals filed will increase in 2008/2009 and we may exceed our target.

**3. Performance Measure: The number of completed assessments per appraiser on staff.**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| 1,938                      | 1,941                      | 1,977                      | 2,183                      | 2,000            | 2,561                      | 2,100           |

**What:** This measurement compares the size of the workload per appraiser from year to year.

**Why:** This indicator tracks changes in production as new procedures or automated systems are introduced.

**How are we doing?** For 2007/2008, we exceeded our projection of 2,000 completed assessments per appraiser. The new Attribute Inventory Rewrite (AIR) program has increased the ease and speed of entering property attributes into the system. Two Assessment Technicians have been assigned to the Appraisal section to assist them with the more mundane appraisal tasks allowing the appraisers to devote their time to valuation of properties. Also, Administrative Assistant II's assigned to the Transfer section have been assigned parceling duties for the less complicated documents, which has allowed our department to become current with these duties. Getting the documents parceled quickly allows the transfer staff and the appraisers to work the triggers in a timely fashion, and allows the mapping staff to concentrate on keeping the parcel boundary changes current. We were able to utilize the AES Mass Appraisal module to review approximately 10,900 properties for possible reductions in assessed value. In addition, 678 hours of overtime were approved by the Administrative Office which, coupled with the Herculean efforts of our staff, allowed our office to address more work items than we originally thought possible. We currently have one vacancy in the appraisal section and we anticipate additional vacancies due to retirements and resignations. Staff attrition will result in newer employees who will lack the training and expertise to address the more complex work items. Our ability to meet our projected 2008/2009 target will depend on if and when we are able to fill vacant positions, the number of properties that will need to be reviewed for a reduction in value (in addition to our regular workload), and our ability to utilize overtime if necessary to complete the assessment roll.

**4. Performance Measure: Net County Cost per assessment.**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| \$33.79                    | \$34.29                    | \$37.50                    | \$41.13                    | \$42.00          | \$45.89                    | \$44.00         |

**What:** This measurement is the net county cost (General Fund support) divided by the total number of assessments.

**Why:** The Assessor's office strives to make the most effective use of all available resources in order to produce assessments at a reasonable cost.

**How are we doing?** The budget and workload data compiled from the State Board of Equalization's report published in January 2008 indicates the San Luis Obispo County Assessor's costs were within range of 11 similar counties. The report reflects data for the 2006/2007 fiscal year. During that time period the cost per assessment for the 11 similar counties was \$22 to \$49 per assessment, and San Luis Obispo's cost was \$42.22. The State's data for 2007/2008 is still pending. We are striving to work as efficiently and cost effectively as possible. In 2007/2008 the loss of revenues, the increase in salary costs and overhead costs, plus the unanticipated pension increase had a significant impact on the Assessor's costs. Several vacant positions and employees on leave without pay provided sufficient salary savings to absorb the prevailing wage increases. Last year's salary expenses rose due to a 6 percent prevailing wage adjustment, 9.75 percent retirement increase, and associated employee costs. Because of these large increases, the Assessor was above the projected goal of \$42.00. Projected results for 2008/2009 will most likely not be met due to increased prevailing wage adjustments, retirement increase, and a significant rise (16%) in county overhead costs. (Salaries comprise 90 percent of our expenditures.)

**Department Goal:** To provide high quality services to the public and taxpayers.

**Communitywide Result Link:** A Well-Governed Community.

**5. Performance Measure: The percentage of responses rating the Assessor's services as satisfactory or higher.**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| Not Available              | Not Available              | Not Available              | 84%                        | 90%              | 67%                        | 90%             |

**What:** This measures the favorable responses regarding the Assessor's services.

**Why:** To assure that the public and taxpayers receive high quality service from the Assessor's office.

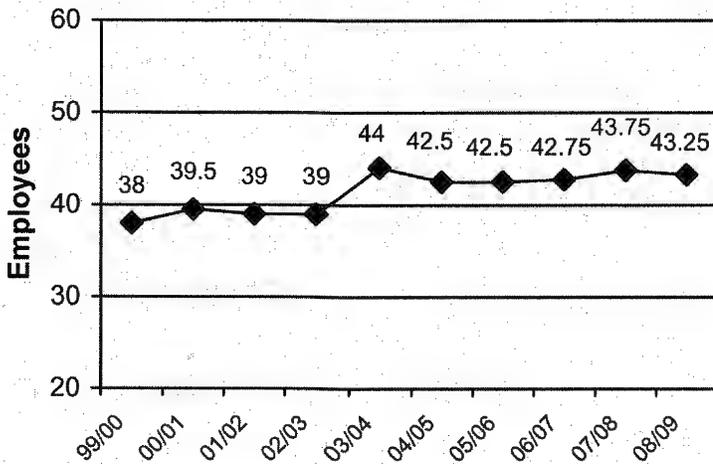
**How are we doing?** The Customer Satisfaction Survey has been available in our public lobby and on our website for approximately two years. In 2007/2008, we received 21 completed surveys; seven of those had negative ratings. The negative ratings were all generated from our website, but did not include any comments to point us to a specific problem. (It should be noted that although tens of thousands of people visited our website in 2007/2008, only seven responded with negative comments.) Privacy laws preclude us from posting ownership information on our website, and we are reasonably certain the frustration of website users stems from this. We are in the process of revising the website survey to try to elicit specific comments relating to the problems encountered by the public. In addition, we will be posting a notice on our website regarding privacy laws. This may help to alleviate the number of negative responses generated from those who are hoping to find ownership information on our website. All of the Customer Satisfaction Surveys resulting from visits to our public counter were rated Above Satisfactory and Outstanding and are reflective of the high standard of service we aspire to provide.

**MISSION STATEMENT**

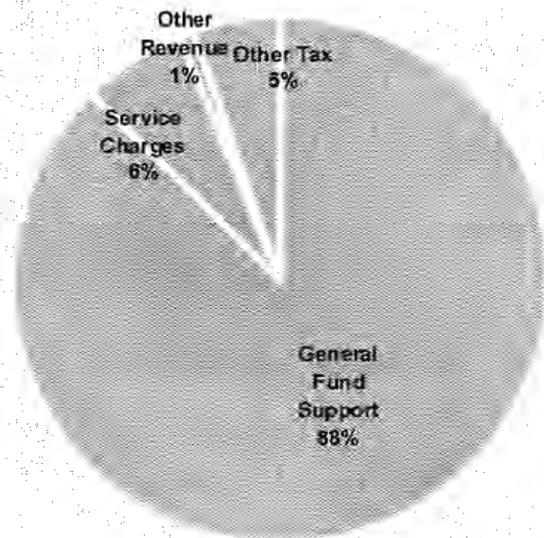
The Auditor-Controller is the Chief Accounting Officer for the County Government. The office enhances the public's trust by acting as a guardian of funds administered for the County, cities, schools and special districts and by providing an independent source of financial information and analysis.

| Financial Summary             | 2006-07      | 2007-08      | 2008-09      | 2008-09      | 2008-09      |
|-------------------------------|--------------|--------------|--------------|--------------|--------------|
|                               | Actual       | Actual       | Requested    | Recommended  | Adopted      |
| Revenues                      | \$ 726,241   | \$ 708,054   | \$ 690,817   | \$ 1,520,817 | \$ 1,520,817 |
| Salary and Benefits           | 4,155,482    | 4,448,085    | 4,607,469    | 4,553,058    | 4,553,058    |
| Services and Supplies         | 701,040      | 665,246      | 410,406      | 336,906      | 336,906      |
| Other Charges                 | 0            | 0            | 0            | 0            | 0            |
| Fixed Assets                  | 68,999       | 6,158        | 0            | 780,000      | 780,000      |
| **Gross Expenditures          | \$ 4,925,521 | \$ 5,119,489 | \$ 5,017,875 | \$ 5,669,964 | \$ 5,669,964 |
| Less Intrafund Transfers      | 4,012        | 3,506        | 3,400        | 3,400        | 3,400        |
| **Net Expenditures            | \$ 4,921,509 | \$ 5,115,983 | \$ 5,014,475 | \$ 5,666,564 | \$ 5,666,564 |
| General Fund Support (G.F.S.) | \$ 4,195,268 | \$ 4,407,929 | \$ 4,323,658 | \$ 4,145,747 | \$ 4,145,747 |

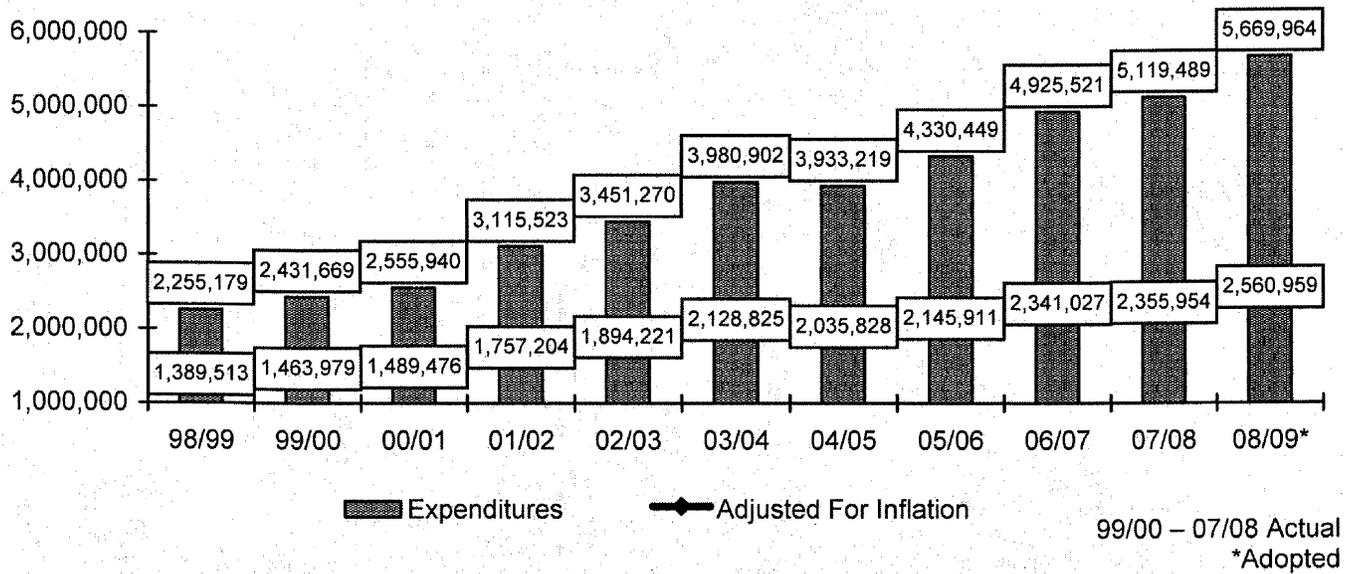
**Number of Employees**  
(Full Time Equivalent)



**Source of Funds**



**10 Year Expenditures Adjusted For Inflation**



**SERVICE PROGRAMS**

**Accounts Payable**

Pre-audit all claims for payments to vendors submitted by County departments and process payments for special districts. Coordinate payment activity and provide oversight and direction with departments and vendors. Prepare annual reports required by the State and the Internal Revenue Service.

Total Expenditures: \$380,570 Total Staffing (FTE): 5.5

**Audit Division**

Perform mandated internal audits for compliance with state and federal requirements. Ensure adequacy of internal controls over cash and county assets. Conduct management and compliance audits and departmental reviews. Audit the operations of public agencies doing business with the County to ensure compliance with policy. Assists with the preparation of the County's annual financial statement.

Total Expenditures: \$474,258 Total Staffing (FTE): 5.5

**Budget and Cost Accounting**

Assist the County Administrator and Board of Supervisors in developing the proposed and final County budget. Analyze and forecast annual budget expenditures. Review all county fees. Conduct rate reviews for ambulance, landfill, and internal service fund operations. Prepare countywide cost allocations, state mandated program claims, indirect cost rate proposals and special reporting requests.

Total Expenditures: \$328,018 Total Staffing (FTE): 2.5

**Deferred Compensation Plan**

To provide the resources necessary for the daily operation of the County Deferred Compensation Plan.

Total Expenditures: \$45,000 Total Staffing (FTE): 0.0

**Enterprise Financial System**

Provides support for the County's financial system.

Total Expenditures: \$651,564 Total Staffing (FTE): 5.0

### Financial Reporting

Maintain accounting records for the County and those districts whose funds are kept in the County Treasury. Maintain budget and funds controls and records of fixed assets. Prepare annual financial reports and reports for federal and state reimbursement. Act as Auditor and/or Financial Officer for special districts, boards, authorities, etc. and provide accounting services for countywide debt financing.

Total Expenditures: \$1,193,158 Total Staffing (FTE): 9.75

### Mobile home Rent Board Support

Administer the Mobile Home Park Rent Stabilization Ordinance and provide staff support to the Board.

Total Expenditures: \$77,147 Total Staffing (FTE): 0.5

### Payroll Processing

Prepare and process biweekly payroll for the County. Coordinate payroll activity with departments and employees. Prepare biweekly, monthly, quarterly, and annual reports for state, federal, and local agencies. Collect and pay premiums for County-related health and insurance benefits.

Total Expenditures: \$684,158 Total Staffing (FTE): 6.0

### Property Tax Processing

Calculate property tax rates and determine extensions. Process changes to the tax roll. Apportion and distribute taxes and special assessments to all agencies. Prepare tax reports. Implement procedural changes to reflect new legislation affecting the tax system. Advise cities, schools, and special districts on tax-related matters.

Total Expenditures: \$410,817 Total Staffing (FTE): 3.75

### Systems Support

Evaluate existing manual accounting systems and make recommendations for improved efficiencies through automation. Maintain the countywide computerized financial, fixed asset, accounts payable, tax, and payroll systems. Assist departments in updating computerized systems. Provide training and prepare manuals related to accounting systems operations. Maintain operation of the Auditor's LAN and PC network.

Total Expenditures: \$595,274 Total Staffing (FTE): 4.75

### EFS System Upgrade

Perform the upgrade to SAP ERP 6.0 (newest release).

Total Expenditures: \$830,000 Total Staffing (FTE): 0.0

### DEPARTMENT COMMENTS

#### Internal Business Improvements:

**FY 2007-08 Accomplishments:** Last year we assisted with the implementation of an Integrated Document Management (IDM) system. Specifically, the Auditor-Controller's Office is scanning invoices for all departments that can be retrieved electronically through Enterprise Financial System (EFS) or directly through the IDM system. All departments will benefit from the Auditor-Controller's efforts of scanning in County-wide accounting documents. Copies and storage of accounting documents will be reduced as well as time searching through paper files to locate hard copies of documents. We have scanned more than 100,000 documents that can now be accessed electronically.

We have also developed a number of interfaces with the EFS system reducing data entry time and the opportunity for errors. Some of the interfaces we have created include Clerk Recorder Elections worker payments, Pension Trust, Deferred Compensation, Mental Health Providers, Probation Department restitution, utility payments and postings, and interfaces with the County's health, dental, and vision plan providers. All of these business processes produce a number of transactions each month which previously were manually input by the departments or the Auditor-Controller's Office.

**FY 2008-09 Major Focus:** We plan to provide user training to ensure the IDM system meets legal requirements for the protection and retention of accounting documents. In addition, we are also looking for more areas to streamline County work by creating interfaces or automating business processes.

**Finance:**

**FY 2007-08 Accomplishments:** During the past year our Office has been extremely active in debt related issues. Early in the year we closed the largest single bond issue in the history of our county to fund the Nacimiento water project. Our financial statements were issued with a clean opinion and we received the GFOA certificate for excellence in financial reporting for the 21st consecutive year. We continue to improve our reporting in EFS to streamline financial statement preparation. All state and federal requirements have been met including sales tax returns, 1099 reporting, mandated reimbursement claims and County cost allocation plan and payroll reports. Vendors have been paid timely with appropriate discounts taken. Each of these processes continues to be refined as our familiarity with the accounting system evolves and our reliance on the support of outside consultants is reduced.

**FY 2008-09 Major Focus:** Continue to complete mandated requirements within prescribed timeframes and provide information to both our customers and to outside agencies.

**Customer Service:**

**FY 2007-08 Accomplishments:** As a support department our primary customer base is county departments, county schools, incorporated cities, and numerous special districts located within the County of San Luis Obispo. We continue to provide and assist departments or outside agencies with financial analysis covering such items as departmental budgets, payroll analysis, grant reporting and reimbursement, debt financing and revenue projections. All of these tasks have been improved with our successful completion of the implementation of a Financial and HR/Payroll system, EFS.

Improvements to cost accounting processes have led to better functionality and record keeping for grants and restricted revenues. Reports for these functions are continually improving. Recently completed cost accounting reports include improvements by combining all cost objects and offering diverse drilldown options that assist with reconciling cost accounting to budgetary accounting.

Two other significant functions of the Auditor-Controller's Office are the distribution of Property Taxes and the processing of a biweekly payroll for more than 2,500 County employees. Many laws govern the distribution and reporting of property taxes. The Auditor-Controller's Office assists outside agencies to determine the effects of new and existing legislation on revenue projections. Taxing jurisdictions, such as the incorporated cities, rely on timely and accurate property tax distributions. Payroll processing has become more and more complicated as retirement and health plan options change. In addition to processing the biweekly payroll, we provide support to departmental human resources and payroll staff as well as individual employees.

**FY 2008-09 Major Focus:** In the upcoming fiscal year we will be applying a major upgrade to the County's Financial and HR/Payroll system, EFS. While the upgrade is considered a "technical upgrade" we expect there will be enhancements to functionality and system performance. To disseminate new EFS capabilities we will offer ongoing training classes and individual or group workshops. In addition, we are continuing our meetings with all departments, individually, to review their accounting and determine what financial reporting needs could be better met with EFS tools.

**Learning and Growth:**

**FY 2007-08 Accomplishments:** The Auditor's Office continues to improve training opportunities for a number of processes. We provided not only financial and payroll training but also budget preparation workshops and state mandated reimbursement training. Our accounting staff maintains required on-going continuing education and assumes leadership positions in statewide organizations and projects. Additionally, a number of EFS staff attended SAP advanced training seminars to further their knowledge in the technical skills required to maintain and improve the new financial and human resource systems.

**FY 2008-09 Major Focus:** Continue to provide training in the financial and payroll systems to ensure adequate levels of competence for County employees.

**COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS**

The FY 2008-09 Status Quo budget submitted by the Auditor-Controller's Office was a 4%, or \$187,209, increase over FY 2007-08 General Fund support levels. The recommended FY 2008-09 budget is, while increasing slightly (\$9,298), essentially at FY 2007-08 budgeted levels. The decrease in General Fund support, from the amount submitted as part of the FY 2008-09 Status Quo budget, was achieved by reductions in various services and supplies accounts as well as the reduction of 1 FTE vacant Account Clerk/Senior Account Clerk to .50 FTE Account Clerk/Senior Account Clerk. This position's job duties will be reassigned among existing staff. Revenues for FY 2008-09 are increasing by \$922,806 over FY 2007-08 budgeted levels. Approximately 90%, \$830,000, of budgeted revenues is a transfer in from the Countywide Automation fund which will be used to offset the cost of the upgrade of the County's Enterprise Financial System (EFS/SAP) over the next two fiscal years. FY 2007-08's SB 90 revenue, in the amount of \$45,800, is anticipated to be received in FY 2008-09 unless the State further delays payments of mandated program reimbursements.

Salary and benefit accounts are increasing by 2%, or \$129,876, and include the reduction of a full time position to half time (referred to above) as well as approximately \$10,000 in Voluntary Time Off (VTO) requested by one employee within the department. Service and supply accounts are increasing by \$22,228 or 7% despite the additional \$50,000 in training costs required due to the upgrade of EFS/SAP. This training is being offset by revenue from the Countywide Automation fund. As a result of needed General Fund support reductions, approximately \$123,500 was reduced from the department's requested service and supply accounts. This reduction includes funding for a consultant to provide Countywide staff training on the various modules of EFS/SAP. The department has indicated that they will have sufficient funds to continue this training into FY 2008-09 as a result of savings from these same types of activities in FY 2007-08. These savings will be carried forward into FY 2008-09. Fixed Assets in the amount of \$730,000 are being requested and relate solely to the upgrade of the EFS/SAP system.

The Auditor-Controller's Office submitted a budget augmentation request (BAR) which requests approval to begin the upgrade of the County's Enterprise Financial System (EFS/SAP) at a total cost of \$830,000 (hardware, software and training included). The current version of SAP used by the County will be vendor supported until 2009. Extended vendor support is available until 2012 at an additional cost of between \$12,000 and \$24,000/year. After 2012, vendor support is no longer available. With a system as complex as SAP, vendor support is a critical component of a fully operational system. When EFS/SAP went live for the County in January of 2005 it was known that the system would be required to be updated every 5 years. The County's financial system is currently two (2) upgrades behind and any delay would mean that the next upgrade would be more costly and complicated. As part of the upgrade, the Auditor-Controller's Office intends to use a SAP consulting firm to accomplish the upgrade work. Staff from the Auditor's Office and Information Technology Department (ITD) will be utilized where possible. The consultant currently providing EFS/SAP training will be used to assist in presenting all functional changes to County employees. No new or additional staff will be required as part of this upgrade.

**BUDGET AUGMENTATION REQUEST RECOMMENDED**

| Unit Amount   | Description  | Results   |
|---|--|---|
| Gross: \$830,000<br><br>General Fund Support: \$0<br>(funded with Countywide Automation Reserves) | Upgrade of County's Enterprise Financial System (EFS/SAP) to the newest release of SAP (6.0). The update is scheduled to take place over two fiscal years (2008-09, 2009-10). Costs include hardware and software (\$730,000) and staff training (\$50,000). | 1. Extends vendor (SAP) support until the next upgrade (scheduled for every 5 years);<br>2. Enables County to take advantage of future technical and functional enhancements (avoid system obsolescence). |

**BOARD ADOPTED CHANGES**

None.

**GOALS AND PERFORMANCE MEASURES**

|   |                            |                            |                            |                          |                            |                          |
|---|----------------------------|----------------------------|----------------------------|--------------------------|----------------------------|--------------------------|
| <p><b>Department Goal:</b> Provide periodic review of the internal controls of County Departments to ensure compliance with policies and procedures, and minimize losses from fraud or misappropriation.</p> <p><b>Communitywide Result Link:</b> A well-governed community.</p>  |                            |                            |                            |                          |                            |                          |
| <p><b>1. Performance Measure: Number of reviews, special district audits, trust fund reviews, and grant compliance audits performed for County departments.</b></p>   |                            |                            |                            |                          |                            |                          |
| 03-04<br>Actual<br>Results  | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted         | 07-08<br>Actual<br>Results | 08-09<br>Target          |
| 33  | 17                         | 34                         | 31                         | 32                       | 30                         | 34                       |
| <p><b>What:</b> The Internal Audit Division studies a sampling of various offices, districts, funds, and programs each year. Selection is made based on legal mandates, and measures of risk such as dollar value, complexity, and/or the existence of other checks and balances.</p> <p><b>Why:</b> These audits and reviews help to prevent or minimize losses from fraud and from non-compliance with program funding requirements. Since department managers in most cases do not know if their operation will be selected for detailed audit in any particular year, this serves as a deterrent for lax internal controls.</p> <p><b>How are we doing?</b> In general, we have found departments accountable and in compliance with County and grant claiming procedures during the reviews and audits performed.</p>  |                            |                            |                            |                          |                            |                          |
| <p><b>2. Performance Measure: Number of concessionaire, bed tax, or service provider audits completed.</b></p>  |                            |                            |                            |                          |                            |                          |
| 03-04<br>Actual<br>Results  | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted         | 07-08<br>Actual<br>Results | 08-09<br>Target          |
| 24  | 9                          | 19                         | 17                         | 20                       | 24                         | 20                       |
| <p><b>What:</b> Selected concessionaires, hotels, and major contracted service providers are audited on a rotating basis so that they can expect to be studied once every three or four years. Hotels and most concessions pay the County based on percentages of gross receipts, and many contractors are paid based on counts of eligible services provided.</p> <p><b>Why:</b> These audits help to insure that the County is receiving all the revenue that it is entitled to, and that payments made are for services actually received. In addition, we try to maintain a level playing field so that local businesses pay no more or less than their fair share under the law, and are properly compensated when contracting with the County.</p> <p><b>How are we doing?</b> The audit staff concentrated staff time on concessionaire audits in 2007/08. The 2008/09 projection has slightly decreased as the Audit division of the department is no longer able to utilize the help of interns. Personnel changes within the Audit division will also affect the results.</p> |                            |                            |                            |                          |                            |                          |
| <p><b>Department Goal:</b> Maintain the financial health of the County by developing effective annual budgets, accurately identifying expenditures, and ensuring recovery of revenues from state and federal sources.</p> <p><b>Communitywide Result Link:</b> A well-governed community.</p>   |                            |                            |                            |                          |                            |                          |
| <p><b>3. Performance Measure: A favorable audit, by the State Controller's Office, of reimbursable costs allocated through the Countywide Cost Allocation Plan, prepared in accordance with federal regulations.</b></p>  |                            |                            |                            |                          |                            |                          |
| 03-04<br>Actual<br>Results  | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted         | 07-08<br>Actual<br>Results | 08-09<br>Target          |
| Audit with no exceptions  | Audit with no exceptions   | Audit with no exceptions   | Audit with no exceptions   | Audit with no exceptions | Audit with no exceptions   | Audit with no exceptions |
| <p><b>What:</b> State and Federal agencies allow for County's overhead cost reimbursement through numerous programs and grants. The Countywide Cost Allocation Plan is a tool used to distribute overhead costs to programs and departments within the County.</p> <p><b>Why:</b> The County is reimbursed for overhead costs.</p>  |                            |                            |                            |                          |                            |                          |

|  |                            |                            |                            |                  |                            |                 |
|--|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| <p><b>How are we doing?</b> The State Controller's Office performed a desk review of the 2007/08 County Cost Allocation Plan. This audit resulted in no adjustments and no findings.</p>   |                            |                            |                            |                  |                            |                 |
| <p><b>Department Goal:</b> Provide timely and accurate financial information for the public, Board of Supervisors, and County departments.</p>   |                            |                            |                            |                  |                            |                 |
| <p><b>Communitywide Result Link:</b> A well-governed community.</p>  |                            |                            |                            |                  |                            |                 |
| <p><b>4. Performance Measure: Earn a clean auditor's opinion on the Comprehensive Annual Financial Report (CAFR).</b></p>  |                            |                            |                            |                  |                            |                 |
| 03-04<br>Actual<br>Results   | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
| 1  | 1                          | 1                          | 1                          | 1                | Not Available              | 1               |
| <p><b>What:</b> The clean opinion measures the reliability, integrity and accuracy of the information presented in the County financial statements.</p>  |                            |                            |                            |                  |                            |                 |
| <p><b>Why:</b> Provides assurance to the public, investors and others that the County's financial position is presented fairly and accurately.</p>   |                            |                            |                            |                  |                            |                 |
| <p><b>How are we doing?</b> The external auditors have completed their annual audit on the 2006/07 fiscal year's financial statements and have issued an unqualified or clean opinion. The 2007/08 annual audit will not be completed until November 2008.</p>   |                            |                            |                            |                  |                            |                 |
| <p><b>Department Goal:</b> Insure that all automated accounting systems designed to provide easy access to relevant data are maintained with adequate internal controls and audit trails.</p>  |                            |                            |                            |                  |                            |                 |
| <p><b>Communitywide Result Link:</b> A well-governed community.</p>  |                            |                            |                            |                  |                            |                 |
| <p><b>5. Performance Measure: Percentage of users that receive annual workshop training sessions on automated financial management, human resource/payroll and budget preparation systems.</b></p>   |                            |                            |                            |                  |                            |                 |
| 03-04<br>Actual<br>Results   | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
| 85%  | 100%                       | 100%                       | 100%                       | 85%              | 85%                        | 85%             |
| <p><b>What:</b> This measures our desire to be certain users know what systems and information are available and how to use them.</p>  |                            |                            |                            |                  |                            |                 |
| <p><b>Why:</b> Users will know what information is available and how to retrieve it given adequate training.</p>   |                            |                            |                            |                  |                            |                 |
| <p><b>How are we doing?</b> The Auditor's Office continues to offer workshops in various specialized areas such as budget preparation system and SB90 as well as general training for Enterprise Financial System. In the past two years, 100% of county departments received training but we anticipate that training level to taper off in the 2008/09 fiscal year as staff becomes more familiar with the new financial system and the online training classes are offered.</p> |                            |                            |                            |                  |                            |                 |
| <p><b>Department Goal:</b> Provide high quality, cost effective Auditor-Controller services.</p>   |                            |                            |                            |                  |                            |                 |
| <p><b>Communitywide Result Link:</b> A well-governed community.</p>  |                            |                            |                            |                  |                            |                 |
| <p><b>6. Performance Measure: Auditor Controller staff per 100 County employees.</b></p>   |                            |                            |                            |                  |                            |                 |
| 03-04<br>Actual<br>Results   | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
| 1.4  | 1.5                        | 1.5                        | 1.5                        | 1.5              | 1.7                        | 1.7             |
| <p><b>What:</b> This shows Auditor Controller staffing levels per 100 county employees.</p>  |                            |                            |                            |                  |                            |                 |
| <p><b>Why:</b> This data can be compared with Auditor-Controller offices of similar characteristics to provide one measure of whether we are appropriately staffed.</p>  |                            |                            |                            |                  |                            |                 |
| <p><b>How are we doing?</b> Staffing levels per 100 employees for our comparable counties (5 counties surveyed) ranged from a low 0.9 in Monterey County to a high of 1.7 in San Luis Obispo County, with the average at 1.4. The Auditor's Office maintains levels slightly above the average, but well within the range of our comparable counties.</p>  |                            |                            |                            |                  |                            |                 |

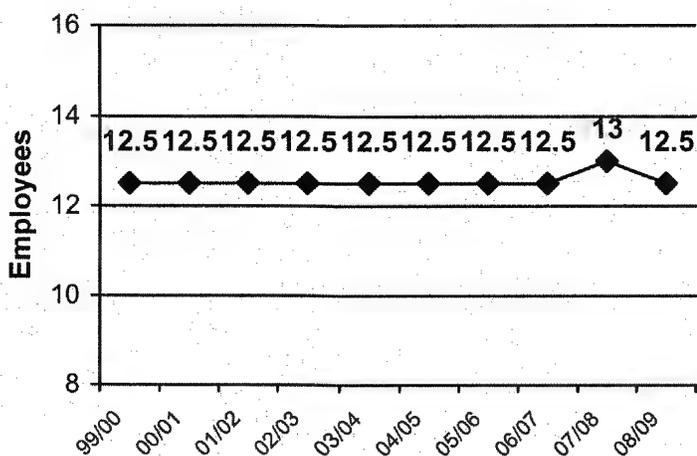
|   |                            |                            |                            |                  |                            |                 |
|---|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| <b>Department Goal:</b> 100% of legal mandates should be implemented within established deadlines.  |                            |                            |                            |                  |                            |                 |
| <b>Communitywide Result Link:</b> A well-governed community.  |                            |                            |                            |                  |                            |                 |
| <b>7. Performance Measure: Percentage of legal mandates implemented within established deadlines</b>  |                            |                            |                            |                  |                            |                 |
| 03-04<br>Actual<br>Results  | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
| N/A   | N/A                        | N/A                        | N/A                        | N/A              | N/A                        | 100%            |
| <b>What:</b> Monitor state and federal legislation regularly in order to keep updated with changes to current mandates and new mandates   |                            |                            |                            |                  |                            |                 |
| <b>Why:</b> So that a proactive response to implement changes to current mandates and new mandates is seamless and timely.  |                            |                            |                            |                  |                            |                 |
| <b>How are we doing?</b> Not keeping up with changes to mandates or new mandates can have negative consequences such as adverse audit findings, legal liabilities and political implications, to the County. This new department performance goal will be measured starting in the 2008/09 fiscal year. |                            |                            |                            |                  |                            |                 |

**MISSION STATEMENT**

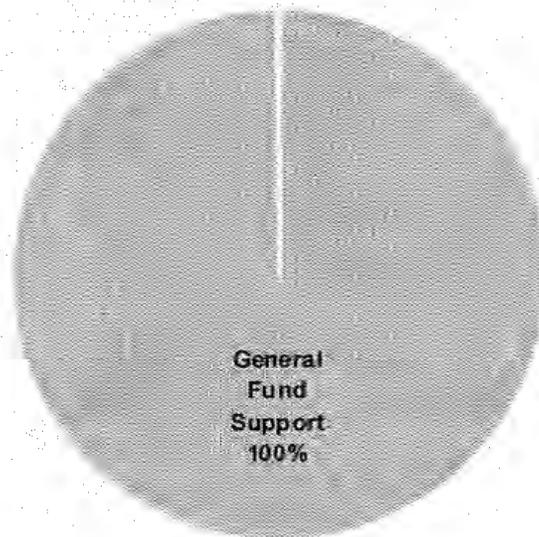
The San Luis Obispo County Board of Supervisors is the legislative arm of the County government, and is committed to the implementation of policies - and the provision of services- that enhance the economic, environmental and social quality of life in San Luis Obispo County.

| <u>Financial Summary</u>      | 2006-07<br><u>Actual</u> | 2007-08<br><u>Actual</u> | 2008-09<br><u>Requested</u> | 2008-09<br><u>Recommended</u> | 2008-09<br><u>Adopted</u> |
|-------------------------------|--------------------------|--------------------------|-----------------------------|-------------------------------|---------------------------|
| Revenues                      | \$ 11                    | \$ 0                     | \$ 0                        | \$ 0                          | \$ 0                      |
| Salary and Benefits           | 1,209,825                | 1,376,426                | 1,448,523                   | 1,417,972                     | 1,417,972                 |
| Services and Supplies         | 188,403                  | 256,324                  | 298,508                     | 290,683                       | 290,683                   |
| Fixed Assets                  | 0                        | 6,872                    | 0                           | 0                             | 0                         |
| <b>**Gross Expenditures</b>   | <b>\$ 1,398,228</b>      | <b>\$ 1,639,622</b>      | <b>\$ 1,747,031</b>         | <b>\$ 1,708,655</b>           | <b>\$ 1,708,655</b>       |
| Less Intrafund Transfers      | 30,531                   | 52,560                   | 34,964                      | 34,964                        | 34,964                    |
| <b>**Net Expenditures</b>     | <b>\$ 1,367,697</b>      | <b>\$ 1,587,062</b>      | <b>\$ 1,712,067</b>         | <b>\$ 1,673,691</b>           | <b>\$ 1,673,691</b>       |
| General Fund Support (G.F.S.) | <u>\$ 1,367,686</u>      | <u>\$ 1,587,062</u>      | <u>\$ 1,712,067</u>         | <u>\$ 1,673,691</u>           | <u>\$ 1,673,691</u>       |

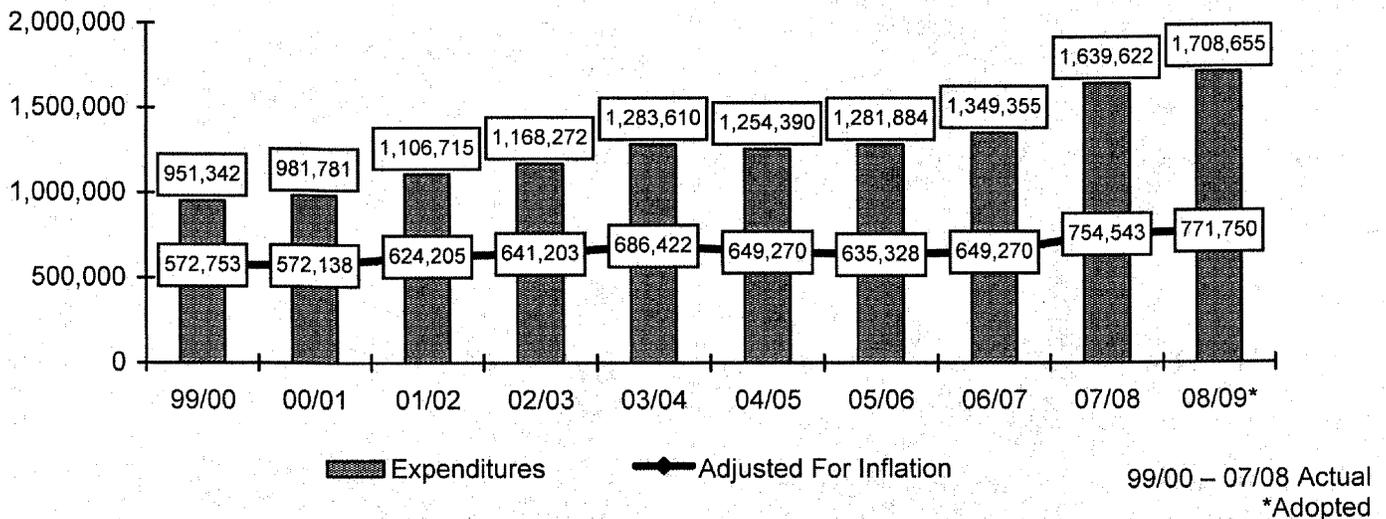
**Number of Employees**  
(Full Time Equivalent)



**Source of Funds**



10 Year Expenditures Adjusted For Inflation



**SERVICE PROGRAMS**

**Annual County Audits**

This program complies with Government Code Section 25250, which states that it is the Board of Supervisors' duty to examine and audit the financial records of the County. In addition, this program satisfies the Federal Single Audit Act (Public law 98-502) relative to the auditing of federal monies received by the County.

Total Expenditures: \$ 100,000 Total Staffing (FTE): 0.0

**Service to Public**

The majority of the Board's activities center around services to the public which are provided in its capacity as the legislative body of the County. Members of the Board of Supervisors represent the people residing within their supervisorial district, while also working for the general welfare of the entire County.

Total Expenditures: \$ 1,608,655 Total Staffing (FTE): 12.5

**COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS**

Total expenditures for a Status Quo budget in FY 2008-09 would be 6%, or about \$110,000, higher than the FY 2007-08 adopted budget. Compensation increases granted in 2007-08 and higher costs for broadcasting the Board of Supervisors meetings were the principal factors in the overall increase.

The recommended budget increases General Fund support by approximately \$71,000, which is about \$39,000 less than would have been required to fund a Status Quo budget. The recommended budget eliminates the half-time Administrative Assistant position added in FY 2007-08 and reduces travel and office equipment expenses. The recommended budget includes funding for an external audit of the County's financial records in accordance with federal law. Money to continue video and audio broadcast of the Board of Supervisors' meetings is also included in the recommended budget.

**BOARD ADOPTED CHANGES**

None.

**GOALS AND PERFORMANCE MEASURES**

**Department Goal:** To enhance the public's trust in county government by measurably demonstrating that we provide efficient, high quality, results oriented services.

**Communitywide Result Link:** A well-governed community.

**1. Performance Measure: Percentage of citizens that rate the overall quality of services the County provides as "good" to "excellent".**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target  |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|------------------|
| 74%                        | Triennial Survey           | Triennial Survey           | 71%                        | Triennial Survey | Triennial Survey           | Triennial Survey |

**What:** Measures citizen satisfaction with County services using data from the ACTION for Healthy Communities telephone survey now conducted every three years. Concurrently, the County conducts a Citizen's Opinion Survey that builds on the data provided in the ACTION for Healthy Communities survey. Both surveys include specific questions designed to solicit information from the public relative to whether they received satisfactory service from County employees.

**Why:** It is the County's desire to provide services to our residents that are in line with their expectations. Based on the data gathered from these two surveys County departments will develop and implement action plans designed to improve the quality of services delivered to the public and we will continue to measure our progress in meeting this goal over time.

**How are we doing?** The 2006 ACTION telephone survey asked 502 randomly selected adults "Overall, how would you rate the services provided by San Luis Obispo County government?" 71% of the respondents rated the County as "good" (41%), "very good" (23%) or "excellent" (7%). This is a slight drop in comparison to the results of the 2003 survey (74%). In addition, the County conducted the Citizen's Opinion survey in the winter of 2007, to which 996 county residents responded. Those surveyed were asked to rate the overall quality of services provided by the County. The results showed that the majority of respondents (62%) rated the services provided by the County as "good" (57%) or "excellent." (5%). Of note is the fact that 4% fewer respondents rated County-provided services as "excellent" and 7% more respondents rated the quality of these services as "fair". An overview of the Citizen's Opinion survey results was presented to the Board in January 2008. The survey results posted on the County's web site: <http://www.slocounty.ca.gov>. The next Citizen's Opinion survey and ACTION telephone survey are planned for 2009/10.

**2. Performance Measure: Percentage of citizens that indicate their overall impression of County employees (based on their most recent contact) is good or excellent.**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target  |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|------------------|
| 74%                        | Triennial Survey           | Triennial Survey           | 75%                        | Triennial Survey | 75%                        | Triennial Survey |

**What:** The County initiated a Citizen's Opinion Survey that will be conducted every three years to build on the data provided in the ACTION for Healthy Communities survey. The survey tool includes specific questions designed to solicit information from the public relative to whether they received satisfactory service from County employees.

**Why:** The information gained from this survey will be used to help us improve customer service to the public. Based on the data gathered from the Citizen's Opinion Survey, County departments will develop and implement action plans designed to improve the quality of services delivered to the public and we will continue to measure our progress in meeting this goal over time.

**How are we doing?** The Citizen's Opinion Survey was most recently conducted in the Winter 2007. This survey asked respondents if they have had contact with County employees in the past 12 months, and if so, to rate their overall impression of that contact in terms of knowledge, responsiveness and courtesy of County staff. Fifty-seven percent of the respondents had contact in that past year, and of those, 75% rated their overall impression of their contacts with County employees as "good" or "excellent". The next Citizen's Opinion survey is planned for 2010.

**3. Performance Measure: Percentage of the County's Indicators that are moving in a favorable direction.**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target  |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|------------------|
| 60%                        | Triennial report           | Triennial report           | 58%                        | Triennial report | Triennial report           | Triennial report |

**What:** The Board of Supervisors has adopted a set of Communitywide Results that represent the "big picture" results we want for all county residents. The results surround the concepts of safety, health, livability, prosperity, and effective government. Each result, in turn, has a listing of "key indicators" that help to quantify the progress we're making toward achieving our desired results. This measure will show how many of the indicators are moving in a positive direction.

**Why:** This information will provide staff, the Board, and public, with a sense of how we're doing relative to achieving our "big picture" results.

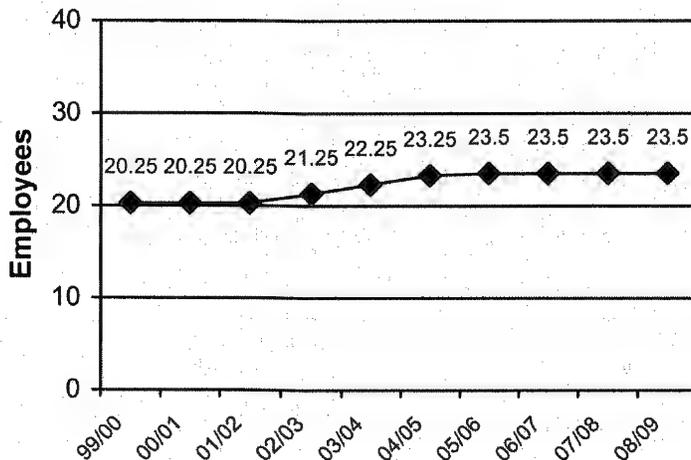
**How are we doing?** Overall 52% of the indicators tracked showed movement in a favorable direction and another 6% reflected little or no change (and thus are not moving in a negative direction at this time). To provide some highlights: housing affordability continues to worsen however other economic indicators show improvement such as record high levels for wholesale agricultural wholesale crop sales, reduced unemployment, and increased tourism spending and per capital retail sales figures. The overall crime rate has decreased however citizen's perception of safety has worsened. The total number of collisions has continually increased (although data reported after the CR&I report was completed shows improvement in 2006, potentially due to targeted efforts by the Public Works Department). Alcohol use by teens in 9<sup>th</sup> and 11<sup>th</sup> grade has declined while use among children in 7<sup>th</sup> grade has increased. The number of teen births and low birth weight babies has declined. However, the percent of young children receiving immunizations has also declined. Details on these and other indicators can be found in the 2007 edition of the Communitywide Results and Indicators Report, which was presented to the Board in January 2008. The Administrative Office is proposing to discontinue updating the CR&I report given that the ACTION for Healthy Communities report has now been expanded to encompass most of the indicators identified in the CR&I report. We will continue to track progress along these indicators each time the ACTION report is published. The next edition is planned for 2010. To access the 2007 Communitywide Results and Indicator Report, go to the County's web site: <http://www.slocounty.ca.gov>.

**MISSION STATEMENT**

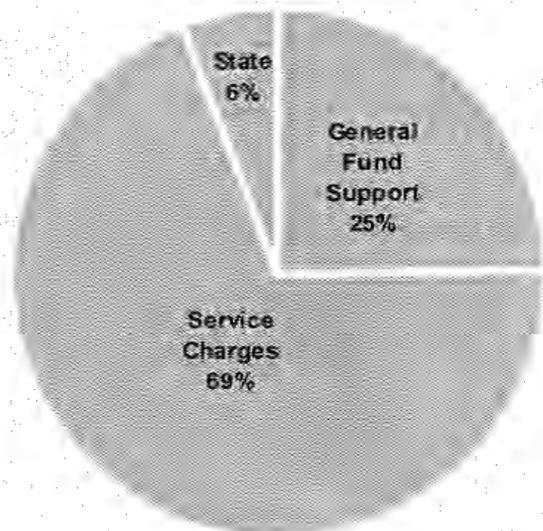
The County Clerk-Recorder's Office is dedicated to providing thorough and timely information with courtesy and respect for our customers.

| Financial Summary             | 2006-07      | 2007-08      | 2008-09      | 2008-09      | 2008-09      |
|-------------------------------|--------------|--------------|--------------|--------------|--------------|
|                               | Actual       | Actual       | Requested    | Recommended  | Adopted      |
| Revenues                      | \$ 3,424,621 | \$ 2,274,822 | \$ 2,275,472 | \$ 2,325,008 | \$ 2,325,008 |
| Salary and Benefits           | 1,858,379    | 2,043,987    | 1,958,030    | 1,952,121    | 1,952,121    |
| Services and Supplies         | 1,193,278    | 1,640,957    | 981,984      | 952,521      | 952,521      |
| Fixed Assets                  | 174,497      | 87,457       | 5,500        | 5,500        | 5,500        |
| **Gross Expenditures          | \$ 3,226,154 | \$ 3,772,401 | \$ 2,945,514 | \$ 2,910,142 | \$ 2,910,142 |
| General Fund Support (G.F.S.) | \$ (198,467) | \$ 1,497,579 | \$ 670,042   | \$ 585,134   | \$ 585,134   |

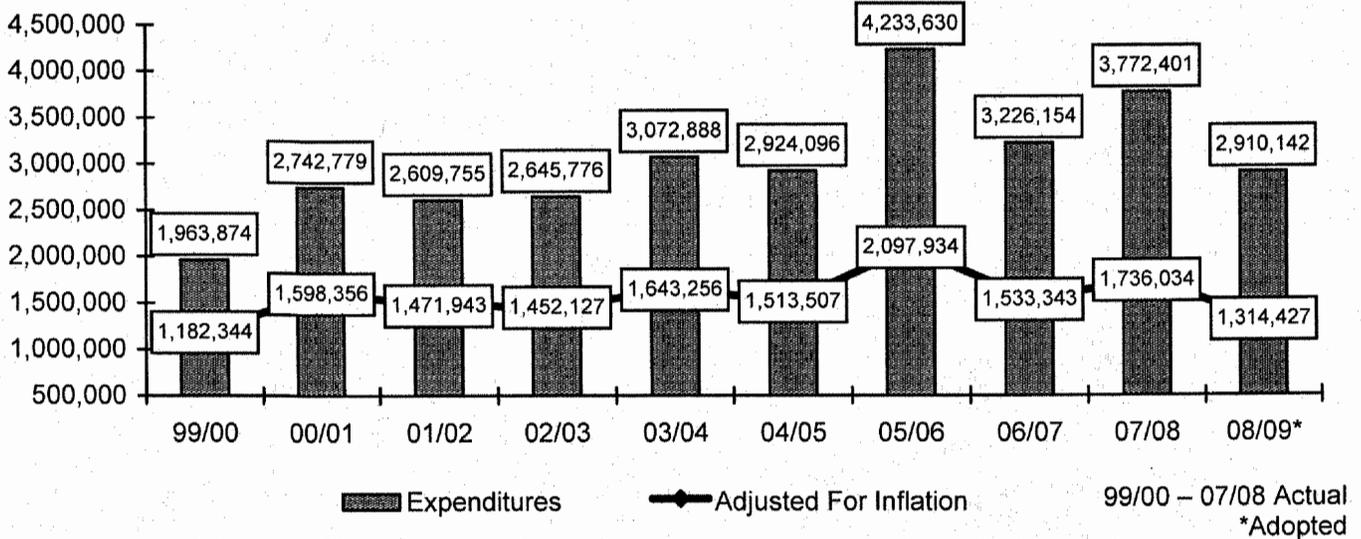
**Number of Employees**  
(Full Time Equivalent)



**Source of Funds**



**10 Year Expenditures Adjusted For Inflation**



**SERVICE PROGRAMS**

**Administration**

Perform Clerk-Recorder mandated duties including: Provide professional, knowledgeable staff for all meetings of the Board of Supervisors, and other mandated boards, to produce accurate and timely meeting minutes, preserve and maintain files and records. Provide enthusiastic, professional volunteers and staff to perform civil marriage ceremonies. Provide exemplary service to our customers in issuing marriage licenses, filing notary and other bonds, filing fictitious business name statements and processing of passport applications. Maintain the integrity of the Official Records with well-trained staff to examine, record and index property related documents and vital records; provide professional, knowledgeable staff to assist the public in searching title and family histories. Encourage and maintain the voter registrations of all electors residing within the County.

Total Expenditures: \$1,451,246 Total Staffing (FTE): 15.00

**Elections**

Ensure the integrity of the election process in the management and conduct of all elections; provide professional, knowledgeable staff to assist candidates, customers and voters in the office and at the polls on Election Day.

Total Expenditures: \$857,403 Total Staffing (FTE): 3.30

**Recorder's Restricted Revenues (Special Projects)**

Collect and utilize restricted funds to pursue the modernization of delivery systems for official and vital records.

Total Expenditures: \$601,493 Total Staffing (FTE): 5.20

**DEPARTMENT COMMENTS**

The FY 2007-08 fiscal year has thus far been dominated by the conduct of the February 5<sup>th</sup> Presidential Primary and preparation for the Direct Primary scheduled in June. Although preparations for the February election began in October of 2007, the department was able to complete several key initiatives which have benefited our customers and staff.

**FY 2007-08 Current Year Accomplishments****Internal Business Improvements:**

1. Implementation of technology to assist with the manual processes associated with vote-by-mail ballots, including ballot extraction and signature verification.
2. Final phase of conversion of paper vital records and Board of Supervisors records to images for faster, easier access to staff and public in both offices.

**Finance:**

Ongoing goal to control the costs associated with conduct of elections. Streamlined voter registration procedures, outsourcing of the stuffing and mailing of the permanent absentee ballots and the two technologies mentioned above contributed to this goal. The cost to issue vote-by-mail ballots is estimated to be \$2.60 per ballot. This represents a 36% reduction since FY 2001-02 even amidst price increases for postage, paper and printing.

**Customer Service:**

1. Addition of passport photos to services provided- The Clerk-Recorder's office is now a one-stop shop for passport applicants. In the four months since our first photograph, staff has taken more than 450 photos for our satisfied customers- comprising nearly 1/3 of all passport application customers.
2. Improve Voting Process- Established a Voting Accessibility Advisory Committee to work with the Clerk-Recorder on improving access to elections. Continue to provide curbside drop-off for vote-by-mail ballots on Election Day and extended hours the weekend before each election.

**Learning and Growth:**

Expanded in-house training classes, including brown bag lunch training sessions.

**FOCUS FOR FY 2008-09****Internal Business Improvements:**

1. Explore the use of automated indexing to assist in completion of the official record index.
2. Expansion of use of GIS to perform elections duties associated with maintenance of precinct boundary lines.

**Finance:**

Continue to explore tools to further automate the vote-by-mail ballot process and reduce costs, including high speed ballot counters and the ability to print ballots on demand. These purchases will be offset with state and federal funds.

**Customer Service:**

Develop a vote-by-mail ballot lookup on the web to allow a voter to track their ballot to ensure it was received and counted.

**Learning and Growth:**

In house training sessions to ensure all staff possesses the basic level of knowledge to assist 80% of our customers on first contact.

**KEY CHALLENGES**

1. **Conduct of Elections-** The unscheduled, unbudgeted elections in recent years continue to present a challenge to the small staff of the County Clerk-Recorder, as staff must be diverted to the election from other critical processes and programs. We are hopeful that calendar year 2009 will bring a respite and the next election conducted will be the June 2010 direct primary.
2. **Election System Certification-** The lengthy process of election system certification continues to thwart our attempts to improve and streamline the manual processes involved in elections. It was our goal to purchase and implement high speed ballot counters and ballot on demand printers for the June election, however at this time there is no target date for the completion of the certification for these products and it is questionable whether this can even be implemented in time for the November General Election.
3. **Implementation of Mandated Programs-** Social Security Truncation program- Effective January 1, 2009 each Recorder shall begin a Social Security truncation program whereby any recorded document which contains a social security number shall have that number truncated on any document available to the public. The process of procuring and implementing the technology to accomplish this will be lengthy and require a significant amount of staff time.

**COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS**

The submitted FY 2008-09 County Clerk-Recorder's Status Quo budget provided for a 14% or \$92,193 increase in General Fund support over adopted FY 2007-08 levels, adjusted to \$577,849 to account for the cyclical nature of elections revenue. The recommended FY 2008-09 budget decreases General Fund support slightly, by \$7,285 (less than 1%) from adjusted FY 2007-08 levels. The decrease in General Fund support was achieved by reductions in various services and supply accounts as well an increase (537% or \$215,000) in Election Services revenue. Overall, revenue for FY 2008-09 is projected to increase by \$194,554 (9%) over FY 2007-08 amounts. As a result of the continuing downward activity in the housing market, recording fee revenue is expected to decrease by 18%, or \$165,000, from the adopted FY 2007-08 amounts. The largest percentage increase occurs in the Election Services account and can be attributed to the General Election scheduled for November 2008. The Clerk-Recorder' revenue fluctuates with the election cycle as additional revenue is realized from jurisdictions that consolidate their elections with general elections and therefore, pay for their cost of the election, thus covering portions of the Clerk-Recorder's expenses. General elections are held in even-numbered years. During the odd-numbered years, election revenue declines and the department requires additional General Fund support.

Overall, expenditures for FY 2008-09 are increasing by 2% or \$74,201 from adopted FY 2007-08 levels. Salary and benefit accounts are increasing by 5% or \$94,452 primarily due to prevailing wage increases. Additionally, as part of General Fund support reduction, the budget for overtime was decreased by 87% (\$10,500). Staff working overtime preparing for elections will accrue comp time where possible. Service and supply accounts are decreasing slightly, \$15,751 or 1%. The courier service between the Clerk-Recorder's North County and San Luis Obispo offices is being eliminated as a cost saving measure. In its place, the department, along with the Assessor's Office, will use existing staff that travel between the two locations to move information back and forth. Fixed Assets, a copier for the North County office, is being recommended in the amount of \$5,500.

**BOARD ADOPTED CHANGES**

None.

**GOALS AND PERFORMANCE MEASURES**

**Department Goal:** Create, process, maintain, and/or update records and documents (i.e., Board of Supervisor minutes and records, real property and vital records, voter registration, etc.) in a timely and accurate manner to ensure compliance with local, state, and federal laws.

**Communitywide Result Link:** A well-governed community.

**1. Performance Measure: Percentage of documents received by mail which are examined and recorded, or returned, within 2 business days.**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| 77%                        | 80%                        | 95%                        | 99.1%                      | 100%             | 98.1%                      | 100%            |

**What:** Processing time for official records (e.g. deeds, reconveyances) received in the mail.

**Why:** To provide prompt customer service to the public, County departments, state, and federal agencies. To comply with law that requires recordation of certain documents within 2 days of receipt.

**How are we doing?** Recording volumes have decreased since the significant numbers of the early decade (2001-2004). The decrease is largely due to a slowdown in real estate transactions including sale and refinances. The 2007/08 fiscal year saw another 24% decrease in recording volumes from last year. This fiscal year we did not reach our goal of 100% for all documents due to the effect of the increased staff time necessary to conduct 2 countywide elections in the first 6 months of 2008. We continue to explore efficiencies in this area to ensure we can meet the goal in future years, even with an increase in the recording volume.

**Department Goal:** Provide easy access to all public records and documents to enhance customer service.

**Communitywide Result Link:** A well-governed community.

**2. Performance Measure: Percentage of requests for vital and official records per month conducted online via the web.**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| 1.4%                       | 3.16%                      | 3.25%                      | 4.0%                       | 5%               | 4.4%                       | 5.0%            |

**What:** Clerk Recorder services available for a fee online.

**Why:** To enhance customer service and public access to records and to make more efficient use of staff time.

**How are we doing?** Records copy requests via the web require less staff time and are primarily placed by customers that are unable to contact the office during regular hours. Purchase of birth and death copies has been restricted in the State since 2003 and legislation was passed in 2004 allowing customers to fax a notarized statement for purchase of these records, which has contributed to the increase in the number of these requests. The vendor utilized for the web orders continues to make improvements to their service which is expected to result in increased numbers of customers utilizing web based record request services. 5% of requests represent 56 requests for vital and official records per month via the web.

**3. Performance Measure: Percentage of Internet survey respondents who found information they were searching for without a follow up phone call or trip to office.**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| 65%                        | 67%                        | 73%                        | 80%                        | 85%              | 82%                        | 85%             |

**What:** Responses to website survey.

**Why:** To enhance customer service and provide information for continuous improvement of our Internet service delivery.

**How are we doing?** The Clerk-Recorder's website was revised as part of the countywide E-Government initiative in May 2006. The increase in the number of customers who can find the information they are looking for without a follow-up phone call is indicative of the new topic centric focus of the County's web presence. We continue to explore adding new information to the website and last year added live web streaming of the Board of Supervisors meetings which resulted in an additional 3,000 hits per quarter. The election related information on the web continues to be a popular page with over 17,000 hits on 2/5/08 and 6,600 hits on 6/3/08 and nearly 60,000 hits during the conduct of an election. While we have increased the information available on our website, legislated restrictions to the access of vital records indices and images of official record information, effects our ability to provide a complete array of information through the Internet and customers searching for this information will always need to follow up with contact to our office. We will continue to use our survey to identify areas where the website needs improvement or additional information can be made available.

**Department Goal:** Ensure the integrity of the San Luis Obispo County election process and encourage the participation of all eligible voters in a cost-effective manner.

**Communitywide Result Link:** A well-governed community.

**4. Performance Measure: Cost per vote-by-mail ballot.**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| \$2.40                     | \$2.26                     | \$2.45                     | \$2.39                     | \$2.55           | \$2.07                     | \$2.60          |

**What:** Cost to issue each vote-by-mail ballot.

**Why:** Vote-by-mail ballots are very labor intensive. Currently approximately 55% of San Luis Obispo County voters vote by mail ballot. In the June 2008 election, 68.7% of the voters chose to vote by mail. Efforts to streamline the process will increase efficiency and keep costs down.

**How are we doing?** The deployment of technology has had a profound effect on this labor intensive process and San Luis Obispo County has used technology as well as introduced efficiencies that have helped reduce the cost from \$4.11 per voter in 1998 to the current \$2.07 per voter. The expansion of permanent vote-by-mail status has further assisted in reducing this cost as these voters do not need to apply for a ballot, reducing the staff time to process the ballot by about 1/3. The 2007/08 actual results reflect the deployment of additional technology that has assisted in keeping vote-by-mail ballot costs stable, such as signature capturing, automatic signature verification, and two new envelope opener/extractors. The target for 2008/09 is expected to be higher due to increased materials costs and the increase in the number of vote-by-mail voters which will incur more overtime costs.

Some of our comparable counties were able to provide the following information as a comparison

|                      |                   |
|----------------------|-------------------|
| Placer County        | \$5.41 per ballot |
| Santa Barbara County | \$3.88 per ballot |
| Napa County          | \$2.85 per ballot |

**5. Performance Measure: Average cost per registered voter in the County.**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| \$3.75                     | \$3.54                     | \$3.70                     | \$3.03                     | \$3.90           | \$3.56                     | \$3.50          |

**What:** Cost per registered voter of conducting a countywide election.

**Why:** Conduct elections in the most cost effective manner possible.

**How are we doing?** Even with the increased number of voter registrations and high voter turnout, the department continues to maintain its commitment to providing the best election experience in the most cost effective manner. The projected results for 2008/09 reflect the department's continual effort to streamline processes and reduce costs even amidst the increased voter registrations, turnout and vote-by-mail ballots expected for the Presidential General Election.

Some of our comparable counties were able to provide the following information as a comparison

|                      |  |
|----------------------|--|
| Placer County        | \$4.99 per registered voter                            |
| Santa Barbara County | \$11.00 per registered voter (includes indirect costs) |
| Napa County          | \$2.67 per registered voter                            |

**6. Performance Measure: Voter Participation Rate.**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| 64%                        | 80.2%                      | 55% *<br>43%**             | 63.08%                     | 65%              | 63.5%***<br>43.4%****      | 80%             |

**What:** The San Luis Obispo County voter turnout for statewide elections.

**Why:** It is a measure of whether people participate in their government and have a stake in their future.

**How are we doing?** There are many factors which affect voter turnout. The turnout is always higher in a Presidential General election as evidenced by the fluctuations presented above. In addition, voter file maintenance is critical to ensure that the elections files contain no voter files that are inactive, thereby giving a more accurate picture of the voter turnout. This office is committed to encouraging voter participation and educates the public on deadlines for voter registration and the process to obtain a vote-by-mail ballot for each election. Our commitment to mail voter information pamphlets/vbm applications at the earliest possible date, and the posting of information and polling place lookup on the Internet, assist our voters in being informed. These efforts are recognized in San Luis Obispo's voter turnout again being nearly 6% higher than the statewide average in the February 2008 Presidential Primary and 15% higher than the statewide average in the June 2008 Direct Primary.

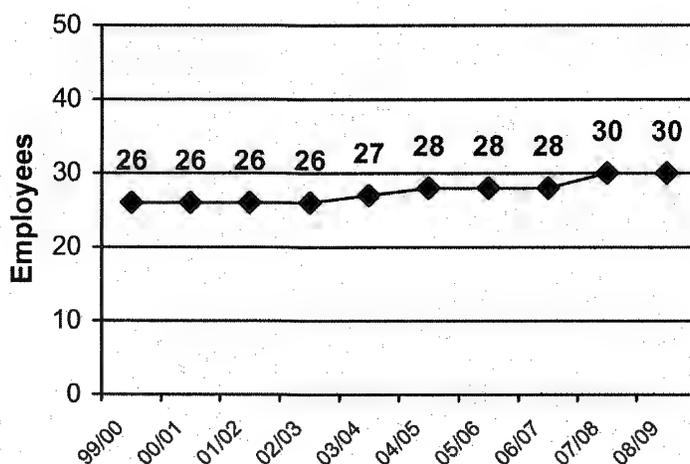
05/06 Results: \* November 2005 Special Statewide Election      \*\* June 2006 Direct Primary Election  
07/08 Results: \*\*\* February Presidential Primary Election      \*\*\*\* June 2008 Direct Primary Election

**MISSION STATEMENT**

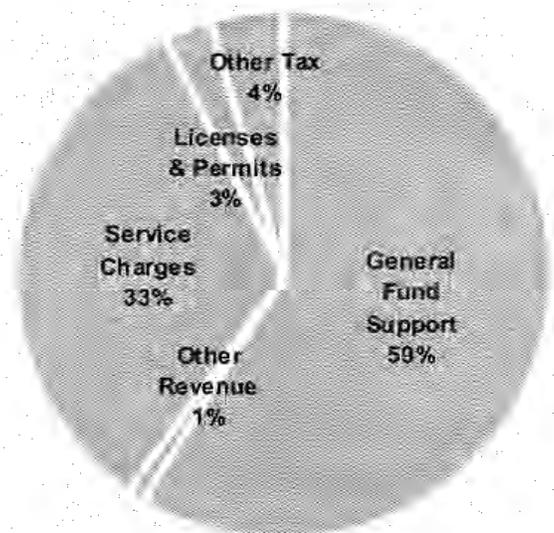
The Treasurer, Tax Collector, Public Administrator's staff is committed to provide quality service to the community. This includes efficient collection and prudent management of public funds needed for public services.

| Financial Summary             | 2006-07      | 2007-08      | 2008-09      | 2008-09      | 2008-09      |
|-------------------------------|--------------|--------------|--------------|--------------|--------------|
|                               | Actual       | Actual       | Requested    | Recommended  | Adopted      |
| Revenues                      | \$ 1,150,013 | \$ 1,201,824 | \$ 1,295,920 | \$ 1,293,174 | \$ 1,293,174 |
| Salary and Benefits           | 2,493,558    | 2,580,292    | 2,749,541    | 2,729,369    | 2,729,369    |
| Services and Supplies         | 303,104      | 310,793      | 329,711      | 317,875      | 317,875      |
| **Gross Expenditures          | \$ 2,796,662 | \$ 2,891,085 | \$ 3,079,252 | \$ 3,047,244 | \$ 3,047,244 |
| Less Intrafund Transfers      | 0            | 1,860        | 0            | 0            | 0            |
| **Net Expenditures            | \$ 2,796,662 | \$ 2,889,225 | \$ 3,079,252 | \$ 3,047,244 | \$ 3,047,244 |
| General Fund Support (G.F.S.) | \$ 1,646,649 | \$ 1,687,401 | \$ 1,783,332 | \$ 1,754,070 | \$ 1,754,070 |

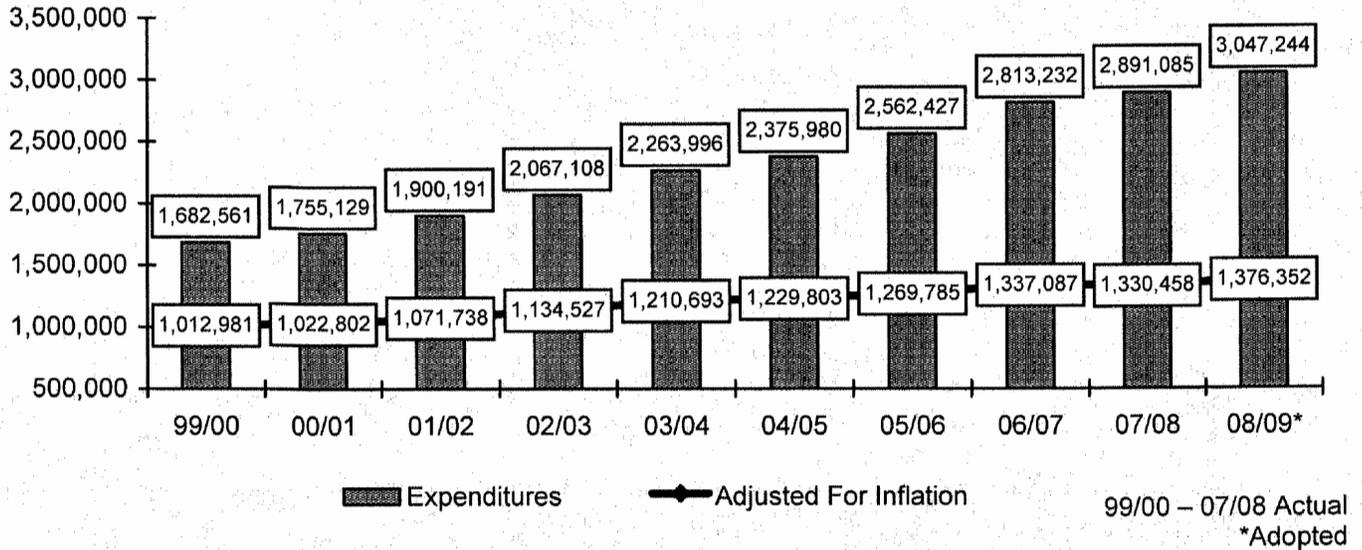
**Number of Employees**  
(Full Time Equivalent)



**Source of Funds**



10 Year Expenditures Adjusted For Inflation



**SERVICE PROGRAMS**

**Local Mandated Collections**

Administer the issuance of business licenses for all unincorporated areas of the County; and collect and account for business license regulatory fees and Transient Occupancy Taxes (hotel bed taxes).

Total Expenditures: \$93,676 Total Staffing (FTE): 1.02

**Public Administrator**

Administer the estates of deceased County residents when there is no one willing or qualified to act as executor or administrator of the estate to ensure compliance with legal mandates. Services include coordinating property sale or other disposition; researching and notifying beneficiaries; processing court documentation, income tax returns, wills; and ensuring payments to creditors.

Total Expenditures: \$220,827 Total Staffing (FTE): 2.21

**Secured Collections**

Manage the billing, collection, and accounting of taxes secured by real property, i.e., residential and commercial land and buildings. Collect delinquent property taxes and coordinate the sale of tax-defaulted property through sealed bid sales, "Chapter 8" agreement sales, and public auctions.

Total Expenditures: \$1,139,131 Total Staffing (FTE): 11.44

**Supplemental Collections**

Manage the billing, collection, and accounting of Supplemental Property Taxes (secured or unsecured) when the property value is reassessed due to a change in ownership or the completion of construction on real property.

Total Expenditures: \$344,817 Total Staffing (FTE): 4.06

**Treasury**

Provide banking services including receiving, depositing, investing, and controlling all monies belonging to the County, school districts, and special districts for which the County Treasurer is ex-officio treasurer. Support the schools, special districts, and the County in the process of debt issuance.

Total Expenditures: \$885,539 Total Staffing (FTE): 7.69

### Unsecured Collections

Manage the billing, collection, and accounting of taxes on unsecured property, i.e., business fixtures and equipment, racehorses, airplanes, and boats. Administer a collection program for delinquent unsecured property taxes.

Total Expenditures: \$363,254 Total Staffing (FTE): 3.58

#### **DEPARTMENT COMMENTS**

The combined office of the Treasurer, Tax Collector, Public Administrator has three diverse functions with a common goal of providing cost effective, quality service to the community. California law and County ordinances mandate all services of the combined office. The office is committed to meeting its goals and objectives.

#### **Internal Business Improvements:**

##### **FY 2007-08 Key Accomplishments**

- Developed and installed a new Transient Occupancy Tax (TOT) System, which is a more automated, efficient, and user-friendly method of processing TOT payments, invoices and correspondence. The number of active accounts is increasing at a rate of approximately 20% per year. This system meets the department's needs for future expansion.
- The delinquent collections program collected \$671,000 of the qualified unsecured delinquent taxes, meeting the projected goal.

##### **FY 2008-09 Objectives and Challenges**

- A challenge of the department will be to increase efficiency in each of its diverse areas. It will be necessary to analyze each of our processes and replace obsolete systems in order to deliver services in a more effective manner while maintaining proper internal controls.
- Develop and implement a new Treasury Investment Management System that will produce complex tracking and accounting reports. The new system will provide portfolio analysis tools to confirm compliance to the Investment Policy.

#### **Finance:**

##### **FY 2007-08 Key Accomplishments**

- The Treasury consistently achieved a rating of AAA/V1+, in its management of the County's Investment Pool, currently over \$520 million. This is the highest rating available by Fitch, a nationally recognized rating service.
- The Treasury continued to pass internal and external audits without any negative findings or recommendations.

##### **FY 2008-09 Objectives and Challenges**

- Conduct a complete analysis of banking services to ensure the County banking services are cost effective, meet the County's needs, provide proper controls and are in compliance with applicable laws and regulations.
- Actively support and implement programs that provide services and information through the department's website to increase service levels and reduce costs.

#### **Customer Service:**

##### **FY 2007-08 Key Accomplishments**

- Expanded the Redemption Action Program (RAP) to include contacting property owners in the original year of default. The program has been successful in reducing the number of Power to Sell recordings for properties that become subject to tax sale after five years of delinquency. There was a 52% reduction in Power to Sell recordings this year.
- Completed the Tax e-Billing module of the Customer Service Program to provide taxpayers with the ability to receive their property tax bill and payment reminders by email and to pay multiple bills in a single transaction

through an online property management system. When e-billing is fully implemented, the benefits will include a cost savings on paper stock, handling and postage for the County and a savings on vendor transaction fees for taxpayers who pay multiple bills online using electronic checks.

**FY 2008-09 Objectives and Challenges**

- The Tax e-Billing module will be available to the public for the 2008-09 tax bills in September 2008. The challenge to the department will be to implement internal controls and processes to ensure that taxpayers are receiving the appropriate bills and payment credit.
- The department will enhance existing programs and implement new modules to the Customer Service Program to allow customers the ability to efficiently conduct business with the department via the Internet 24/7. The Transient Occupancy Tax and Business License modules will provide applications and forms online.

**Learning and Growth:**

**FY 2007-08 Key Accomplishments**

- The Staff Training Checklists, a component of the department’s training program, effectively tracked the training progress of staff, ensuring that all duties were fully covered and understood.
- Conducted specialized in-house training classes in Excel, Word, and supplemental taxes to increase staff’s knowledge of office software programs and office processes.

**FY 2008-09 Objectives and Challenges**

- In managing the challenge of increased workload, continue to provide training classes to staff, which encourage continuous improvement and enable staff to build skills and knowledge in specialized systems and software programs to provide quality customer service.
- Maintain the department’s high percentage of “excellent” or “good” performance ratings given by customers who complete the customer satisfaction surveys when served in person, through the mail or over the Internet.

**COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS**

The FY 2008-09 Status Quo budget submitted by the Treasurer-Tax Collector-Public Administrator increased General Fund support by 2%, or \$44,323, over adopted FY 2007-08 General Fund support levels. The recommended budget for the Treasurer-Tax Collector-Public Administrator’s fund center has General Fund support increasing slightly, \$15,061 (less than 1%) from FY 2007-08 adopted levels. The decrease in General Fund support was achieved with reductions in temporary help as well as in various service and supply accounts.

Revenues are projected to increase by \$66,123, or 5%, over adopted FY 2007-08. Overall, salary and benefit accounts are increasing by 5%, or \$131,680, due to prevailing wage increases. Funding for temporary help is recommended to decrease by 38% or \$18,581 compared to FY 2007-08 amounts. Temporary help is used during the peak property tax collection periods and this reduction may cause slight delays in processing property tax payments. Service and supply accounts are decreasing by \$50,496 (13%) from FY 2007-08 amounts.

**BOARD ADOPTED CHANGES**

None.

**GOALS/PERFORMANCE MEASURES**

|  |                            |                            |                            |                  |                            |                 |
|--|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| <b>Department Goal:</b> Provide helpful, courteous, responsive service to County departments and the public while accommodating all reasonable requests. |                            |                            |                            |                  |                            |                 |
| <b>Communitywide Result Link:</b> A well-governed community.   |                            |                            |                            |                  |                            |                 |
| <b>1. Performance Measure:</b> Percentage of customer satisfaction surveys which rate department performance as “excellent” or “good.”                   |                            |                            |                            |                  |                            |                 |
| 03-04<br>Actual<br>Results   | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
| 99%  | 98%                        | 99%                        | 97%                        | 100%             | 97%                        | 100%            |

**What:** Satisfaction survey results collected from customers who are served in person, through the mail, or over the Internet.

**Why:** To ensure effective customer service and track changing customer expectations.

**How are we doing?** In FY 2007/08, the department received 38 completed customer satisfaction surveys from the public service counter. Thirty-seven (37) survey responses or 97% rated the service as "excellent." One rated the service as "poor" due to not having a North County Tax Office. The department continues to fine-tune the services provided to the public by enhancing the Tax Collector's website and the Taxes on the Web system to increase the percentage of department services available 24/7. Staff continually cross-trains to enhance their knowledge and skills, which increases the level of service available to the public.

**Department Goal:** Manage the Treasury investment pool, which includes deposits from the County, schools, and special districts, in a manner that ensures the preservation of capital and provides the ability to meet the cash flow needs of the pool participants.

**Communitywide Result Link:** A prosperous community.

**2. Performance Measure: Percentage of public funds invested.**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| 99%                        | 99%                        | 99%                        | 99%                        | 99%              | 99%                        | 99%             |

**What:** The percentage of available funds invested.

**Why:** To maximize the return on investment for public funds not immediately required to support governmental operations.

**How are we doing?** The County Treasurer's policy is to invest all funds that are not immediately needed. The County Treasury is able to invest such a high proportion of the funds because of the use of modern banking techniques such as electronic transfers, controlled disbursements, and on-line account tracking.

**3. Performance Measure: Percentage of time that the annual County Treasury Oversight Committee investment policy compliance audit results in 100% compliance.**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| 100%                       | 100%                       | 100%                       | 100%                       | 100%             | 100%                       | 100%            |

**What:** The County Treasury Oversight Committee (CTOC) was formed in 1996. One of its duties is to authorize an independent audit of the County Treasury investments each year. The committee may contract with one of the following: 1) the County Auditor-Controller, 2) the independent certified public accountants (CPAs) that review the County's Comprehensive Annual Financial Report, or 3) independent CPAs, as deemed appropriate.

**Why:** The annual compliance audit ensures that investment procedures are effectively being implemented to preserve capital and meet cash flow requirements of the pool participants.

**How are we doing?** The audit for FY 2007/08 is pending. In past years, the annual investment audits have consistently found the County Treasury to be in compliance with the San Luis Obispo County Treasury Investment Policy. Information available at this time indicates the County Treasury to be 100% compliant.

**4. Performance Measure: Percentage of time in which the net yield of San Luis Obispo County Treasury investments falls within 0.5% of the yield earned by the State Local Agency Investment Fund (LAIF).**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| 100%                       | 100%                       | 75%                        | 67%                        | 100%             | 92%                        | 100%            |

**What:** Investment yields (return on investments minus all administrative and banking costs); the County Treasury Pool yield is compared to the State investment fund – LAIF yield. LAIF is an investment fund, whereas, the County Treasury is an operating fund which must cover the costs of daily operations. LAIF is utilized as a standard benchmark by all California counties as an indicator that investment portfolios are following the market. As of June 30, 2008, the LAIF portfolio was \$70 billion versus the County Treasury portfolio of \$538 million.

**Why:** By law, the investment yield is the third priority after safety and liquidity are met. A comparison of the LAIF yield and County Treasury Pool yield is utilized as a portfolio analysis tool.

**How are we doing?** In early FY 2007/08, the Treasury net yield was outside the targeted variance of .5% by .01% for one month. During the fiscal year, the County Treasury Pool reduced the gap between its net yield and LAIF, with the last two months of the fiscal year yielding returns slightly higher than LAIF. This is attributed to the Treasury Pool's laddered investment strategy (maturities up to 3 years) which is helping to temper the effects of the current lower interest rate environment. LAIF, generally, has a shorter term investment strategy.

**Department Goal:** Maintain modern, efficient treasury cash management and banking systems, providing proper internal controls to safeguard, manage, and account for liquid assets.

**Communitywide Result Link:** A prosperous and well-governed community.

**5. Performance Measure: Percentage of time that “no findings” is the result of the internal quarterly cash procedures audit by the County Auditor-Controller’s Office and the annual Treasury audit by outside auditors.**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| 100%                       | 100%                       | 100%                       | 100%                       | 100%             | 100%                       | 100%            |

**What:** Treasury internal quarterly and external annual audit results.

**Why:** Internal and external audits certify that procedures are being maintained to ensure effective internal control to safeguard, manage, and account for liquid assets.

**How are we doing?** Each quarter, the County Auditor’s office conducts an unannounced cash procedures audit of the County Treasury. Annually, the firm contracted by the County, currently Gallina, LLP, requests access to office documents in order to conduct a departmental audit. The County Treasury consistently passes the audits with no negative findings. If a suggestion is made by the audit team which will further improve our procedures, the suggestion is discussed and incorporated.

**6. Performance Measure: Maintain an “AAAV1+” credit rating by Fitch Ratings for the Treasury Combined Pool Investments.**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| “AAAV1+”                   | “AAAV1+”                   | “AAAV1+”                   | “AAAV1+”                   | “AAAV1+”         | “AAAV1+”                   | “AAAV1+”        |

**What:** Independent rating of creditworthiness.

**Why:** Credit ratings are an objective measure of the County’s ability to pay its financial obligations. Investment pools rated “AAA” meet the highest credit quality standards for underlying assets, diversification, management, and operational capabilities. The pool’s “V1+” volatility rating reflects low market risk and a strong capacity to return stable principal values to participants, even in severely adverse interest rate environments.

**How are we doing?** The San Luis Obispo County Treasury has continually maintained an “AAAV1+” credit rating, which is the highest rating available from the nationally recognized statistical rating organization, Fitch Ratings. Fitch has rated the Treasury pool with their highest rating since FY 1994/95.

**Department Goal:** Process tax payments promptly and accurately to provide timely availability of funds to the government agencies for which taxes are collected.

**Communitywide Result Link:** A prosperous community.

**7. Performance Measure: Collection costs as a percentage of current secured taxes collected.**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| 0.29%                      | 0.28%                      | 0.25%                      | 0.25%                      | 0.25%            | 0.25%                      | 0.25%           |

**What:** Costs to collect current secured taxes.

**Why:** To comply with the legal mandate to collect current year property taxes.

**How are we doing?** In FY 2007/08, the total amount of secured taxes was \$420,241,323. Of this figure, the department collected approximately \$405,577,017 or 97%. The Treasurer-Tax Collector’s collection costs for FY 2007/08 are approximately 0.25%. Not all of the comparable counties have a mechanism for tracking costs. Placer County, the closest to San Luis Obispo County in the number of assessments, has a collection cost of 0.23%. The Treasurer-Tax Collector’s Office continues to explore and implement improvements to its automation and e-Commerce to maintain or reduce costs.

**8. Performance Measure: Percentage of annual current secured property taxes owed that is not collected.**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| 1.2%                       | 1.2%                       | 1.6%                       | 2.2%                       | 1.2%             | 3.5%                       | 2.2%            |

**What:** Collection of property taxes.

**Why:** To comply with legal mandates that require the collection of property taxes.

**How are we doing?** In FY 2007/08, San Luis Obispo County had an uncollected current secured tax charge percentage of 3.5%, or \$14,664,306. The state average for all of the California counties will not be available until January 2009. The state average for FY 2006/07 was 3.5%. It is likely that the decline in the economy, plus increased mortgage delinquencies and foreclosures, has contributed to a higher percentage of uncollected property taxes.

**9. Performance Measure: Percentage of qualified delinquent unsecured taxes collected.**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| N/A                        | 37%                        | 32%                        | 36%                        | 25%              | 26%                        | 25%             |

**What:** Collection of delinquent unsecured taxes.

**Why:** Revenue and Taxation Code 2963, limits active collection of taxes on the unsecured roll to three years from the date taxes become delinquent.

**How are we doing?** In FY 2007/08, the collections unit collected \$696,610 or 26% of the amount subject to active collections. The projected amount of \$671,000 was exceeded by \$25,610.

**Department Goal:** Implement cost justified, proven technologies to improve automated processing and reporting systems to provide current, accessible, and accurate information for the public.

**Communitywide Result Link:** A well-governed community.

**10. Performance Measure: Percentage of the implemented Customer Service Program that will enable the public to review and transact business on-line with the Treasurer, Tax Collector, Public Administrator's Office.**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| N/A                        | 80%                        | 85%                        | 70%                        | 75%              | 75%                        | 80%             |

**What:** The Treasurer, Tax Collector, Public Administrator website will be modified to allow for electronic commerce with the community.

**Why:** The ability to transact business on-line 24/7 is an important tool to improve the quality of service to the community.

**How are we doing?** The department's Customer Service Program is implemented in modules with the major portions of the program already in operation to benefit customers, such as Taxes on the Web and the Integrated Document Management. Over the course of the project, the program has expanded as customer needs are identified, then added to the program. The current module of e-Billing is expected to be available for public use by September 2008. After the implementation of the e-Billing module, the focus will shift to Internet services for Transient Occupancy Tax.

**Department Goal:** Expediently investigate and administer the estates of deceased County residents when there is no executor or administrator to protect estate assets in the best interests of the beneficiaries, creditors, and the County.

**Communitywide Result Link:** A well-governed community.

**11. Performance Measure: Percentage of referrals to the Public Administrator that are completed with an initial investigation report, burial arrangements, and any required initial legal filing within 15 business days.**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| 100%                       | 100%                       | 100%                       | 100%                       | 100%             | 100%                       | 100%            |

**What:** Cases referred to the Public Administrator when no one is willing or able to take on a decedent's estate administration.

**Why:** To ensure compliance with legal requirements and protect the estate assets.

**How are we doing?** According to department policy, each estate investigation begins immediately upon notification. The procedure involves extensive asset investigations, family location processes, and burial arrangements. In FY 2007/08, 23 estate referrals were timely investigated. In 12 of those estate investigations, either an heir/responsible person to administer the estate was located, or it was determined that there were no estate assets to administer. The remaining 11 estates were administered by the Public Administrator pursuant to the California Probate Code. As of the end of FY 2007/08, all cases referred to the Public Administrator were investigated and a decision to accept or decline the case was made within 15 business days. The Public Administrator will continue to promptly investigate and determine estate administrations in FY 2008/09 within 15 business days.

# **Support to County Departments**

County Counsel

General Services Agency

Fleet Services

Reprographics

Information Technology

Human Resources

Risk Management

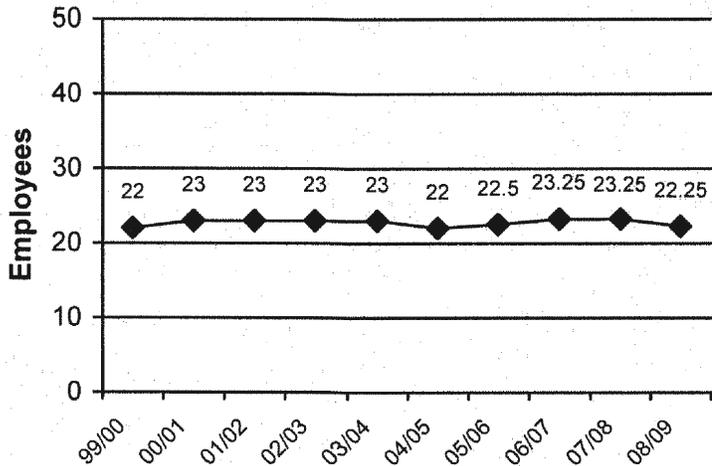
Self Insurance

**MISSION STATEMENT**

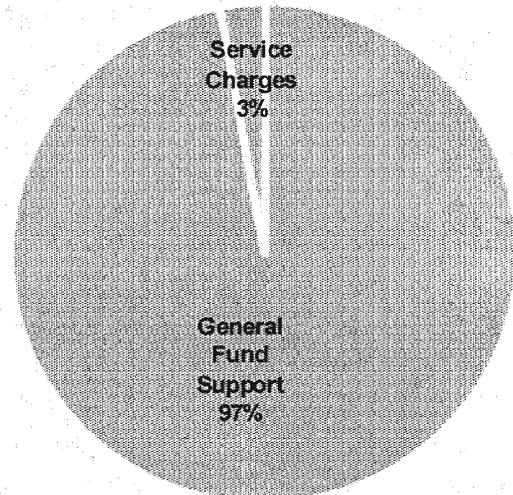
To provide accurate and reliable legal services to County departments, boards, agencies, and special districts in a manner which is cost effective and promotes excellence in delivery of government services to the public.

|                               | 2006-07             | 2007-08             | 2008-09             | 2008-09             | 2008-09             |
|-------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| <u>Financial Summary</u>      | <u>Actual</u>       | <u>Actual</u>       | <u>Requested</u>    | <u>Recommended</u>  | <u>Adopted</u>      |
| Revenues                      | \$ 224,448          | \$ 137,394          | \$ 122,200          | \$ 125,770          | \$ 125,770          |
| Salary and Benefits           | 3,273,897           | 3,561,963           | 3,689,171           | 3,589,995           | 3,589,995           |
| Services and Supplies         | 543,646             | 248,727             | 303,734             | 302,112             | 302,112             |
| **Gross Expenditures          | \$ 3,817,543        | \$ 3,810,690        | \$ 3,992,905        | \$ 3,892,107        | \$ 3,892,107        |
| Less Intrafund Transfers      | 0                   | 0                   | 0                   | 0                   | 0                   |
| **Net Expenditures            | \$ 3,817,543        | \$ 3,810,690        | \$ 3,992,905        | \$ 3,892,107        | \$ 3,892,107        |
| General Fund Support (G.F.S.) | <u>\$ 3,593,095</u> | <u>\$ 3,673,296</u> | <u>\$ 3,870,705</u> | <u>\$ 3,766,337</u> | <u>\$ 3,766,337</u> |

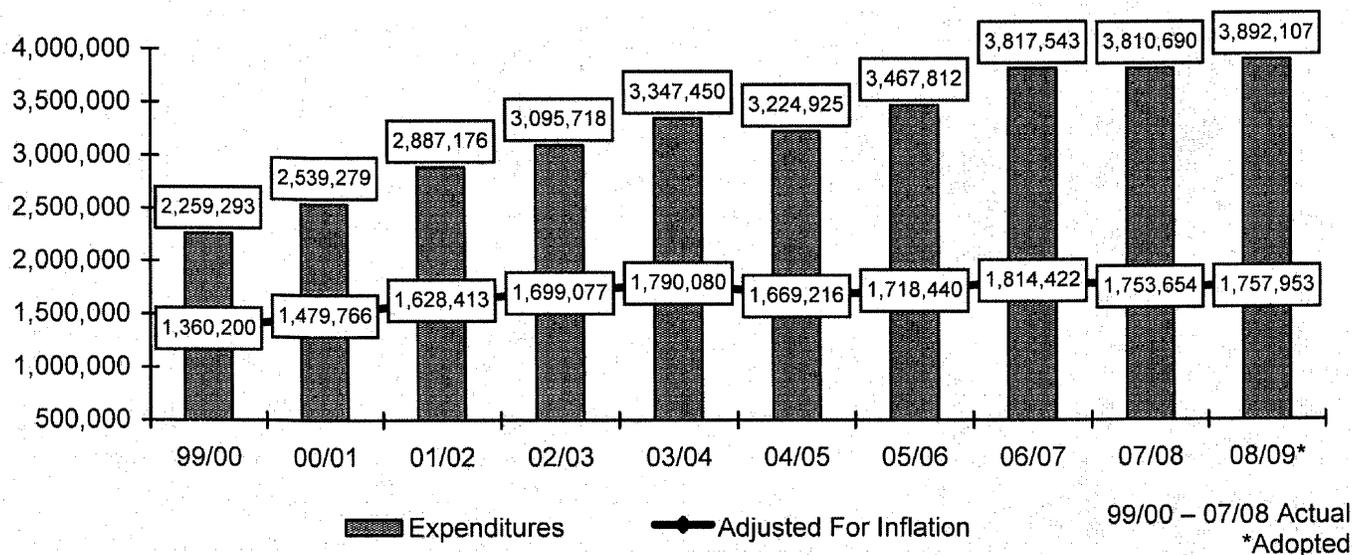
**Number of Employees**  
(Full Time Equivalent)



**Source of Funds**



### 10 Year Expenditures Adjusted For Inflation



#### SERVICE PROGRAMS

##### Litigation

Defend the County and special districts and provide litigation services in complex lawsuits including tax, personnel, contract, and land use matters to minimize liability and maximize County recovery. Represent the County and protect the interests of the client in cases that address the special needs of fragile populations in the community (children referred to Child Welfare Services, residents receiving mental health care and individuals requiring conservatorship), as well as estates without probate representation.

Total Expenditures: \$1,323,316 Total Staffing (FTE): 7.5

##### Legal Advice

Provide representation and legal advice to the Board of Supervisors, approximately 70 County boards, commissions, departments, agencies, or divisions (including 3 joint powers agencies to which the County belongs), and to the managers of approximately 20 Board governed special districts, as well as certain legal services to approximately 15 non-Board governed special districts. Conduct legal research; draft, review, and approve agreements, contracts, and projects; and advise County officers regarding their legal responsibilities under federal and state law. Protect the County and its officers from liability and enable the Board of Supervisors to carry out its programs and policies within the limits of the law.

Total Expenditures: \$2,568,791 Total Staffing (FTE): 14.75

#### DEPARTMENT COMMENTS

##### FY 2007-08 Accomplishments

##### Internal Business Improvements:

The Department has continued to automate processes where possible, such as use of the County's document management system. We also participated with the County Counsels' Association and CSAC-EIA in sharing our common legal resources through state-of-the-art websites, secure e-mail transmissions, brief banks and electronic opinion libraries.

**Finance:**

Through preventative and proactive legal advice, our office strives to save County resources. Also, through effective litigation representation, we not only endeavor to defend County decisions, but also to preserve County assets. The Department's budget is monitored throughout the fiscal year to stay within expenditure limits.

**Customer Service:**

During the 07/08 fiscal year we obtained favorable judgments or settlements in the following cases: *Kajima Litigation cases, In re the Matter of John Taylor and Phelan & Taylor Produce Company, County v. Filbin, County v. Bean, Defend Our Village Environment v. County and Keith v. County*. The Child Welfare unit will have processed more than 400 dependency petitions, trials and mediations during the 07/08 fiscal year. Significant non-litigation work accomplished for our clients includes the following projects: acquisition of property and right-of-way for the Nacimiento Water Project, the Lopez Water Treatment Project, the Airport Runway Extension Project, the Los Osos Wastewater project, assessment proceedings supporting Zone 1 and 1A of the Flood Control District, and major General Plan amendment projects.

**Learning and Growth:**

In order to maintain their licenses to practice law and to be fully informed on the state of the law, our attorneys participated in mandatory continuing legal education. Much of this training was done through our California County Counsels' Association, which sponsors low-cost conferences in many of the areas of our legal practice.

**FY 2008-09 Focus**

Our focus for the upcoming fiscal year is to assess the effects of the budget cuts and staff reductions and adjust assignments to successfully meet the effects of those reductions on the continuing demands for County Counsel services, including the following anticipated major projects:

1. Los Osos Waste Water Project – plan and construct major waste water system.
2. Nacimiento Water Project – plan and construct major water project.
3. Child Welfare Services – protection of abused and neglected children.
4. Maria Vista Estates Subdivision Improvements Bond Dispute – complete necessary subdivision improvements.
5. La Grande Beach Property Transaction – complete negotiations regarding County owned property.

**COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS**

The Status Quo budget submitted by County Counsel reflected a 4%, or \$161,190, increase in General Fund support over adopted FY 2007-08 levels. The FY 2008-09 budget being recommended reflects an increase in General Fund support of 1%, or \$56,822 compared to FY 2007-08 adopted levels and reflects reductions in salary and benefits (discussed below). Revenues are increasing by \$16,020 or 14% overall from current FY 2007-08 adopted levels primarily due to an increased hourly rate charged for special projects and work rendered for outside agencies. Overall, expenditures are increasing by 1%, or \$72,842 compared to the FY 2007-08 adopted budget. Salary and benefit accounts are projected to increase by 2%, or \$75,546. This increase includes the deletion of one (1) FTE Deputy County Counsel position (at a cost of \$103,760) and a \$75,000 reduction in salary cost for one (1) Deputy County Counsel scheduled to be out on leave for the first six (6) months of the fiscal year. The department will redistribute workload among the remaining Deputy County Counsels. In addition, \$166,000 in salary increases are being budgeted in anticipated of negotiations being completed between the County and the Deputy County Counsel's Association. Service and supply accounts, while decreasing by \$2,704, are essentially flat from what was adopted in FY 2007-08.

**BOARD ADOPTED CHANGES**

None.

**GOALS AND PERFORMANCE MEASURES**

**Department Goal:** Provide exemplary litigation services, defending decisions and advocating positions of our clients to assist those clients in achieving their objectives.

**Communitywide Result Link:** A prosperous and well-governed community.

**1. Performance Measure: Cases litigated where we achieve a positive outcome determined as follows below.**

| 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted           | 07-08<br>Actual<br>Results | 08-09<br>Target            |
|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| 17 Resolved<br>159 Pending | 50 Resolved<br>164 Pending | 59 Resolved<br>139 Pending | 40 Resolved<br>150 Pending | 21 Resolved<br>161 Pending | 40 Resolved<br>140 Pending |

**What:** Defend Board of Supervisors legislative and executive decisions. Uphold County officers' decisions. Protect County assets.

**Why:** To implement governmental decisions and protect County proprietary interests.

**How are we doing?** At fiscal year end, we had 161 lawsuits and administrative proceedings pending and 21 that have been resolved this fiscal year. These figures do not include conservatorships, juvenile cases or mental health petitions. A complete listing of significant litigation cases is available in the County Counsel's Office.

**Department Goal:** Represent the County and advocate to protect the interests of the client in cases which address the special needs of fragile populations in the community (children referred to Child Welfare Services, residents receiving mental health care and individuals requiring financial conservatorship), as well as estates without probate representation.

**Communitywide Result Link:** A safe and well-governed community.

**2. Performance Measure: Proceedings in which legal advice is provided to Child Welfare Services (CWS) and advocate representation is provided in court to assure that the law is followed while attempting to achieve results that are in the best interest of the child.**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| 310                        | 394                        | 497                        | 574                        | 550              | 459                        | 450             |

**What:** A large number of proceedings are handled annually by CWS to protect the children of our community. County Counsel provides legal representation in all court appearances for Child Welfare Services matters.

**Why:** If strong legal representation is provided to CWS in these matters, then CWS will be successful in protecting the abused and neglected children of our community.

**How are we doing?** County Counsel represents CWS by providing legal advice that enables the Department of Social Services to serve the children of the community, training social workers, meeting legal deadlines, making court appearances on behalf of the Department and complying with the law, which will lower the occasion of cases overturned on appeal. In 2007/08, proceedings that related to Child Welfare Services matters, including petitions filed, contested hearings, mediations and trials that result from those cases were lower than the adopted figure. The apparent reason for the lower figure is a result of fewer petitions being filed.

**3. Performance Measure: Cases involving people who are unable to care for themselves in which County Counsel represents the County to assure that the law is followed while attempting to achieve results that are in the best interest of the individual as determined by the Public Guardian, Public Administrator or Department of Behavioral Health.**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| 150                        | 197                        | 262                        | 190                        | 220              | 158                        | 180             |

**What:** The Public Guardian is appointed as Conservator on an ongoing basis for individuals where it has been determined by the Court that they cannot care for themselves. The Department of Behavioral Health assists individuals in urgent short-term mental health situations as Habeas Corpus matters. The Public Administrator is appointed by the Court to assist in the disposition of the estate of a decedent where no executor is available. County Counsel is involved in these matters in order to assure that the law is complied with while protecting the rights of those members of our community who are unable to make their own decisions or care for themselves. County Counsel provides legal representation in all court appearances for these matters.

**Why:** If good legal representation is provided in these matters, the Public Guardian and Public Administrator will be successful in assuring the care of those in the community who are unable to care for themselves and Behavioral Health will be more likely to improve the mental stability of its patients.

**How are we doing?** During the 2007/08 fiscal year, there were 32 Habeas Corpus matters handled by County Counsel. There are 112 ongoing/active conservatorship cases, as well as 14 estate matters from the Public Administrator for a total of 158 for the fiscal year. The number of conservatorship cases holds steady, though their complexity has increased dramatically, resulting in many more hours of preparation and an increase in court appearances by 75%. The number of hearings/court appearances for conservatorship cases was 214 during the fiscal year.

**Department Goal:** Provide accurate, timely, and reliable document review and legal advice for County boards, commissions, departments, and agencies in order to help these clients achieve their objectives without unnecessary litigation or loss.

**Communitywide Result Link:** A prosperous and well-governed community.

**4. Performance Measure: Percentage of clients who report advice provided by attorneys was clear, relevant and timely.**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| 100%                       | 99%                        | 99%                        | 99%                        | 99%              | 95%                        | 99%             |

**What:** Based on interviews with County Department representatives during the yearly attorney evaluation process as well as frequent contact with managers and staff of client departments.

**Why:** Each of our clients operates under a highly technical set of governing laws and regulations. By helping them understand and meet their legal obligations, we help them serve the community, state and nation.

**How are we doing?** The adopted and target figures of 99% are based on comments from clients during the fiscal year indicating that the advice given them was clear, relevant and timely and comparing that to the number of requests for legal advice received during the fiscal year. The 2007/08 Actual Results were calculated differently than in the past, by using the number of clients the department represents instead of the number of requests for legal advice received. The department feels that this more accurately reflects the results of the performance measure and will continue to use this process to calculate the figures.

**5. Performance Measure: Percentage of projects in which the response to requests for legal advice or contract review are completed on a timely basis.**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| 98%                        | 95%                        | 96%                        | 98%                        | 95%              | 97%                        | 97%             |

**What:** Review a variety of legal documents, conduct research, and render opinions as requested, within a time period as determined by an initial review of each particular document. It is our intent to be in contact with the requestor or respond to each written request for legal advice within five working days.

**Why:** To assist our clients in achieving their objectives as expeditiously as possible.

**How are we doing?** Some of the requests for legal advice require considerable time to complete due to their complexity or necessary research. There were 3,198 requests for legal advice during the 2007/08 fiscal year. A complete listing of major projects currently being handled is available in the County Counsel's Office.

**6. Performance Measure: Percentage of contracted projects and Board of Supervisors agenda items completed without litigation.**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| 95%                        | 99%                        | 99%                        | 99%                        | 98%              | 99%                        | 98%             |

**What:** All contracts and agreements are reviewed and approved prior to being presented at the Board of Supervisors meetings. These contracts and agreements pertain to a variety of issues, including capital projects, services, land use, etc. This office provides continuous legal advice while the contract is being administered, as well. All land use planning issues before the Board are reviewed by this office and advice is provided on all such items.

**Why:** Providing good legal advice in the review and administration of contracts tends to inversely correlate with the number of lawsuits filed challenging the approval or administration of those contracts. Approval and administration of the contracts without litigation helps our clients to achieve objectives and creates a significant savings for the County.

**How are we doing?** The 2007/08 actual results are based on 3 that were lawsuits filed during the fiscal year involving the County that resulted from contracted projects and/or Board of Supervisors agenda items. There were approximately 1,091 Board agenda items and/or contracted projects during the 2007/08 fiscal year, which were reviewed by County Counsel.

**Department Goal:** Provide effective legal representation to County boards, commissions, departments, and agencies in a cost-effective manner.

**Communitywide Result Link:** A prosperous and well-governed community.

**7. Performance Measure: County Counsel expenses as a percentage of the County Budget.**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| .77%                       | .79%                       | .83%                       | .78%                       | .78%             | .78%                       | .78%            |

**What:** This measure shows the relationship of County Counsel expenses to the County's budget by dividing the County Counsel net county cost by the County's total budget.

**Why:** County Counsel strives to keep costs as low as possible, while providing effective legal advice and representation to its clients.

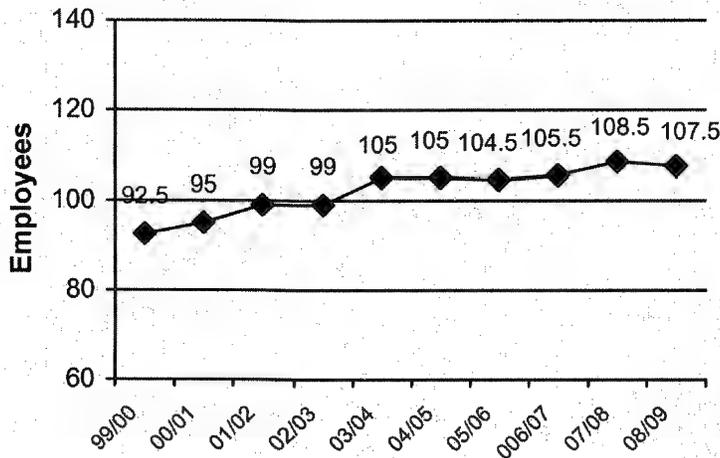
**How are we doing?** County Counsel's day-to-day operating budget continues to stay fairly consistent with prior years. County Counsel generally requires an adjustment in the salaries and benefits accounts at year-end to cover prevailing wage increases for the year. The account that is difficult to predict and budget is the professional & special services account, due to the nature of unanticipated litigation costs.

**MISSION STATEMENT**

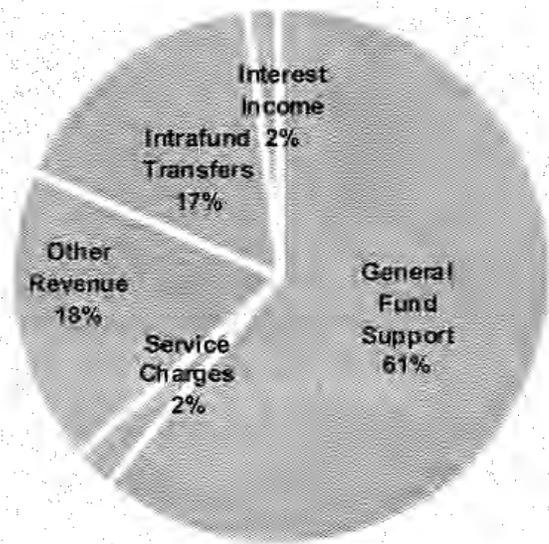
The Department of General Services serves the public and all County employees with excellence, cost efficiency, and respect as a significant service provider for the County of San Luis Obispo.

|                          | 2006-07          | 2007-08          | 2008-09          | 2008-09            | 2008-09          |
|--------------------------|------------------|------------------|------------------|--------------------|------------------|
| <u>Financial Summary</u> | <u>Actual</u>    | <u>Actual</u>    | <u>Requested</u> | <u>Recommended</u> | <u>Adopted</u>   |
| Revenues                 | \$ 2,879,823     | \$ 3,015,827     | \$ 3,042,652     | \$ 3,042,652       | \$ 3,042,652     |
| Salary and Benefits      | 8,098,956        | 8,503,918        | 9,112,152        | 8,975,948          | 8,975,948        |
| Services and Supplies    | 3,774,564        | 4,065,697        | 4,700,264        | 4,559,571          | 4,559,571        |
| Other Charges            | 112,439          | 171,142          | 105,802          | 105,802            | 105,802          |
| Fixed Assets             | 30,488           | 38,220           | 11,000           | 11,000             | 11,000           |
| **Gross Expenditures     | \$ 12,016,447    | \$ 12,778,977    | \$ 13,929,218    | \$ 13,652,321      | \$ 13,652,321    |
| Less Intrafund Transfers | <u>1,680,667</u> | <u>1,722,313</u> | <u>2,169,780</u> | <u>2,295,750</u>   | <u>2,295,750</u> |
| **Net Expenditures       | \$ 10,335,780    | \$ 11,056,664    | \$ 11,759,438    | \$ 11,356,571      | \$ 11,356,571    |

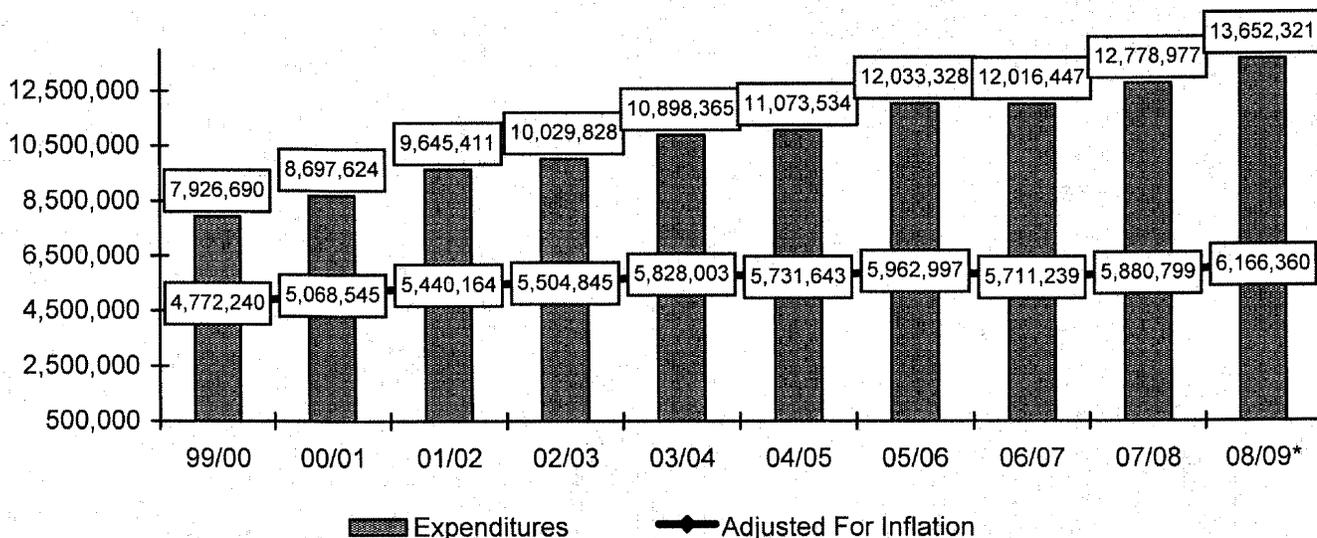
**Number of Employees**  
(Full Time Equivalent)



**Source of Funds**



10 Year Expenditures Adjusted For Inflation



99/00 – 07/08 Actual  
\*Adopted

**SERVICE PROGRAMS**

**Administration**

Provide general management, supervision, accounting, and secretarial support to all divisions in General Services, County Airports, County Garage, Reprographics, Parks and Golf Courses.  
Total Expenditures: \$1,802,880 Total Staffing (FTE): 13.0

**Architectural Services**

Manage the construction process (design, bidding, contractor selection, implementation, and contract administration) for capital improvement and maintenance projects for County-owned buildings.  
Total Expenditures: \$1,282,204 Total Staffing (FTE): 12.0

**Central Mail**

Distribute interoffice and U.S. mail for all County Departments and pick-up, meter, and sort outgoing U.S. mail to take advantage of pre-sort discounts.  
Total Expenditures: \$653,114 Total Staffing (FTE): 2.5

**Central Services**

Manage the centralized purchasing program for all County Departments and the Special Districts which are under the control of the Board of Supervisors.  
Total Expenditures: \$488,811 Total Staffing (FTE): 6.0

**Custodial Services**

Provide general office maintenance, custodial services, and related supplies for County facilities.  
Total Expenditures: \$2,372,623 Total Staffing (FTE): 35.0

**Facility Maintenance Services**

Perform general operational maintenance and preventative maintenance of County-owned facilities utilizing in-house staff or contracted vendors depending upon the scope of the project.  
Total Expenditures: \$3,156,139 Total Staffing (FTE): 30.0

**Support to County Departments**

### Grounds Services

To maintain the landscaping of County buildings and facilities in a timely manner.

Total Expenditures: \$535,287 Total Staffing (FTE): 4.0

### Maintenance Projects and Utilities

To maintain and enhance utility services for existing County facilities.

Total Expenditures: \$1,584,372 Total Staffing (FTE): 1.0

### Real Property Services

Manage the utilization, leasing, permitting, acquisition, purchase, sale and transfer of County-owned real property, including land, buildings, and improvements. Procure, negotiate, establish and administer real property lease contracts and agreements for County Departments (i.e. County as Lessee and County as Lessor/Permitter).

Total Expenditures: \$1,776,891 Total Staffing (FTE): 4.0

### DEPARTMENT COMMENTS

The primary functions of the Department of General Services are to: (1) manage the construction process (design, bidding, contractor selection, implementation, and contract administration) for capital improvement and maintenance projects for County buildings, (2) provide general custodial services for County facilities and lease sites, (3) perform operational and preventative maintenance of County facilities, (4) maintain the landscaping of County facilities, (5) manage the centralized purchasing program for all County Departments and the Special Districts under the control of the Board of Supervisors, (6) manage the utilization, leasing, permitting, acquisition, purchase, sale and transfer of County-owned real property, (7) handle the interoffice and U.S. mail for all County Departments, (8) maintain and enhance utility services for County facilities, and (9) provide general management, administration, and accounting support to all divisions in General Services, including County Airports, County Fleet Services, Reprographics, County Parks and County Golf Courses.

The mission of the Department, as a significant service provider for the County of San Luis Obispo, is to provide these services to the public and all county employees with excellence, cost efficiency, and respect.

### Internal Business Processes – As good as possible

#### FY 2007-08 Accomplishments

- Began using the SAP Materials Management Inventory system. This enables inventory to be automatically restocked at the selected level and prevents shortages of supplies. Staff time is saved through the new process since purchase requisitions for these items are automatically initiated through the system.

#### FY 2008-09 Objectives and Challenges

- Initiate a new process to enter Planned Amounts (Original Budgets) into SAP for all capital projects. This will improve tracking and evaluating budgeted and projected expenses and assist Capital Project Coordinators and management staff to manage project expenses more efficiently and accurately.

### Financial Health – As cost efficient as possible

#### FY 07-08 Accomplishments

- Increased the use of Cooperative Purchasing Agreements that enabled the County to obtain lower prices for products and services offered on statewide contracts.

#### FY 08-09 Objectives and Challenges

- Implement a new cashiering system for County Parks to increase the accuracy, tracking and reconciliation of cash and revenues using a simpler and more efficient process.
- Identify and implement cost saving strategies that take advantage of efficiencies expected from the consolidation of Information Technology and General Services.

**Customer Service – As responsive as possible****FY 07-08 Accomplishments**

- Cross trained a number of accounting staff to provide more complete and accurate financial information to our customers. Our customer can now get reliable information from one of several staff members who are familiar with their particular department needs.

**FY 08-09 Objectives and Challenges**

- Create a customer service oriented organization as a primary objective of the Information Technology and General Services consolidation process.

**Learning and Growth – As responsible as possible****FY 07-08 Accomplishments**

- Completed the training requirements for all relevant staff in accordance with the Federal National Incident Management System and are in full compliance.

**FY 08-09 Objectives and Challenges**

- Continue taking advantage of training opportunities available at the County Employee University. In addition, Maintenance and Grounds staff will need to increase their levels of training in order to meet tougher standards from the State and Federal Government with regards to Storm Water Runoff Prevention and the handling of Hazardous Materials.

**COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS**

The total recommended expense for the General Services budget is \$677,598 or 7% less than FY 2007-08. Prevailing wage and other increases are largely being offset by the elimination of a one time \$600,000 expense for the purchase of property, included in the FY 2007-08 budget, and an increase in intrafund transfers into the department associated with service charges to other County departments.

The recommended revenue amount for FY 2008-09 shows an increase of \$35,371 or 1% more than the adopted revenue level for FY 2007-08. Intrafund transfers into the department are increasing by \$669,316 and these are discussed below.

The General Fund Support for the department is decreasing by a total of \$712,969, a 7% decline as compared to FY 2007-08. Although salary and benefit and service and supply accounts are increasing by \$538,624, a combination of increased intrafund expense offsets and the elimination of one time expense result in recommended General Fund support for FY 2008-09.

Salary and benefit accounts are increasing by \$538,624, a 7% increase as compared to the adopted FY 2007-08 amounts. Prevailing wage and pension cost increases are the primary drivers in this expenditure category. Salary savings resulting from the consolidation of the department into the newly formed General Services Agency and about \$78,000 in salary savings from planned voluntary time off provide some offset to prevailing wage increases. The overall increase in service and supply accounts is \$62,207. This figure is derived from a variety of increases in some service and supply and decreases in others. The closure of the Department of Social Services offices in Morro Bay results in an overall decrease of \$112,527 in the expense for rents and leases. It is notable that overall expense for utilities paid by General Services on behalf of the departments is increasing by \$88,334. In the next year, the department will investigate the potential to shift utility charges to individual departments as part of the effort to further encourage energy and water conservation by having departments pay for the cost of the utilities they use.

Intrafund transfers offsets into this fund center are increasing by \$669,331, a 41% increase. These are charges to other departments for services provided by General Service's staff. This increase can be attributed to prevailing wage and pension increases, higher costs for postage and additional building maintenance and custodial services for Health, Mental Health, Drug and Alcohol, Social Services and the County Medical Services Program. The additional maintenance and custodial services are primarily associated with the newly remodeled Health Campus in San Luis Obispo. Additionally, the Information Technology Fund Center provides an intrafund offset to 50% of the salary and benefits expense, about \$125,000, related to the General Services Agency Director position.

A replacement copier with an \$11,000 cost is recommended in the fixed asset accounts. Overall, fixed asset/capital expenditures are declining by \$599,000 due to the elimination of the FY 2007-08 one time expense for the purchase of property, mentioned above.

This fund center is being integrated into the newly formed General Services Agency. This has resulted in several changes to the Position Allocation List. The General Services Director position has been replaced with the General Services Agency Director position and a vacant Supervising Administrative I clerk position has been eliminated resulting a net decrease of 1 FTE.

There were no requested Budget Augmentation Requests from this fund center. The recommended budget funds the existing level of service. The consolidation of the General Services Department and its sub units of parks, airports, golf courses, reprographics, and fleet services, with the Information Technology Department will continue in the next year. The consolidation is expected to result in cost savings from increased operational efficiency and better coordination of internal services.

**BOARD ADOPTED CHANGES**

The Board approved two changes to the General Services Fund Center 113 Position Allocation List (PAL) as recommended in the Supplemental Budget document. The approval to the PAL eliminates 1.0 FTE Assistant Director General Services Position and adds 1.0 FTE Deputy Director General Services with no net increase in positions for this Fund Center. The changes are being made to reflect the organizational structure resulting from the formation of the General Services Agency.

**GOALS AND PERFORMANCE MEASURES**

**Department Goal:** Provide timely, accurate, and cost effective architectural services to all County Departments with capital improvement and maintenance projects.

**Communitywide Result Link:** A well-governed community.

**1. Performance Measure: Percentage of capital projects completed within their allocated funding.**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| 75%                        | 74%                        | 85%                        | 82%                        | 80%              | 94%                        | 80%             |

**What:** This is a measure of the percentage of projects completed within their allocated funded amounts compared to the total number of projects completed within a fiscal year. This ratio gives the success rate of projects completed within budget.

**Why:** This measure reflects on the ability of Architectural Services staff to manage projects cost effectively and to provide reliable project "opinions of probable cost" for the County's Capital Improvement Program.

**How are we doing?** During the 2007/08 fiscal year, Architectural Services closed 52 capital and maintenance projects with collective budgets totaling \$17,330,000. Forty-nine projects were completed on or under budget, saving approximately \$2.5 million. Three projects were completed \$11,400 over budget collectively. The overall result is that 94% of projects were completed on or under budget.

**Department Goal:** Provide timely and effective custodial services to all County Departments.

**Communitywide Result Link:** A well-governed community.

**2. Performance Measure: Percentage of County departments rating custodial services as "good" to "excellent" in annual customer survey.**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| 90%                        | 100%                       | 93%                        | 95%                        | 95%              | 95%                        | 95%             |

**What:** Annual surveys of County Departments provides a measure of customer satisfaction regarding the cleanliness of facilities, staff responsiveness, staff courtesy and the ease of doing business with Custodial Services.

**Why:** Our success in providing acceptably clean facilities to client Departments is ultimately measured in the responses and opinions of our clients.

**How are we doing?** Custodial Services customer surveys resulted in a 95% satisfaction rating. However, as part of the General Services Agency formation process, the teams for Accounting, Maintenance Services, and Custodial Services will rewrite their surveys in the 2008/09 fiscal year to capture enhanced customer feedback.

**3. Performance Measure: Square footage of office space cleaned per custodian.**

| 03-04<br>Actual<br>Results  | 04-05<br>Actual<br>Results  | 05-06<br>Actual<br>Results  | 06-07<br>Actual<br>Results  | 07-08<br>Adopted            | 07-08<br>Actual<br>Results   | 08-09<br>Target              |
|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| 24,532 sq.<br>ft./custodian | 22,907 sq.<br>ft./custodian | 24,381 sq.<br>ft./custodian | 25,056 sq.<br>ft./custodian | 24,719 sq.<br>ft./custodian | 29,221 sq.<br>ft./ custodian | 24,831 sq.<br>ft./ custodian |

**What:** This measure shows the amount of office space each custodian is responsible for keeping clean.

**Why:** This measures helps to show the efficiency of our custodial staff.

**How are we doing?** Custodial Services continues to clean more square feet per person than the industry standard. Industry standard states that one custodian is needed for every 18,000 square feet of office space in order to maintain an acceptable level of cleanliness. At the end of the 2007/08 fiscal year, the custodial staff was servicing approximately 62% over industry standards for square feet cleaned per individual staff. Although we continue to work over the industry standard, custodial services is committed to giving quality services for our clients. Actual results for 2007/08 result from the higher than expected number of vacant positions, so the square footage serviced by each available custodian was higher. At this time we expect to fill the positions for fiscal year 08-09, so the square foot average target should remain the same.

**Department Goal:** Provide timely and effective facility maintenance service to all County departments in a cost effective manner.

**Communitywide Result Link:** A well-governed community.

**4. Performance Measure: Square footage of facilities maintained per Maintenance Mechanic.**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted         | 07-08<br>Actual<br>Results | 08-09<br>Target          |
|----------------------------|----------------------------|----------------------------|----------------------------|--------------------------|----------------------------|--------------------------|
| 54,389 sq. ft./<br>person  | 53,277 sq. ft/<br>person   | 52,123 sq.<br>ft./person   | 52,519 sq.<br>ft./person   | 52,000 sq.<br>ft./person | 52,628 sq.<br>ft./person   | 53,424 sq.<br>ft./person |

**What:** This measure shows the amount of space each maintenance mechanic is responsible for maintaining.

**Why:** This measure helps to show the effectiveness of our maintenance staff.

**How are we doing?** Maintenance industry standards call for one maintenance mechanic for every 49,000 square feet of facility space. Our 2007/08 actual results of 52,628 sq. ft/person is higher than our 2007/08 adopted. This is due to an increase in facilities we maintain and the corresponding gain in square footage. Not reflected in the actual result are two vacancies that were unfilled through the fiscal year. Using actual staffing versus planned staffing adds an additional 4,000 square ft/person to the actual results. The 2008/09 Target reflects the possible acquisition of the new Paso Courts facility with a resultant increase once again in square footage.

**5. Performance Measure: Percentage of total person hours available dedicated to the preventive maintenance program.**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| 14%                        | 14%                        | 11%                        | 21%                        | 30%              | 22%                        | 30%             |

**What:** This measure compares the maintenance person hour resources being dedicated to and utilized in the preventive maintenance program.

**Why:** The overall goal is to increase and enhance the preventive maintenance program to limit unscheduled breakdowns, control costs for major maintenance, and reduce the number of routine work orders requested by departments. Measuring hours dedicated to the preventive maintenance program is an indicator of a more or less active PM program.

**How are we doing?** In order to maximize the benefits of the PM program, our long-term goal is to have 40% of all maintenance completed via scheduled preventative maintenance. The 2007/08 Actual Results show a 1% increase over FY 2006/07 results. A challenge to achieving goal this year was vacancies in the Mechanics classification. Since corrective maintenance takes precedence over preventative maintenance, the two vacant positions reduced the amount of preventative maintenance completed. A second challenge to achieving the goal has been the learning curve for new high tech systems such as building automation and energy management systems.

**6. Performance Measure: Percentage of County Departments rating maintenance services as "good" or "excellent" in annual customer survey.**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| 100%                       | 100%                       | 99.5%                      | 100%                       | 95%              | 96%                        | 95%             |

**What:** Annual survey of user Departments would measure opinions about the condition of the facilities, the quality of staff service and the ease of doing business with Maintenance Services. This measure focuses on the overall quality of our building maintenance service.

**Why:** All of our efforts to provide transparent facilities for client Departments ultimately comes down to the satisfaction and opinions of those end users. Periodic surveys help staff better measure those opinions.

**How are we doing?** Customers reported 96% satisfaction levels. However, as part of the General Services Agency formation process, the teams for Accounting, Maintenance Services, and Custodial Services will rewrite their surveys in the 2008/09 fiscal year to capture enhanced customer feedback.

**Department Goal:** Professional management of the County's real estate assets and leases in order to maximize return and minimize expense to the County and to meet the space needs of the County Departments.

**Communitywide Result Link:** A well-governed community.

**7. Performance Measure: Percentage of leased facilities secured by Real Property Services for less than or equal to the market rate per square foot for similar length leases.**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| 95%                        | 100%                       | 100%                       | 100%                       | 90%              | 100%                       | 90%             |

**What:** Percentage of new or renewed lease facilities secured at less than or equal to the market rate per square foot.

**Why:** To ensure the cost effectiveness of County leases.

**How are we doing?** Real Property Services negotiated 12 leases (County as tenant) during fiscal year 2007/08. All 12 (100%) were priced less than or equal to market rate per square foot. In general, the County holds a negotiating advantage due to our stability. Real Property Services is also currently evaluating scenarios to build on County-owned land in order to control long-term costs.

**8. Performance Measure: Percentage of County Departments rating Real Property Services as "good" to "excellent" in securing and negotiating with tenants, landlords, permittees, and concessionaires.**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| New Measure                | 100%                       | 92%                        | 100%                       | 90%              | 100%                       | 90%             |

**What:** Annual survey of the top four department managers who have utilized these services offered by Real Property Services during the fiscal year.

**Why:** To assist departments in achieving full utilization of County real estate assets, maximize revenue to the County, assist departments to make cost-effective moves to leased facilities, and provide a professional level of representation in negotiations between County departments and tenants, landlords, permittees, and concessionaires.

**How are we doing?** Real Property Services sent out the survey in June 2008 to the Department/Division Managers of Social Services, Library, Drug & Alcohol, and Parks. We had been concerned about our ability to perform to desired levels because we were operating 25% understaffed (1 position out of 4), but we filled our vacant position in December 2007 and our level of service improved immediately. We are pleased that our 2007/08 survey resulted in a 100% rating of "good" to "excellent" and some very complimentary comments.

**Department Goal:** Provide friendly, timely, accurate financial support services to the Department of General Services and other County Departments.

**Communitywide Result Link:** A well-governed and prosperous community.

**9. Performance Measure: Percentage of interdepartmental survey respondents who rate Administration/Accounting services as "good" or "excellent" in the customer survey.**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| 100%                       | 100%                       | 100%                       | 73%                        | 70%              | 71%                        | 75%             |

**What:** Surveys of customers provides a measure of customer satisfaction regarding staff responsiveness, courtesy, and accuracy of information.

**Why:** Our success in providing helpful service and accurate information is measured in the responses and opinions of our customers.

**How are we doing?** Results proved very close to anticipated levels. However, as part of the General Services Agency formation process, the teams for Accounting, Maintenance Services, and Custodial Services will rewrite their surveys in the 2008/09 fiscal year to capture enhanced customer feedback.

**Department Goal:** Efficiently provide timely and reliable distribution of U.S. and interoffice mail service to all County departments.

**Communitywide Result Link:** A well-governed community.

**10. Performance Measure: Percentage of County departments rating their level of satisfaction with the services of Central Mail as satisfactory or better.**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| 100%                       | 100%                       | 100%                       | 100%                       | 100%             | 100%                       | 100%            |

**What:** Results of a customer satisfaction survey.

**Why:** To ensure internal customer's needs are satisfactorily met.

**How are we doing?** Surveys are conducted once a year in the 4<sup>th</sup> quarter. We received the same high satisfaction levels.

**Department Goal:** Efficiently provide effective purchasing services to meet the needs of County departments and maintain the public trust in the expenditure of County funds.

**Communitywide Result Link:** A well governed community

**11. Performance Measure: Percentage of purchasing transactions reviewed for competitive pricing.**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| 20%                        | 24%                        | 20%                        | 46%                        | 20%              | 22%                        | 40%             |

**What:** A measure of the percentage of purchasing transactions that included a competitive process or other cost comparison prior to contracting.

**Why:** To encourage market competition among suppliers of goods and services and assure cost effectiveness.

**How are we doing?** Purchasing continues to exceed the industry standard, which estimates that 20% of the purchasing transactions usually encompass 80% of the total dollars expended. The SAP inventory and Board processes generate additional purchase orders with competitive sourcing.

**12. Performance Measure: Percentage of County departments rating their level of satisfaction with the services of Purchasing Services as satisfactory or better.**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| 100%                       | 100%                       | 100%                       | 100%                       | 100%             | 94%                        | 100%            |

**What:** Results of a satisfaction survey.

**Why:** To ensure that purchasing services offered are responsive and satisfactory in meeting the needs of County departments.

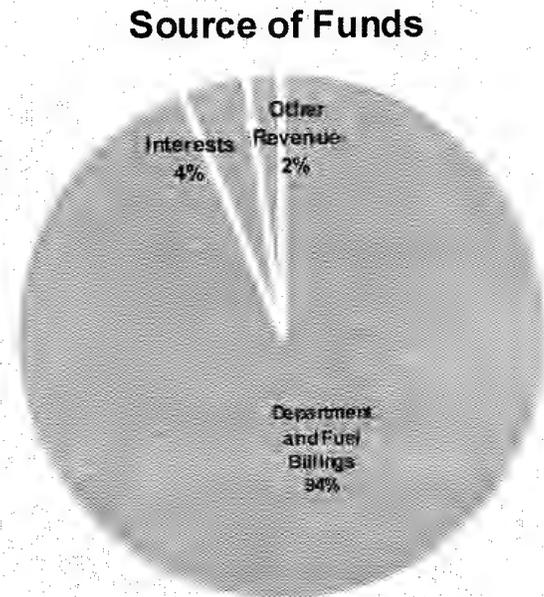
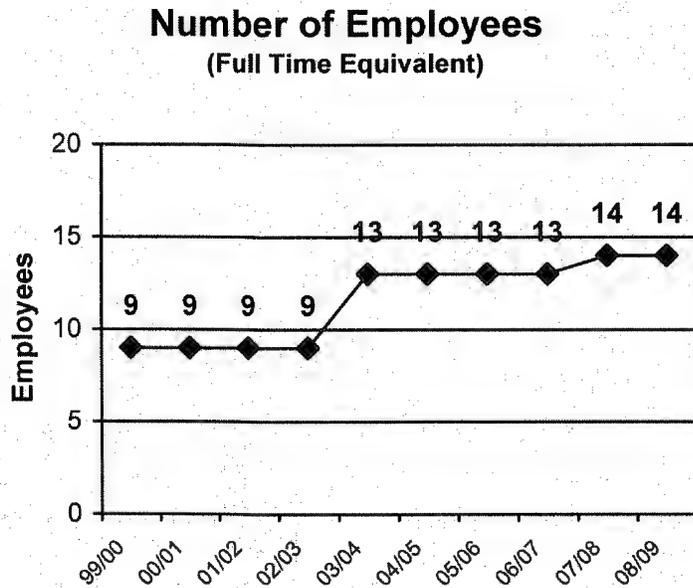
**How are we doing?** A new and expanded customer satisfaction survey was conducted after the fourth quarter. The survey was more detailed and requested specific feedback from our customers. Several customers took the opportunity to suggest improvements to our processes. We are reviewing those responses and setting goals for FY 2008/09 to implement improvements that will better meet our customers' needs. Purchasing staff has a commitment to provide the highest level of customer service possible. Therefore we are targeting 100% satisfaction.

**MISSION STATEMENT**

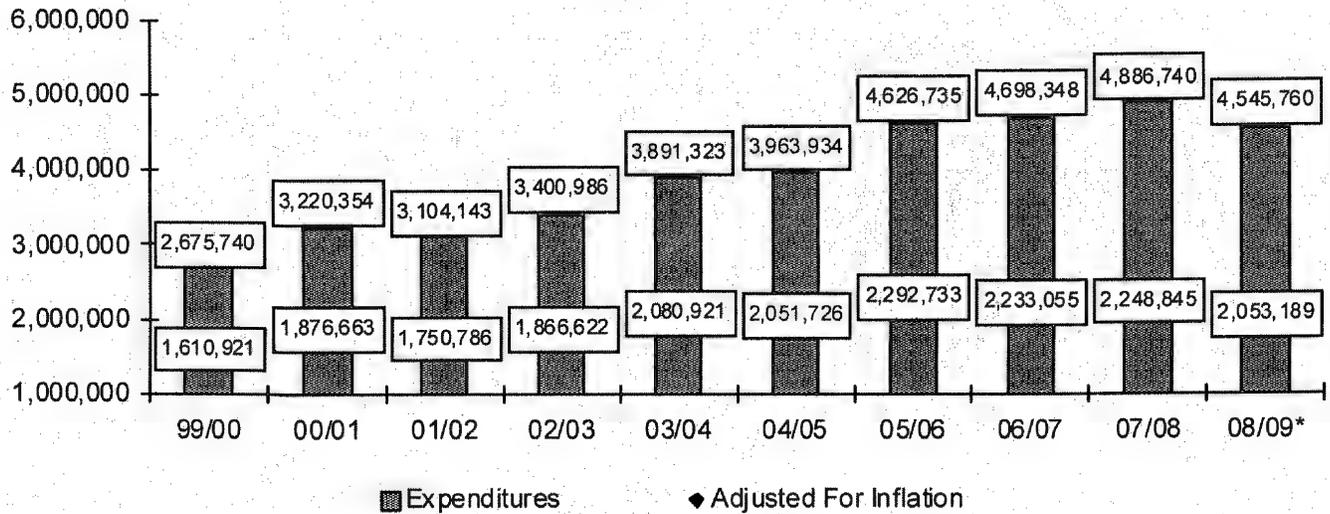
The San Luis Obispo County Fleet Services Division seeks innovative solutions in order to provide safe, dependable transportation to our customers. We use cost effective fleet strategies and efficient repair and replacement methods.

## SCHEDULE 10

| OPERATING DETAIL<br>(1)        | ACTUAL<br>2006-07<br>(2) | ACTUAL<br>2007-08<br>(3) | RECOMMENDED<br>ESTIMATES<br>2008-09<br>(4) | ADOPTED<br>ESTIMATES<br>2008-09<br>(5) |
|--------------------------------|--------------------------|--------------------------|--|--|
| REVENUES:                      |                          |                          |  |  |
| OPERATING REVENUES             |                          |                          |  |  |
| Departmental Billings          | 5,088,159                | 4,846,201                | 4,096,478                                  | 4,096,478                              |
| SLO Education                  | 35,483                   | 21,741                   | 25,000                                     | 25,000                                 |
| TOTAL OPERATING REVENUES       | 5,123,642                | 4,867,942                | 4,121,478                                  | 4,121,478                              |
| NONOPERATING REVENUES          |                          |                          |  |  |
| Interest                       | 142,231                  | 140,893                  | 170,000                                    | 170,000                                |
| Accident Restitution           | 36,569                   | 59,555                   | 12,000                                     | 12,000                                 |
| Gain on Sale of Assets         | (103,532)                | (80,952)                 | 80,000                                     | 80,000                                 |
| Other                          | (62,447)                 | 4,567                    | 3,000                                      | 3,000                                  |
| TOTAL NONOPERATING REVENUES    | 12,821                   | 124,063                  | 265,000                                    | 265,000                                |
| TOTAL REVENUES                 | 5,136,463                | 4,992,005                | 4,386,478                                  | 4,386,478                              |
| EXPENSES:                      |                          |                          |  |  |
| OPERATING EXPENSES             |                          |                          |  |  |
| Salaries and Benefits          | 1,049,503                | 1,152,431                | 1,263,610                                  | 1,263,610                              |
| Services and Supplies          | 2,462,570                | 2,514,250                | 2,234,367                                  | 2,234,367                              |
| Depreciation                   | 998,215                  | 1,143,425                | 888,412                                    | 888,412                                |
| Countywide Overhead Allocation | 188,060                  | 76,634                   | 159,371                                    | 159,371                                |
| TOTAL OPERATING EXPENSES       | 4,698,348                | 4,886,740                | 4,545,760                                  | 4,545,760                              |
| TOTAL EXPENSES                 | 4,698,348                | 4,886,740                | 4,545,760                                  | 4,545,760                              |
| NET INCOME (LOSS)              | 438,115                  | 105,265                  | (159,282)                                  | (159,282)                              |
| FIXED ASSET EXPENDITURES       |                          |                          |  |  |
| Equipment                      | 1,292,559                | 1,158,509                | 1,329,425                                  | 1,329,425                              |
| Structures Improvements        | 0                        | 32,750                   | 0  | 0                                      |
| TOTAL FIXED ASSET EXPENDITURES | 1,292,559                | 1,191,259                | 1,329,425                                  | 1,329,425                              |



### 10 Year Revenues Adjusted For Inflation



99/00 – 07/08 Actual  
\*Adopted

**SERVICE PROGRAMS****Fleet Services Operations**

Operate the County Fleet Services and the centralized motor pool with a fleet of cars, trucks, police vehicles, and equipment (mowers/tractors/trailers) for use by various County departments at the lowest possible maintenance and operating costs.

Total Expenditures: \$4,545,760 Total Staffing (FTE): 14.0

**DEPARTMENT COMMENTS**

The Fleet Services Division of General Services exists to provide a centralized motor pool with a fleet of cars, trucks and equipment for use by various County departments at the lowest possible maintenance and operating cost.

**Internal Business Improvements:****FY 2007-08 Accomplishments**

- Created a Fleet shop in the North County of San Luis Obispo that has saved the County time and fuel usage, due to employees not having to commute to and from North County for vehicle and equipment repairs and service.

**FY 2008-09 Objectives and Challenges**

- To maintain a safe fuel efficient Fleet of vehicles and equipment.

**Finance:****FY 2007-08 Accomplishments**

- With our current efficiency Fleet Services was able to lower the rates on user department vehicles.

**FY 2008-09 Objectives and Challenges**

- Provide our service to user departments at as low of cost as possible and maintain our award winning service level at a low cost.

**Customer Service:****FY 2007-08 Accomplishments**

- Fleet Services was once again awarded, One of the 100 Best Fleets in North America Award, due to our overall operation and continued customer satisfaction.

**FY 2008-09 Objectives and Challenges**

- Our objective for FY 2008-09 will be to satisfy our customers and possibly bring in more outside government agencies to our repair base, which allows us to maintain our current rates.

**Learning and Growth:****FY 2007-08 Accomplishments**

- Fleet Services will continue sending staff to the General Services Academy conference hosted by San Luis Obispo County's General Services Department and to network with other Fleets and colleagues and share information regarding technological advances, trends, and business practices, along with allowing staff to grow within their position and gain new skills for future advancement.

**FY 2008-09 Objectives and Challenges**

- Our objective for FY 2008-09 would be to allow staff as much cross training as possible, which is the challenge.

**COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS**

Fleet Services, a division of the General Services Agency, is an Internal Service Fund (ISF). The ISF charges user departments directly for services. The State Controller's Office requires that an Operation of Internal Service Fund Schedule 10 be submitted. The format of the Schedule 10, as well as some of the data it contains, is different from how other County departments' budgets are reported. For consistency purposes, the data provided for in the narrative, Service Programs, and 10 year Expenditure chart are from the Schedule 10, including depreciation. Additionally, the narrative compares FY 2008-09 recommended estimated numbers vs. FY 2007-08 estimated year end numbers. As fixed assets are noted separately on the Schedule 10 and are not included as part of total expenses, they are not included as part of the overall comparison.

Overall, Fleet Services' recommended budget for FY 2008-09 is 4%, or \$178,581, above FY 2007-08 estimated levels. Budgeted revenues are 10% or \$455,919 less than estimated year end FY 2007-08 numbers due to a large decrease in garage billings anticipated for FY 2008-09. Fuel purchases by the San Luis Obispo Regional Transit Authority (SLORTA) are expected to be \$455,000 less than budgeted in FY 2007-08. Additionally, a rate study was done mid-fiscal year 2007-08 and rates charged to County departments were decreased an average of seven cents per mile. Salary and benefit accounts for FY 2008-09 are increasing by 12% or \$147,273 from FY 2007-08 estimated year end amounts, reflecting prevailing wage increases. Service and supply accounts are increasing by \$31,308, or 10%, over FY 2007-08 estimated levels. Fixed Assets (64 replacement vehicles) in the amount of \$1,329,425, an 8% or \$101,450 increase over FY 2007-08 estimated year end levels, is recommended.

**BOARD ADOPTED CHANGES**

None.

**GOALS AND PERFORMANCE MEASURES**

|   |                            |                            |                            |                  |                            |                 |
|---|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| <b>Department Goal:</b> Manage and operate a full-service automotive operation (purchase, maintenance, fueling, and sale) of an extensive fleet to meet the needs of Law Enforcement and other County departments in a cost effective and timely manner.  |                            |                            |                            |                  |                            |                 |
| <b>Communitywide Result Link:</b> A safe and well-governed community.   |                            |                            |                            |                  |                            |                 |
| <b>1. Performance Measure: Percentage of vehicles brought in for either preventive or non-preventative maintenance completed within 24 hours of delivery of vehicle, if parts are available.</b>  |                            |                            |                            |                  |                            |                 |
| 03-04<br>Actual<br>Results  | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
| 96%   | 91%                        | 91%                        | 91%                        | 70%              | 84%                        | 70%             |
| <b>What:</b> County Fleet Services' policy is to perform preventive maintenance on each vehicle every 4 months or 4,000 miles and for law enforcement vehicles, every 2 months or 5,000 miles; and to perform service requests for non-preventative maintenance within 24 hours of receiving the vehicle.   |                            |                            |                            |                  |                            |                 |
| <b>Why:</b> To minimize costly repairs and enhance productivity for vehicle drivers and to insure departments have sufficient vehicles to perform their duties.   |                            |                            |                            |                  |                            |                 |
| <b>How are we doing?</b> We met and exceeded our goal. In an effort to help manage Fleet Services workload and control County costs, we reevaluated the entire fleet for regular service scheduling. Previously, all vehicles were serviced every 4,000 miles or 4 months. We extended the schedule to 5 months or 4,000 miles on most vehicles, with exceptions as necessary for safety and efficiency. This extended servicing schedule eliminates some oil and filter replacement, reducing pollution and waste. |                            |                            |                            |                  |                            |                 |
| <b>2. Performance Measure: Percentage of survey respondents who rated quality of vehicle maintenance as "satisfied" or "very satisfied".</b>  |                            |                            |                            |                  |                            |                 |
| 03-04<br>Actual<br>Results  | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
| 98%   | 98%                        | 99%                        | 91%                        | 70%              | 99%                        | 95%             |
| <b>What:</b> Annual surveys of vehicle users measure how effective Fleet Services' staff is at maintaining vehicles to their customers' satisfaction.   |                            |                            |                            |                  |                            |                 |

**Why:** To insure satisfied customers and meet their vehicle needs.

**How are we doing?** Surveys are placed in each vehicle that comes to into Fleet Services for service or repair. Fleet Services met and exceeded its goal for the 2007/08 budget year and is working diligently to meet our 2008/09 goal.

**3. Performance Measure: Cost per brake service compared to a private vendor.**

| 03-04<br>Actual<br>Results                        | 04-05<br>Actual<br>Results                           | 05-06<br>Actual<br>Results                        | 06-07<br>Actual<br>Results                        | 07-08<br>Adopted                                  | 07-08<br>Actual<br>Results                          | 08-09<br>Target                                   |
|---|--|---|---|---|---|---|
| \$547.62 Fleet<br>Svs /\$922.29<br>private vendor | \$603.06 Fleet<br>Svs / \$1,155.41<br>private vendor | \$577.89 Fleet<br>Svs /\$949.70<br>Private vendor | \$575.71 Fleet<br>Svs/ \$949.70<br>Private vendor | \$585.83 Fleet<br>Svs/ \$949.70<br>Private vendor | \$619.39 Fleet<br>Svs/ \$1,048.81<br>Private vendor | \$605.00 Fleet<br>Svs/ \$949.70<br>Private vendor |

**What:** This measure shows the labor and parts costs incurred by Fleet Services to carry out a routine front and rear brake replacement on a Sheriff's vehicle compared to a local private vendor's labor and parts costs for a like model vehicle.

**Why:** This measure helps to demonstrate Fleet Services' cost competitiveness.

**How are we doing?** For FY 2007/08, the average cost of a full service brake service charged by Fleet Services was \$619.36 compared to the average cost in the private sector of \$1,048.81. While this was slightly above the goal of \$585.83, it reflects a savings to the County of \$430.00 per brake job. The increased costs above goal were due to increases in the cost of parts as well as a \$1.00 per hour increase in the shop labor rate for FY2007/08.

**3. Performance Measure: Cost per brake service compared to a private vendor.**

| 03-04<br>Actual<br>Results                        | 04-05<br>Actual<br>Results                           | 05-06<br>Actual<br>Results                        | 06-07<br>Actual<br>Results                        | 07-08<br>Adopted                                  | 07-08<br>Projected<br>Results                     | 08-09<br>Target                                   |
|---|--|---|---|---|---|---|
| \$547.62 Fleet<br>Svs /\$922.29<br>private vendor | \$603.06 Fleet<br>Svs / \$1,155.41<br>private vendor | \$577.89 Fleet<br>Svs /\$949.70<br>Private vendor | \$575.71 Fleet<br>Svs/ \$949.70<br>Private vendor | \$585.83 Fleet<br>Svs/ \$949.70<br>Private vendor | \$590.00 Fleet<br>Svs/ \$949.70<br>Private vendor | \$605.00 Fleet<br>Svs/ \$949.70<br>Private vendor |

**What:** This measure shows the labor and parts costs incurred by Fleet Services to carry out a routine front and rear brake replacement on a Sheriff's vehicle compared to a local private vendor's labor and parts costs for a like model vehicle.

**Why:** This measure helps to demonstrate Fleet Services' cost competitiveness.

**How are we doing?** Fleet Services met its goal for 06/07 and has completed a rate study this year, which may increase our price of labor by 1\$ per hour for the 07/08-budget year. With this labor cost increase, we may need to adjust the 07/08-target figure of \$585.83 slightly. A comparison of a brake job on a Ford Taurus was also done. The cost of services provided by Fleet for this type of job were approximately \$482 below the private vendor's cost (\$483.46 vs \$965.28 private vendor).

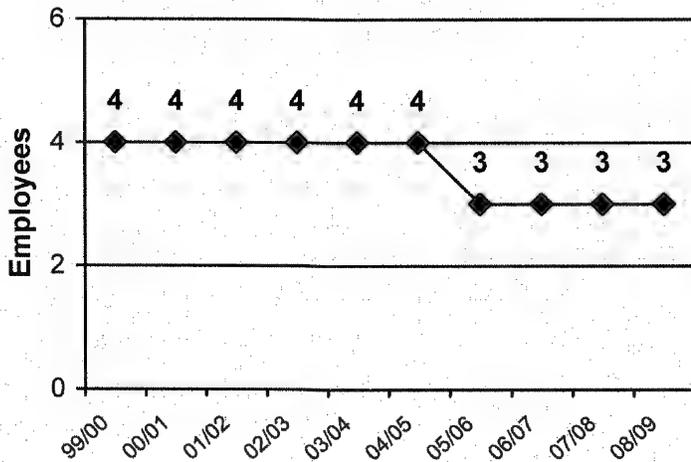
**MISSION STATEMENT**

The San Luis Obispo County Reprographics Division provides skilled, responsive, and cost effective reprographic services to our customers in a friendly and service-oriented manner.

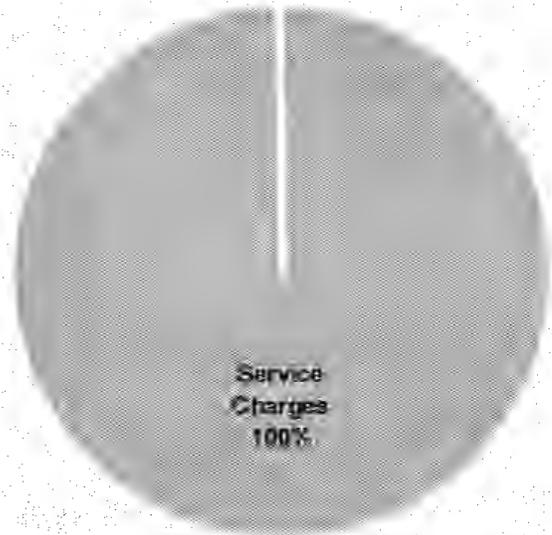
SCHEDULE 10

| OPERATING DETAIL<br>(1)        | ACTUAL<br>2006-07<br>(2) | ACTUAL<br>2007-08<br>(3) | RECOMMENDED<br>ESTIMATES<br>2008-09<br>(4) | ADOPTED<br>ESTIMATES<br>2008-09<br>(5) |
|--------------------------------|--------------------------|--------------------------|--|--|
| <b>REVENUES:</b>               |                          |                          |  |  |
| OPERATING REVENUES             |                          |                          |  |  |
| Copying and Printing           | 673,500                  | 719,738                  | 648,892                                    | 648,892                                |
| Other                          | <u>1,432</u>             | <u>1,480</u>             | <u>1,525</u>                               | <u>1,525</u>                           |
| TOTAL OPERATING REVENUES       | 674,932                  | 721,218                  | 650,417                                    | 650,417                                |
| NONOPERATING REVENUES          |                          |                          |  |  |
| Maintenance Project            | 0                        | 0                        | 0  | 0                                      |
| Interest                       | <u>9,004</u>             | <u>8,367</u>             | <u>9,000</u>                               | <u>9,000</u>                           |
| TOTAL NONOPERATING REVENUES    | 9,004                    | 8,367                    | 9,000                                      | 9,000                                  |
| OPERATING REVENUES             |                          |                          |  |  |
| Sale of Fixed Assets           | <u>(838)</u>             | <u>(10,697)</u>          | <u>0</u>                                   | <u>0</u>                               |
| TOTAL OPERATING REVENUES       | (838)                    | (10,697)                 | 0  | 0                                      |
| TOTAL REVENUES                 | 683,098                  | 718,888                  | 659,417                                    | 659,417                                |
| <b>EXPENSES:</b>               |                          |                          |  |  |
| OPERATING EXPENSES             |                          |                          |  |  |
| Salaries and Benefits          | 213,072                  | 225,401                  | 232,574                                    | 232,574                                |
| Services and Supplies          | 403,184                  | 417,353                  | 368,265                                    | 368,265                                |
| Depreciation                   | 12,979                   | 7,220                    | 7,777                                      | 7,777                                  |
| Countywide Overhead Allocation | <u>91,202</u>            | <u>17,295</u>            | <u>49,295</u>                              | <u>49,295</u>                          |
| TOTAL OPERATING EXPENSES       | 720,437                  | 667,269                  | 657,911                                    | 657,911                                |
| TOTAL EXPENSES                 | 720,437                  | 667,269                  | 657,911                                    | 657,911                                |
| NET INCOME (LOSS)              | (37,339)                 | 51,619                   | 1,506                                      | 1,506                                  |
| FIXED ASSET EXPENDITURES       |                          |                          |  |  |
| Equipment                      | <u>0</u>                 | <u>84,307</u>            | <u>0</u>                                   | <u>0</u>                               |
| TOTAL FIXED ASSET EXPENDITURES | 0                        | 84,307                   | 0  | 0                                      |

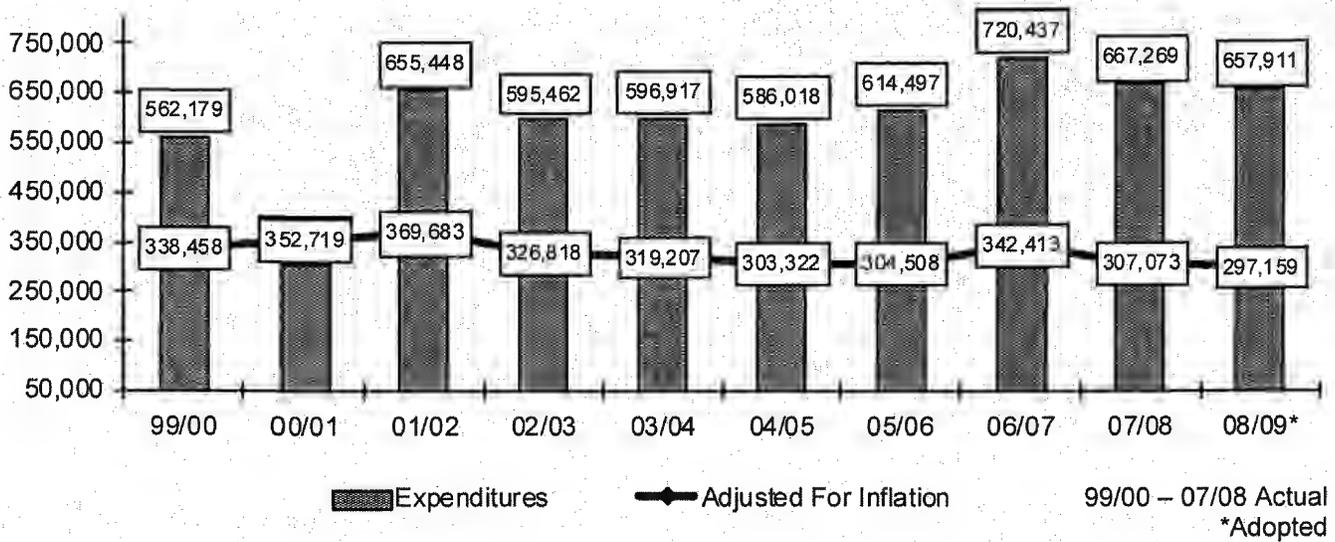
**Number of Employees**  
(Full Time Equivalent)



**Source of Funds**



**10 Year Expenditures Adjusted For Inflation**



**SERVICE PROGRAMS****Reprographics**

The San Luis Obispo County Reprographics Division provides centralized reprographic services to County departments and other governmental agencies, including copying, offset printing, and blueprinting.

Total Expenditures: \$657,911 Total Staffing (FTE): 3.0

**DEPARTMENT COMMENTS**

The Reprographics Division of General Services exists to provide skilled, responsive, and cost effective Reprographic services to County Departments in a friendly and service-oriented manner, and at rates lower than private market competitors.

**Internal Business Improvements:****FY 2007-08 Accomplishments**

- Reprographics replaced an antiquated collating machine with a new Collator & Booklet Machine that also produces booklets. Producing booklets is a new service that Reprographics can offer customers rather than outsourcing that work, which will reduce customers' wait time and increase the reliability of the jobs performed.
- Reprographics also purchased a Numbering Machine to satisfying customers' need for certain forms to be numbered for tracking purposes. This machine also performs specialty perforating and scoring which increases the jobs performed in-house, rather than outsourced which will reduce customers' wait time and increase the reliability of the jobs performed.
- Reprographics changed from using petroleum based inks for printing to inks made entirely of vegetable oils. Additionally, Reprographics now orders 35% post consumer recycled copy paper which costs approximately \$80 more per month, but realizes the following green benefits:
  - requires 35% fewer trees to produce
  - is 15% more energy efficient
  - results in 13% fewer greenhouse gas emissions
  - produces 32 % fewer hazardous air pollutants
  - generates 17% less solid waste and water pollutions

**FY 2008-09 Objectives and Challenges**

- Pending available staff time, Reprographics will continue efforts towards finding and procuring a new on-line job ordering, billing and cost accounting system to replace the current, antiquated, manual-entry billing system that the Information Technology Department recommends replacing. The new system will handle Internet job estimating and ordering from customers' workstations, electronic uploads into the County's new financial system and will produce reports that will enhance short and long term business decisions.

**Finance:****FY 2007-08 Accomplishments**

- Reprographics continues to offer services at below private market rates, as demonstrated annually through cost comparisons. This year's cost comparison for a specific job resulted in savings of 34% to County customers.

**FY 2008-09 Objectives and Challenges**

- Pending available staff time, Reprographics will continue efforts towards finding and procuring a new on-line job ordering, billing and cost accounting system. A new on-line based system will open up a new customer

base of non-County agencies (e.g. City governments, County Office of Education, etc.), adding additional sources of revenue and creating more business stability.

**Customer Service:****FY 2007-08 Accomplishments**

- Reprographics is known for its outstanding customer service, as shown by consistence customer satisfaction ratings at 97%. County Department customers know their Reprographics technicians well, and know they can count on their reliability, their prompt, friendly service and the quality of the service.

**FY 2008-09 Objectives and Challenges**

- An ongoing challenge for next year is to have 100% of staff participate in cross training with other positions to ensure that staff can perform all duties in the shop as needed to enhance work flow during periods of vacation or sick leave coverage.

**Learning and Growth:****FY 2007-08 Accomplishments**

- The average length of employment of Reprographics staff (16 years of service) indicates staff is content with their work and environment, which translates into reliable, stable and consistent service to the customers.

**FY 2008-09 Objectives and Challenges**

- Employees have the opportunity to attend Reprographic workshops and trade shows to keep abreast of new technological advances, trends and business practices in the industry to enhance service to the customers.

**COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS**

Reprographics, a division of the General Services Agency, is an Internal Service Fund (ISF), and as such, charges user departments for services. The State Controller's Office requires that an Operation of Internal Service Fund Schedule 10 be submitted. The format of the Schedule 10, as well as some of the data it contains, is different from how other County departments' budgets are reported. For consistency purposes, the data provided for in the narrative, Service Programs, and 10 year Expenditure chart are from the Schedule 10, including depreciation. Additionally, the narrative compares FY 2008-09 recommended estimated numbers vs. FY 2007-08 estimated year end numbers.

Overall, the recommended FY 2008-09 Reprographics budget is 3%, or \$17,378, above FY 2007-08 estimated levels. Budgeted revenues are 5% or \$36,826 less than estimated year end FY 2007-08 numbers. This is due to unanticipated revenue from a large printing job done by Reprographics in FY 2007-08. Projected FY 2008-09 revenue is based on an analysis of FY 2006-07 actuals and FY 2007-08 mid-year actuals. Salary and benefit accounts for FY 2008-09 are increasing by 5% or \$11,122, from FY 2007-08 estimated year end amounts, reflecting prevailing wage increases. Service and supply accounts are increasing by \$6,256, or 14%, over FY 2007-08 estimated levels. No fixed assets were requested by Reprographics for FY 2008-09.

**BOARD ADOPTED CHANGES**

None.

**GOALS AND PERFORMANCE MEASURES**

**Department Goal:** Provide professional, skilled, responsive, and cost effective print and copy services to our valued customers.

**Communitywide Result Link:** A well-governed community.

**1. Performance Measure: Percentage of customer survey respondents who rate quality of reprographics services as satisfactory or better.**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| 100%                       | 98%                        | 98%                        | 100%                       | 97%              | 100%                       | 97%             |

**What:** Survey results of internal County department customers.

**Why:** To ensure effective customer service.

**How are we doing?** Surveys are randomly distributed to customers with the final print/copy job so that the survey response is job specific and immediate. Surveys are compiled and reported in the 4<sup>th</sup> quarter of each fiscal year. In 2007-08, 100% of customer's reported that they were very satisfied with the service they experienced. This continues to support stellar reputations that the staff in the Reprographics shop has earned. Although customers remained highly satisfied with the services that Reprographics provides, we plan to enhance those services by procuring an industry standard on-line job estimating/ordering and accounting system that can interface with the County's financial system, replacing the antiquated, labor intensive current system. Reprographics has been coordinating with IT regarding this subject, but the project is in a holding status pending staff availability.

**2. Performance Measure: Rates charged by Reprographics for common print jobs compared to rates charged by private vendors for the same jobs.**

| 03-04<br>Actual<br>Results                            | 04-05<br>Actual<br>Results                            | 05-06<br>Actual<br>Results                            | 06-07<br>Actual<br>Results                            | 07-08<br>Adopted                                      | 07-08<br>Actual<br>Results                            | 08-09<br>Target                                       |
|---|---|---|---|---|---|---|
| Repro Rates<br>below market<br>(private<br>companies) |

**What:** Job rates charged by Reprographics to perform common print jobs as compared to local private vendors' rates.

**Why:** To demonstrate Reprographics cost competitiveness with local private vendors.

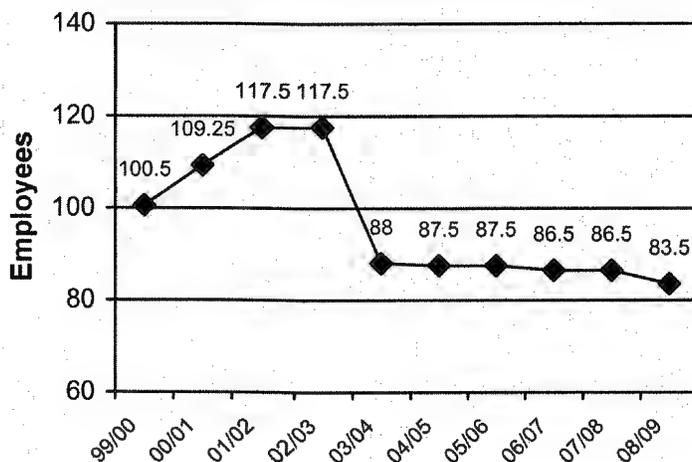
**How are we doing?** Each year, Reprographics chooses a different type of print job to compare with the private sector to measure how Reprographic's rates compare. In FY 2007/08 actual results were measured for the following job: 5,000 RTA bus schedules, printed on 8.5"x14" S/20 Ivory bond, 2 sides, black Ink, and folded double parallel. The private vendor's rate was \$560.30. Reprographics' rate was \$462.80, or a 17% savings to the customer.

**MISSION STATEMENT**

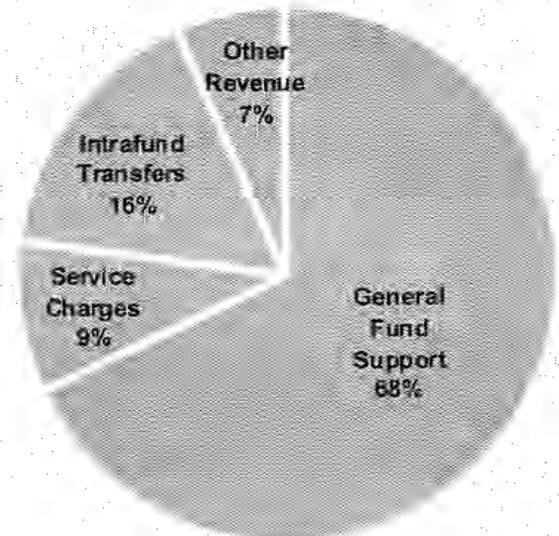
The Information Technology Department (ITD) is a professional team dedicated to delivering accurate, reliable, and timely Information Technology solutions that are valued by our customers.

| Financial Summary             | 2006-07       | 2007-08       | 2008-09       | 2008-09       | 2008-09       |
|-------------------------------|---------------|---------------|---------------|---------------|---------------|
|                               | Actual        | Actual        | Requested     | Recommended   | Adopted       |
| Revenues                      | \$ 2,277,701  | \$ 2,036,475  | \$ 2,271,350  | \$ 2,271,350  | \$ 2,271,350  |
| Salary and Benefits           | 9,238,078     | 10,100,927    | 10,530,748    | 10,275,483    | 10,275,483    |
| Services and Supplies         | 3,768,743     | 3,597,862     | 3,985,659     | 3,997,779     | 3,997,779     |
| Fixed Assets                  | 203,175       | 30,894        | 139,000       | 58,333        | 58,333        |
| **Gross Expenditures          | \$ 13,209,996 | \$ 13,729,683 | \$ 14,655,407 | \$ 14,331,595 | \$ 14,331,595 |
| Less Intrafund Transfers      | 1,995,939     | 2,174,949     | 2,347,951     | 2,347,951     | 2,347,951     |
| **Net Expenditures            | \$ 11,214,057 | \$ 11,554,734 | \$ 12,307,456 | \$ 11,983,644 | \$ 11,983,644 |
| General Fund Support (G.F.S.) | \$ 8,936,356  | \$ 9,518,259  | \$ 10,036,106 | \$ 9,712,294  | \$ 9,712,294  |

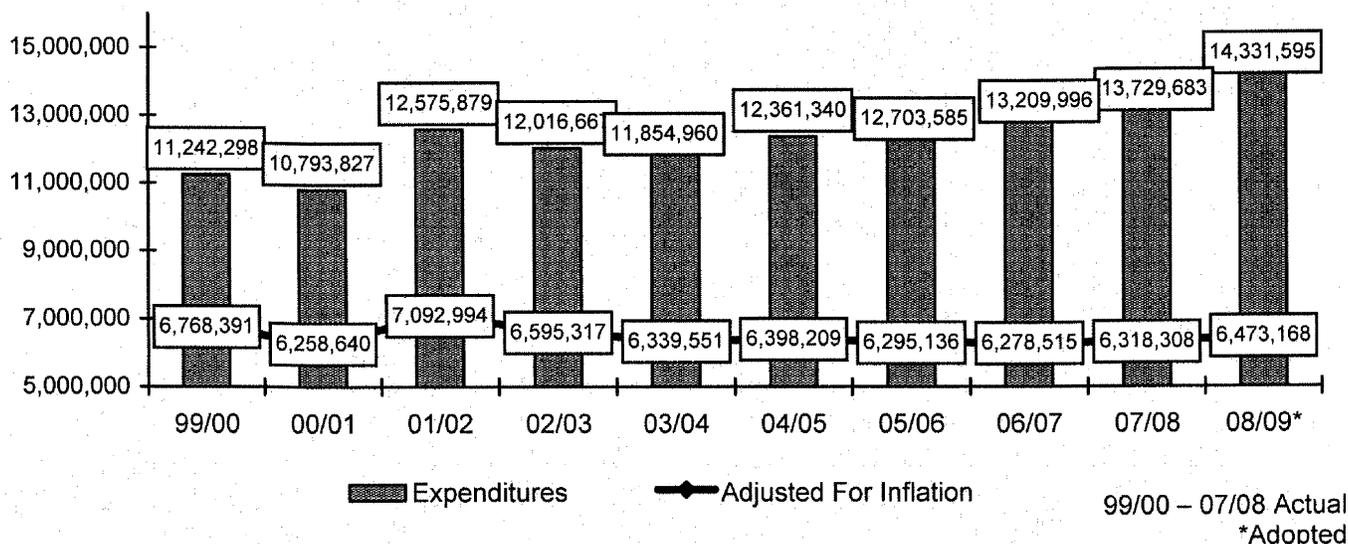
**Number of Employees**  
(Full Time Equivalent)



**Source of Funds**



10 Year Expenditures Adjusted For Inflation



**SERVICE PROGRAMS**

**Departmental Services**

Provide clear points of contact for customers to acquire ITD services by having each department assigned a Customer Advocate; provide technical support for customers; house servers and data in the controlled computer room including backup/recovery and Disaster Recovery Planning (DRP); provide business analysis, technology planning, and project management; provide guidance and best practices, procedures and documentation standards; assist with project risk assessment by reviewing project scope, business requirements stability and resource capacity; provide printing services; provide desktop support services, certain end-user training activities, and provide Countywide systems and applications support.

Total Expenditures: \$5,184,498 Total Staffing (FTE): 30.21

**Enterprise Services**

Provide a physically secure and environmentally controlled computing facility; dispatch, schedule and run mainframe jobs; provide all mainframe operation and support; provide Microsoft application environment; produce and distribute Microfiche and/or CDs; develop Windows applications running on Intel platforms; provide administration and software services for the County's Enterprise Financial Services; provide database storage and administration Disaster Recovery Planning (DRP); provide system security, technical support and associated systems administration.

Total Expenditures: \$5,520,865 Total Staffing (FTE): 32.17

**Networked Services**

Provide E-mail, scheduling, calendar; associated systems administration; Technical support. Internet server management; Internet access, County Intranet access, VPN access; Microsoft ADS; anti-virus; security; Technical Support; associated systems administration. County-wide infrastructure; Network Operating System client support; data communications, including high speed data circuits; PC and printer support.

Total Expenditures: \$1,791,664 Total Staffing (FTE): 10.44

**Radio Communications**

Provide two-way radio communications for public safety and County business communications. The communication system uses microwave technology and includes medical communications between the Sheriff's Office, hospitals, and ambulance service necessary to deploy County services to the public.

Total Expenditures: \$1,486,189 Total Staffing (FTE): 8.66

### Voice Communications

Coordinate County's contract with AT&T (adds, changes, deletes); coordinate all voice communications equipment installation with AT&T; manage County's voice communication billings; publish a County telephone directory; administer County's voice mail system (adds, changes, deletes).

Total Expenditures: \$348,379 Total Staffing (FTE): 2.02

#### **DEPARTMENT COMMENTS**

The Information Technology Department's mission is to provide accurate, reliable, and timely technology solutions that are valued by our customers. From a County-wide perspective, the County's Information Technology Executive Steering Committee (IT-ESC) provides IT governance. The IT-ESC follows a process to guide how departments, individuals, and groups in the County cooperate to manage technology while consistently being mindful of the "County Good". The efforts of the IT-ESC are also focused on the implementation of planned projects and the ongoing management of systems. The Information Technology Department (ITD) continues to follow its departmental Strategic Plan, as well as implementing the County-wide ITSP.

#### **Goal 1: As Responsive as Possible - Customer Service**

##### Results achieved for FY 07/08

##### Tied to Performance Measures # 1, 2, and 7

- Implement the IT Departmental Strategic Plan, including:
  - Achieved survey results of 99.3% Customer Satisfaction, an improvement over the prior year's 97.5% Customer Satisfaction results
  - Partnered with customers to manage strategic projects: Behavioral Health System, Parks Reservation System, Property Tax, CJIS, etc.
- Continue to build a redundant network infrastructure that is fault-tolerant
  - Completed the new radio communications facility at Plowshare Peak
  - Achieved another year of 100% up time for County safety communications network
- Continue to implement and build the processes and infrastructure necessary to support customers continued operations in the event of unplanned outages or disasters.
  - Tested the Disaster Recovery for the Mainframe with Kern County
  - Completed seismic retrofit for all the network equipment in the Data Center
  - Completed phase 1 of business continuity planning for the Enterprise Financial System (SAP)

##### Major Efforts for FY 2008-09

- Implement the IT Departmental Strategic Plan, including:
  - Continue to build a redundant network infrastructure that is fault-tolerant
    - Complete a feasibility study for continued Microwave Communications use at San Antonio Peak

#### **Goal 2: As Good as Possible - Internal Business Processes**

##### Results achieved for FY 07/08

##### Tied to Performance Measures # 3 (replaced by #8), 5, 6 and 7

- Focus on building a department that collaborates with its customers, listens to what they have to say, and considers the impact of our proposals on staff and customers
  - Constructed Transient Occupancy Tax (TOT) application for the Treasurer/Tax Collector
  - Achieved certification of the SAP Health Insurance interface by PERS
- Update the County-wide Information Technology Strategic Plan with the assistance of the IT – ESC to ensure the County has a 5-year technology roadmap.

##### Major Efforts for FY 2008-09

- Identify and offer applicable new technologies
  - Complete an enterprise architecture document
  - Devise and document a mobile device architecture template for County departments
- Plan for contingencies to help ensure business continuity
  - Develop an ITD crisis management plan
  - Implement Kern County Disaster Recovery for the mainframe

- Develop disaster recovery plans for MACE and the Blade Center

**Goal 3: As Cost Efficient as Possible - Financial Health****Results achieved for FY 07/08****Tied to Performance Measures # 4 and 7**

- Implement the ITD departmental Strategic Plan
  - Moved several customers to the Blade Center saving server and maintenance cost.
- Continue to examine how technology dollars are spent and identify cost efficient ways to deliver needed products and services to our customers
- Improve the fee structure and budgeting mechanisms to consistently account for and track all costs for IT

**Major Efforts for FY 2008-09**

- Implement the ITD departmental Strategic Plan
  - Spend and invest wisely
    - Implement a monthly forecasting methodology within ITD
    - Improve the process for monitoring assets under ITD control
- Improve the fee structure and budgeting mechanisms to consistently account for and track all costs for IT
  - Implement year one of a five year plan to modify the Enterprise Services billing methodology

**Goal 4: As Responsible as Possible - Learning and growth****Results achieved for FY 07/08****Tied to Performance Measure # 7**

- Focus on clarity about ITD's mission and how each ITD employee fits into the department and provides value to their customers and the citizens of San Luis Obispo
- Continue to improve communications and access to information for ITD staff and customers
- Continue to emphasize personal leadership and technical proficiency through mentoring and formal training
  - Created and implemented a Supervisory Training curriculum
  - Created and implemented a six session Performance Management Workshop
- Increase our ability to deliver results by setting and communicating realistic goals and holding each other accountable using High Performance Management processes

**Major Efforts for FY 2008-09**

- Implement the ITD departmental Strategic Plan Strategy: Continuously Build on our Professional Team-oriented Environment
  - Build a knowledge management plan and a process for keeping it updated
  - Perform a skills and interest assessment for all employees
  - Provide appropriate training for staff members

**COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS**

The recommended expense for the Information Technology budget is \$303,238 (3%) less than the amount in the adopted budget for FY 2007-08. This amount is \$323,812 less than the requested status quo expense. Recommended revenues are set at the department requested amount and show \$470,114 (17%) less than the revenue amount in the FY 2007-08 budget. The reduced revenue amount is primarily attributed to fewer major technology projects planned for FY 2008-09 and a reduced demand for support to Pension Trust. In addition a reduction in PG&E Radio Communications revenue is the result of aligning the actual billings received with the budgeted amount.

The recommended General Fund support is \$166,876 (1%) more than the General Fund support adopted for FY 2007-08. The recommended level of General Fund support is \$323,812 less than the department's Status Quo request and is based on reductions made to the department's expense as described below.

The recommended salary and benefit expense is increasing by \$289,401 (2%) as compared to the adopted budget for FY 2007-08. The recommendation reflects a combination of prevailing wage and pension cost increases and reductions associated with the elimination of vacant positions as well as savings from Voluntary Time Off (VTO). The Status Quo budget request included the elimination of 2.0 FTE in vacant position reducing salary and benefit expense by a total of \$216,778. The department requested the elimination of a

Communications Manager position and a Systems Administrator position. The elimination of these positions is made possible through efficiencies gained by the evaluation of workload and responsibilities and a decrease in the number of major technology projects. The recommended budget also includes additional salary and benefit expense reductions that total \$255,265 less than the requested status quo amount resulting from salary and benefit savings from the mid year elimination of Chief Information Officer position and \$26,795 in salary savings from VTO. In April of 2008, the creation of a General Services Agency Director position to oversee the newly formed General Services Agency allowed for the elimination of the Chief Information Officer position. The General Services Agency consolidates the General Services Department, including the parks, airports, golf course, reprographics and fleet services subunits, with the Information Technology Department under one Director position

The service and supply recommended funding level is \$355,269 (8%) less than the amount budgeted for FY 2007-08; This amount is slightly higher than the department's Status Quo request as the recommendation includes the addition of addition of 50% (\$125,000) of the salary and benefit cost of the General Services Agency Director position that is shown as a transfer to Fund Center 113 – General Services. The overall recommended reduction in service and supply expense is attained through the elimination of one time expenses included in the FY 2007-08 budget and cost savings achieved by the department through changes to internal processes. In addition, the recommended expense in this category includes \$95,343 in reductions identified by the department in its General Fund Support reduction list. These reductions are largely associated with the deferral of services and supplies that are not expected to have a substantial affect on operations in the next year.

The fixed asset expense in the recommended budget is \$58,333. The adopted FY 2007-08 budget did not include expense for fixed assets. Recommended fixed assets include:

- \$25,233 - two replacement radio base stations and repeaters for the Radio Amateur Civil Emergency Services (RACES) group
- \$13,000 - two replacement radio repeaters at the County Jail and Lopez Lake
- \$20,000 - two radio voter channel replacement cards.

The recommended fixed asset amount is \$80,667 less than the department's fixed asset request in their Status Quo budget. The reduction in fixed assets is based upon the department's General Fund reduction list and defers a microwave radio purchase of \$60,000, eliminates one additional replacement radio base station repeater for RACES and one electric utility vehicle for use by the communications division at the County Operational Area. Fixed assets that are not approved in the budget will result in the continued use of equipment that was scheduled for replacement. This existing equipment remains operational.

Recommended intrafund transfers, charges to other departments for services provided by Information Technology, are increasing by \$295,703. The primary drivers of the increase are Network Services charges, increasing by \$158,940, and Enterprise Services charges, increasing by \$118,871. Network Services are charged based upon the use and number of clients in departments. As departments move off of the mainframe to other platforms that provide interdepartmental software applications, such as the County's Enterprise Financial Management System, the cost for the operation and maintenance of these systems is captured in the Enterprise Services division of Information Technology. This expense is then charged back to the users of this system through the Information Technology fee schedule. Changes to the cost recovery methodology to more accurately reflect the actual expense for these services is being phased in over a 5 year time frame. This is reflected in the increased transfer charges for Enterprise Services recommended for FY 2008-09.

The Status Quo requested budget for Information Technology included a net reduction of 2 FTE positions consisting of 1 FTE Communications Manager and 1 FTE Systems Administrator discussed in the above section on salary and benefit expense. Information Technology also made changes to a number of position classification during the current FY 2007-08. The changes, identified below, did not increase or decrease the number of positions in Information Technology and were made to more accurately reflect the responsibilities and work being done.

- 1 FTE Administrative Officer and 3 FTE Software Engineer positions were converted to 4 FTE Information Technology Project Manager positions.
- 8 FTE Technology Supervisor Positions were converted to 8 FTE Information Technology Supervisors.

Information Technology did not submit Budget Augmentation Requests.

**BOARD ADOPTED CHANGES**

The Board approved two changes to the Information Technology Fund Center 114 Position Allocation List (PAL) as recommended in the Supplemental Budget document. The approval to the PAL eliminates 1.0 FTE Assistant Chief Officer Position and adds 1.0 FTE Deputy Director Information Technology with no net increase in positions for this Fund Center. The changes are being made to reflect the organizational structure resulting from the formation of the General Services Agency.

**GOALS AND PERFORMANCE MEASURES**

|   |   |   |   |   |  |   |
|---|---|---|---|---|--|---|
| <p><b>Department Goal:</b> Provide reliable radio communications support to County departments and public safety agencies.</p> <p><b>Communitywide Result Link:</b> A Safe Community.</p>   |   |   |   |   |  |   |
| <p><b>1. Performance Measure: Percentage of time the County's radio communication system is available. This is an industry standard (the four nine rule) for public safety.</b></p>   |   |   |   |   |  |   |
| 03-04<br>Actual<br>Results  | 04-05<br>Actual<br>Results                                    | 05-06<br>Actual<br>Results                                    | 06-07<br>Actual<br>Results                                    | 07-08<br>Adopted  | 07-08<br>Actual<br>Results                                     | 08-09<br>Target                         |
| 99.9999%  | 100%  | 100%  | 100%  | 99.9999%  | 100%   | 99.9999%                                |
| <p><b>What:</b> Maintain the availability of the Countywide microwave radio communication system to an outage level of no more than 32 seconds per year (the public safety interconnect industry standard is 99.9999% availability).</p> <p><b>Why:</b> The microwave radio communication system provides radio communication for Countywide public, safety and emergency service agencies. Full availability contributes to a safe community.</p> <p><b>How are we doing?</b> Information Technology continues to meet or exceed its goals and the industry standard for communication system availability.</p>  |   |   |   |   |  |   |
| <p><b>Department Goal:</b> Provide reliable and cost-effective telephone and voice mail services to County government offices.</p> <p><b>Communitywide Result Link:</b> A Well-Governed Community.</p>  |   |   |   |   |  |   |
| <p><b>2. Performance Measure: Percentage of time the County's voice mail communication system is available.</b></p>   |   |   |   |   |  |   |
| 03-04<br>Actual<br>Results  | 04-05<br>Actual<br>Results                                    | 05-06<br>Actual<br>Results                                    | 06-07<br>Actual<br>Results                                    | 07-08<br>Adopted  | 07-08<br>Actual<br>Results                                     | 08-09<br>Target                         |
| N/A   | 99%   | 99%   | 99%   | 99%   | 99%  | 99%                                     |
| <p><b>What:</b> The availability of the voice mail (voice mail boxes) system for internal or external access.</p> <p><b>Why:</b> Voice mail is an integral management tool for County voice communications.</p> <p><b>How are we doing?</b> The voicemail system continues to operate efficiently. There were no outages in the fourth quarter of 2007-08. Procedures to identify and correct outages are in place and have proved effective. The 2008-09 target reflects our continuing high standard.</p>   |   |   |   |   |  |   |
| <p><b>Department Goal:</b> Provide cost-effective, accurate, and reliable computing environment and assets for general County, departmental specific, and outside agency use.</p> <p><b>Communitywide Result Link:</b> A Well-Governed Community.</p>   |   |   |   |   |  |   |
| <p><b>3. Performance Measure: Percentage of calls handled by the IT Technical Support Call Center on first call. This is an industry standard measure.</b></p>  |   |   |   |   |  |   |
| 03-04<br>Actual<br>Results  | 04-05<br>Actual<br>Results                                    | 05-06<br>Actual<br>Results                                    | 06-07<br>Actual<br>Results                                    | 07-08<br>Adopted  | 07-08<br>Actual<br>Results                                     | 08-09<br>Target                         |
| 97% Security<br>93% Network<br>N/A Desktop<br>73% Application   | 99% Security<br>95% Network<br>91% Desktop<br>96% Application | 99% Security<br>93% Network<br>90% Desktop<br>93% Application | 97% Security<br>96% Network<br>77% Desktop<br>90% Application | 97% Security<br>95% Network<br>90% Desktop<br>90% Application | 96% Security<br>97% Network<br>89% Desktop<br>91% Applications | Discontinued<br>and replaced<br>with #8 |
| <p><b>What:</b> A measure of our efficiency in providing and/or restoring service to County departments in four critical areas.</p> <p><b>Why:</b> To monitor and improve delivery of service to customers of IT. By focusing on timely resolution of acute IT problems, IT's customers will be more effective by having less downtime.</p> <p><b>How are we doing?</b> This measure is being replaced by Performance Measure #8 because the new Performance Measure is a more specific and direct measure of the prompt resolution of calls and therefore is a better indicator of the value being provided to our customers by our Technical Support Call Center.</p> |   |   |   |   |  |   |

**4. Performance Measure: Percentage of IT managed project milestones completed within expected baseline budget and time estimates.**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| N/A                        | 82%                        | 94%                        | 96%                        | 90%              | 96%                        | 90%             |

**What:** The blended percentages of IT managed project milestones completed and budget amounts met according to Project Sponsor/Customer expectations and approved change requests.

**Why:** Increased focus on project management will result in improved communication, strategic focus aligned with County goals, better resource planning, and more effective and efficient expenditure of technology dollars.

**How are we doing?** IT continued to use professional project management methods on Information Technology Executive Steering Committee approved projects. Through training and experience, IT's Project Management Office (PMO) continued to mature and improve its ability to meet or exceed budget and timeline milestones. The continued involvement of project teams and steering committees in the decision making process is resulting in better estimates; thereby helping the PMO meet its performance measure.

**5. Performance Measure: Percentage of time the IT managed Local-Area-Network (LANs) and Wide-Area-Network (WAN) are available.**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| 98%                        | 98%                        | 98%                        | 99%                        | 99%              | 99%                        | 99%             |

**What:** The percentage of availability is calculated by comparing the monitored "up time" against scheduled "up time".

**Why:** Availability of County computing resources translates directly into County staff productivity and ultimately into their service delivery to the public.

**How are we doing?** The County's data network was available 99.5% during 2007-08. There were nine outages effecting only segments of the network. Increased redundancy improved the reliability of our wide area and local area networks. Multiple network paths allow users to connect to the network via a secondary path should a problem be encountered. Also, several simplifications to the data network have been made to reduce the number of points of failure, thus improving reliability while maintaining performance. Finally, newer technologies have been implemented that reduce wait time in transmitting data. Thus, in the event of an outage or in cases of high network traffic, users are not interrupted, the network remains connected and essential applications continue to be accessible.

**Department Goal:** Protect the County's computing assets through the implementation of Information Security best practices.

**Communitywide Result Link:** A Well-Governed Community.

**6. Performance Measure: Percentage of County staff that have received security training or reviewed an annual information security awareness reminder.**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results                          | 05-06<br>Actual<br>Results                           | 06-07<br>Actual<br>Results                           | 07-08<br>Adopted                                     | 07-08<br>Actual<br>Results                            | 08-09<br>Target                                      |
|----------------------------|---|--|--|--|---|--|
| N/A                        | 86% of new hire staff, 52% of existing County staff | 100% of new hire staff, 57% of existing County staff | 78% of new hire staff, 100% of existing County staff | 100% of new hire staff, 35% of existing County staff | 100% of new hire staff, 100% of existing County staff | 100% of new hire staff, 60% of existing County staff |

**What:** Staff will become aware of proper security measures and apply them to their everyday work habits. It is expected the media delivery mechanism will change from year-to-year to maintain interest, e.g., general training, an Awareness Handbook, Intranet-based information, short Web-video viewable from the desktop, etc.

**Why:** Industry analysis has proven that over 70% of all security breaches are internal to an organization. Education and prevention have been identified as the two most cost efficient keys to ensuring systems security. San Luis Obispo County, in a collaborative effort with other California counties, used the International Organization for Standards (ISO) guidelines to create and adopt seventeen security policies. The Security Awareness Program is an essential requirement that is included in those policies. Therefore we measure the success of that Security Awareness Program each year. In this way we meet industry standards.

**How are we doing?** During this past fiscal year, IT changed the format of its training booklet from a 28 page booklet requiring seven full sheets of paper, to a single sheet of paper, double-sided, folded into sixths, essentially providing 12 mini-pages in a tent-card format. The new media was well-received because of: ease of use, reduction in paper use, and easy distribution by the departmental payroll clerks. As a topic, Information Security remained very relevant, in the news often, and the flyer provided a view into the County's 17 adopted IT security policies that addressed many day-to-day issues. The flyer has also been shared with other counties and the State Information Security Officer for their use through our county IT association.

**Department Goal:** To provide great service to our customers.

**Communitywide Result Link:** A Well-Governed Community.

**7. Performance Measure: Percentage of responses to Customer Satisfaction Survey rating overall effectiveness as "satisfactory" or better.**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| 84%                        | 86%                        | 97.5%                      | 99.3%                      | 97%              | 98.6%                      | 97%             |

**What:** The percentage of those responding to an annual survey that rate Information Technology in terms of both efficiency and quality (timeliness, accuracy, courtesy and satisfaction) as "Satisfactory" or better.

**Why:** IT is dedicated to delivering accurate, reliable, and timely Information Technology solutions that are valued by our customers.

**How are we doing?** In May 2008, IT published its annual survey results for FY 2007-08. These results exceeded our adopted measure due to the continuously striving to improve customer satisfaction by keeping focused on our customers, professionalism, and teamwork. In January 2007, IT published its internal strategic plan. The plan includes five strategic goals: (1) Continuously improve service to our customers; (2) Become the partner of choice for County technology services and solutions; (3) Spend and invest wisely; (4) Continuously build upon our professional, team-oriented environment; and (5) Strive for leadership by matching the right technology with the business need. By pursuing these strategies, the IT team also improved its overall service to its customers.

**Department Goal:** Provide cost-effective, accurate, and reliable computing environment and assets for general County, departmental specific, and outside agency use.

**Communitywide Result Link:** A Well-Governed Community.

**8. Performance Measure: Percentage of technical issues reported to and resolved by the IT Technical Support Call Center. Calls that cannot be resolved by the IT Technical Support Call Center in a timely fashion are dispatched and resolved by other IT or County department teams.**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted    | 07-08<br>Actual<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|---------------------|----------------------------|-----------------|
| N/A                        | N/A                        | N/A                        | N/A                        | New, replaces<br>#3 | 65%                        | 70%             |

**What:** A measure of the value add that the IT Technical Support Call Center contributes to IT and the County's overall productivity.

**Why:** The goal is to resolve more technical issues within the IT Technical Support Call Center, allowing other IT and County teams to focus on other activities. This translates into increased department efficiency and greater delivery of technology value to customers.

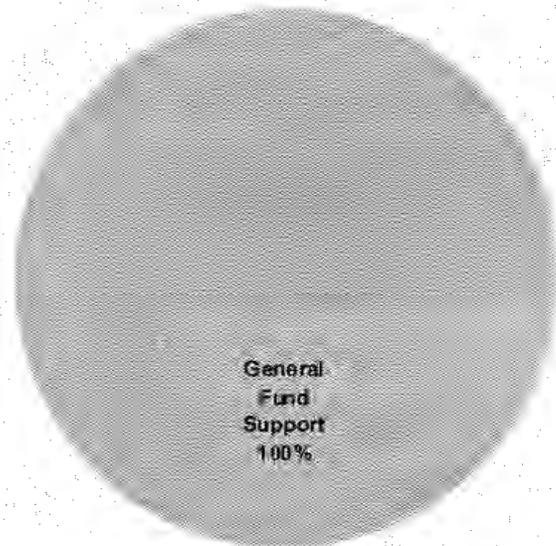
**How are we doing?** The IT Technical Support Call Center's goal is to quickly resolve as many technical issues as possible in the spirit of helping to maintain or increase overall County department productivity. This measure is replacing Performance Measure #3 because it positions IT to better measure the value of the Technical Support Call Center to customers. When technical issues are resolved in a timely fashion by IT Technical Support Call Center, other teams have more time to work on projects in support of the County's information Technology Strategic Plan and other high value technical solutions.

**MISSION STATEMENT**

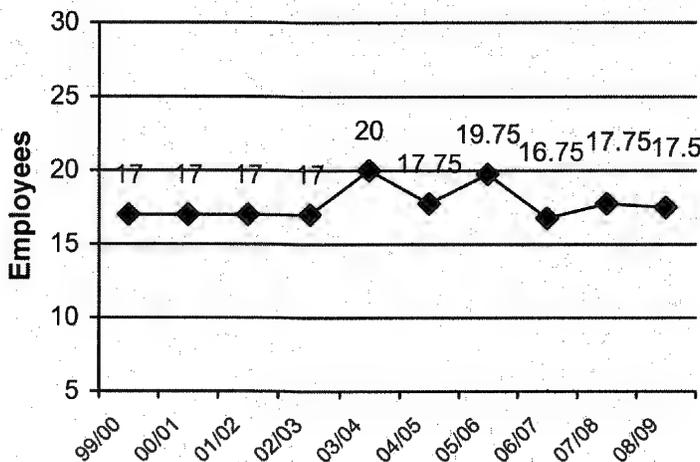
To provide the highest quality human resource services to our customers at the least possible cost.

| Financial Summary             | 2006-07<br>Actual | 2007-08<br>Actual | 2008-09<br>Requested | 2008-09<br>Recommended | 2008-09<br>Adopted |
|-------------------------------|-------------------|-------------------|----------------------|------------------------|--------------------|
| Revenues                      | \$ 4,398          | \$ 48,978         | \$ 246,907           | \$ 87,278              | \$ 87,278          |
| Salary and Benefits           | 1,763,260         | 1,902,777         | 2,011,381            | 1,844,230              | 1,844,230          |
| Services and Supplies         | 369,353           | 296,594           | 420,461              | 293,003                | 293,003            |
| Fixed Assets                  | 0                 | 6,138             | 0                    | 0                      | 0                  |
| **Gross Expenditures          | \$ 2,132,613      | \$ 2,205,509      | \$ 2,431,842         | \$ 2,137,233           | \$ 2,137,233       |
| Less Intrafund Transfers      | 0                 | 0                 | 0                    | 0                      | 0                  |
| **Net Expenditures            | \$ 2,132,613      | \$ 2,205,509      | \$ 2,431,842         | \$ 2,137,233           | \$ 2,137,233       |
| General Fund Support (G.F.S.) | \$ 2,128,215      | \$ 2,156,531      | \$ 2,184,935         | \$ 2,049,955           | \$ 2,049,955       |

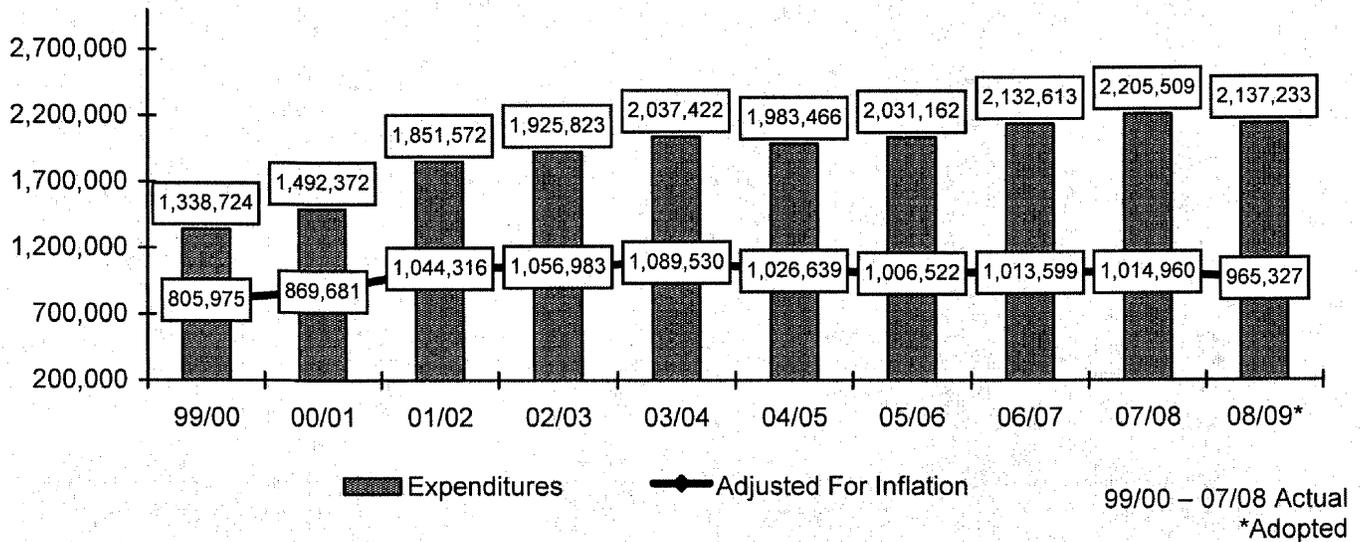
**Source of Funds**



**Number of Employees  
(Full Time Equivalent)**



**10 Year Expenditures Adjusted For Inflation**



**SERVICE PROGRAMS**

**Staffing and Employment Services**

Efficiently recruit, test and rank candidates for filling positions with highly qualified employees. Maintain eligibility and certification lists and test validation records. Coordinate the process for appeals and grievances on recruitment related complaints.

Process personnel related information and documentation (payroll action forms, employee additions/deletions, pay increases, etc.) to maintain the accuracy of personnel records.

Maintain the Classification Plan by performing classification studies/audits. Update job specifications to ensure accuracy and relevancy. Respond to appeals and grievances related to classification issues.

Total Expenditures: \$1,269,753 Total FTE: 12.0

**Human Resources Consulting and Departmental Services**

Consult with department managers and supervisors regarding the use of effective supervisory techniques, and implementation of disciplinary actions, and coordinate appeals and grievances consistent with Federal and State employment laws and Civil Service Rules. Interpret and apply, as a single employer, personnel-related County ordinances, rules, regulations, and policies.

Provide administrative support to the Civil Service Commission, administer and maintain the County's merit system and Equal Opportunity Programs. Prepare staff reports, policy recommendations and rule change proposals. Resolve grievance and appeals in the least formal manner possible and conduct required pre-hearing meetings in accordance with the Civil Service Commission procedural guidelines. Provide recording secretary clerical support.

Total Expenditures: \$784,810 Total FTE: 4.5

**Staff Development/Countywide Training**

Develop and support of the delivery of Human Resources specific trainings including harassment prevention, new employee orientation and high performance management.

Total Expenditures: \$82,670 Total FTE: 1.0

**DEPARTMENT COMMENTS**

**Support to County Departments**

The Human Resources (HR) Department is responsible for providing the County's traditional personnel services (e.g., recruitment and testing, classification, staff support to the Civil Service Commission, etc.) and risk management services (e.g., liability, Workers' Compensation, safety, employee benefits, etc.). Funding for the program is located in Fund Center 112 – Human Resources, Fund Center 105 – Risk Management and Fund Centers 408 through 412 – the Self Insurance Internal Service Fund.

FY 2007-08 has been filled with change for HR. A new Director was appointed just prior to the start of the year; a Deputy Director position was created and appointed; Risk Management was integrated into HR; a wholesale turnover in analyst, aide and support staff has taken place due to retirements and promotions; responsibility for the Employee University was transferred from County Administration to HR; and a hiring chill was put in place by the Board. Despite all these changes, HR has been able to make headway on a variety of priorities for the County (noted below). For the balance of the current year and continuing through FY 2008-09, HR's primary focus will be on strengthening the department's core services (noted below).

**Internal Business Improvements:****FY 2007-08 Accomplishments**

- Recruitment times have been cut by 8 days on average when compared to one year ago.
- The Background Program was streamlined; total processing time has been reduced from 6 days to 3 days.

**FY 08-09 Objectives**

- Training all our new and existing staff so that we consistently provide accurate, competent and timely services to all customers.
- Working cooperatively with the Civil Service Commission and employee associations to overhaul our Civil Service Rules and associated ordinances so that they are comprehensive, clear and succinct.
- Streamlining the grievance/appeal process so grievance/appeals are properly managed and presented timely to the Commission.
- Implementing a specification update program that insures all specifications are current and accurate.

**Finance:****FY 07-08 Accomplishments**

- Workers' Compensation total liabilities continued to fall allowing us to reduce FY 2008-09 department charges by another \$1 million.
- The Liability Program has stabilized allowing us to reduce FY 2008-09 department charges by another \$600,000.
- Our employee illness/injury rate continues to fall; our rate is comparable to the private sector and well below the average for state and local agencies.

**FY 08-09 Objectives**

- See Internal Business Improvements.

**Customer Service:****FY 07-08 Accomplishments**

- See Internal Business Improvements.

**Support to County Departments**

**FY 08-09 Objectives**

- Continue to streamline the recruitment and testing process while providing more support to departments throughout this process.
- Continue to improve HR's internet and intranet site so our customers have access to our services on a 24/7 basis.

**Learning and Growth:****FY 07-08 Accomplishments**

- A wellness pilot program will be rolled out by spring of 2008 that offers a variety of services to employees to help maintain and improve their health.

**FY 08-09 Objectives**

- Rolling out a mandatory "nuts and bolts" supervisory training program that will be followed with more focused training topics related to strengthening supervision and leadership skills in the organization.
- Developing a 5 year plan for the Employee University that will guide our efforts for strengthening our employee training programs in the most cost effective manner available.

**COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS**

The FY 2008-09 Status Quo budget submitted by Human Resources was 6% or \$163,601 under General Fund support adopted for FY 2007-08. The submitted Status Quo budget did not include funding for one-time expenses for a copier (\$6,000) purchased in FY 2007-08 and outside legal counsel for the Civil Service Commission (\$63,600). One-time expenses are typically adjusted for when calculating percentage of General Fund support and such an action would bring the FY 2008-09 Status Quo budget for Human Resources under FY 2007-08 General Fund support levels by 4% or \$94,001. Additionally, in FY 2007-08, the management of the County's Employee University was transferred from Fund Center 275 – Organization Development to Human Resources. As a consequence of this transfer, a Human Resources Analyst Aide position was also moved from Fund Center 275 to Human Resources to provide support for the Employee University. The submitted budget included the transfer of funding from Fund Center 275 for not only the position but countywide training expenses. Countywide training is not included in this Fund Center. Instead, Fund Center 275 will be billed directly for those expenses.

The FY 2008-09 recommended budget for Human Resources is 11%, or \$228,981, under FY 2007-08 General Fund levels (less one-time expenses). Budgeted revenue for FY 2008-09 is increasing by \$84,506 over FY 2007-08 amounts primarily due to the reimbursement from Fund Center 275 for the Human Resources Analyst Aide position referred to above. Despite the addition of one Human Resources Analyst Aide position, salary and benefit accounts are decreasing by 6% or \$123,652. This reduction is driven, in part, by a significant turnover in staff that resulted in new staff being hired at lower salary levels. The recommended budget also includes the elimination of 1 FTE Principal Human Resources Analyst that will be vacated in July and the reduction of a .75 FTE Administrative Assistant position to .50 FTE. The latter change is in response to an employee's request for a reduction in work hours. The Principal Human Resources Analyst's job duties will be reassigned among the remaining HR Analysts. Additionally, there may be delays in responding to County departments on issues relating to discipline, grievances, appeals and other such investigations.

Service and supply accounts are decreasing by 22% (\$84,423) due, in part, to a reduction in insurance charges. Additionally, the department anticipates reduced costs for outside legal representation due to the fact that County Counsel is providing more of these services. This Fund Center's budget also pays Fund Center 105 – Risk Management for 30% of a Risk Management Analyst's time to perform recruitment and testing job duties.

In October 2007, the HR Director requested that the Board approve the redirection of savings in the HR budget to pay for an outside negotiator to assist with an update of civil service rules. Human Resources identified \$50,000 of savings in the FY 2007-08 budget to pay for these expenses. The rule update process has been delayed and is not scheduled to begin until well into the fourth quarter of FY 2007-08. The HR Department can encumber funds from the FY 2007-08 budget to pay for the negotiator's expenses in FY 2008-09. HR submitted a budget

augmentation request (BAR) for additional funding for negotiator services in FY 2008-09. This augmentation is not recommended at this time. The Administrative Office recommends that the HR Director return to the Board during the year with an update on the process and an estimate of additional funds that would be needed to complete the update process using outside consultants.

**BUDGET AUGMENTATION REQUESTS NOT RECOMMENDED**

| <b>Unit Amount</b>                                | <b>Description</b>  | <b>Results</b>  |
|---|---|---|
| Gross: \$25,000<br>General Fund Support: \$25,000 | Continued funding for a professional negotiator to support the Civil Service Commission during the comprehensive update of Civil Service rules. | 1. Clear, succinct and comprehensive Civil Service Rules/Ordinances that are consistent with the Civil Service Ordinance adopted by the voters;<br>2. 95% of County departments that rate Human Resources' service as satisfactory or better relative to each category: timeliness, accuracy, and quality of service (performance measure #5);<br>3. Target of annual grievances/appeals per 1,000 employees is 8 (performance measure #7). |

**BOARD ADOPTED CHANGES**

None.

**GOALS/PERFORMANCE MEASURES**

|  |                            |                            |                            |                  |                            |                 |  |
|--|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|--|
| <b>Department Goal:</b> Conduct, monitor, and evaluate recruitment and testing in a timely manner in order to provide County departments with qualified candidates while ensuring compliance with regulations and merit principles.  |                            |                            |                            |                  |                            |                 |  |
| <b>Communitywide Result Link:</b> A well-governed community.   |                            |                            |                            |                  |                            |                 |  |
| <b>1. Performance Measure: Percent of recruitment plans/agreements with County departments that met or exceeded established timelines.</b>   |                            |                            |                            |                  |                            |                 |  |
| 03-04<br>Actual<br>Results   | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |  |
| N/A  | N/A                        | N/A                        | 84.2%                      | 95%              | 85.4%                      | Delete          |  |
| <b>What:</b> Partnering with County departments to establish and meet recruitment plans/agreements.  |                            |                            |                            |                  |                            |                 |  |
| <b>Why:</b> To establish clear service level expectations, roles, and responsibilities between County departments and Human Resources' staff.  |                            |                            |                            |                  |                            |                 |  |
| <b>How are we doing?</b> In 2007/08, HR completed 151 recruitments. HR is meeting or exceeding the agreed upon timelines more than 85% of the time. These results reflect continued progress in meeting recruitment timelines, despite significant turnover in Personnel Analyst staff during the year. This performance measure will be discontinued after 2007-08. Rather, we will track recruitments by length and type (i.e. open, countywide promotional and departmental promotional – see performance measure # 2). This will produce more accurate and meaningful recruitment timeliness performance data. |                            |                            |                            |                  |                            |                 |  |
| <b>Department Goal:</b> Conduct, monitor, and evaluate recruitment and testing in a timely manner in order to provide County departments with qualified candidates while ensuring compliance with regulations and merit principles.  |                            |                            |                            |                  |                            |                 |  |
| <b>Communitywide Result Link:</b> A well-governed community.   |                            |                            |                            |                  |                            |                 |  |

**2. Performance Measure: Average number of days to produce eligible lists for departments by recruitment type: countywide promotional, departmental promotional and open recruitments.**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results   | 08-09<br>Target  |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|--|--|
| N/A                        | N/A                        | N/A                        | N/A                        | N/A              | Countywide Promotional: 27 days<br>Departmental Promotional: 14 days<br>Open Recruitments: 38 days | Countywide Promotional: 25 days<br>Departmental Promotional: 10 days<br>Open Recruitments: 34 days |

**What:** This measures the timeframe (by recruitment type) it takes HR to provide departments with a list of qualified candidates to fill a vacant position after the recruitment closes.

**Why:** This data will be used to gauge our performance internally (i.e., are we getting better) and externally (i.e., how do we compare to similar government agencies).

**How are we doing?** In 2007/08, the average countywide promotional recruitment took 27 days, departmental promotional recruitments took 14 days, and open recruitments took 38 days. Efforts are underway to reduce recruitment timeframes to meet the targets established for 2008/09. Data is collected utilizing our automated recruitment tracking system. It is our intention to survey comparison counties and other government agencies in future years so we can determine how our recruitment timeframes compare to like agencies.

**3. Performance Measure: Percentage of County departments rating their level of overall satisfaction with the candidates on certification lists at satisfactory or better based on surveys conducted upon completion of open recruitments and clerical & support certification lists.**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| N/A                        | N/A                        | N/A                        | 79%                        | 90%              | 92%                        | 95%             |

**What:** Survey departments at the close of recruitments as to the level of satisfaction with the quality of candidates.

**Why:** To demonstrate that recruiting techniques are effective in attracting quality candidates that meet departments' staffing needs.

**How are we doing?** Due to an internal miscommunication, the candidate quality survey was discontinued in early December 2007. Therefore, the figure in the "actual results" column only reflects 5 months worth of data. For this period, 92% of survey respondents indicated that they were satisfied with the quality of candidates certified to the department for hiring. For 2008/09, the questions from this survey will be incorporated into HR's ACT survey (see performance measure # 5), but reported separately in this measure. In 2008/09, HR will strive to reach a 95% satisfaction level through continued efforts to produce the best candidate pool possible for our customers.

**4. Performance Measure: Percentage of County departments rating their satisfaction with the overall quality of customer service provided by the Human Resources Department at the level of satisfactory or better on returned surveys conducted upon completion of recruitments.**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| N/A                        | N/A                        | N/A                        | 90%                        | 95%              | 100%                       | Delete          |

**What:** To provide departments with excellent customer service.

**Why:** To strive for providing value added customer service to supporting departments' in meeting their staffing needs.

**How are we doing?** As with the prior measure, this survey was inadvertently discontinued in early December 2007. Therefore, the figure in the "actual results" column only reflects 5 months worth of data. For this period, 100% of survey respondents indicated that they were "satisfied or better" with the quality of service provided by HR. Please note this performance measure will be discontinued after 2007/08. Rather, we'll track customer satisfaction via accuracy, timeliness, and competence (ACT survey – see performance measure #5). We believe these measures will provide HR with more focused customer service data that can more easily be translated into plans for continuous improvement.

**5. Performance Measure: Percentage of County departments that rate Human Resources' service as satisfactory or better relative to timeliness, accuracy, and quality of service.**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target  |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|--|
| N/A                        | N/A                        | N/A                        | N/A                        | N/A              | NEW                        | Accuracy: 95%<br>Timeliness: 95%<br>Competency:<br>95% |

**What:** The Human Resources Department surveys departments annually to determine their level of satisfaction with our staff support relative to accuracy, timeliness and competency (ACT).

**Why:** The information gained from this survey allows us to continuously improve our service to departments.

**How are we doing?** This is a revised measure aimed at targeting key components of customer service. The first customer service satisfaction survey will be sent to county departments in the fall of 2008.

**Communitywide Result Link:** A well-governed community.

**6. Performance Measure: Percentage of grievances or appeals resolved by the Human Resources Department staff prior to a formal hearing before the Civil Service Commission or Board of Supervisors.**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| 44%                        | 70%                        | 53%                        | 57%                        | 90%              | 86.6%                      | Delete          |

**What:** Employees who believe their concerns/issues have not been properly addressed by using established internal processes have the ability to present their petition to the Civil Service Commission or the Board of Supervisors. Employees or candidates that want to appeal a classification action, ruling or decision made by the Human Resources Department Director or appeal the written order of an appointing authority or grieve working conditions have the ability to appeal/grieve such action, ruling, decision or order to the Civil Service Commission. All reasonable attempts will have been made to resolve the issue before reaching the hearing level.

**Why:** Resolve conflicts at the least formal level to minimize time, impact on morale, expense and the possibility of litigation. Every serious grievance that is avoided or resolved before it goes to the Civil Service Commission can easily save the County well over \$100,000 in lost staff time, lost employee productivity, and litigation expenses.

**How are we doing?** Staff creates the forum, with the appellant or grievant and appointing authority, to generate a mutually agreeable resolution. Through consultation and negotiation, the Human Resources Department staff remains focused on all reasonable attempts to resolve grievances and appeals to avoid a formal hearing and possible litigation. In 2007/08, 15 grievance/appeals were filed with HR and 13, or 86.6% were resolved prior to a formal hearing before the Civil Service Commission or Board of Supervisors.

We will be deleting this measure and replacing it with a Measure 7 that tracks grievances and appeals per 1,000 employees. This will provide more meaningful information that can potentially be tracked against other local government agencies.

**Department Goal:** Provide a positive and safe environment where department managers and employees can meet to discuss and attempt to mutually resolve grievances and appeals at the least formal level.

**Communitywide Result Link:** A well-governed community.

**7. Performance Measure: Annual grievances/appeals per 1,000 employees**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| N/A                        | N/A                        | N/A                        | N/A                        | N/A              | 5.77                       | 8               |

**What:** This tracks the annual rate of grievances/ appeals filed by employees who allege improper personnel practices by the County.

**Why:** The grievance/appeal rate is often a reflection of the quality of HR services provided to the organization. Ideally, sound HR practices help to keep, over time, the number of grievance/appeals in check.

**How are we doing?** Through year end, 11 appeals and 4 grievances were filed with HR which equates to 5.77 grievance/appeals per 1,000 employees. At mid year 2007/08, HR projected a grievance/appeal rate of 10 grievance/appeals per 1,000. Therefore, our actual results were far better than expected. In fiscal year 2006/07, 23 grievance/appeals were filed. This equates to 9 grievance/appeals per 1,000 employees.

**Department Goal:** Provide cost-effective personnel services.

**Communitywide Result Link:** A well-governed community.

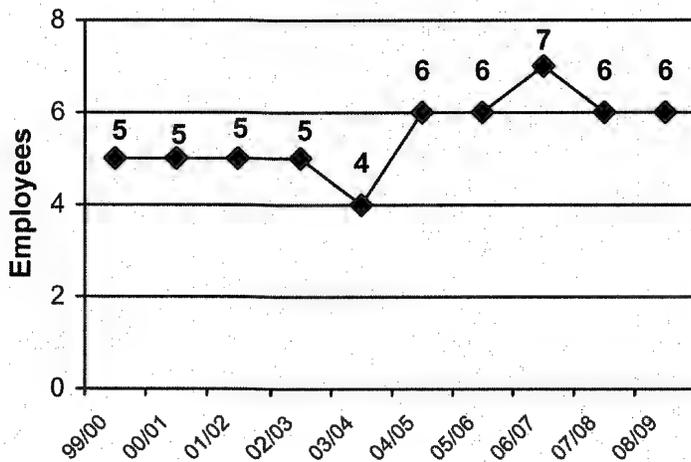
| <b>8. Performance Measure: Full-time equivalent Human Resources Department staff per 1,000 County employees.</b>  |                            |                            |                            |                  |                            |                 |
|---|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| 03-04<br>Actual<br>Results  | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
| N/A   | N/A                        | N/A                        | 6.6                        | 6.6              | 7.2                        | 7               |
| <p><b>What:</b> Human Resources Department full time equivalent (FTE) staffing per 1,000 County employees.</p> <p><b>Why:</b> This data can be compared with other Human Resources Departments with similar characteristics to provide one measure of whether we are appropriately staffed for providing human resource services.</p> <p><b>How are we doing:</b> By year end of 2007/08, HR had 7.2 FTE per 1,000 employees; up from the adopted 2007/08 figure of 6.6 due to the mid-year transfer of the Employee University coordinator from the CAO to HR. HR department staffing levels in five of our comparable counties (Placer, Marin, Napa, Santa Barbara and Santa Cruz counties; Monterey County was not used since their human resource services are decentralized) range from a high of 13.5 FTE per 1,000 employees to a low of 7 FTE per 1,000 employees; with an average of 10 FTE. Please note that HR's 2008/09 target is based upon 15.5 FTE. HR's position allocation list reflects 17.5 FTE, however, 2 allocated positions will remain unfilled during 2008/09 due to budget constraints.</p> |                            |                            |                            |                  |                            |                 |

**MISSION STATEMENT**

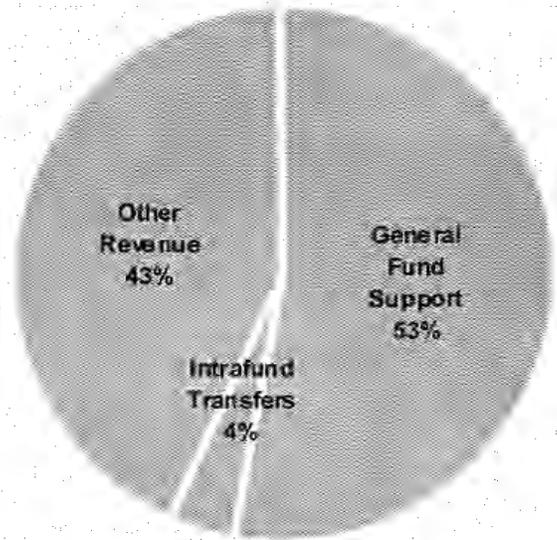
To provide high quality insurance, safety and employee benefit services at the lowest possible cost to the taxpayer.

|                               | 2006-07<br><u>Actual</u> | 2007-08<br><u>Actual</u> | 2008-09<br><u>Requested</u> | 2008-09<br><u>Recommended</u> | 2008-09<br><u>Adopted</u> |
|-------------------------------|--------------------------|--------------------------|-----------------------------|-------------------------------|---------------------------|
| <b>Financial Summary</b>      |                          |                          |                             |                               |                           |
| Revenues                      | \$ 765,839               | \$ 761,998               | \$ 814,968                  | \$ 814,968                    | \$ 814,968                |
| Salary and Benefits           | 624,151                  | 562,928                  | 613,452                     | 613,452                       | 613,452                   |
| Services and Supplies         | 1,515,649                | 959,688                  | 1,069,413                   | 1,069,413                     | 1,069,413                 |
| Fixed Assets                  | 50,737                   | 0                        | 0                           | 0                             | 0                         |
| **Gross Expenditures          | \$ 2,190,537             | \$ 1,522,616             | \$ 1,682,865                | \$ 1,682,865                  | \$ 1,682,865              |
| Less Intrafund Transfers      | 49,920                   | 72,343                   | 104,785                     | 104,785                       | 104,785                   |
| **Net Expenditures            | \$ 2,140,617             | \$ 1,450,273             | \$ 1,578,080                | \$ 1,578,080                  | \$ 1,578,080              |
| <br>                          |                          |                          |                             |                               |                           |
| General Fund Support (G.F.S.) | \$ 1,374,778             | \$ 688,275               | \$ 763,112                  | \$ 763,112                    | \$ 763,112                |

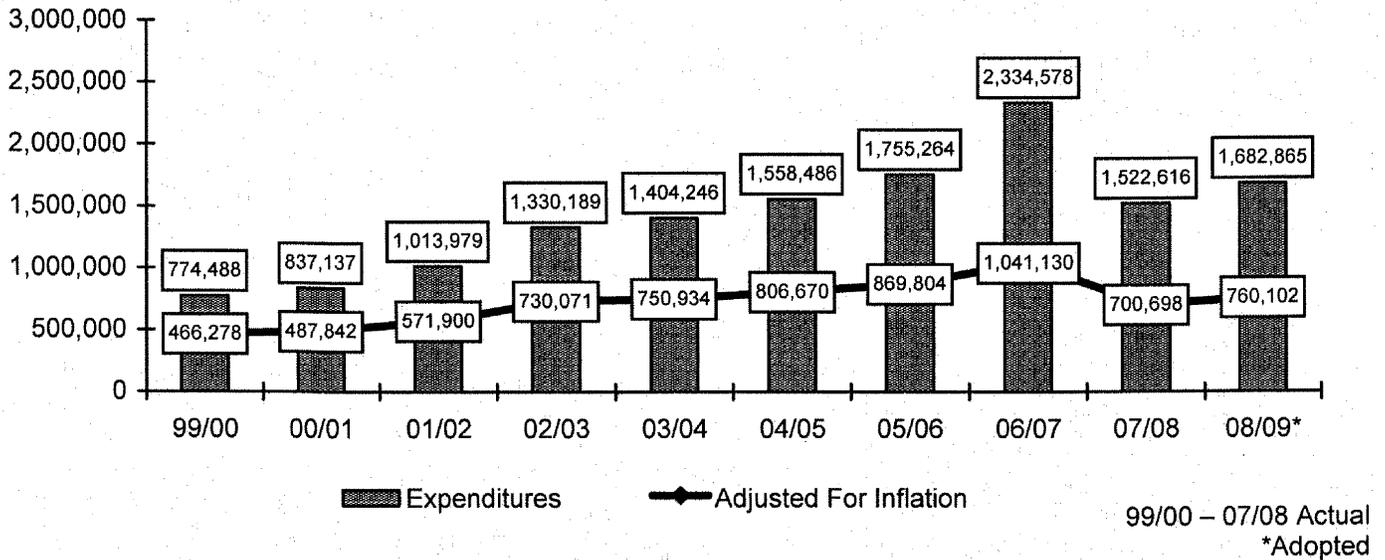
**Number of Employees**  
(Full Time Equivalent)



**Source of Funds**



10 Year Expenditures Adjusted For Inflation



**SERVICE PROGRAMS**

**Employee Benefits**

Provide high quality employee benefit administration services (e.g., health, life, ITS, etc.) to active employees and retirees.

Total Expenditures: \$55,941 Total Staffing (FTE): 1.20

**Risk Management**

Secure cost effective insurance coverage levels for the County, implement industry standard transfer of risk strategies to protect the County from unnecessary risk, provide advice to departments on insurance matters, issue insurance certificates, process all County-initiated insurance claims, and perform risk analyses.

Total Expenditures: \$1,100,000 Total Staffing (FTE): 0.40

**Safety**

Implement cost-effective safety programs that ensure a safe work environment, reduce work-related employee injuries, and minimize the costs associated with Workers' Compensation.

Total Expenditures: \$220,545 Total Staffing (FTE): 1.25

**Liability**

Effectively manage the Liability Program by resolving all tort claims efficiently and fairly while minimizing costs to the taxpayer.

Total Expenditures: \$80,875 Total Staffing (FTE): 0.80

**Workers' Compensation**

Effectively manage the Workers' Compensation Program by processing all claims efficiently, fairly and in accordance with the law.

Total Expenditures: \$225,504 Total Staffing (FTE): 2.35

**DEPARTMENT COMMENTS**

Department Comments are located in Fund Center 112 – Human Resources.

**COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS**

The FY 2008-09 Status Quo budget submitted for Risk Management, a division of the Human Resources Department, was 20%, or \$193,489, under General Fund support adopted for FY 2007-08 not adjusting for the impact of one-time expenses. The submitted budget did not include funding for one-time expenses for the Wellness Pilot Program (\$150,000) and Retiree Health Benefit actuarial costs (\$17,000). When the one-time expenses for FY 2007-08 are taken into consideration, the recommended FY 2008-09 budget for Risk Management provides for a decrease in General Fund support of \$26,489, or 3.4%, below adopted FY 2007-08 General Fund support levels. The Wellness Pilot Program is not expected to begin until late in FY 2007-08. As stated in the FY 2007-08 Budget Augmentation Request (BAR) and narrative for Risk Management, if the program is successful, staff will return, after completion of the pilot program, with performance data for the Board of Supervisors' consideration of an on-going program and funding. The Retiree Health Benefit Actuarial study is done every two years.

Revenues for FY 2008-09 are projected to increase slightly, 3%, or \$30,747, over FY 2007-08 amounts. The Fund Center's revenue is derived from charges to departments and revenue for payroll from the Self-Insurance ISFs. Charges to departments are for non-Self-Insurance charges (charges for property, pollution liability, crime bond, airport and watercraft). Departments affected by this insurance are Reprographics, Fleet Services, Public Works, Airports, Library, Parks, Golf Courses, CMSP, Drinking Driver Program, Child Support Services, Public Health, Mental Health, Drug and Alcohol and Department of Social Services.

Salary and benefit accounts for FY 2008-09 are increasing by 5% (\$33,811) over FY 2007-08 levels. This is primarily attributed to prevailing wage increases. Approximately 80% of the Fund Center's salaries and benefits costs are offset by reimbursement from the Self-Insurance ISFs (Fund Centers 408-412). Expenditures for services and supplies are decreasing by 13% (\$164,111). Adjusting for one-time costs of \$167,000 (mentioned above) brings service and supply accounts for FY 2008-09 to essentially FY 2007-08 levels. Non-Self-Insurance insurance program costs are increasing by 1%, or \$11,133. Of the total cost (\$837,833) budgeted in FY 2008-09 for this insurance, \$413,916 (49%) is paid for by the General Fund. The remaining amount, \$413,917, is reimbursed through department charges.

**BOARD ADOPTED CHANGES**

None.

**GOALS AND PERFORMANCE MEASURES**

|   |                            |                            |                            |                  |                            |                 |
|---|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| <b>Department Goal:</b> To cost-effectively manage the employee benefit programs (health, life, tax savings, etc.) for County employees and retirees.   |                            |                            |                            |                  |                            |                 |
| <b>Communitywide Result Link:</b> A well-governed community.  |                            |                            |                            |                  |                            |                 |
| <b>1. Performance Measure:</b> Percentage of payroll coordinators that rate the services provided by the Benefits Coordinator as above satisfactory or better.  |                            |                            |                            |                  |                            |                 |
| 03-04<br>Actual<br>Results  | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
| 100%  | 95%                        | 100%                       | 100%                       | 100%             | 91%                        | 100%            |
| <b>What:</b> In the spring of each year, Risk Management conducts a survey of all payroll coordinators to determine their level of satisfaction with the quality of service provided by the Benefits Coordinator. The survey addresses the following critical service areas: timeliness, accuracy, responsiveness, and trustworthiness of information.  |                            |                            |                            |                  |                            |                 |
| <b>Why:</b> The Benefits Coordinator is responsible for educating County payroll coordinators on all aspects of employee benefits. The payroll coordinators, in turn, are responsible for disseminating this information to County employees so they can make informed benefit decisions. Regularly surveying our key customers allows us to gauge the quality of our services and make program improvements as needed. |                            |                            |                            |                  |                            |                 |
| <b>How are we doing?</b> We received 11 responses to the spring 2008 survey; 10 of the 11 respondents rated service as above average or better.   |                            |                            |                            |                  |                            |                 |

**Department Goal:** To promote a safe work environment for County employees.

**Communitywide Result Link:** A safe community and a well-governed community.

**2. Performance Measure: Rate of work-related illnesses/injuries per 100 employees as compared to other state and local government agencies in California.**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| 9.5                        | 7.1                        | 5.33                       | 4.65                       | 5.05             | 4.15                       | 4.4             |

**What:** This tracks the number of employee illnesses/injuries per 100 employees in comparison to other state and local government agencies in California. By collecting both injury and illness data, we can compare ourselves to statewide average data prepared by the Department of Industrial Relations (which also includes private sector information).

**Why:** This measure helps to track the effectiveness of our Safety Program.

**How are we doing?** The good news is the County's illness/injury rate is comparable to the private sector and well below the average for state and local government agencies (8.9 per 100 employees). Further, we ended the year with an illness/injury rate that was significantly lower than the adopted figure. The bad news, however, as noted in performance #4 that tracks lost days due to illnesses/injuries, is we are seeing a serious increase in the length of time employees are out due to illnesses/injuries. Safety and Workers' Compensation staff are monitoring this situation closely and will continue to develop and refine programs aimed at reducing employee illness/injuries. Please note mid-year 2007-08 projections suggested that our actual illness/illness rate would be closer to 4.4 – thus explaining our 2008-09 target.

**3. Performance Measure: Annual number of serious employee work-related injuries (i.e., death, loss of limb or consciousness, overnight hospitalization, etc.) as defined by CAL/OSHA.**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| 1                          | 0                          | 0                          | 0                          | 0                | 0                          | 0               |

**What:** The number of employees who experience a serious work-related injury.

**Why:** The Federal and State Occupational Safety and Health Act (OSHA) requires reporting of all serious work-related injuries which it defines as death, loss of consciousness/limb, overnight hospitalization, etc. This measure helps track the effectiveness of our Safety Program.

**How are we doing?** Very well; the County has not had a serious work injury (as defined by OSHA) since 2003-04.

**4. Performance Measure: Number of "lost days" due to workplace injury.**

| 03-04<br>Actual<br>Results | 04-05<br>Actual<br>Results | 05-06<br>Actual<br>Results | 06-07<br>Actual<br>Results | 07-08<br>Adopted | 07-08<br>Actual<br>Results | 08-09<br>Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|----------------------------|-----------------|
| 2,777                      | 814                        | 1,110                      | 1,028                      | 632              | 795                        | 902             |

**What:** This represents the total number of days that employees are absent during the year due to work-related injuries.

**Why:** This measure helps to track the effectiveness of our Safety and Workers' Comp Programs.

**How are we doing?** When this measure is compared to the "illness/injury rate" measure, it tells us that while we continue to reduce the number of illnesses/injuries, employees are staying off work for longer periods to recuperate from them. Safety and Workers' Compensation staff are monitoring this situation closely and will continue to develop and refine programs aimed at reducing employee illness/injuries. Please note that mid year projections suggested that lost days would be closer to 960 for 2007-08 – thus explaining the 2008-09 target.

**Department Goal:** To effectively administer the County's Liability Insurance Program.

**Communitywide Result Link:** A well-governed community.

**5. Performance Measure: Number of liability claims filed, per \$1 million of payroll.**

| 03-04<br>Actual<br>Results  | 04-05<br>Actual<br>Results  | 05-06<br>Actual<br>Results  | 06-07<br>Actual<br>Results  | 07-08<br>Adopted   | 07-08<br>Actual<br>Results  | 08-09<br>Target  |
|---|---|---|---|--|---|--|
| .88/CSAC Excess Insurance Authority member counties' average was 1.18 | .75/CSAC Excess Insurance Authority member counties' average was 1.04 | .83 / CSAC Excess Insurance Authority member counties' average was 1.18 | .79 / CSAC Excess Insurance Authority member counties' average is .96 | Better than the CSAC Excess Insurance Authority member counties' average | .95/CSAC Excess Insurance Authority member counties' average was 1.03 | Better than the CSAC Excess Insurance Authority member counties' average |

**What:** This represents an "apples to apples" way of comparing the number of liability claims filed against local California governments.

**Why:** Indicates how San Luis Obispo County compares to other counties as determined by the County's actuary conducted by Bickmore

Associates. The actuarial is conducted annually.

**How are we doing?** Based on our November 2007 actuarial, claim frequency increased over 2006-07 levels. When this measure is considered in the context of the next two measures (i.e., average loss per claim and average loss per \$100 of payroll), the data suggests that while frequency may be increasing, severity is declining.

**6. Performance Measure: Average dollar loss/liability claim.**

| 03-04<br>Actual<br>Results  | 04-05<br>Actual<br>Results  | 05-06<br>Actual<br>Results  | 06-07<br>Actual<br>Results   | 07-08<br>Adopted   | 07-08<br>Actual<br>Results  | 08-09<br>Target  |
|---|---|---|--|--|---|--|
| \$9,100/CSAC<br>Excess<br>Insurance<br>Authority<br>member<br>counties'<br>average was<br>\$6,710 | \$9,352/CSAC<br>Excess<br>Insurance<br>Authority<br>member<br>counties'<br>average was<br>\$5,900 | \$8,740/CSAC<br>Excess<br>Insurance<br>Authority<br>member<br>counties'<br>average was<br>\$6,710 | \$8,700/CSAC<br>Excess<br>Insurance<br>Authority<br>member<br>counties'<br>average is<br>\$6,583 | Better than the<br>CSAC Excess<br>Insurance<br>Authority<br>member<br>counties'<br>average | \$7,370/CSAC<br>excess<br>Insurance<br>Authority<br>member<br>counties'<br>average was<br>\$6,520 | Better than the<br>CSAC Excess<br>Insurance<br>Authority<br>member<br>counties'<br>average |

**What:** This provides an indication of how much money is being spent on average for liability claims.

**Why:** Indicates how San Luis Obispo County compares to other counties as determined by the County's actuary conducted by Bickmore Associates. The actuarial is conducted annually.

**How are we doing?** Based on the November 2007 actuarial, average loss per claim fell by more than \$1,300 from 2006-07 levels. While we continue to exceed the CSAC-EIA member counties' average, the gap has narrowed considerably in the past several years.

**7. Performance Measure: Dollars of loss per \$100 of payroll for liability claims.**

| 03-04<br>Actual<br>Results   | 04-05<br>Actual<br>Results   | 05-06<br>Actual<br>Results   | 06-07<br>Actual<br>Results   | 07-08<br>Adopted   | 07-08<br>Actual<br>Results   | 08-09<br>Target  |
|--|--|--|--|--|--|--|
| .78/CSAC<br>Excess Insurance<br>Authority member<br>counties' average<br>was .76 | .70/CSAC<br>Excess<br>Insurance<br>Authority<br>member<br>counties'<br>average was .65 | .72/CSAC<br>Excess<br>Insurance<br>Authority<br>member<br>counties'<br>average was .76 | .69/CSAC<br>Excess<br>Insurance<br>Authority member<br>counties' average<br>is .60 | Better than the<br>CSAC Excess<br>Insurance<br>Authority<br>member<br>counties'<br>average | .70/CSAC<br>Excess<br>Insurance<br>Authority<br>member<br>counties'<br>average was .68 | Better than the<br>CSAC Excess<br>Insurance<br>Authority<br>member<br>counties'<br>average |

**What:** Provides an indication of the total liability dollars spent as a percentage of the County's payroll.

**Why:** Indicates how San Luis Obispo County compares to other counties as determined by the County's actuary conducted by Bickmore Associates. The actuarial is conducted annually.

**How are we doing?** Based on the November 2007 actuarial, the County's loss rate per \$100 payroll remained stable and in line with the CSAC member counties' average.

**Department Goal:** Provide Workers' Compensation benefits to County employees and administer the program to comply with mandated state regulations.

**Communitywide Result Link:** A well-governed community.

**8. Performance Measure: Dollars of loss per \$100 of payroll for Workers' Compensation claims.**

| 03-04<br>Actual<br>Results   | 04-05<br>Actual<br>Results   | 05-06<br>Actual<br>Results   | 06-07<br>Actual<br>Results  | 07-08<br>Adopted   | 07-08<br>Actual<br>Results  | 08-09<br>Target  |
|--|--|--|---|--|---|--|
| \$3.40/CSAC<br>Excess Insurance<br>Authority member<br>counties' average<br>was \$3.80 | \$3.75/CSAC<br>Excess Insurance<br>Authority member<br>counties' average<br>was \$4.20 | \$2.65/CSAC<br>Excess Insurance<br>Authority member<br>counties' average<br>was \$3.09 | \$2.00/CSAC<br>Excess Insurance<br>Authority member<br>counties' average is<br>\$2.72 | Better than the<br>CSAC Excess<br>Insurance Authority<br>member counties'<br>average | \$1.55/CSAC<br>Excess Insurance<br>Authority member<br>counties' average<br>is \$2.52 | Better than the<br>CSAC Excess<br>Insurance Authority<br>member counties'<br>average |

**What:** Provides an "apples to apples" comparison of Workers' Compensation claims volume to other counties statewide.

**Why:** Indicates how San Luis Obispo County compares to other counties as determined by the County's actuary conducted by Bickmore Associates. The actuarial is conducted annually.

**How are we doing?** State reforms to Workers' Compensation, coupled with local efforts to aggressively manage our program, continue to pay off. Based on our November 2007 actuarial, the County's loss rate per \$100 of payroll declined significantly from 2006-07 levels and remains well below the CSAC-EIA member counties' average.

**9. Performance Measure: Number of Workers' Compensation claims per \$1 million of payroll.**

| 03-04<br>Actual<br>Results   | 04-05<br>Actual<br>Results  | 05-06<br>Actual<br>Results  | 06-07<br>Actual<br>Results   | 07-08<br>Adopted   | 07-08<br>Actual<br>Results   | 08-09<br>Target  |
|--|---|---|--|--|--|--|
| 2.30/CSAC<br>Excess Insurance<br>Authority member<br>counties' average<br>was 3.47 | 2.10/CSAC Excess<br>Insurance Authority<br>member counties'<br>average was 3.20 | 1.90/CSAC Excess<br>Insurance Authority<br>member counties'<br>average was 2.89 | 2.00/CSAC Excess<br>Insurance Authority<br>member counties'<br>average is 2.71 | Better than the<br>CSAC Excess<br>Insurance Authority<br>member counties'<br>average | \$2.10 CSAC<br>Excess Insurance<br>Authority member<br>counties average is<br>\$2.24 | Better than the<br>CSAC Excess<br>Insurance Authority<br>member counties'<br>average |

**What:** An "apples to apples" comparison to other counties statewide of the number of Workers' Compensation claims filed.

**Why:** Indicates how San Luis Obispo County compares to other counties as determined by the County's actuary conducted by Bickmore Associates. The actuarial is conducted annually.

**How are we doing?** The County is projected to see a modest increase in claims per \$1 million in payroll. However, we remain well below the CSAC-EIA member counties' average.

**10. Performance Measure: Average dollars loss per Workers' Compensation claim.**

| 03-04<br>Actual<br>Results   | 04-05<br>Actual<br>Results  | 05-06<br>Actual<br>Results  | 06-07<br>Actual<br>Results   | 07-08<br>Adopted   | 07-08<br>Actual<br>Results  | 08-09<br>Target  |
|--|---|---|--|--|---|--|
| \$14,000/CSAC<br>Excess<br>Insurance<br>Authority<br>member<br>counties'<br>average was<br>\$9,985 | \$17,864/CSAC<br>Excess<br>Insurance<br>Authority<br>member<br>counties'<br>average was<br>\$12,850 | \$13,900/CSAC<br>Excess<br>Insurance<br>Authority<br>member<br>counties'<br>average was<br>\$10,107 | \$10,000/CSAC<br>Excess<br>Insurance<br>Authority<br>member<br>counties'<br>average is<br>\$10,216 | Better than the<br>CSAC Excess<br>Insurance<br>Authority<br>member<br>counties'<br>average | \$7,380 CSAC<br>Excess<br>Insurance<br>Authority<br>member<br>counties'<br>average is<br>\$11,540 | Better than the<br>CSAC Excess<br>Insurance<br>Authority<br>member<br>counties'<br>average |

**What:** Comparing the average actual dollar amount of claims.

**Why:** Indicates how San Luis Obispo County compares to other counties as determined by the County's actuary.

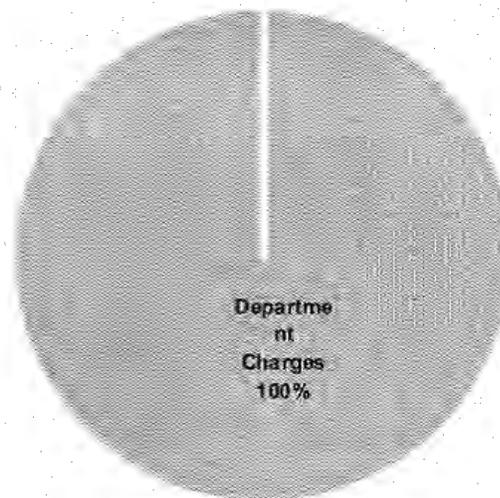
**How are we doing?** State reforms to Workers' Compensation, coupled with local efforts to aggressively manage our program, continue to pay off. Based on our November 2007 actuarial, the County has once again reduced its average loss per claim. Further, the County's loss per claim rate is projected to remain well below the CSAC-EIA member counties' average.

**MISSION STATEMENT**

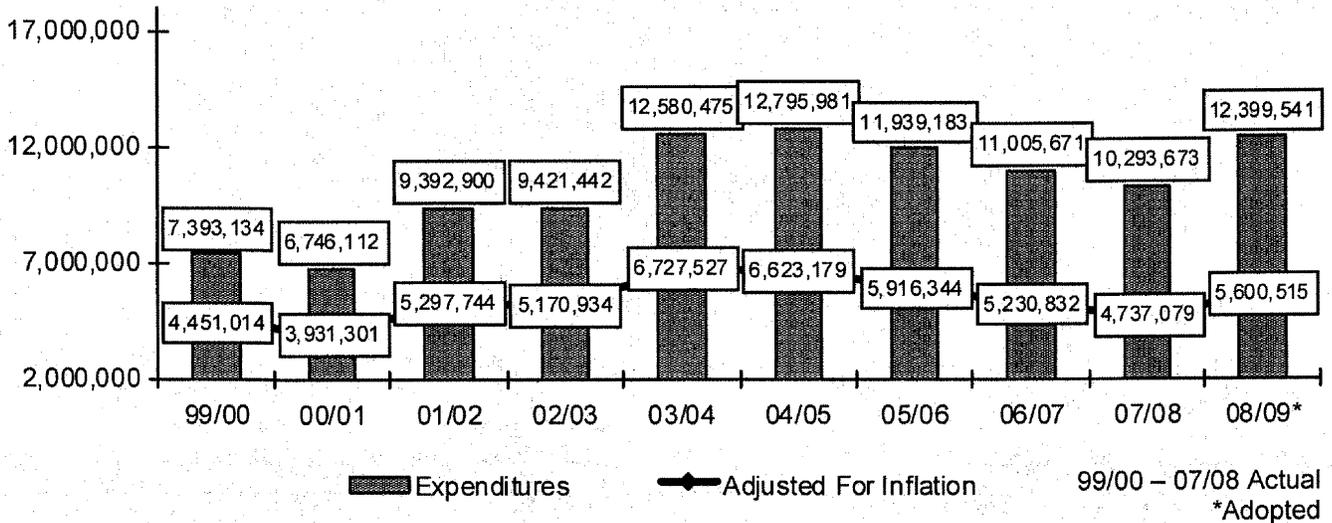
To provide high quality insurance, safety and employee benefit services at the lowest possible cost to the taxpayer.

| OPERATING DETAIL<br>(1)               | ACTUAL<br>2006-07<br>(2) | ACTUAL<br>2007-08<br>(3) | RECOMMENDED<br>ESTIMATES<br>2008-09<br>(4) | ADOPTED<br>ESTIMATES<br>2008-09<br>(5) |
|---------------------------------------|--------------------------|--------------------------|--|--|
| <b>REVENUES:</b>                      |                          |                          |  |  |
| <b>OPERATING REVENUES</b>             |                          |                          |  |  |
| Charges to Department                 | 15,816,009               | 10,749,090               | 9,494,056                                  | 9,494,056                              |
| <b>TOTAL OPERATING REVENUES</b>       | <b>15,816,009</b>        | <b>10,749,090</b>        | <b>9,494,056</b>                           | <b>9,494,056</b>                       |
| <b>NONOPERATING REVENUES</b>          |                          |                          |  |  |
| Interest                              | 1,125,880                | 1,215,949                | 1,188,750                                  | 1,188,750                              |
| Other Income                          | 2,188,485                | 767,904                  | 145,986                                    | 145,986                                |
| <b>TOTAL NONOPERATING REVENUES</b>    | <b>3,314,365</b>         | <b>1,983,853</b>         | <b>1,334,736</b>                           | <b>1,334,736</b>                       |
| <b>TOTAL REVENUES</b>                 | <b>19,130,374</b>        | <b>12,732,943</b>        | <b>10,828,792</b>                          | <b>10,828,792</b>                      |
| <b>EXPENSES:</b>                      |                          |                          |  |  |
| <b>OPERATING EXPENSES</b>             |                          |                          |  |  |
| Services and Supplies                 | 1,776,318                | 1,727,878                | 1,668,827                                  | 1,668,827                              |
| Overhead                              | 233,912                  | 164,571                  | 643,503                                    | 643,503                                |
| Insurance                             | 3,111,435                | 2,630,267                | 3,168,000                                  | 3,168,000                              |
| Claims                                | 5,005,294                | 4,301,393                | 6,059,211                                  | 6,059,211                              |
| Outside Legal                         | 878,712                  | 1,469,564                | 860,000                                    | 860,000                                |
| <b>TOTAL OPERATING EXPENSES</b>       | <b>11,005,671</b>        | <b>10,293,673</b>        | <b>12,399,541</b>                          | <b>12,399,541</b>                      |
| <b>TOTAL EXPENSES</b>                 | <b>11,005,671</b>        | <b>10,293,673</b>        | <b>12,399,541</b>                          | <b>12,399,541</b>                      |
| <b>NET INCOME (LOSS)</b>              | <b>8,124,703</b>         | <b>2,439,270</b>         | <b>(1,570,749)</b>                         | <b>(1,570,749)</b>                     |
| <b>FIXED ASSET EXPENDITURES</b>       |                          |                          |  |  |
| Equipment                             | 0                        | 0                        | 0  | 0                                      |
| <b>TOTAL FIXED ASSET EXPENDITURES</b> | <b>0</b>                 | <b>0</b>                 | <b>0</b>                                   | <b>0</b>                               |

**Source of Funds**



10 Year Expenditures Adjusted For Inflation



**SERVICE PROGRAMS**

**Workers' Compensation**

Provides funding for all costs associated with the County's self-insured Workers' Compensation Program, including benefit payments to eligible recipients and all administrative expenses.

Total Expenditures: \$6,059,867 Total Staffing (FTE): 0.0

**Liability Self-Insurance**

Provides funding for all costs associated with the County's self-insured Liability Program, including loss payments to resolve claims/litigation and all administrative expenses.

Total Expenditures: \$3,734,007 Total Staffing (FTE): 0.0

**Medical Malpractice**

Provides funding for all costs associated with the County's Medical Malpractice Program, including insurance premiums, deductibles, and administrative expenses.

Total Expenditures: \$396,131 Total Staffing (FTE): 0.0

**Unemployment Insurance**

Provides funding for all costs associated with the County's self-insured Unemployment Program, including benefit payments to eligible recipients and administrative expenses.

Total Expenditures: \$425,000 Total Staffing (FTE): 0.0

**Dental Plan**

Provides funding for all costs associated with the County's self insured dental plan, including benefit payments and administrative expenses.

Total Expenditures: \$1,784,536 Total Staffing (FTE): 0.0

**DEPARTMENT COMMENTS**

At the macro-level, the Self Insurance Program Fund is in sound financial shape. Each fund center within the fund has sufficient money to meet its obligations and maintain solid reserve levels. Overall expenses for FY 2008-09 are projected to increase by approximately \$534,000 or 4.4% when compared to FY 2007-08 adopted expenditures. This is due almost exclusively to higher countywide overhead costs. In contrast, revenue receipts will decline by \$867,000 in the coming year. This is good news and primarily due to our efforts to curb Workers' Compensation costs.

**Workers' Compensation**

The news on the Workers' Comp budget continues to be good. Total liabilities and the number of open claims continue to decline. Bottom line expenses for FY 2008-09 are essentially flat when compared to current year adopted figures. However, a closer look will show that the excess insurance premium is projected to decline 13% from current year actual levels. Outside legal counsel expenses are also expected to fall by 36% due to fewer litigated claims. Finally, Risk Management staffing costs will be lower for FY 2008-09 due to less costly new staff being assigned to manage the program. Unfortunately, these savings will be eaten up by higher countywide overhead rates. Revenue receipts will decline by \$650,000 from FY 2007-08 adopted levels due to lower WC charges to departments. Program performance has been such that department charges were reduced by more than \$1 million for FY 2008-09.

**Liability**

With the exception of one very costly investigation/lawsuit involving the Sheriff, the Liability Program is in stable condition. This investigation/lawsuit has caused program costs to spike in the current year (outside counsel costs in particular). This matter should be substantially resolved by year end, and as such, the majority of program expenses for FY 2008-09 are projected to come in at FY 2007-08 adopted levels. The only exception to this is countywide overhead; these costs have increased by \$175,000 over current year levels. Revenue for this budget will decline in the coming year due to lower liability charges to departments (\$600,000). This is good news and shows our efforts to stabilize the fund are paying off. If current trends continue, we should be able to maintain a 75% confidence level in the fund through FY 2008-09.

**Unemployment Insurance**

The Unemployment Insurance (UI) Program has been stable for several years now. However, expenses are projected to increase substantially in FY 2008-09 (i.e., from \$250,000 to \$412,000) due to anticipated layoffs in the coming year. In order to fund the additional expenses, the FY 2008-09 UI rate was raised from .0015 of payroll to .0020 (with the approval of the Administrative Office and Auditor-Controller's Office). This level of funding should be sufficient to meet our expense obligations and maintain an adequate reserve should UI expenses continue to climb in subsequent years.

**Medical Malpractice**

The Medical Malpractice Program suffered a financial setback in the current year. Department charges were based on a premium estimate of \$250,000 from the Excess Insurance Authority (EIA). The premium came in unexpectedly high at \$306,000 and resulted in an unanticipated draw down of the reserve. The EIA projects another significant rate hike for FY 2008-09 (to \$371,000). The rate increase, coupled with the need to rebuild the reserve, resulted in a substantial increase in department charges for FY 2008-09 (from \$300,000 to \$457,000). This level of funding should be sufficient to cover all FY 2008-09 expenses while maintaining a responsible reserve level of approximately \$150,000.

It's important to note that medical malpractice insurance is the most expensive insurance market. The rate hikes are due to the state of the insurance world (which is bad due to the economy); not because of claims. In fact, with the closure of the hospital and the transfer of the clinic operation to Community Health Clinics of the Central Coast (CHCCC), the County has substantially reduced its medical malpractice exposure. Interestingly, our malpractice premium is significantly higher now than when we had these operations.

**Dental Plan**

The Dental Plan has stabilized. In FY 2006-07, the Dental Plan experienced sustained unprecedented employee use and required the Auditor-Controller's Office to provide a short term loan of \$60,000 until a rate increase of 27% could be put in place effective January 1, 2007. This influx of cash, coupled with declining usage, has allowed the fund to stabilize in the current year. Further, the \$60,000 loan from the General Fund was at the end of 2007 and rates were not increased in January 2008.

**COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS**

Essentially, the FY 2008-09 Self-Insurance Internal Service Fund budgets are being recommended as they were submitted with minor changes to the allocation of funding for Risk Management staff within Fund Centers 409 (Liability) and 411 (Medical Malpractice).

Overall, the budget for Workers' Compensation (Fund Center 408) is at status quo. Revenues are decreasing by \$646,509 or 11% due to a 22% decrease (\$1,050,000) in payroll billings to departments and a 39% or \$96,509 decrease in residual worker compensation payments paid, through Fund Center 183 – Medical Assistance Program, for Medical Services (General Hospital). These decreases are offset slightly by interest income increasing by 100% (\$500,000 to \$1 million). The FY 2008-09 worker compensation payment for Medical Services will be the final payment as only five (5) years of residual payments were required. General Hospital closed in June 2003. The insurance cost associated with workers' compensation is projected to decrease by 13% or \$181,000 over FY 2007-08 budgeted levels. Countywide overhead is increasing by \$301,295 which is a 73% increase over budgeted FY 2007-08 levels. Additionally, the Workers' Compensation Fund Center pays for three (3) Risk Management positions and a portion of one (1) other (Fund Center 105): a Risk Management Analyst/Safety Officer, a Risk Management Analyst/Workers' Compensation Coordinator and a Human Resources Analyst Aide; and 60% of an Administrative Assistant.

Revenue for Liability Self-Insurance (Fund Center 409) in FY 2008-09 is decreasing by 16% or \$600,000 due to lower liability charges to departments. Budgeted expenditures in FY 2008-09 for liability insurance are increasing slightly (1% or \$23,000) over FY 2007-08 adopted levels. Countywide overhead is increasing by \$175,270 in FY 2008-09. This represents a 79% increase over FY 2007-08 amounts. Additionally, the Liability Self-Insurance fund center pays for a portion of two (2) positions located in Fund Center 105 – Risk Management: 70% of the Risk Management Analyst/Liability and 25% of an Administrative Assistant.

The FY 2008-09 payroll billings for Unemployment Insurance (Fund Center 410) is budgeted to increase by 73% (\$170,000) over FY 2007-08. As referred to in the Department Comments, the increase is due to anticipated layoffs. Corresponding to increase to departments is the projected increase in unemployment benefits paid out. A 64% increase over FY 2007-08 is being budgeted. This equates to an increase of \$162,111. A portion of expenditures for two (2) positions allocated to Risk Management – Fund Center 105 are paid by this fund center: 5% of the Risk Management Analyst/Benefits and 5% of an Administrative Assistant.

The FY 2008-09 rate increase referred to above for Medical Malpractice (Fund Center 411) is a \$157,000 or 34% increase to County departments over adopted FY 2007-08 levels. The cost for the insurance in FY 2008-09 is increasing 48% or \$121,000 from budgeted levels in FY 2007-08. Departments affected by this increase are Fund Center 160 – Public Health, Fund Center 161 – Behavioral Health, Fund Center 162 – Drug and Alcohol, Fund Center 163 - SART, and Fund Center 184 – Law Enforcement Medical Care (LEMC). Countywide overhead for FY 2008-09 is budgeted at \$5,131, a 36% (\$1,926) increase over FY 2007-08 levels.

The budgeted submitted for the Dental Plan (Fund Center 412) is essentially at status quo. Payroll billings to departments are increasing slightly, 2% or \$44,056, over FY 2007-08 levels. The cost for dental insurance for employees in FY 2008-09 is increasing by 2%, \$3,386 from the adopted levels of FY 2007-08. Additionally, the Dental Plan fund center pays for a portion (10%) of the Risk Management Analyst/Benefits.

**GOALS AND PERFORMANCE MEASURES**

Department Goals and Performances Measures are located in Fund Center 105 – Risk Management.

**BOARD ADOPTED CHANGES**

None.

## **Financing**

Countywide Automation Replacement

Debt Service

General Government Building Replacement

Non-Departmental – Other Financing Uses

Non-Departmental Revenues

Other Post Employment Benefits

Pension Obligation Bonds

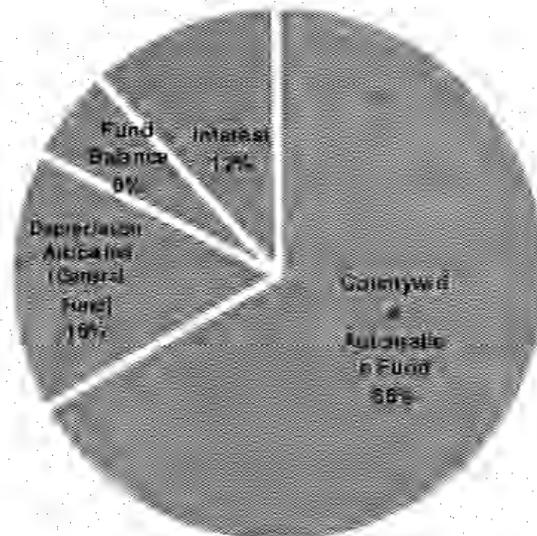
Public Facility Fees

**PURPOSE**

To provide funding for implementation of countywide automation systems and information needs to enhance the performance and productivity of public services.

|                                     | 2006-07<br>Actual   | 2007-08<br>Actual   | 2008-09<br>Requested | 2008-09<br>Recommended | 2008-09<br>Adopted  |
|-------------------------------------|---------------------|---------------------|----------------------|------------------------|---------------------|
| <b>Financial Summary</b>            |                     |                     |                      |                        |                     |
| Revenues                            | \$ 2,676,238        | \$ 2,752,106        | \$ 307,000           | \$ 307,000             | \$ 307,000          |
| Fund Balance Available              | \$ 813,196          | \$ 548,983          | \$ 0                 | \$ 0                   | \$ 74,036           |
| Cancelled Reserves                  | 2,757,770           | 37,060              | 1,614,462            | 1,614,462              | 1,614,462           |
| <b>Total Financing Sources</b>      | <b>\$ 6,247,204</b> | <b>\$ 3,338,149</b> | <b>\$ 1,921,462</b>  | <b>\$ 1,921,462</b>    | <b>\$ 1,995,498</b> |
| Salary and Benefits                 | \$ 0                | \$ 0                | \$ 0                 | \$ 0                   | \$ 0                |
| Services and Supplies               | 1,419,127           | 245,950             | 414,980              | 414,980                | 414,980             |
| Other Charges                       | 0                   | 0                   | 830,000              | 830,000                | 830,000             |
| Fixed Assets                        | 485,548             | 570,289             | 676,482              | 676,482                | 676,482             |
| <b>Gross Expenditures</b>           | <b>\$ 1,904,675</b> | <b>\$ 816,239</b>   | <b>\$ 1,921,462</b>  | <b>\$ 1,921,462</b>    | <b>\$ 1,921,462</b> |
| Contingencies                       | 0                   | 0                   | 0                    | 0                      | 0                   |
| New Reserves                        | 2,090,092           | 368,983             | 0                    | 0                      | 74,036              |
| <b>Total Financing Requirements</b> | <b>\$ 3,994,767</b> | <b>\$ 1,185,222</b> | <b>\$ 1,921,462</b>  | <b>\$ 1,921,462</b>    | <b>\$ 1,995,498</b> |

**Source of Funds**



SERVICE PROGRAMS

**Countywide Automation Replacement**

Provides for the implementation of new and replacement automation systems and equipment which allow for the continuation of essential County services as identified and approved by the Board of Supervisors.

Total Expenditures: \$1,921,462 Total FTE: 0.0

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

This fund center addresses the replacement and upgrade of large scale automation equipment and systems as identified by the Information Technology Division of the newly formed General Services Agency. Funds to support Countywide automation projects are normally derived from the General Fund through overhead charges identified in the County's Cost Plan. These charges are related to the depreciation of automation assets. The FY 2008-09 overhead schedule identifies that approximately \$614,000 of this funding could be applied to this budget. This is a reduction of \$1,812,226 as compared to FY 2007-08. The removal of a number of large assets from depreciation schedules because they were fully depreciated, contributed to the significant decline in the General Fund slated to be from overhead charges. As one of the cost saving strategies approved by the Board of Supervisors, only 50% of the \$614,000, or \$307,000 in General Fund from overhead charges, is being transferred into this fund center in the FY 2008-09 budget and the remainder is being applied to financing the overall County budget.

The recommended total expense in this budget is \$1,921,462 or \$1,253,269 (39%) less than the approved expenses in the adopted FY 2007-08 Budget. The reduction is primarily associated with fewer large automation projects being proposed in FY 2008-09. The projects recommended in this budget total \$1,921,462 and include the following:

**Information Technology Steering Committee Recommended Projects - \$1,333,736**

- SAP (Enterprise Financial System) Technical Upgrade – Fund Center 266 will transfer \$830,000 in Countywide Automation Replacement Reserves to the Auditor -Controller budget to fund this SAP Upgrade project. Please see the budget for Fund Center 107 more project information. \$830,000
- Lotus Notes Upgrade - this project will upgrade the Lotus Notes groupware and e-mail systems to avoid system obsolescence. The current versions are outdated and will no longer be supported by the vendor. \$503,736

**Replacement Equipment Projects - \$219,446**

- Server Replacement Program – servers are replaced every 5 years to ensure system stability and minimize system management costs. \$79,500
- LT03 Tape Drive Upgrade – this is the second of a two phased project to upgrade the County's data storage technology to be faster and more cost effective. \$25,500
- DSS6800 disk storage replacement – this project will replace the existing ESS-800 disk storage for the mainframe. It is expected that lower maintenance and operating costs will repay this investment in 3 years. \$114,446

**Projects to Improve Security and Business Continuity - \$368,280**

- Network Switches and Firewalls – the County is developing redundancy in data systems at a location in northern part of San Luis Obispo County. This is part of the ongoing effort to provide business continuity in the event of a major natural or technological disasters. \$136,000
- Additional Blades for the Second Blade Center – this is part of the ongoing effort to move from stand alone servers to Blade Centers which provide greater reliability and reduced costs. \$73,981

**Financing**

## Countywide Automation Replacement

Fund Center 266

- Firewall replacement – replacement of the County's firewall technology to protect the County's data and computer systems from hackers and other intrusions. \$25,631
- DS4700 Expansion – a new storage system to support the Blade Center was purchased in FY 2007-08. This project expands the systems storage capacity to address the continuing growth in data storage needs countywide. \$33,668
- Public Safety Radio Communications Equipment \$99,000

The above projects are funded through a combination of \$307,000 in General Fund, discussed above, and the cancellation and use of \$1,614,462 in Countywide Automation Replacement Reserve funds. After deducting for the reserve funds applied to Fund Center 266, the Countywide Automation Replacement Reserve will have a balance of \$4,940,233.

### BUDGET AUGMENTATION REQUESTS RECOMMENDED

| Unit Amount               | Description  | Results   |
|---------------------------|--|---|
| Gross Expense: \$503,736  | A project to upgrade Lotus Notes groupware and e-mail application software. This project is necessary to maintain functionality of e-mail and other groupware applications that are currently used by County Employees. The project is funded with Automation Reserve funds. | <ul style="list-style-type: none"> <li>• Eliminate reliance on outdated software that will no longer be supported by the vendor. Replacement of this system will avoid system obsolescence and assures continued vendor support for the County's e-mail and calendaring systems.</li> <li>• This is a necessary upgrade to maintain system reliability and ensure that the County will have reliable e-mail and calendaring systems for use in the conduct of County business.</li> </ul> |
| General Fund Support: \$0 |  |   |

### BOARD ADOPTED CHANGES

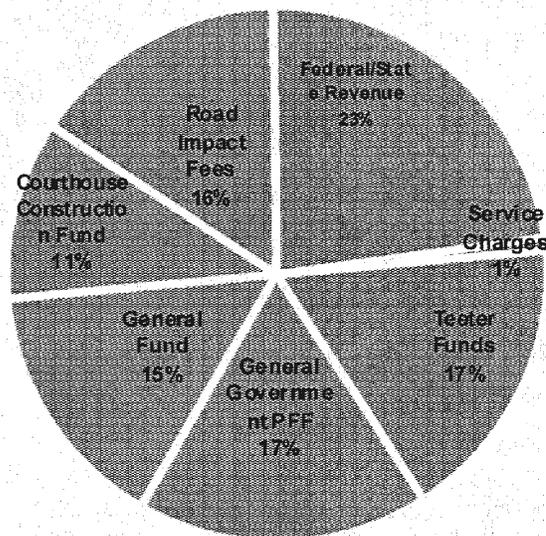
On 8/26/08, the Board adopted the actual fund balances available (FBA) and approved moving \$74,036 of unbudgeted FBA to the designation for this fund center for future use.

**PURPOSE**

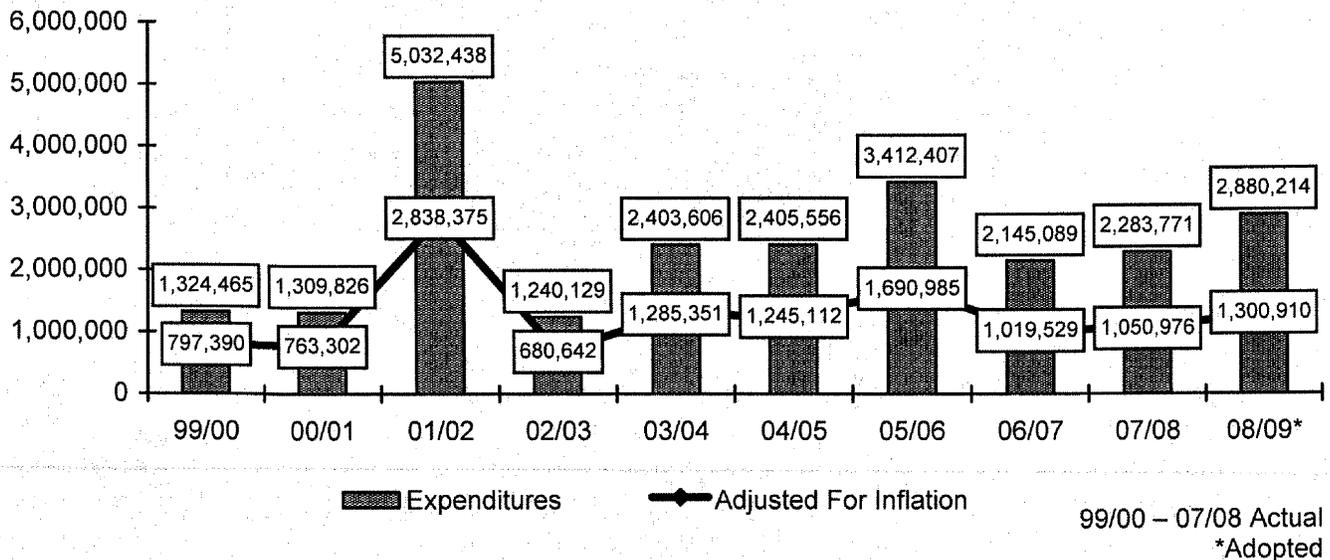
To provide for the payment of interest and principal associated with the County's long term debt based upon the Board of Supervisors budget policies. Recommendations for debt financing of major projects will include a cost benefit analysis of available options and funding alternatives. Every attempt will be made to provide for debt service through dedicated revenues that can be maintained over the life of any debt, before the General Fund is accessed for such a purpose.

| <u>Financial Summary</u>            | 2006-07<br><u>Actual</u> | 2007-08<br><u>Actual</u> | 2008-09<br><u>Requested</u> | 2008-09<br><u>Recommended</u> | 2008-09<br><u>Adopted</u> |
|-------------------------------------|--------------------------|--------------------------|-----------------------------|-------------------------------|---------------------------|
| Revenues                            | \$ 2,425,144             | \$ 2,193,771             | \$ 2,880,214                | \$ 2,880,214                  | \$ 2,880,214              |
| Fund Balance Available              | \$ 0                     | \$ 90,000                | \$ 0                        | \$ 0                          | \$ 0                      |
| Cancelled Reserves                  | 0                        | 0                        | 0                           | 0                             | 0                         |
| <b>Total Financing Sources</b>      | <b>\$ 2,425,144</b>      | <b>\$ 2,283,771</b>      | <b>\$ 2,880,214</b>         | <b>\$ 2,880,214</b>           | <b>\$ 2,880,214</b>       |
| Salary and Benefits                 | \$ 0                     | \$ 0                     | \$ 0                        | \$ 0                          | \$ 0                      |
| Services and Supplies               | 0                        | 0                        | 0                           | 0                             | 0                         |
| Other Charges                       | 2,145,089                | 2,283,771                | 2,880,214                   | 2,880,214                     | 2,880,214                 |
| Fixed Assets                        | 0                        | 0                        | 0                           | 0                             | 0                         |
| <b>Gross Expenditures</b>           | <b>\$ 2,145,089</b>      | <b>\$ 2,283,771</b>      | <b>\$ 2,880,214</b>         | <b>\$ 2,880,214</b>           | <b>\$ 2,880,214</b>       |
| Contingencies                       | 0                        | 0                        | 0                           | 0                             | 0                         |
| New Reserves                        | 0                        | 0                        | 0                           | 0                             | 0                         |
| <b>Total Financing Requirements</b> | <b>\$ 2,145,089</b>      | <b>\$ 2,283,771</b>      | <b>\$ 2,880,214</b>         | <b>\$ 2,880,214</b>           | <b>\$ 2,880,214</b>       |

**Source of Funds**



10 Year Expenditures Adjusted For Inflation



**COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS**

Debt financing for capital improvement projects is recommended based upon adherence to Board budget policies and review by the County's Debt Advisory Committee, which was established by the Board in FY 1991-92.

The debt payments contained in this fund center are as follows:

- \$654,874 for the 1994 Certificate of Participation (COP) for the Department of Social Services building on lower Higuera Street in the City of San Luis Obispo. This debt is paid with state and federal funding received by the Department of Social Services.
- \$17,131 for the 1994 COP for improvements at the Morro Bay Golf Course. This debt is paid with golf course revenues.
- \$1,441,170 for the 2002 COP for the New County Government Center located in the City of San Luis Obispo. This debt is paid with a combination of Teeter Funds (\$500,000), General Government Public Facility Fees (\$500,000), and \$441,170 from the General Fund.
- \$309,869 for the 2007 COP for the Paso Robles Courthouse. This debt is paid with Courthouse Construction Funds.
- \$450,670 for the 2008 COP for the Vineyard Drive interchange in the North County. This debt is paid with Road Impacts Fees.

**BOARD ADOPTED CHANGES**

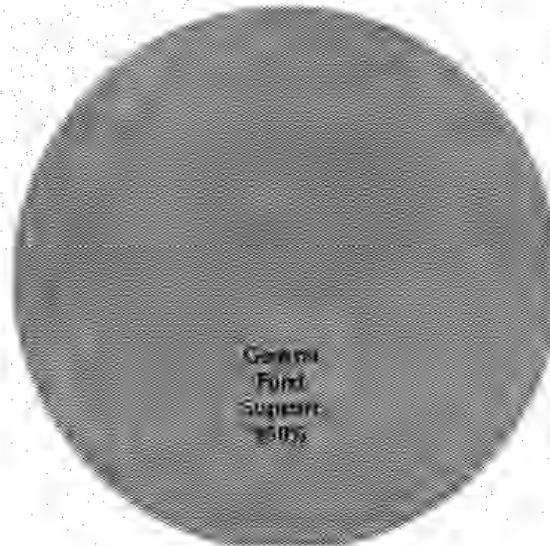
None.

**PURPOSE**

Establish a fund for replacement of the County's general government buildings. These funds will be expended based on the needs identified in the County's Facilities Master Plan. The amount of money placed into the fund annually is based upon building replacement costs identified in the County's Cost Allocation Plan.

|                                     | 2006-07             | 2007-08             | 2008-09           | 2008-09            | 2008-09             |
|-------------------------------------|---------------------|---------------------|-------------------|--------------------|---------------------|
| <u>Financial Summary</u>            | <u>Actual</u>       | <u>Actual</u>       | <u>Requested</u>  | <u>Recommended</u> | <u>Adopted</u>      |
| Revenues                            | \$ 1,242,853        | \$ 2,625,371        | \$ 789,355        | \$ 789,355         | \$ 789,355          |
| Fund Balance Available              | \$ 166,230          | \$ 280,315          | \$ 0              | \$ 0               | \$ 325,370          |
| Cancelled Reserves                  | 0                   | 0                   | 0                 | 0                  | 2,000,000           |
| <b>Total Financing Sources</b>      | <b>\$ 1,409,083</b> | <b>\$ 2,905,686</b> | <b>\$ 789,355</b> | <b>\$ 789,355</b>  | <b>\$ 3,114,725</b> |
| Salary and Benefits                 | \$ 0                | \$ 0                | \$ 0              | \$ 0               | \$ 0                |
| Services and Supplies               | 0                   | 0                   | 0                 | 0                  | 0                   |
| Other Charges                       | 0                   | 0                   | 0                 | 0                  | 2,000,000           |
| Fixed Assets                        | 0                   | 0                   | 0                 | 0                  | 0                   |
| <b>Gross Expenditures</b>           | <b>\$ 0</b>         | <b>\$ 0</b>         | <b>\$ 0</b>       | <b>\$ 0</b>        | <b>\$ 2,000,000</b> |
| Contingencies                       | 0                   | 0                   | 0                 | 0                  | 0                   |
| New Reserves                        | 1,128,768           | 2,580,315           | 789,355           | 789,355            | 1,114,725           |
| <b>Total Financing Requirements</b> | <b>\$ 1,128,768</b> | <b>\$ 2,580,315</b> | <b>\$ 789,355</b> | <b>\$ 789,355</b>  | <b>\$ 3,114,725</b> |

**Source of Funds**



**COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS**

This fund supports the long-term commitment to strategic planning as identified in the five-year Capital Improvement Plan and the Countywide Facilities Master Plan. It is recommended that the funds for this year be placed into reserves for future projects. The amount of funding set aside in the reserve is recommended based upon the annual depreciation of County buildings as identified in the Cost Allocation Plan (countywide overhead).

The amount of depreciation associated with buildings for FY 2008-09 is \$1,578,710. However, because of the difficult financial situation facing the County this year, 50% of this amount is being redirected to the General Fund operating budget in order to help fund services to the public. As such, it is recommended that \$789,355 be allocated to this fund center for placement into reserves for future projects. With the addition of this amount, the reserve total will be \$9,790,449.

**BOARD ADOPTED CHANGES**

During budget hearings, the Board approved the creation of a \$6 million designation for Willow Road. One of the funding sources was \$2 million from the reserves in this fund center. The \$2 million will be transferred through fund center 102 into the new designation.

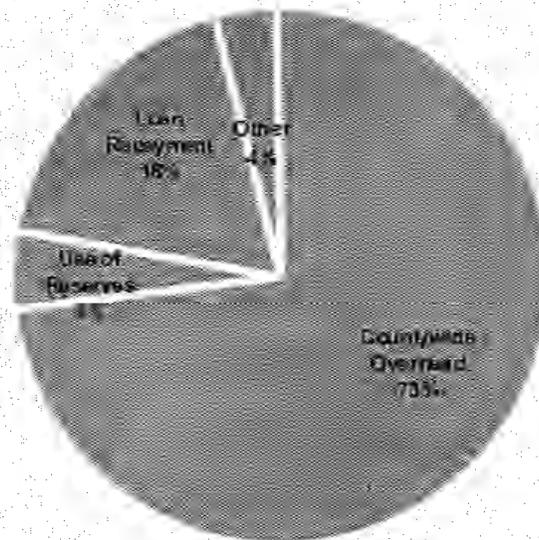
On 8/26/08, the Board adopted the actual fund balances available (FBA) and approved moving \$325,370 of unbudgeted FBA to the designation for this fund center for future use.

**PURPOSE STATEMENT**

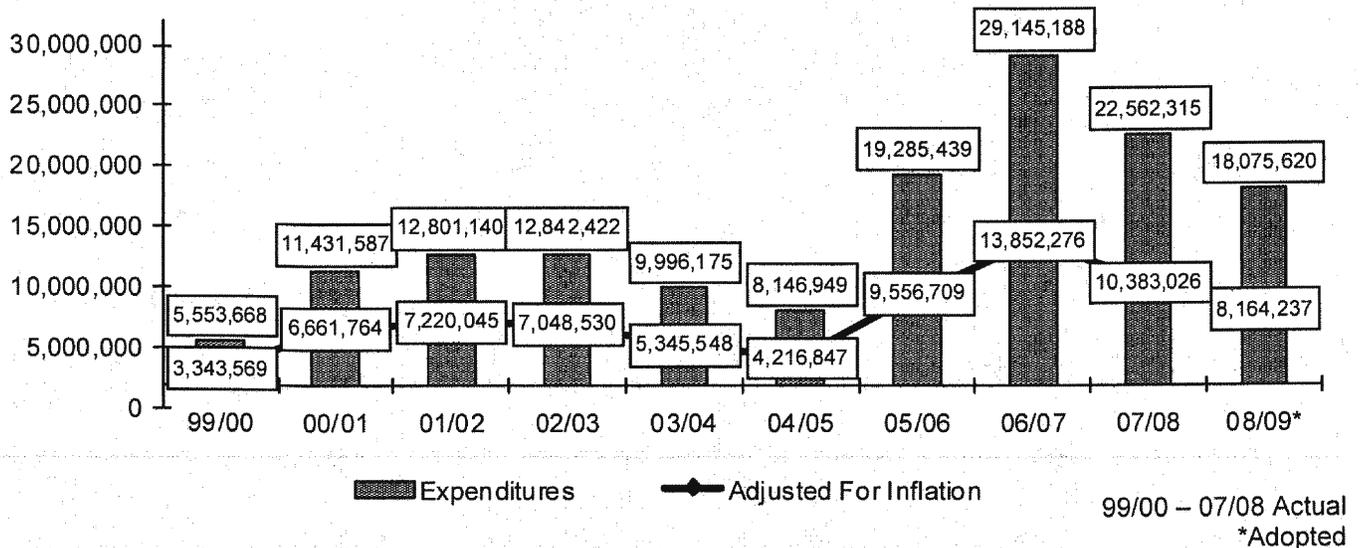
To provide General Fund support to "Other Funds" to help finance their operations. This budget unit is also the receiving budget for overhead charged to County departments.

| <u>Financial Summary</u>      | <u>2006-07<br/>Actual</u> | <u>2007-08<br/>Actual</u> | <u>2008-09<br/>Requested</u> | <u>2008-09<br/>Recommended</u> | <u>2008-09<br/>Adopted</u> |
|-------------------------------|---------------------------|---------------------------|------------------------------|--------------------------------|----------------------------|
| Revenues                      | \$ 4,556,119              | \$ 4,645,563              | \$ 7,891,804                 | \$ 9,461,937                   | \$ 13,262,904              |
| Salary and Benefits           | 0                         | 0                         | 0                            | 455,000                        | 455,000                    |
| Other Charges                 | 32,343,753                | 22,562,315                | 19,388,498                   | 17,190,090                     | 17,620,620                 |
| **Gross Expenditures          | \$ 32,343,753             | \$ 22,562,315             | \$ 19,388,498                | \$ 17,645,090                  | \$ 18,075,620              |
| Less Intrafund Transfers      | 9,110,781                 | 11,277,661                | 12,393,933                   | 12,256,003                     | 12,256,003                 |
| **Net Expenditures            | \$ 23,232,972             | \$ 11,284,654             | \$ 6,994,565                 | \$ 5,389,087                   | \$ 5,819,617               |
| General Fund Support (G.F.S.) | \$ 18,676,853             | \$ 6,639,091              | \$ (897,239)                 | \$ (4,072,850)                 | \$ (7,443,287)             |

**Source of Funds**



10 Year Expenditures Adjusted For Inflation



**COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS**

This fund center contains all of the recommended General Fund “contributions” to non-General Fund departments and all countywide overhead charges paid by various County departments and agencies. Additionally, this fund center serves as a “clearing house” for charges between the General Fund and non-General Fund departments.

**Summary of General Fund contributions to Non-General Fund departments**

The recommended General Fund contribution to non-General fund departments is approximately \$16.2 million. The recommended contributions include:

| Fund Center                 | FY 2007-08 Adopted | FY 2008-09 Recommended | Percent Change |
|-----------------------------|--------------------|------------------------|----------------|
| Parks                       | 3,491,515          | 3,632,421              | + 4%           |
| Roads                       | 11,475,999         | 10,096,000             | - 12%          |
| Capital Projects Fund       | 0                  | 0                      | 0%             |
| Library                     | 570,096            | 586,550                | + 2%           |
| Debt Service                | 278,370            | 441,170                | + 58%          |
| Organizational Development  | 450,000            | 0                      | - 100%         |
| Community Development       | 280,000            | 305,000                | + 8%           |
| Automation Replacement Fund | 2,119,226          | 306,594                | - 85%          |
| Building Replacement Fund   | 2,300,000          | 789,355                | - 65%          |
| <b>TOTAL</b>                | <b>20,965,206</b>  | <b>16,157,090</b>      | <b>- 23%</b>   |

- The General Fund contribution to Parks is to help fund the parks and recreation facilities in the unincorporated areas of the County.
- The General Fund contribution to Roads is for the pavement management program and various roads projects in the unincorporated areas of the County.
- There are few new capital projects included in the budget this year and those that are included are not funded by the General Fund.
- The General Fund contribution to the Library is to pay for the Library Director position (statutorily required) and to fund additional positions to support open hours as agreed to several years ago.

- The General Fund contribution to the Debt Service Fund is for a portion of the debt service for the new County Government Center building located within the City of San Luis Obispo. Note that the number for FY 2008-09 appears to be considerably higher because there was \$90,000 of fund balance available in the debt service fund at the end of FY 2007-08, which was used to reduce the amount of General Fund in FY 2007-08 by \$90,000 than what it would have otherwise been.
- The General Fund contribution to Organizational Development (OD) is to support the operations of the Employee University and other organizational development programs. Note that as part of the "one-time" money being used to help balance the overall General Fund, the General Fund contribution to OD is eliminated this year. For FY 2008-09, it is recommended that reserves be used to fund the OD operations.
- The General Fund contribution to Community Development includes funding for the Economic Vitality Corporation (EVC), the Housing Trust, and homeless services.
- The General Fund contribution to the Automation Replacement Fund is to help fund new and replacement automation equipment and programs. The dollar amount is based upon the depreciation schedule for automation assets per the Board Adopted Cost Allocation Plan. Note that per the depreciation schedule, \$613,188 should be set aside for automation projects. Because of this year's fiscal challenges, only 50% is being allocated for this purpose and the other 50% has been redirected to the General fund as part of the "one-time" money being used to help balance the overall General Fund.
- The General Fund contribution to the Building Replacement Fund is to help offset the costs of new buildings. The dollar amount is also based upon the depreciation schedule for buildings per the Board Adopted Cost Allocation Plan. Similar to the Automation fund, only 50% is being allocated to this fund and the other 50% is being redirected to the General Fund.

For more information regarding the services and financial status of the funds noted above, please reference the specific fund centers.

### **Countywide Overhead Charges**

Annually, the Board of Supervisors adopts the "Cost Plan," which allocates the costs of the central servicing departments (Human Resources, Administration, General Services Agency, County Counsel, and Auditor-Controller) as well as depreciation charges to departments and outside agencies that receive the services. This portion of the budget reflects all of the countywide overhead charges paid by various County departments and other agencies. The total overhead revenue to the General Fund is \$15,887,940.

### **Other**

As mentioned above, this fund center serves as a "clearing house" between the General Fund and non-General Fund departments. Those recommended in this budget include:

- \$1,000,000 of Teeter Reserve Funds: This is part of the "one-time" money recommended to be used to help balance the overall General Fund.
- \$4,000,000 of revenue is included as a repayment of the loan to the Los Osos Sewer project. During FY 2007-08, the Board of Supervisors approved a loan funded by General Fund Contingencies to the Los Osos Sewer project. This loan is planned to be paid back during FY 2008-09
- \$830,000 is received from the Countywide Automation Fund and a corresponding payment to the Auditor's Office is included for the SAP technical upgrade (reference the Auditor-Controller's budget for the details).
- \$75,000 is included for potential interest payment to non-General Fund funds. In addressing its budget problem, the State has decided to delay payments to counties for mandated services (primarily for Health & Human Services and Roads). During FY 2008-09, it is anticipated that the General Fund may have to borrow money from other County funds for cash flow purposes. This money would be paid back to these other funds with interest (i.e. the interest that would have otherwise been earned by these funds.)

- \$128,000 is included as an internal loan from the General Fund to the Department of Social Services for the purchase of CalWin equipment (a statewide computer system). The Department will pay the General Fund back with interest over the next five years.
- \$455,000 is included for the 1% salary increase granted to management employees during FY 2007-08. This increase was granted during calendar year 2008 and after departments had completed their budget submittals for FY 2008-09. Instead of reworking every departmental budget to accommodate this change, the entire increase is budgeted in this fund center.

**BOARD ADOPTED CHANGES**

During budget hearings, the Board approved the additional of \$25,000 to the Economic Vitality Corporation (through the Community Development fund center) funded via General Fund contingencies. Because the Community Development fund center is a non-General fund fund center, the money must flow through fund center 102 in order to be transferred.

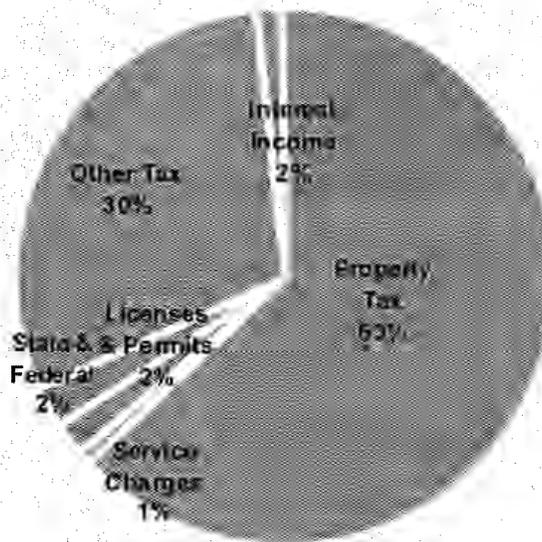
Additionally, the Board approved the creation of a new Willow Road designation in the amount of \$6 million (to be used as a potential loan for the Willow Road project). The new designation was created in the General Fund. Two of the funding sources were the Facilities Planning Reserve in the amount of \$1,800,967 and the Government Building Replacement designation in the amount of \$2,000,000 (the other funding sources were the Accrued Time Off designation in the amount of \$1,400,000 and the Future Roads Projects designation in the amount of \$799,033). Because the Facilities Planning Reserve and the Government Building Replacement designation are not in the General Fund, they must transfer through this fund center in order to be placed into the new designation. Note that the Future Roads Projects designation is also not in the General Fund. This money is required to stay in the Roads fund because of accounting rules and as such a \$799,033 designation was created in the Roads Fund for Willow Road.

**PURPOSE STATEMENT**

This fund center acts as the receiving budget for all revenues received by the County which are not generated as a result of departmental activities.

| <u>Financial Summary</u>      | 2006-07              | 2007-08              | 2008-09              | 2008-09              | 2008-09              |
|-------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
|                               | <u>Actual</u>        | <u>Actual</u>        | <u>Requested</u>     | <u>Recommended</u>   | <u>Adopted</u>       |
| Revenues                      | \$144,777,226        | \$147,813,925        | \$152,440,506        | \$153,289,179        | \$153,289,179        |
| Services and Supplies         | 2                    | 3                    | 5                    | 5                    | 5                    |
| **Gross Expenditures          | \$ 2                 | \$ 3                 | \$ 5                 | \$ 5                 | \$ 5                 |
| General Fund Support (G.F.S.) | <u>\$144,777,224</u> | <u>\$147,813,922</u> | <u>\$152,440,501</u> | <u>\$153,289,174</u> | <u>\$153,289,174</u> |

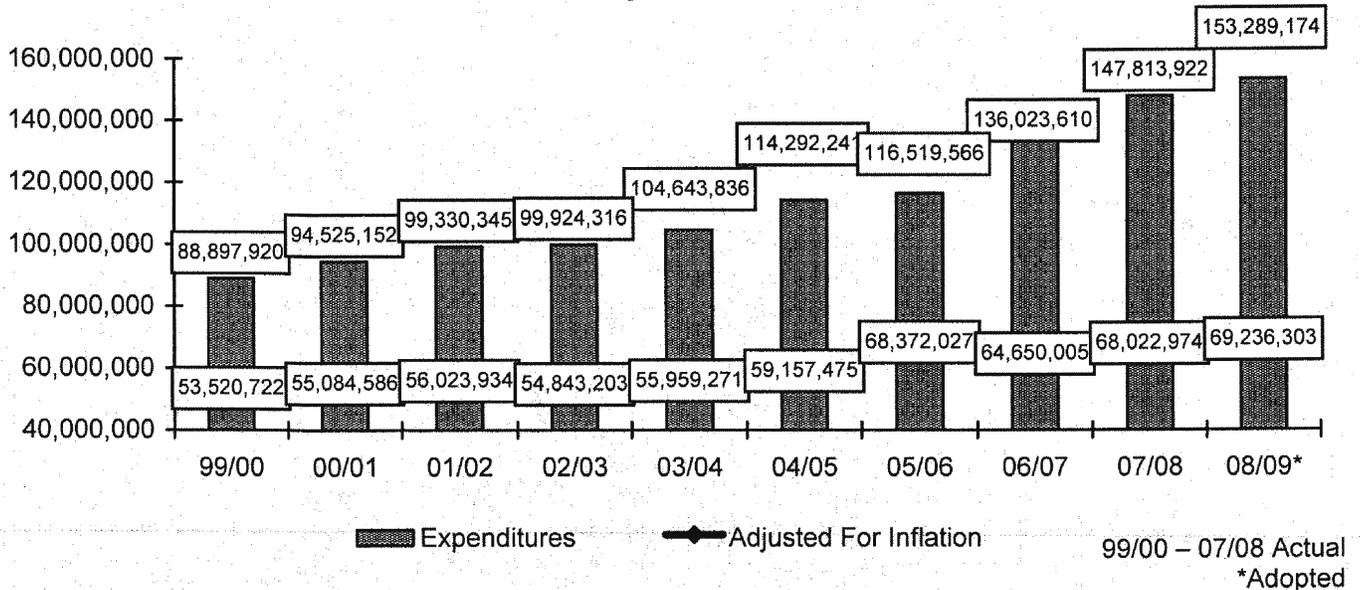
**Source of Funds**



## Non-Departmental Revenues

Fund Center 101

### 10 Year Revenues Adjusted For Inflation



### COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

This fund center receives all of the General Fund revenues not directly attributable to any single department's operation. Overall, non-departmental revenue is recommended at approximately \$153.3 million, which is about \$3.3 million or 2% more than the FY 2007-08 adopted amount. In total, there are over 35 sources of revenue for this fund center. The most significant sources are discussed below.

- Current and secured property taxes are budgeted at \$86.8 million, which is about \$2.5 million or 3% higher than the FY 2007-08 adopted amount. The estimated amount for FY 2007-08 is approximately \$82.7 million or \$1.6m or 2% less than the adopted amount. The reason that the estimated amount is less than the adopted amount is because the adopted amount did not account for payment delinquencies, which are running about 2%. The budget for FY 2008-09 was based upon a 5% growth projection above the FY 2007-08 estimated amount. It is important to note that while property tax revenues are still growing, the rate of growth has slowed considerably and this slow down (solely attributable to the crash of the housing market) is one of the primary reasons for this year's financial difficulties. At the peak of the housing market (FY 2005-06 and FY 2006-07), property tax revenues were increasing between 10% and 12% year over year.
  - Note: When comparing FY 2007-08 and FY 2008-09 property taxes, FY 2007-08 and prior years' secured property tax numbers included unitary tax revenues. Starting FY 2008-09, unitary taxes are broken out into their own revenue category so that they can be more clearly identified.
- Unitary taxes (the property taxes assessed on utilities such as power plants as well as pipelines throughout the county), are budgeted at \$6.9 million, which is about a 1% increase over FY 2007-08.
- Property Tax In Lieu of Vehicle License Fee (VLF) revenue is budgeted at approximately \$27.3 million, which is a 5% increase over the FY 2007-08 adopted amount. This revenue source is part of the "VLF Swap" whereby counties receive additional property tax from the state in lieu of VLF revenue. The amount received is based upon the actual amount of property taxes received by each county.
- Supplemental Property Taxes are budgeted at \$3 million, which is \$2 million or 40% less than the FY 2007-08 Adopted amount. Current estimates for FY 2007-08 are that the County will receive approximately \$4 million of supplemental property tax. Supplemental tax activity (driven by real estate sales) is down over 20% compared to just six months ago (fall of 2007).
- Sales taxes are budgeted at \$7.49 million, which is a \$1.9 million or 33% increase over the FY 2007-08 adopted amount. The majority of the increase (\$1.49 million of the \$1.9 million) is attributable to an infrastructure upgrade at a private company. Without this one-time activity, sales taxes would have been budgeted at \$6 million.

## **Non-Departmental Revenues**

**Fund Center 101**

- Transient Occupancy Tax (commonly referred to as the bed tax charged on hotel and motel rooms) is budgeted at \$6.5 million, which is the same amount as FY 2007-08.

### **BOARD ADOPTED CHANGES**

None.

**PURPOSE**

To provide funding for the payment of retiree health benefits, otherwise referred to as Other Post Employment Benefits (OPEB). County departments are charged a percentage of payroll in order to fund this fund center.

SCHEDULE 10  
FOR FISCAL YEAR 2008-09

| OPERATING DETAIL<br>(1)     | ACTUAL<br>2006-07<br>(2) | ACTUAL<br>2007-08<br>(3) | RECOMMENDED<br>ESTIMATES<br>2008-09<br>(4) | ADOPTED<br>ESTIMATES<br>2008-09<br>(5) |
|-----------------------------|--------------------------|--------------------------|--|--|
| REVENUES:                   |                          |                          |  |  |
| NONOPERATING REVENUES       |                          |                          |  |  |
| Interest                    | 0                        | 0                        | 30,000                                     | 30,000                                 |
| TOTAL NONOPERATING REVENUES | 0                        | 0                        | 30,000                                     | 30,000                                 |
| OPERATING REVENUES          |                          |                          |  |  |
| Charges to Department       | 0                        | 0                        | 2,800,000                                  | 2,800,000                              |
| TOTAL OPERATING REVENUES    | 0                        | 0                        | 2,800,000                                  | 2,800,000                              |
| TOTAL REVENUES              | 0                        | 0                        | 2,830,000                                  | 2,830,000                              |
| EXPENSES:                   |                          |                          |  |  |
| OPERATING EXPENSES          |                          |                          |  |  |
| Insurance                   | 0                        | 0                        | 744,000                                    | 744,000                                |
| TOTAL OPERATING EXPENSES    | 0                        | 0                        | 744,000                                    | 744,000                                |
| TOTAL EXPENSES              | 0                        | 0                        | 744,000                                    | 744,000                                |
| NET INCOME (LOSS)           | 0                        | 0                        | 2,086,000                                  | 2,086,000                              |

**COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS**

During FY 2006-07, accounting changes required local governments to account for the cost of health benefits promised to employees who will be retiring over the next 30 years. For some entities, the cost is hundreds of millions of dollars and they will be required to issue debt and/or reduce services to pay for these benefits. While our liability for these expenses is modest compared to many other governmental agencies- the current estimate for the County is approximately \$25 million- the Auditor-Controller has recommended that the County begin to set aside funds to pay for these future expenses (FY 2007-08 was the first year the County set aside funds).

Departments are charged a percentage of payroll in order to fund this liability, and the total amount to be set aside for FY 2008-09 is approximately \$2.1 million. This fund center also includes \$744,000 to pay for existing retired County employees' health benefits (prior to FY 2007-08, this funding was included in the Risk Management fund center- 105).

**BOARD ADOPTED CHANGES**

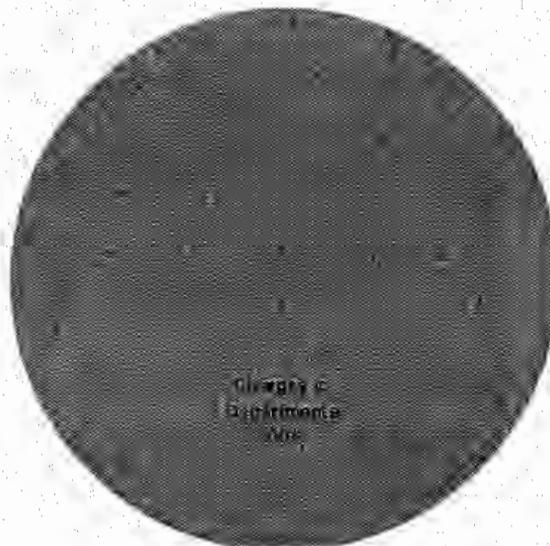
None.

**PURPOSE**

To provide for the refinancing of existing unfunded pension obligations of the Pension Trust resulting in annual savings.

|                                     | 2006-07             | 2007-08             | 2008-09             | 2008-09             | 2008-09             |
|-------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| <u>Financial Summary</u>            | <u>Actual</u>       | <u>Actual</u>       | <u>Requested</u>    | <u>Recommended</u>  | <u>Adopted</u>      |
| Revenues                            | \$ 7,029,251        | \$ 6,724,164        | \$ 6,373,000        | \$ 6,373,000        | \$ 6,373,000        |
| Fund Balance Available              | \$ 609,408          | \$ 706,187          | \$ 0                | \$ 0                | \$ 794,607          |
| Cancelled Reserves                  | 268,461             | 115,313             | 0                   | 53,355              | 53,355              |
| <b>Total Financing Sources</b>      | <b>\$ 7,907,120</b> | <b>\$ 7,545,664</b> | <b>\$ 6,373,000</b> | <b>\$ 6,426,355</b> | <b>\$ 7,220,962</b> |
| Salary and Benefits                 | \$ 0                | \$ 0                | \$ 0                | \$ 0                | \$ 0                |
| Services and Supplies               | 30,000              | 30,000              | 30,000              | 30,000              | 30,000              |
| Other Charges                       | 8,146,185           | 5,513,814           | 5,894,862           | 5,948,217           | 5,948,217           |
| Fixed Assets                        | 0                   | 0                   | 0                   | 0                   | 0                   |
| <b>Gross Expenditures</b>           | <b>\$ 8,176,185</b> | <b>\$ 5,543,814</b> | <b>\$ 5,924,862</b> | <b>\$ 5,978,217</b> | <b>\$ 5,978,217</b> |
| Contingencies                       | 0                   | 0                   | 0                   | 0                   | 0                   |
| New Reserves                        | 1,024,749           | 1,207,243           | 448,138             | 448,138             | 1,242,745           |
| <b>Total Financing Requirements</b> | <b>\$ 9,200,934</b> | <b>\$ 6,751,057</b> | <b>\$ 6,373,000</b> | <b>\$ 6,426,355</b> | <b>\$ 7,220,962</b> |

**Source of Funds**



**COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS**

This fund center reflects the debt service payment for Pension Obligation Bonds (POBs). The Board of Supervisors approved the use of \$137 million of POBs in FY 2002-03 to address unfunded pension costs. The bonds are amortized over a 30-year period, reducing the prior amortization period by seven years and creating an annual savings of over \$1 million (i.e. compared to what would have otherwise been paid). The bonds are repaid by charging each department a percentage of payroll. Additionally, the Board approved using \$2 million of FY 2004-05 year-end fund balance to help pay down the debt.

The recommended budget includes approximately \$6.4 million for debt service payments as well as increased reserves of \$448,138 to help pay for future debt payments not covered by the payroll charges.

**BOARD ADOPTED CHANGES**

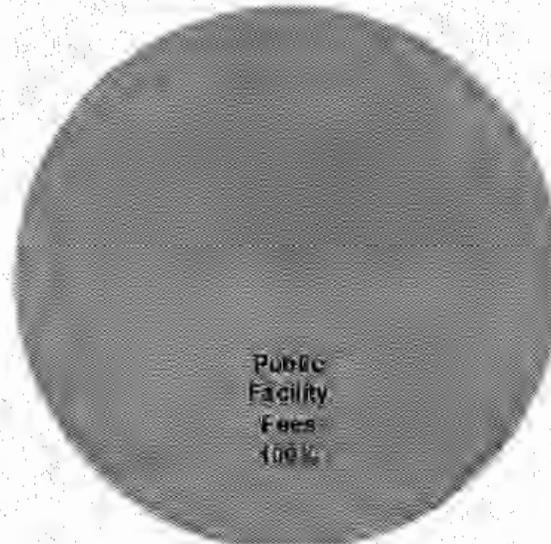
On 8/26/08, the Board adopted the actual fund balances available (FBA) and approved adding the \$794,607 of unbudgeted FBA to the designation for this fund center for future use.

**PURPOSE**

The purpose of the program is to finance, through development fees, public facilities and improvements for fire, law enforcement, libraries, parks and general government in order to reduce the impacts caused by new development projects within the unincorporated area of the county. The public facility fee program was established in 1991 (libraries in 1996).

|                                     | 2006-07<br><u>Actual</u> | 2007-08<br><u>Actual</u> | 2008-09<br><u>Requested</u> | 2008-09<br><u>Recommended</u> | 2008-09<br><u>Adopted</u> |
|-------------------------------------|--------------------------|--------------------------|-----------------------------|-------------------------------|---------------------------|
| <b>Financial Summary</b>            |                          |                          |                             |                               |                           |
| Revenues                            | \$ 3,693,300             | \$ 3,160,009             | \$ 2,337,813                | \$ 2,337,813                  | \$ 2,337,813              |
| Fund Balance Available              | \$ 207,394               | \$ 386,207               | \$ 0                        | \$ 0                          | \$ 163,704                |
| Cancelled Reserves                  | <u>1,225,882</u>         | <u>5,843,266</u>         | <u>2,270,881</u>            | <u>2,270,881</u>              | <u>2,270,881</u>          |
| <b>Total Financing Sources</b>      | <b>\$ 5,126,576</b>      | <b>\$ 9,389,482</b>      | <b>\$ 4,608,694</b>         | <b>\$ 4,608,694</b>           | <b>\$ 4,772,398</b>       |
| Salary and Benefits                 | \$ 0                     | \$ 0                     | \$ 0                        | \$ 0                          | \$ 0                      |
| Services and Supplies               | 0                        | 0                        | 0                           | 0                             | 0                         |
| Other Charges                       | 1,937,553                | 2,329,320                | 4,049,000                   | 4,049,000                     | 4,049,000                 |
| Fixed Assets                        | <u>0</u>                 | <u>0</u>                 | <u>0</u>                    | <u>0</u>                      | <u>0</u>                  |
| <b>Gross Expenditures</b>           | <b>\$ 1,937,553</b>      | <b>\$ 2,329,320</b>      | <b>\$ 4,049,000</b>         | <b>\$ 4,049,000</b>           | <b>\$ 4,049,000</b>       |
| Contingencies                       | 0                        | 0                        | 0                           | 0                             | 0                         |
| New Reserves                        | <u>2,356,526</u>         | <u>5,658,599</u>         | <u>559,694</u>              | <u>559,694</u>                | <u>723,398</u>            |
| <b>Total Financing Requirements</b> | <b>\$ 4,294,079</b>      | <b>\$ 7,987,919</b>      | <b>\$ 4,608,694</b>         | <b>\$ 4,608,694</b>           | <b>\$ 4,772,398</b>       |

**Source of Funds**



**COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS**

This fund center tracks the revenues and expenditures associated with Public Facility Fees (PFF). The Board of Supervisors established the PFF program in 1991 to help ensure that new development projects contribute to the cost of providing public facilities and services. Library fees were established in 1996. Since that time, PFFs have contributed funds toward a number of County facilities.

The recommend FY 2008-09 budget includes expenditures of \$4 million, the placement of \$559,694 of revenue into reserves for future use, and the use of reserves in the amount of \$2.27 million to help fund projects planned for the upcoming fiscal year.

In total, revenues are budgeted at \$2.3 million, which is \$720,913 or 24% less than the FY 2007-08 adopted amounts. The reason for the big drop is the slow down of the housing market and building activity. It is estimated that the actual PFF revenues to be received for FY 2007-08 will be about 17% less than the adopted amount. Additionally, it is estimated by the Planning & Building department that the number of building permits issued (which drive PFF revenue) during FY 2008-09 will be 10% less than FY 2007-08. Lastly, these drops are partially offset by a 3% rate increase for the PFF charges that will be in effect for FY 2008-09.

PFF Categories:

**Library**

- Revenue is budgeted at \$216,459, all of which is recommended to be added to reserves for use in future years.

**Fire**

- Revenue is budgeted at \$931,918 of which \$750,000 is allocated to capital projects for the design of a fire station in Creston. Additional money will be budgeted for the facility after the design details and cost requirements are better known. The remaining \$181,918 of revenue is recommended to be placed into reserves for use in future years.

**Parks**

- Revenue is budgeted at \$717,923. Expenditures are budgeted at \$2,799,000 of which \$2 million is budgeted for the planned expansion of the Bob Jones trail extension and \$799,000 for a new maintenance facility in Heilman Park in the North County. PFF Parks reserves in the amount of \$2,081,077 are recommended for use.

**General Government**

- Revenue is budgeted at \$310,196. Expenditures are budgeted at \$500,000 in order to help pay for a portion of the debt service for the New County Government Center. The difference of \$189,804 is recommended to come from reserves.

**Law Enforcement**

- Revenue is budgeted at \$161,371, all of which is recommended to be added to reserves for use in future years.

**BOARD ADOPTED CHANGES**

ON 8/26/08, the Board adopted the actual fund balances available (FBA) and approved adding the \$163,704 of unbudgeted FBA to the PFF designation for future use.

# **Capital and Maintenance Projects**

Capital Projects

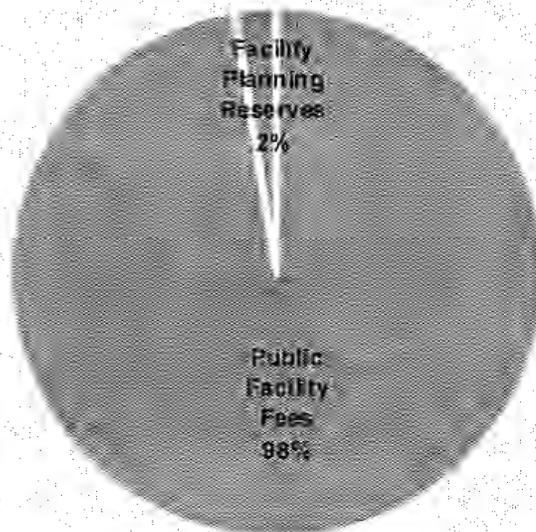
Maintenance Projects

**PURPOSE**

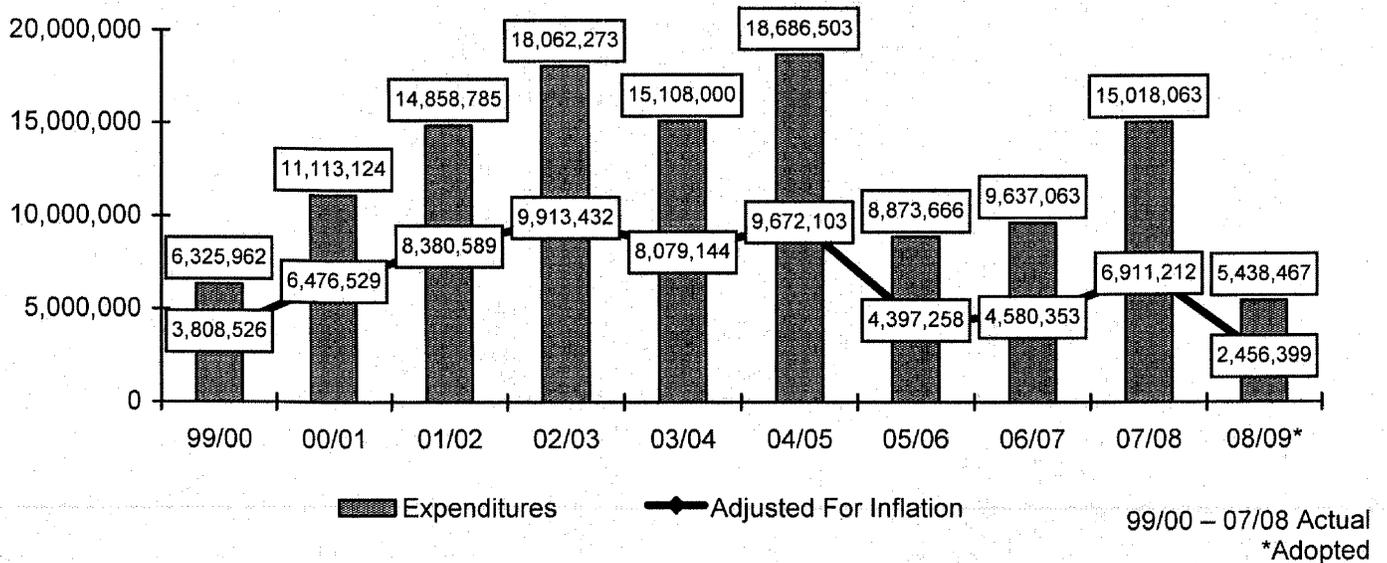
The Capital Projects budget provides funds for acquiring and constructing buildings, structures and improvements to facilities, which generally cost more than \$25,000. Projects under \$25,000 are generally classified as maintenance projects and are found in Fund Center 200, Maintenance Projects. Policies governing the development and selection of Capital Improvement Projects are set forth in the Budget Policies and Goals approved by the Board each year.

|                                     | 2006-07              | 2007-08              | 2008-09             | 2008-09             | 2008-09             |
|-------------------------------------|----------------------|----------------------|---------------------|---------------------|---------------------|
| <u>Financial Summary</u>            | <u>Actual</u>        | <u>Actual</u>        | <u>Requested</u>    | <u>Recommended</u>  | <u>Adopted</u>      |
| Revenues                            | \$ 18,532,478        | \$ 5,661,564         | \$ 3,549,000        | \$ 3,549,000        | \$ 3,549,000        |
| Fund Balance Available              | \$ 2,530,542         | \$ 1,223,739         | \$ 0                | \$ 0                | \$ 561,466          |
| Cancelled Reserves                  | 3,835,000            | 13,063,915           | 88,500              | 88,500              | 1,889,467           |
| <b>Total Financing Sources</b>      | <b>\$ 24,898,020</b> | <b>\$ 19,949,218</b> | <b>\$ 3,637,500</b> | <b>\$ 3,637,500</b> | <b>\$ 5,999,933</b> |
| Salary and Benefits                 | \$ 0                 | \$ 0                 | \$ 0                | \$ 0                | \$ 0                |
| Services and Supplies               | 0                    | (266)                | 0                   | 0                   | 0                   |
| Other Charges                       | 23,288               | 744,087              | 0                   | 0                   | 1,800,967           |
| Fixed Assets                        | 9,613,775            | 14,274,242           | 3,637,500           | 3,637,500           | 3,637,500           |
| <b>Gross Expenditures</b>           | <b>\$ 9,637,063</b>  | <b>\$ 15,018,063</b> | <b>\$ 3,637,500</b> | <b>\$ 3,637,500</b> | <b>\$ 5,438,467</b> |
| Contingencies                       | 0                    | 0                    | 0                   | 0                   | 0                   |
| New Reserves                        | 10,190,542           | 7,823,739            | 0                   | 0                   | 561,466             |
| <b>Total Financing Requirements</b> | <b>\$ 19,827,605</b> | <b>\$ 22,841,802</b> | <b>\$ 3,637,500</b> | <b>\$ 3,637,500</b> | <b>\$ 5,999,933</b> |

**Source of Funds**



10 Year Expenditures Adjusted For Inflation



**SERVICE PROGRAMS**

**Capital Projects (Fund 003)**

Funding of Board adopted capital projects in conformance with established policies.

Total Expenditures: \$3,637,500 Total Staffing (FTE): 0

Staffing for Capital Projects is reflected in Fund Center 113 - General Services

**COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS**

Capital project recommendations are based upon the guidance contained in the Board of Supervisor budget policies. Board policy directs staff to prioritize projects based upon a certain set of criteria, for example, previously approved projects requiring additional funding for completion and projects that are legally mandated or necessary to improve health and safety conditions receive the highest priorities. Projects that have their own funding source, such as Parks or Airports, are evaluated separately.

The recommended total financing requirements for the Capital Improvement Project (CIP) budget is \$3,637,500. This is \$11,614,754 less than the total financing requirements in the adopted FY 2007-08 budget. The significant difference is largely due to additions to reserve funds totaling \$7.83 million that were included in the FY 2007-08 budget. The FY 2007-08 adopted budget included moving \$7 million from Facilities Planning Reserves through this fund center to a new designation for Detention Facility Reserves. An additional \$830,000 from year end fund balance was moved into Facility Planning Reserves as part of the final FY 2007-08 budget. The FY 2007-08 budget also included about \$715,000 for a variety of capital expense transfers to other departments. The recommended budget does not add new reserve funds or include capital funding transfers. The recommended expense for this budget is solely for the capital improvement projects planned for FY 2008-09.

Excluding the above transfer and reserve funding, the recommended budget identifies a decrease of \$3,076,200 (45%) less in gross expense than the amount budgeted in FY 2007-08 for the design and construction of specific projects. Given the fiscal constraints posed by the FY 2008-09 budget, the Board approved a recommended strategy to defer capital improvement projects that require the use of General Fund dollars. As a result, fewer new capital improvement projects are recommended to be funded next year. No General Fund is used to support the recommended projects. The recommended budget does include the cancellation of \$88,500 in Building Replacement Reserves to fund two of the recommended projects.

The recommended projects are:

- \$750,000 for the environmental review, design, and preparation of bids for a new fire station in Creston. The construction of the project will be funded with the remaining balance from design phase and additional funds to be requested for approval once the design is completed and cost estimates for the project are solidified. - funded with Fire Public Facilities Fees (Fire PFF).
- \$799,000 to fund a North County Maintenance Facility – funded with Parks Public Facilities Fees.
- \$2 million dollars to extend the Bob Jones Bike Trail – funded with Parks Public Facilities Fees.

- \$67,000 to install curb, gutter and sidewalk on Bishop Street adjacent to the new Health Campus in San Luis Obispo – Funded with Building Replacement Reserves.
- \$21,500 addition to the ongoing waterline replacement project at the County Operational Area on Kansas Avenue – funded with Building Replacement Reserves.

In May of 2007, the Board accepted a Five Year Capital Project Planning Guide that identified potential capital projects for the time frame between FY 2007-08 through FY 2011-12. Recommended projects identified for FY 2008-09 on the Five Year Capital Project Planning Guide include:

- Creston Fire Station
- Bob Jones Bike Trail Extension
- Sheriff report writing room in the Creston area (incorporated into the design for the Creston Fire Station project)

Projects identified for FY 2008-09 on the Five Year Capital Project Planning Guide that are not recommended include:

- Several Parks Improvements in Los Osos and Biddle Parks – Deferred by Parks pending completion of master plans for the sites.
- North County Road Yard – Withdrawn by Public Works as a previously accomplished consolidation of operations at this site makes additional improvements to the site unnecessary at this time.
- Property purchase for a new fire station location in the Nipomo Area - Deferred due to fiscal projections that indicate that Fire Public Facility Fee dollars may be insufficient to fund this project. The recommendation defers the land purchase until more is known about the expense of the Creston Fire Station and the timing of the County's share of expected expense for construction of a new Headquarters/Dispatch Center being built by the State for CalFire.

There is a backlog of previously approved projects that are working their way through the development process. Design and construction activities for these previously approved projects will extend into FY 2008-09.

**FY 2008 – 2009 CAPITAL PROJECTS**

This listing represents new capital projects recommended for funding. The reference number refers to the projects listed on the following pages.

**Ref. No. Description**

**GENERAL GOVERNMENT**

- #320008 County Fire – Creston Fire Station - Design - \$750,000  
Prepare design and construction documents for a new Fire Station with Sheriff patrol report writing area for the Creston area.
- #320017 Health – SLO – Bishop Street Parking Lot Curb, Gutter, and Sidewalk - \$67,000  
Constructs additional curb, gutter and sidewalk along the Bishop Street side of new Health Campus parking per prior agreement with the City of San Luis Obispo.

**PUBLIC WORKS**

- #320026 Augment Public Works – Operations Center – Waterline Connection to CMC - \$21,500  
Addition of funds to augment design for a project that will increase the capacity of the waterline which serves all of the buildings at the County Operations Center and connect the waterline to a new waterline that the California Men's Colony replaced on Camp San Luis property in 2007.

**PARKS**

- #320022 Parks – SLO – Bob Jones Bike Trail Extension (Higuera St.) - \$2,000,000  
Funds design and initial construction to extend the existing Bob Jones Bike Trail from the Ontario Road Staging Area to lower Higuera Street at the octagonal barn at State Highway 101, completing the connection to Avila Beach.
- #320023 Parks – Atascadero – Construct Heilmann Park Maintenance Facility - \$799,000  
Constructs a new 1,400 square foot metal building that is sufficiently large enough to consolidate north county maintenance facilities and provide greater material and equipment storage for better efficiency. The project includes comprehensive site and utility improvements, including paved parking and a fenced compound.

**BOARD ADOPTED CHANGES**

During budget hearings, the Board approved the creation of a \$6 million designation for Willow Road. One of the funding sources was \$1,800,967 from the Facilities Planning Reserve in this fund center. The \$1,800,967 will be transferred through fund center 102 into the new designation in the General Fund.

On 8/26/08, the Board adopted the actual fund balances available (FBA) and approved moving \$561,466 of unbudgeted FBA to the Facilities Planning designation for future use.

## CAPITAL PROJECTS

| <i>WBS</i><br><i>Project #</i>                             | <i>Project Description</i> | <i>Original<br/>Year<br/>Funded</i>  | <i>Estimated<br/>Total<br/>Cost</i> | <i>Cumulative<br/>Approved<br/>Funding</i> | <i>Balance of<br/>Available<br/>Funding</i> | <i>2008-09<br/>Recommended<br/>Appropriation</i> | <i>Prev Year<br/>Balance to be<br/>Committed</i> | <i>2008-09<br/>Recommended<br/>Funding</i> | <i>Funding<br/>Source</i>   |
|--|----------------------------|--|-------------------------------------|--|---|--|--|--|---|
| <b>EFS Bus Area 2300: GENERAL GOVERNMENT - AUC</b>         |                            |  |                                     |  |   |  |  |  |   |
| 1  | 320012                     | General Government - Government Center<br>(extension of 300031 into 2006-07) | 2006/2007                           | 268,379                                    | 268,379                                     | 33,078   | 33,078   |  |   |
| 2  | 320010                     | General Government - Operations Center -<br>Waterline Crossing Construction  | 2006/2007                           | 307,000                                    | 307,000                                     | 86,836   | 86,836   |  |   |
| 3  | 320017                     | Health - SLO - Bishop Street Parking Lot Curb<br>Guter and Sidewalk          | 2008/2009                           | 67,000                                     | 67,000                                      | 67,000   | 67,000   | 67,000                                     | Facility Planning Reserves  |
| 4  | 320019                     | Information Technology Department - Backup<br>Computer Facility              | 2007/2008                           | 275,000                                    | 275,000                                     | 275,000  | 275,000  |  | Facility Planning Reserves  |
| 5  | 300048                     | North County Regional Center (Roll Up)                                       | 2003/2004                           | 8,345,099                                  | 8,345,099                                   | 5,189,670  | 5,189,670  |  | Public Facilities Fees Law<br>1,519,000; PFF Gen Gov't<br>833,100 ; Gen Fnd 1,207,900;<br>Fac Plan Res 3,741,169; Int & FB<br>1,043,930 |
| <i>Totals:</i>   |                            |  | 9,262,478                           | 9,262,478                                  | 5,651,583                                   | 67,000   | 5,584,583  | 67,000                                     |   |
| <b>EFS Bus Area 2300: HEALTH AND SOCIAL SERVICES - AUC</b> |                            |  |                                     |  |   |  |  |  |   |
| 6  | 300049                     | Health - SLO - Health Campus Infrastructure<br>Improvements                  | 2003/2004                           | 4,400,000                                  | 4,400,000                                   | 44,464   | 44,464   |  | 1,100,000 Equip Repl Res/ 2.0m<br>Bldg Repl Res/ 1,300,000<br>Facilities Plan Res Fund  |
| 7  | 320002                     | Health - SLO - Health Campus Renovations                                     | 2005/2006                           | 5,343,000                                  | 5,343,000                                   | 384,633  | 384,633  |  | 3,193,633=Teeter; FBA; 73,000 fr<br>finished project 300095; Fac Plan<br>Res 1,770,000  |
| 8  | 320009                     | Health - SLO - New Bishop Street Parking Lot                                 | 2006/2007                           | 493,200                                    | 493,200                                     | 56,883   | 56,883   |  |   |
| <i>Totals:</i>   |                            |  | 10,236,200                          | 10,236,200                                 | 485,980                                     |  | 485,980  |  |   |
| <b>EFS Bus Area 2300: LIBRARY - AUC</b>                    |                            |  |                                     |  |   |  |  |  |   |
| 9  | 320028                     | Library - Cambria - Site Exploration   | 2007/2008                           | 200,000                                    | 200,000                                     | 193,979  | 193,979  |  | Friend of the Library 100,000;<br>Library Facilities Planning<br>Reserves 100,000   |
| 10   | 300042                     | Library - Los Osos - Library Expansion                                       | 1998/1999                           | 854,700                                    | 854,700                                     | 604,742  | 604,742  |  | 350,000 = Private Donation;<br>504,700 = Public Facilities Fees-<br>Libraries   |
| 11   | 300023                     | Library - Templeton - Library Relocation                                     | 2000/2001                           | 50,000                                     | 50,000                                      | 31,979   | 31,979   |  | Public Facilities Fee-Library   |
| <i>Totals:</i>   |                            |  | 1,104,700                           | 1,104,700                                  | 830,700                                     |  | 830,700  |  |   |

## CAPITAL PROJECTS

| <i>WBS<br/>Project #</i>                      | <i>Project Description</i>  | <i>Original<br/>Year<br/>Funded</i> | <i>Estimated<br/>Total<br/>Cost</i> | <i>Cumulative<br/>Approved<br/>Funding</i> | <i>Balance of<br/>Available<br/>Funding</i> | <i>2008-09<br/>Recommended<br/>Appropriation</i> | <i>Prev Year<br/>Balance to be<br/>Committed</i> | <i>2008-09<br/>Recommended<br/>Funding</i> | <i>Funding<br/>Source</i>  |
|---|---|-------------------------------------|-------------------------------------|--|---|--|--|--|--|
| <b>EFS Bus Area 2300: PUBLIC SAFETY - AUC</b> |   |                                     |                                     |  |   |  |  |  |  |
| 12 300041                                     | Courts - Courthouse Annex - Courtroom ADA Remediation             | 1995/1996                           | 195,600                             | 195,600                                    | 181,003                                     |  | 181,003  |  | Courthouse Construction Fund   |
| 13 300029                                     | Courts - Courthouse Annex-Courts/Sheriff Holding Cells Expansion  | 1998/1999                           | 1,481,600                           | 1,481,600                                  | 112,703                                     |  | 112,703  |  | Courthouse Construction Fund   |
| 14 300027                                     | Courts - Paso Robles - Construct New Facilities                   | 2001/2002                           | 12,516,909                          | 12,516,909                                 | 1,944,229                                   |  | 1,944,229  |  | 5,374,468 Courthouse Const Fund; 5,021,271 Proceeds fr Bonds; 2,000,000 Courts; 121,170 General Fund   |
| 15 320016                                     | Fire - Avila - Apparatus Bay Expansion                            | 2007/2008                           | 466,800                             | 466,800                                    | 466,800                                     |  | 466,800  |  | Public Facilities Fees Avila - Fire  |
| 16 300040                                     | Fire - Carrizo Plains - Station Improvements                      | 2001/2002                           | 974,700                             | 974,700                                    |   |  |  |  | 924,700 = Public Facilities Fees-Fire; 50,000 Air Ent Fnd  |
| 17 320008                                     | Fire - Creston - Fire Station Site and Design                     | 2006/2007                           | 1,111,800                           | 1,111,800                                  | 1,085,654                                   | 750,000  | 335,654  | 750,000                                    | Public Facilities Fees-Fire  |
| 18 300046                                     | Probation - JSC - Expand Facility                                 | 2003/2004                           | 3,425,300                           | 3,425,300                                  | 380,865                                     |  | 380,865  |  | 2,451,500 Facilities Planning Reserve; 973,800 General Fund  |
| 19 320020                                     | Probation - Juvenile Services Center - New Parking Area           | 2007/2008                           | 61,500                              | 61,500                                     | 43,009                                      |  | 43,009   |  | Facility Planning Reserves   |
| 20 320021                                     | Sheriff - Operations Center - Animal Services Expansion & Remodel | 2007/2008                           | 997,900                             | 997,900                                    | 997,900                                     |  | 997,900  |  | Facility Planning Reserves   |
| 21 300034                                     | Sheriff - Women's Jail Expansion Ph.1                             | 1999/2000                           | 2,484,000                           | 2,484,000                                  | 1,214,837                                   |  | 1,214,837  |  | 694,000 = General Fund; 1,290,000 = Facility Planning Reserves; 500,000 = Detention Facilities Reserve |
| <i>Totals:</i>                                |   |                                     | 23,716,109                          | 23,716,109                                 | 6,427,000                                   | 750,000  | 5,677,000  | 750,000                                    |  |
| <b>EFS Bus Area 2300: PUBLIC WORKS - AUC</b>  |   |                                     |                                     |  |   |  |  |  |  |
| 22 320001                                     | Lopez Lake - Campground Electrical Upgrades                       | 2002/2003                           | 715,500                             | 715,500                                    | 715,482                                     |  | 715,482  |  | Proposition 12   |
| 23 320000                                     | Lopez Lake - Restroom Renovations (14)                            | 2002/2003                           | 300,000                             | 300,000                                    | 300,000                                     |  | 300,000  |  | Proposition 12   |
| 24 300236                                     | Parks - Lopez Lake - Boat Launching Facility                      | 2004/2005                           | 763,100                             | 763,100                                    | 335,659                                     |  | 335,659  |  | CA Dept of Boating & Waterways Grant   |
| 25 320011                                     | Public Works - Los Osos - Landfill Remediation                    | 2005/2006                           | 305,000                             | 305,000                                    | 163,277                                     |  | 163,277  |  | Los Osos Landfull Designation  |
| 26 320026                                     | Public Works-Operations Center-Waterline Connection to CMC        | 2007/2008                           | 134,900                             | 134,900                                    | 134,900                                     | 21,500   | 113,400  | 21,500                                     | Facility Planning Reserves   |
| <i>Totals:</i>                                |   |                                     | 2,218,500                           | 2,218,500                                  | 1,649,318                                   | 21,500   | 1,627,818  | 21,500                                     |  |

## CAPITAL PROJECTS

| <i>WBS<br/>Project #</i>                 | <i>Project Description</i> | <i>Original<br/>Year<br/>Funded</i>  | <i>Estimated<br/>Total<br/>Cost</i> | <i>Cumulative<br/>Approved<br/>Funding</i> | <i>Balance of<br/>Available<br/>Funding</i> | <i>2008-09<br/>Recommended<br/>Appropriation</i> | <i>Prev Year<br/>Balance to be<br/>Committed</i> | <i>2008-09<br/>Recommended<br/>Funding</i> | <i>Funding<br/>Source</i>                    |
|--|----------------------------|--|-------------------------------------|--|---|--|--|--|--|
| <b>EFS Bus Area 4250: AIRPORTS - AUC</b> |                            |  |                                     |  |   |  |  |  |  |
| 27                                       | 330011                     | Airports - SLO - Aero Drive Realignment                                      | 2008/2009                           | 2,731,740                                  | 2,731,740                                   | 2,731,740  | 2,731,740  |  | 95% FAA / 5% PFC                             |
| 28                                       | 330010                     | Airports - SLO - Eastside Access Roads                                       | 2008/2009                           | 3,100,260                                  | 3,100,260                                   | 3,100,260  | 3,100,260  |  | 95% FAA / 5% PFC                             |
| 29                                       | 330009                     | Airports - SLO - Fuel Farm Infrastructure                                    | 2007/2008                           | 1,000,000                                  | 1,000,000                                   | 914,539  | 914,539  |  | Cal Trans Loan                               |
| 30                                       | 330008                     | Airports - SLO - New Parking Structure                                       | 2006/2007                           | 15,000,000                                 | 15,000,000                                  | 14,945,427                                       | 14,945,427                                       |  | Bond Proceeds                                |
| 31                                       | 300094                     | Airports - SLO - New Taxiway L   | 2004/2005                           | 350,000                                    | 350,000                                     |  |  |  | FAA 95% / PFC's 5%                           |
| 32                                       | 330002                     | Airports - SLO - New T-Hangars   | 2005/2006                           | 4,734,200                                  | 4,734,200                                   | 893,844  | 893,844  |  | Cal Trans Loan/Hangar Rentals                |
| 33                                       | 330000                     | Airports - SLO - North and South Engineered Material Arresting System (EMAS) | 2005/2006                           | 12,212,816                                 | 12,212,816                                  | 2,366,762  | 2,366,762  |  | FAA 95% / PFC's 5%                           |
| 34                                       | 300003                     | Airports - SLO Airport - New Passenger Terminal                              | 2002/2003                           | 36,500,000                                 | 5,051,400                                   | 2,814,422  | 2,814,422  |  | 3,551,400=FAA 90% /PFC 10%.<br>1.5mill=PFCs. |
| 35                                       | 300015                     | Airports - SLO Airport - New Rental Car Facilities                           | 2003/2004                           | 1,969,700                                  | 1,969,700                                   | 1,781,548  | 1,781,548  |  | CFC-Rental Cars, Financing                   |
| 36                                       | 300013                     | Airports - SLO Airport- Runway 11 Extension                                  | 2003/2004                           | 16,644,474                                 | 16,644,474                                  | 517,855  | 517,855  |  | FAA 95%, PFC 5%                              |
| <i>Totals:</i>                           |                            |  |                                     | 94,243,190                                 | 62,794,590                                  | 30,066,396                                       | 30,066,396                                       |  |  |

## CAPITAL PROJECTS

| WBS<br>Project #                                       | Project Description | Original<br>Year<br>Funded   | Estimated<br>Total<br>Cost | Cumulative<br>Approved<br>Funding | Balance of<br>Available<br>Funding | 2008-09<br>Recommended<br>Appropriation | Prev Year<br>Balance to be<br>Committed | 2008-09<br>Recommended<br>Funding | Funding<br>Source  |
|--|---------------------|--|----------------------------|-----------------------------------|------------------------------------|---|---|-----------------------------------|--|
| <b>EFS Bus Area 2300: PARKS - AUC</b>                  |                     |  |                            |                                   |                                    |   |   |                                   |  |
| 37   | 300044              | Parks - Arroyo Grande - Biddle Park Master Plan                          | 2003/2004                  | 50,000                            | 50,000                             | 49,004                                  | 49,004                                  |                                   | Public Facilities Fees - Parks   |
| 38   | 300025              | Parks - Arroyo Grande - New Biddle Park Playground Equipment             | 2002/2003                  | 153,800                           | 153,800                            | 150,628                                 | 150,628                                 |                                   | Public Facilities Fees - Parks   |
| 39   | 320023              | Parks - Atascadero - Construct Heilmann Park Maintenance Facility        | 2008/2009                  | 799,000                           | 799,000                            | 799,000                                 |   | 799,000                           | Public Facilities Fees - Parks   |
| 40   | 300020              | Parks - Avila - Bob Jones Bike Trail Extension (Ontario Rd) (see 320022) | 2002/2003                  | 700,000                           | 700,000                            | 330,477                                 | 330,477                                 |                                   | 400,000 Fish & Game/ 300,000 SLOCOG                                    |
| 41   | 300021              | Parks - Avila - Bob Jones Bike Trail Extension (San Miguel/Front St)     | 2002/2003                  | 358,000                           | 358,000                            | 296,243                                 | 296,243                                 |                                   | 357,000=Fish & Game (Unocal Grant); 1,000 Private Donation             |
| 42   | 300022              | Parks - Avila - Cave Landing Trail                                       | 2002/2003                  | 378,000                           | 378,000                            | 349,493                                 | 349,493                                 |                                   | Fish & Game (Unocal Grant)   |
| 43   | 300032              | Parks - Cayucos - Norma Rose Park Design/Development                     | 2001/2002                  | 600,000                           | 600,000                            | 492,096                                 | 492,096                                 |                                   | Public Facilities Fees - Parks   |
| 44   | 320013              | Parks - Cayucos - Old Creek Connection                                   | 2006/2007                  | 250,000                           | 250,000                            | 249,334                                 | 249,334                                 |                                   | Fed 200,000; State 40,000; 10,000 Parks Fund                           |
| 45   | 320014              | Parks - Los Osos - BBQ Area Upgrades (extension of 300039)               | 2006/2007                  | 102,397                           | 102,397                            | 95,009                                  | 95,009                                  |                                   | State 65,000; Public Facilities Fees-Parks 37,352; 45 Accrued Donation |
| 46   | 300019              | Parks - Los Osos - El Morro Bike Path                                    | 1999/2000                  | 200,000                           | 200,000                            | 61,197                                  | 61,197                                  |                                   | Public Facilities Fees - Parks; 100,000 Coastal Res Grant              |
| 47   | 320027              | Parks - Los Osos - Skateboard Park Fencing (extension of 300039)         | 2007/2008                  | 40,000                            | 40,000                             | 40,000                                  | 40,000                                  |                                   | Public Facilities Fees- Parks  |
| 48   | 300101              | Parks - Nipomo - Park Playground Replacement                             | 2004/2005                  | 250,000                           | 250,000                            | 250,000                                 | 250,000                                 |                                   | Public Facilities Fees- Parks  |
| 49   | 300030              | Parks - Nipomo -Park Master Plan Development                             | 2002/2003                  | 100,000                           | 100,000                            | 938                                     | 938                                     |                                   | Public Facilities Fees - Parks   |
| 50   | 320022              | Parks - SLO - Bob Jones Bike Trail Extension (Higuera St) (see 300020)   | 2008/2009                  | 2,000,000                         | 2,000,000                          | 2,000,000                               |   | 2,000,000                         | Public Facilities Fees - Parks   |
| 51   | 320029              | Parks-Santa Margarita Lake-Water Tanks and System                        | 2008/2009                  | 45,000                            | 45,000                             |   |   |                                   | 45,000 Parks Fund  |
| <b>Totals:</b>   |                     |  |                            | 6,026,197                         | 6,026,197                          | 5,163,419                               | 2,364,419                               | 2,799,000                         |  |
| <b>EFS Bus Area 2300: PARKS &amp; LOPEZ LAKE - AUC</b> |                     |  |                            |                                   |                                    |   |   |                                   |  |
| 52   | 320015              | Parks - Avila - Avila Beach to Port San Luis Trail Connector             | 2006/2007                  | 300,000                           | 300,000                            | 300,000                                 | 300,000                                 |                                   | PG&E Settlement Obligation   |
| <b>Totals:</b>   |                     |  |                            | 300,000                           | 300,000                            | 300,000                                 | 300,000                                 |                                   |  |

## CAPITAL PROJECTS

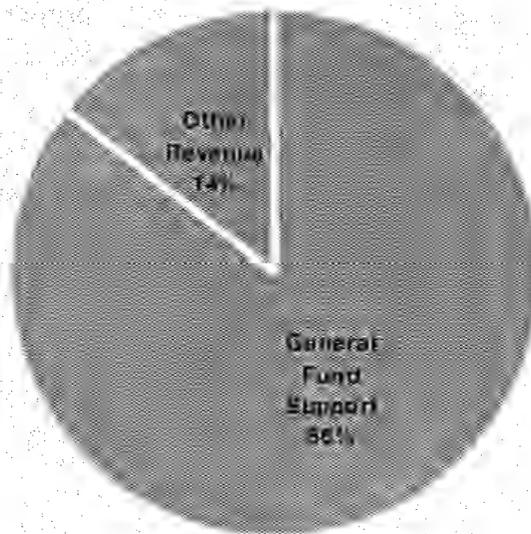
| <i>WBS<br/>Project #</i>                       | <i>Project Description</i>                                   | <i>Original<br/>Year<br/>Funded</i> | <i>Estimated<br/>Total<br/>Cost</i> | <i>Cumulative<br/>Approved<br/>Funding</i> | <i>Balance of<br/>Available<br/>Funding</i> | <i>2008-09<br/>Recommended<br/>Appropriation</i> | <i>Prev Year<br/>Balance to be<br/>Committed</i> | <i>2008-09<br/>Recommended<br/>Funding</i> | <i>Funding<br/>Source</i> |
|--|--|-------------------------------------|-------------------------------------|--|---|--|--|--|---------------------------|
| <b>EFS Bus Area 4270: GOLF COURSES - AUC</b>   |  |                                     |                                     |  |   |  |  |  |                           |
| 53 340002                                      | Golf Courses - Morro Bay Golf Course -<br>Replace Water Line | 2006/2007                           | 100,000                             | 100,000                                    | 47,440                                      |  | 47,440   |  |                           |
| <i>Totals:</i>                                 |  |                                     | 100,000                             | 100,000                                    | 47,440                                      |  | 47,440   |  |                           |
| <b>EFS Bus Area 4070: FLEET SERVICES - AUC</b> |  |                                     |                                     |  |   |  |  |  |                           |
| 54 370001                                      | Fleet Services - Kansas Avenue - Office<br>Addition          | 2007/2008                           | 80,000                              | 80,000                                     | 65,895                                      |  | 65,895   |  | Fleet Services            |
| <i>Totals:</i>                                 |  |                                     | 80,000                              | 80,000                                     | 65,895                                      |  | 65,895   |  |                           |
| <i>Grand Total:</i>                            |  |                                     | 147,287,374                         | 115,838,774                                | 50,687,732                                  | 3,637,500  | 47,050,232                                       | 3,637,500                                  |                           |

**PURPOSE**

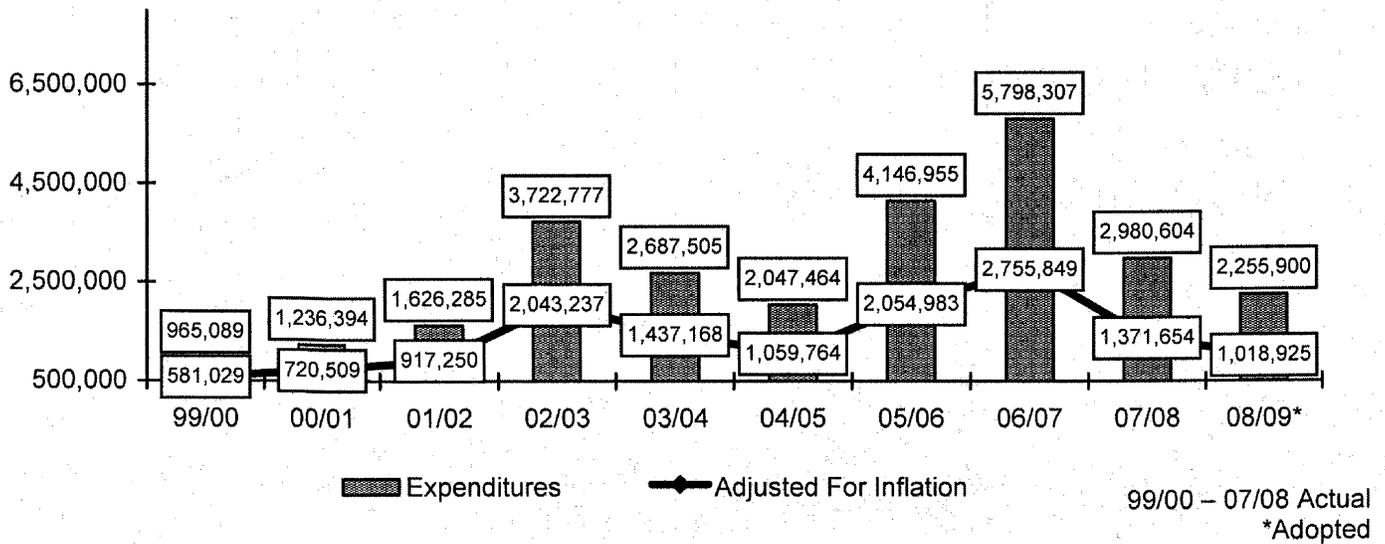
To provide funds for countywide repair, renovation and maintenance of existing county facilities.

| <u>Financial Summary</u>      | <u>2006-07<br/>Actual</u> | <u>2007-08<br/>Actual</u> | <u>2008-09<br/>Requested</u> | <u>2008-09<br/>Recommended</u> | <u>2008-09<br/>Adopted</u> |
|-------------------------------|---------------------------|---------------------------|------------------------------|--------------------------------|----------------------------|
| Revenues                      | \$ 899,864                | \$ 723,696                | \$ 324,000                   | \$ 324,000                     | \$ 324,000                 |
| Services and Supplies         | 5,798,307                 | 2,980,604                 | 2,255,900                    | 2,255,900                      | 2,255,900                  |
| **Gross Expenditures          | \$ 5,798,307              | \$ 2,980,604              | \$ 2,255,900                 | \$ 2,255,900                   | \$ 2,255,900               |
| Less Intrafund Transfers      | 10,277                    | 86,024                    | 0                            | 0                              | 0                          |
| **Net Expenditures            | \$ 5,788,030              | \$ 2,894,580              | \$ 2,255,900                 | \$ 2,255,900                   | \$ 2,255,900               |
| General Fund Support (G.F.S.) | \$ 4,888,166              | \$ 2,170,884              | \$ 1,931,900                 | \$ 1,931,900                   | \$ 1,931,900               |

**Source of Funds**



10 Year Expenditures Adjusted For Inflation



**SERVICE PROGRAMS**

**Countywide Projects**

Provides funding for the following types of countywide maintenance projects: roof repair, heating, ventilation and air conditioning equipment maintenance; painting; restroom renovation; flooring, sidewalk and paving maintenance; coaxial cable installation; signage of facilities; coastal accessway maintenance; tennis court, and tree trimming projects.

Total Expenditures: \$1,425,100 Total Staffing (FTE): 0.0

**Facility Maintenance**

Provides funding for specific maintenance projects necessary to maintain the County's facilities, excluding parks.

Total Expenditures: 710,800 Total Staffing (FTE): 0.0

**Park Maintenance**

Provides funding for specific maintenance projects necessary to maintain the County's parks.

Total Expenditures: \$120,000 Total Staffing (FTE): 0.0

**COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS**

The maintenance project recommendations are based upon the guidance contained in the Board of Supervisors' budget policies to provide adequate funds to maintain County facilities. The majority of funds are for general maintenance such as, painting, maintaining county parking lots, replacing heating and air conditioning units, roofing, energy conservation measures and Americans with Disabilities Act (ADA) improvements.

The recommended expense for all maintenance projects is \$2,255,900 or about \$165,172 (6%) less than the adopted expense for FY 2007-08. The reduction in expense is related to a decrease in maintenance projects funded through the Parks and Library budget. The General Fund support is recommended at the same amount as for FY 2007-08 and is \$1,931,000.

Major maintenance projects include:

- \$793,100 for general maintenance of facilities.
- \$308,000 to augment funding for the previously approved remodel project for the Longbranch Building in Grover Beach.
- \$282,000 for Countywide relocation projects, includes funding to facilitate the Court Transfer process
- \$204,000 for library general maintenance.
- \$200,000 for the first of two phases replacing elevator controls in the Courthouse Annex
- \$120,000 for parks maintenance.

- \$100,000 for countywide energy and water conservation programs.

A listing and description of all the maintenance projects can be found on the following pages.

Revenue is recommended at approximately \$324,000 and is \$165,172 (33%) less than FY 2007-08. The revenue in the recommended budget comes from the library (\$204,000), and Parks and Recreation (\$120,000). Funding for Parks maintenance expense in this budget is derived from development fees applied to subdivision permits. These fees, commonly known as Quimby fees, are allocated to five districts, North, South, Central, East and Coastal. Fee revenues are distributed based upon the district in which the development occurs. Fee Revenues for the Coastal and East Districts were insufficient to fund maintenance projects in those districts and are not included in this list. Other maintenance funds in the Parks budget can be used to fund urgent maintenance needs in the Coastal and East Districts.

## **FY 2008-2009 MAINTENANCE PROJECTS**

This listing represents **new** maintenance projects recommended for funding. The reference number refers to the projects listed on the following pages.

### **Ref. No. Description**

#### **GENERAL GOVERNMENT**

- #350069 General Government – Courthouse Annex – Upgrade Public Elevator, \$200,000  
Replaces obsolete controls for the Courthouse Annex Public Elevator with new electronic components, reducing maintenance repair costs, operating expenses, and increasing energy savings
- #350070 Countywide Facilities Master Plan – 2008-2009 - \$100,000  
This project provides funding to conduct needs assessments, programming and analyses for determining highest and best use for County property and facilities in planning for the future.
- #350071 Countywide ADA Compliance – 2008-2009) - \$100,000  
This project upgrades current facilities in order to help ensure they meet the American with Disabilities Act requirements. A project to develop an ADA compliant shower and cell at the County Main Jail is included in this amount.
- #350072 Countywide Department Relocations – 2008-2009 - \$282,00  
This project is utilized to move County departments from one location to another or to reconfigure existing office space. Additional funding is added to this designation for FY 2008-09 to create an interview room in Victim Witness and funding for work associated with transfer of local court facilities to the State Administrative Office of the Courts.
- #350074 Countywide Energy & Water Conservation – 2008-2009 - \$100,000  
Implement recommendations from County energy and water use audits. Investments and upgrades in this category are made when the savings from energy and water use conservation repays the initial expenditure in seven years or less. This year's activity includes installation of electrical sub-meters and irrigation controllers at the downtown SLO Government Center Annex complex.
- #350075 Countywide Maintenance Projects – 2008-2009 - \$793,100  
Program includes maintenance of buildings, tree trimming, data cabling, minor building electrical system upgrades, energy management systems, flooring, hazardous materials abatement, mechanical (plumbing, heating, ventilation and air conditioning) replacement, painting, re-keying, building security, facility restroom renovation, re-roofing, sidewalk installation and repair, parking lot repaving, signage, and window covering and upholstery replacements.

## Maintenance Projects

Fund Center 200

### HEALTH AND SOCIAL SERVICES

#350033 Augment Health –Drug & Alcohol/Probation – Grover Beach – Longbranch Building Remodel - \$306,800  
Installs public and staff ADA compliant restrooms and remodels the County owned facility, allowing Probation/Drug & Alcohol offices to relocate from existing lease space. Includes removal of hazardous materials and upgrade of the electrical system.

### LIBRARY

#350073 Countywide Library Renovations – 2008-2009 (Roll Up)- \$204,00  
Includes Los Osos Library siding replacement, Cambria library shelving bracing and general maintenance, and miscellaneous maintenance as needed at all libraries.

### PARKS

#350035 Augment Parks Maintenance –Central County- \$40,000  
Provides general maintenance of Park facilities located in the Central County area.

#350036 Augment Parks Maintenance –North - \$40,000  
Provides general maintenance of Park facilities located in the North County.

#350037 Augment Parks Maintenance –South - \$40,000  
Provides general maintenance of Park facilities located in the South County.

### COMMUNITY SERVICES

#350010 Augment Countywide Community Buildings - \$50,000  
Provides maintenance to 11 aging County Community Buildings, many that are frequently used by local groups.

### BOARD ADOPTED CHANGES

None.

# MAINTENANCE PROJECTS

| <i>WBS<br/>Project #</i>                             | <i>Project Description</i> | <i>Original<br/>Year<br/>Funded</i>   | <i>Estimated<br/>Total<br/>Cost</i> | <i>Cumulative<br/>Approved<br/>Funding</i> | <i>Balance of<br/>Available<br/>Funding</i> | <i>2008-09<br/>Recommended<br/>Appropriation</i> | <i>Prev Year<br/>Balance to be<br/>Committed</i> | <i>2008-09<br/>Recommended<br/>Funding</i> | <i>Funding<br/>Source</i>       |
|--|----------------------------|---|-------------------------------------|--|---|--|--|--|---------------------------------|
| <b>EFS Bus Area 2000: GENERAL GOVERNMENT - MAINT</b> |                            |   |                                     |  |   |  |  |  |                                 |
| 1  | 350048                     | Agricultural Commissioner - SLO - Water Meter Laboratory                          | 2007/2008                           | 53,700                                     | 53,700                                      | 31,860   |  | 31,860                                     |                                 |
| 2  | 350011                     | Countywide ADA Compliance - 2005-06 (Roll Up)                                     | 2005/2006                           | 200,000                                    | 200,000                                     | 136,668  |  | 136,668                                    |                                 |
| 3  | 300065                     | Countywide ADA Compliance - 1992-2005 (Roll Up)                                   | 1992/1993                           | 1,939,052                                  | 1,939,052                                   | 59,783   |  | 59,783                                     |                                 |
| 4  | 350020                     | Countywide ADA Compliance - 2006-07 (Roll Up)                                     | 2006/2007                           | 800,000                                    | 800,000                                     | 500,564  |  | 500,564                                    |                                 |
| 5  | 350071                     | Countywide ADA Compliance - 2008-09 (Roll Up)                                     | 2008/2009                           | 100,000                                    | 100,000                                     | 100,000  |  |  |                                 |
| 6  | 300066                     | Countywide Department Relocations - 1990-2005 (Roll Up)                           | 1990/1991                           | 11,881,498                                 | 11,881,498                                  | 31,395   |  | 31,395                                     |                                 |
| 7  | 350026                     | Countywide Department Relocations - 2006-07 (Roll Up)                             | 2006/2007                           | 207,454                                    | 207,454                                     | 39,029   |  | 39,029                                     |                                 |
| 8  | 350056                     | Countywide Department Relocations - 2007-08 (Roll Up)                             | 2007/2008                           | 100,000                                    | 100,000                                     | 96,827   |  | 96,827                                     |                                 |
| 9  | 350072                     | Countywide Department Relocations 2008-09 (Roll-up)                               | 2008/2009                           | 282,000                                    | 282,000                                     | 282,000  |  |  |                                 |
| 10   | 350058                     | Countywide Energy and Water Conservation - 2007-08 (Roll Up)                      | 2007/2008                           | 100,000                                    | 100,000                                     | 100,000  |  | 100,000                                    |                                 |
| 11   | 350074                     | Countywide Energy and Water Conservation - 2008-09 (Roll Up)                      | 2008/2009                           | 100,000                                    | 100,000                                     | 100,000  |  | 100,000                                    |                                 |
| 12   | 300096                     | Countywide Energy Conservation (Roll Up)  | 2004/2005                           | 250,000                                    | 250,000                                     | 137,684  |  | 137,684                                    |                                 |
| 13   | 300061                     | Countywide Facilities Master Plan (Roll Up)                                       | 1997/1998                           | 515,800                                    | 515,800                                     | 11,828   |  | 11,828                                     | Facilities Planning Designation |
| 14   | 350008                     | Countywide Maintenance Projects - 2005-06 (Roll Up)                               | 2005/2006                           | 500,000                                    | 500,000                                     | 5,494  |  | 5,494                                      |                                 |
| 15   | 350025                     | Countywide Maintenance Projects - 2006-07 (Roll Up)                               | 2006/2007                           | 1,043,171                                  | 1,043,171                                   | 128,553  |  | 128,553                                    |                                 |
| 16   | 350055                     | Countywide Maintenance Projects - 2007-08 (Roll Up)                               | 2007/2008                           | 1,000,000                                  | 1,000,000                                   | 545,241  |  | 545,241                                    |                                 |
| 17   | 350075                     | Countywide Maintenance Projects - 2008-09 (Roll Up)                               | 2008/2009                           | 793,100                                    | 793,100                                     | 793,100  |  |  |                                 |
| 18   | 350070                     | Countywide Master Plan 2008-09 (Roll-up)  | 2008/2009                           | 100,000                                    | 100,000                                     | 100,000  |  | 100,000                                    |                                 |
| 19   | 350050                     | Countywide Stormwater Pollution Prevention (Roll Up)                              | 2007/2008                           | 50,000                                     | 50,000                                      | 29,927   |  | 29,927                                     |                                 |
| 20   | 350002                     | General Government - Courthouse Annex - Implement Office Consolidation, (Roll up) | 2005/2006                           | 1,674,400                                  | 1,674,400                                   | 383,630  |  | 383,630                                    |                                 |
| 21   | 350049                     | General Government - Courthouse Annex - Monterey Street Deck Repair               | 2007/2008                           | 90,300                                     | 90,300                                      | 89,312   |  | 89,312                                     |                                 |

# MAINTENANCE PROJECTS

| <i>WBS<br/>Project #</i>                                    | <i>Project Description</i>  | <i>Original<br/>Year<br/>Funded</i> | <i>Estimated<br/>Total<br/>Cost</i> | <i>Cumulative<br/>Approved<br/>Funding</i> | <i>Balance of<br/>Available<br/>Funding</i> | <i>2008-09<br/>Recommended<br/>Appropriation</i> | <i>Prev Year<br/>Balance to be<br/>Committed</i> | <i>2008-09<br/>Recommended<br/>Funding</i> | <i>Funding<br/>Source</i>    |
|---|---|-------------------------------------|-------------------------------------|--|---|--|--|--|------------------------------|
| 22 300069   | General Government - Courthouse Annex - Replace Interior Signs                                | 2000/2001                           | 86,700                              | 86,700                                     | 724   |  | 724  |  | Courthouse Construction Fund |
| 23 350069   | General Government - Courthouse Annex - Upgrade Public Elevator                               | 2008/2009                           | 200,000                             | 200,000                                    | 200,000                                     | 200,000  |  |  |                              |
| 24 350022   | General Government - Old Courthouse - Exterior Paint  | 2006/2007                           | 102,700                             | 102,700                                    | 96,551                                      |  | 96,551   |  |                              |
| 25 300080   | General Government - SLO - 1144 Monterey St. Monitoring Wells Abandonment                     | 2003/2004                           | 126,855                             | 126,855                                    | 12,213                                      |  | 12,213   |  |                              |
| 26 350051   | Information Technology Dept - Old Courthouse - Data Center Reorganization                     | 2007/2008                           | 58,400                              | 58,400                                     | 58,400                                      |  | 58,400   |  |                              |
| 27 350003   | Information Technology Dept - Old Courthouse- Data Center Fire Suppression System Replacement | 2005/2006                           | 183,500                             | 183,500                                    | 140,666                                     |  | 140,666  |  |                              |
| 28 350023   | Information Technology Dept - Various - Facility Recabling                                    | 2006/2007                           | 286,200                             | 286,200                                    | 286,200                                     |  | 286,200  |  |                              |
| 29 300064   | Oceano - Creek to Beach Stabilization Trail   | 2003/2004                           | 50,000                              | 50,000                                     | 50,000                                      |  | 50,000   |  | Coastal Access Imp Grant     |
| 30 300128   | SLO - Johnson Avenue Property Analysis  | 2004/2005                           | 354,000                             | 354,000                                    | 193,425                                     |  | 193,425  |  | Facilities Planning Reserve  |
| <i>Totals:</i>  |   |                                     | 23,228,830                          | 23,228,830                                 | 4,741,074                                   | 1,575,100  | 3,165,974  |  |                              |
| <b>EFS Bus Area 2000: HEALTH AND SOCIAL SERVICES -MAINT</b> |   |                                     |                                     |  |   |  |  |  |                              |
| 31 350019   | Health - SLO - Lab Expansion, Phase 2   | 2005/2006                           | 160,000                             | 160,000                                    | 109,274                                     |  | 109,274  |  | CDC Bioterrorism Grant       |
| 32 350033   | Health-Drug & Alcohol/Probation - Grover Beach - Longbranch Building Remodel                  | 2006/2007                           | 654,600                             | 654,600                                    | 624,517                                     | 306,800  | 317,717  |  |                              |
| 33 350060   | Social Services - SLO - Higuera Lot Maintenance   | 2007/2008                           | 12,000                              | 12,000                                     | 12,000                                      |  | 12,000   |  | Dept of Soc Svs              |
| 34 350059   | Social Services - SLO - Window Replacement  | 2007/2008                           | 18,300                              | 18,300                                     | 18,300                                      |  | 18,300   |  | Dept of Soc Svs              |
| <i>Totals:</i>  |   |                                     | 844,900                             | 844,900                                    | 764,090                                     | 306,800  | 457,290  |  |                              |

# MAINTENANCE PROJECTS

| <i>WBS<br/>Project #</i>                        | <i>Project Description</i> | <i>Original<br/>Year<br/>Funded</i>                                | <i>Estimated<br/>Total<br/>Cost</i> | <i>Cumulative<br/>Approved<br/>Funding</i> | <i>Balance of<br/>Available<br/>Funding</i> | <i>2008-09<br/>Recommended<br/>Appropriation</i> | <i>Prev Year<br/>Balance to be<br/>Committed</i> | <i>2008-09<br/>Recommended<br/>Funding</i> | <i>Funding<br/>Source</i>                                 |
|---|----------------------------|--|-------------------------------------|--|---|--|--|--|---|
| <b>EFS Bus Area 2000: LIBRARY - MAINT</b>       |                            |  |                                     |  |   |  |  |  |   |
| 35  | 350012                     | Countywide Library Renovations - 2005-06 (Roll Up)                 | 2005/2006                           | 198,304                                    | 198,304                                     | 59,507   | 59,507   |  | Libraries Fund  |
| 36  | 350027                     | Countywide Library Renovations - 2006-07 (Roll Up)                 | 2006/2007                           | 200,000                                    | 200,000                                     | 127,731  | 127,731  |  | Libraries Fund  |
| 37  | 350057                     | Countywide Library Renovations - 2007-08 (Roll Up)                 | 2007/2008                           | 261,072                                    | 261,072                                     | 261,072  | 261,072  |  | Libraries Fund  |
| 38  | 350073                     | Countywide Library Renovations - 2008-09 (Roll-up)                 | 2008/2009                           | 204,000                                    | 204,000                                     | 204,000  |  | 204,000                                    | Libraries Fund  |
| 39  | 350029                     | Library - SLO - Remodel Circulation Desk/Self Checkout             | 2006/2007                           | 83,600                                     | 83,600                                      | 78,165   | 78,165   |  | 50% Public Facilities Fees - Library;<br>50% Library Fund |
| <i>Totals:</i>                                  |                            |  |                                     | 946,976                                    | 946,976                                     | 730,475  | 204,000  | 526,475                                    | 204,000   |
| <b>EFS Bus Area 2000: PUBLIC WORKS - MAINT</b>  |                            |  |                                     |  |   |  |  |  |   |
| 40  | 300086                     | Public Works - North County - Road Maintenance Yards Consolidation | 2003/2004                           | 60,000                                     | 60,000                                      | 57,644   | 57,644   |  | Road Designated Reserves                                  |
| 41  | 300097                     | Public Works - Operations Center - Fire Flow Assessment            | 2004/2005                           | 15,000                                     | 15,000                                      | 6,565  | 6,565  |  |   |
| 42  | 350052                     | Public Works -Operations Center - Water Quality Lab Improvements   | 2007/2008                           | 37,200                                     | 37,200                                      | 37,200   | 37,200   |  |   |
| <i>Totals:</i>                                  |                            |  |                                     | 112,200                                    | 112,200                                     | 101,409  |  | 101,409                                    |   |
| <b>EFS Bus Area 2000: PUBLIC SAFETY - MAINT</b> |                            |  |                                     |  |   |  |  |  |   |
| 43  | 350034                     | Sheriff - Animal Services - Roof Replacement                       | 2006/2007                           | 141,700                                    | 141,700                                     | 141,700  | 141,700  |  |   |
| 44  | 350041                     | Sheriff - Honor Farm - HVAC Unit Replacements                      | 2006/2007                           | 177,600                                    | 177,600                                     | 177,600  | 177,600  |  |   |
| 45  | 350054                     | Sheriff - Los Osos - Station Remodel                               | 2007/2008                           | 167,300                                    | 167,300                                     | 166,699  | 166,699  |  |   |
| 46  | 350053                     | Sheriff - Operations Center - Honor Farm Kitchen HVAC Replacement  | 2007/2008                           | 124,500                                    | 124,500                                     | 96,818   | 96,818   |  |   |
| 47  | 350042                     | Sheriff - West Jail - Security Screens                             | 2006/2007                           | 29,500                                     | 29,500                                      | 29,500   | 29,500   |  |   |
| <i>Totals:</i>                                  |                            |  |                                     | 640,600                                    | 640,600                                     | 612,317  |  | 612,317                                    |   |

# MAINTENANCE PROJECTS

| <i>WBS<br/>Project #</i>                       | <i>Project Description</i>                                  | <i>Original<br/>Year<br/>Funded</i> | <i>Estimated<br/>Total<br/>Cost</i> | <i>Cumulative<br/>Approved<br/>Funding</i> | <i>Balance of<br/>Available<br/>Funding</i> | <i>2008-09<br/>Recommended<br/>Appropriation</i> | <i>Prev Year<br/>Balance to be<br/>Committed</i> | <i>2008-09<br/>Recommended<br/>Funding</i> | <i>Funding<br/>Source</i>                                |
|--|---|-------------------------------------|-------------------------------------|--|---|--|--|--|--|
| <b>EFS Bus Area 2000: PARKS - MAINT</b>        |   |                                     |                                     |  |   |  |  |  |  |
| 48 350015                                      | Parks - Cambria - Emmons Coastal Accessway                  | 2003/2004                           | 10,000                              | 10,000                                     | 10,000                                      |  | 10,000   |  | Private Donation/ Coastal Comm Requirement               |
| 49 350065                                      | Parks - Cayucos-Hardie Park-Repair Playground Equipment     | 2007/2008                           | 115,000                             | 115,000                                    | 25,666                                      |  | 25,666   |  | 105,000 Insurance; 10,000 deductible Parks Ops           |
| 50 350035                                      | Parks - Central County - Park Maintenance (Roll Up)         | 2006/2007                           | 120,000                             | 120,000                                    | 109,133                                     | 40,000   | 69,133   | 40,000                                     | 120,000 Quimby Fees - Central County Sub-Fund            |
| 51 350038                                      | Parks - Coastal - Park Maintenance (Roll Up)                | 2006/2007                           | 80,000                              | 80,000                                     | 20,281                                      |  | 20,281   |  | 40,000 GF; 40,000 Parks Fund                             |
| 52 300083                                      | Parks - Countywide State Park Facilities Upgrades (Roll Up) | 2001/2002                           | 613,273                             | 613,273                                    | 155,326                                     |  | 155,326  |  | Proposition 12   |
| 53 350039                                      | Parks - East County - Park Maintenance (Roll Up)            | 2006/2007                           | 80,000                              | 80,000                                     | 80,000                                      |  | 80,000   |  | 40,000 GF; 40,000 Quimby Fees - East County Sub-Fund     |
| 54 350068                                      | Parks - El Chorro Park - Repair Gilardi House               | 2007/2008                           | 27,214                              | 27,214                                     | 27,119                                      |  | 27,119   |  | Parks Donations Trust                                    |
| 55 350066                                      | Parks - Lopez Lake-Campground Water Line Upgrade            | 2007/2008                           | 70,000                              | 70,000                                     | 70,000                                      |  | 70,000   |  | 70,000 Prop 40 Grant                                     |
| 56 300087                                      | Parks - Morro Bay/Cayucos Connector Trail                   | 2003/2004                           | 292,000                             | 292,000                                    | 135,547                                     |  | 135,547  |  | 232,000 Nat'l Grant, 60,000 Parks/SLOCOG/Coastal Res     |
| 57 350036                                      | Parks - North County - Park Maintenance (Roll Up)           | 2006/2007                           | 120,000                             | 120,000                                    | 120,000                                     | 40,000   | 80,000   | 40,000                                     | 120,000 Quimby Fees - North County Sub-Fund              |
| 58 350067                                      | Parks - San Miguel - Pool Removal                           | 2007/2008                           | 25,000                              | 25,000                                     | 25,000                                      |  | 25,000   |  | 17,890 Roberti-Z'Berg-Harris Grant; 7,110 Parks Ops      |
| 59 350014                                      | Parks - San Miguel - Rios Caledonia Adobe Preservation      | 2005/2006                           | 394,442                             | 394,442                                    | 255,190                                     |  | 255,190  |  | 50% Fed Save Americas Treasures Prog; 50% Prop 40        |
| 60 350037                                      | Parks - South County - Park Maintenance (Roll Up)           | 2006/2007                           | 120,000                             | 120,000                                    | 120,000                                     | 40,000   | 80,000   | 40,000                                     | 120,000 Quimby Fees - South County Sub-Fund              |
| 61 300127                                      | Parks- Santa Margarita Lake- BLM Trail                      | 2004/2005                           | 137,000                             | 137,000                                    | 149   |  | 149  |  | 60,000 = Prop 40; 26,000 = Parks Fund; 51,000 Parks Fund |
| 62 350064                                      | Parks/Golf - Chalk Mountain Golf Course - Rehabilitation    | 2006/2007                           | 420,000                             | 420,000                                    | 1,118                                       |  | 1,118  |  | 70,000 Prop 40 Grant                                     |
| <i>Totals:</i>                                 |   |                                     | 2,623,929                           | 2,623,929                                  | 1,154,529                                   | 120,000  | 1,034,529  | 120,000                                    |  |
| <b>EFS Bus Area 4270: GOLF COURSES - MAINT</b> |   |                                     |                                     |  |   |  |  |  |  |
| 63 340003                                      | Golf Courses - CMC Water #2 - Parking Lots Development      | 2007/2008                           | 479,960                             | 479,960                                    | 455,072                                     |  | 455,072  |  | Golf Course CMC Water Reimbursement Fund                 |
| <i>Totals:</i>                                 |   |                                     | 479,960                             | 479,960                                    | 455,072                                     |  | 455,072  |  |  |

# MAINTENANCE PROJECTS

| <i>WBS<br/>Project #</i>                             | <i>Project Description</i>                                     | <i>Original<br/>Year<br/>Funded</i> | <i>Estimated<br/>Total<br/>Cost</i> | <i>Cumulative<br/>Approved<br/>Funding</i> | <i>Balance of<br/>Available<br/>Funding</i> | <i>2008-09<br/>Recommended<br/>Appropriation</i> | <i>Prev Year<br/>Balance to be<br/>Committed</i> | <i>2008-09<br/>Recommended<br/>Funding</i> | <i>Funding<br/>Source</i>        |
|--|--|-------------------------------------|-------------------------------------|--|---|--|--|--|----------------------------------|
| <b>EFS Bus Area 2000: COMMUNITY SERVICES - MAINT</b> |  |                                     |                                     |  |   |  |  |  |                                  |
| 64 350010  | Countywide Community Buildings Renovations - 1999-09 (Roll Up) | 2005/2006                           | 380,434                             | 380,434                                    | 313,000                                     | 50,000   | 263,000  |  |                                  |
| 65 350043  | South County Regional Center - Roof Replacement                | 2006/2007                           | 123,200                             | 123,200                                    | 116,141                                     |  | 116,141  |  |                                  |
| <i>Totals:</i>                                       |  |                                     | 503,634                             | 503,634                                    | 429,141                                     | 50,000   | 379,141  |  |                                  |
| <b>EFS Bus Area 4250: AIRPORTS - MAINT</b>           |  |                                     |                                     |  |   |  |  |  |                                  |
| 66 300088  | Airports - Oceano - Master Plan                                | 2004/2005                           | 315,789                             | 315,789                                    | 1,836                                       |  | 1,836  |  | 300,000 FAA AIP/ 15,789 Caltrans |
| 67 300067  | Airports - SLO & Oceano - Repair Pavement Program (Roll Up)    | 1999/2000                           | 423,684                             | 423,684                                    | 128,209                                     |  | 128,209  |  | Airports Enterprise Fund         |
| <i>Totals:</i>                                       |  |                                     | 739,473                             | 739,473                                    | 130,045                                     |  | 130,045  |  |                                  |
| <i>Grand Total:</i>                                  |  |                                     | 30,120,502                          | 30,120,502                                 | 9,118,152                                   | 2,255,900  | 6,862,252  | 324,000                                    |                                  |

# **2005-06 Budget Augmentation Results**

05-06 Budget Augmentation Requests and Results

Assessor

Fund Center 109

| Unit Amount                                  | Description  | Intended Results  | Actual Results FY 07-08  | Administrative Office Comments   | Updated Actual Results  | Administrative Office Comments   |
|--|--|---|--|--|---|--|
| Gross: \$26,157<br>General Fund Support: \$0 | Purchase the sales data entry and customer service module for the Assessment Evaluation Services (AES) system. This will be purchased using Property Tax Administration funds. | <ol style="list-style-type: none"> <li>1. Improve Appraiser productivity from 650 to 1,000 appraisals/year.</li> <li>2. Improve efficiency and thus save 800 hours/year in Assessment Tech and Appraiser time.</li> <li>3. Enhance customer service by improving access to property Characteristics and Assessor's maps.</li> </ol> | <p>The intended results were not achieved due to a delay in the implementation of the AES' sales data entry module and customer service screen. Conditions arose within the department that required a shift in priorities and contributed to this delay, which is anticipated to be 6 months to 1 year. In addition, the need to improve the tracking of production became critical as the workload increased and staff is working with AES personnel to complete the production (workflow) tracking module ahead of schedule.</p> <p>Work resumed on the remaining AES projects in early 2007.</p> | <p>Due to unanticipated conditions (system failure in the property attribute data program), the department had to shift their priorities and resources. Therefore, the intended results have not been achieved.</p> <p>As the department anticipates resuming work on the project in the 06/07 fiscal year, we will be requesting that they report back on this BAR as part of the 08-09 budget process.</p> | <p>The implementation of the AES sales data entry and customer service modules were further delayed in 2007/2008. The Attribute Inventory Rewrite (AIR) program was given a higher priority status when the old system failed. The AIR program was developed and implemented and has been very successful. It has replaced the need for the sales data entry module. Enhanced customer service has been achieved by improving public access to our property characteristics on our website. The AES customer service module will be purchased this fiscal year.</p> | <p>Delays continue to hinder the implementation of the AES system, therefore, the intended results were not achieved as expected in FY 06/07.</p> <p>As the department anticipates resuming work on the project in the 07/08 fiscal year, we will be requesting that they report back on this BAR as part of the 09/10 budget process.</p> |

05-06 Budget Augmentation Requests and Results

County Counsel

Fund Center 111

| Unit Amount   | Description   | Intended Results  | Actual Results<br>FY 07-08   | Administrative Office<br>Comments   | Updated Actual Results  | Administrative<br>Office Comments    |
|---|---|---|--|---|---|--------------------------------------|
| Gross:<br>\$64,115<br><br>General<br>Fund<br>Support: \$0 | Add .5 Full-Time Equivalent to provide legal services on the Nacimiento Water Project | To help ensure successful completion of the Nacimiento Water Project by June, 2010. | A .5 FTE attorney was hired. Attorney clients were reassigned in order to allow the attorney most familiar with the issues involved with the Nacimiento Water Project to continue work on it.<br><br>Right-of-way acquisition has started. Five agreements have been entered with water retailers. Five professional services agreements have been entered into with design engineers and related professionals. | The Nacimiento Water Project was slow to start and the revenue generated has not been adequate (\$22,055 in FY 05-06) to support the position as intended.<br><br>The Project Manager for the Nacimiento Project has indicated that the next phases of the Project will be more complex and require more involved by County Counsel staff.<br><br>We will be requesting that the department report back on this BAR as part of the FY 08-09 budget process. | County Counsel's participation in the project started off slower than anticipated. During the 05/06 fiscal year, 385.5 hours were expended, accounting for \$46,860 in revenue from Public Works. During the 06/07 fiscal year, 658 hours were expended, accounting for \$82,250 in revenue. The project has successfully completed the Construction Bid phase and five construction contracts totaling approximately \$125 million have been awarded. The project has begun its construction phase, which will last several years. Right-of-way acquisitions continue. | Intended results have been achieved. |

05-06 Budget Augmentation Requests and Results

Farm Advisor

Fund Center 215

| Unit/Amount   | Description  | Intended Results   | Actual Results FY 07-08   | Administrative Office Comments   | Updated Actual Results  | Administrative Office Comments   |
|---|--|--|---|--|---|--|
| Gross cost<br>\$18,360<br><br>General Fund<br>cost is \$0 | Add 1/2 time Administrative Assistant III and eliminate two (2) seasonal positions as well as reducing temporary help funding. | This position would support the County's 4-H program, which is the 4th largest in the State. In FY 04/05 adopted budget, the department projected that the re-enrollment rate of first-time participant would be at 80%. It is now estimated that only 70% of those participants will re-enroll. The department believes that a permanent 1/2 position assigned specifically to this program will enable the projection goal of 80% to be reached. | After more than 16 months of recruitment, this position has not been filled with a long-term employee. Two employees were hired but one resigned after less than one week and the other was promoted to the full-time 4-H Administrative Assistant after the unexpected resignation of our previous 4-H Administrative Assistant. Re-enrollment of our first-time participants reflects this vacancy— we achieved 66% where we had anticipated 80% with this position filled. We will continue to recruit for a successful candidate to fill this vacancy on a long-term basis. | Due to circumstances beyond the control of the department, the intended results have not been achieved.<br><br>We will be requesting that the department report back on this BAR as part of the FY 08-09 budget process. | The half-time Admin. Asst III position was finally filled in the spring of '07. The AA III completed a survey of first year 4-H members & families in June 2007, & an additional survey for 4-H Community Club Leaders in August '07. In October & November '07, the AA III conducted a comprehensive telephone survey with 20 randomly selected families who did not re-enroll in the 07/08 year (35% as of Dec 2007). Based on all of the data collected, a "First Year 4-H Member Retention Program" has been developed and will be implemented in the Winter of 2008. We expect to see positive results of the research-based retention program during the 08/09 year since the retention program is being designed to directly address the issues raised by families in the written and phone surveys. The two main issues reasons for not reenrolling have to do with a lack of time to do everything that the member would like to do and some confusion on various aspects of the 4-H Program, including how to participate & take advantage of various aspects of the program. | Given the delay in filling the position, as well as factors outside control of the department, the intended results were not achieved. But the department has taken steps to improve their retention rate (development of the retention program) and expect to achieve higher results in 08-09 (75%) than the projected results of 70% for 07-08.<br><br>We will be requesting that the department report back on this BAR as part of the FY 09-10 budget process. |

05-06 Budget Augmentation Requests and Results

Planning & Building

Fund Center 142

| Unit Amount                                   | Description   | Intended Results  | Actual Results FY 07-08  | Administrative Office Comments  | Updated Actual Results   | Administrative Office Comments  |
|---|---|---|--|---|--|---|
| Gross: \$100,000<br>General Fund Support: \$0 | Update Inland and Coastal Framework for Planning Documents, applying "Smart Growth" principles. | <ol style="list-style-type: none"> <li>1. Improve alignment with incorporated city general plan update efforts.</li> <li>2. Reduce the number of appeals on land-use decisions by at least 25% after adoption.</li> </ol> | <p>The document has not been completed.</p> <p>A General Plan amendment to Land Use Element - Framework for Planning to include Smart Growth principles is expected to be completed in Spring 2008. As part of this effort:</p> <ol style="list-style-type: none"> <li>1. The Department had survey done for residents views on Smart Growth;</li> <li>2. Staff collaborated with Santa Barbara and Ventura County on the Tri-County Work Force fund – an effort aimed at assisting new businesses to the County;</li> <li>3. Revised the Coastal and Inland Framework for Planning</li> </ol> <p>To improve alignment with incorporated city general plan update efforts, the Department is a co-sponsoring agency for Community 2050 Visioning, a regional planning effort; Closer coordination with most of the incorporated cities is occurring on a variety of development and planning issues.</p> | Intended result not yet achieved because adoption has not yet occurred. The department will report back on the results of this augmentation in the FY 2008-09 budget. | <p>County Planning Commission is finishing its review of the draft document and will likely be done by January 2008 with a recommendation to the Board of Supervisors. The Board may then adopt the changes as part of the spring 2008 General Plan amendment cycle.</p> <p>We will compare the # of appeals for land use decisions following adoption and report in a future year.</p> <p>A total of \$113,920 was spent.</p> | The Department reports that the intended result not yet achieved because adoption has not yet occurred. The department will report back on the results of this augmentation in the FY 2009-10 budget. |

05-06 Budget Augmentation Requests and Results

| Unit Amount   | Description  | Intended Results  | Actual Results<br>FY 07-08   | Administrative<br>Office<br>Comments  | Updated<br>Actual<br>Results   | Administrative<br>Office Comments   |
|---|--|---|--|---|--|---|
|   |  |   | Reducing the number of land use appeals by at least 25% has not been accomplished; however, we are hopeful that this will occur once the implementing ordinances are in place that will allow alignment between the Planning Commission and the Board of Supervisors on policy direction.  |   |  |   |
| Gross:<br>\$110,000<br><br>General Fund Support:<br>\$110,000 | Consultant services to develop phase 1 of the San Miguel Community Plan. | <ol style="list-style-type: none"> <li>1. Meet community goal to produce an updated comprehensive plan that will then be a basis for developing a comprehensive capital improvement plan.</li> <li>2. Improve safety and livability of the community within three years.</li> </ol> | <p>Phase 1 of the San Miguel Community Plan update focused on selected land use category changes and adjustments to better reflect the changing needs and character of the community. This resulted in:</p> <ol style="list-style-type: none"> <li>1. Increasing the amount of residential multi-family zoning in the urban area.</li> <li>2. Created more housing opportunities,</li> <li>3. Improved economic vitality by providing an increased amount of commercial retail and office zoning. As future development occurs, improved safety and livability will occur because of additional sidewalks and street lighting, improved appearance of development, and improved</li> </ol> | Intended results were partially achieved because only a limited community plan update was completed. Safety and livability is expected to be improved as a result of the zoning changes, but it is too early to measure this outcome. The department will report back on the Intended Results number two of this augmentation in the FY 2008-09 budget. | <p>This project is completed and San Miguel has begun to see improved livability due to revitalization in the downtown area. New streetscape enhancements for a two block area contribute to livability.</p> <p>New commercial developments have been approved in the downtown core. New residential development is also occurring in San Miguel in part due to the increased inventory of residential multi-family and single</p> | The Department reports that the San Miguel Community Plan is completed and the intended results are being achieved. |

**05-06 Budget Augmentation Requests and Results**

| Unit Amount | Description | Intended Results | Actual Results<br>FY 07-08  | Administrative<br>Office<br>Comments | Updated<br>Actual<br>Results  | Administrative<br>Office Comments |
|-------------|-------------|------------------|---|--------------------------------------|---|-----------------------------------|
|             |             |                  | <p>shopping opportunities. Since this was a limited update of the Community Plan, a comprehensive capital improvement plan was not performed at this time and will be addressed with a later phase. During the update railroad crossing safety was addressed separately as part of the negotiations with Union Pacific Railroad concerning a new pedestrian crossing at 16<sup>th</sup> Street. We prepared a Diagnostic Review of Railroad Corridor Safety necessary for consideration by the Administrative Judge who ruled in favor of the County to approve the crossing ultimately resulting in improved community safety. The Board of Supervisors took action to approve the update in December.</p> |                                      | <p>family zoning that resulted from the San Miguel Community Plan update. New commercial projects along the railroad incorporate the new fencing requirements designed to improve pedestrian safety.</p> <p>This project was completed using staff, \$2,479 of consultant services were utilized, the balance was transferred to Public Works to help offset the costs of construction.</p> |                                   |

**2006-07 Budget Augmentation Requests and Results**

**Airport**

**Fund Center 425**

| Unit /Amount   | Description  | Intended Results  | Actual Results  | Administrative Office Comments         |
|--|--|---|---|--|
| <p>Gross: \$82,550</p> <p>General Fund Support: 0</p> <p>Paid for by FAA grant and Airport revenue</p> | <p>Convert a contract Associate Real Property Agent to permanent to coordinate issues between airport management, legal counsel, and outside consultants in property acquisition negotiations.</p> | <ul style="list-style-type: none"> <li>• Resolve day to day issues with lease site compliance and airport concessionaires.</li> <li>• Coordinate issues with property acquisitions.</li> <li>• Negotiate new concessionaire agreements that will result in additional revenue to the Airport with 1) car rental concessions, 2) east side hanger lease agreements and 3) fixed based operations.</li> </ul> | <ul style="list-style-type: none"> <li>• Oversees real property issues @ both San Luis Obispo and Oceano Airports, with currently 125 Lessees, Concessionaires, and Permittees; for 07/08, collectively, annual revenue is \$1,699,000 which is an increase of \$167,000 over 06/07. Revenue includes:             <ul style="list-style-type: none"> <li>• Rent-up of new county owned 65 T-Hangar project, with current annual revenue of \$308,000</li> <li>• Food, Drink &amp; Retail conc. Fees received are up 7.8% over 05/06, up 41.7% from 2004/05. Current annual revenue of approx. \$82,359. Services now include, Restaurant, Gift Shop, Snack Bar, Vending, ATM &amp; WiFi. Concession development planning started for New Terminal Project.</li> <li>• Property acquisitions ongoing, with an anticipated value of \$5,000,000.</li> <li>• Assist management with marketing and public relations projects including the Delta Kick-off Promo. Since the addition of Delta flights in mid-June, enplanements up 8.8%, averaging 17,114 monthly over</li> </ul> </li> </ul> | <p>Intended results were achieved.</p> |

**2006-07 Budget Augmentation Requests and Results**

| Unit /Amount | Description | Intended Results | Actual Results  | Administrative Office Comments |
|--------------|-------------|------------------|---|--------------------------------|
|              |             |                  | <p>the last 3 months.</p> <ul style="list-style-type: none"> <li>• Staff liaison with Airport Day &amp; Charity BBQ. Raising seed money for Public Art in New Terminal, along with funds for other aviation nexus charities. \$15,000 to date.</li> <li>• New Car Rental (RAC) agreements scheduled for implementation along with new Quick Turnaround Area (QTA) facility in 07/08. With recently implemented changes, new RAC fees estimated to increase by 15%, effective Dec. 1, 2007, for an anticipated next year annual concession fee of \$400,000.</li> <li>• New Fixed Base Operator (FBO) and Fuel Farm facility negotiations anticipated to be completed &amp; leases signed during 07/08. New FBO annual ground revenue anticipated to be \$87,500. Airport Management has secured \$1,000,000 Cal Trans loan for fuel farm construction. Fuel Farm revenues anticipated to approximate \$100,000 annually.</li> <li>• Conducted over 140 hangar inspections.</li> </ul> |                                |

2006-07 Budget Augmentation Requests and Results

Assessor

Fund Center 109

| Unit /Amount   | Description   | Intended Results   | Actual Results  | Administrative Office Comments              |
|--|---|--|---|---|
| <p>Gross:<br/>\$65,802</p> <p>General Fund Support:<br/>\$65,802</p> | <p>Request to add two Administrative Assistant I/II/III positions. Adding these two positions is part of the department's reorganization.</p> | <ul style="list-style-type: none"> <li>To improve efficiencies and to provide excellent service to all stakeholders, including other County departments.</li> <li>These positions will assure that workload is evenly distributed to improve administrative operations.</li> </ul> | <ul style="list-style-type: none"> <li>After two unsuccessful recruitments, two Administrative Assistant II's were hired on June 20, 2007. One works in the Transfer section and is assigned to parcel documents, which has allowed the Cadastral Mapping Systems Specialists and Assessment Technicians to focus on their primary duties. With two AA II's assigned primarily to parcel documents, we hope to reduce the number of errors made which will result in fewer inaccurate assessments. The AA II's are able to parcel 70% of the documents, with the more complex documents being completed by the Mapping section. The parcel workload is current, which it had not been in the past. Cross references are now being entered which saves the Transfer Technicians time, improves customer service, and improves the efficiencies of the Tech Crew.</li> <li>The other Admin. Assistant II hired is assigned to the Administrative section and serves as back-up for payroll and some accounts payable functions, serves as back-up to</li> </ul> | <p>Intended Results have been achieved.</p> |

**2006-07 Budget Augmentation Requests and Results**

| Unit /Amount   | Description  | Intended Results  | Actual Results  | Administrative Office Comments                  |
|--|--|---|---|---|
|  |  |   | <p>the Assessor's secretary, assists with special projects for the Standards section, and assists with other administrative functions for better coverage.</p>  |   |
| <p>Gross:<br/>\$227,435<br/>(for the two positions)<br/><br/>General Fund Support:<br/>\$227,435</p> | <p>Request to delete a Chief Appraiser position and a Chief of Standards position, and add one Assistant Assessor position and one Assessment Analyst I/II/III position. Deleting and adding these positions is part of the department's reorganization.</p> | <ul style="list-style-type: none"> <li>• These positions will assist the County Assessor's in developing departmental assessment policies, procedures, standards, goals and objectives; coordinate the planning, organization, and direction of the newly created divisions of the department.</li> <li>• The Assistant Assessor will be responsible for the supervision and performance evaluations of section managers as well as act in the place of the County Assessor when he is absent.</li> </ul> | <ul style="list-style-type: none"> <li>• An Assistant Assessor has been in place since August 13, 2006. He reports to the Assessor and is the direct supervisor of the five Assessment Managers. The Assistant Assessor, along with the Assessment Managers, have implemented a program for improved communication and enhanced the alignment and communication of managers, supervisors, senior staff, and line staff. The Assistant Assessor has increased the accountability of the Assessment Managers and improved our ability to implement new ideas and procedures.</li> </ul> | <p>The intended results have been achieved.</p> |
| <p>Gross:<br/>\$60,185<br/><br/>General Fund Support:<br/>\$60,185</p>                               | <p>Request to delete one Senior Account Clerk and add one Accounting Technician. As part of the department's reorganization, the duties of the position will be at a higher level of financial reporting, budget development</p>                             | <ul style="list-style-type: none"> <li>• Increased day to day financial responsibilities including quarterly reporting, fee development as well as development and management of the department's annual budget.</li> <li>• Oversight of any trust accounts and associated grants according to County procedures</li> </ul>   | <ul style="list-style-type: none"> <li>• An Accounting Technician was hired on April 8, 2007. This has allowed some of the budget workload (quarterly reports, fee schedule, etc.) to move from the Assessment Analyst II to the Accounting Technician. The Accounting Technician also develops reports used by the Assessment Managers and Assessment Analyst II in the</li> </ul>   | <p>The intended results have been achieved.</p> |

**2006-07 Budget Augmentation Requests and Results**

| Unit /Amount | Description   | Intended Results | Actual Results  | Administrative Office Comments |
|--------------|---|------------------|---|--------------------------------|
|              | and management than required of a Senior Account Clerk. |                  | development of the department's budget. The Accounting Technician has provided more stability in the Administrative section; we anticipate less staff turnover in the future. |                                |

2006-07 Budget Augmentation Requests and Results

Auditor-Controller

Fund Center 107

| Unit /Amount   | Description   | Intended Results   | Actual Results  | Administrative Office Comments  |
|--|---|--|---|---|
| <p>Gross: \$67,942</p> <p>General Fund Support: \$67,942</p> | <p>Add one Accountant-Auditor II position to maintain Enterprise Financial System (EFS) course materials, schedule classes as needed and recruit instructors. (Previously these duties were performed by a consultant.)</p> | <ul style="list-style-type: none"> <li>Assist, as the EFS Subject Matter Expert (SME), County departments experiencing turnover in key accounting positions.</li> <li>Incorporation of new releases and improvements that are made on the EFS system into training materials and then coordinate training County staff on those changes.</li> <li>75% of users will receive updated training sessions on automated financial management, human resource/payroll and budget preparation systems.</li> </ul> | <ul style="list-style-type: none"> <li>Developed/updated the following classes: Basic Reporting, Advanced Reporting, Departmental Accounts Payable, and Purchasing.</li> <li>Developed training/demonstrations for enhancements to EFS, i.e., Individual Tax Savings claims processing, Individual Tax Savings Open enrollment, and prepared a presentation for new employee orientation.</li> <li>Re-established the communication line with departments for EFS notifications.</li> <li>Upgraded the EFS website to report current information and training class schedules.</li> <li>Developed instructions for new transaction codes added to EFS.</li> <li>Linked instructions to the help menu in EFS so users in a number of transactions can easily access the steps, with examples, required to complete the process.</li> </ul> | <p>The department has not demonstrated whether the intended results were achieved. We will be requesting that the department report back on this BAR as part of the FY 09-10 budget process.</p> <p>The Auditor's Office offered 15 different types of training related to EFS/SAP. The actual number of classes delivered for each type is not known and those attending was not tracked. Additionally, it is not clear whether the information relating to new releases/improvements to training materials is available.</p> <p>The staff person in this position left County employment several months after being hired. The position was vacant until the department hired a consultant in October 2007 to facilitate training until such time that a permanent employee could be hired.</p> |

**2006-07 Budget Augmentation Requests and Results**

| Unit /Amount | Description | Intended Results | Actual Results | Administrative Office Comments   |
|--------------|-------------|------------------|----------------|--|
|              |             |                  |                | The department has stated that it would take a great deal of staff time and resources to gather the data necessary to assess actual vs. intended results and has questioned the need to do so. |

2006-07 Budget Augmentation Requests and Results

Clerk-Recorder

Fund Center 110

| Unit /Amount  | Description  | Intended Results   | Actual Results   | Administrative Office Comments              |
|---|--|--|--|---|
| <p>Gross: \$43,258</p> <p>General Fund Support: \$0</p> | <p>One FTE Assistant Clerk-Recorder I funded with Clerk-Recorder restricted revenue.</p> | <ol style="list-style-type: none"> <li>1. Reduce the time to process all voter registration information to assure processing is completed within 5 days of receipt.</li> <li>2. Reduce the time to complete verification of official records to within one day of recording.</li> <li>3. Reduce the time for mailing of recorded documents to within three days of recordation.</li> </ol> | <ol style="list-style-type: none"> <li>1. Voter registrations are now being processed within 5 days of receipt rather than 8 days in prior years. Even with an election less than 60 days away, a period of high activity, the voter registration processing is current.</li> <li>2. All official records are verified the same day of recording. While some of these results are due to the slowdown in the real estate market, the ability to deploy additional staff to this function is also responsible for this important component of the recording system being current. Verification of documents had previously taken 5-6 weeks after their recording.</li> <li>3. Documents are now mailed within 3 days of recording. Prior to this position being added, mailings were 3-4 weeks behind.</li> </ol> | <p>Intended results have been achieved.</p> |

**2006-07 Budget Augmentation Requests and Results**

| Unit /Amount  | Description  | Intended Results  | Actual Results  | Administrative Office Comments  |
|---|--|---|---|---|
| <p>Gross: \$125,413</p> <p>General Fund Support: \$0</p>        | <p>Addition of software for Recorder's cashiering/imaging/and indexing system and maintenance of Fictitious Business Name Statements, Notary Fillings and Issuance of Marriage Licenses. Funded with Clerk-Recorder restricted revenue.</p>  | <ol style="list-style-type: none"> <li>1. Reduce processing of marriage licenses by 10 to 15 minutes per customer.</li> <li>2. Automate processing of renewal notices to business owners whose fictitious business name statements are expiring.</li> <li>3. Expanding access to Fictitious Business Name Statements and Notary oaths by making them available on North County office Clerk-Recorder computers.</li> </ol>  | <ol style="list-style-type: none"> <li>1. The new module has reduced the time to issue a license from 25 minutes to 13 minutes per customer.</li> <li>2. The notice component of the module has not yet been completed. This is planned for implementation in early 2008.</li> <li>3. All new filings are now available as images. The back file conversion of current filings will begin in 2008.</li> </ol> | <ol style="list-style-type: none"> <li>1. Intended Results have been achieved.</li> <li>2. The results for this portion of the BAR have not been achieved. We will be asking the department to report back on this portion of the BAR as part of the FY 09-10 budget process.</li> <li>3. Intended Results have been achieved.</li> </ol> |
| <p>Gross: \$1,039,204</p> <p>General Fund Support: \$34,856</p> | <p>Phase II of the Voting System Replacement to comply with the Help America Vote Act. The project involves replacement of voting machines, ballot counters and other equipment and technology used in the conduct of elections. Revenue for this project is from state and federal grant and reimbursement funds dedicated for voting system modernization.</p> | <ol style="list-style-type: none"> <li>1. Compliance with state and federal laws including the California Voter Modernization Bond Act and the Federal Help America Vote Act.</li> <li>2. Reduce time to count 60,000 absentee ballots from 125 staff hours to a total of 6 hours.</li> <li>3. Reduce expense for second printing of ballots in each statewide or national election by \$5,000 election.</li> <li>4. Complete replacement of the County's voting</li> </ol> | <p>It has been another hectic year for elections with new Secretary of State directives and the impending February 2008 presidential primary election. The current plan for phase II is to implement the high speed absentee counter for the June 2008 election and the fully integrated voting system for the November 2008 election. These results</p>  | <p>Due to circumstances beyond the control of the department, the intended results have not been achieved.</p> <p>We will be requesting that the department report back on this BAR during the FY 09-10 budget process.</p>   |

**2006-07 Budget Augmentation Requests and Results**

| Unit /Amount | Description | Intended Results  | Actual Results   | Administrative Office Comments |
|--------------|-------------|---|--|--------------------------------|
|              |             | systems with a new integrated system that offers enhanced speed, security and efficiency. | are dependent on the vendor receiving the appropriate certifications from both the Federal and State levels. |                                |

**2006-07 Budget Augmentation Requests and Results**

County Counsel

Fund Center 111

| Unit /Amount  | Description  | Intended Results  | Actual Results  | Administrative Office Comments       |
|---|--|---|---|--------------------------------------|
| Gross: \$93,129<br>General Fund<br>Support: \$51,047  | Increase one .25 FTE Deputy County Counsel to .5 FTE   | 1. The increase in FTE will handle a 64% increase in filed petitions, contested hearings and mediations | 1. The additional FTE has successfully enabled the office to advise on all petitions and handle all of the hearings, trials and mediations arising from the petitions filed. County Counsel represents Child Welfare Services by providing legal advice that enables the Department of Social Services to serve the children of the community, as well as training social workers, meeting legal deadlines, making court appearances on behalf of the Department and complying with the law, which will lower the occasion of cases overturned on appeal. | Intended results have been achieved. |
| Gross: \$157,185<br>General Fund<br>Support: \$78,315   | Increase one .50 FTE Deputy County Counsel to 1.0 FTE  | (from 91 hearings in 04-05 to 150 hearings (projected using numbers from 05-06).                        | The initial increase in contested hearings and the addition of mediations has held fairly steady since 2005-06.   |                                      |
| The number of Child Welfare Services petitions filed with the courts, as well as the number of contest hearings and mediations held, continues to rise. | 2. In addition, the use of temporary help to handle juvenile writs and appeals will be eliminated. | 04-05 91<br>05-06 142 56% increase over 04-05<br>06-07 156 72% increase over 04-05                      | 2. Since 7/1/06 there has been only 76 hours of temp help required for the juvenile writs and appeals. Most of these hours were used during the transition period of increasing the FTEs, in order to complete projects that were in progress at that time.   |                                      |

**2006-07 Budget Augmentation Requests and Results**

District Attorney

Fund Center 132

| Unit /Amount  | Description  | Intended Results   | Actual Results   | Administrative Office Comments       |
|---|--|--|--|--------------------------------------|
| Gross: \$49,012<br><br>General Fund Support: \$49,012 | Add one FTE Supervising Legal Clerk II   | <ol style="list-style-type: none"> <li>1. Enhance the effectiveness and accountability of DA support staff by decreasing the supervisor/employee ratio from 1/17 to 1/9.</li> <li>2. Increase support for prosecution functions and assist with oversight of handling legal documents related to case filings</li> </ol> | The effectiveness and accountability for DA support staff has been enhanced by the decreased supervisor/employee ratio from 1/17 to 1/9. This has reduced the number of clerical employee complaints about supervision. Oversight of legal document handling has been increased, which has improved prosecution support. This position is responsible for attendance at meetings with the court and law enforcement staff which has increased and improved communication between law and justice partners. | Intended results have been achieved. |
| Gross: \$29,229<br><br>General Fund Support: \$29,229 | Add .25 FTE to the existing .75 FTE Administrative Services Manager to make the position full time (1FTE). | <ol style="list-style-type: none"> <li>1. Increased ASM time will provide greater oversight and monitoring of District Attorney's budget.</li> <li>2. Increase reimbursements to the District Attorney's office.</li> <li>3. Apply for two new grant or reimbursement programs within one year.</li> </ol>               | Budget status meetings and new expense approval forms were instituted. Actual departmental reimbursements increased by \$366,000 or 9%, between 2005/06 and 2006/07. Two new grants were approved for elder abuse and auto fraud prosecution, which totaled \$139,389.   | Intended results have been achieved. |

2006-07 Budget Augmentation Requests and Results

General Services

Fund Center 113

| Unit /Amount   | Description  | Intended Results   | Actual Results   | Administrative Office Comments   |
|--|--|--|--|--|
| <p>Gross:<br/>\$44,002</p> <p>General Fund Support:<br/>\$44,002</p> | <p>Add one Groundskeeper position (Due to the additional workload from the new Government Center and the North County Regional Center on staff, some landscaping maintenance projects have been deferred.)</p> | <ul style="list-style-type: none"> <li>Declining state of landscaping at County buildings will be improved.</li> <li>Long term savings in maintenance by avoiding major rehabilitation through proactive maintenance.</li> <li>Stay within general guidelines of industry standards regarding the rate of groundskeepers to square footage maintained.</li> <li>This new position will allow the staff to begin a systematic catch up of deferred projects.</li> <li>Results should be evident within the first year of adding new staff.</li> </ul> | <ul style="list-style-type: none"> <li>The decline of landscaping has been checked so far this year</li> <li>We look at long term as 5+ years and expect that we are on track to save money by keeping up with routine maintenance, watering and trimming.</li> <li>Additional position has allowed a reallocation of a Groundskeeper position to work full time at north County government buildings, and brings us within general guidelines of square footage maintained.</li> <li>The new position has allowed staff to begin catching up. One project done was the replanting and newly placed irrigation system at the New County Government Center.</li> <li>Decline in conditions has been somewhat checked for now. One result that is clearly evident is the improved appearance of the landscape at the SLO Vets Hall.</li> </ul> | <p>The intended results are being met. Results related to long term savings are more realistically characterized as cost avoidance as the savings identified are achieved by maintaining landscape and landscape related systems thereby avoiding costs for replacement and restoration.</p> |

**2006-07 Budget Augmentation Requests and Results**

**Human Resources**

**Fund Center 112**

| Unit /Amount   | Description   | Intended Results  | Actual Results  | Administrative Office Comments   |
|--|---|---|---|--|
| Gross: \$61,944<br><br>General Fund Support: \$61,944  | Extension of one Limited Term Human Resources Analyst Aide position to June 30, 2007.   | The continuation of the Limited Term Human Resources Analyst Aide position will enable the department to dedicate resources to support and maintain Phase II of the EFS project while meeting the department's customer driven workload in a timely and effective manner. | By extending the Limited Term HR Analyst Aide position, the department was able to meet its obligation to support the EFS project implementation and associated workload. Processes were refined, such as the creation of a one-page Personnel Action Form that significantly reduced the complexity and number of pages from 7 to 1. The procedure for processing evaluations was improved and simplified which will result in moving the data entry to a lower level Administrative Assistant position. The Limited Term HR Aide assisted in the development of reports and audits that reduced the time to process COLAs from approximately 300 hours in 2006 to approximately 150 hours in 2007. This process improvement allowed the department to reclassify one of the HR Analyst Aide positions to an Administrative Assistant series in October 2007 which resulted in an annual cost savings of \$12,400. | Intended Results have been achieved.   |
| Gross: \$126,000<br><br>General Fund Support: \$86,000 | Reorganization proposal to integrate Risk Management into Personnel and create a Human Resources (HR) Department. Key elements include creation of a Deputy | Within two years of reorganization implementation, overall satisfaction of County Departments with HR services will increase from a rating of 42 in the most recent survey to 90 (0: very low; 100: very high).<br><br>This will be accomplished by:                      | The reorganization was implemented in mid April 2007. The deputy director was brought on board in May. HR is working to achieve the results identified for the reorganization. A full report will be provided at the end of the two year period.  | Due to the 2 year reorganization period, intended results for this BAR will be reported on as part of the FY 09-10 budget process. |

**2006-07 Budget Augmentation Requests and Results**

| Unit /Amount | Description   | Intended Results   | Actual Results | Administrative Office Comments |
|--------------|---|--|----------------|--------------------------------|
|              | <p>HR Director, reclassification of all analysts to Human Resources Analysts, and the addition of one HR Analyst in the Risk Management fund center. This will immediately give HR more resources to focus on strengthening core personnel programs – a priority for county department customers.</p> | <ul style="list-style-type: none"> <li>▪ Training all staff so they are “experts” and operate independently in their job assignments within a team environment.</li> <li>▪ Consistently providing timely, accurate, and reliable service.</li> <li>▪ Streamlining and improving the quality of HR processes from recruitment and testing to Workers’ Comp and liability claims management.</li> <li>▪ Reducing Workers’ Comp costs.</li> <li>▪ Keeping employee injury rates low.</li> <li>▪ Offering competitive health benefits packages that attract and retain high quality employees.</li> <li>▪ Treating all customers professionally and respectfully.</li> </ul> |                |                                |

**2006-07 Budget Augmentation Requests and Results**

**Information Technology**

**Fund Center 114**

| Unit Amount  | Description  | Intended Results   | Actual Results   | Administrative Office Comments   |
|--|--|--|--|--|
| <p>Gross: \$64,375<br/><br/>General Fund Support:<br/>\$41,850</p> | <p>One Limited Term Senior Communications Technician</p> | <p>To ensure continued delivery of critical services and allow for smooth transition to new management (due to the pending retirement of the Communications Division Manager).</p> | <p>The theory behind the Limited Term position was to provide some time to evaluate the type of resource needed to keep such a critical portion of the County's infrastructure functioning without interruption. In March 2007, ITD requested a permanent position for a Communications Technician I/II instead of the Senior Communications Technician. The duties that need to be performed more closely match the skills of a Communications Technician I/II and with this change ITD is able to reduce costs and support the public safety radio communications system at the appropriate level.</p> | <p>The department revised the original request to a more cost effective position. The department reports that the position has met the intended goal of providing support to the public safety communications system, an essential component for assuring effective delivery of critical public safety services.</p> |

**2006-07 Budget Augmentation Requests and Results**

**Library**

**Fund Center 377**

| Unit Amount   | Description  | Intended Results   | Actual Results   | Administrative Office Comments   |
|---|--|--|--|--|
| <p>Gross: \$277,814<br/><br/>General Fund Support: \$64,111</p> | <p>8 full time Administrative Assistant (AA) positions plus the increase of two existing half time AA's to full time, for a total of 9 full time equivalent (FTE) positions. These positions will be allocated as follows: 1.5 FTE to San Luis Obispo, 1.5 FTE to Atascadero, and 1 FTE each to the Arroyo Grande, Morro Bay, Los Osos, Nipomo and Cambria branches.</p> | <ul style="list-style-type: none"> <li>▪ Unplanned closures will be reduced by 99%.</li> <li>▪ Open hours are expected to increase by 5.5% (4 additional hours each to Morro Bay, Los Osos and Cambria and 3 additional hours each to San Luis Obispo, Arroyo Grande, Atascadero, and Nipomo) once all vacancies and new positions are filled. These additional open hours are determined based on current staffing levels per branch and the opportunities to stay open longer with the allocation of new staff.</li> </ul> | <ul style="list-style-type: none"> <li>▪ Unplanned closures were reduced by 99%.</li> <li>▪ We have not been able to increase open hours as anticipated due to vacancies/unfilled positions, with the exception of the expanded 3-day/week service at the San Miguel branch.</li> </ul>                                      | <p>Intended results were partially achieved in terms of preventing unplanned closures. Progress on filling vacancies and expanding open hours will continue to be tracked.</p> |
| <p>Gross: \$23,231<br/><br/>General Fund Support: \$0</p>       | <p>1 half-time Department Personnel Technician.</p>  | <p>This position will assume routine personnel related duties from the existing Administrative Services Officer, who will then devote time required to oversee several maintenance and remodel projects planned over several years.</p>  | <p>Personnel Technician has successfully assumed routine personnel-related duties previously performed by the ASO. As a result, progress in Library remodels and other maintenance projects have been completed faster. The Library has completed one major remodel and 9 minor projects since this position was filled.</p> | <p>Intended results were achieved.</p>   |

2006-07 Budget Augmentation Requests and Results

Mental Health

Fund Center 161

| Unit /Amount   | Description   | Intended Results  | Actual Results  | County Administrative Office Comments  |
|--|---|---|---|--|
| Gross:<br>\$257,259<br><br>General Fund Support: \$0 | 1.0 Psychologist<br>1.5 Mental Health Therapist (MHT) IV<br><br>The purpose of the Children's Assessment Center is to identify the use of alcohol or drugs during pregnancy, which can significantly impact the development of a child. The assessment center will assess, develop a treatment plan, and provide access to services for children ages zero to five who are at risk for developmental or mental health problems. | These positions are proposed in order to support the Children's Assessment Center. The Economic Opportunity Commission will oversee the operation of this center and will contract with the Department of Mental Health for the positions noted. The assessment center has a number of targeted results, a few of which are noted here<br><br>1. 450 children will be screened into the center in the first full year of operation.<br><br>2. 100% of children will be assessed within 30 days of intake. | Fiscal Year 2006-07 was a start-up year, and operations at the McMillan location did not begin until February 2007. The program was fully staffed in June 2007. Much of this year was dedicated to hiring and training staff, building infrastructure, and refining administrative and clinical procedures.<br><br>1. Martha's Place had 130 referrals in the first full year of operation. Of those 130 referrals, 78 assessments (2/3) were completed. After review of staff's capacity for providing assessments within 30 days, a new annual goal of 144 completed assessments has been established. This new goal focuses on assessments rather than referrals, and will read as follows: "144 children will be assessed by the Center in 2008."<br><br>2. 88% of children were assessed within 30 days of intake and after having | Intended results have been partially achieved. In the first year of operation the 2 MHT IVs assigned to Martha's Place logged only half as many MediCal/ EPSDT billable hours as expected, resulting in less reimbursement revenue than projected. Steps have been taken to improve productivity and billable hours are expected to double by April 2008. This BAR will continue to be tracked as part of the FY 09-10 budget process.<br><br>1. In the original proposal for Martha's Place, the 450 goal (shown here as intended result #1) was paired with a goal to assess 300 of the 450 children referred to Martha's Place. The new goal—to assess 144 children over the next year—should be compared to the original goal of assessing 300, and not to the 450. It remains the long term goal for Martha's Place to be able to assess 300 children a year. |

**2006-07 Budget Augmentation Requests and Results**

| Unit /Amount | Description | Intended Results  | Actual Results  | County Administrative Office Comments  |
|--------------|-------------|---|---|--|
|              |             | <p>3. 95% of a random sample of children will have <i>Ages &amp; Stages Questionnaire</i> scores that indicate improvement.</p> | <p>received County Behavioral Health authorization. The goal for FY 2007-08 will be amended as follows:<br/> <i>"100% of children will be assessed within 30 days of intake and having received County Behavioral Health authorization."</i></p> <p>3. This goal assumed that the Ages and Stages Questionnaire (ASQ) would play a major role in screening and referring children into the Assessment Center. This has not been the case. Given this goal has not been systematically implemented and tracked, it will be discontinued.</p> <p>ASQs will continue to be used however, and will be completed periodically by community partners to track changes in responses and scores to demonstrate improvement from recommended services provided by community partners. In the past, screening and administration of the ASQ was assumed to be the</p> | <p>3. Intended result #3 assumed the ASQ would be the primary gateway for screening and referral of children into Martha's Place. The ASQ has turned out to be less important than originally planned, as referrals have come from many different sources. Intended result #3 has been deleted and will not be included in next year's BAR report.</p> |

**2006-07 Budget Augmentation Requests and Results**

| Unit /Amount | Description | Intended Results   | Actual Results  | County Administrative Office Comments   |
|--------------|-------------|--|---|---|
|              |             | <p>4. 75% of a random sample of children will demonstrate improvement as measured by standardized instruments and clinical assessment.</p> | <p>responsibility of the community partners and receiving referrals was assumed to be the responsibility of Martha's Place. Community partners are being trained to start using the Ages &amp; Stages Questionnaire (ASQ) scores as part of a method for identifying "at risk" children that should be referred to Martha's Place, but not as the only method of referral to the center. An ASQ follow-up tracking system is in development and is expected to be in place by the end of FY 2007-08.</p> <p>4. Of the 19 children who received standardized assessment services in FY 2006-07 and are currently receiving direct treatment services at Martha's Place: 7 were due for standardized re-evaluations in FY 2007-08. And of these 7, 100% showed improvement as measured by standardized instruments and clinical assessment.</p> | <p>4. The actual result for #4 refers only to those children receiving direct treatment services from Martha's Place, and does not include those referred to and receiving treatment from outside providers. Martha's Place states that it does not currently have the capability to follow up and report improvement data for this population, but that it intends to develop this ability in the next year.</p> |

2006-07 Budget Augmentation Requests and Results

Organizational Development

Fund Center 275

| Unit/Amount  | Description  | Intended Results  | Actual Results  | Administrative Office Comments   |
|--|--|---|---|--|
| <p>Gross:<br/>\$108,513</p> <p>General Fund Support:<br/>\$108,513</p> | <p>1.0 FTE Human Resources Analyst to support organizational development programs, with specific emphasis on succession planning to assist in recruiting and retaining qualified County employees to fill positions created by future retirements.</p> | <ul style="list-style-type: none"> <li>▪ Develop and distribute employee retirement plan survey by January 1, 2007.</li> <li>▪ Develop succession planning "curriculum" and begin rollout by July 2007.</li> <li>▪ Support successful implementation of the High Performance Management Program countywide – 100% of all departments trained by the end of 2007.</li> </ul> | <p>The position was never filled to support the Organizational Development program, limiting the ability of the unit to successfully achieve all intended results. However some of this work was accomplished by existing staff.</p> <ul style="list-style-type: none"> <li>▪ The employee retirement plan survey was not administered. However data regarding retirement eligibility was gathered and analyzed to determine the potential scope of the problem</li> <li>▪ Succession planning curriculum was not developed but several recommendations regarding training needs were submitted as part of the Succession Planning project and these recommendations have been referred to the Human Resources Department for implementation. (The Human Resources Department is now responsible for Management of the Employee University.)</li> <li>▪ Implementation of HPM as originally conceived was not accomplished due to issues</li> </ul> | <p>Intended results only partially achieved. We will report back on this BAR as part of the FY 09-10 budget.</p> |

**2006-07 Budget Augmentation Requests and Results**

| Unit/Amount | Description | Intended Results | Actual Results  | Administrative Office Comments |
|-------------|-------------|------------------|---|--------------------------------|
|             |             |                  | around Civil Service Rule 13 changes. However a pilot Leadership and Supervisory training class that incorporated some of the HPM concepts was delivered to approximately 140 supervisors in the Health Agency and Department of Social Services by the end of 2007. HR plans to develop and deliver additional supervisory courses in FY 2008-09 |                                |

**2006-07 Budget Augmentation Requests and Results**

**Parks**

**Fund Center 305**

| Unit /Amount  | Description   | Intended Results  | Actual Results  | Administrative Office Comments  |
|---|---|---|---|---|
| Gross: \$230,543<br><br>General Fund Support: \$0<br><br>Paid for by revenues from Sand and Surf Campground | (The County Parks will assume operational control of the Sand and Surf Campground in Oceano on October 1, 2006). Add one Park Ranger III and three Park Ranger I/II positions to manager the Sand and Surf RV Campground. | <ul style="list-style-type: none"> <li>• A net increase of approximately \$400,000 of revenue annually after the first year of operation.</li> <li>• Assume operational continuance of the campground that will add additional recreational services provided by the County.</li> </ul> | <ul style="list-style-type: none"> <li>• In the first year of operation (since 10/01/06), net revenue increased \$254,265 despite one-time only start-up costs of \$67,513 and repairs for the electrical system of \$128,582.</li> <li>• Patrons of campground have publicly noted improved conditions and sense of safety at the facility.</li> </ul> | While there were increased revenues associated with the County taking over Coastal Dunes (formerly Sand and Surf), due to the unanticipated electrical repair costs, the intended results of increased net revenues of \$400,000 were partially met.<br><br>We will be requesting that the department report back on this BAR as part of the FY 09/10 budget process. |

**2006-07 Budget Augmentation Requests and Results**

**Planning**

**Fund Center 142**

| Unit Amount                                       | Description   | Intended Results  | Actual Results   | Administrative Office Comments  |
|---|---|---|--|---|
| Gross: \$129,850<br><br>General Fund Support: \$0 | Purchase of equipment (software with licenses and maintenance costs, laptop computers and printers) to establish mobile "offices" for building inspection services. | <ul style="list-style-type: none"> <li>▪ Inspectors will be able to provide real time results of inspections to customers.</li> <li>▪ Reduce staff overtime hours by 50% (approximately 400 hours).</li> </ul>  | <ul style="list-style-type: none"> <li>▪ The project has been deferred due to unanticipated shortfalls in revenue. The necessity and merits for this program are still valid and, when there is adequate revenue, will be proposed again.</li> </ul> | The Department deferred the purchase of equipment and software due to a decline in revenue that was intended to fund the purchase.<br><br>The Department may resubmit a request for this equipment in the future when the Department finances are more favorable.     |
| Gross: \$38,693<br><br>General Fund Support: \$0  | One Administrative Assistant III position to support Human Resources, Records Management and Accounting functions   | <ul style="list-style-type: none"> <li>▪ Enter all Performance Agreement information in the tracking system by June 2007.</li> <li>▪ Notification to job applicants sent within 5 working days to keep applicants apprised of status in the recruitment.</li> <li>▪ Process all requests for Planning Documents within 3 working days.</li> </ul> | <ul style="list-style-type: none"> <li>▪ This position was deferred due to budget constraints.</li> <li>▪ It was eliminated in the FY07-08 budget.</li> </ul>  | The Department deferred hiring the position due to a revenue decline that required a reduction in budgeted expense.<br><br>The position was not continued and the work identified in the intended results will be addressed by existing staff to the extent possible. |

**2006-07 Budget Augmentation Requests and Results**

| Unit Amount   | Description   | Intended Results  | Actual Results   | Administrative Office Comments  |
|---|---|---|--|---|
| Gross: \$150,000<br><br>General Fund Support: \$0     | Consultant Services to complete Phase 1 of the Conservation Element update. | Complete the natural resource inventory and mapping of areas near existing communities, by January 2008.  | This project is not completed. The original Request for Proposals (RFP) came in over budget as it asked for items later found not to be required. The request was then changed to modify the scope of work to better capture the actual data required. The contract for a consultant to prepare the natural resource inventory is expected in February 2008 and completion of the inventory will occur 8 to 12 months later. | The intended results have not been achieved due to delays in the implementation of the work. The Department will report on the intended results as part of the FY 2009-10 budget.   |
| Gross: \$66,157<br><br>General Fund Support: \$66,157 | One Planner I,II,III to implement the Housing Element.                      | Ultimately an additional 100 new affordable housing units will be added each year. This result should be achieved after a few years given that housing developments can take years to complete. | The department postponed filling the position due to budgetary issues. Position was filled in April 2007.<br><br>Early steps toward increasing affordable housing production have started, including beginning public hearings on a proposed Inclusionary Housing ordinance and restarting the Federal Government's First Time Homebuyer Program.  | The Department deferred hiring the position and consequently the results have not yet been achieved.<br><br>The Department will report on the progress related to the intended goals in FY 2009-10 and subsequent budget years. |

**2006-07 Budget Augmentation Requests and Results**

| Unit Amount   | Description  | Intended Results  | Actual Results  | Administrative Office Comments   |
|---|--|---|---|--|
| Gross: \$69,356<br><br>General Fund Support: \$69,356 | One Environmental Resource Specialist for Environmental Impact Report project management and mitigation monitoring oversight for projects with major environmental issues. | Maintain current permit processing performance despite growing workload (i.e. processing times would slow 25% - 50% without this added position).   | <ul style="list-style-type: none"> <li>▪ This position was held open until Sept. 07 due to budget constraints.</li> <li>▪ The position has begun the work identified.</li> <li>▪ More detailed results will be reported in FY 09/10.</li> </ul>   | <p>The Department deferred hiring the position and consequently the results have not yet been achieved.</p> <p>The position has been filled and more detailed results will be provided as part of the FY 2009-10 budget.</p>   |
| Gross: \$135,000<br><br>General Fund Support: \$0     | Consultant Services to conduct plan check and inspection services  | <ul style="list-style-type: none"> <li>▪ Inspection and Plan Check staff will be freed up to develop and test alternate methods of permit processing with the goal to minimize processing time.</li> <li>▪ Maintain initial plan review processing times during peak workload.</li> <li>▪ Maintain next day inspection services.</li> </ul> | <ul style="list-style-type: none"> <li>▪ Approximately 75% of the time plan review processing time is completed within 20 days.</li> <li>▪ Almost 100% of the time next day inspection services were maintained.</li> <li>▪ \$57,500 was actually spent; the balance was used to offset the revenue shortfall.</li> </ul> | <p>The results were partially achieved. About 43% of the allocated were funds were spent. The remaining balance of funds was not expended. The Planning department experienced a revenue shortfall due to declining permitting revenue and the department curtailed expenses to offset the loss of revenue in the department budget.</p> |
| Gross: \$55,000<br><br>General Fund Support: \$0      | Consultant Services for major grading permit reviews   | <ul style="list-style-type: none"> <li>▪ Reduce the time required to process major grading permits by 2-3 weeks.</li> <li>▪ Reduce project costs to customers as a result of</li> </ul>   | <ul style="list-style-type: none"> <li>▪ Consultant services were used to reduce processing times by at least 2-3 weeks over 50% of the time.</li> </ul>  | <p>The results were partially achieved. About 45% of the allocated were funds were spent. The remaining balance of</p>   |

**2006-07 Budget Augmentation Requests and Results**

| Unit Amount   | Description   | Intended Results  | Actual Results   | Administrative Office Comments  |
|---|---|---|--|---|
|   |   | faster permit processing.   | <ul style="list-style-type: none"> <li>▪ \$25,000 was actually spent: the balance was used to offset the revenue shortfall.</li> </ul>   | funds was not expended. The Planning department experienced a revenue shortfall due to declining permitting revenue and the department curtailed expenses to offset the loss of revenue in the department budget. |
| <p>Gross: \$100,000</p> <p>General Fund Support: \$50,000</p> | Update countywide high resolution digital aerial photography for use with the Geographic Information System (GIS) | <ul style="list-style-type: none"> <li>▪ Will save at least 10% of staff time in verifying property information for valuation and land-based permits.</li> <li>▪ Will reduce the number of field trips required of staff.</li> <li>▪ Will assist agencies in preparing disaster migration plans and will improve emergency response times.</li> </ul> | <ul style="list-style-type: none"> <li>▪ This project is partially complete. Issues regarding the quality of the product are under discussion.</li> <li>▪ The department also participated in a collaborative effort with SLOCOG and the cities to obtain six inch resolution for maps of the cities and towns at no additional cost to the county. (\$125,000 value).</li> <li>▪ The updated aerial maps enable staff to view property improvements, terrain conditions and vegetation with high reliability for accuracy.</li> <li>▪ In many cases, this will</li> </ul> | <p>The Department reports that the results are pending completion of the project.</p> <p>The Department will report on the intended results in FY 2009-10.</p>  |

**2006-07 Budget Augmentation Requests and Results**

| Unit Amount  | Description  | Intended Results   | Actual Results   | Administrative Office Comments  |
|--|--|--|--|---|
|  |  |  | <p>reduce the number of field trips required of staff by 10-15% or approximately 500 hours of staff time.</p> <ul style="list-style-type: none"> <li>▪ The new maps will assist emergency service providers in preparing for disaster migration plans and improve emergency response times.</li> </ul>   |   |
| <p>Gross: \$200,000<br/><br/>General Fund Support: \$200,000</p> | <p>Consultant Services to prepare a General Plan Amendment/Specific Plan and Environmental Impact Report for South Oak Glen, North Oak Glen, and Southland Street areas in Nipomo.</p> | <p>This planning effort will result in:</p> <ul style="list-style-type: none"> <li>▪ A secondary means of access needed for safety of property owners and tenants,</li> <li>▪ Fair distribution of costs among property owners for providing secondary access.</li> <li>▪ The potential addition of infill workforce housing and commercial development</li> </ul> | <ul style="list-style-type: none"> <li>▪ Work has been delayed on this project and it is only 5% completed. Prior to continuing work on the plan, additional review by a certified engineering geologist is required. A summary report of findings and recommendations is due January 2008. Further work on the plan is dependant of the report from the geologist and the Board of Supervisors.</li> <li>▪ The revised cost for this project is \$370,000.</li> </ul> | <p>The Department reports that the results have not yet been achieved as the General Plan Amendment/Specific Plan has not yet been completed.</p> <p>Continuation of the work is dependent upon a review by a certified engineering geologist. This may entail a request by the department for additional funds.</p> <p>The Department will report on the progress related to the intended results in FY 2009-10.</p> |

**2006-07 Budget Augmentation Requests and Results**

**Probation**

**Fund Center 139**

| Unit /Amount  | Description   | Intended Results   | Actual Results  | Administrative Office Comments   |
|---|---|--|---|--|
| Gross:<br>\$174,861<br><br>General Fund Support:<br>\$174,861 | Add 3 FTE Juvenile Services Officers to staff the Juvenile Hall                                   | <ol style="list-style-type: none"> <li>1. Meet all new revised Board of Corrections standards related to supervision of minors at the Juvenile Hall.</li> <li>2. Reduce overtime expenses related to the operation of Juvenile Hall by 25% as compared to FY 2005-2006.</li> </ol>   | <ol style="list-style-type: none"> <li>1. The Correction Standards Authority Inspection Report of the San Luis Obispo County Juvenile Hall, dated October 17, 2007, stated that we are in compliance with Title 15 Regulations pertaining to the minor to staff ratio of the supervision of minors</li> <li>2. In FY 2005-06 overtime expenses were \$144,933.55, or 5% of the total salary expense. In FY 2006-07 the overtime expenses were \$54,026.22, or 2% of the total salary expense. Overtime expenses related to the operation of Juvenile Hall were reduced by \$90,907.33, or 63%.</li> </ol> | Intended Results have been achieved and exceeded in terms of the reduction in overtime costs.                  |
| Gross:<br>\$24,109<br><br>General Fund Support:<br>\$24,109   | Add .5 FTE Legal Clerk to enable the department to comply with the requirements of Proposition 69 | <p>Proposition 69 requires that all persons convicted of a Felony and certain Misdemeanor charges be required to provide a sample of their DNA. The Probation Department is responsible for up to 12,000 current and past probationers who qualify for the collection and processing of DNA samples and related paperwork. The program is offset with state funding.</p> <p>The result is full compliance with the mandates of Proposition 69, and an increase in the statewide DNA database that will assist in solving past and future crimes.</p> | The Probation Department is currently in compliance with the mandates set forth in Proposition 69.  | Intended Results have been achieved. Note – this position is now fully revenue offset by Proposition 69 funds. |

**2006-07 Budget Augmentation Requests and Results**

| Unit /Amount   | Description  | Intended Results  | Actual Results  | Administrative Office Comments  |
|--|--|---|---|---|
| <p>Gross: \$48,920</p> <p>General Fund Support: \$48,920</p> | <p>Add 1 FTE Probation Assistant for the Deferred Entry of Judgment Program.</p> <p>State law requires this program.</p> | <p>Deferred Entry of Judgment Program gives eligible drug offenders the opportunity to avoid a criminal record by completing a treatment program Certified by the County Drug and Alcohol Services Department. About 30% of the participants complete the program and are not re-arrested for drug offenses and avoid a criminal record.</p>                              | <p>One FTE Probation Assistant was hired and trained. This allowed us to split the Deferred Entry of Judgment caseload from approximately 1,000 cases, to a more manageable 500. The County is completely in compliance with State law.</p> <p>Our current mainframe system is not configured to track successful completion, so there is no way to report this information currently. The new case management system will be able to track and report the completion statistics.</p> | <p>The Intended Results were achieved in that the County is in compliance with State Law, which required implementation of a Deferred Entry of Judgment Program.</p>  |
| <p>Gross: \$63,860</p> <p>General Fund Support: \$48,395</p> | <p>Add 1 FTE Deputy Probation Officer to the MIPS program (Mentally Ill Probationer)</p>                                 | <ol style="list-style-type: none"> <li>Expand the MIPS program services to an additional 35 probationers who have been diagnosed with a serious mental illness.</li> <li>Reduce the percentage of MIPS program participants who are hospitalized due to the mental illness or behavior from 60% to 25%. Each hospitalization has an average cost of \$942/day.</li> </ol> | <ol style="list-style-type: none"> <li>The MIPS program has expanded to provide services to an additional 30 probationers who have been diagnosed with a serious mental illness. The waiting list has also been eliminated.</li> <li>Subsequent to the addition of 1 FTE Deputy Probation Officer to the MIPS program, there has been an overall reduction in the number of program participants who required hospitalization from 3 to 1 (a reduction of 66%)</li> </ol>             | <p>Intended Results were partially achieved in terms of the number of additional probationers treated under this program. The number of qualifying probationers was lower than originally anticipated so there remains some capacity for this position. Intended Results regarding the reduction in</p> |

**2006-07 Budget Augmentation Requests and Results**

| Unit /Amount | Description | Intended Results | Actual Results | Administrative Office Comments      |
|--------------|-------------|------------------|----------------|-------------------------------------|
|              |             |                  |                | hospitalization have been achieved. |

**2006-07 Budget Augmentation Requests and Results**

| Unit /Amount   | Description  | Intended Results   | Actual Results  | Administrative Office Comments  |
|--|--|--|---|---|
| <p>Gross: \$183,571</p> <p>General Fund Support: \$0</p> | <p>Add 1 FTE Collection Officer<br/>1 FTE Senior Act Clerk<br/>2 FTE Acct Clerk</p> <p>This staffs a new program that will evaluate Public Defender clients for an ability to pay for all or a part of their legal defense costs.</p> <p>Each year, approximately 12,000 individuals use the legal defense services of the Public Defender intended for indigent persons. With the cooperation of the court, each public defender client will be required to fill out a financial form that will be evaluated by the Probation Department collection division's staff. People who are identified as financially able to afford legal defense will either be directed to obtain their own legal counsel or they will be required to offset all or a portion of the cost of the Public Defender.</p> | <p>The program will result in Public Defender services being provided to those who are truly indigent. The cost of this program is to be offset by the fees collected. It is also expected to offset the County's cost for Public Defender Services by a minimum of \$50,000 the first full year of operation.</p> <p>The new positions for this program are limited term and are dependent upon the revenue generated by the program.</p> | <p>The program was approved by the Board and was implemented January 2007. In FY 2006-07, the program generated \$29,033.73 in revenue. The salary expenses associated with this program were \$43,706. The public defender Collection Officer was hired November 2006 so the expenses are for eight months. A portion of this expense was offset by State dollars for Comprehensive Collection Program (CCP) reimbursement from the State on eligible public defender cases. No General Fund dollars were used to support this position.</p> <p>In FY 2007-08 the program has already generated \$66,362.77. The salary expenses as of 12/1/07 are \$26,726. The public defender Account Clerk was hired October 2007. A portion of these expenses are offset by State dollars for CCP reimbursement on eligible public defender cases. No General Fund dollars were used to support this position.</p> <p>Annually we expect to collect \$185,503.12 in public defender fees.</p> | <p>Intended Results have been achieved and expect to be exceeded in FY 2007-08.</p> |

**2006-07 Budget Augmentation Requests and Results**

| Unit /Amount   | Description  | Intended Results  | Actual Results   | Administrative Office Comments  |
|--|--|---|--|---|
| <p>Gross: \$58,029</p> <p>General Fund Support: \$58,209</p> | <p>Add 1 FTE Department Automation Specialist (DAS).</p> | <p>Currently one DAS supports over 160 Probation Department computer users in 14 locations. Annual request for service have increased from 500 in 1999-2000 to 5200 in 2004-05.</p> <p>The addition of the DAS will provide the department faster response to computer failures, help assure that the data and technology the department relies on is available to its employees.</p> | <p>The two DAS positions are concurrently supporting 171 computers, 96 printers, 66 iPacs and other peripheral equipment in 14 different locations within Probation. Because of the new DAS position we are able to service the daily computer requests faster, resulting in an average time savings of 43%. The number of new technology projects completed has increased by 50%. The data and technology the department relies on has been always available to all employees since the new DAS came on board. The computer down time for all employees has been drastically reduced.</p> | <p>Intended Results were achieved related to faster response time for the DAS to help staff with computer failures. A target was not set and this was not measured. However the reported results do show a reduction in the day to day requests for service, which is assumed to save staff productivity time and may reflect more proactive support by the DAS's</p> |

2006-07 Budget Augmentation Requests and Results

Public Health

Fund Center 160

| Unit /Amount                                  | Description  | Intended Results   | Actual Results   | County Administrative Office Comments  |
|---|--|--|--|--|
| Gross: \$103,181<br>General Fund Support: \$0 | 0.5 Public Health Nurse<br>0.5 Senior Public Health Nurse<br><br>The purpose of the Children's Assessment Center is to identify the use of alcohol or drugs during pregnancy, which can significantly impact the development of a child. The assessment center will assess, develop a treatment plan, and provide access to services for children ages zero to five who are at risk for developmental or mental health problems. | These positions are proposed in order to support the Children's Assessment Center. The Economic Opportunity Commission will oversee the operation of this center and will contract with the Department of Public Health for the positions noted. The assessment center has a number of targeted results, a few of which are noted here<br><br>1. 450 children will be screened into the center in the first full year of operation.<br><br>2. 100% of children | Fiscal Year 2006-07 was a start-up year, and operations at the McMillan location did not begin until February 2007. The program was fully staffed in June 2007. Much of this year was dedicated to hiring and training staff, building infrastructure, and refining administrative and clinical procedures.<br><br>1. Martha's Place had 130 referrals in the first full year of operation. Of those 130 referrals, 78 assessments (2/3) were completed. After review of staff's capacity for providing assessments within 30 days, a new annual goal of 144 completed assessments has been established. This new goal focuses on assessments rather than referrals, and will read as follows: "144 children will be assessed by the Center in 2008."<br><br>2. 88% of children were | Intended results have been partially achieved. In the first year of operation the 2 MHT IVs assigned to Martha's Place logged only half as many MediCal/ EPSDT billable hours as expected, resulting in less reimbursement revenue than projected. Steps have been taken to improve productivity and billable hours are expected to double by April 2008. This BAR will continue to be tracked as part of the FY 09-10 budget process.<br><br>1. In the original proposal for Martha's Place, the 450 goal (shown here as intended result #1) was paired with a goal to assess 300 of the 450 children referred to Martha's Place. The new goal—to assess 144 children over the next year—should be compared to the original goal of assessing 300, and not to the 450. It remains the long term goal for Martha's Place to be able to assess 300 children a year. |

**2006-07 Budget Augmentation Requests and Results**

| Unit /Amount | Description | Intended Results  | Actual Results   | County Administrative Office Comments  |
|--------------|-------------|---|--|--|
|              |             | <p>will be assessed within 30 days of intake.</p> <p>3. 95% of a random sample of children will have <i>Ages &amp; Stages Questionnaire</i> scores that indicate improvement.</p> | <p>assessed within 30 days of intake and after having received County Behavioral Health authorization. The goal for FY 2007-08 will be amended as follows:<br/> <i>"100% of children will be assessed within 30 days of intake and having received County Behavioral Health authorization."</i></p> <p>3. This goal assumed that the Ages and Stages Questionnaire (ASQ) would play a major role in screening and referring children into the Assessment Center. This has not been the case. Given this goal has not been systematically implemented and tracked, it will be discontinued.</p> <p>ASQs will continue to be used however, and will be completed periodically by community partners to track changes in responses and scores to demonstrate improvement from recommended services provided by community partners. In the past, screening and</p> | <p>3. Intended result #3 assumed the ASQ would be the primary gateway for screening and referral of children into Martha's Place. The ASQ has turned out to be less important than originally planned, as referrals have come from many different sources. Intended result #3 has been deleted and will not be included in next year's BAR report.</p> |

**2006-07 Budget Augmentation Requests and Results**

| Unit /Amount | Description | Intended Results   | Actual Results  | County Administrative Office Comments   |
|--------------|-------------|--|---|---|
|              |             | <p>4. 75% of a random sample of children will demonstrate improvement as measured by standardized instruments and clinical assessment.</p> | <p>administration of the ASQ was assumed to be the responsibility of the community partners and receiving referrals was assumed to be the responsibility of Martha's Place. Community partners are being trained to start using the Ages &amp; Stages Questionnaire (ASQ) scores as part of a method for identifying "at risk" children that should be referred to Martha's Place, but not as the only method of referral to the center. An ASQ follow-up tracking system is in development and is expected to be in place by the end of FY 2007-08.</p> <p>4. Of the 19 children who received standardized assessment services in FY 2006-07 and are currently receiving direct treatment services at Martha's Place: 7 were due for standardized re-evaluations in FY 2007-08. And of these 7, 100% showed improvement as measured by standardized instruments and clinical assessment.</p> | <p>4. The actual result for #4 refers only to those children receiving direct treatment services from Martha's Place, and does not include those referred to and receiving treatment from outside providers. Martha's Place states that it does not currently have the capability to follow up and report improvement data for this population, but that it intends to develop this ability in the next year.</p> |

2006-07 Budget Augmentation Requests and Results

Public Works

Fund Center 405

| Unit Amount                                   | Description  | Intended Results   | Actual Results  | Administrative Office Comments   |
|---|--|--|---|--|
| Gross: \$76,870<br>General Fund Support: \$ 0 | One Water Systems Worker III (Instrumentation Technician) to work with consultants and other staff to select and operate new automated control system at the Lopez Water Treatment Plant (currently being upgraded). | Bringing this capability in-house as the plant is being upgraded will result in a cost avoidance of approximately \$160,000 (assuming this work would have to be accomplished by a consulting firm).<br><br>With in-house instrumentation capability, response to problems with the new Plant Control System would be approximately 5 times faster than if an outside firm were hired to respond to such incidents (primarily due to the location of qualified outside companies). | Although we have hired new staff, turnover continues to leave vacant positions. The vacant positions are currently pending CAO approval given the new hiring environment. | The Department reports that due to turnover and vacancies, the results have not been achieved. The potential in savings has not yet been realized.<br><br>It is recommended that the Department report back in the FY 2009-10 budget with more information related to the ability of this position to avoid costs as identified in the Department's intended results   |
| Gross: \$58,352<br>General Fund Support: \$ 0 | One Water Systems Worker II to meet recommended staffing requirements and ensure adequate weekend coverage for the Lopez Water Treatment Plant (currently being upgraded).   | Reduce overtime costs of approximately \$14,000.<br><br>Improve response time to disruptions in operations and improve the safety of weekend operators (with 2 operators on site, one operator could call for immediate medical care if the other operator is injured on the job.)   | Although we have hired new staff, turnover continues to leave vacant positions. The vacant positions are currently pending CAO approval given the new hiring environment  | The Department reports that due to turnover and vacancies, the results have not been achieved. The potential in savings has not yet been realized.<br><br>It is recommended that the Department report back in the FY 2009-10 budget with more information related to the ability of this position to reduce overtime costs and improve response times to disruptions in operations as identified in the Department's intended results |

**2006-07 Budget Augmentation Requests and Results**

**Public Works – Special Services**

**Fund Center 201**

| Unit Amount   | Description  | Intended Results  | Actual Results   | Administrative Office Comments   |
|---|--|---|--|--|
| Gross:<br>\$200,000<br><br>General Fund Support:<br>\$200,000 | <p>.25 full time equivalent of Engineer III time plus \$170,000 in funds to help communities implement non roads-related flood control projects that have been recommended in the 2004 six community drainage study.</p> <p>The Engineer will work with communities to assess preferred alternatives for project funding and develop plans for financing the selected alternatives. The \$170,000 may be used to hire consultants to help with assessment spreads, or to fix the problem (depending on the scope of the needed project).</p> | <p>The goal is to implement at least one flood control project each year to reduce the risk of property damage to citizens and resultant claims against the County.</p> | <p>Current year funds were used for local fund match for a \$600,000 Low Impact Development (LID) grant to construct a bio-swale in the community of Santa Margarita. This project helps resolve water quality issues and flooding problems, but also constructed a demonstration project that will act as a sample for future county-wide implementation of LID projects that are required as part of the National Pollution Discharge Elimination System permit.</p> | <p>The result was achieved in that one flood control project was developed using the staff augmentation and match funding that was provided.</p> |

**2006-07 Budget Augmentation Requests and Results**

**Roads**

**Fund Center 245**

| Unit Amount  | Description  | Intended Results  | Actual Results   | Administrative Office Comments  |
|--|--|---|--|---|
| <p>Gross:<br/>\$3,000,000</p> <p>General Fund Support:<br/>\$3,000,000</p> | <p>To implement various roads-related flood control improvement projects in San Miguel, Cambria, Cayucos, Oceano and Nipomo per the 2004 Six Community Drainage Study.</p> | <ul style="list-style-type: none"> <li>▪ Increase flood event capacity of storm drains and culverts (listed below) from the existing 10-year flood event to 25-year flood event capacity, thus reducing the incidence of flooding in these neighborhoods.</li> <li>▪ Reduce the number and potential flood claims submitted to the County.</li> </ul> | <ul style="list-style-type: none"> <li>▪ Projects have been designed to the 25-year or better flood event capacity. Half of the project sites are either completed or currently under construction. Remaining sites are to be built in spring and summer of 2008.</li> <li>▪ Flood claim reduction will be determined in subsequent years.</li> </ul>              | <p>The Department has partially met the intended results. It is recommended that the Department report back with more specific information related to flood claim reduction in the budget cycle for FY 2009-10.</p>                                     |
| <p>Gross:<br/>\$1,178,000</p> <p>General Fund Support:<br/>\$475,000</p>   | <p>To complete eight capital projects that will require local match to qualify for State and Federal funding.</p>  | <p>To alleviate traffic congestion and improve safety.</p>  | <p>Funding has provided operational upgrades at four traffic signals in 2007 which has improved traffic flow. Funds have advanced project development of four road widening projects for improved safety. Two projects are to be built in 2008. The remaining sites in 2009. Shoulder widening will reduce collision potential by over 50% at these locations.</p> | <p>The Department has partially met the intended results. It is recommended that the Department report back with more specific information related to the four funded road projects that are scheduled for 2008-09 in the budget cycle for 2009-10.</p> |

**2006-07 Budget Augmentation Requests and Results**

**Suspected Abuse Response Team (SART)**

**Fund Center 163**

| Unit /Amount  | Description  | Intended Results  | Actual Results   | Administrative Office Comments  |
|---|--|---|--|---------------------------------|
| Gross:<br>\$53,242<br><br>General Fund Support:<br>\$33,986 | Addition of 0.5 Nurse to provide on-call coverage and to provide SART examinations | 24/7 on-call coverage requirements will be met. In FY 05-06, the requirement was not met 20% of the time. | The unit hired a 0.50 FTE Nurse in January 2007. After staff orientation and training the SART unit was able to maintain 24/7 on call status 100% of the time starting in June 2007. However, the new 0.50 FTE Nurse resigned from SART on November 16, 2007. The unit is using temporary help at this time to cover workload. A recruitment will only be initiated once the department finalizes the FY 2008-09 budget to ensure that positions are not bumped. | Intended results were achieved. |

**2006-07 Budget Augmentation Requests and Results**

**Sheriff-Coroner**

**Fund Center 136**

| Unit /Amount   | Description   | Intended Results   | Actual Results  | Administrative Office Comments         |
|--|---|--|---|--|
| <p>Gross:<br/>\$592,660</p> <p>General Fund Support:<br/>\$419,660</p> | <p>Add 6 FTE Sheriff Deputy Positions.<br/>The Patrol function of the Sheriff Department has been relatively static over the past several years. As growth occurs in the unincorporated areas of the county, the demand for law enforcement services has increased.</p> | <p>The addition of six deputies to Sheriff department will add over 11,000 man-hours of patrol and other law enforcement functions. The deputies will allow for an enhanced level of staffing, particularly during late night hours and will contribute to reducing response times in rural areas.</p> | <p>The six new Deputies have been hired, and the intended results were met. In terms of reduced response times, the percentage of calls responded to within 10 minutes increased from 85% in FY 2006/07 to 93% in FY 2007-08. In addition</p> <ul style="list-style-type: none"> <li>• The arrest rate for crimes classified as robbery has improved from 25% in FY 2006-07 to 31% in FY 2007-08.</li> <li>• Overtime for the Patrol Division has reduced from 10,945 hours (\$588,706) in the first half of FT 2006/07, to 8,730 hours (\$482,889) over the same time period FY 2007/08. This represents a 25% decrease in overtime hours and produced an expense savings of \$105,817.</li> </ul> | <p>Intended results were achieved.</p> |
| <p>Gross:<br/>\$168,766</p> <p>General Fund Support:<br/>\$82,626</p>  | <p>Add 2 FTE Correctional Officer positions to help staff the jail. The inmate population has increased by about 20% over the past three years. No new Correctional Officer positions have been added in that time.</p>   | <p>The additional Correctional Officer positions will meet the increasing need for custody staff at the jail and will reduce overtime expenditures in the custody division by about \$25,000 per year.</p>   | <p>There are currently 8 vacancies in the Correctional Officer classification, all of which are expected to be filled by the end of the fiscal year. Despite this staffing shortage overtime hours and associated expenses have declined since FY 2006-07. During the first half overtime hours totaled 13,124 (\$574,752). For the same period in FY 07/08, overtime hours</p>   | <p>Intended results were achieved.</p> |

**2006-07 Budget Augmentation Requests and Results**

| Unit /Amount  | Description   | Intended Results   | Actual Results   | Administrative Office Comments  |
|---|---|--|--|---|
|   |   |  | totaled 10,509 (\$492,188). This represents a 25% decrease in overtime hours and produced an expense savings of \$82,564.  |   |
| Gross: \$48,177<br><br>General Fund Support: \$0      | 1 FTE Legal Clerk for Proposition 69. Proposition 69 requires that all persons convicted of a Felony and certain Misdemeanor charges be required to provide a sample of their DNA. The Sheriff is responsible for obtaining and processing DNA samples from individuals incarcerated in the jail. | The Legal Clerk position will provide support for processing and maintaining the extensive records and documentation required to meet the mandates of Proposition 69. The program is offset by funding provide through Court ordered penalty assessments.<br><br>The program will assist law enforcement in reducing the number of unsolved crimes and help prevent future crimes by identifying and apprehending criminals. | The DNA Legal Clerk has been hired, but filled with an Administrative Assistant III (at a cost that is approximately \$6,800 less), and is performing the duties per Proposition 69. The revenue to fund this position has been transferred from the DNA ID Fund-County Share #593450001 and the there has been no impact on the General Fund.<br><br>The Legal Clerk position was hired and serves as the secretary to the Sheriff. | The intended results have been achieved but is being accomplished by a different classification. As noted, this Legal Clerk position was filled and the incumbent is serving as the secretary to the Sheriff rather than performing the Prop 69 work as originally intended. This work is being performed by an Administrative Assistant. |
| Gross: \$39,313<br><br>General Fund Support: \$39,313 | Add 1 FTE Administrative Assistant position.  | The position will provide clerical support for the Sheriff Administrative Division that will assist in meeting department needs for the processing of forms and information related to the 377 employees of the department.  | This position has been filled with a Legal Clerk and has been assigned to Sheriff's Administrative Division. The position is providing clerical support to the Sheriff's Department, payroll support and assisting in supporting the administrative needs of the Department.   | The intended results have been achieved but with a higher impact to the General Fund.<br><br>This position was filled, but as noted above, is not   |

**2006-07 Budget Augmentation Requests and Results**

| Unit /Amount   | Description   | Intended Results  | Actual Results   | Administrative Office Comments  |
|--|---|---|--|---|
|  |   |   |  | <p>performing the work originally intended. The Legal Clerk is performing this work, at a higher annualized cost of approximately \$6,800. (Note: the Legal Clerk position is paid for with General Fund dollars, while the Administrative Assistant position, the lower cost position, is offset by fines paid to comply with Prop 69.</p> |
| <p>Gross: \$57,864<br/><br/>General Fund Support: \$17,297</p> | <p>Add 1 FTE Accountant I position and eliminate a vacant 1 FTE Senior Account Clerk position.</p> <p>Replacing a vacant Senior Account Clerk position and adding an Accountant I position is a cost effective way of adding a higher skill position to help manage the Sheriff-Coroner's \$46 million budget</p> | <p>This position will improve the administration of grants and financial analysis necessary to maintain the fiscal operations of the Sheriff Department. The position will assist with improving the quality and timeliness of financial reports and will assure that 100% of all new grants pass audit requirements.</p> | <p>The Accountant I has been hired. The Accountant I is performing financial analysis and reviews of the fiscal operations of the Sheriff Department. The Accountant assists in the preparation of the Sheriff's Department Budget and prepares the State report for the Daily Jail Rate. The Daily Jail Rate report sets the amount that the Sheriff's Department gets reimbursed for holding State Inmates. The Accountant I has also assisted Civil Division in reviewing and auditing the trust accounts and receipts in the Civil Division. To date there have been no audits of Sheriff Department Grants, however</p> | <p>Intended results were achieved.</p>  |

**2006-07 Budget Augmentation Requests and Results**

| Unit /Amount | Description | Intended Results | Actual Results  | Administrative Office Comments |
|--------------|-------------|------------------|---|--------------------------------|
|              |             |                  | the Daily Jail Rate is reviewed by the State for accuracy and accountability and has been approved without comment the last two fiscal years. |                                |

**2006-07 Budget Augmentation Requests and Results**

**Treasurer-Tax Collector**

**Fund Center 108**

| Unit /Amount   | Description  | Intended Results   | Actual Results   | Administrative Office Comments       |
|--|--|--|--|--------------------------------------|
| Gross:<br>\$101,717<br><br>General Fund Support:<br>\$76,717 | Convert one Limited Term Financial Analyst I/II/III position to permanent. (In FY 04/05, revenue to the General Fund from the delinquent unsecured taxes program was \$113,880, a 61% increase over the previous year without the position.) | <ul style="list-style-type: none"> <li>Continue to manage and enhance the delinquent collections program which increases revenue and taxes credited to the General Fund.</li> <li>It is anticipated that in FY 06/07, 25% of the unsecured delinquent taxes will be collected or approximately \$500,000.</li> </ul> | <ul style="list-style-type: none"> <li>In FY 06/07, the collections unit focused efforts on high dollar delinquencies first, before addressing the lesser amounts. There was more time spent on personal contact with clients for initiating and maintaining payment plans.</li> <li>In FY 06/07, the collections unit collected \$949,025 or 36% of the amount subject to active collections. Of this amount, the General Fund received 24.5% or \$232,511 in revenue, plus the department collected an additional \$17,000 in unsecured delinquent collection fees.</li> </ul> | Intended results have been achieved. |

**2006-07 Budget Augmentation Requests and Results**

**Waste Management**

**Fund Center 130**

| Unit Amount   | Description  | Intended Results  | Actual Results   | Administrative Office Comments   |
|---|--|---|--|--|
| Gross: \$21,604<br><br>General Fund Support: \$21,604 | 120 hours of additional staff time to develop and implement the Discharge Prohibition Ordinance, and \$10,300 to expand implementation of the National Pollutant Discharge Elimination System (NPDES) Stormwater Management Program (purchasing educational program materials, membership in the Storm Water Quality Association and staff training) | These increased efforts will move the NPDES program toward full implementation, in compliance with the Clean Water Act and State regulations. The development and implementation of the Discharge Prohibition Ordinance could take 2-3 years to complete. | Discharge Prohibition Ordinance is complete and has been continued from 11/27/07 Board date to 01/15/08 for adoption.<br><br>Educational materials were purchased and used, as required by the now approved Stormwater Management Program.<br><br>Staff training was accomplished. | The intended results have been achieved. The development of a Discharge Prohibition Ordinance has been introduced and is set for hearing on April 1, 2008. |

**RESOLUTION NO. 2008-222**  
**RESOLUTION ADOPTING THE COUNTY BUDGET AND BUDGETS FOR BOARD**  
**GOVERNED DISTRICTS FOR FISCAL YEAR 2008 - 2009**

The following resolution is now offered and read:

WHEREAS, the Board so finds, a Proposed Budget was compiled, approved, advertised and published, pursuant to the County Budget Act; and

WHEREAS, the Board hereby finds, that it has properly noticed and conducted a public hearing at which it made revisions to, deductions from, and additions to said Proposed Budget as it has deemed advisable; and

WHEREAS, the Board so finds, the Proposed Budget, the supplemental budget documents and all revisions developed in the hearing on the final budget as reflected in the Clerk's minutes and documents filed with the Clerk during said hearing, properly constitute each of the objects of expenditure to satisfy the budget requirements as determined by the Board, and are hereby found to be in accordance with Government Code Section 29089, and summarized for the entire budget as follows:

|    |  |                      |
|----|--|----------------------|
| 1. | Salaries and Employee Benefit            | \$233,515,869        |
| 2. | Services and Supplies                    | 134,394,724          |
| 3. | Other charges                            | 92,547,680           |
| 4. | Fixed Assets                             | 21,865,877           |
| 5. | Capital Projects                         | 3,637,500            |
| 6. | Intrafund Transfers                      | (21,478,637)         |
| 7. | Provisions for Contingencies:            |                      |
|    | General Fund                             | 14,284,243           |
|    | All Other Funds                          | 819,573              |
| 8. | Provisions for New Reserve/Designations: |                      |
|    | General Fund                             | 10,767,949           |
|    | All Other Funds:                         | 2,680,262            |
|    | <b>TOTAL COUNTY BUDGET</b>               | <b>\$493,035,040</b> |

WHEREAS, the balance in the General Reserve of the General Fund is estimated to be \$8,000,000; and

WHEREAS, the Board finds, that some funds from the State Realignment Sales Tax-Social Services Account should be transferred to programs administered by health and mental health departments and has determined that the transfers will not make a substantial change in the services, facilities, programs, or providers funded by the realignment account; and

WHEREAS, the County's appropriation limit established by Article XIII-B of the State Constitution and amended by Proposition 111 is \$391,401,697 and the total annual appropriations subject to limitation is \$167,994,600; and

WHEREAS, the Board so finds, that authorizations shown for employee contracts in said Proposed Budget (as revised) are to be for specified periods of time, not to exceed one year, special projects, or projects for which funding is uncertain.

NOW, THEREFORE BE IT RESOLVED AND ORDERED, by the Board of Supervisors, County of San Luis Obispo, State of California that:

1. Recitals - The recitals set forth hereinabove are true, correct, and valid.
2. Adoption by Reference - The Proposed Budget for fiscal year 2008-2009 on file with the Clerk, as revised and finally determined by the Board, is adopted by reference pursuant to Government Code Section 29090 as the Final Budget.
3. Appropriation of Funds - The various amounts of appropriations for Salaries and Employee Benefits, Services and Supplies, Other Charges, Fixed Assets, and Intrafund Transfers are hereby appropriated to the various departments, offices, boards, commissions, committees, other agencies, and special districts as they are shown in the aforesaid Proposed Budget for fiscal year 2008-2009, as revised and finally determined by the Board, and hereby adopted by reference as the Final Budget. The amounts appropriated therein are the total amounts of obligations and expenditures authorized for the period July 1, 2008 through June 30, 2009.
4. Allocated Positions - Employees shall be appointed at class levels shown for allocated permanent positions as indicated by said Final Budget.
5. Contingencies - Contingencies for All Funds are appropriated in an amount of \$15,103,816. If final adjusted revenue and fund balances estimates prove higher than the current estimated amounts, then the difference shall either be placed in contingencies up to the allowable limit, used for continued financing of the Teeter obligation or placed in new reserves and/or designations. If final revenue and fund balance estimates are lower than current estimated revenue and fund balance amounts, then the Auditor-Controller shall immediately advise the Board of Supervisors and County Administrator of amount of such shortage so that the Board may decrease appropriations or reserves.
6. Adjustments for Capital and Maintenance Projects and Restricted Revenues - The Auditor-Controller shall determine actual fund balances in the capital projects budget unit and the maintenance projects budget unit as of June 30, 2008. The Auditor-Controller is hereby authorized to make transfers and revisions between projects within the capital projects unit, and between projects within the maintenance projects budget unit, in order to revise each appropriation to account for actual fund balances, so that each project is funded at no more than the amount appropriated by the Board of Supervisors. The Auditor-Controller shall report any excess appropriations for each of the budget units, and make recommendations on or before August 31, 2008 concerning the disposition of said excess(es). Also, the Auditor-Controller is hereby authorized to reestablish unspent appropriations funded by restricted revenues relating to projects or programs previously approved by the Board. This applies to federal, state, and other granting agency funded programs where the revenues have already been pledged or

held in trust and the program or project spans more than one fiscal year.

7. Cash Flow Loans - In order to meet cash flow requirements the Auditor-Controller is authorized to make loans between any funds in the County Treasury that are under the control of the County Board of Supervisors to the extent allowed by law. Loans should bear quarterly interest at a rate equivalent to the rate earned on funds held in the County Treasury for that quarter. Repayments of all loans should occur by the end of the fiscal year, unless specific authorization is given by the Board to extend repayment.

8. Publication of Final Budget - The Auditor-Controller shall cause the publication of the Final Budget after the Board approves any adjustments made pursuant to Government Code Sections 29101 - 29107 and shall file said publication with the Clerk and State Controller on or before November 1, 2008.

Upon motion of Supervisor Ovitt, seconded by Supervisor Lenthall and on the following roll call vote, to wit:

AYES: Supervisors Ovitt, Lenthall, Gibson, Achadjian, Chairperson Patterson

NOES: None

ABSENT: None

ABSTAINING: None

The foregoing resolution is hereby adopted.

JAMES R. PATTERSON  
Chairperson of the Board of Supervisors

ATTEST:

JULIE L. RODEWALD  
Clerk of the Board of Supervisors

By: C.M. Christensen, Deputy Clerk

APPROVED AS TO FORM AND LEGAL EFFECT:

WYATT CASH  
COUNTY COUNSEL

By: R. Wyatt Cash  
Dated: 6-19-08

# GLOSSARY

## TERMS COMMONLY USED IN THIS BUDGET DOCUMENT

|  |  |
|--|--|
| <u>Account:</u>                                      | A detailed classification of an expenditure or revenue. For example, "Postage" is an expenditure account; "Property Taxes Secured" is a revenue account.   |
| <u>Activity:</u>                                     | A specific line of work performed to accomplish a function for which a governmental unit is responsible. This designation is required by the State Controller. Example: "Protective Inspection" is an activity performed in discharging the "Public Protection" function.                                  |
| <u>Appropriation:</u>                                | An authorization granted by a legislative body to make expenditures and to incur obligations for specific purposes. An appropriation usually is time-limited and must be expended before the deadline.   |
| <u>Assessed Valuation:</u>                           | A valuation set upon real estate or other property by government as a basis for levying taxes.   |
| <u>Available Financing:</u>                          | All the means of financing a budget including fund balance, revenues, canceled reserves and designations.  |
| <u>Budget:</u>                                       | A plan of financial operation consisting of an estimate of proposed income and expenditures for a given period and purpose, usually one year.  |
| <u>Capital Project Program:</u>                      | A program itemizing the county's acquisitions, additions and improvements to buildings and land purchases.   |
| <u>Contingency:</u>                                  | An amount, not to exceed fifteen percent of the fund in which it is allocated, appropriated for unforeseen expenditure requirements.   |
| <u>Contracted Services:</u>                          | Expense for services rendered under contract by individuals or businesses who are not on the payroll of the jurisdiction, including all related expenses covered by the contract.  |
| <u>Cost Accounting:</u>                              | That method of accounting which provides for assembling and recording of all the elements of cost incurred to accomplish a purpose, to carry on an activity or operation, or to complete a unit of work or a specific job.   |
| <u>Communitywide Results:</u>                        | The Communitywide Results represents the "big picture" results we want for all county residents and are used to guide the preparation of the budget each year.   |
| <u>Debt Service Fund:</u>                            | A fund established to finance and account for the payment of interest and principal on all general obligation debt, other than that payable exclusively from special assessments and revenue debt issued for and serviced by a governmental enterprise.  |
| <u>Department:</u>                                   | An organizational structure used to group programs of like nature.   |
| <u>Department Goals:</u>                             | A listing of ongoing results a department desires for its customers.   |
| <u>Encumbrance:</u>                                  | An obligation in the form of a purchase order, contract, or other commitment which is chargeable to an appropriation and for which a part of the appropriation is reserved.  |
| <u>Enterprise Fund:</u>                              | Established to finance and account for the operation and maintenance of facilities and services which are self-supporting by user charges. Example: Airports Enterprise Fund.  |
| <u>Educational Revenue Augmentation Fund (ERAF):</u> | In 1992-93, in response to serious budgetary shortfalls, the state began redirecting a portion of counties, cities and special districts property tax receipts to schools and community college districts'. The term "ERAF" is an acronym for the fund into which redirected property taxes are deposited. |

# GLOSSARY

## TERMS COMMONLY USED IN THIS BUDGET DOCUMENT

|  |  |
|--|--|
| <u>Expenditure:</u>                    | Designates the cost of goods delivered or services rendered.   |
| <u>Fiscal Year:</u>                    | Twelve-month period for which a budget is in effect. The County's fiscal year is July 1 to June 30.  |
| <u>Fixed Asset:</u>                    | An asset of a long-term character such as land, buildings, and equipment. Typically must have a value of \$5,000 or greater.   |
| <u>Full-Time Equivalent (FTE):</u>     | The ratio of time expended in a position. The ratio is derived by dividing the amount of employed time required in the position by the amount of employed time required in a corresponding full-time position. 2080 hours per year equates to 1.0 FTE.   |
| <u>Function:</u>                       | A group of related activities aimed at accomplishing a major service for which a governmental unit is responsible. These designations are specified by the State Controller. Example: "Public Protection" is a function.   |
| <u>Fund:</u>                           | A sum of money or other resources set aside for the purpose of carrying out specific activities or attaining certain objectives in accordance with regulations, restrictions, or limitations. A fund is a distinct financial or fiscal entity.   |
| <u>Fund Balance Available:</u>         | That portion of the fund balance that is not reserved, encumbered or designated and therefore is available for financing a portion of the budgetary requirements for the upcoming fiscal year.   |
| <u>Fund Center:</u>                    | The lowest entity in the budget hierarchy including all accounts for which a legal appropriation is approved by the Board of Supervisors. A department or agency may have one or more fund centers assigned to it. Each fund center is a collection of account numbers necessary to fund a certain division, department or set of functions. |
| <u>General Fund:</u>                   | The main operating fund of the county accounting for expenditures and revenues for countrywide activities.   |
| <u>General Fund Support:</u>           | The amount of General Fund financial support to a given fund center after revenues and other funding are subtracted from expenditures.   |
| <u>Indicators:</u>                     | Measures, for which data is readily available, that tell whether communitywide results are being achieved (e.g., crime rate, poverty rate, high school graduation rate, etc.).   |
| <u>Interfund Transfer:</u>             | A transfer of money between different funds (e.g., General Fund and Parks) which cannot be classified as a revenue or expenditure.   |
| <u>Intergovernmental Expenditures:</u> | Payments to other governments as fiscal aids and shared taxes or as reimbursements for the performance of services.  |
| <u>Intergovernmental Revenue:</u>      | Revenue received from other governments, such as fiscal aids, shared taxes and reimbursements for services.  |
| <u>Internal Service Fund (ISF):</u>    | An organization created to perform specified services for other county departments. The using department is charged by the ISF for the services received. Example: Reprographics.  |
| <u>Intrafund Transfers:</u>            | Reimbursements to a provider fund center for services/supplies received by another fund center; transactions of this nature are limited to fund centers within the same fund.  |
| <u>Mission Statement:</u>              | A description of the basic purpose and responsibility of the Budget Unit or department.  |

# GLOSSARY

## TERMS COMMONLY USED IN THIS BUDGET DOCUMENT

|   |   |
|---|---|
| <u>Other Charges:</u>                       | Accounts which establish expenditures for expenses other than salary or operations, such as support and care of persons or debt service.  |
| <u>Per Capita:</u>                          | Amount per individual.  |
| <u>Performance Measure:</u>                 | <p>A measurement that assesses progress toward achieving predetermined goals. There are three basic types of meaningful performance measures:</p> <ul style="list-style-type: none"> <li>• efficiency measures show the relationship between work performed and resources required to perform it (i.e. cost per job application received, cost per felony prosecuted, etc.)</li> <li>• quality measures show how well services are delivered to customers and the extent to which the customer is satisfied (i.e. percentage of customers satisfied with custodial services, percentage of clients satisfied with fire suppression response time, etc.)</li> <li>• outcome measures show the qualitative results of a program compared to its intended purpose (i.e. who is better off as a result – percentage of clients that receive substance abuse treatment services and are alcohol and drug free one year later; percentage of repeat child abuse reports, etc.)</li> </ul> |
| <u>Proposed Budget:</u>                     | The proposed spending plan for the upcoming fiscal year.  |
| <u>Proposition 1A:</u>                      | Passed by voters in November 2004, this proposition grants local governments long-term fiscal protection and stability by preventing the state from raiding local government revenues during times of state fiscal crisis. The state will be able to borrow revenues from local governments during fiscal emergencies, but can only do so with a two-thirds vote of the legislature and the Governor's signature. Borrowing can only take place twice during a 10-year period, and only after the prior loan has been repaid. The proposition also states that counties are to contribute \$2.6 billion to the state budget during the 04-05 and 05-06 fiscal years.  |
| <u>Proposition 13:</u>                      | A tax limitation initiative approved by the voters in 1978. Proposition 13 provided for (1) a 1 percent tax limit of fair market value exclusive of tax rates to repay existing voter-approved bonded indebtedness, (2) assessment restrictions establishing 1975 level values for all property, with allowable increases of 2 percent annually and reappraisal to current value upon change in ownership and new construction, (3) a two-thirds vote requirement to increase property taxes, and (4) a two-thirds vote of the electorate for local agencies to impose "special taxes".   |
| <u>Proposition 63:</u>                      | Approved by the voters in November 2004, this proposition established a state personal income tax surcharge of one percent on tax payers with annual taxable incomes of more than \$1 million. Funds resulting from the surcharge are to be spent on the expansion of County Mental Health programs.  |
| <u>Proposition 172:</u>                     | A tax measure proposed by the Legislature and approved by the voters in 1993 to provide counties and cities with a share of a half-cent sales tax for public safety purposes. This measure mitigated some of the 1993-94 property tax shift from counties and cities to schools and community colleges.   |
| <u>Reimbursement:</u>                       | Payment received for services/supplies expended for another institution, agency or person.  |
| <u>Reserve:</u>                             | An account that records a portion of funds which must be segregated for some future use and which is, therefore, not available for further appropriation or expenditure.  |
| <u>Results Based Decision Making (RDBM)</u> | RDBM is a county sponsored initiative aimed at making the County a "results culture" organization. "Results oriented", means that the County intends to show taxpayers in   |

# GLOSSARY

## TERMS COMMONLY USED IN THIS BUDGET DOCUMENT

|                                |  |
|--------------------------------|--|
| <u>Initiative:</u>             | measurable terms that the county government runs efficiently, provides high quality services, and produces results that are responsive to community desires.   |
| <u>Revenue:</u>                | Money received to finance ongoing county governmental services. Example: Property taxes, sales taxes, user fees, etc.  |
| <u>Realignment:</u>            | Refers to the 1991-92 restructuring of state and local government financing of health and welfare programs. Counties assumed a greater overall financing responsibility for these programs in exchange for a portion of sales tax and vehicle license fees.  |
| <u>Secured Roll:</u>           | Assessed value of real property such as land, building, secured personal property, or anything permanently attached to land as determined by the County Assessor.  |
| <u>Secured Taxes:</u>          | Taxes levied on real properties in the county which are "secured" by a lien on the properties.   |
| <u>Services and Supplies:</u>  | The "object class" or general classification of expenditure accounts that describe and report all operating expenses, other than employee related costs, of departments and programs.  |
| <u>Special District:</u>       | Independent unit of local government generally organized to perform a single function. Examples: Street lighting, waterworks, parks, fire departments.   |
| <u>Spending Limits:</u>        | Refers to the Gann Initiative (Proposition 4 on the November 1979 ballot), which imposed limits on the allowable annual appropriations of the state, schools, and most local agencies; limit is generally prior year appropriations factored by CPI and population changes.  |
| <u>Supplemental Tax Roll:</u>  | The Supplemental Property Tax Roll is a result of legislation enacted in 1983, and requires an assessment of property when a change to the status of the property occurs, rather than once a year as was previously the case.  |
| <u>Taxes:</u>                  | Compulsory charges levied by a governmental unit for the purpose of financing services performed for the common benefit.   |
| <u>Tax Levy:</u>               | Amount of tax dollars raised by the imposition of the tax rate on the assessed valuation.  |
| <u>Tax Rate:</u>               | The rate per one hundred dollars of the assessed valuation base necessary to produce the tax levy.   |
| <u>Tax Relief Subventions:</u> | Funds ordinarily paid to compensate local governments for taxes lost because of tax relief measures, such as the homeowner's exemption.  |
| <u>Teeter Plan:</u>            | An alternative method of allocating property tax receipts wherein the various taxing agencies (schools, cities, special districts) receive 100% of their tax levy each year with a deduction for delinquencies. The County General Fund finances the delinquencies and in return the General Fund collects and retains all of the eventual payments of delinquent taxes, including interest and penalties. |
| <u>Unincorporated Area:</u>    | The areas of the county outside city boundaries.   |
| <u>Unsecured Roll:</u>         | A tax on properties such as office furniture, equipment, boats and airplanes owned by the assessee.  |
| <u>Use Tax:</u>                | A tax on goods purchased outside the state to prevent revenue loss from avoidance of sales taxes by means of out-of- state purchases. A use tax is also levied in order to remove inequities between purchases made within and outside the state.  |

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