Fiscal Year 2012-13

County of San Luis Obispo

San Luis Obispo, California

PROPOSED BUDGET

Prepared by the County Administrative Office

A Safe, Healthy, Livable, Prosperous and Well-Governed Community

Table of Contents

	Page
Budget Message	A-1
Budget Goals and Policies and Budget Balancing Strategies and Approaches	A-20
General Budget Information	A-33
Personnel Information	B-1
Fixed Assets	B-38
Departmental Budgets By Functional Area	C-1
Land Based	
Agricultural Commissioner	C-2
Planning and Building	C-10
Community Development	C-20
Public Works	C-24
Public Works Special Services	C-32
Roads	C-38
Road Impact Fees	C-44
Public Protection	
Animal Services	C-46
Child Support Services	C-52
Contribution to Court Operations	C-57
County Fire	C-59
District Attorney	C-67
Emergency Services	C-76
Grand Jury	C-83
Probation	C-85
Public Defender	C-91
Sheriff-Coroner	C-95
Waste Management	C-105
Health & Human Services	
Contributions to Other Agencies	C-111
Health Agency	
Behavioral Health	C-119
County Medical Services Program	C-129
Driving Under The Influence	C-134
Emergency Medical Services Fund	C-139
Law Enforcement Medical Care	C-141
Medical Assistance Program	C-145
Public Health	C-148
Social Services	C-159
CalWORKs	C-169
Foster Care	C-172
General Assistance	C-175
Veterans Services	C-178
Community Services	
Airports	C-183
Farm Advisor	C-189
Fish and Game	C-194
Golf Courses	C-197
Library	C-203
Parks	C-209
Wildlife and Grazing	D-216

Table of Contents

	Page
Fiscal and Administrative	
Administrative Office	C-218
Organizational Development	C-224
Assessor	C-227
Auditor-Controller	C-234
Board of Supervisors	C-242
Clerk-Recorder	C-245
Treasurer-Tax Collector - Public Administrator	C-252
Support to County Departments	
County Counsel	C-261
General Services Agency	C-267
Fleet Services	C-279
Information Technology	C-284
Reprographics	C-291
Human Resources	C-296
Risk Management	C-303
Self Insurance	C-310
Financing	
Countywide Automation Replacement	C-314
Debt Service	C-320
General Government Building Replacement	C-322
Non-Departmental - Other Financing Uses	C-324
Non-Departmental Revenues	C-327
Other Post Employment Benefits	C-330
Pension Obligation Bonds	C-331
Public Facility Fees	C-333
Capital and Maintenance Projects	C-335
Capital Projects	C-352
Maintenance Projects	
	D-1
Budget Augmentation Requests 2007-08	D-8
Budget Augmentation Requests 2009-10	D-14
Budget Augmentation Requests 2011-12	E-1
Summary Schedules	
Appendix	
Budgetary Basis of Accounting	F-1
Glossary	F-2
Acronym Glossary	F-7
Index	F-10

County Officers

Board of Supervisors

First District.....Frank Mecham
Second District .....Bruce Gibson
Third District .....Adam Hill
Fourth District .....Paul Teixeira
Fifth District.....James Patterson

Department Heads

Agricultural Commissioner/Sealer of Weights & Measures.....Marty Settevendemie
Auditor Controller.....Gere Sibbach
Chief Probation Officer .....Jim Salio
Child Support Services Director.....Phil Lowe
Clerk-Recorder .....Julie Rodewald
County Administrative Officer .....Jim Grant
County Assessor .....Tom Bordonaro
County Counsel .....Warren Jensen
County Fire .....Robert Lewin
District Attorney .....Gerry Shea
Farm Advisor .....Richard Enfield
General Services Agency Director.....Janette Pell
Health Agency Director.....Jeff Hamm
Human Resources Director .....Tami Douglas-Schatz
Library Director .....Brian Reynolds
Planning and Building Director .....Jason Giffen
Public Works Director .....Paavo Ogren
Sheriff-Coroner .....Ian Parkinson
Social Services Director.....Lee Collins
Tax Collector/Treasurer/Public Administrator .....Frank Freitas
Veterans Service Officer.....Dana Cummings

Vision Statement and Communitywide Results

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.

County Organizational Values

The employees and elected officials of San Luis Obispo County are guided by our organizational values. Our decisions and actions demonstrate these values. Putting our values into practice creates long-term benefits for stakeholders, customers, employees, communities and the public we serve.

Integrity

We are dedicated to high ethical and moral standards and uncompromising honesty in our dealings with the public and each other.

We behave in a consistent manner with open, truthful communication, respecting commitments and being true to our word.

Collaboration

We celebrate teamwork by relying on the participation and initiative of every employee.

We work cooperatively within and between departments and the public to address issues and achieve results.

Professionalism

We are each personally accountable for the performance of our jobs in a manner which bestows credibility upon ourselves and our community.

We consistently treat customers, each other, the County, and the resources entrusted to us with respect and honesty.

Accountability

We assume personal responsibility for our conduct and actions and follow through on our commitments.

We are responsible managers of available fiscal and natural resources.

Responsiveness

We provide timely, accurate and complete information to each other and those we serve.

We solicit feedback from customers on improving programs and services as part of a continuous improvement process.

Budget Message

The budget message provides an overview of the County's budget. The message sets a context for budget decisions by describing the economic conditions and changes to financing and revenue sources which help to shape the budget. It provides a summary of expenditures for the current year in comparison to expenditure levels in the previous year to demonstrate the impact that economic conditions have on County financing. Changes to staffing levels and service level program impacts are also discussed to provide the reader with a link between how financing decisions impact County operations and service provision.

County of San Luis Obispo

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

JIM GRANT
COUNTY ADMINISTRATOR

April 26, 2012

Honorable Board of Supervisors,

The Fiscal Year (FY) 2012-13 Proposed County budget is submitted for your review and consideration. Your Board will review the budget in detail at public budget hearings, scheduled for June 11 – 13, 2012, during which time you may add, delete, or modify the proposal as you deem appropriate.

Introduction

This budget, as proposed by staff to your Board, is an effort to allocate scarce resources in an effective and efficient manner in order to achieve the County's vision of a safe, healthy, livable, prosperous, and well governed community. This budget proposal complies with all aspects of the State Budget Act (Government Code 29000 – 29144), Board adopted Budget Goals and Policies, Budget Balancing Strategies and Approaches, and the Board's priorities. All of these guiding principles and strategies were utilized in an attempt to strike a balance between sound fiscal management and the continued provision of programs and services to the public. Striking this balance is as difficult as ever given the continued fiscal challenges facing the nation, state, and our local communities.

This budget represents year five of the County's seven year plan (commonly referred to as the Seven Year Pain Plan). The intent of the plan is to incrementally and methodically close the structural budget gap over a seven year period and maintain a high level of service to the public. Your Board and County employees at all levels of the organization continue to do a commendable job of implementing this plan as the structural gap is shrinking as envisioned.

FY 2012-13 represents year five of the Seven Year Pain Plan, which began in FY 2008-09. The budget gap for FY 2008-09 was $18 million, $30 million for FY 2009-10, $17 million for FY 2010-11, $11.4 million for FY 2011-12, and $2 million for FY 2012-13. It was previously anticipated that FY 2009-10 would be the most difficult year from a numbers perspective and this is holding true today. The structural gap is shrinking due to the many actions taken by your Board and staff over the past five years. The good news (the first good budget news we've had in quite some time) is that the $2 million gap for FY 2012-13 is considerably less than the forecasted gap of $6 million. The gap is smaller due to continued focus on reducing labor costs- primarily salary and pension costs (as noted further below).

The Budget Gap

The budget gap for a Status Quo budget for the General Fund in FY 2012-13 is $2 million. 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.

Similar to prior years, the key drivers of the gap are flat and in some cases decreasing revenues related to the housing market (property taxes, building permits, property transfer taxes, etc.). This proposed budget includes the 2011 Public Safety Realignment (AB 109), whereby responsibility for oversight of some prisoners and parolees transferred from the State to counties. As a result, 28 positions were added mid-year to the FY 2011-12 budget (October 25, 2011) as was $4 million (annually) of associated revenues and costs. The transfer of responsibility is having a significant impact upon the operations of the Sheriff-Coroner, Probation, Health Agency, and District Attorney departments. As of now, the revenues appear to be generally approximate to the associated costs, however, County staff will be keeping a close eye on this balance for if revenues do not keep pace with expenditures, this realignment could significantly increase the size of our budget gap.

As noted above, one of the primary reasons for the shrinking gap is the progress that continues to be made in containing and reducing salary and pension costs. It's been approximately two years since your Board approved the "Three-Point Plan," which includes a Tier 2 pension plan for new employees, pension cost sharing for new and existing employees, and an updated approach to setting salaries. In short, over 90% of new employees are covered by the Tier 2 lower cost pension plan, employees and the County are splitting pension cost increases 50/50, and salaries have remained flat. As a result of the implementation of this plan, the County is saving over $26 million annually in labor costs.

Closing the Gap

The $2 million gap is closed by implementing the approaches contained in the Seven Year Pain Plan referenced above. Combinations of short-term solutions are proposed as well as considerable expenditure reductions. The short-term solutions address approximately 15% ($300,000) of the total gap and the remaining 85% ($1.7 million) is closed via on-going expenditure reductions. This approach is in line with the budget balancing strategies in that the amount of short-term solutions is being winnowed down each year so that the target of achieving structural balance at the end of seven years can be achieved.

The $1.7 million of recommended expenditure reductions are in accordance with the priorities provided by your Board. Meeting legal mandates, paying debt service, and public safety are your Board's highest priorities (in order). This recommended budget allocates sufficient funding in order to meet our legal mandates and to keep our creditors whole. Additionally, the public safety departments are recommended for a higher level of funding as compared to most other non-public safety departments. The General Fund support for the four public safety departments is recommended to be kept the same as the current year. In contrast, most of the non-public safety departments are receiving 1% to 3% less General Fund support as compared to the FY 2011-12 budget.

It is important to note that while the budget gap is less than what was previously anticipated, the budget is contracting yet again this year and as a result, there will be reductions to programs and services. However, the impacts are considerably less as compared to prior years. Latter portions of this budget message contain a summary of the impacts and the departmental budget sections contain more detailed explanations.

The State Budget

As of the writing of this document, very little progress has been made by the State in addressing its continued budget challenges. In January, the Governor presented his proposal for closing the $10.3 billion gap. In summary, his proposal includes $4.2 billion of expenditure reductions, $4.7 billion of revenue increases, and $1.4 billion of other solutions. The revenue increases are contingent upon voter approval in November of this year.

The Governor's January proposal would have a relatively minor impact upon the County's budget. However, many of the residents of the County would be significantly impacted as subsidies to low income individuals and families would be sharply reduced as would services to the elderly and disabled (the CalWORKS and In-Home Supportive Services programs are slated for substantial reductions).

The Legislature has taken little to no action on the Governor's January proposal and it appears they are not planning to take up the issue until the Governor's May Revise budget is issued. As a result, it seems likely that the State budget will remain unresolved until after our County's budget hearings are complete. Unfortunately, this approach has become the norm for the Legislature and we will operate as we have in prior years whereby we will continue to monitor the situation in Sacramento and make adjustments locally once more information is known.

Summary of Expenditures

- The proposed FY 2012-13 budget for Total Government Funds is approximately $469.4 million, which is about a $5 million increase over the current year's adopted budget (reference the following chart for more detail). The primary reason for the increase is the transfer of public safety responsibility and the associated costs and revenues from the State to counties (commonly referred to as AB 109 public safety realignment).

- The proposed General Fund budget is approximately $391.8 million, which is an $8.5 million increase compared to the current year's adopted budget. Again, the primary reason for the increase is the public safety realignment.

- 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 Department narrative as well as a County Administrative Office (CAO) narrative. The former provides an overview of key issues facing each department and the latter provides context to the numbers. The approach in the CAO narratives is to convey what is changing from one year to the next and the corresponding impacts to programs and services

All Funds Expenditure Comparison			
Fund	**FY 2011-12 Adopted**	**FY 2012-13 Proposed**	**% Increase /Decrease**
General Fund	$ 383,347,164	$ 391,812,041	2.21%
Automation Replacement	$ 3,205,067	$ 4,259,105	32.89%
Building Replacement	$ 3,330,773	$ 2,732,613	-17.96%
Capital Projects	$ 838,413	$ 1,355,133	61.63%
Community Development	$ 4,494,337	$ 4,015,303	-10.66%
County Medical Services Program	$ 5,173,959	$ 5,095,977	-1.51%
Debt Service	$ 2,250,163	$ 2,256,488	0.28%
Driving Under the Influence	$ 1,540,028	$ 1,439,590	-6.52%
Emergency Medical Services	$ 820,400	$ 801,000	-2.36%
Fish and Game	$ 37,137	$ 20,000	-46.15%
Library	$ 8,591,855	$ 8,176,476	-4.83%
Organizational Development	$ 837,671	$ 662,100	-20.96%
Parks	$ 7,579,173	$ 8,318,097	9.75%
Pension Obligation Bonds	$ 8,566,965	$ 8,446,800	-1.40%
Public Facilities Fees	$ 1,536,456	$ 1,058,942	-31.08%
Road Fund	$ 21,902,372	$ 26,674,317	21.79%
Tax Reduction Reserves	$ 4,747,109	$ -	-100.00%
Traffic Impact Fees	$ 5,620,539	$ 2,282,820	-59.38%
Wildlife and Grazing	$ 8,882	$ 3,500	-60.59%
Total	**$ 464,428,463**	**$ 469,410,302**	1.07%

SUMMARY OF GENERAL FUND DOLLARS ALLOCATED TO DEPARTMENTS

Fund Center	Department Name	FY 2011-12 Adopted	FY 2012-13 Proposed	Percent Change
104	Administrative Office	$1,702,003	$1,667,963	-2.0%
141	Ag Commissioner	$2,119,898	$2,092,150	-1.3%
137	Animal Services	$508,473	$490,629	-3.5%
109	Assessor	$8,475,653	$8,536,641	0.7%
107	Auditor-Controller	$3,834,849	$3,761,645	-1.9%
166	Behavioral Health	$7,436,665	$6,448,961	-13.3%
100	Board of Supervisors	$1,656,006	$1,656,006	0.0%
182	CalWORKS	$370,818	$348,526	-6.0%
134	Child Support Services	$36,510	$0	-100.0%
110	Clerk-Recorder	$779,292	$417,767	-46.4%
290	Community Development	$300,936	$308,436	2.5%
143	Contributions to Court Operations	-$415,295	-$112,488	72.9%
106	Contributions to Other Agencies	$1,439,538	$1,458,569	1.3%
111	County Counsel	$3,352,370	$3,301,264	-1.5%
140	County Fire	$10,668,463	$12,160,384	14.0%
132	District Attorney (includes Victim Witness)	$8,693,948	$8,672,834	-0.2%
138	Emergency Services	$152,518	$194,690	27.7%
215	Farm Advisor	$462,151	$470,657	1.8%
181	Foster Care	$836,497	$811,402	-3.0%
185	General Assistance	$474,701	$637,993	34.4%
113	General Services	$7,328,758	$5,904,978	-19.4%
131	Grand Jury	$138,038	$138,425	0.3%
112	Human Resources	$2,063,485	$2,079,560	0.8%
114	Information Technology	$8,295,193	$8,016,277	-3.4%
184	Law Enforcement Medical Care	$1,350,833	$1,607,842	19.0%
377	Library	$516,121	$516,121	0.0%
200	Maintenance Projects	$1,136,550	$1,983,700	74.5%
183	Medical Assistance Program	$3,771,612	$4,152,558	10.1%
275	Organizational Development	$492,166	$450,000	-8.6%
305	Parks	$3,278,260	$3,420,055	4.3%
142	Planning and Building	$6,036,342	$5,910,847	-2.1%
139	Probation Department	$8,895,580	$8,894,286	0.0%
135	Public Defender	$4,578,803	$4,884,029	6.7%
160	Public Health	$3,948,568	$3,977,380	0.7%
201	Public Works Special Services	$1,443,604	$1,400,297	-3.0%
105	Risk Management	$597,630	$552,504	-7.6%
245	Roads	$5,830,263	$5,931,000	1.7%
136	Sheriff-Coroner	$37,153,739	$37,741,323	1.6%
180	Social Services	$5,606,456	$5,271,897	-6.0%
108	Treasurer/Tax Collector	$1,599,934	$1,631,379	2.0%
186	Veterans Services	$333,530	$340,571	2.1%
130	Waste Management	$618,470	$599,916	-3.0%
	TOTAL	**$157,899,929**	**$158,728,974**	**0.5%**

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 other fund centers that do not provide programs and services (e.g. debt service, building replacement, etc).

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

Note 3: The Clerk-Recorder's Office budget is 1% below the FY 2011-12 Adopted budget when adjustments are made to account for election cycles.

Recommended Staffing

The Proposed Budget recommends 2,419.75 full time equivalent (FTE) permanent and limited term positions. This represents a net decrease of three positions (-0.1%) as compared to the FY 2011-12 current year budget. All of these positions are vacant. It is worth noting that 40.25 positions were added mid-year FY 2011-12. The primary reason for the mid-year increase is that 28 positions were added as a result of the 2011 Public Safety Realignment as previously noted. Most of the other positions added are grant funded.

POSITIONS SUMMARY		
2011-12 Adopted Budget	2,382.50	
2011-12 Current Allocation	2,422.75	
2012-13 Recommended	2,419.75	
Net Change (from Adopted)	37.25	
Net Change (from Current)	-3.00	
Percent Change (from Current)	-0.1%	
Department	**Additions**	**Deletions**
Agricultural Commissioner		-1.00
Assessor	4.50	
Auditor-Controller	2.00	-1.00
Behavioral Health	3.75	-0.50
Child Support Services		-2.00
General Services		-5.00
Health Agency		-2.50
Human Resources	1.00	
Information Technology		-1.00
Library		-2.00
Office of Emergency Services	0.25	
Parks	3.00	
Planning and Building		-2.00
Probation	0.25	
Reprographics ISF		-1.00
Sheriff-Coroner		-1.00
Social Services	0.25	
Treasurer-Tax Collector-Public Administrator	1.00	
TOTAL	**16.00**	**-19.00**

Note: The three positions listed as additions to Parks are actually a transfer from the General Services fund center as the grounds function is being moved.

Land Based Budgets – Net Decrease of 3.0 FTE positions:

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

Overall, General Fund support to the budgets within the Land Based functional area is decreasing slightly, $88,313 or less than 1%, when compared to FY 2011-12 adopted levels. Revenues, overall, are expected to decrease by $139,838 or 1.5% from FY 2011-12 adopted amounts for Land Based fund centers. This is primarily due to a $257,585 or 7% decrease in revenue projected for the Agricultural Commissioner due to the reduction in funding for detection of agricultural pests received from the US Department of Agriculture.

Agricultural Commissioner

General Fund support for the Agricultural Commissioner is recommended to decrease $27,748 or 1%. Expenditures are recommended to decrease $285,333 or 5% compared to the FY 2011-12 adopted budget. A vacant 1.00 FTE Agricultural Resource Specialist position is proposed to be eliminated. There will be no service level impacts as a result of this reduction.

Revenues are recommended to decrease $257,585 or 7% primarily due to a reduction of funding from the U.S. Department of Agriculture for the detection of agricultural pests identified in California. Unclaimed Gas Tax revenue declined $22,471 or 2% based on the reduction in County General Fund support for agricultural programs in FY 2011-12. As reported in prior years, a provision of State law requires the County to maintain a level of General Fund support for qualifying programs at least equal to the average amount expended for the five preceding fiscal years unless a county is facing unusual economic hardship that precludes this level of support. San Luis Obispo County has been granted a waiver of this requirement and will receive Unclaimed Gas Tax revenue in FY 2011-12. Given the recommended 1% reduction in General Fund for FY 2012-13, the County will again need to apply for a waiver of this provision for the FY 2012-13 Unclaimed Gas Tax distribution.

Planning and Building

The level of General Fund support for Planning and Building is recommended to decrease $125,495 or 2% compared to the FY 2011-12 adopted Budget. Overall, recommended revenues are increasing $123,051 or 2%. While the economic downturn continues to impact the housing market and construction industry, the FY 2012-13 recommended budget includes an increase of more than $337,700 or 21% in building permits revenue. This increase is primarily due to the two large solar projects under construction in the Carrizo Plain, which will require several thousand hours of inspection time. Approximately $166,000 in additional funding for two energy programs, the PG&E funded Innovator Pilot grant and the Energy Watch Partnership, also contributes to the overall increase in revenue in the FY 2012-13 budget. These increases in revenue offset reductions from other sources such as $99,253 or 61% in the Energy Efficiency Community Development Block Grant and $69,618 or 29% in Subdivision Permit fees.

Recommended expenditures for the FY 2012-13 budget are essentially flat with the FY 2011-12 adopted budget. Salary and benefit expenditures are increasing slightly, $42,150 or less than 1%. Two (2) vacant positions, one Division Manager and one Permit Technician, are

proposed for elimination due to the decline in permitting activity and a recent reorganization of the department. No service level impacts are anticipated from the elimination of these two positions.

Public Works

The Public Works Internal Service Fund (ISF/Fund Center – 405) provides all of the staffing for Roads (Fund Center 245), Public Works Special Services (Fund Center 201), Waste Management (Fund Center 130) and Special District budgets. Recommended appropriations for those budgets, along with summaries for each program that purchases services from the ISF are indicated in the Service Program Summary.

The recommended FY 2012-13 budget of $30,446,011 is an increase of $1.6 million or 6% compared to the estimated FY 2011-12 amount of $28.7 million primarily due to a $1.5 million or 25% increase in services and supply accounts. These increases are primarily attributable to increased costs associated with countywide overhead, garage, fuel and facility services accounts.

In FY 2011-12, the Los Osos Wastewater project continues to move forward with a request for construction bids for the collection system and the MidTown Restoration Project as well as various right-of-way acquisitions. It is expected that the request for construction bids will be released for the treatment plant in FY 2012-13 with construction on both the collection system and treatment plant to begin in FY 2012-13.

Roads

The recommended FY 2012-13 budget for Roads provides for an overall increase of General Fund support of $100,737 or 1% as compared to FY 2011-12 adopted amounts. While this level of funding will contribute to a slightly improved condition of County roads, any future reduction in funding for the pavement management program could have a negative impact on the condition of County roads over the next 10 years. It is anticipated that the Willow Road interchange and road extension project will be completed in FY 2012-13. The Price Canyon Road bridge widening project will continue as the project moves into the design phase.

Public Protection – Net decrease of 2.50 FTE positions:

The Public Protection Functional Area includes the Sheriff-Coroner, District Attorney (which includes Victim-Witness), Child Support Services, Public Defender, Probation, County Fire, Emergency Services, Animal Services, Waste Management, Grand Jury and the County's contribution to Court Operations. In keeping with the Board's priorities, General Fund reductions recommended for the Sheriff-Coroner, District Attorney, Probation and County Fire are less than those recommended for most other departments, having been held at the prior year's adopted level. As in past years, the Board's intent is to give these four departments priority in the allocation of resources to ensure the County continues to effectively protect public safety despite the financial hardships facing the County in recent years.

The recommended General Fund contribution to Public Protection in FY 2012-13 is $73.6 million, an increase of $2.6 million dollars or 3.7% compared to the FY 2011-12 adopted budget. Almost half of this increase, $1.2 million, is due to increased County Fire and Sheriff's

Office staffing in California Valley related to the two large-scale solar projects under construction there. This additional expense is offset by sales tax that will be received in FC 101 – Non-Departmental Revenue from both projects. The remainder of the increase in General Fund support is due to the inclusion of $776,926 of vehicle replacement expense in the County Fire budget, which is offset by funds cancelled from the designation set up for this purpose; and declining revenues in the budgets for Public Defender and Court Operations.

Recommended revenues for the public protection budgets, totaling $54.5 million, are budgeted to increase $4.6 million or 9% compared to FY 2011-12 adopted budget. Revenue from Proposition 172, the half-cent sales tax dedicated to public safety, was on track to exceed the FY 2011-12 budgeted amount, and is budgeted to increase in FY 2012-13 as well, by almost $2.3 million or 13%, compared to the FY 2011-12 adopted amount. Prop 172 revenue is allocated to the Sheriff-Coroner, Probation, District Attorney and County Fire departments and accounts for $19.7 million or 46% of all revenue budgeted for these four departments.

A total of 28.5 positions were added for public safety mid-year FY 2011-12. The majority, 24.00 FTE positions in all (17.00 FTE in the Sheriff's Office and 7.00 FTE in the Probation Department), were added as a result of the Public Safety Realignment Act of 2011 (AB 109). Under AB 109, the State has provided resources to manage offender populations previously overseen by the California Department of Corrections and Rehabilitation (CDCR). Another 4.50 FTE were also added mid-year; 0.50 FTE to the Probation Department based on receipt of Federal grant funding, and 4.00 FTE to the Sheriff's Department to add a new beat in the Carrizo Plain during the construction of the aforementioned solar plants.

A total of 3.00 FTE positions are recommended to be deleted in FY 2012-13. Two (2.00 FTE) vacant Legal Clerk positions are recommended to be eliminated due to a reorganization and declining workload in Child Support Servicers, and a 1.00 FTE vacant Chief Deputy position is recommended to be reduced from the Sheriff's Office PAL based on the Sheriff's decision to keep the Undersheriff position as part of his organization. This is slightly offset by bringing two 0.75 positions to full-time status; one each in Probation and the Office of Emergency Services.

County Fire

General Fund support is budgeted to increase $1,491,921 or 14% for County Fire. However, this increase is almost entirely the result of two new expense items added in FY 2012-13—both of which are offset by funding outside the County Fire budget. The first is the addition of $643,000 of new expense to increase staffing at Fire Station 42 – Carrizo Plain, due to the two large-scale solar projects being constructed there. This new expense is offset by revenue budgeted in FC 101 – Non-Departmental Revenue based on the sales tax that will be received from these two projects. The other new expense item is the addition of $796,926 of expense for the replacement of fire vehicles. These expenditures are offset by funding canceled from the County Fire Equipment Replacement designation, which was created for this purpose. Funding for the Fire Vehicle Replacement designation is added each year based on a 30-year replacement schedule. After accounting for these two issues, the General Fund support for Fire is essentially flat with the current year.

Expenditures are recommended to increase $1,675,621 or 11%. The increase is split roughly fifty-fifty between an increase in the contract with CAL FIRE and the $796,926 recommended for vehicle replacement. CAL FIRE, the fire service of the State of California, serves as the County Fire Department under a contract with the County. The CAL FIRE contract is

recommended to increase $845,260 or 6% over the FY 2011-12 adopted amount due mainly to three added expense items.

- $577,407 of contract cost recommended in order to provide full-time staffing for Fire Station 42 in California Valley during the construction of the solar projects.
- $281,752 of contract expense recommended in order to staff Fire Station 12 in San Luis Obispo for half a year. During fire season, which generally runs from June to November, the State pays to staff Station 12. During the rest of the year the County pays to staff the station under what is called an "Amador agreement." In FY 2011-12, due to sharp increases in charges for State administrative costs and employee benefit rates, off-season staffing for Station 12 was cut from the CAL FIRE contract. The State later reduced its employee benefit charges by approximately $390,000, allowing the County to avoid the closure of Station 12 while staying within the existing budget.
- $162,438 is recommended in order to add a Fire Captain position at Fire Station 43 in Creston. Adding this position, combined with internal staffing adjustments using positions already included in the contract, will allow the new fire station in Creston to be staffed full-time. Approximately $130,000 of this position is offset by expenditure savings elsewhere in the budget.

Public Defender

The level of General Fund support for this budget is recommended to increase $305,226 or 6% compared to the FY 2011-12 adopted budget, primarily due to declining revenues. Revenues from adult defendant reimbursement fees continue to decline due to revision of the fee schedule in 2009, which has resulted in a lower assessed dollar value per case, and the general decline in the overall crime rate, which has reduced the total number of cases.

Court Operations

The contribution from this budget to the General Fund is recommended to decrease $302,807 or 73% compared to the FY 2011-12 adopted budget. The reduction is due to declining revenues, primarily those received from County Motor Vehicle/Criminal Fines, State Penalty Assessments, and Traffic School Fees. 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 a Maintenance of Effort (MOE) expense that requires the County to pay a specified amount to the State of California, based on a formula, to support Court Operations. Revenues received in excess of these budgeted expenses contribute to the County General Fund.

Child Support Services

Child Support Services operates almost entirely on revenue from State and Federal sources. For several years, a minimal amount ($36,510) of General Fund support has been recommended for this budget to offset some of the charges from the Sheriff's department for providing "service of process" –i.e., delivery of summons and complaints. However, in FY 2012-13, no General Fund support is recommended for Child Support Services. The downturn in the economy has reduced the Department's workload and has created an opportunity to reorganize the Department's staffing structure, resulting in an expected expenditure savings of

$107,709. As part of the reorganization, 2.00 FTE Legal Clerks positions are recommended to be deleted in FY 2012-13. Both positions are expected to be vacant at the end of FY 2011-12. In addition, due to a scheduled retirement, the Department's Administrative Services Manager position is recommended to be replaced with a lower cost Administrative Services Officer position. There will be no service level impacts as a result of the recommended organizational changes.

Health and Human Services – Net increase of 1.0 FTE positions

The Health and Human Services (HHS) category includes Social Services, Public Health, Behavioral Health, Law Enforcement Medical Care, Driving Under the Influence 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 is also included in this area.

HHS programs are largely administered by counties on behalf of the State or Federal governments. Historically, the State and Federal governments have not provided sufficient funds to keep up with growing expenses. In doing so, they have put local governments in the position of either cutting these programs or reducing other local services to pay for them. During the recent economic crisis, the County has reduced expenditure levels in many of the HHS budgets as our ability to make up the difference between rising costs and shrinking State and Federal revenue with General Fund support has declined. It appears that the worst may be behind us and this trend is beginning to reverse itself. This is in part a result of the 2011 realignment of funding sources and program responsibility of several health and human services programs.

As previously noted, the FY 2011-12 State budget and accompanying legislation included a major realignment of public safety programs from the State to local governments. Several HHS programs were realigned including mental health and substance abuse treatment programs, Foster Care, Child Welfare Services and Adult Protective Services. The goal of this realignment is to shift program management and fiscal responsibility to the level of government that can best provide the services needed by their community, eliminate duplication of effort and thus generating savings, and increase program flexibility. The 2011 Realignment is funded with a dedicated portion of State sales tax (1.0625%) and a portion of Vehicle License Fees (VLF). The State projects that the funding from these revenue streams will continue to grow over the next few years, potentially eliminating the historical gap in funding, though this remains to be seen. The recommended FY 2012-13 budget includes estimates based on revenue projections made by the State. However it is important to note that the Realignment trailer bills enacted in 2011 are silent as to what happens if revenues come in at lower than expected levels.

In FY 2012-13, revenues of HHS programs increase approximately $3.9 million or 2% while total expenditures increase almost $3.3 million or 2% compared to the FY 2011-12 adopted budget. This results in a reduction in General Fund support of more than $600,000 or 2.4% with no associated significant service level impacts. The most significant decrease in General Fund support is in Behavioral Health, with a smaller but substantial decrease in the Department of Social Services budget.

Social Services:

The overall level of General Fund support for the Department of Social Services is recommended to decrease $218,654 or 3% compared to FY 2011-12 adopted budget. The recommended budget for Social Services sets General Fund support at the minimum contribution required to leverage State and Federal programs that require matching funds from the County.

In the Fall of 2011 the Department of Social Services began receiving a number of new funding streams as a result of the 2011 Realignment mentioned above. The most notable addition is funding redirected from the 1991 Health and Human Services Realignment Mental Health sub-account to Social Services to cover an increased county share of CalWORKS expenses. Other funding streams were added as well, mainly related to Foster Care and Adoptions. At the time of budget preparation, the Governor has proposed significant programmatic and funding changes that could have a major impact on the department's programs. Specifically, major changes to the CalWORKS and In Home Supportive Services (IHSS) programs are proposed. Given that the proposed changes have not yet been approved, the recommended budget does not adjust for potential changes.

Health Agency:

The Health Agency encompasses Public Health, Behavioral Health, the Medical Assistance Program and the County Medical Services Program (both of which are indigent health care budgets), Driving Under the Influence and Emergency Medical Services. In addition, Animal Services is a division of the Health Agency, but is included in the Public Protection functional group. The overall budget information that follows excludes the Animal Services budget. Overall, total revenues for the Health Agency are increasing by approximately $3.55 million or 5.6% compared to the FY 2011-12 adopted levels. Total expenditures are increasing by approximately $3.1 million or almost 4%. The recommended level of General Fund support for the Health Agency is almost $16.2 million, reflecting a decrease of approximately $408,600 or 2.5% compared to the FY 2011-12 adopted budget. The contract negotiations with the Community Health Centers of the Central Coast (CHC) had not been completed before the FY 2011-12 budget was adopted, and the recommended budget for FY 2011-12 optimistically assumed a $800,000 savings in expenditures associated with that contract. Upon completion of contract negotiations, expenditures associated with the new two year contract resulted in an increase in expenditures of $440,000 for FY 2011-12. Thus, the change in General Fund support for the Health Agency in FY 2012-13 is actually more than $848,600 or 5%.

<u>Behavioral Health</u>

General Fund support is recommended to decrease almost $988,000 or 13% compared to the FY 2011-12 adopted budget. This is the largest reduction in General Fund support in the Health Agency and is primarily due to an almost $3.8 million or 10% increase in revenue. Two key legislative changes have occurred over the past year that will benefit Behavioral Health programs. The first is the 2011 Health and Human Services Realignment described above. This realigned the funding source for several programs to a dedicated portion of sales tax revenue rather than from State General Fund dollars or realignment revenue from the Vehicle License Fees (VLF). Realignment revenue from sales tax has exceeded projections in the past few years, while realignment revenue from VLF has fallen short of projected levels, thus the shift in

funding source benefits Behavioral Health programs. This shift is expected to result in an increase in revenue of approximately $2 million compared to the FY 2011-12 adopted budget. The second is Assembly Bill 1297, which allows counties to collect Federal Medicaid (Medi-Cal) based on actual cost rather than a State-imposed capped cost as in prior years. This is expected to yield an additional $1.0 million in Medi-Cal revenue; a 19% increase compared to the FY 2011-12 adopted budget. As a result of the increase in Medi-Cal reimbursement, funding for Martha's Place Children's Assessment Center has improved, providing sufficient funding to restore a position eliminated in the prior year and to reduce the amount of General Fund support needed by approximately 28%.

In FY 2011-12, Drug and Alcohol Services was successful in competing for a nationwide Adult Treatment Court Collaborative grant. This grant, one of only 11 awarded in the country, adds more than $450,000 in revenue to the FY 2012-13 recommended budget, helping to offset the reduction in other funding from grants that are coming to an end. Another significant change reflected in the recommended FY 2012-13 budget is the inclusion of $644,463 in Public Safety Realignment revenue (AB 109) to offset cost increases of the same amount. This funding had not been included in the FY 2011-12 adopted budget.

Total expenditures for this fund center are budgeted at approximately $48.2 million and are recommended to increase by $2.78 million or 6% compared to the FY 2011-12 adopted budget. Most of the variance between the requested and recommended budget is due to the increase of almost $1.3 million or 5% in salary and benefit accounts. This increase reflects the addition of a total of 11.0 FTE mid-year FY 2011-12 for the AB 109 realignment, Adult Treatment Court Collaborative grant and additional mental health services provided to the schools and funded by the Special Education Local Plan Area (SELPA). Another net increase of 3.25 FTE is recommended to be added in FY 2012-13 reflecting four budget augmentation requests submitted by the department. The positions are all revenue offset and are detailed in the information for Fund Center 166 – Behavioral Health.

Law Enforcement Medical Care

The level of General Fund support for Law Enforcement Medical Care (LEMC) is recommended to increase by $257,009 or 19% compared to the FY 2011-12 Adopted Budget. This increase is due to a more than $414,000 or 23% increase in expenditures resulting from an increase in the inmate census at the jail over the past year. Only a portion of this increase is a result of the enactment of AB 109, which transfers responsibility for supervision of lower level inmates and parolees from the State to counties. The recommended budget includes more than $182,000 in AB 109 revenue to help cover the increase in expenditures. The most notable cost increases include $98,917 or 87% in temporary help (funded with AB 109 dollars), $288,033 or 42% in medical care costs (37% of which is attributed to AB 109) such as hospital inpatient days, additional clinic physician hours, dental expenditures and lab testing and the cost of pharmaceuticals increasing by more than $69,600 or 59% (36% of which is attributed to AB 109).

Indigent Medical Care

Funding for indigent medical care is included in two fund centers: the Medical Assistance Program and the County Medical Services Program (CMSP). Costs for indigent medical care appear to have leveled off after increasing significantly during the recent economic recession. Expenditures savings of more than $171,200 or 10% are included in the County Medical Services Program (CMSP) recommended budget as a result of fewer hospital days. This offsets other cost increases such as a $48,327 or 32% increase in Emergency Room visits.

Community Services - Net Increase of 1.0 FTE

Fund Centers represented in the Community Services functional area include Airports, Farm Advisor, Golf Courses, Library, Parks, Fish and Game, and Wildlife and Grazing. Note that the change in positions includes the transfer of the grounds operation from the General Services fund center to the Parks fund center to better align with current operations. When this transfer is taken into consideration, the total change to positions for the Community Services functional areas is a net reduction of two positions.

Airports

The Airport Services budget is an Enterprise Fund and as such is supported by revenues generated through user fees. Last year it was reported that airport passenger enplanements and revenues grew during FY 2010-11. In FY 2011-12, enplanement numbers show a slight decline as compared to the enplanement numbers in FY 2010-11. A commercial carrier reduced the seating capacity for a flight out of the San Luis Obispo Airport and this change has a concurrent effect on the numbers of passengers. The total recommended operating expense in the FY 2012-13 budget, excluding non cash depreciation charges is $3,347,074, an increase of $102,229 or 3% more than the amount of projected expenditures for FY 2011-12. Revenues show a decline of $275,558 or 8%. The Airport will use approximately $200,000 of its unrestricted cash to cover the recommended expenditure level in the budget. Overall Airport fiscal situation is more stable than it was at the height of the economic downturn. The key to the fiscal stability will be to maintain and expand commercial air service at the San Luis Obispo Airport. There is a strong community demand for airport services and Airport Management continues to work to increase commercial air service at the San Luis Obispo Airport. The recommended budget maintains the current staffing and service levels.

Library

The FY 2012-13 recommended budget for the Library reflects financing sources and expenditures that are decreasing by $415,379 or 4%. General Fund support is recommended to remain level with the FY 2011-12 adopted budget at $516,121 and represents 6% of the Library's total budget of $8,176,476. The Library is primarily dependent on revenue from property taxes to fund its operation. As a result of the continued sluggish housing market, property tax revenues are budgeted to remain essentially flat. To achieve a balanced budget, staff recommends cancelation of $225,000 in reserves, leaving a balance of $1,229,294 for future use. The recommended budget also includes the elimination of 2.0 vacant, full-time Administrative Assistant positions, a total expenditure reduction of $93,744. This reduction is part of a five-year strategy adopted by the Library to move the department's expenditure budget toward long term structural balance with its available financing, and discontinue its

current reliance on reserves to fund a portion of its operating budget. The loss of these positions is not expected to have a significant impact on service levels. The recommended budget increases the materials budget for FY 2012-13 by $13,505 or 3% over the FY 2011-12 adopted budget, and will allow the Library to sustain current open branch hours.

Fiscal and Administrative- Net increase of 6.5 FTE positions

This functional area consists of the Administrative Office, Organizational Development, Assessor's Office, Auditor-Controller's Office, Board of Supervisors, Clerk-Recorder's Office, and Treasurer-Tax Collector-Public Administrator.

In FY 2011-12, the County initiated a project to modernize the property tax software system by moving it off of the mainframe and into a new computing environment that will provide up-to-date and more widely supported software and maintenance tools (the primary reason for this updated system is to avoid system obsolescence as the existing system is antiquated). In FY 2012-13, the County will continue with this project, dedicating significant staff resources from several departments in this functional area (including the Assessor, Auditor-Controller and Treasurer-Tax Collector-Public Administrator) to the development, testing, and implementation of the new system. In order to complete this project while still addressing regular workload, a total of 7.50 FTE limited term positions are recommended to be added to the involved departments' Position Allocation Lists (PAL) for the duration of the project, which is expected to extend over the next 2 ½ years. These positions will backfill for staff who are assigned to the Property Tax System Modernization project and will be paid for with transfers into each department from Fund Center 266- Countywide Automation.

Support to County Departments- Net decrease of 6.0 FTE positions:

This functional area consists of the Office of the County Counsel, General Services Agency, including Fleet Services, Information Technology and Reprographics, Human Resources, Risk Management, and the County's Self Insurance programs. As noted in the Community Services section, three positions are transferring from the General Services fund center to the Parks fund center. When this transfer is taken into consideration, the net reduction to the Support to County Departments functional area is a reduction of three positions.

General Services

The level of General Fund support for this budget is recommended to decrease $1,423,780 or 19% compared to the FY 2011-12 adopted level. This decrease is largely due to an increase in revenues as a result of the department modifying its approach for charging other departments for services, bringing charges for maintenance and custodial services to full cost recovery. This increase in direct service charges paid by departments is offset by an equivalent reduction in countywide overhead charges to departments.

In addition to the modified approach for determining charges to other departments, General Fund support is recommended to decrease due to expenditure reductions which include the elimination of 2.0 FTE vacant Custodians. The elimination of these two positions from the department's Position Allocation List (PAL) is the result of the Courts reducing their requested level of custodial services in an effort to reduce expenditures in their budget. As a result, it is not anticipated that the elimination of these two positions will pose any service level impacts to custodial services.

Reprographics

Reprographics is an Internal Service Fund (ISF) that charges user departments for services. All revenue in this fund center comes from service charges and as such, Reprographics does not receive any General Fund support.

Over the past several years, the use of Reprographics' services has declined by 40%, as departments have increased their use of electronic media and other methods to disseminate information. Given this shift in methods of communication, it is not expected that the need for Reprographics' services will increase in the future. The budgetary impact of this decline in demand for service is a significant decline in revenue, which will eventually lead to Reprographics not being able to support its operations through service charges.

An independent consultant evaluated the business processes for Reprographics and has concluded that outsourcing print and copy services could save the County up to $200,000 per year. In response to these findings, the General Services Agency has determined that Reprographics should be phased out and that a consolidated contract should be established with a copy and print vendor to provide print and copy services for all departments. Quarterly fiscal reports have identified the intent to phase out Reprographics over a period of 12 to 18 months, beginning in FY 2012-13. This timeline will allow sufficient time to develop a contract and implement an orderly transition from in-house services to a private provider of print and copy services. In following with the phasing out of Reprographics, it is recommended that 1.0 FTE vacant Reprographics Technician be eliminated from the department's PAL in FY 2012-13.

Human Resources and Risk Management

The Human Resources department includes two General Fund budgets, Fund Center 112- Human Resources and Fund Center 105- Risk Management. The level of General Fund support for these two budgets combined is recommended to decrease $29,051 or 1% compared to the FY 2011-12 adopted level. This decrease is largely due to reduced liability insurance costs charged to Risk Management. Two budget augmentation requests are recommended in FY 2012-13. These include the addition of 1.0 FTE Human Resources Analyst Aide- Confidential to Human Resources' PAL, and the addition of $50,000 to Human Resources' professional services account to provide outside legal counsel for the Civil Service Commission. The recommended addition of the Human Resources Analyst Aide- Confidential will be paid for with the reallocation of a portion of the funds budgeted for the Renne Sloan Holtzman Sakai Labor Relations contract and the recommended addition of funding for Civil Service Commission outside counsel will be paid for with General Fund dollars.

Overview of Financing/Revenues

State and Federal Revenue

State and Federal revenue at approximately $208 million, represent about 44% of the County's total financing. The recommended level is about $16 million more than the FY 2011-12 adopted budget, which is largely a result of the 2011 Public Safety Realignment and grant funding.

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. Generally speaking, 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 $149 million, represent about 32% of the County's total financing. The recommended level is up about $4 million as compared to the FY 2011-12 adopted budget.

Other Revenues and Financing

Other revenues at approximately $45 million represent about 10% of the County's total financing. The recommended level is about $2 million or 4% less as compared to the FY 2011-12 budget.

License/Permit Fees/Charges for Services

Licenses, permits, and charges for services at approximately $36.5 million, represent 7% of the County's total financing. The recommended level is $5 million or 12% less as compared to the FY 2011-12 adopted budget.

Fines, Forfeitures, and Penalties

At approximately $5 million, this funding source represents about 1% of the County's total financing. The recommended level is approximately the same as the FY 2011-12 adopted budget.

Interest Earnings

At approximately $830,000, interest earning represents about 0.2% of the County's total financing. The recommended amount is roughly the same as the FY 2011-12 budgeted amount.

Fund Balance Available (FBA) and Use of Reserves

Fund Balance Available and the use of reserves represent the last two significant funding sources for the total County budget. FBA is budgeted at $21.6 million (for all County funds not just the General Fund) represents 5% of the County's total financing and the use of reserves at $3.6 million represents about 0.8% 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 FY 2011-12, it is estimated that the County will have about $83.5 million in total reserves and designations. Most of this amount is in designations for restricted and specific purposes (i.e. not discretionary). For FY 2012-13, it is proposed that $3.6 million be used to help fund the budget and that $5.1 million be added to the balances. The projected balance at the end of FY 2012-13 is $85 million (a net increase of $1.5 million). Only reserves and designations that are changing are included in the summaries below.

General Fund Reserves and Designations

Per the comprehensive depreciation and equipment replacement schedule, it is recommended that $274,161 of the Fire Equipment Replacement designation be used in order to help fund the replacement of Fire equipment. The new balance in the designation is projected to be $716,922.

A new designation, titled Designated FB-2020 POB, is proposed to be established this year in order to help pre-pay some of the County's Pension Obligation Bond debt. It is proposed that $688,657 be added to this designation for FY 2012-13.

Other (Non-General Fund) Reserves and Designations

Capital Projects: It is recommended that $997,420 of the Facilities Planning designation be used to help fund capital projects recommended in the FY 2012-13 budget (reference the capital projects budget for the details). The balance in the designation is projected to be $2.6 million. Additionally, $232,713 of the Los Osos Landfill designation is recommended to be used to help fund work at the landfill. The balance in the designation is projected to be $152,732.

Roads: It is recommended that $847,000 be used to help fund the Roads budget. The balance in the designation is projected to be $2,770,000.

Public Facility Fees (PFF): It is recommended that $383,200 of the General Government PFF designation be utilized to help pay for the debt service for the New County Government Center and that $558,942 be added to the designations for future use. This would result in a net increase of approximately $176,000. 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.

Parks: It is recommended that $127,000 be used to help fund capital projects for Parks. Reference the Parks fund center (fund center 305) for more details.

Countywide Automation Designation: It is recommended that $910,520 be added to this designation. The balance in the designation is projected to be $9.3 million.

General Government Building Replacement: It is recommended that the designation be increased by $2.7 million, which would result in a balance of $13.9 million.

Traffic Impact Fees: It is recommended that the designation be increased by $529,320 for a balance of $4.2 million.

Library: It is recommended that $25,000 of the General Reserve and $200,000 of the Facilities Planning reserve be used to help balance the Library's operating budget. The use of these funds would result in remaining balances of $49,690 and $777,510 respectively. Reference the Library fund center (fund center 377) for more details.

Organizational Development (OD): It is recommended that $154,857 be added to the Countywide Training reserve, which would result in a balance of $1.5 million.

Pension Obligation Bond (POB): It is recommended that $102,844 be added to this designation in order to help pay for future pension debt service payments and for cash flow purposes. The new balance will be $7.1 million.

Acknowledgements

Similar to prior years, I would like to thank all County employees for their hard work this past year. For the first time in many years, it appears that there is light at the end of the tunnel with respect to our budget and overall economic conditions. The improvement in the budget is a direct result of the many policies and plans that have been created and implemented as well as the many sacrifices made by all over the past five years. I look forward to another successful year as we continue to pursue our vision of a safe, healthy, livable, prosperous, and well-governed community.

Sincerely,

Jim Grant
County Administrative Officer

2012-2013 Budget Goals and Policies and Budget Balancing Strategies and Approaches

This section includes descriptions of the budget goals and policies that are used to guide the development of the County's budget and to manage the budget in current and future years. The Board of Supervisors reviews and adopts the budget goals and policies in the Fall of each year to guide staff in the preparation of the County's budget.

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

- Establish a comprehensive financial plan which demonstrates, in measureable 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.

Also included in this section is an overview of the County's Budget Balancing Strategies and Approaches which outlines some of the budget planning processes that the County employs to maintain its fiscal health while continuing to provide programs and services to County residents.

Budget Development Policies

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.

   Each year, the Board of Supervisors shall set its priorities for the upcoming budget year. In most cases, this will be done in the Fall of each year in conjunction with the financial forecast provided by the County Administrative Office. The Board may at its discretion revisit its budget priorities and directives at any other point during the year.

   The Administrative Office shall utilize the Board's direction in order to create detailed instructions for use by departments in creating their respective budget submittals. Department submittals shall comply with the Board's directives and both reductions and additions will be prioritized. The intent is that the overall Proposed Budget created by the Administrative Office will comply with the Board's priorities and directives to the extent that available funding allows.

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. **County's Vision Statement and Communitywide Results:** The Board adopted communitywide results 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. **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 first.

7. **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.

8. **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.

9. **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. Additionally, departments will prioritize their funding requests for new, discretionary programs by focusing on those programs that are most effective in terms of achieving departmental goals and desired results.

   Departments must also consider the potential effects of new programs and services on interrelated programs and desired communitywide results when developing requests.

Financial Planning Policies

10. **Balanced Budget:** The County Administrative Officer shall present a balanced budget for all County operating funds, on an annual basis, to the Board of Supervisors for scheduled public hearings in June of each year. In accordance with the State Budget Act, Government Code §29009, available funding sources shall be at least equal to recommended appropriations.

11. **Ongoing Budget Administration:** It shall be the responsibility of the County Administrative Officer to submit Quarterly Financial Status Reports to the Board of Supervisors. These reports shall provide a projection of expenditures and revenues, identifying projected variances. They may also include recommendations and proposed corrective actions which may include mid-year reductions.

12. **Long-Term Financial Planning:** The County Administrative Office will annually develop a financial forecast of General Fund revenues and expenditures for the coming fiscal year and will provide the Board with a longer-term fiscal outlook. The purpose of the financial plan shall be to: 1. Guide the Board in the development of its budget priorities, 2. Provide the Board with the information it needs to direct County

departments in their creation of budget proposals, and 3. Assist the Board in the implementation of budget balancing plans and solutions.

13. **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.

14. **Funding of Reserves/Contingencies/Designations:** In times when the County has adequate discretionary funds to restore or enhance programs and services that have been scaled back in difficult budget years, there shall be a balance between the restoration of these programs and services and the funding of the County's reserves, contingencies and designations that have been used to balance the budget in prior years. Further, it should be recognized that the funding of reserves, contingencies and designations is essential to ensuring the long-term fiscal health of the County.

15. **Enhance Cost Efficiency:** County departments should review multi-departmental programs and services in order to enhance coordination and cost efficiency for streamlined achievement of communitywide objectives and results.

16. **Consolidation of Programs:** County departments should 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.

17. **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.

18. **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.

19. **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.

Revenue Policies

20. **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. County departments will review fees annually to ensure that they meet statutory requirements, fall within the range of fees being charged by comparator counties and achieve cost recovery.

21. **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.

22. **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 will be considered on a case-by-case basis.

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.

Expenditure Policies

24. **Debt Management:** The Board of Supervisors established a Debt Advisory Committee (DAC) in 1992 to serve as a centralized debt review mechanism. The Board has also adopted an Infrastructure Planning and Financing Policy, and a Local Goals and Policies document for Community Facilities Districts (Mello Roos CFDs). The DAC has adopted various operating guidelines such as a process for internally financing cash purchases rather than leasing capital equipment. The DAC has also reviewed each debt proposal from County departments or special districts and provided recommendations to the Board of Supervisors. A comprehensive Debt Management Policy was developed by the DAC and was adopted by the Board for adoption on December 14, 2010.

In practice, the County of San Luis Obispo uses debt financing to fund capital infrastructure necessary for provision of services for County residents. Debt financing provides a mechanism to spread the cost of such infrastructure to current and future years in which the improvements will be utilized. However, care is taken to not unduly burden future budgets with debt service costs. Long term debt may also be utilized where savings can be realized from refunding existing obligations for pensions or other benefits, or previously issued capital construction debt. The County may also employ short term financing to meet cash flow requirements.

San Luis Obispo County will not exceed its legal maximum debt limit as established by State Law. This amount is calculated annually based on 1.25% of the County's total assessed valuation. The County also calculates certain ratios to compare the level of bonded debt outstanding to personal income and on a per capita basis. A chart making such comparisons is published annually in the County's Comprehensive Annual Financial Report (CAFR).

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 or reserves and any additional unrestricted funds into reserves, after departments' operational needs are funded.

26. **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 "overmatched" funding levels.

27. **"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.

28. **Carry forward of Expenditures:** Expenditures carried forward from one year to the next (e.g. encumbrances) shall only be spent on the intended expenditure. If the actual expenditure is less than the amount carried forward, the remaining funds shall not be spent on something else without prior approval of the Administrative Office.

29. **Savings from Vacant Positions:** Salary and benefit savings resulting from vacant positions shall first be used to offset salary increases before requesting re-allocation of the savings to other expenditures that achieve communitywide objectives and results.

30. **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.

Capital Project Policies

Review and evaluate projects based upon their cost, scope, countywide significance, correlation to facility master plans, and relation to communitywide objectives and results.

The following criteria shall be used in evaluating projects:

1. Ability to address a critical need or threats to health and safety
2. Connection to mandates or legal requirements
3. Existence of non-General Fund funding source(s)
4. Impact on General Fund or other budgetary impacts to existing services due to costs for staffing, operations and maintenance
5. Ability to address essential maintenance or repair needs to existing assets
6. Impact to service levels
7. Potential to save water/energy
8. Level of consistency with County plans, goals and priorities

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.

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, special 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.

Maintenance Costs: Consider cost of ongoing maintenance before recommending capital projects, acquisition of additional parklands or beach access way projects.

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.

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.

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.

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.

Budget Balancing Strategies and Approaches

In early 2007, the County's current fiscal challenges were first identified. At that time, the budget was balanced and times were generally good, however, the current fiscal storm loomed on the horizon. In order to proactively deal with the difficulties that lay ahead, a multi-year plan was crafted and has been utilized to guide the Board and staff in addressing significant budget gaps. Year one of the plan was FY 2008-09 and as such, FY 2012-13 represents year five of the County's (now) seven year "pain management plan."

The foundations of the plan are the County's adopted Budget Goals and Policies, Board priorities and direction, and the detailed budget instructions. The Goals and Policies are reviewed annually by the Board and are included in the budget document.

The approach has been for the Board to provide its priorities and other direction to staff early in the annual budget process. County departments utilize this direction in crafting each of their individual budget proposals and the County Administrative Office utilizes these priorities and directions when crafting an overall Proposed Budget. The Board further reviews and ultimately sets the budget for the fiscal year during budget hearings in June of each year. Along the way, the Board is provided regular updates regarding the status of the budget.

One of the overarching objectives of the budget strategies is to strike a balance between maintaining fiscal health and continuing to provide programs and services to the County's many and varied customers. The current fiscal challenges make striking this balance more difficult than ever. Over the years, the County was prescient in creating and maintaining adequate reserves in order to help address a potential fiscal downturn. The approach has been to utilize some of these reserves and other short-term budget balancing solutions in order to soften the impact of reductions to programs and services. However, it is imperative that these short term solutions be used judiciously in order to maintain the County's fiscal health. Should short-term solutions be over-utilized, the magnitude of reductions required later would be amplified.

With respect to the use of short-term budgeting solutions, the intent is to pare down the amount used as the County works its way through the seven year pain plan. To illustrate, the planned use of short-term solutions is as follows:

- 2008-09 50% of gap closed with short-term options
- 2009-10 30% of gap closed with short-term options
- 2010-11 25% of gap closed with short-term options
- 2011-12 20% of gap closed with short-term options
- 2012-13 15% of gap planned to be closed with short-term options
- 2013-14 10% of gap planned to be closed with short-term options
- 2014-15 Structural gap closed- no use of short-term options

The plan has served the County well thus far and should continue to do so into the future. While our County's fiscal challenges are unprecedented in recent times, they pale in comparison to that of many local governments around the state and the country. Our fiscal position is enviable to many and is primarily attributable to fairly stable property tax revenues (as compared to other areas) and to sound fiscal management.

Approaches that address the long-term budget gap:

1. **Priority Driven-** One of the starting points of the budget process is to identify Board priorities so staff can craft budget proposals that align with these priorities. Currently, the Board's priorities are as follows (in order):
    a. Meet legal mandates
    b. Meet debt service requirements
    c. Public Safety- defined as:
        i. Sheriff-Coroner (fund center 136)
        ii. District Attorney (fund center 13201)
        iii. Probation (fund center 139)
        iv. County Fire (fund center 140)

2. **All Departments Participate-** While departments will receive different levels of funding due to priorities, departmental revenue sources, and program designs (amongst many other variables), all departments will participate in the closing of the budget gap. More specifically, no department is exempt from budget reductions.

3. **Proportional Reductions-** Instead of cutting all operations by the same amount across the board, proportional growth and reductions will be taken into consideration. More specifically, staff could pursue reductions by department in relation to the amount of growth over the past ten to fifteen years (during the "good times"). The rationale being that some departments experienced significant growth in expenditures and staffing due to increases in demand and revenues. Now that the demand and corresponding revenues have slowed, expenditures would be scaled back accordingly. Conversely, some departments grew very little over the past ten to fifteen years and as a result they may not be scaled back to the same extent as other departments.

4. **Detailed Budget Reduction Lists (i.e. cut lists)-** All departments are to incorporate a prioritized list of resource/expenditure reductions into their annual budget submittals. Reductions with the least impact upon programs and services should be the first in line for reduction per Board approved Budget Policy #16. The concept is that departments are the experts in their respective fields and are in the best position to recommend budget reductions in line with the Budget Goals and Policies, Board priorities and direction, and detailed budget instructions. The targets for the amount of reductions to include in the budget submittals are provided as part of the detailed budget instructions (usually mid-December).

5. **Mid-Year Budget Reductions-** Mid-year reductions may be necessary in any given fiscal year depending upon the fiscal climate at any particular point in time. The Board directed mid-year budget reductions in fiscal years 2007-08, 2008-09, and 2009-10. The intent of the mid-year reductions is to help keep the current year budget in balance and to create additional Fund Balance Available (FBA) at year-end for use as a funding source in the subsequent budget year.

6. **Reduce "Over Match"-** Many County administered programs are mandated by the State. As is the case for many of these types of programs, the funding provided by the State has

not kept pace with the corresponding expenditures. During the "good years", the County utilized some of its local, discretionary revenue to help offset the difference in order to keep many of these important programs intact. However, the County's ability to continue to provide this "over match" is now limited and is being scaled back. Some examples of "over match" include the Roads Pavement Management program, Health Agency programs, and Victim Witness services.

7. **Engage Employees and Employee Associations-** Approximately 60% of annual expenditures are labor costs and not surprisingly, salary and benefit costs have been the most significant influence upon expenditures. County staff and negotiators are to work with employees and employee associations in order to create opportunities to curtail labor costs. Specifically, the goal is to negotiate labor agreements that are consistent with the Board's direction that: 1. The cost of pension rate increases be shared 50/50 by the County and employees, 2. A second tier pension plan be implemented for all new hires, and 3. Prevailing wage adjustments should be negotiated, consistent with the County's Prevailing Wage Ordinance.

Short-term solutions that do NOT address the long term structural budget gap:

1. **Hiring "Chill"-** The purpose of a hiring "chill" is two-fold: to save money in the current year so that additional FBA would be available for the subsequent budget year and to allow for attrition with respect to the reduction of positions (i.e. reduce layoffs). It's important to emphasize that reductions should be based upon priorities, <u>not</u> vacant positions. Attrition is a helpful tactic but should not be the driving strategy in reducing costs. The County has had a hiring "chill" in place since October 2007. All requested exceptions to the "chill" must be approved by the County Administrative Officer.

2. **Reduce General Fund Contingency-** Budget Policy #25 states that a minimum of 5% of available funds will be placed into the contingency. For many, many years this policy was adhered to. As part of the FY 2009-10 budget balancing strategies, the contingency was reduced to 4% (and remains at 4%). It is recommended that the contingency not be reduced below 3% in any given year as this would impair the County's ability to deal with unplanned issues and costs that occur mid-year. Additionally, it is important to note that reducing the contingency reduces the amount of FBA by an equal amount for fiscal year-end (unspent contingency is the largest component of FBA), hence deferring a portion of the budget gap to the subsequent year.

3. **Defer capital improvement and automation projects that require General Fund support-** This option saves money in the near-term but over time if these types of projects are continuously deferred, County facilities and systems would deteriorate and the cost of repairs would increase. This short-term approach was implemented in FY 2008-09, 2009-10, 2010-11 and 2011-12.

4. **Minimize building maintenance expenditures-** Similar to item number three above, this option saves money in the near-term but over time if maintenance is deferred, county facilities will deteriorate. Historically, $1.5 million to $2 million of General Fund has been allocated annually to specific projects related to the maintenance of County facilities.

In FY 2009-10, there was not a General Fund allocation to specific maintenance projects and the amount was reduced by half (to $1 million) for FY 2010-11. The adopted General Fund allocation for FY 2011-12 was $1,136,550.

5. **Reduce or eliminate the General Fund contribution to the Organizational Development program-** Past practice has been for the General Fund to annually contribute $450,000 to the Organizational Development fund center. This funding has been used to pay for the Employee University (which is a cornerstone of employee training and development), Citizen's Opinion Surveys, Employee Opinion Surveys, and departmental organizational assessments and training. In the near-term, reserves and designations could be used to fund these operations, however, in the longer term, some or all of these programs would have to be reduced or eliminated if the General Fund contribution were reduced or discontinued. The elimination of General Fund support was implemented in FY 2008-09, 2009-10, 2010-11 and was recommended for 2011-12. At the end of 2010-11, the General Fund balance was higher than budgeted; as a result, it was decided to allocate $250,000 of the unanticipated fund balance to the Organizational Development program.

6. **Reduce or eliminate the amount of depreciation set aside for Countywide Automation projects-** As part of the Countywide Cost Plan, the Auditor-Controller's Office calculates the amount of depreciation associated with automation equipment. The standard practice has been to allocate this money to the Countywide Automation fund center in order to help pay for replacement automation projects. Some or all of this money could be redirected to the General Fund. The impact is that over time, the County would not have sufficient funds to replace outdated or obsolete equipment and systems. This short-term approach was implemented in FY 2008-09, 2009-10, and 2010-11.

7. **Reduce or eliminate the amount of depreciation set aside for Building Replacement-** Similar to what was noted above, as part of the Countywide Cost Plan, the Auditor-Controller's Office calculates the amount of depreciation associated with County owned buildings. The standard practice has been to allocate this money to the Building Replacement fund center in order to help pay for the repair and replacement of County facilities. Some or all of this money could be redirected to the General Fund. The impact is that over time, there would not be sufficient funds to repair or replace County owned facilities. This short-term approach was implemented in FY 2008-09, FY 2009-10, and FY 2010-11.

8. **Voluntary Time Off (VTO), otherwise known as voluntary furloughs-** Currently, County employees may take up to 160 hours of VTO in any given year. Individuals that do so do not receive a salary but continue to receive benefits and time and service credits. As a result, VTO helps to defray salary and benefit costs. This option is short-term in nature, given that employees cannot be required to participate in this program (hence the name Voluntary Time Off) and it is not reasonable to expect employees to utilize VTO perpetually. This short-term approach was implemented in FY 2008-09, 2009-10, 2010-11, and 2011-12.

9. **Use of Federal Stimulus Funding-** The American Recovery and Reinvestment Act (ARRA) of 2009 was authorized by the Federal government at the beginning of 2009. The intent of the program was to help stabilize the economy by providing up to $780 billion to various programs and organizations in order to mitigate future job loss and to potentially increase the number of jobs. The County actively pursued ARRA funds as a means to help shore up our budget and fiscal challenges. A committee comprised of 15 departments met on a regular basis in order to identify funding opportunities and to coordinate grant applications and program designs. In total, the County applied for $102.4 million in ARRA funding and received a total of $99.7 million. New funding is no longer available, but the County continues to expend the awarded funds to enhance or maintain a variety of programs and services.

10. **Early Retirement-** Early retirement programs may be offered on a case-by-case basis. The intent is to reduce the number of layoffs by enticing individuals who are considering retirement to retire sooner rather than later in order to create attrition opportunities. Depending upon the specifics, an early retirement program may or may not provide cost savings. In instances where the program does not provide a cost savings (or is cost neutral), the sole benefit would be to reduce layoffs. This short-term approach was implemented in FY 2009-10.

11. **Use of one-time reserves-** The County has set aside money in reserves, which is not designated for a specific purpose. This money has been accumulated over a number of years and has historically been used to help pay for unexpected costs or to help fund new projects or programs.

    Some of these reserves could be used to help address the budget gap. However, since this is one-time money that would be used to help fund ongoing operational expenditures, it is recommended that the amount used in any given year be limited to no more than $1 million to $2 million during the seven year "pain management plan." This approach will allow for reserves to remain in place for the latter years of the "pain management plan" and to help mitigate unforeseen future fiscal challenges. This short-term approach was implemented in FY 2008-09, 2009-10, 2010-11 and 2011-12.

Options NOT included in the current budget balancing strategies and approaches:

1. **Mandatory Time Off (MTO) (mandatory furloughs)-** This approach has not been included in the budget balancing strategies because it is challenging to implement, does not save much more money than the Voluntary furlough program (VTO), and is short-term in nature. Further, feedback from department heads was overwhelmingly against the use of MTO. If economic conditions were to worsen, the use of MTO may be revisited.

2. **Eliminate training-** Maintaining a skilled workforce is important for every organization, especially one as labor intensive as the County. This approach has not been included in the budget balancing strategies because in times of budget reductions, additional demands are placed upon remaining employees and it is more important than ever to maintain and enhance the performance of the workforce in order to successfully manage an increased workload. Note that training plans and expenditures have been cut back

considerably as part of the budget balancing process; however, they have not been eliminated.

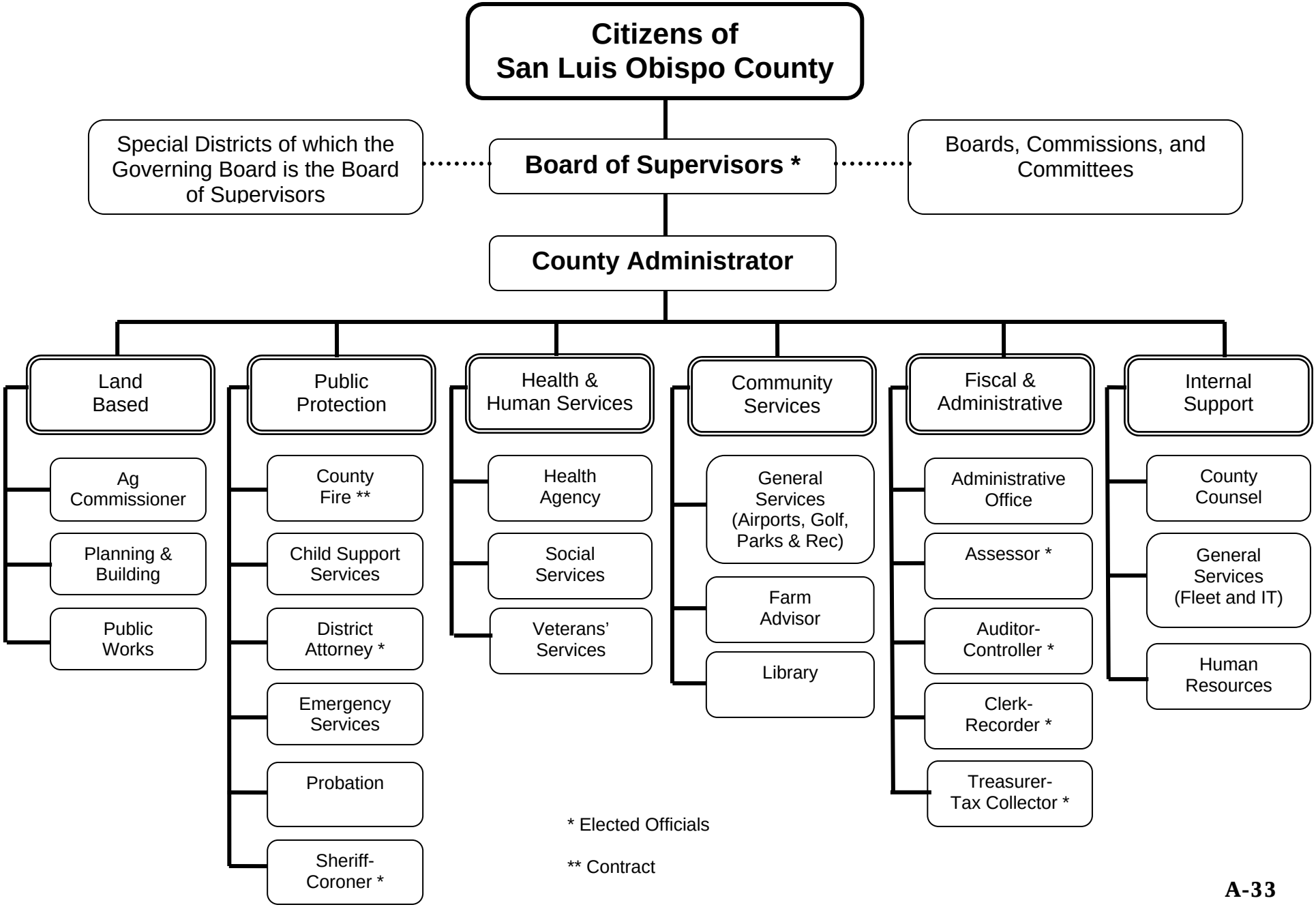
3. **Revenue (tax) increases-** In the past, tax increases such as sales taxes, transient occupancy taxes, business license taxes, and utility users taxes have been discussed. However, it was decided not to pursue these options given current economic conditions and voter sentiment.

General Budget Information

This section provides an overview of the County's budget and general background information that is intended to improve readers' understanding of the budget document. This section includes the following:

- A countywide organizational chart that provides information about how County departments and functional areas are organized
- Information about the County, as well as a statistical profile that presents a graphical view of local demographic, economic, and social factors impacting budgeting and policy-making
- An overview of the County's fund structure
- An overview of major revenue and expenditure categories
- A narrative describing the County's budget process
- A budget calendar detailing the steps that the public, Board and County staff take each year to manage the current year budget and develop a budget for the coming year

County of San Luis Obispo Organizational Chart



About San Luis Obispo County

San Luis Obispo County was established by an act of the Legislature on February 18, 1850 as one of the original 27 counties of the State of California. 2010 estimates from the California Department of Finance place the County's population at 273,231 making it the 24th largest County in the State. The County is made up of seven cities as well as many unincorporated communities. The County seat is the City of San Luis Obispo.

Because of its distance from major metropolitan areas, the County has been able to retain its small-town and rural character. Despite this, the area also offers many of the same amenities that are found in more populated areas. The County is home to major educational institutions including California Polytechnic State University and Cuesta Community College—both of which draw students from all over the world and provide a wide array of educational and cultural opportunities. The varied geography and rich history of the area provide numerous opportunities for recreation. The nationally known Hearst Castle in San Simeon attracts over one million visitors each year and the historic Mission San Luis Obispo Tolosa, founded in 1772, is another popular attraction. Many locally sponsored events including the Motzart Festival, Old-Fashioned Fourth of July, Renaissance Faire, Mid-State Fair, San Luis Obispo Expo, Central Coast Wine Festival, San Luis Obispo County Symphony, Colony Days, Pioneer Days, Strawberry Festival, Central Coast Wine Classic, Clam Festival, Harbor Festival, Paso Robles Wine Festival, Farmers' Market, Savor the Central Coast Food and Wine Festival, and various Christmas events also draw visitors to the County each year. Major U.S. highways, regional airports, railroad stations and the Port of San Luis all make the area accessible by land, air and water.

County Geography

San Luis Obispo County is located on the Pacific coast, approximately halfway between the metropolitan areas of Los Angeles and San Francisco. The County covers approximately 3,300 square miles and is bordered by Monterey County to the north, Kern County to the east, Santa Barbara County to the south, and 100 miles of Pacific coastline to the west.

County Government

San Luis Obispo County has a general law form of government, which means that certain aspects of the structure and functioning of the County are dictated by State law. As a geographical and political subdivision of the State, the County serves a dual role. It provides municipal services including law enforcement, roads, parks and libraries to residents, and also administers State and Federal programs and services such as public health care, jails, foster care and elections. Other services provided by special districts, which are governed by the Board of Supervisors, include fire protection, lighting, sanitation and flood control.

Chairperson
Adam Hill
District 3

Supervisor
Paul Teixeira
District 4

Supervisor
James R. Patterson
District 5

Supervisor
Frank R. Mecham
District 1

Supervisor
Bruce S. Gibson
District 2

A five-member Board of Supervisors serves as the County's legislative body, setting policies and priorities to best serve the needs of the community. Supervisors are elected by districts of approximately equal population to overlapping four-year terms. The five supervisory districts in the County include the following cities (in italic) and communities:

District 1 Adelaide, Cholame, Lake Nacimiento, Oak Shores, *Paso Robles*, San Miguel, Shandon, Templeton, Whitley Gardens

District 2 Baywood Park, California Men's Colony, Cal Poly State University (portion), Cambria, Cayucos, Cuesta-by-the-Sea, Cuesta College, Harmony, Los Osos, *Morro Bay, San Luis Obispo (portion)*, San Simeon

District 3 Avila Beach, Country Club, Edna-Los Ranchos, Edna Valley (portion), *Grover Beach, Pismo Beach,* Rolling Hills Estate, *San Luis Obispo (portion),* Shell Beach, Squire Canyon, Sunset Palisades

District 4 *Arroyo Grande*, Black Lake Canyon, Callendar-Garrett, Cuyama, Edna Valley (portion), Halcyon, Huasna-Lopez, Los Berros, Nipomo, Nipomo Mesa, Oceano, Palo Mesa

District 5 *Atascadero,* Cal Poly State University (portion), California Valley, Creston, Garden Farms, Pozo, *San Luis Obispo (portion)*, Santa Margarita

In addition to the Board of Supervisors, residents elect six department heads including the Assessor, Auditor-Controller, Clerk-Recorder, District Attorney, Sheriff-Coroner and Treasurer-Tax Collector-Public Administrator.

The County Administrative Officer is appointed by the Board of Supervisors and has responsibility for managing the operations of County departments, preparing the County budget and making recommendations to the Board of Supervisors to promote the efficiency and effectiveness of County operations. The County Counsel is also appointed by the Board of Supervisors and has responsibility for providing legal counsel to the Board.

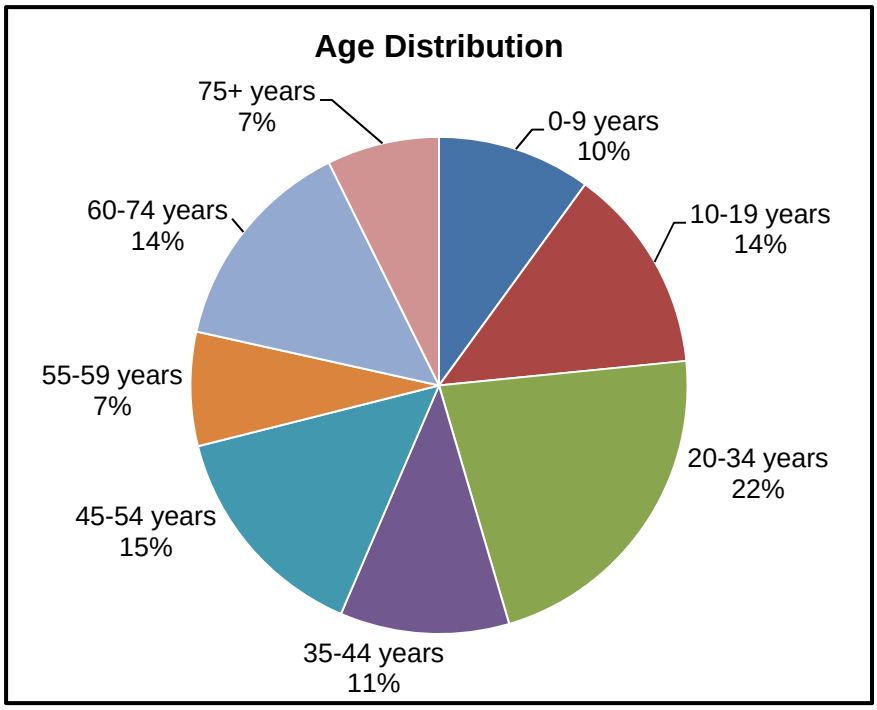
County Demographic Profile

Population

As of January 1, 2010, San Luis Obispo County was home to an estimated 273,231 residents, a nearly 11 percent increase over population estimates in the year 2000. A little over half of the County's residents live within the city limits of the seven cities with the remaining 44 percent living in various unincorporated communities and areas. The largest city is San Luis Obispo with 44,948 residents. The smallest is Pismo Beach with 8,704 residents.[1]

Population by City

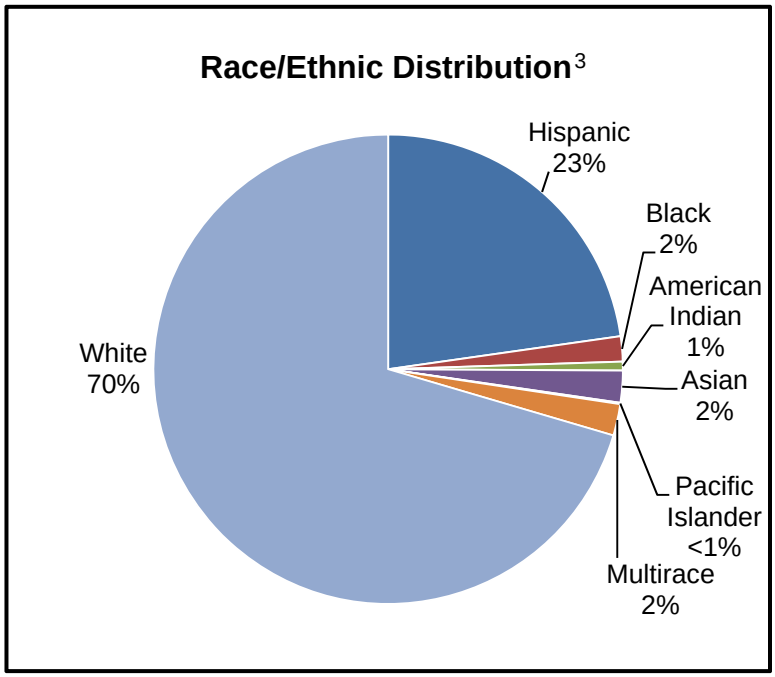
City	Population
Arroyo Grande	17,145
Atascadero	28,560
Grover Beach	13,276
Morro Bay	10,608
Paso Robles	30,072
Pismo Beach	8,704
San Luis Obispo	44,948
Unincorporated	119,918
Total	273,231

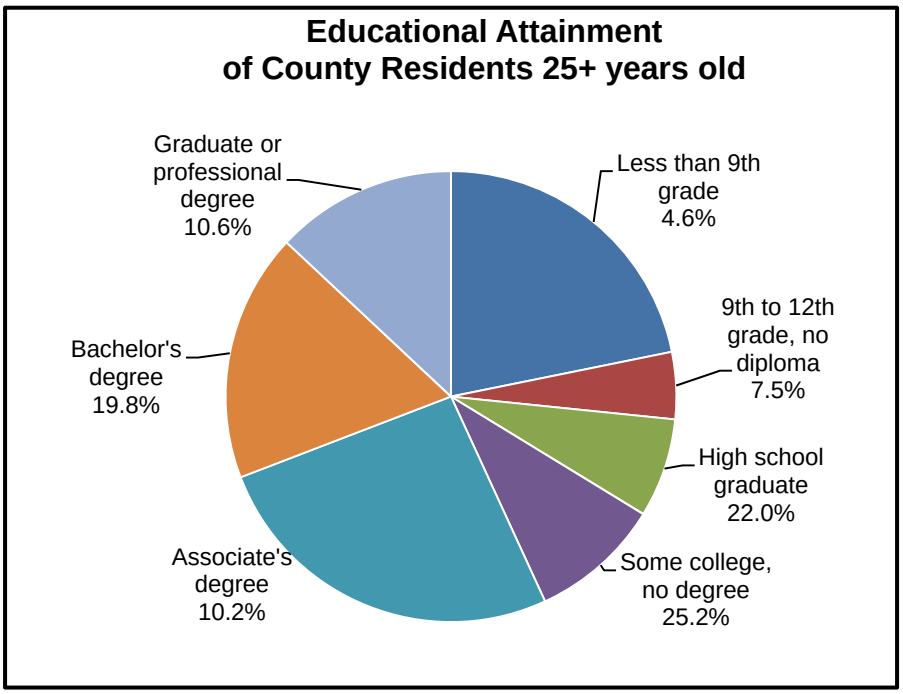


The median age of San Luis Obispo County residents was estimated at 39.4 years in 2010. This compares with 35.2 years in California and 37.2 years for the United States.[2]

[1] CA Department of Finance
[2] US Census Bureau 2010 American Community Survey

In 2010, an estimated 10.5 percent of the County's population was born in a foreign country, compared with 27.2 percent for California and 12.9 percent for the United States.[3]





As of 2010, an estimated 87.8 percent of the County's population had graduated from high school and 30.4 percent had a bachelor's degree or higher. These percentages are higher than both California where an estimated 80.7 percent of people have at least graduated from high school and 30.1 percent have a bachelor's degree or higher and the United States where 85.5 percent have at least graduated from high school and 28.1 percent have a bachelor's degree or higher.[4]

[3] US Census Bureau 2010 American Community Survey
[4] US Census Bureau 2010 American Community Survey

Income and Housing

Median Household Income

	2010	2000
San Luis Obispo County	$ 53,978	$ 42,428
California	$ 57,708	$ 47,493
United States	$ 50,046	$ 41,994

As of 2010, an estimated 7.8 percent of families in the County lived below the poverty level—an increase from the 6.8 percent of families living below the poverty level in 2000.[5]

As of 2012, the median single-family home price in the County was $360,000.[6]

Median Home Price by City

City	Price
Arroyo Grande	$ 460,595
Atascadero	$ 308,487
Grover Beach	$ 335,810
Morro Bay	$ 349,500
Paso Robles	$ 284,184
Pismo Beach	$ 520,000
San Luis Obispo	$ 532,819

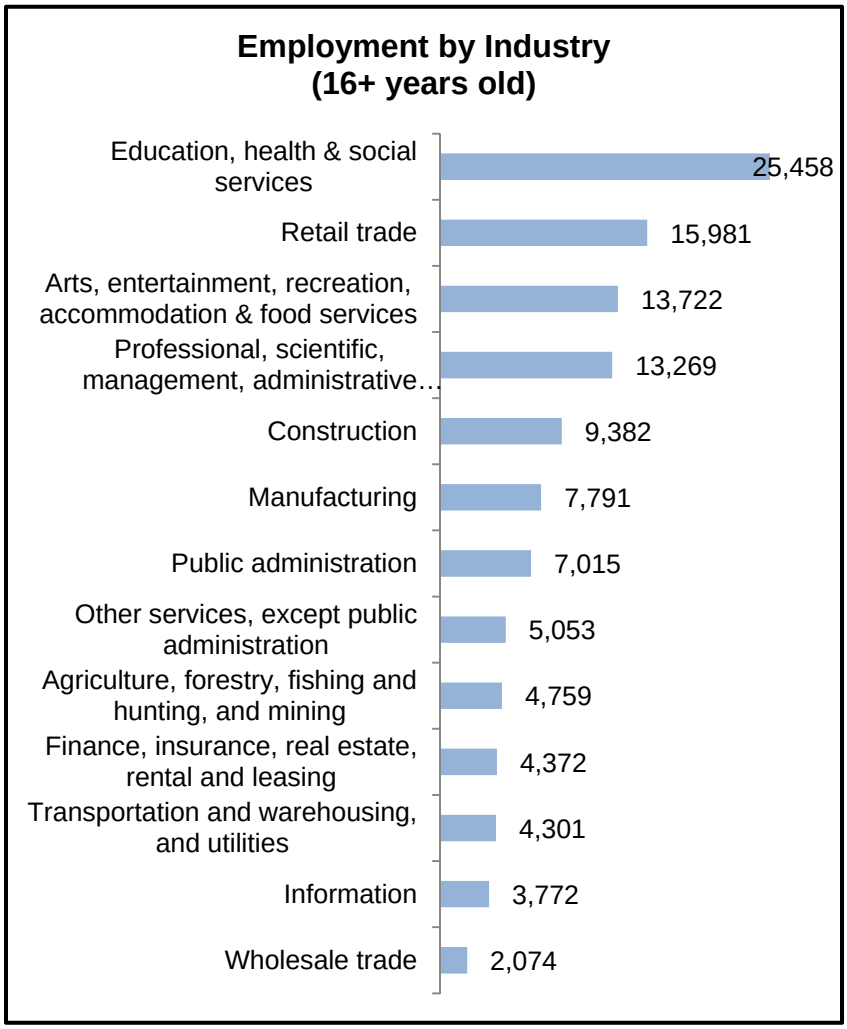
Employment and Industry

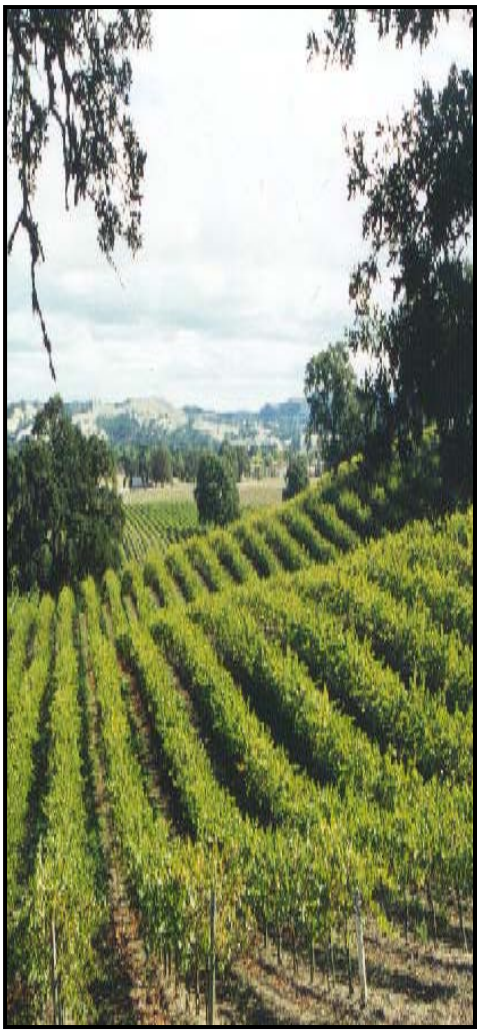
Home to California Polytechnic University, Cuesta College, Atascadero State Hospital and the California Men's Colony, government institutions are the largest employers in the County. The box to the right lists the top 20 public and private employers in the County.[7] The chart on the next page details how many County residents over the age of 16 were employed in various industries as of 2010.[8]

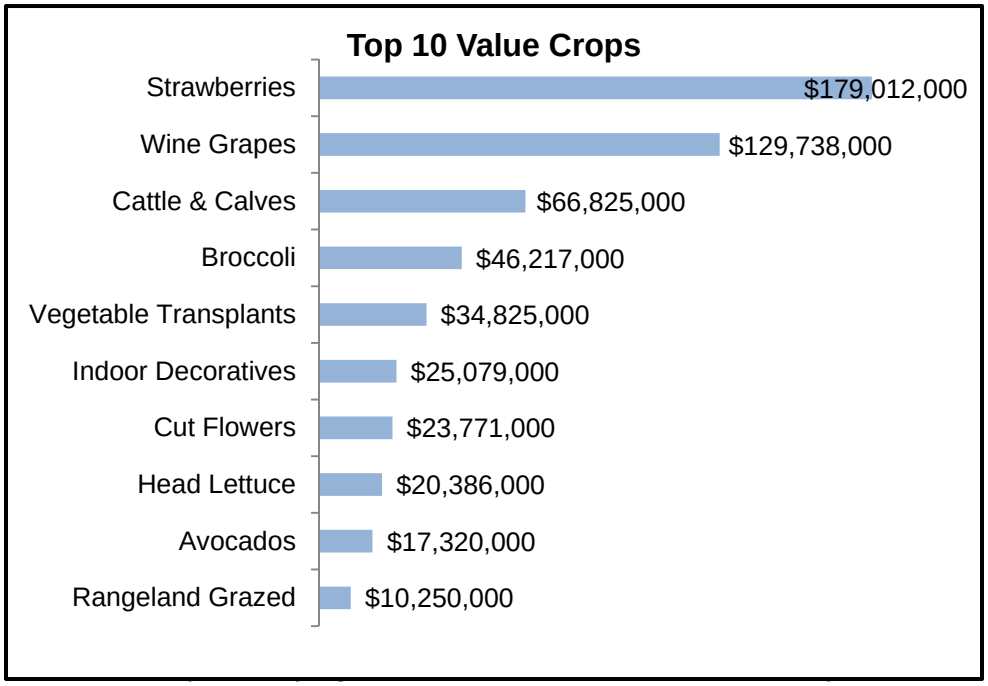
Top 20 Employers in San Luis Obispo County

County of San Luis Obispo
California Polytechnic University
Atascadero State Hospital
California Men's Colony
Pacific Gas & Electric
Tenet Healthcare
Lucia Mar Unified School District
King Ventures
Paso Robles Public Schools
San Luis Coastal Unified School District
Cuesta College
Albertson's Stores
Atascadero Unified School District
Walmart
Vons
French Hospital
Rabobank
SLO County Office of Education
California Department of Transportation
Arroyo Grande Community Hospital

[5] US Census Bureau 2010 American Community Survey and 2000 US Census
[6] San Luis Obispo Chamber of Commerce 2012 Community Economic Profile
[7] San Luis Obispo Chamber of Commerce 2012 Community Economic Profile
[8] US Census Bureau 2010 American Community Survey

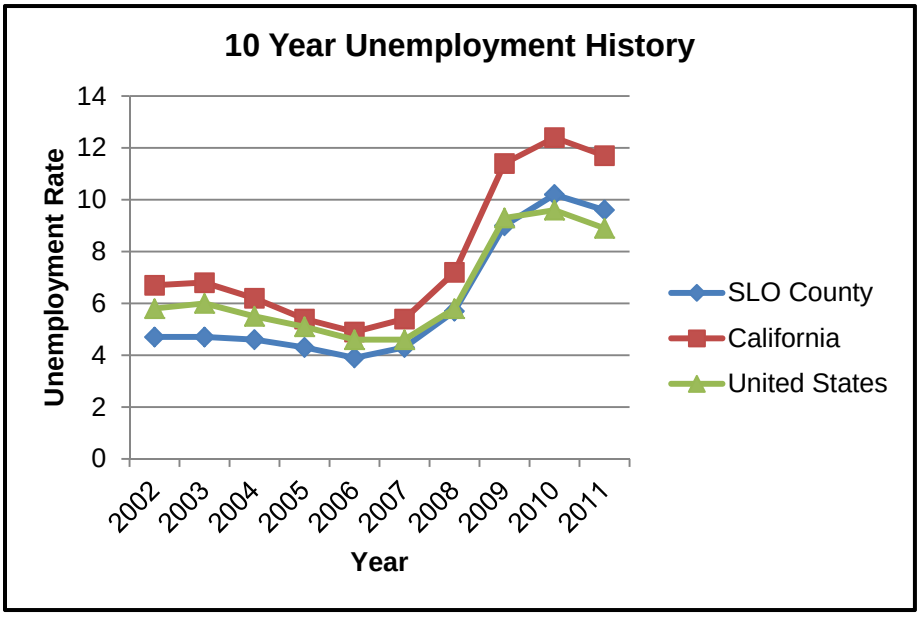






The County also has a productive agricultural industry. The chart to the left displays the top 10 value crops in the County in 2011.[9]

The graph to the right compares the County's unemployment rates over the past 10 years to the unemployment rates seen in California and the United States. The County has historically experienced lower unemployment rates than those felt at the State and national level. The County's rate surpassed the national rate in 2010. Despite this, the County's unemployment rate is still much lower than statewide unemployment rates.[10]



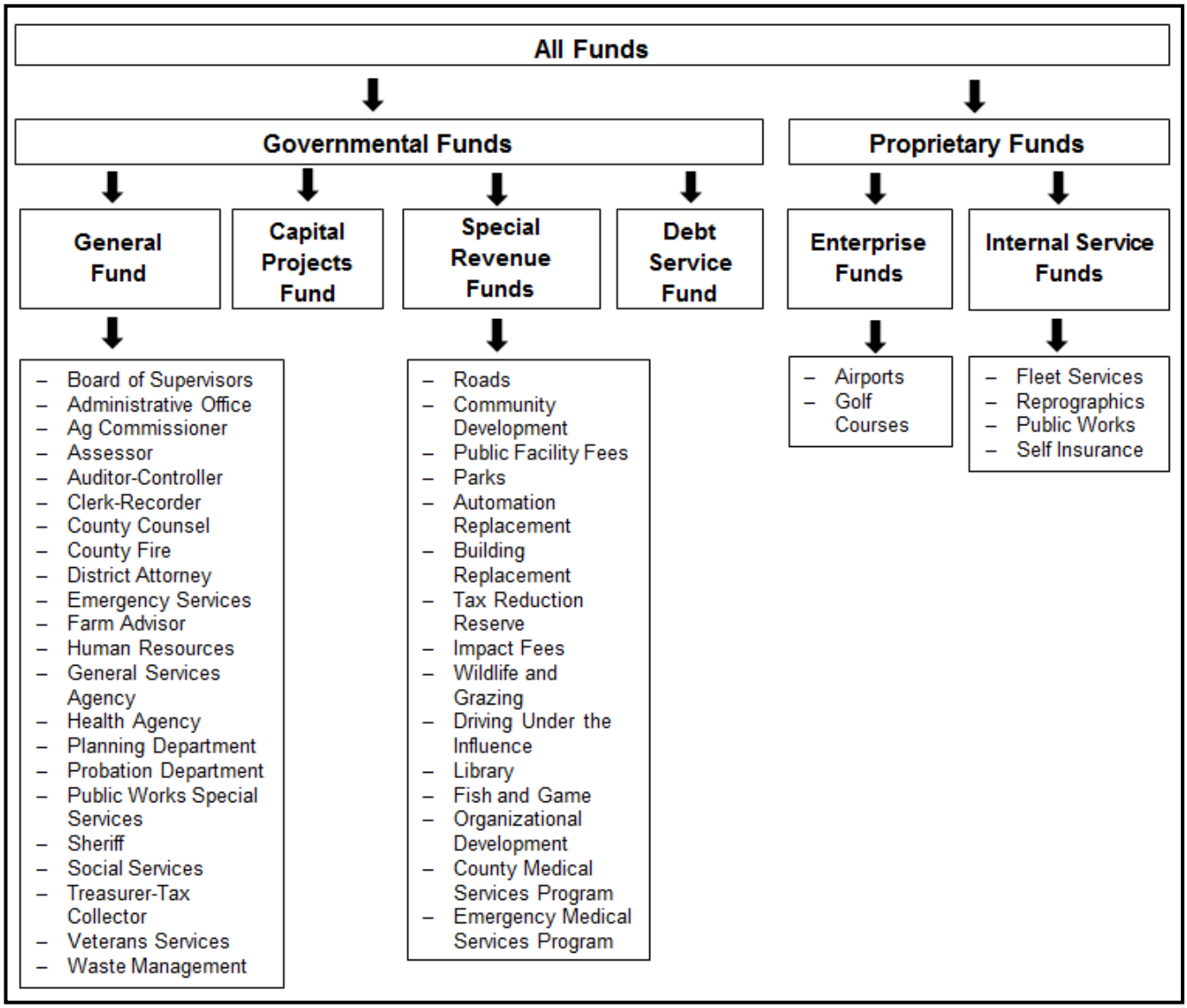
Budget Summary Information

The following sections provide a summary level presentation of the County's budget information. Included are an overview of the budget's fund structure and description of the major funds, an overview of the County's revenue sources, and a summary of expenditures. More information about individual department budgets can be found in the 'Departmental Budgets by Functional Area' section of the budget document where individual departments are grouped according to similar functions or types of services. Financial summaries presented in a format required by the State of California can be found in the 'Summary Schedules' section of this document. Schedule 1 on page E-1 of the Summary Schedules section of this document provides a summary of all County funds. However, the budget document includes detailed information for fewer funds than are included in the County's Comprehensive Annual Financial Report (CAFR). For information pertaining to funds other than those included in the budget document, such as special districts and/or county service areas, please refer to the County's CAFR which is available from the Auditor-Controller's Office or on the County's website.

Fund Structure

The County's budget is comprised of 25 separate funds which are used to finance a variety of different County services. Each of these funds can be categorized as either governmental or proprietary. Governmental funds are used to account for most of the County's general government activities and proprietary funds are used to account to the County's services and programs which are similar to those often provided by the private sector. The chart on the next page provides an overview of the County's budgetary fund structure. Following the chart is a description of the funds that are included in the County's budget.

[10] Bureau of Labor Statistics



The County's major funds all have a distinct purpose, outlined as follows:

Government Fund Types:

General Fund- The general fund is the largest operating fund for expenditures and revenues for countywide activities.

Special Revenue Funds- Special revenue funds are established to separate and account for particular governmental activities and are financed by specific taxes or other revenues. In some cases, special revenue funds are authorized by statutory provisions to pay for certain ongoing activities such as Libraries.

Debt Service Funds- Debt service funds account for financing and payment of interest and principal on all general obligation debt, other than that paid exclusively from special assessments and debt issued for and serviced by a governmental enterprise.

Recommendations for long-term debt are made to the Board of Supervisors by the County Debt Advisory Committee and in accordance with the County's Debt Management Policy.

Capital Project Funds- Capital project funds account for financial resources used for the acquisition and construction of major capital facilities. The County has a five-year Capital Improvement Program (CIP) which plans for short range and long-range capital acquisition and development. The CIP also includes plans to improve or rehabilitate County-owned roads and facilities. The plan provides the mechanism for estimating capital requirements; setting priorities; monitoring and evaluating the progress of capital projects; and informing the public of projected capital improvements and unfunded needs. The CIP is updated each year to reflect changes as new projects are added, existing projects are modified, and completed projects are deleted from the plan document. The plan does not appropriate funds, but rather serves as a budgeting tool to identify appropriations to be made through the adoption of the County's annual budget.

Proprietary Fund Types:

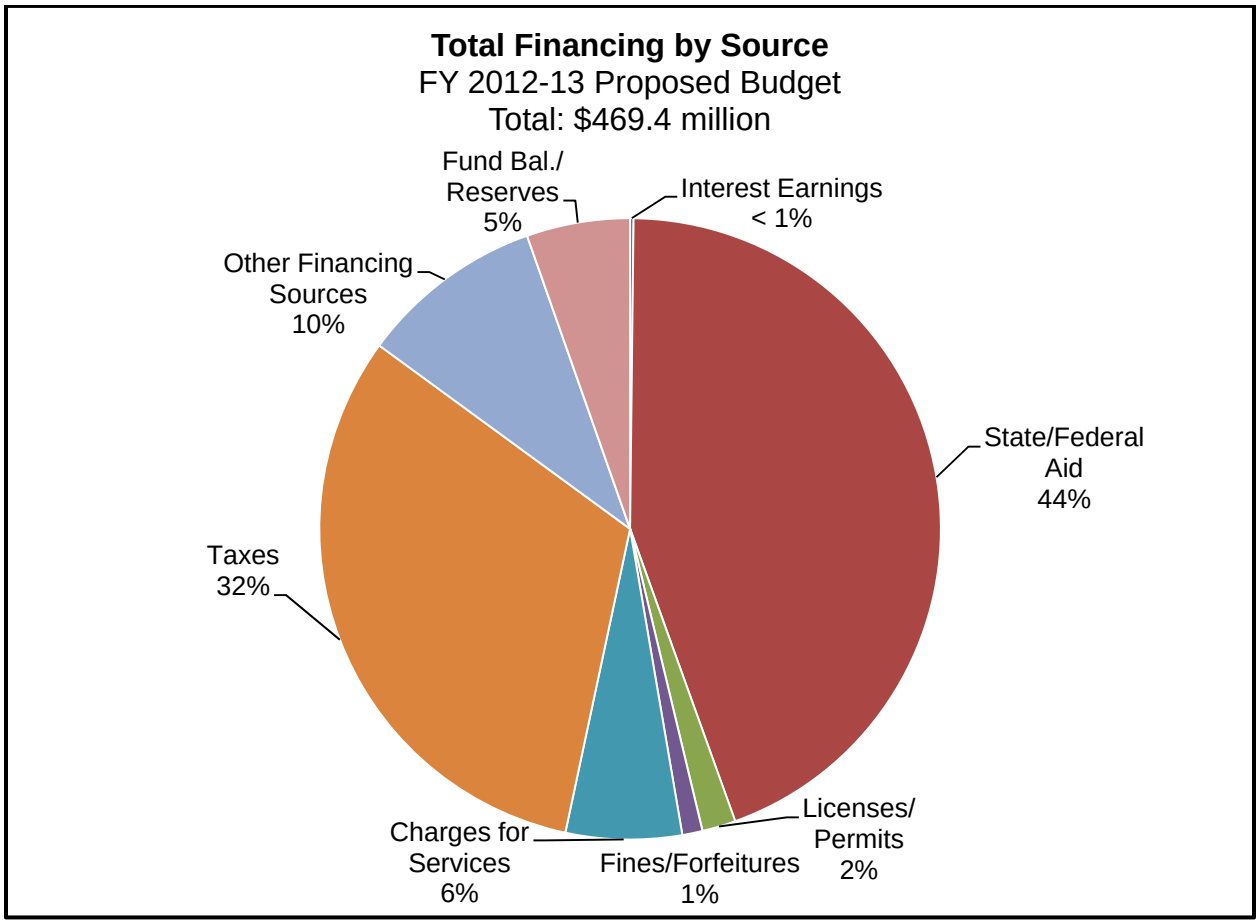
Enterprise Funds- Enterprise funds are established to finance and account for operations that are financed and operated in a manner similar to private business enterprises, where the costs (expenses including depreciation, capital and maintenance) are financed primarily through user charges. In the County, Golf Courses and Airport services are accounted for in enterprise funds.

Internal Service Funds- Internal service funds are created for the sole purpose of providing specific internal services to County departments including Reprographics, Fleet Services and Self-Insurance. Internal service funds are funded through cost reimbursement by charges to departments for use of internal service fund services.

Summary of County Revenues

The County's operations are funded through a variety of sources. Detailed information pertaining to financing sources can also be found in departmental budgets located in the 'Departmental Budgets by Functional Area' section of this document. The chart on the following page demonstrates how much of the County's total revenue is contributed by the various revenue categories.

Following is an overview of the County's various funding sources and a discussion of the allowable uses for each different type of revenue:

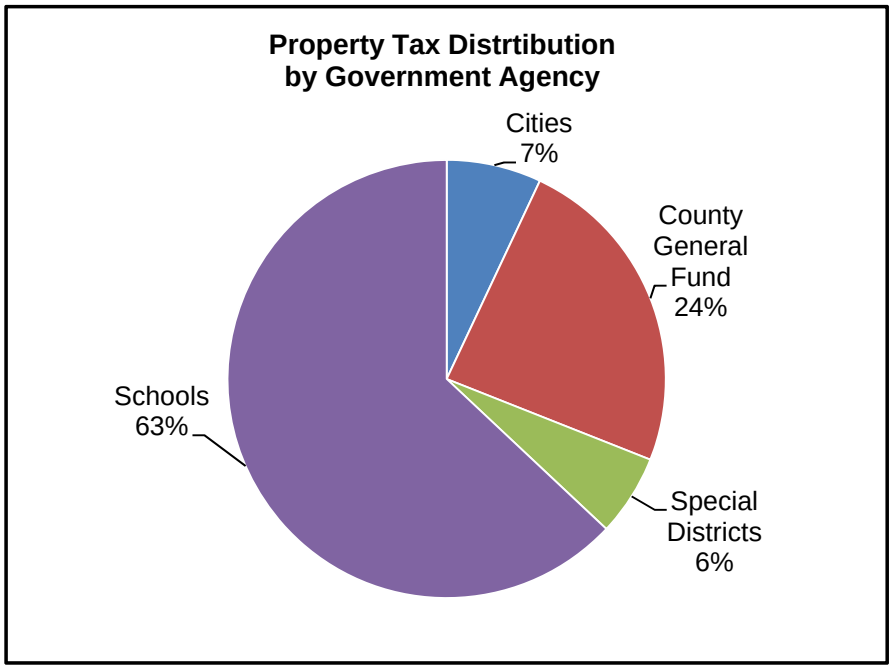


State and Federal Revenue- State and Federal revenue is the County's single largest revenue source. The majority of these revenues are used to support statutory programs, such as health and welfare services and some criminal justice programs. These funds are generally restricted in use and are not available for discretionary purposes. State and Federal revenue projections are based upon economic conditions at both the State and Federal level. To prepare for changes in State and Federal revenue streams, the County closely monitors budget activity and the programmatic and funding decisions that are being made at the State and Federal level.

Taxes- Property taxes, sales tax, transient occupancy, and other taxes are the County's second largest revenue source. The chart on the following page provides an overview of how property tax dollars are distributed among various governmental agencies within the County.

Property tax levels are regulated by the State, and are collected and distributed to various governmental agencies by the County. The formula for calculating property taxes is determined by Proposition 13 (the People's Initiative to Limit Property Taxation) which was passed by California voters in 1978. Prop 13 sets the tax rate for real estate at one percent of a property's assessed value and limits changes to a property's assessed value based on the Consumer Price Index to two percent each year. Property values are only reassessed upon a change of ownership or the completion of new construction.

The County distributes property tax dollars to various government agencies and retains approximately 24% of the total property taxes collected which is used to fund to a variety of County programs and services. Property tax revenues are projected each year based on the total assessed value of the County which is estimated by taking into account inflationary factors such as the Consumer Price Index, new construction, sales activity, as well as the number of Prop 8 (decline in value) assessments.



Licenses, Permit Fees, and Charges for Services- Revenue in this category come from fees that the County charges for a variety of specific services and activities. License revenues are received for activities including the issuance of a business license or franchise fees paid by utilities, cable companies or trash haulers in order to do business within the county. Permit revenues are generated by charges for construction or inspection permits for building, electrical, plumbing, or temporary use permits for holding events. Charges for service revenues are generated by the collection of fees for value added services that are not tax supported or might not otherwise be provided without fees and are used to fund those services. Revenue from licenses, permits, and charges for services is projected based on prior year levels, changes to the County's fee schedule and other trends such as construction activity or external economic factors which indicate demand for services.

Fines, Forfeitures, and Penalties- Revenue from fines, forfeitures and penalties is generally received from court ordered fees, other types of public safety violations (e.g. tickets) or penalties charged as the result of being late in making payments to the County (e.g. for property taxes or transient occupancy tax). Much like charges for services, revenue from fines, forfeitures and penalties is often used to fund the enforcement of activities that the fines, forfeitures are issued for. Revenue is this category is projected based on prior year levels and external economic conditions. Fine, forfeiture and penalty revenue tends to be counter cyclical, especially for penalties for late payments to the County. Changes in law enforcement priorities and staffing levels can also have an impact on the level of issuance and collection of fines, forfeitures and penalties.

Interest earnings- Revenue in this category is received from the investment of County funds. The use of the revenue received from these sources is discretionary and is projected based upon prior year actual amounts. Estimates for revenues from interest earnings are based upon the projected treasury balance and current interest rates.

Fund Balance Available (FBA) and Use of Reserves- The fund balance available is the portion of 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. 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 they provide protection against downturns in the economy or against major unexpected events. Designations are reserves that are set aside for specific purposes. These designations help provide for the County's long term financial needs.

Other Revenues and Financing Sources- This category is a catch-all for revenues that don't fit into one of the major revenue categories discussed above. Revenues in this category come from a variety of sources including the sale of state water, assessments, or revenue from reimbursement agreements. Other revenue sources vary from department to department and can be projected based upon either prior year actual amounts or from set annual costs such in the case of water or sewer assessments in County service areas.

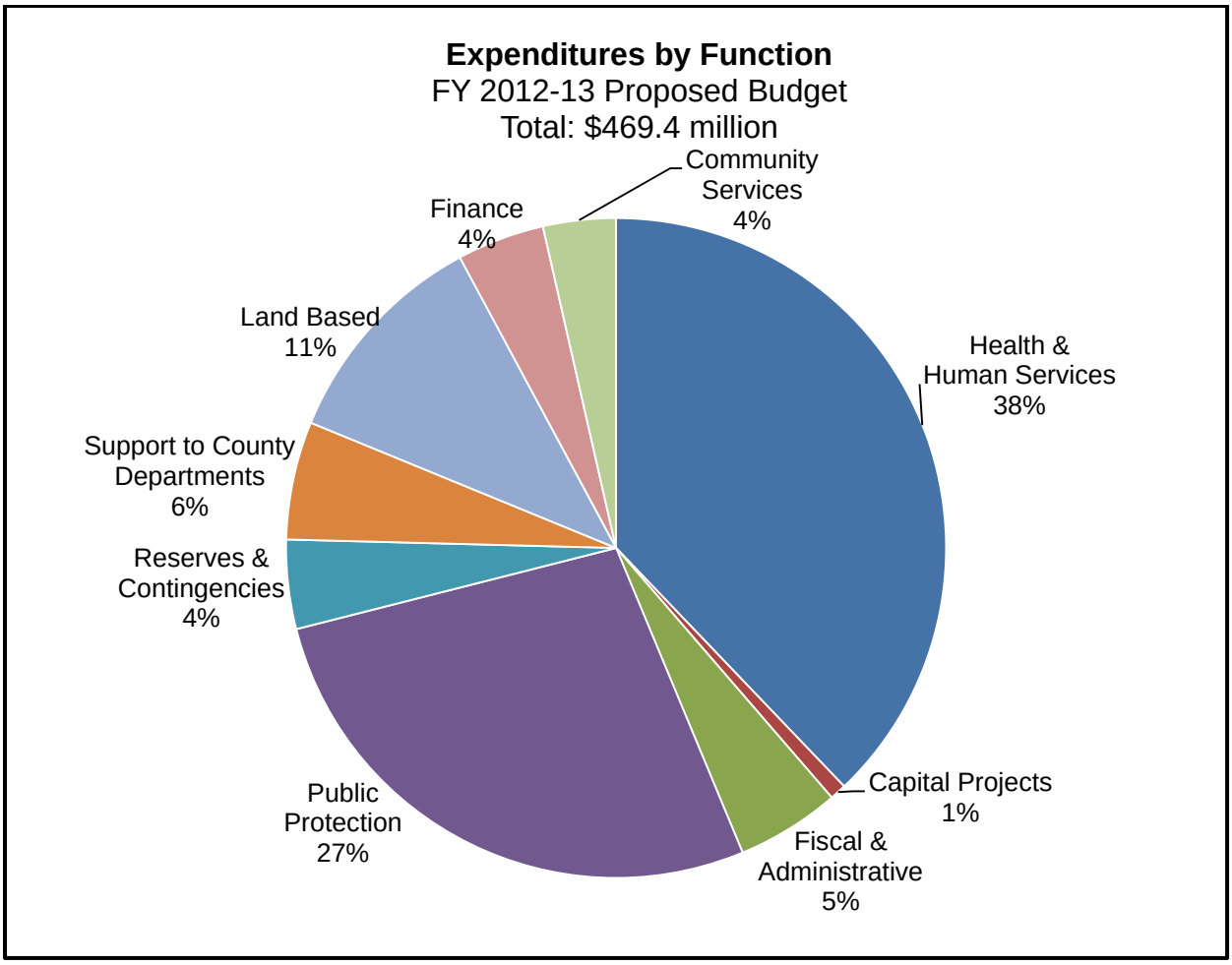
Summary of County Expenditures

The County's operating expenditures are diverse and vary by program and department. Detailed information about departmental expenditures can be found in the 'Departmental Budgets by Functional Area' section of this document. The chart on the following page demonstrates how much of the County's total budget is allocated to the various functional areas.

Following is an overview of the County's major expenditure categories:

Salary and Benefits- This expenditure category accounts for the largest appropriation of County dollars. Salary and benefits includes employee wages, the amount that the County appropriates for employee pensions, the County's contribution for life insurance and various health benefits for employees and their dependents, and other various employee benefits. Social security taxes, workers' compensation payments and unemployment insurance payments are also included in this expenditure category. Salary and benefit costs are driven by the number of County employees, negotiated labor agreements, and the cost of employee benefits.

Services and Supplies- Services and supplies are the second largest expenditure for the County. Examples of services and supplies expenses include office supplies, computers and software purchases, maintenance contracts or other types of professional service contracts. The budget for services and supplies is driven by the cost of contracts, changes to the consumer price index and the need for services and supplies which support County operations.



Other Charges- This category includes a variety of smaller expenditure categories such as debt payments and pass through expenses to other agencies and/or funds, and accounts for a significant portion of the County's total expenditures.

Fixed Assets- Fixed asset costs make up the smallest portion of the County's total expenditures. Fixed assets typically have a value of over $5,000 and can include such items as vehicles, copy machines, land, or specialty equipment. The amount of fixed assets fluctuates from year to year based upon things like the age of equipment, vehicles or projects being carried out by departments.

Financial Summaries

The table on the next page provides a summary level presentation of the Proposed Budget information, showing financing sources by type and financing uses by both function and type. Detailed information related to individual departmental budgets can be found in the 'Departmental Budgets by Functional Area' section of this document and Financial summaries presented in the required State of California schedule format are included in the 'Summary Schedules' section at the end of this document.

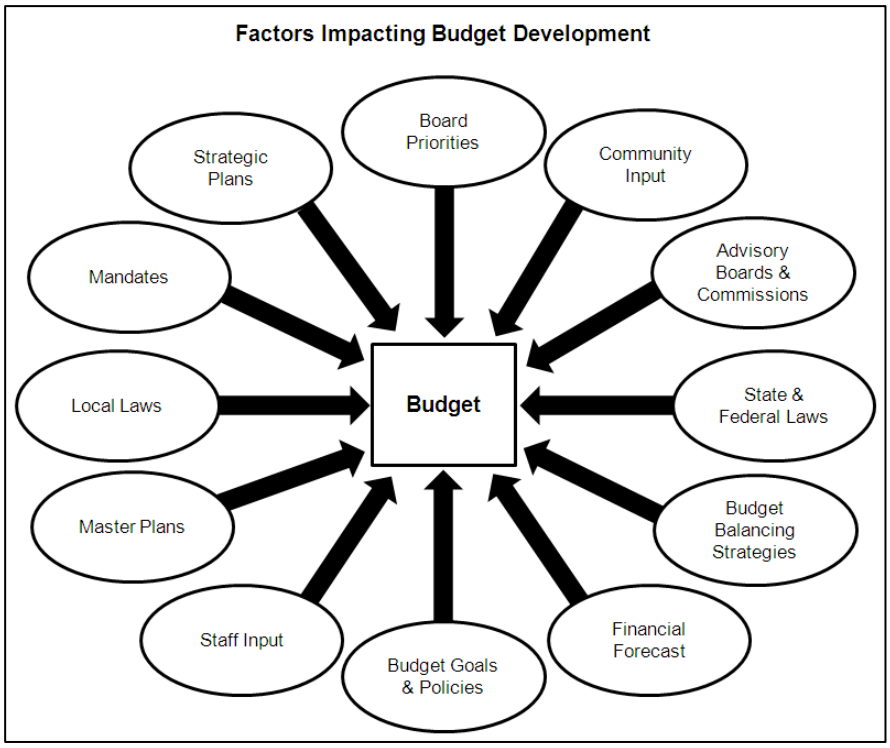
Financing Sources and Uses Summary

Description	2009-10 Actual	2010-11 Actual	2011-12 Adopted	2012-13 Proposed
Financing Sources				
Taxes	145,556,145	145,593,468	145,252,676	148,819,399
Licenses and Permits	7,338,118	7,453,615	7,833,066	8,221,826
Fines, Forfeitures and Penalties	6,305,364	5,138,073	5,376,798	4,935,249
Revenue from Use of Money & Property	1,280,740	1,038,257	845,522	830,650
Intergovernmental Revenues- State	121,268,336	123,073,598	119,936,655	140,242,253
- Federal	57,520,234	56,180,947	57,223,616	64,929,054
- Other	15,117,393	15,524,434	15,815,606	2,904,342
Charges for Services	31,983,892	39,077,099	34,090,725	28,326,345
Other Revenues	21,362,113	26,892,852	22,728,342	23,230,687
Fund Balance	0*	0*	26,385,820	21,646,936
Use of Reserves & Designations	0*	0*	4,457,066	3,615,814
Other Financing Sources	69,857,845	41,452,522	24,482,571	21,707,747
Decreases to Fund Balance	2,387,377	0	0	0
*cancellation of reserves and designations and use of fund balance included in Other Financial Sources				
Total Financing Sources	479,977,557	461,424,865	464,428,463	469,410,302
Uses of Financing by Function				
General Government	67,285,024	70,767,353	66,930,103	64,328,510
Public Protection	135,208,135	136,215,545	137,495,856	144,441,410
Public Ways & Facilities	35,395,624	45,435,501	22,846,372	29,457,137
Health & Sanitation	63,076,691	64,313,515	66,568,691	69,107,379
Public Assistance	99,849,851	104,005,676	106,439,271	107,203,381
Education	13,261,496	10,548,563	10,381,405	10,025,114
Recreation & Cultural Services	8,491,479	7,363,741	7,181,922	8,053,529
Debt Service	52,099,639	10,503,873	10,243,632	10,600,444
Financing Uses	5,309,618	7,171,074	9,176,628	5,671,006
Contingencies	0*	0*	15,096,861	15,373,959
Reserves & Designations	0*	0*	12,067,722	5,148,433
Increases to Fund Balance	0	5,100,024	0	0
*use of reserves and designations and contingencies reflected in individual functional areas				
Total Financing by Function	479,977,557	461,424,865	464,428,463	469,410,302
Uses of Financing by Type				
Salary & Benefits	220,435,665	222,669,163	230,597,915	236,088,489
Services & Supplies	130,946,831	133,741,722	130,959,180	140,342,619
Other Charges	129,127,735	91,641,653	85,987,312	80,405,158
Fixed Assets	20,504,452	28,638,638	9,120,673	11,907,946
Transfers	(21,037,126)	(20,366,335)	(19,401,200)	(19,856,302)
Increases to Reserves/Designations	0*	0*	12,067,722	5,148,433
Increases/(decreases) to Fund Balance	0	5,100,024	0	0
Contingencies	0*	0*	15,096,861	15,373,959
*use of reserves and designations and contingencies are included in individual financing types				
Total Financing by Type	479,977,557	461,424,865	464,428,463	469,410,302

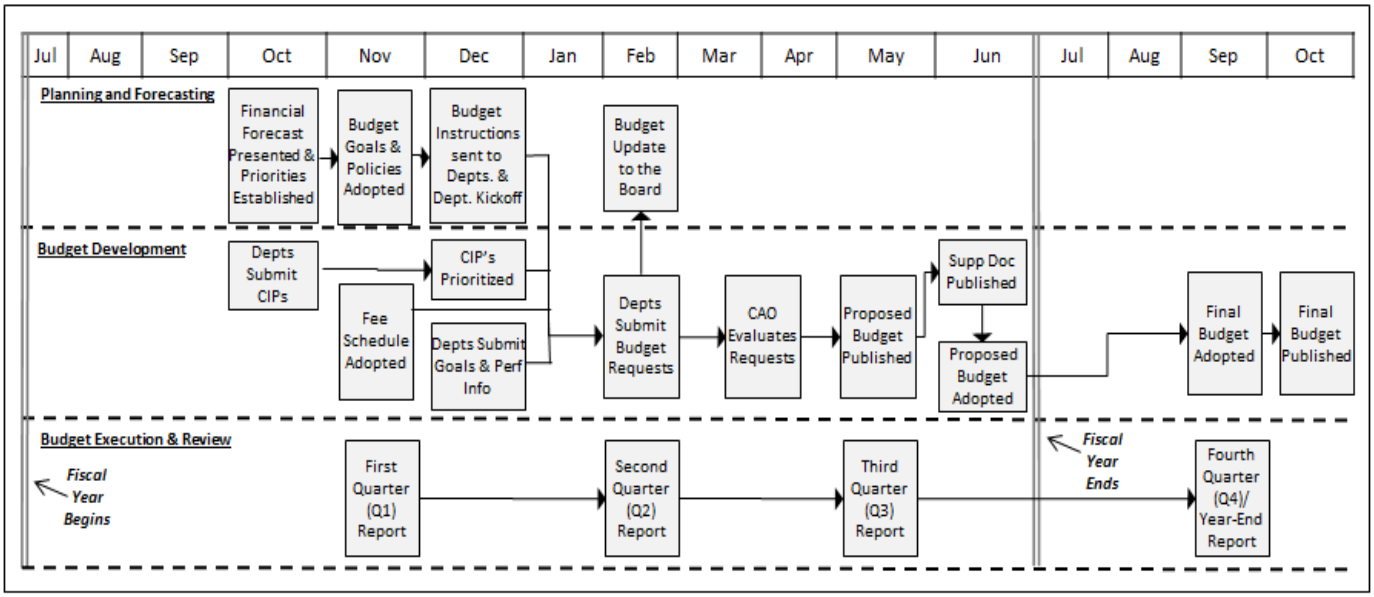
County Budget Development and Management Process

Pursuant to the State Budget Act (Government Code §29000), San Luis Obispo County goes through a budget development process every year to prepare a balanced budget for the coming fiscal year. The budget process is a collaborative effort that involves all County departments, the Board of Supervisors and the public. While County staff is responsible for preparing a proposed budget and the Board of Supervisors ultimately has the authority to adopt funding levels, public input is an integral part of the County's budget process. In developing the budget each year, the County considers community input as contributed by citizens in public meetings or as conveyed in reports that are meant to measure community needs, such as the Action for Healthy Communities report produced by a collaborative of public and private organizations, and periodic citizen opinion surveys. Decisions about how to fund programs and services are also based on guidance and input provided by more than 50 Board-appointed citizen advisory bodies. Public participation in the budget process is welcome and available through the many public budget-related meetings that are held by the Board of Supervisors throughout the year. All Board meetings are recorded and broadcast via cable television, public radio and the County's website.

The chart to the right displays some of the major factors that impact the development of the County's budget. In many ways, the preparation of a recommended budget is a balancing act. When developing the budget, County staff must balance a diverse set of community interests and more specific Board priorities with the directives laid out in various planning documents while ensuring that the budget complies with all federal, state and local laws. The Board of Supervisors must also take these same factors into consideration when adopting a budget each year.



To ensure that the County maintains a solid financial foundation upon which to provide services to the community, the budget development and management process incorporates planning and forecasting, budget development, and budget execution and review. While each of these functions has its own distinct set of processes, each impacts the budget process as a whole. The County's budget process is fluid and ongoing and represents significant interplay between the legislative actions of the Board of Supervisors and the administrative processes of County staff. The flow chart on the next page outlines how each piece of the process feeds into the next:



A budget calendar included later in this section more thoroughly outlines the timeline of, and process through which the County continually monitors its budget to ensure that both revenues and expenditures are on target and that necessary corrective actions are taken to address any revenue shortfalls or over-expenditures. Following is a discussion of the key steps for the development, adoption and management of the County's budget.

Preparation of the Financial Forecast and Establishment of Board Priorities (August-October)

Every year, the Board holds a strategic planning session(s) to review the financial forecast and to establish a list of priorities for the coming year. The preparation of the financial forecast refines the County's five-year financial outlook and lays the ground work for the budget process by identifying the fiscal capacity of the General Fund for the coming year and guiding the Board in the establishment of its priorities. The financial forecast focuses on General Fund revenue and expenditures and does not include special revenue funds such as Roads, Airport, or the Library. The forecast is prepared based on a Status Quo budget which reflects the continuation of all existing resources (e.g., personnel, services and supplies, equipment, etc.) paid for by the General Fund and those resources that are currently revenue offset and will continue to be revenue offset in the budget year.

To develop the forecast, the Administrative Office works closely with multiple County departments including the Assessor's Office, the Auditor-Controller's Office, the Planning and Building Department and Clerk Recorder's Office as well as real estate experts, national, state and local economic forecasters and local businesses to estimate property tax and other revenue for the coming year. The amount of projected property tax revenue factors in predictions of property sales and assessment values given current housing market conditions. The Administrative Office works with the Auditor-Controller's Office and other departments to estimate other key revenue sources (such as sales tax, property transfer tax, and franchise fees), as well as the fund balance available for the coming year. The fund balance available is the amount of money available at the end of one fiscal year for use in the next fiscal year. It is comprised of the unspent General Fund Contingency at the end of the year, plus any

remaining General Fund dollars unspent or not encumbered by the various County departments at year end. Other financial indicators such as the unemployment rate, construction activity, consumer spending patterns, and the financial health of the State and Federal Governments are also evaluated in preparing the financial forecast.

Establishment of Budget Goals and Policies (October- November)

In addition to establishing priorities for the coming year, the Board also guides budget development by annually adopting a set of budget goals and policies that provide direction to County departments in preparing the budget for the coming year. Based on Board priorities established during the strategic planning session(s), the County Administrative Office with input from County departments, refines and updates previously established Budget Goals and Policies which include budget balancing strategies and approaches. The Budget Goals and Policies are presented to the Board for their discussion and approval during a regularly scheduled Board meeting in November.

Update of the Five Year Capital Improvement Plan and Preparation of the Capital Project Budget (September-May)

The County's Capital Improvement Plan also impacts the overall budget. In October of each year, County departments submit requests for capital projects for the next fiscal year. Department requests are to be consistent with the County's Five Year Capital Project plan. Once all project requests are submitted, a review team consisting of multiple County departments works together to review the requests to establish a priority ranking of all projects pursuant to the criteria outlined in the Capital Improvement Projects portion of the Board adopted Budget Goals and Policies (located in an earlier section of this document). Projects identified as a high priority, and for which funding is available, are included in the proposed budget.

In addition to individual department requests, the County's Public Works Department also prepares Capital and Maintenance Project plans for their utility operations, roads, and other budgets. To ensure that adequate funding is budgeted for large scale capital projects, the County's Infrastructure Planning and Finance Team which consists of representatives from the Planning Department, Public Works Department, General Services Agency, Administrative Office, the San Luis Obispo Council of Governments and various community services districts, meets periodically to assess the County's infrastructure in order to provide direction to the General Services Agency and Public Works Department as they create their detailed capital plans. For utility operations, a five-year capital improvement plan is updated each year to reflect completed projects and new capital and maintenance needs. From this five-year plan, specific projects are identified and incorporated into the Public Works Special District budgets for funding in the following year. In preparation of the roads budget, department staff conducts a safety analysis each year and prioritizes capital and maintenance roads projects based on safety needs. Transportation projects, which are generally funded by the State and Federal governments, are reviewed and prioritized by the San Luis Obispo Council of Governments. Projects identified as a high priority, and for which funding is available, are included in the proposed roads budget.

Preparation of the Budget (September- May)

The preparation of the proposed budget is broken into two phases. During Phase 1, departmental goals, programs, and performance measures are reviewed and refined. In Phase 2, the proposed budget, including recommended funding levels and specific departmental objectives for the year is developed.

Phase 1 - Update Performance Information (September- January)

All County departments have established goals aligned with the County's vision of a safe, healthy, livable, prosperous and well-governed community. Performance measures have been established by each department to track their performance toward achieving those goals. Departmental goals and performance measures communicate to the public the outcomes the department is achieving for the community as a result of their activities and the services they provide.

In September of each year, the Administrative Office develops and distributes instructions to County departments for Phase 1 of budget development. To ensure that goals and performance measures enable an effective evaluation of performance, it is important that departments closely align their departmental operations with their goals. In updating their performance measures, departments provide a projection of their results for the current year, an explanation of their performance, and any conditions that will enable or prevent the department from achieving their target for the current year. The department then establishes a performance target for the coming year. In developing and reporting on performance measures, departments are able to evaluate how well their programs are working in achieving desired outcomes and to identify any necessary changes to improve results in the future. This process allows departments to make informed decisions about the most effective use of their resources.

During Phase 1, departments also report on the performance of budget augmentations approved by the Board in prior budget years. The purpose of this reporting is to communicate to the Board of Supervisors and the public whether or not the additional resources that were allocated for specific programs have achieved the intended results. If results are not achieved, the Administrative Office works with the department to determine if changes are necessary to improve performance or whether the resources should be reallocated.

Phase 2 - Develop a Proposed Budget to Present to the Board (December- May)

In early December, the Administrative Office transmits instructions to departments to prepare their budget request for the coming fiscal year. Budget requests are to be based upon the fiscal outlook projected in the Financial Forecast, and the Board's adopted budget priorities, goals and policies. Although departments are instructed to submit a Status Quo budget to the County Administrative Office, they may also be required to prepare a list of possible budget reductions and are also able to request budget augmentations.

Budget Reductions:

In years when the available financing is insufficient to fund a Status Quo budget, departments are instructed to prepare a list of prioritized reductions that decrease their required level of General Fund support to a level that matches available financing levels. Instead of across the board cuts, reduction targets vary by department depending upon the Board's priorities. Reductions identified by departments are to represent their lowest priority resources and expenditures. In preparing a list of prioritized reductions, departments are also required to identify the service level impacts that would result from the reductions to their Status Quo budget so that the implications of budget reductions can be factored into budget decisions.

Budget Augmentations:

Departments may also submit requests to augment their Status Quo budget with new resources. In requesting budget augmentations, departments must identify the specific resource(s) requested (staff, equipment, services, etc.), the associated costs and funding source(s), and the results expected from the addition of new resources. Decisions about whether or not to include each budget augmentation request in the proposed budget depend upon the significance of the requested augmentation's intended outcomes and available funding.

Recommended funding levels are determined by taking status quo budget submittals, prioritized reduction lists and budget augmentation requests into consideration. Once recommendations have been finalized, the Administrative Office assembles a balanced, proposed budget document which is submitted to the Board of Supervisors and public in May and formally presented and discussed during budget hearings held in mid-June.

Preparation of the Supplemental Budget Document (April- May)

Because the proposed budget is developed based on financial conditions known at the time of preparation, changes are often necessary. Once the proposed budget has been finalized, a supplemental budget document is prepared to make any needed technical adjustments to the proposed budget that surface after the Administrative Office's recommendations have been finalized. Adjustments included in the supplemental budget document are often the result of new legislation or grant awards, and staffing changes. As part of the supplemental budget document, departments also have the opportunity to appeal any specific Administrative Office recommendations in the proposed budget, by submitting an "at issue" request. "At issue" requests provide departments with the opportunity to present their case to the Board of Supervisors during the public budget hearings.

The supplemental budget document is presented to the Board near the end of May, allowing the Board and the public approximately two weeks of review prior to formal consideration by the Board as part of the scheduled budget hearings, along with the proposed budget. The public has the opportunity to provide input on any supplemental recommendations either directly to the Board of Supervisors, or in public comment during budget hearings.

Adoption and Publishing of the Final Budget

Immediately following budget hearings, the Administrative Office documents any changes to the proposed budget that have been made by the Board of Supervisors during deliberations, including those changes in the supplemental document that were approved by the Board. The Auditor's Office also updates appropriation amounts in the financial system to capture the Board's changes. A resolution to adopt the proposed budget, including the position allocation list, is approved by the Board by the end of June.

Once the final revenue and expenditure levels for the prior year are known in August (after the books are closed for the recently completed fiscal year), the final fund balances available are calculated. The Administrative Office then works with departments to determine how to allocate or make up for any change between the actual fund balance and the fund balance that was budgeted. The Auditor-Controller's Office calculates the Final Budget revenue and expenditure levels and takes a resolution to the Board for legal adoption of the Final Budget in September. Once adopted, a Final Budget book is prepared and made available to all departments and the public via the County's web site and in hard copy at all County Public Library branches. A copy of the Final Budget is also sent to the State Controller's Office by December 1st, as required by the State Budget Act.

On-Going Budget Management and Mid-Year Adjustments

Throughout the fiscal year, operating departments and the Administrative Office closely monitor the budget to ensure that spending levels are within appropriated levels and that the use of General Fund contingencies and reserves is kept to a minimum. At the close of each quarter of the fiscal year, the Administrative Office works with departments to prepare a report analyzing the status of each fund center's budget to be presented to the Board at regularly scheduled meetings. The report identifies significant budget variances and any operational issues, and recommends solutions to address any issues. The identification of issues and proposed solutions to address them is essential to keeping departments on track and to limiting any adverse impact to the County's fiscal condition.

Mid-Year Adjustments

Because State and Federal budgets are typically not adopted until after the County has adopted its budget, mid-year adjustments to the adopted budget are often necessary to reflect variances in State and Federal funding levels from the prior year. These adjustments are made either as part of a quarterly financial report, or in a separate action taken by the Board.

Mid-year budget adjustments may also be considered by the Board when a new source of funding or unanticipated revenue becomes available to a department. Adjustments may come as a result of a new contract to provide services, a grant award, receipt of additional fees for service, or the use of funds from a trust for a specific purpose. Departments may request a transfer of funds from one fund center to another in order to fund an activity or project. This is commonly done when funds are transferred into an

established capital project or to make fixed asset purchases that were not anticipated in the adopted budget.

A four-fifths vote by the Board of Supervisors is necessary to approve adjustments that transfer dollars between funds, from contingencies, or increase the appropriation within a fund center. Transfers between expenditure objects within a single fund center (e.g., from salaries and benefits to services and supplies) that do not increase the total expenditure appropriation may be made administratively with the approval of the County Administrative Office and the Auditor-Controller.

County of San Luis Obispo Budget Calendar

October	County Administrative Office presents Financial Forecast to the Board and Board establishes its priorities. Departments Submit Capital Improvement Project (CIP) requests.
November	Board of Supervisors adopts Budget Goals and Policies for the budget year. First Quarter (Q1) Financial Report for current fiscal year presented to the Board. Board of Supervisors adopts the County's fee schedule for the coming year.
December	CIP requests are analyzed and prioritized. Departments submit Phase 1 budget information, including mission statements, services program descriptions, departmental goals, performance measures, and results on prior year budget augmentations approved by the Board.
February	Departments submit Phase 2 budget information, including Status Quo budget requests, General Fund cut lists (if necessary), and budget augmentation requests. A budget update is presented to the Board based on Phase 2 submittals received from departments. Second Quarter (Q2) Financial Report for the current fiscal year is presented to the Board.
March	Administrative Office reviews and analyzes budgets submitted by departments.
April	Administrative Office recommendations are finalized.
May	Proposed Budget is printed and published for review by the Board and the public. Supplemental Budget Document is prepared to capture technical changes that occurred too late to be included in the Proposed Budget. Third Quarter (Q3) Financial Report for the current fiscal year is presented to the Board. The third quarter is typically when departments make adjustments to reflect unbudgeted variances in expenditures or funding sources.
June	Supplemental Budget Document is printed and published for review by the Board and the public. Budget hearings are held and the Board adopts a Proposed Budget, including items in the Supplemental Budget Document.

	The Fiscal Year ends June 30.
July	The new fiscal year begins July 1.
August	Fund Balance Available from fiscal year just ended is available.
September	Final Budget is adopted by the Board, including FBA from prior fiscal year. Fourth Quarter (Q4)/Year-End Financial Report for the fiscal year is presented to the Board, including performance measure results.
October	Final budget is printed and published and sent to the State Controller's Office.

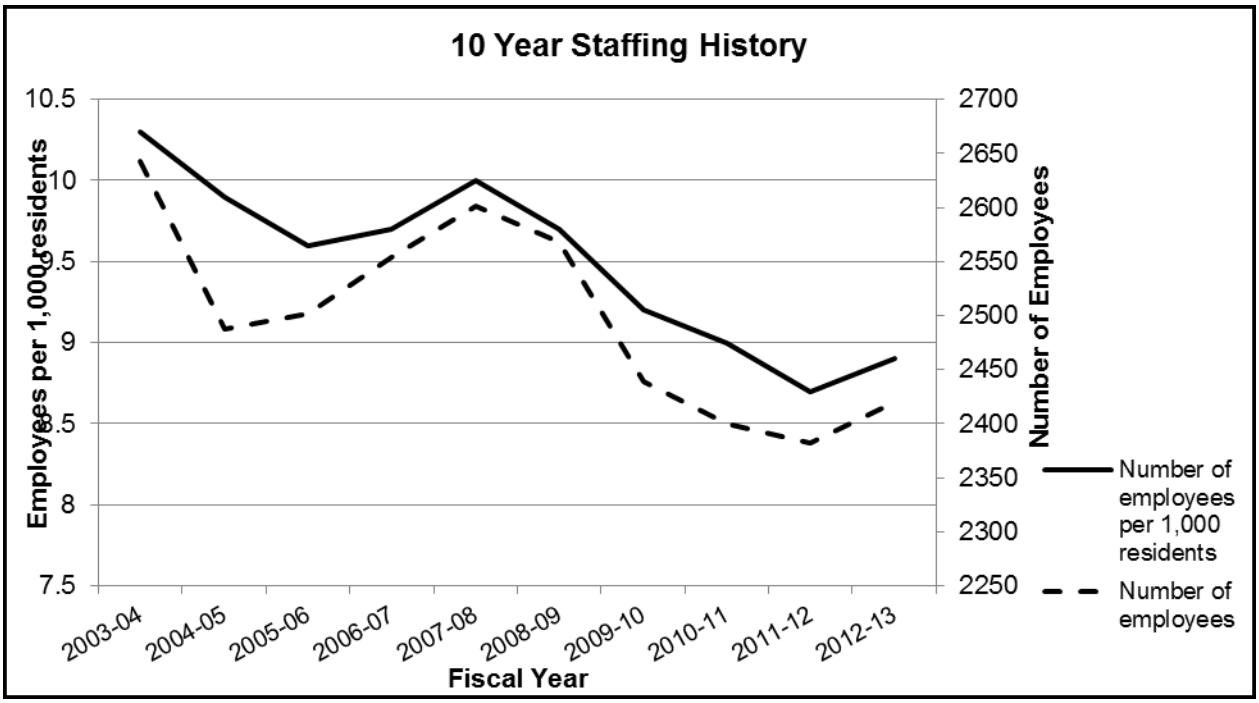
Personnel Information

This section provides a comprehensive listing of personnel allocations by functional area, department, and position title. A salary schedule for all County employees, including elected officials and department heads, and a summary of major County-paid employee benefits are also included.

Position Allocation by Functional Area

Functional Area	2011-12 Current Allocation	2012-13 Department Request	2012-13 C.A.O. Recommended	Increase (Decrease)
Community Services	143.50	144.50	144.50	1.00
Fiscal & Administrative	193.25	193.25	192.25	-1.00
	0.00 *	0.00 *	7.50 *	7.50 *
Health/Human Services	830.25	828.75	831.75	1.50
	6.50 *	6.00 *	6.00 *	-0.50 *
Land Based	320.00	318.00	317.00	-3.00
	5.50 *	5.00 *	5.50 *	0.00 *
Public Protection	684.75	683.75	683.25	-1.50
	15.50 *	11.00 *	14.50 *	-1.00 *
Support to County Depts	223.50	218.50	217.50	-6.00
Total Permanent FTE's	2,395.25	2,386.75	2,386.25	-9.00
Total Limited Terms	27.50	22.00	33.50	6.00
Total FTE's	2,422.75	2,408.75	2,419.75	-3.00
Permanent Positions				
Full Time	2,317	2,313	2,318	1
3/4 Time	49	45	39	-10
1/2 Time	80	77	76	-4
1/4 Time	6	6	4	-2
Total Permanent	2,452	2,441	2,437	-15
Limited Term Positions				
Full Time	22	18	27	5
3/4 Time	2	2	2	0
1/2 Time	8	5	10	2
1/4 Time	0	0	0	0
Total Limited Term	32	25	39	7

* Indicates Limited Term positions



Position Allocation Summary

Dept	Title	2011-12 Budget	Adopted Changes	2011-12 Current Allocation	2012-13 Department Request	2012-13 C.A.O. Recommended	Increase (Decrease)
ADMINISTRATIVE OFFICE							
104	ADMINISTRATIVE OFFICE	11.00	0.00	11.00	11.00	11.00	0.00
131	GRAND JURY	0.50	0.00	0.50	0.50	0.50	0.00
138	EMERGENCY SERVICES	5.25	0.00	5.25	5.50	5.50	0.25
		1.00 *	-1.00 *	0.00 *	0.00 *	0.00 *	0.00 *
275	ORGANIZATIONAL DEVELOPMENT	1.00	0.00	1.00	1.00	1.00	0.00
	Total	18.75	-1.00	17.75	18.00	18.00	0.25
AGRICULTURAL COMMISSIONER							
141	AGRICULTURAL COMMISSIONER	42.00	0.00	42.00	42.00	41.00	-1.00
ASSESSOR							
109	ASSESSOR	80.00	0.00	80.00	80.00	80.00	0.00
		0.00 *	0.00 *	0.00 *	0.00 *	4.50 *	4.50 *
	Total	80.00	0.00	80.00	80.00	84.50	4.50
AUDITOR-CONTROLLER							
107	AUDITOR-CONTROLLER	38.50	0.00	38.50	38.50	37.50	-1.00
		0.00 *	0.00 *	0.00 *	0.00 *	2.00 *	2.00 *
	Total	38.50	0.00	38.50	38.50	39.50	1.00
BOARD OF SUPERVISORS							
100	BOARD OF SUPERVISORS	12.50	0.00	12.50	12.50	12.50	0.00
CHILD SUPPORT SERVICES							
134	CHILD SUPPORT SERVICES	41.75	0.00	41.75	39.75	39.75	-2.00
CLERK/RECORDER							
110	CLERK/RECORDER	22.25	0.00	22.25	22.25	22.25	0.00
COUNTY COUNSEL							
111	COUNTY COUNSEL	21.25	0.00	21.25	20.25	21.25	0.00
DISTRICT ATTORNEY							
132	DISTRICT ATTORNEY	92.50	0.00	92.50	93.00	92.50	0.00
		1.50 *	0.00 *	1.50 *	1.00 *	1.50 *	0.00 *
	Total	94.00	0.00	94.00	94.00	94.00	0.00
FARM ADVISOR							
215	FARM ADVISOR	5.00	0.00	5.00	5.00	5.00	0.00
GENERAL SERVICES							
113	GENERAL SERVICES	88.00	0.00	88.00	85.00	83.00	-5.00
114	INFORMATION TECHNOLOGY DEPARTMENT	76.25	0.00	76.25	76.25	75.25	-1.00
305	PARKS	39.00	0.00	39.00	42.00	42.00	3.00
406	REPROGRAPHICS ISF	3.00	0.00	3.00	2.00	2.00	-1.00
407	FLEET SERVICES ISF	13.00	0.00	13.00	13.00	13.00	0.00
425	AIRPORTS ENTERPRISE	14.00	0.00	14.00	14.00	14.00	0.00
427	GOLF COURSES	13.00	0.00	13.00	13.00	13.00	0.00
	Total	246.25	0.00	246.25	245.25	242.25	-4.00
HEALTH AGENCY							
137	ANIMAL SERVICES	18.50	0.00	18.50	18.50	18.50	0.00
160	HEALTH AGENCY	159.25	1.25	160.50	159.00	158.00	-2.50
166	BEHAVIORAL HEALTH	201.75	7.00	208.75	208.75	212.50	3.75
		2.50 *	4.00 *	6.50 *	6.00 *	6.00 *	-0.50 *
184	LAW ENFORCEMENT MED CARE	12.50	0.00	12.50	12.50	12.50	0.00
350	CO MEDICAL SERVICES PROG	10.75	0.00	10.75	10.75	10.75	0.00
375	DRIVING UNDER THE INFLUENCE	13.00	0.00	13.00	13.00	13.00	0.00
	Total	418.25	12.25	430.50	428.50	431.25	0.75

Position Allocation Summary

Dept	Title	2011-12 Budget	Adopted Changes	2011-12 Current Allocation	2012-13 Department Request	2012-13 C.A.O. Recommended	Increase (Decrease)
HUMAN RESOURCES							
105	RISK MANAGEMENT	7.00	0.00	7.00	7.00	7.00	0.00
112	HUMAN RESOURCES	15.00	0.00	15.00	15.00	16.00	1.00
	Total	22.00	0.00	22.00	22.00	23.00	1.00
LIBRARY							
377	LIBRARY	72.50	0.00	72.50	70.50	70.50	-2.00
PLANNING & BUILDING DEPARTMENT							
142	PLANNING & BUILDING DEPARTMENT	89.25	0.00	89.25	87.25	87.25	-2.00
		0.00 *	0.50 *	0.50 *	0.00 *	0.50 *	0.00 *
	Total	89.25	0.50	89.75	87.25	87.75	-2.00
PROBATION DEPARTMENT							
139	PROBATION DEPARTMENT	139.75	6.50	146.25	146.50	146.50	0.25
		4.00 *	1.00 *	5.00 *	5.00 *	5.00 *	0.00 *
	Total	143.75	7.50	151.25	151.50	151.50	0.25
PUBLIC WORKS - ISF							
405	PUBLIC WORKS - ISF	188.75	0.00	188.75	188.75	188.75	0.00
		5.00 *	0.00 *	5.00 *	5.00 *	5.00 *	0.00 *
	Total	193.75	0.00	193.75	193.75	193.75	0.00
SHERIFF-CORONER							
136	SHERIFF-CORONER	363.00	17.00	380.00	380.00	380.00	0.00
		5.00 *	4.00 *	9.00 *	5.00 *	8.00 *	-1.00 *
	Total	368.00	21.00	389.00	385.00	388.00	-1.00
SOCIAL SERVICES ADMINISTRATION							
180	SOCIAL SERVICES ADMINISTRATION	420.75	0.00	420.75	420.75	421.00	0.25
TREAS-TAX COLL-PUBLIC ADM							
108	TREAS-TAX COLL-PUBLIC ADM	28.00	0.00	28.00	28.00	28.00	0.00
		0.00 *	0.00 *	0.00 *	0.00 *	1.00 *	1.00 *
	Total	28.00	0.00	28.00	28.00	29.00	1.00
VETERANS SERVICES							
186	VETERANS SERVICES	4.00	0.00	4.00	4.00	4.00	0.00
	Total Permanent Employees	2,363.50	31.75	2,395.25	2,386.75	2,386.25	-9.00
	Total Limited Term Employees	19.00	8.50	27.50	22.00	33.50	6.00
	GRAND TOTAL	2,382.50	40.25	2,422.75	2,408.75	2,419.75	-3.00

* Indicates Limited Term positions

Position Allocation by Department

Class	Title	PT	2011-12 Budget	Adopted Changes	Current	2012-13 Requested	2012-13 Recommended	Recommended Changes
100	**BOARD OF SUPERVISORS**							
02223	Administrative Assistant Confidential Series		1.00	0.00	1.00	1.00	1.00	0.00
02223	Administrative Assistant Confidential Series	1/2	0.50	0.00	0.50	0.50	0.50	0.00
08799	Legislative Assistant		5.00	0.00	5.00	5.00	5.00	0.00
00925	Secretary - Confidential		1.00	0.00	1.00	1.00	1.00	0.00
00103	Supervisor		5.00	0.00	5.00	5.00	5.00	0.00
	Department Totals		12.50	0.00	12.50	12.50	12.50	0.00
104	**ADMINISTRATIVE OFFICE**							
08887	Administrative Analyst Aide - Confidential		1.00	0.00	1.00	1.00	1.00	0.00
08891	Administrative Services Officer I							
08892	or Administrative Services Officer II		1.00	0.00	1.00	1.00	1.00	0.00
08958	Assistant County Administrative Officer		1.00	0.00	1.00	1.00	1.00	0.00
00205	County Administrative Officer		1.00	0.00	1.00	1.00	1.00	0.00
08884	Administrative Analyst I							
08883	or Administrative Analyst II							
08882	or Administrative Analyst III							
08886	or Principal Administrative Analyst		6.00	0.00	6.00	6.00	6.00	0.00
00925	Secretary - Confidential		0.00	0.00	0.00	1.00	1.00	1.00
00883	Secretary I		1.00	0.00	1.00	0.00	0.00	-1.00
	Department Totals		11.00	0.00	11.00	11.00	11.00	0.00
105	**RISK MANAGEMENT**							
02203	Administrative Assistant Series		1.00	0.00	1.00	1.00	1.00	0.00
02111	Human Resources Analyst Aide		1.00	0.00	1.00	1.00	1.00	0.00
08952	Principal Human Resources Analyst		1.00	0.00	1.00	1.00	1.00	0.00
09657	Risk Management Analyst I							
09658	or Risk Management Analyst II							
09663	or Risk Management Analyst III		4.00	0.00	4.00	4.00	4.00	0.00
	Department Totals		7.00	0.00	7.00	7.00	7.00	0.00
107	**AUDITOR-CONTROLLER**							
02050	Accounting Systems Aide-Confidential		1.00	0.00	1.00	1.00	1.00	0.00
00914	Accounting Technician		4.00	0.00	4.00	4.00	4.00	0.00
00913	Accounting Technician - Confidential		3.00	0.00	3.00	3.00	3.00	0.00
02223	Administrative Assistant Confidential Series		2.00	0.00	2.00	2.00	2.00	0.00
08891	Administrative Services Officer I							
08892	or Administrative Services Officer II		3.00	0.00	3.00	3.00	3.00	0.00
00900	Assistant Auditor-Controller		1.00	0.00	1.00	1.00	1.00	0.00
02056	Auditor-Analyst Trainee							
02053	or Auditor-Analyst I							
02054	or Auditor-Analyst II							
02055	or Auditor-Analyst III		14.00	0.00	14.00	14.00	14.00	0.00
00102	Auditor-Controller		1.00	0.00	1.00	1.00	1.00	0.00
02223	Administrative Assistant Confidential Series							
00982	or Data Entry Operator III - Confidential		1.00	0.00	1.00	1.00	1.00	0.00
02052	Division Manager-Auditor-Controller		2.00	0.00	2.00	2.00	2.00	0.00
00722	Principal Auditor-Analyst		5.00	0.00	5.00	5.00	5.00	0.00
00911	Account Clerk							
00909	or Senior Account Clerk		1.00	0.00	1.00	1.00	0.00	-1.00
00911	Account Clerk	1/2						
00909	or Senior Account Clerk	1/2	0.50	0.00	0.50	0.50	0.50	0.00
	Limited Permanent							
00914	Accounting Technician		0.00	0.00	0.00	0.00	1.00	1.00
02056	Auditor-Analyst Trainee							
02053	or Auditor-Analyst I							
02054	or Auditor-Analyst II							
02055	or Auditor-Analyst III		0.00	0.00	0.00	0.00	1.00	1.00
	Department Totals		38.50	0.00	38.50	38.50	39.50	1.00

Position Allocation by Department

Class	Title	PT	2011-12 Budget	Adopted Changes	Current	2012-13 Requested	2012-13 Recommended	Recommended Changes
108	**TREAS-TAX COLL-PUBLIC ADM**							
00914	Accounting Technician		1.00	0.00	1.00	1.00	1.00	0.00
00393	Assistant Treasurer/Tax Collector/Public Admn		1.00	0.00	1.00	1.00	1.00	0.00
08903	Departmental Automation Specialist I							
08904	or Departmental Automation Specialist II							
08906	or Departmental Automation Specialist III		1.00	0.00	1.00	1.00	1.00	0.00
00780	Financial Analyst I							
00781	or Financial Analyst II							
00782	or Financial Analyst III		5.00	0.00	5.00	5.00	5.00	0.00
00770	or Principal Financial Analyst		1.00	0.00	1.00	1.00	1.00	0.00
00911	Account Clerk							
00909	or Senior Account Clerk		13.00	0.00	13.00	13.00	13.00	0.00
00927	Supervising Admin Clerk I		2.00	0.00	2.00	2.00	2.00	0.00
00928	Supervising Admin Clerk II		1.00	0.00	1.00	1.00	1.00	0.00
00893	Supervising Financial Technician		2.00	0.00	2.00	2.00	2.00	0.00
00110	Treasurer-Tax Collector-Public Administrator		1.00	0.00	1.00	1.00	1.00	0.00
	Limited Permanent							
00780	Financial Analyst I							
00781	or Financial Analyst II							
00782	or Financial Analyst III		0.00	0.00	0.00	0.00	1.00	1.00
00770	or Principal Financial Analyst							
	Department Totals		28.00	0.00	28.00	28.00	29.00	1.00
109	**ASSESSOR**							
00914	Accounting Technician		1.00	0.00	1.00	1.00	1.00	0.00
00913	or Accounting Technician - Confidential							
02203	Administrative Assistant Series		1.00	0.00	1.00	1.00	1.00	0.00
00718	Appraiser Trainee							
00711	or Appraiser I							
00709	or Appraiser II							
00707	or Appraiser III		23.00	0.00	23.00	23.00	22.00	-1.00
08894	Assessment Analyst Trainee							
00941	or Assessment Analyst I							
00942	or Assessment Analyst II							
00943	or Assessment Analyst III		5.00	0.00	5.00	5.00	6.00	1.00
08948	Assessment Manager		5.00	0.00	5.00	5.00	5.00	0.00
00894	Assessment Technician I							
00895	or Assessment Technician II							
00896	or Assessment Technician III		13.00	0.00	13.00	13.00	13.00	0.00
00897	Assessment Technician IV		2.00	0.00	2.00	2.00	2.00	0.00
00658	Assessment Technician Supervisor		2.00	0.00	2.00	2.00	2.00	0.00
00101	Assessor		1.00	0.00	1.00	1.00	1.00	0.00
00701	Assistant Assessor		1.00	0.00	1.00	1.00	1.00	0.00
00723	Auditor-Appraiser Trainee							
00712	or Auditor-Appraiser I							
00710	or Auditor-Appraiser II							
00708	or Auditor-Appraiser III		5.00	0.00	5.00	5.00	5.00	0.00
00671	Cadastral Mapping Systems Specialist I							
00672	or Cadastral Mapping Systems Specialis II							
00673	or Cadastral Mapping Systems Specialist III		4.00	0.00	4.00	4.00	4.00	0.00
00675	Cadastral Mapping Systems Supervisor		1.00	0.00	1.00	1.00	1.00	0.00
02203	Administrative Assistant Series							
00587	or Property Transfer Tech I							
00588	or Property Transfer Tech II		9.00	0.00	9.00	9.00	9.00	0.00
00589	Property Transfer Tech III		2.00	0.00	2.00	2.00	2.00	0.00
00883	Secretary I		1.00	0.00	1.00	1.00	1.00	0.00
00724	Supervising Appraiser		3.00	0.00	3.00	3.00	3.00	0.00
00579	Supervising Property Transfer Technician		1.00	0.00	1.00	1.00	1.00	0.00
	Limited Permanent							
00718	Appraiser Trainee							
00711	or Appraiser I							
00709	or Appraiser II							
00707	or Appraiser III		0.00	0.00	0.00	0.00	1.00	1.00

Position Allocation by Department

Class	Title	PT	2011-12 Budget	Adopted Changes	Current	2012-13 Requested	2012-13 Recommended	Recommended Changes
08894	Assessment Analyst Trainee							
00941	or Assessment Analyst I							
00942	or Assessment Analyst II							
00943	or Assessment Analyst III		0.00	0.00	0.00	0.00	2.00	2.00
00894	Assessment Technician I							
00895	or Assessment Technician II							
00896	or Assessment Technician III		0.00	0.00	0.00	0.00	1.00	1.00
00894	Assessment Technician I	1/2						
00895	or Assessment Technician II	1/2						
00896	or Assessment Technician III	1/2	0.00	0.00	0.00	0.00	0.50	0.50
	Department Totals		80.00	0.00	80.00	80.00	84.50	4.50
110	**CLERK/RECORDER**							
08891	Administrative Services Officer I							
08892	or Administrative Services Officer II		1.00	0.00	1.00	1.00	1.00	0.00
00250	Assistant County Clerk-Recorder		1.00	0.00	1.00	1.00	1.00	0.00
02203	Administrative Assistant Series							
02552	or Clerk-Recorder Assistant II		9.00	0.00	9.00	9.00	9.00	0.00
02553	or Clerk-Recorder Assistant III		3.00	0.00	3.00	3.00	4.00	1.00
02203	Administrative Assistant Series	3/4						
02552	or Clerk-Recorder Assistant II	3/4	0.75	0.00	0.75	0.75	0.75	0.00
02553	or Clerk-Recorder Assistant III	3/4						
02203	Administrative Assistant Series	1/2						
02552	or Clerk-Recorder Assistant II	1/2	0.50	0.00	0.50	0.50	0.50	0.00
02553	or Clerk-Recorder Assistant III	1/2						
02554	Clerk-Recorder Assistant IV		3.00	0.00	3.00	3.00	2.00	-1.00
00108	County Clerk-Recorder		1.00	0.00	1.00	1.00	1.00	0.00
02558	Division Supervisor-Clerk-Recorder		2.00	0.00	2.00	2.00	2.00	0.00
02261	Systems Administrator I							
02262	or Systems Administrator II							
02263	or Systems Administrator III		1.00	0.00	1.00	1.00	1.00	0.00
	Department Totals		22.25	0.00	22.25	22.25	22.25	0.00
111	**COUNTY COUNSEL**							
02203	Administrative Assistant Series		2.00	0.00	2.00	2.00	2.00	0.00
08891	Administrative Services Officer I							
08892	or Administrative Services Officer II		1.00	0.00	1.00	1.00	1.00	0.00
00303	Assistant County Counsel		1.00	0.00	1.00	1.00	1.00	0.00
00310	Chief Deputy County Counsel		1.00	0.00	1.00	1.00	1.00	0.00
00302	County Counsel		1.00	0.00	1.00	1.00	1.00	0.00
00313	Deputy County Counsel I							
00317	or Deputy County Counsel II							
00318	or Deputy County Counsel III							
00312	or Deputy County Counsel IV		9.00	0.00	9.00	8.00	9.00	0.00
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	0.00	0.75	0.75	0.75	0.00
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	0.00	0.50	0.50	0.50	0.00
02230	Legal Clerk		2.00	0.00	2.00	2.00	2.00	0.00
02223	Administrative Assistant Confidential Series							
02235	or Legal Clerk-Confidential		2.00	0.00	2.00	2.00	2.00	0.00
02236	Supervising Legal Clerk I-Confidential		1.00	0.00	1.00	1.00	1.00	0.00
	Department Totals		21.25	0.00	21.25	20.25	21.25	0.00

Position Allocation by Department

Class	Title	PT	2011-12 Budget	Adopted Changes	Current	2012-13 Requested	2012-13 Recommended	Recommended Changes
112	**HUMAN RESOURCES**							
02203	Administrative Assistant Series		2.00	0.00	2.00	2.00	2.00	0.00
08903	Departmental Automation Specialist I							
08904	or Departmental Automation Specialist II							
08906	or Departmental Automation Specialist III		1.00	0.00	1.00	1.00	1.00	0.00
08957	Deputy Director of Human Resources		1.00	0.00	1.00	1.00	1.00	0.00
02111	Human Resources Analyst Aide		1.00	0.00	1.00	1.00	1.00	0.00
02110	Human Resources Analyst Aide-Confidential		2.00	0.00	2.00	2.00	3.00	1.00
08953	Human Resources Director		1.00	0.00	1.00	1.00	1.00	0.00
00874	Personnel Analyst I							
00873	or Personnel Analyst II							
00864	or Personnel Analyst III		6.00	0.00	6.00	6.00	6.00	0.00
00875	or Principal Personnel Analyst							
00938	Supervising Admin Clerk I - Confidential		1.00	0.00	1.00	1.00	1.00	0.00
	Department Totals		15.00	0.00	15.00	15.00	16.00	1.00
113	**GENERAL SERVICES**							
00905	Accountant I		0.00	0.00	0.00	1.00	0.00	0.00
00906	or Accountant II		1.00	0.00	1.00	1.00	1.00	0.00
00907	or Accountant III		2.00	0.00	2.00	1.00	2.00	0.00
00914	Accounting Technician		2.00	0.00	2.00	2.00	2.00	0.00
02204	Administrative Assistant Aide							
02201	or Administrative Assistant I							
02202	or Administrative Assistant II		1.00	0.00	1.00	1.00	1.00	0.00
02203	or Administrative Assistant Series		2.00	0.00	2.00	2.00	2.00	0.00
08795	Administrative Services Manager		2.00	0.00	2.00	2.00	2.00	0.00
00620	Architectural Supervisor		1.00	0.00	1.00	1.00	1.00	0.00
00624	Architectural Technician		1.00	0.00	1.00	1.00	1.00	0.00
00609	Property Management Aide							
00622	or Assistant Real Property Agent		1.00	0.00	1.00	1.00	1.00	0.00
00623	or Associate Real Property Agent		2.00	0.00	2.00	2.00	2.00	0.00
01301	Building Maintenance Superintendant		1.00	0.00	1.00	1.00	1.00	0.00
02181	Buyer I							
02182	or Buyer II		3.00	0.00	3.00	3.00	3.00	0.00
01335	Custodian		24.00	0.00	24.00	24.00	22.00	-2.00
00280	Department Administrator		1.00	0.00	1.00	1.00	1.00	0.00
08963	Deputy Director-General Services		1.00	0.00	1.00	1.00	1.00	0.00
01314	Facilities Maintenance Mechanic I							
01316	or Facilities Maintenance Mechanic II							
01315	or Facilities Maintenance Mechanic III		15.00	0.00	15.00	15.00	15.00	0.00
08961	General Services Agency Director		1.00	0.00	1.00	1.00	1.00	0.00
01317	Locksmith-Maintenance Worker		2.00	0.00	2.00	2.00	2.00	0.00
01307	Maintenance Painter I							
01308	or Maintenance Painter II		3.00	0.00	3.00	3.00	3.00	0.00
01223	Park Ranger Aide		1.00	0.00	1.00	0.00	0.00	-1.00
01222	or Park Ranger I		1.00	0.00	1.00	0.00	0.00	-1.00
01221	or Park Ranger II							
01220	or Park Ranger III							
01210	Park Ranger Specialist		1.00	0.00	1.00	0.00	0.00	-1.00
00614	Property Manager		1.00	0.00	1.00	1.00	1.00	0.00
00884	Secretary II		1.00	0.00	1.00	1.00	1.00	0.00
00909	Senior Account Clerk		1.00	0.00	1.00	1.00	1.00	0.00
00613	Assistant Capital Projects Coordinator		2.00	-1.00	1.00	1.00	1.00	0.00
00615	or Associate Capital Projects Coordinator		4.00	0.00	4.00	4.00	4.00	0.00
00619	or Senior Capital Projects Coordinator		2.00	1.00	3.00	3.00	3.00	0.00
01321	Senior Storekeeper		1.00	0.00	1.00	1.00	1.00	0.00
01338	Stock Clerk		1.00	0.00	1.00	1.00	1.00	0.00
00939	Supervising Admin Clerk II - Confidential		1.00	0.00	1.00	1.00	1.00	0.00
01352	Supervising Custodian		2.00	0.00	2.00	2.00	2.00	0.00
01318	Supervising Facility Maintenance Mechanic		2.00	0.00	2.00	2.00	2.00	0.00
02180	Utility Coordinator		1.00	0.00	1.00	1.00	1.00	0.00
	Department Totals		88.00	0.00	88.00	85.00	83.00	-5.00

Position Allocation by Department

Class	Title	PT	2011-12 Budget	Adopted Changes	Current	2012-13 Requested	2012-13 Recommended	Recommended Changes
114	**INFORMATION TECHNOLOGY DEPARTMENT**							
00911	Account Clerk	1/2	0.50	0.00	0.50	0.50	0.50	0.00
00913	Accounting Technician - Confidential		1.00	0.00	1.00	1.00	1.00	0.00
02203	Administrative Assistant Series		1.00	0.00	1.00	1.00	1.00	0.00
08795	Administrative Services Manager		1.00	0.00	1.00	1.00	1.00	0.00
09679	Communications Aide		1.00	0.00	1.00	1.00	1.00	0.00
00959	Communications Technician I							
00958	or Communications Technician II		5.00	0.00	5.00	5.00	5.00	0.00
01715	Computer Oper Supervisor - Confidential		1.00	0.00	1.00	1.00	0.00	-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		4.00	-1.00	3.00	3.00	3.00	0.00
08967	Computer Systems Technician Aide							
08969	Computer Systems Technician II							
08968	Computer Systems Technician I		0.00	1.00	1.00	1.00	1.00	0.00
08970	or Computer Systems Technician III							
08903	Departmental Automation Specialist I							
08904	or Departmental Automation Specialist II							
08906	or Departmental Automation Specialist III		7.00	0.00	7.00	7.00	7.00	0.00
08962	Deputy Director-Information Technology		1.00	0.00	1.00	1.00	1.00	0.00
08972	Geographic Information Systems Program Mgr		1.00	0.00	1.00	1.00	1.00	0.00
02252	Information Technology Manager		2.00	0.00	2.00	2.00	2.00	0.00
02268	Information Technology Project Manager I							
02269	or Information Technology Project Manager II							
02270	or Information Technology Project Manager III		4.00	0.00	4.00	4.00	4.00	0.00
02267	Information Technology Supervisor		8.00	0.00	8.00	8.00	8.00	0.00
02257	Network Engineer I							
02258	or Network Engineer II							
02259	or Network Engineer III		4.00	0.00	4.00	4.00	4.00	0.00
01711	Network Hardware Specialist I							
01712	or Network Hardware Specialist II		1.00	0.00	1.00	1.00	1.00	0.00
00969	Senior Communications Technician		1.00	0.00	1.00	1.00	1.00	0.00
01714	Senior Computer Sys Tech - Confidential		2.00	0.00	2.00	2.00	2.00	0.00
02260	Senior Network Engineer		1.00	0.00	1.00	1.00	1.00	0.00
02255	Senior Software Engineer		3.00	0.00	3.00	3.00	3.00	0.00
02256	Senior Systems Administrator		2.00	0.00	2.00	2.00	2.00	0.00
02264	Software Engineer I							
02265	or Software Engineer II							
02266	or Software Engineer III		16.00	0.00	16.00	16.00	16.00	0.00
02264	Software Engineer I	1/2						
02265	or Software Engineer II	1/2						
02266	or Software Engineer III	1/2	0.50	0.00	0.50	0.50	0.50	0.00
02261	Systems Administrator I							
02262	or Systems Administrator II							
02263	or Systems Administrator III		7.00	0.00	7.00	7.00	7.00	0.00
00961	Telephone Systems Coordinator	3/4	0.75	0.00	0.75	0.75	0.75	0.00
00961	Telephone Systems Coordinator	1/2	0.50	0.00	0.50	0.50	0.50	0.00
	Department Totals		76.25	0.00	76.25	76.25	75.25	-1.00
131	**GRAND JURY**							
02203	Administrative Assistant Series	1/2	0.50	0.00	0.50	0.50	0.50	0.00
	Department Totals		0.50	0.00	0.50	0.50	0.50	0.00
132	**DISTRICT ATTORNEY**							
02203	Administrative Assistant Series		4.00	0.00	4.00	4.00	4.00	0.00
02203	Administrative Assistant Series	1/2	1.00	0.00	1.00	1.00	1.00	0.00
08795	Administrative Services Manager		1.00	-1.00	0.00	1.00	0.00	0.00
08891	Administrative Services Officer I							
08892	or Administrative Services Officer II		0.00	2.00	2.00	0.00	2.00	0.00
00392	Assistant District Attorney		1.00	0.00	1.00	1.00	1.00	0.00
00270	Chief Deputy District Attorney		2.00	0.00	2.00	2.00	2.00	0.00
09648	Chief District Attorney Investigator		1.00	0.00	1.00	1.00	1.00	0.00

Position Allocation by Department

Class	Title	PT	2011-12 Budget	Adopted Changes	Current	2012-13 Requested	2012-13 Recommended	Recommended Changes
08903	Departmental Automation Specialist I							
08904	or Departmental Automation Specialist II							
08906	or Departmental Automation Specialist III		1.00	0.00	1.00	1.00	1.00	0.00
00314	Deputy District Attorney IV		30.00	0.00	30.00	30.00	30.00	0.00
00105	District Attorney		1.00	0.00	1.00	1.00	1.00	0.00
09645	District Attorney Investigator I							
09646	or District Attorney Investigator II							
09647	or District Attorney Investigator III		11.00	0.00	11.00	11.00	11.00	0.00
00684	Division Manager-District Attorney		2.00	0.00	2.00	2.00	2.00	0.00
00380	Economic Crime Officer I							
00381	or Economic Crime Officer II							
00382	or Economic Crime Officer III		1.00	0.00	1.00	1.00	1.00	0.00
00382	Economic Crime Officer III	1/2	0.50	0.00	0.50	0.50	0.50	0.00
00383	Economic Crime Technician I							
00384	or Economic Crime Technician II		2.00	0.00	2.00	2.00	2.00	0.00
02203	Administrative Assistant Series							
02230	or Legal Clerk		11.00	0.00	11.00	11.00	11.00	0.00
02238	Paralegal		2.00	0.00	2.00	2.00	2.00	0.00
00883	Secretary I		1.00	-1.00	0.00	1.00	0.00	0.00
00909	Senior Account Clerk		1.00	0.00	1.00	1.00	1.00	0.00
09620	Senior Victim/Witness Coordinator		2.00	0.00	2.00	2.00	2.00	0.00
01536	Social Worker I							
01532	or Social Worker II							
01524	or Social Worker III							
01519	or Social Worker IV		2.00	0.00	2.00	2.00	2.00	0.00
09675	Supervising District Attorney Investigator		2.00	0.00	2.00	2.00	2.00	0.00
02231	Supervising Legal Clerk I		3.00	0.00	3.00	3.00	3.00	0.00
02232	Supervising Legal Clerk II		2.00	0.00	2.00	2.00	2.00	0.00
09614	Victim/Witness Assistance Coordinator Aide							
09634	or Victim/Witness Assistance Coordinator I		1.00	0.00	1.00	1.00	1.00	0.00
09637	or Victim/Witness Assistance Coordinator II		6.00	0.00	6.00	6.00	6.00	0.00
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	1.00	0.00	1.00	1.50	1.00	0.00
	Limited Permanent							
02238	Paralegal	1/2	0.50	0.00	0.50	0.50	0.50	0.00
09614	Victim/Witness Assistance Coordinator Aide	1/2						
09634	or Victim/Witness Assistance Coordinator I	1/2	1.00	0.00	1.00	0.00	0.00	-1.00
09637	or Victim/Witness Assistance Coordinator II	1/2	0.00	0.00	0.00	0.50	1.00	1.00
	Department Totals		94.00	0.00	94.00	94.00	94.00	0.00
134	**CHILD SUPPORT SERVICES**							
08795	Administrative Services Manager		1.00	0.00	1.00	0.00	0.00	-1.00
08891	Administrative Services Officer I		0.00	0.00	0.00	1.00	1.00	1.00
08892	or Administrative Services Officer II							
00394	Asst Director of Child Support Services		1.00	0.00	1.00	1.00	1.00	0.00
00256	Director of Child Support Services		1.00	0.00	1.00	1.00	1.00	0.00
09621	Family Support Officer I							
09622	or Family Support Officer II							
09682	or Family Support Officer III		15.00	0.00	15.00	15.00	15.00	0.00
09682	Family Support Officer III	3/4	0.75	0.00	0.75	0.75	0.75	0.00
02203	Administrative Assistant Series							
02230	or Legal Clerk		15.00	0.00	15.00	14.00	14.00	-1.00
02203	Administrative Assistant Series	1/2						
02230	or Legal Clerk	1/2	1.00	0.00	1.00	0.00	0.00	-1.00
09683	Supervising Family Support Officer		2.00	0.00	2.00	2.00	2.00	0.00
02231	Supervising Legal Clerk I		2.00	0.00	2.00	2.00	2.00	0.00
02232	Supervising Legal Clerk II		2.00	0.00	2.00	2.00	2.00	0.00
02261	Systems Administrator I							
02262	or Systems Administrator II							
02263	or Systems Administrator III		1.00	0.00	1.00	1.00	1.00	0.00
	Department Totals		41.75	0.00	41.75	39.75	39.75	-2.00

Position Allocation by Department

Class	Title	PT	2011-12 Budget	Adopted Changes	Current	2012-13 Requested	2012-13 Recommended	Recommended Changes
136	**SHERIFF-CORONER**							
00905	Accountant I							
00906	or Accountant II		1.00	0.00	1.00	1.00	1.00	0.00
00907	or Accountant III							
00914	Accounting Technician		1.00	0.00	1.00	1.00	1.00	0.00
08795	Administrative Services Manager		1.00	0.00	1.00	1.00	1.00	0.00
08891	Administrative Services Officer I							
08892	or Administrative Services Officer II		2.00	0.00	2.00	2.00	2.00	0.00
00341	CAL-ID Program Coordinator		1.00	0.00	1.00	1.00	1.00	0.00
01341	Cook I							
01340	or Cook II							
01350	or Cook III		6.00	1.00	7.00	7.00	7.00	0.00
00346	Correctional Technician		23.00	0.00	23.00	23.00	23.00	0.00
00350	Crime Prevention Specialist		2.00	0.00	2.00	2.00	2.00	0.00
02011	Department Personnel Technician - Conf.		1.00	0.00	1.00	1.00	1.00	0.00
08906	Departmental Automation Specialist III		1.00	0.00	1.00	1.00	1.00	0.00
00339	Sheriff's Cadet							
00338	or Deputy Sheriff		94.00	0.00	94.00	94.00	94.00	0.00
00354	Food Service Supervisor - Corrections		1.00	0.00	1.00	1.00	1.00	0.00
02203	Administrative Assistant Series							
02230	or Legal Clerk		23.00	0.00	23.00	23.00	23.00	0.00
02203	Administrative Assistant Series	1/2						
02230	or Legal Clerk	1/2	0.50	0.00	0.50	0.50	0.50	0.00
00909	Senior Account Clerk		2.00	0.00	2.00	2.00	2.00	0.00
02255	Senior Software Engineer		1.00	0.00	1.00	1.00	1.00	0.00
00336	Sergeant		15.00	0.00	15.00	15.00	15.00	0.00
00331	Sheriff's Chief Deputy		3.00	0.00	3.00	3.00	2.00	-1.00
02593	Sheriff's Commander		6.00	0.00	6.00	6.00	6.00	0.00
00375	Sheriff's Correctional Deputy		89.00	15.00	104.00	104.00	104.00	0.00
00357	Sheriff's Correctional Lieutenant		3.00	0.00	3.00	3.00	3.00	0.00
00335	Sheriff's Correctional Sergeant		12.00	1.00	13.00	13.00	13.00	0.00
00342	Sheriff's Dispatcher		12.00	0.00	12.00	12.00	12.00	0.00
05000	Sheriff's Dispatcher Supervisor		1.00	0.00	1.00	1.00	1.00	0.00
08973	Sheriff's Forensic Laboratory Specialist		0.00	0.00	0.00	0.00	1.00	1.00
02594	Sheriff's Forensic Specialist		2.00	0.00	2.00	2.00	2.00	0.00
00348	Sheriff's Property Officer		2.00	0.00	2.00	2.00	2.00	0.00
00376	Sheriff's Senior Correctional Deputy		15.00	0.00	15.00	15.00	15.00	0.00
00340	Sheriff's Senior Deputy		29.00	0.00	29.00	29.00	29.00	0.00
00343	Sheriff's Senior Dispatcher		3.00	0.00	3.00	3.00	3.00	0.00
00107	Sheriff-Coroner		1.00	0.00	1.00	1.00	1.00	0.00
08960	Sr Correctional Technician		3.00	0.00	3.00	3.00	3.00	0.00
01336	Storekeeper I	1/2	0.50	0.00	0.50	0.50	0.50	0.00
01331	Storekeeper II		1.00	0.00	1.00	1.00	1.00	0.00
02231	Supervising Legal Clerk I		1.00	0.00	1.00	1.00	1.00	0.00
02232	Supervising Legal Clerk II		1.00	0.00	1.00	1.00	1.00	0.00
02261	Systems Administrator I							
02262	or Systems Administrator II							
02263	or Systems Administrator III		1.00	0.00	1.00	1.00	1.00	0.00
02254	Technology Supervisor		1.00	0.00	1.00	1.00	1.00	0.00
02592	Undersheriff		1.00	0.00	1.00	1.00	1.00	0.00
	Limited Permanent							
00350	Crime Prevention Specialist		1.00	0.00	1.00	1.00	1.00	0.00
00338	Deputy Sheriff		3.00	4.00	7.00	3.00	7.00	0.00
00597	Supervising Clinical Lab Technologist		1.00	0.00	1.00	1.00	0.00	-1.00
	Department Totals		368.00	21.00	389.00	385.00	388.00	-1.00
137	**ANIMAL SERVICES**							
02203	Administrative Assistant Series		4.00	0.00	4.00	4.00	4.00	0.00
08891	Administrative Services Officer I							
08892	or Administrative Services Officer II		1.00	0.00	1.00	1.00	1.00	0.00
01422	Animal Control Lead Officer		1.00	0.00	1.00	1.00	1.00	0.00
01417	Animal Control Officer		5.00	0.00	5.00	5.00	5.00	0.00
01424	Animal Control Supervising Officer		1.00	0.00	1.00	1.00	1.00	0.00
01410	Animal Services Manager (Non-Vet)							

Position Allocation by Department

Class	Title	PT	2011-12 Budget	Adopted Changes	Current	2012-13 Requested	2012-13 Recommended	Recommended Changes
01411	or Animal Services Manager (Vet)		1.00	0.00	1.00	1.00	1.00	0.00
01423	Animal Shelter Registered Veterinary Tech		1.00	0.00	1.00	1.00	1.00	0.00
01425	Animal Shelter Supervisor		1.00	0.00	1.00	1.00	1.00	0.00
01420	Kennel Worker		2.00	0.00	2.00	2.00	2.00	0.00
01420	Kennel Worker	1/2	0.50	0.00	0.50	0.50	0.50	0.00
00911	Account Clerk							
00909	or Senior Account Clerk		1.00	0.00	1.00	1.00	1.00	0.00
	Department Totals		18.50	0.00	18.50	18.50	18.50	0.00
138	**EMERGENCY SERVICES**							
02203	Administrative Assistant Series		0.00	0.00	0.00	1.00	1.00	1.00
02203	Administrative Assistant Series	3/4	0.75	0.00	0.75	0.00	0.00	-0.75
00844	Emergency Services Coordinator I							
00845	or Emergency Services Coordinator II							
00846	or Emergency Services Coordinator III		3.00	0.00	3.00	3.00	3.00	0.00
00844	Emergency Services Coordinator I	1/2						
00845	or Emergency Services Coordinator II	1/2						
00846	or Emergency Services Coordinator III	1/2	0.50	0.00	0.50	0.50	0.50	0.00
08884	Administrative Analyst I							
08883	or Administrative Analyst II							
08882	or Administrative Analyst III							
08886	or Principal Administrative Analyst		1.00	0.00	1.00	1.00	1.00	0.00
	Limited Permanent							
00844	Emergency Services Coordinator I							
00845	or Emergency Services Coordinator II		1.00	-1.00	0.00	0.00	0.00	0.00
00846	or Emergency Services Coordinator III							
	Department Totals		6.25	-1.00	5.25	5.50	5.50	0.25
139	**PROBATION DEPARTMENT**							
00911	Account Clerk		5.00	0.00	5.00	5.00	5.00	0.00
00905	Accountant I							
00906	or Accountant II		1.00	0.00	1.00	1.00	1.00	0.00
00907	or Accountant III							
02203	Administrative Assistant Series		5.00	0.00	5.00	5.00	5.00	0.00
08795	Administrative Services Manager		1.00	0.00	1.00	1.00	1.00	0.00
09783	Chief Deputy Probation Officer		4.00	0.00	4.00	4.00	4.00	0.00
00213	Chief Probation Officer		1.00	0.00	1.00	1.00	1.00	0.00
03501	Collections Officer I		3.00	0.00	3.00	3.00	3.00	0.00
03502	or Collections Officer II		4.00	0.00	4.00	4.00	4.00	0.00
00346	Correctional Technician		4.00	0.00	4.00	5.00	5.00	1.00
00346	Correctional Technician	3/4	0.75	0.00	0.75	0.00	0.00	-0.75
08903	Departmental Automation Specialist I							
08904	or Departmental Automation Specialist II							
08906	or Departmental Automation Specialist III		2.00	0.00	2.00	2.00	2.00	0.00
00324	Deputy Probation Officer I							
00323	or Deputy Probation Officer II		51.00	5.00	56.00	56.00	56.00	0.00
00324	Deputy Probation Officer I	1/2						
00323	or Deputy Probation Officer II	1/2	0.50	-0.50	0.00	0.00	0.00	0.00
00321	Deputy Probation Officer III		3.00	0.00	3.00	3.00	3.00	0.00
00370	Juvenile Services Officer I		0.00	0.00	0.00	0.00	0.00	0.00
00371	or Juvenile Services Officer II		23.00	0.00	23.00	23.00	23.00	0.00
00372	Juvenile Services Officer III		6.00	0.00	6.00	6.00	6.00	0.00
02203	Administrative Assistant Series							
02230	or Legal Clerk		7.00	1.00	8.00	8.00	8.00	0.00
02203	Administrative Assistant Series	1/2						
02230	or Legal Clerk	1/2	0.50	0.00	0.50	0.50	0.50	0.00
00326	Probation Assistant		4.00	0.00	4.00	4.00	4.00	0.00
00909	Senior Account Clerk		1.00	0.00	1.00	1.00	1.00	0.00
00927	Supervising Admin Clerk I		1.00	0.00	1.00	1.00	1.00	0.00
00928	Supervising Admin Clerk II		1.00	0.00	1.00	1.00	1.00	0.00
00373	Supervising Deputy Probation Officer		11.00	1.00	12.00	12.00	12.00	0.00
	Limited Permanent							
00911	Account Clerk		1.00	0.00	1.00	1.00	1.00	0.00

Position Allocation by Department

Class	Title	PT	2011-12 Budget	Adopted Changes	Current	2012-13 Requested	2012-13 Recommended	Recommended Changes
03501	Collections Officer I		1.00	0.00	1.00	1.00	1.00	0.00
03502	or Collections Officer II							
00324	Deputy Probation Officer I							
00323	or Deputy Probation Officer II		0.00	1.00	1.00	1.00	1.00	0.00
00373	Supervising Deputy Probation Officer		2.00	0.00	2.00	2.00	2.00	0.00
	Department Totals		143.75	7.50	151.25	151.50	151.50	0.25
141	**AGRICULTURAL COMMISSIONER**							
02203	Administrative Assistant Series		3.00	0.00	3.00	3.00	3.00	0.00
08891	Administrative Services Officer I							
08892	or Administrative Services Officer II		1.00	0.00	1.00	1.00	1.00	0.00
00201	Ag Commissioner/Sealer of Weights & Measures		1.00	0.00	1.00	1.00	1.00	0.00
02731	Agr/Weights & Measures Tech I							
02732	or Agr/Weights & Measures Tech II		6.00	1.00	7.00	7.00	7.00	0.00
02732	Agr/Weights & Measures Tech II	3/4	2.25	-1.50	0.75	0.75	0.75	0.00
02731	Agr/Weights & Measures Tech I	1/2						
02732	or Agr/Weights & Measures Tech II	1/2	0.50	0.00	0.50	0.50	0.50	0.00
00819	Agricultural Inspector/Biologist III	3/4	0.75	0.00	0.75	0.75	0.75	0.00
02730	Agricultural Resource Specialist		1.00	1.00	2.00	2.00	1.00	-1.00
00802	Chief Deputy-Agricultural Commissioner		1.00	0.00	1.00	1.00	1.00	0.00
00823	Chief Deputy-Sealer Weights & Measures		1.00	0.00	1.00	1.00	1.00	0.00
08903	Departmental Automation Specialist I							
08904	or Departmental Automation Specialist II							
08906	or Departmental Automation Specialist III		1.00	0.00	1.00	1.00	1.00	0.00
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	0.00	0.50	0.50	0.50	0.00
00816	Agricultural Inspector/Biologist Trainee							
00817	or Agricultural Inspector/Biologist I							
00818	or Agricultural Inspector/Biologist II							
00819	or Agricultural Inspector/Biologist III		13.00	1.00	14.00	14.00	14.00	0.00
00804	or Deputy Agricultural Commissioner		3.00	0.00	3.00	3.00	3.00	0.00
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	-0.50	1.50	1.50	1.50	0.00
00804	or Deputy Agricultural Commissioner	1/2						
02803	Environmental Resource Specialist		1.00	-1.00	0.00	0.00	0.00	0.00
01620	Mapping/Graphics Systems Specialist I							
01621	or Mapping/Graphics Systems Specialist II							
01622	or Mapping/Graphics Systems Specialist III		1.00	0.00	1.00	1.00	1.00	0.00
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	0.00	3.00	3.00	3.00	0.00
	Department Totals		42.00	0.00	42.00	42.00	41.00	-1.00
142	**PLANNING & BUILDING DEPARTMENT**							
00905	Accountant I							
00906	or Accountant II							
00907	or Accountant III		1.00	0.00	1.00	1.00	1.00	0.00
00914	Accounting Technician		1.00	0.00	1.00	1.00	1.00	0.00
00913	or Accounting Technician - Confidential							
02203	Administrative Assistant Series		6.00	0.00	6.00	6.00	6.00	0.00
08795	Administrative Services Manager		1.00	0.00	1.00	1.00	1.00	0.00
08891	Administrative Services Officer I							
08892	or Administrative Services Officer II		1.00	0.00	1.00	1.00	1.00	0.00
01699	Assistant Building Official		1.00	0.00	1.00	1.00	1.00	0.00
00391	Assistant Director-Planning and Building		1.00	0.00	1.00	1.00	1.00	0.00
01601	Building Inspector I							
01602	or Building Inspector II							
01603	or Building Inspector III		8.00	0.00	8.00	8.00	8.00	0.00
01701	Building Plans Examiner I							

Position Allocation by Department

Class	Title	PT	2011-12 Budget	Adopted Changes	Current	2012-13 Requested	2012-13 Recommended	Recommended Changes
01703	or Building Plans Examiner III		6.00	0.00	6.00	6.00	6.00	0.00
08903	Departmental Automation Specialist I							
08904	or Departmental Automation Specialist II							
08906	or Departmental Automation Specialist III		3.00	0.00	3.00	3.00	3.00	0.00
00237	Director of Planning/Building		1.00	0.00	1.00	1.00	1.00	0.00
00681	Division Manager-Building (Chief Bldg Offcl)		1.00	0.00	1.00	1.00	1.00	0.00
00690	Division Manager-Planning		3.00	0.00	3.00	2.00	2.00	-1.00
08415	Environmental Health Specialist III		1.00	0.00	1.00	1.00	1.00	0.00
00877	Environmental Quality Coord		1.00	0.00	1.00	1.00	1.00	0.00
01620	Mapping/Graphics Systems Specialist I							
01621	or Mapping/Graphics Systems Specialist II							
01622	or Mapping/Graphics Systems Specialist III		2.00	1.00	3.00	3.00	3.00	0.00
02805	Permit Technician		4.00	0.00	4.00	3.00	3.00	-1.00
02800	Planner I							
02801	or Planner II							
02802	or Planner III		11.00	0.00	11.00	11.00	16.00	5.00
02803	or Environmental Resource Specialist		7.00	0.00	7.00	7.00	2.00	-5.00
02804	or Principal Environmental Specialist		1.00	0.00	1.00	1.00	1.00	0.00
02800	Planner I	3/4						
02801	or Planner II	3/4						
02802	or Planner III	3/4	1.50	0.00	1.50	1.50	1.50	0.00
02803	or Environmental Resource Specialist	3/4						
02804	or Principal Environmental Specialist	3/4						
01709	Resource Protection Specialist II		4.00	0.00	4.00	4.00	4.00	0.00
01710	Resource Protection Specialist III		1.00	0.00	1.00	1.00	1.00	0.00
00883	Secretary I		1.00	0.00	1.00	1.00	1.00	0.00
00884	Secretary II		1.00	0.00	1.00	1.00	1.00	0.00
00603	Senior Planner		8.00	0.00	8.00	8.00	8.00	0.00
00603	Senior Planner	3/4	0.75	0.00	0.75	0.75	0.75	0.00
00928	Supervising Admin Clerk II		1.00	0.00	1.00	1.00	1.00	0.00
01600	Supervising Building Inspector		2.00	0.00	2.00	2.00	2.00	0.00
01700	Supervising Building Plans Examiner		1.00	0.00	1.00	1.00	1.00	0.00
01707	Supervising Planner		5.00	0.00	5.00	5.00	5.00	0.00
01623	Supv Mapping/Graphics Systems Specialist		1.00	-1.00	0.00	0.00	0.00	0.00
02261	Systems Administrator I							
02262	or Systems Administrator II							
02263	or Systems Administrator III		1.00	0.00	1.00	1.00	1.00	0.00
	Limited Permanent							
01708	Resource Protection Specialist I	1/2						
01709	or Resource Protection Specialist II	1/2	0.00	0.50	0.50	0.00	0.50	0.00
01710	or Resource Protection Specialist III	1/2						
	Department Totals		89.25	0.50	89.75	87.25	87.75	-2.00
160	**HEALTH AGENCY**							
00905	Accountant I							
00906	or Accountant II		1.00	1.00	2.00	2.00	2.00	0.00
00907	or Accountant III		1.00	0.00	1.00	1.00	1.00	0.00
00914	Accounting Technician		3.00	-1.00	2.00	3.00	3.00	1.00
00914	Accounting Technician	1/2	0.50	0.00	0.50	0.50	0.00	-0.50
02203	Administrative Assistant Series		18.00	-1.00	17.00	17.00	16.00	-1.00
02203	Administrative Assistant Series	3/4	0.75	0.00	0.75	0.75	0.75	0.00
02203	Administrative Assistant Series	1/2	1.00	0.00	1.00	1.00	1.00	0.00
08795	Administrative Services Manager		1.00	0.00	1.00	1.00	1.00	0.00
08891	Administrative Services Officer I							
08892	or Administrative Services Officer II		4.00	2.00	6.00	6.00	6.00	0.00
08891	Administrative Services Officer I	3/4						
08892	or Administrative Services Officer II	3/4	0.00	0.75	0.75	0.75	0.75	0.00
08891	Administrative Services Officer I	1/2	0.50	0.00	0.50	0.50	0.50	0.00
08892	or Administrative Services Officer II	1/2						
09632	Communicable Disease Investigator	3/4	0.75	0.00	0.75	0.75	0.75	0.00
00427	Community Service Aide	1/2	1.00	0.00	1.00	0.00	0.00	-1.00
00410	Cross Connection Inspector		1.00	0.00	1.00	1.00	1.00	0.00

Position Allocation by Department

Class	Title	PT	2011-12 Budget	Adopted Changes	Current	2012-13 Requested	2012-13 Recommended	Recommended Changes
02010	Department Personnel Technician		2.00	0.00	2.00	2.00	2.00	0.00
08903	Departmental Automation Specialist I							
08904	or Departmental Automation Specialist II							
08906	or Departmental Automation Specialist III		4.00	0.00	4.00	4.00	4.00	0.00
03005	Deputy Director-Health Agency		1.00	0.00	1.00	1.00	1.00	0.00
08954	Division Manager-Environmental Health		1.00	0.00	1.00	1.00	1.00	0.00
08950	Division Manager-Health Agency		1.00	1.00	2.00	2.00	2.00	0.00
08955	Division Manager-Public Health Nursing Serv		1.00	0.00	1.00	1.00	1.00	0.00
08413	Environmental Health Specialist I							
08414	or Environmental Health Specialist II							
08415	or Environmental Health Specialist III		14.00	0.00	14.00	14.00	14.00	0.00
08413	Environmental Health Specialist I	1/2						
08414	or Environmental Health Specialist II	1/2						
08415	or Environmental Health Specialist III	1/2	1.00	0.00	1.00	1.00	1.00	0.00
00437	Epidemiologist		1.00	0.00	1.00	1.00	1.00	0.00
03003	Health Agency Director		1.00	0.00	1.00	1.00	1.00	0.00
00221	Health Education Specialist		4.00	0.00	4.00	4.00	4.00	0.00
00447	Laboratory Assistant I							
00446	or Laboratory Assistant II		2.00	0.00	2.00	2.00	2.00	0.00
02203	Administrative Assistant Series							
02230	or Legal Clerk		1.00	0.00	1.00	0.00	0.00	-1.00
00543	Licensed Vocational Nurse	3/4	0.75	0.00	0.75	0.75	0.75	0.00
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		25.00	0.00	25.00	25.00	25.00	0.00
00457	Nurse Practitioner/Physician's Assistant	3/4	0.75	0.00	0.75	0.75	0.75	0.00
00420	Community Health Nurse	1/2	0.50	-0.50	0.00	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	2.00	0.00	2.00	2.00	2.00	0.00
00420	Community Health Nurse	1/4						
00417	or Public Health Nurse	1/4						
00415	or Senior Community Health Nurse	1/4						
00421	or Senior Public Health Nurse	1/4						
00457	or Nurse Practitioner/Physician's Assistant	1/4	0.25	0.00	0.25	0.25	0.00	-0.25
08966	Nutrition Services Program Manager		1.00	0.00	1.00	1.00	1.00	0.00
09784	Oral Health Program Manager		1.00	0.00	1.00	1.00	1.00	0.00
08538	Patient Services Representative		3.00	0.00	3.00	3.00	4.00	1.00
00575	Physical or Occupational Therapist Aide		2.00	1.00	3.00	3.00	3.00	0.00
00571	Physical or Occupational Therapist I							
00572	or Physical or Occupational Therapist II		5.00	0.00	5.00	5.00	5.00	0.00
00571	Physical or Occupational Therapist I	3/4						
00572	or Physical or Occupational Therapist II	3/4	0.75	0.00	0.75	0.75	0.00	-0.75
00571	Physical or Occupational Therapist I	1/2						
00572	or Physical or Occupational Therapist II	1/2	0.00	0.00	0.00	0.00	0.50	0.50
00571	Physical or Occupational Therapist I	1/4						
00572	or Physical or Occupational Therapist II	1/4	0.50	0.00	0.50	0.50	0.50	0.00
01583	Program Manager I							
01584	or Program Manager II		3.00	-1.00	2.00	2.00	2.00	0.00
03004	Public Health Admin/Health Officer		1.00	0.00	1.00	1.00	1.00	0.00
00422	Public Health Aide I							
00423	or Public Health Aide II							
00424	or Public Health Aide III		12.00	0.00	12.00	12.00	12.00	0.00
08959	Public Health Laboratory Manager		1.00	0.00	1.00	1.00	1.00	0.00
00442	Public Health Microbiologist I							
00441	or Public Health Microbiologist II		4.00	0.00	4.00	4.00	4.00	0.00
00442	Public Health Microbiologist I	3/4						
00441	or Public Health Microbiologist II	3/4	0.75	0.00	0.75	0.75	0.75	0.00
00442	Public Health Microbiologist I	1/2						
00441	or Public Health Microbiologist II	1/2	0.50	0.00	0.50	0.50	0.50	0.00
01347	Public Health Nutritionist I		0.00	0.00	0.00	0.00	0.00	0.00
01348	or Public Health Nutritionist II		2.00	0.00	2.00	2.00	2.00	0.00

Position Allocation by Department

Class	Title	PT	2011-12 Budget	Adopted Changes	Current	2012-13 Requested	2012-13 Recommended	Recommended Changes
01347	Public Health Nutritionist I	3/4	1.50	0.00	1.50	1.50	1.50	0.00
01348	or Public Health Nutritionist II	3/4	0.75	0.00	0.75	0.75	0.75	0.00
01347	Public Health Nutritionist I	1/2	1.50	0.00	1.50	1.00	1.00	-0.50
01348	or Public Health Nutritionist II	1/2						
00886	Secretary I - Confidential		1.00	0.00	1.00	1.00	1.00	0.00
00909	Senior Account Clerk		6.00	0.00	6.00	6.00	6.00	0.00
01536	Social Worker I							
01532	or Social Worker II							
01524	or Social Worker III							
01519	or Social Worker IV		1.00	0.00	1.00	1.00	1.00	0.00
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	0.00	0.75	0.75	0.75	0.00
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	0.50	0.00	0.50	0.50	0.50	0.00
03001	Sr Physical or Occupational Therapist		1.00	0.00	1.00	1.00	1.00	0.00
00927	Supervising Admin Clerk I		1.00	0.00	1.00	1.00	1.00	0.00
08416	Supervising Environmental Health Specialist		3.00	0.00	3.00	3.00	3.00	0.00
00573	Supervising Physical or Occupational Ther		1.00	0.00	1.00	1.00	1.00	0.00
00444	Supervising Public Health Microbiologist		1.00	0.00	1.00	1.00	1.00	0.00
00414	Supervising Public Health Nurse		5.00	-1.00	4.00	4.00	4.00	0.00
	Department Totals		159.25	1.25	160.50	159.00	158.00	-2.50
166	**BEHAVIORAL HEALTH**							
00905	Accountant I							
00906	or Accountant II		3.00	0.00	3.00	3.00	3.00	0.00
00907	or Accountant III		3.00	0.00	3.00	3.00	3.00	0.00
00914	Accounting Technician		2.00	0.00	2.00	2.00	2.00	0.00
00913	or Accounting Technician - Confidential							
02203	Administrative Assistant Series		15.00	0.00	15.00	15.00	15.00	0.00
02203	Administrative Assistant Series	1/2	1.00	0.00	1.00	1.00	1.00	0.00
08795	Administrative Services Manager		1.00	0.00	1.00	1.00	1.00	0.00
08891	Administrative Services Officer I							
08892	or Administrative Services Officer II		7.00	0.00	7.00	7.00	8.00	1.00
03071	Behavioral Health Administrator		1.00	0.00	1.00	1.00	1.00	0.00
08949	Division Manager-Drug & Alcohol Services		1.00	0.00	1.00	1.00	1.00	0.00
08951	Division Manager-Mental Health Services		4.00	0.00	4.00	4.00	4.00	0.00
08610	Drug & Alcohol Program Supervisor		3.00	0.00	3.00	3.00	3.00	0.00
08610	Drug & Alcohol Program Supervisor	3/4	0.75	0.00	0.75	0.75	0.75	0.00
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		26.00	3.00	29.00	29.00	31.00	2.00
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	3.75	0.00	3.75	3.75	3.00	-0.75
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	0.50	0.00	0.50	0.50	1.00	0.50
08606	Drug & Alcohol Worker Aide							
08607	or Drug & Alcohol Worker I							
08608	or Drug & Alcohol Worker II		4.00	0.00	4.00	4.00	4.00	0.00
08606	Drug & Alcohol Worker Aide	1/2						
08607	or Drug & Alcohol Worker I	1/2						
08608	or Drug & Alcohol Worker II	1/2	1.50	0.00	1.50	1.50	1.50	0.00
00519	Mental Health Medical Director		1.00	0.00	1.00	1.00	1.00	0.00
08535	Mental Health Medical Records Supervisor		1.00	0.00	1.00	1.00	1.00	0.00
08568	Mental Health Pre-Licensed Nurse							
08570	or Mental Health Nurse Trainee							

Position Allocation by Department

Class	Title	PT	2011-12 Budget	Adopted Changes	Current	2012-13 Requested	2012-13 Recommended	Recommended Changes
08573	or Mental Health Nurse I							
08572	or Mental Health Nurse II		4.00	0.00	4.00	4.00	4.00	0.00
08571	or Mental Health Nurse III							
08525	Mental Health Program Supervisor		8.00	1.00	9.00	9.00	9.00	0.00
08569	Mental Health Supervising Nurse		1.00	0.00	1.00	1.00	1.00	0.00
08529	Mental Health Therapist I							
08528	or Mental Health Therapist II		1.00	0.00	1.00	1.00	1.00	0.00
08527	or Mental Health Therapist III							
08526	or Mental Health Therapist IV		80.00	3.00	83.00	83.00	83.00	0.00
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	1.50	0.00	1.50	1.50	2.25	0.75
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	4.00	0.00	4.00	4.00	4.00	0.00
08576	Mental Health Worker Aide		1.00	0.00	1.00	1.00	1.00	0.00
08575	or Mental Health Worker I							
08574	or Mental Health Worker II		1.00	0.00	1.00	1.00	1.00	0.00
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		1.00	0.00	1.00	1.00	1.00	0.00
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	0.00	0.00	0.00	0.00	0.50	0.50
00420	Community Health Nurse	1/4						
00417	or Public Health Nurse	1/4						
00415	or Senior Community Health Nurse	1/4						
00421	or Senior Public Health Nurse	1/4						
00457	or Nurse Practitioner/Physician's Assistant	1/4	0.25	0.00	0.25	0.25	0.00	-0.25
00525	Psychologist		2.00	0.00	2.00	2.00	2.00	0.00
00883	Secretary I		1.00	0.00	1.00	1.00	1.00	0.00
00911	Account Clerk	1/2						
00909	or Senior Account Clerk	1/2	0.50	0.00	0.50	0.50	0.50	0.00
00582	Medical Records Technician		3.00	0.00	3.00	3.00	3.00	0.00
00593	or Senior Medical Records Technician		5.00	0.00	5.00	5.00	5.00	0.00
00582	Medical Records Technician	1/2	0.50	0.00	0.50	0.50	0.50	0.00
00593	or Senior Medical Records Technician	1/2						
00522	Staff Psychiatrist		4.00	0.00	4.00	4.00	4.00	0.00
00522	Staff Psychiatrist	1/2	1.50	0.00	1.50	1.50	1.50	0.00
00899	Supervising Accounting Technician		1.00	0.00	1.00	1.00	1.00	0.00
00928	Supervising Admin Clerk II		1.00	0.00	1.00	1.00	1.00	0.00
	Limited Permanent							
02203	Administrative Assistant Series	1/2	0.00	0.50	0.50	0.50	1.00	0.50
08795	Administrative Services Manager		1.00	0.00	1.00	1.00	1.00	0.00
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		1.00	0.00	1.00	1.00	1.00	0.00
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	0.00	0.75	0.75	0.75	0.75	0.00
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	0.50	0.00	0.50	0.50	0.00	-0.50
08606	Drug & Alcohol Worker Aide	1/2						
08607	or Drug & Alcohol Worker I	1/2	0.00	0.00	0.00	0.00	1.00	1.00
08608	or Drug & Alcohol Worker II	1/2	0.00	1.00	1.00	0.50	0.50	-0.50

Position Allocation by Department

Class	Title	PT	2011-12 Budget	Adopted Changes	Current	2012-13 Requested	2012-13 Recommended	Recommended Changes
08529	Mental Health Therapist I							
08528	or Mental Health Therapist II							
08527	or Mental Health Therapist III							
08526	or Mental Health Therapist IV		0.00	1.00	1.00	1.00	0.00	-1.00
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	0.00	0.75	0.75	0.75	0.75	0.00
	Department Totals		204.25	11.00	215.25	214.75	218.50	3.25
	Limited Permanent Expirations							
180	**SOCIAL SERVICES ADMINISTRATION**							
00914	Accounting Technician		3.00	0.00	3.00	3.00	3.00	0.00
02203	Administrative Assistant Series		64.00	0.00	64.00	64.00	64.00	0.00
08795	Administrative Services Manager		1.00	0.00	1.00	1.00	1.00	0.00
08891	Administrative Services Officer I							
08892	or Administrative Services Officer II		1.00	0.00	1.00	1.00	1.00	0.00
01502	Assistant Social Services Director		1.00	0.00	1.00	1.00	1.00	0.00
00427	Community Service Aide		16.00	0.00	16.00	16.00	16.00	0.00
01501	County Social Services Director		1.00	0.00	1.00	1.00	1.00	0.00
00280	Department Administrator		2.00	0.00	2.00	2.00	2.00	0.00
02010	Department Personnel Technician		2.00	0.00	2.00	2.00	2.00	0.00
02011	Department Personnel Technician - Conf.		1.00	0.00	1.00	1.00	1.00	0.00
08903	Departmental Automation Specialist I							
08904	or Departmental Automation Specialist II							
08906	or Departmental Automation Specialist III		4.00	0.00	4.00	4.00	4.00	0.00
00693	Division Manager-Social Services		8.00	0.00	8.00	8.00	8.00	0.00
01544	Employment/Resource Specialist I							
01545	or Employment/Resource Specialist II							
01546	or Employment/Resource Specialist III		113.00	2.00	115.00	115.00	115.00	0.00
01547	Employment/Resource Specialist IV		16.00	0.00	16.00	16.00	16.00	0.00
01550	Employment/Services Supervisor		20.00	0.00	20.00	20.00	20.00	0.00
02203	Administrative Assistant Series							
02230	or Legal Clerk		4.00	0.00	4.00	4.00	4.00	0.00
01560	Personal Care Aide		0.00	0.00	0.00	0.00	1.00	1.00
01560	Personal Care Aide	3/4	3.00	0.00	3.00	3.00	2.25	-0.75
01583	Program Manager I							
01584	or Program Manager II		14.00	0.00	14.00	14.00	14.00	0.00
00909	Senior Account Clerk		10.00	0.00	10.00	10.00	10.00	0.00
02255	Senior Software Engineer		2.00	0.00	2.00	2.00	2.00	0.00
01531	Social Services Investigator		2.00	-1.00	1.00	1.00	1.00	0.00
01555	Social Svcs Program Review Specialist		28.00	2.00	30.00	30.00	30.00	0.00
01536	Social Worker I							
01532	or Social Worker II							
01524	or Social Worker III							
01519	or Social Worker IV		71.00	-3.00	68.00	68.00	68.00	0.00
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	0.00	0.75	0.75	0.75	0.00
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	0.00	1.00	1.00	1.00	0.00
01516	Social Worker Supervisor II		15.00	0.00	15.00	15.00	15.00	0.00
02264	Software Engineer I							
02265	or Software Engineer II							
02266	or Software Engineer III		2.00	0.00	2.00	2.00	2.00	0.00
00899	Supervising Accounting Technician		3.00	0.00	3.00	3.00	3.00	0.00
00927	Supervising Admin Clerk I		8.00	0.00	8.00	8.00	7.00	-1.00
00928	Supervising Admin Clerk II		0.00	0.00	0.00	0.00	1.00	1.00
02231	Supervising Legal Clerk I		1.00	0.00	1.00	1.00	1.00	0.00
02232	Supervising Legal Clerk II		1.00	0.00	1.00	1.00	1.00	0.00
01537	Supervising Social Services Investigator		1.00	0.00	1.00	1.00	1.00	0.00

Position Allocation by Department

Class	Title	PT	2011-12 Budget	Adopted Changes	Current	2012-13 Requested	2012-13 Recommended	Recommended Changes
02261	Systems Administrator I							
02262	or Systems Administrator II							
02263	or Systems Administrator III		1.00	0.00	1.00	1.00	1.00	0.00
	Department Totals		420.75	0.00	420.75	420.75	421.00	0.25
184	**LAW ENFORCEMENT MED CARE**							
02204	Administrative Assistant Aide							
02201	or Administrative Assistant I							
02202	or Administrative Assistant II		1.00	0.00	1.00	1.00	1.00	0.00
02203	or Administrative Assistant Series		0.00	0.00	0.00	0.00	0.00	0.00
00500	Pre-Licensed Correctional Nurse							
00527	or Correctional Nurse I							
00528	or Correctional Nurse II		2.00	0.00	2.00	3.00	7.00	5.00
00500	Pre-Licensed Correctional Nurse	3/4						
00527	or Correctional Nurse I	3/4						
00528	or Correctional Nurse II	3/4	4.50	0.00	4.50	3.00	0.00	-4.50
00500	Pre-Licensed Correctional Nurse	1/2						
00527	or Correctional Nurse I	1/2	0.50	0.00	0.50	0.00	0.00	-0.50
00528	or Correctional Nurse II	1/2	0.00	0.00	0.00	1.00	0.00	0.00
00524	Correctional Nurse Supervisor	3/4	0.75	0.00	0.75	0.75	0.75	0.00
00543	Licensed Vocational Nurse		1.00	0.00	1.00	1.00	1.00	0.00
00543	Licensed Vocational Nurse	3/4	0.75	0.00	0.75	0.00	0.00	-0.75
08529	Mental Health Therapist I		1.00	-1.00	0.00	0.00	0.00	0.00
08528	or Mental Health Therapist II		0.00	1.00	1.00	1.00	1.00	0.00
08527	or Mental Health Therapist III							
08526	or Mental Health Therapist IV							
08529	Mental Health Therapist I	3/4	0.00	0.00	0.00	0.00	0.00	0.00
08528	or Mental Health Therapist II	3/4	0.00	0.00	0.00	0.75	0.75	0.75
08527	or Mental Health Therapist III	3/4						
08526	or Mental Health Therapist IV	3/4						
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	0.00	1.00	1.00	1.00	0.00
	Department Totals		12.50	0.00	12.50	12.50	12.50	0.00
186	**VETERANS SERVICES**							
02203	Administrative Assistant Series		1.00	0.00	1.00	1.00	1.00	0.00
00866	Assistant Veterans Service Officer II		2.00	0.00	2.00	2.00	2.00	0.00
00252	Veterans Service Officer		1.00	0.00	1.00	1.00	1.00	0.00
	Department Totals		4.00	0.00	4.00	4.00	4.00	0.00
215	**FARM ADVISOR**							
00813	4-H Program Assistant		1.00	0.00	1.00	1.00	1.00	0.00
02203	Administrative Assistant Series		1.00	0.00	1.00	1.00	1.00	0.00
02203	Administrative Assistant Series	1/2	0.50	0.00	0.50	0.50	0.50	0.00
02731	Agr/Weights & Measures Tech I							
02732	or Agr/Weights & Measures Tech II		1.00	0.00	1.00	1.00	1.00	0.00
00221	Health Education Specialist	1/2	0.50	0.00	0.50	0.50	0.50	0.00
00927	Supervising Admin Clerk I		1.00	0.00	1.00	1.00	1.00	0.00
	Department Totals		5.00	0.00	5.00	5.00	5.00	0.00
275	**ORGANIZATIONAL DEVELOPMENT**							
08884	Administrative Analyst I							
08883	or Administrative Analyst II							
08882	or Administrative Analyst III		1.00	0.00	1.00	1.00	1.00	0.00
08886	or Principal Administrative Analyst							
	Department Totals		1.00	0.00	1.00	1.00	1.00	0.00

Position Allocation by Department

Class	Title	PT	2011-12 Budget	Adopted Changes	Current	2012-13 Requested	2012-13 Recommended	Recommended Changes
305	**PARKS**							
02203	Administrative Assistant Series		2.00	0.00	2.00	2.00	2.00	0.00
08965	Deputy Director-County Parks		1.00	0.00	1.00	1.00	1.00	0.00
01203	Park Operations Coordinator		1.00	0.00	1.00	1.00	1.00	0.00
01223	Park Ranger Aide		2.00	0.00	2.00	3.00	3.00	1.00
01222	or Park Ranger I		0.00	0.00	0.00	1.00	1.00	1.00
01221	or Park Ranger II		16.00	0.00	16.00	16.00	16.00	0.00
01220	or Park Ranger III		8.00	0.00	8.00	8.00	8.00	0.00
01210	Park Ranger Specialist		2.00	0.00	2.00	3.00	3.00	1.00
01251	Parks Superintendent		1.00	0.00	1.00	1.00	1.00	0.00
02800	Planner I							
02801	or Planner II							
02802	or Planner III		1.00	0.00	1.00	1.00	1.00	0.00
02803	or Environmental Resource Specialist							
02804	or Principal Environmental Specialist							
00603	Senior Planner		1.00	0.00	1.00	1.00	1.00	0.00
01204	Supervising Park Ranger		4.00	0.00	4.00	4.00	4.00	0.00
	Department Totals		39.00	0.00	39.00	42.00	42.00	3.00
350	**CO MEDICAL SERVICES PROG**							
00905	Accountant I							
00906	or Accountant II							
00907	or Accountant III		1.00	0.00	1.00	1.00	1.00	0.00
00914	Accounting Technician		1.00	0.00	1.00	1.00	1.00	0.00
08950	Division Manager-Health Agency		1.00	0.00	1.00	1.00	1.00	0.00
01539	Eligibility Technician I							
01540	or Eligibility Technician II		1.00	0.00	1.00	1.00	1.00	0.00
01541	or Eligibility Technician III		2.00	0.00	2.00	2.00	2.00	0.00
00420	Community Health Nurse							
00417	or Public Health Nurse		0.00	0.00	0.00	1.00	1.00	1.00
00415	or Senior Community Health Nurse							
00421	or Senior Public Health Nurse							
00457	or Nurse Practitioner/Physician's Assistant							
00420	Community Health Nurse	1/2						
00417	or Public Health Nurse	1/2	0.50	0.00	0.50	0.50	0.50	0.00
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						
08538	Patient Services Representative		1.00	0.00	1.00	1.00	1.00	0.00
00540	Registered Nurse I							
00537	or Registered Nurse II		1.00	0.00	1.00	0.00	0.00	-1.00
00911	Account Clerk							
00909	or Senior Account Clerk		1.00	0.00	1.00	1.00	1.00	0.00
00911	Account Clerk	3/4						
00909	or Senior Account Clerk	3/4	0.75	0.00	0.75	0.75	0.75	0.00
00911	Account Clerk	1/2						
00909	or Senior Account Clerk	1/2	0.50	0.00	0.50	0.50	0.50	0.00
	Department Totals		10.75	0.00	10.75	10.75	10.75	0.00
375	**DRIVING UNDER THE INFLUENCE**							
02203	Administrative Assistant Series		4.00	0.00	4.00	4.00	4.00	0.00
08620	Drug & Alcohol Services Specialist I		9.00	0.00	9.00	9.00	9.00	0.00
08621	or Drug & Alcohol Services Specialist II							
08622	or Drug & Alcohol Services Specialist III							
08623	or Drug & Alcohol Services Specialist IV							
	Department Totals		13.00	0.00	13.00	13.00	13.00	0.00
377	**LIBRARY**							
00905	Accountant I							
00906	or Accountant II		1.00	0.00	1.00	1.00	1.00	0.00
00907	or Accountant III							
02203	Administrative Assistant Series		33.00	0.00	33.00	31.00	31.00	-2.00

Position Allocation by Department

Class	Title	PT	2011-12 Budget	Adopted Changes	Current	2012-13 Requested	2012-13 Recommended	Recommended Changes
02203	Administrative Assistant Series	3/4	0.75	0.00	0.75	0.75	0.75	0.00
02203	Administrative Assistant Series	1/2	2.00	0.00	2.00	2.00	2.00	0.00
02203	Administrative Assistant Series	1/4	0.25	0.00	0.25	0.25	0.25	0.00
08891	Administrative Services Officer I							
08892	or Administrative Services Officer II		1.00	0.00	1.00	1.00	1.00	0.00
01001	Assistant Library Director		1.00	0.00	1.00	1.00	1.00	0.00
02010	Department Personnel Technician	1/2	0.50	0.00	0.50	0.50	0.50	0.00
01003	Librarian I							
01004	or Librarian II		6.00	0.00	6.00	6.00	6.00	0.00
01004	Librarian II	3/4	1.50	0.00	1.50	1.50	1.50	0.00
01011	Librarian III		7.00	0.00	7.00	7.00	7.00	0.00
01013	Library Assistant	1/2	3.00	0.00	3.00	3.00	3.00	0.00
00210	Library Director		1.00	0.00	1.00	1.00	1.00	0.00
01009	Library Driver Clerk I							
01010	or Library Driver Clerk II		1.00	0.00	1.00	1.00	1.00	0.00
04000	Library Manager		2.00	0.00	2.00	2.00	2.00	0.00
00911	Account Clerk							
00909	or Senior Account Clerk		1.00	0.00	1.00	1.00	1.00	0.00
01002	Supervising Librarian		2.00	0.00	2.00	2.00	2.00	0.00
01007	Supervising Library Assistant		8.00	0.00	8.00	8.00	8.00	0.00
01007	Supervising Library Assistant	1/2	0.50	0.00	0.50	0.50	0.50	0.00
	Department Totals		72.50	0.00	72.50	70.50	70.50	-2.00
405	**PUBLIC WORKS - ISF**							
00905	Accountant I							
00906	or Accountant II							
00907	or Accountant III		3.00	0.00	3.00	3.00	3.00	0.00
00914	Accounting Technician		2.00	0.00	2.00	2.00	2.00	0.00
02203	Administrative Assistant Series		5.00	0.00	5.00	5.00	5.00	0.00
08795	Administrative Services Manager		5.00	0.00	5.00	5.00	5.00	0.00
08795	Administrative Services Manager	3/4	0.75	0.00	0.75	0.75	0.75	0.00
08891	Administrative Services Officer I							
08892	or Administrative Services Officer II		2.00	0.00	2.00	2.00	2.00	0.00
09624	Assistant Water Systems Superintendent		2.00	0.00	2.00	2.00	2.00	0.00
00609	Property Management Aide							
00622	or Assistant Real Property Agent							
00623	or Associate Real Property Agent		1.00	0.00	1.00	1.00	1.00	0.00
02901	Chief Water Treatment Plant Operator-Grade 3		1.00	0.00	1.00	1.00	1.00	0.00
02902	Chief Water Treatment Plant Operator-Grade 4		1.00	0.00	1.00	1.00	1.00	0.00
02903	Civil Engineering Technician Aide							
00648	or Civil Engineer Technician I							
00650	or Civil Engineer Technician II							
00652	or Civil Engineer Technician III		17.00	0.00	17.00	17.00	17.00	0.00
00280	Department Administrator		2.00	0.00	2.00	2.00	2.00	0.00
08903	Departmental Automation Specialist I							
08904	or Departmental Automation Specialist II							
08906	or Departmental Automation Specialist III		2.00	0.00	2.00	2.00	2.00	0.00
00666	Deputy Director-Public Works		2.00	0.00	2.00	2.00	2.00	0.00
00245	Director of Public Works and Transportation		1.00	0.00	1.00	1.00	1.00	0.00
00664	Division Manager-Road Maintenance		1.00	0.00	1.00	1.00	1.00	0.00
00632	or Engineer V		4.00	0.00	4.00	4.00	4.00	0.00
00694	Division Manager-Utilities		1.00	0.00	1.00	1.00	1.00	0.00
00641	Engineer I							
00640	or Engineer II							
00634	or Engineer III		22.00	0.00	22.00	22.00	22.00	0.00
00633	Engineer IV		14.00	0.00	14.00	14.00	14.00	0.00
02904	Environmental Division Manager		1.00	0.00	1.00	1.00	1.00	0.00
01106	Grounds Restoration Specialist		1.00	0.00	1.00	1.00	1.00	0.00
09680	Hydraulic Operations Administrator III		1.00	0.00	1.00	1.00	1.00	0.00
02800	Planner I		0.00	0.00	0.00	0.00	0.00	0.00
02801	or Planner II							
02802	or Planner III							
02803	or Environmental Resource Specialist		6.00	0.00	6.00	6.00	6.00	0.00
02804	or Principal Environmental Specialist							

Position Allocation by Department

Class	Title	PT	2011-12 Budget	Adopted Changes	Current	2012-13 Requested	2012-13 Recommended	Recommended Changes
01115	Public Works Leadworker		9.00	0.00	9.00	9.00	9.00	0.00
01112	Public Works Section Supervisor		4.00	0.00	4.00	4.00	4.00	0.00
01105	Public Works Worker I							
01117	or Public Works Worker II							
01119	or Public Works Worker III		27.00	0.00	27.00	27.00	27.00	0.00
01103	Public Works Worker IV		14.00	0.00	14.00	14.00	14.00	0.00
00642	Right-of-Way Agent		1.00	0.00	1.00	1.00	1.00	0.00
00909	Senior Account Clerk		4.00	0.00	4.00	4.00	4.00	0.00
01321	Senior Storekeeper		1.00	0.00	1.00	1.00	1.00	0.00
09613	Senior Water Systems Chemist		1.00	0.00	1.00	1.00	1.00	0.00
00610	Solid Waste Coordinator I							
00611	or Solid Waste Coordinator II							
00612	or Solid Waste Coordinator III		1.00	0.00	1.00	1.00	1.00	0.00
00927	Supervising Admin Clerk I		1.00	0.00	1.00	1.00	1.00	0.00
00928	Supervising Admin Clerk II		1.00	0.00	1.00	1.00	1.00	0.00
09619	Water Quality Manager		1.00	0.00	1.00	1.00	1.00	0.00
09617	Water Systems Chemist I							
09618	or Water Systems Chemist II		4.00	0.00	4.00	4.00	4.00	0.00
09615	Water Systems Lab Tech I							
09616	or Water Systems Lab Tech II		3.00	0.00	3.00	3.00	3.00	0.00
09623	Water Systems Superintendent		2.00	0.00	2.00	2.00	2.00	0.00
09629	Water Systems Worker Trainee							
09628	or Water Systems Worker I							
09627	or Water Systems Worker II							
09626	or Water Systems Worker III		17.00	0.00	17.00	17.00	17.00	0.00
	Limited Permanent							
01112	Public Works Section Supervisor		1.00	0.00	1.00	1.00	1.00	0.00
01105	Public Works Worker I							
01117	or Public Works Worker II							
01119	or Public Works Worker III		3.00	0.00	3.00	3.00	3.00	0.00
01103	Public Works Worker IV		1.00	0.00	1.00	1.00	1.00	0.00
	Department Totals		193.75	0.00	193.75	193.75	193.75	0.00
406	**REPROGRAPHICS ISF**							
01000	Reprographics Leadworker		1.00	0.00	1.00	1.00	1.00	0.00
00996	Reprographics Technician I							
00992	or Reprographics Technician II							
00994	or Reprographics Technician III		2.00	0.00	2.00	1.00	1.00	-1.00
	Department Totals		3.00	0.00	3.00	2.00	2.00	-1.00
407	**FLEET SERVICES ISF**							
09653	Automotive Mechanic I							
09654	or Automotive Mechanic II		4.00	0.00	4.00	4.00	4.00	0.00
01121	Equipment Mechanic I							
01120	or Equipment Mechanic II		4.00	0.00	4.00	4.00	4.00	0.00
02300	Fleet Manager		1.00	0.00	1.00	1.00	1.00	0.00
02303	Fleet Service Writer		2.00	0.00	2.00	2.00	2.00	0.00
02301	Fleet Shop Supervisor		1.00	0.00	1.00	1.00	1.00	0.00
02302	Lead Fleet Mechanic		1.00	0.00	1.00	1.00	1.00	0.00
	Department Totals		13.00	0.00	13.00	13.00	13.00	0.00
425	**AIRPORTS ENTERPRISE**							
00905	Accountant I							
00906	or Accountant II							
00907	or Accountant III		1.00	0.00	1.00	1.00	1.00	0.00
00914	Accounting Technician		1.00	0.00	1.00	1.00	1.00	0.00
00913	or Accounting Technician - Confidential							
02203	Administrative Assistant Series	3/4	0.75	0.00	0.75	0.75	0.75	0.00
01406	Airport Maintenance Worker		5.00	0.00	5.00	5.00	5.00	0.00
01402	Airport Operation Specialist		1.00	0.00	1.00	1.00	1.00	0.00
01403	Airport Operations Supervisor		2.00	0.00	2.00	2.00	2.00	0.00
01401	Assistant Airports Manager		1.00	0.00	1.00	1.00	1.00	0.00

Position Allocation by Department

Class	Title	PT	2011-12 Budget	Adopted Changes	Current	2012-13 Requested	2012-13 Recommended	Recommended Changes
00609	Property Management Aide							
00622	or Assistant Real Property Agent							
00623	or Associate Real Property Agent		1.00	0.00	1.00	1.00	1.00	0.00
08964	Deputy Director-County Airports		1.00	0.00	1.00	1.00	1.00	0.00
00909	Senior Account Clerk	1/4	0.25	0.00	0.25	0.25	0.25	0.00
	Department Totals		14.00	0.00	14.00	14.00	14.00	0.00
427	**GOLF COURSES**							
01121	Equipment Mechanic I		1.00	0.00	1.00	0.00	0.00	-1.00
01120	or Equipment Mechanic II		1.00	0.00	1.00	2.00	2.00	1.00
01212	Golf Course Superintendent		1.00	0.00	1.00	1.00	1.00	0.00
01217	Golf Course Supervisor		1.00	0.00	1.00	1.00	1.00	0.00
01242	Greenskeeper Aide							
01243	or Greenskeeper I							
01244	or Greenskeeper II							
01245	or Greenskeeper III		9.00	0.00	9.00	9.00	9.00	0.00
	Department Totals		13.00	0.00	13.00	13.00	13.00	0.00
	County Totals		2,382.50	40.25	2,422.75	2,408.75	2,419.75	-3.00

MAJOR COUNTY PAID EMPLOYEE BENEFITS FOR FISCAL YEAR 2012-13

COUNTY OFFICERS AND DEPARTMENT HEADS
2012-2013 SALARY SCHEDULE

Elected Officials	Annual Salary
Supervisor	$ 82,014
Assessor	156,042
Auditor-Controller	156,042
County Clerk-Recorder	135,658
Treasurer-Tax Collector-Public Administrator	156,042
District Attorney	190,965
Sheriff-Coroner	182,104

Appointed Department Heads	Annual Salary Minimum	-	Maximum
Ag Commissioner/Sealer of Weights & Measures	$ 107,825	-	131,061
General Services Agency Director	139,922	-	170,061
Chief Probation Officer	121,514	-	147,701
County Administrative Officer	181,584	-	220,709
County Counsel	157,102	-	190,965
County Social Services Director	133,494	-	162,282
Director of Child Support Services	130,998	-	159,245
Director of Planning/Building	125,507	-	152,568
Director of Public Works and Transportation	139,922	-	170,061
Health Agency Director	140,109	-	170,310
Library Director	105,685	-	128,461
Human Resources Director	121,680	-	147,930
Veterans Service Officer	68,910	-	83,782

*These salaries, and the salary schedule on the following pages, are the 2011-2012 rates as of April 2012. Actual rates may change during Fiscal Year 2012-2013. For the most current salary information, contact the County Human Resources Department.

MAJOR COUNTY PAID EMPLOYEE BENEFITS FOR FISCAL YEAR 2012-2013

1. 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 2012-2013 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). This is funded at a flat rate of $632 a month per employee and is in addition to the numbers noted in the table below.

Employee Group	County 2012-13	POBs 2012-13	Total
Attorneys	18.40 %	5.28 %	23.68 %
Management and Confidential	18.55	5.28	23.83
Public Services, Clerical and Supervisory	17.24	5.28	22.52
Trades, Crafts and Services	17.81	5.28	23.09
Probation Management	15.44	5.24	20.68
Probation Officers/Supervisors	15.21	5.24	20.45
Law Enforcement Safety Management	21.11	3.99	25.10
Law Enforcement Safety	24.13	3.99	28.12
Law Enforcement Non-safety	14.19	5.28	19.47

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

Employee Group	2011-12	2012-13
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	8.75	8.75
Trades, Crafts and Services	10.38	10.38
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 2012-2013 based on $100.00 of payroll for each department:

RISK EXPOSURE:

Code	Classification	Exposure Rate
2	Police	$ .87
3	Clerical	.09
5	Institutional	.39
7	County-Other	.31
8	County-Manual	1.23
9	Roads	1.12

LOSS EXPOSURE:

Department	Experience Factor	Department	Experience Factor
Administrative Office	2.59	Agricultural Comm.	2.07
Auditor-Controller	2.29	Planning & Building	1.08
Treasurer-Tax Collector	1.92	Animal Services	4.30
Assessor	1.87	Public Works	2.17
County Counsel	1.79	Public Health	3.21
Personnel	1.41	Mental Health	6.37
Pension Trust	1.00	Drug & Alcohol Services	6.37
General Services	2.43	Air Pollution Control	1.08
Information Technology	2.43	Law Library	1.00
Clerk-Recorder	1.21	Social Services	6.96
Board of Supervisors	1.00	Veterans Services	1.00
District Attorney	1.44	Library	10.96
Child Support Services	1.15	Farm Advisor	1.00
Victim Witness	1.44	Sheriff-Coroner	2.67
Probation	4.70		

3. Social Security. The County contribution to Social Security for the 2012 calendar year is 6.20% of wages up to $110,100. The County also matches the employee's contribution to Medicare. The 2012 calendar year rate is 1.45% of total wages (no maximum).

4. Disability Insurance. The County provides long-term disability insurance for all attorneys, management, District Attorney Investigators and confidential employees. The premium rates for 2012-2013 will be .369% of gross salary to a maximum monthly gross of $13,500.

5. Unemployment. The County's unemployment insurance program is self-insured and is funded by charging departments to maintain adequate reserves. The rate for 2012 calendar year is .10% 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 $4.08 per month. General management and department heads receive $50,000 coverage at a cost of $6.80 per month.

7. Medical, Vision and Dental Insurance. The County offers medical insurance coverage through the Public Employees' Retirement System (PERS). Additionally, we offer two dental plans and a vision plan.

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

Employee Group	Monthly Contribution per employee
Attorneys, Management and Confidential	$ 850.00
Public Services, Clerical and Supervisory	725.58
Probation Officers	991.00
Trades, Crafts, and Services	695.95
District Attorney Investigators	716.07
Deputy Sheriffs Association	700.00
Management Law Enforcement	1300.00
Dispatchers	700.00

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

Years of Service	Vacation Days/Year
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 forty (40) days.

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, Probation Officers, and Juvenile Services Officers) are paid for one half of their accrued sick leave, to a maximum of 180 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, Trades, Crafts and Services, confidential, DA investigators, law enforcement and dispatchers may accrue up to 120 hours of CTO. 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. 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.

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. Employees are paid for their accrued annual leave upon termination to a maximum of 12 days.

Job Class Listing by Title

Job Class	Title	Range	BU	Monthly Salary Step 1	Monthly Salary Step 5
00813	4-H Program Assistant	1723	13	2,987	3,630
03097	APCD Administrative Assistant Aide	1235	13	2,141	2,603
03098	APCD Administrative Assistant I	1360	13	2,357	2,865
03099	APCD Administrative Assistant II	1497	13	2,595	3,156
03100	APCD Administrative Assistant III	1647	13	2,855	3,468
03096	APCD Division Manager	4148	07	7,190	8,739
03094	APCD Fiscal/Admin Svcs Mgr	3747	07	6,495	7,895
03095	APCD Supervising Administrative Clerk II	2213	13	3,836	4,663
03101	APCD System Administrator I	2697	07	4,675	5,684
03102	APCD System Administrator II	3237	07	5,611	6,819
03103	APCD System Administrator III	3594	07	6,230	7,573
00911	Account Clerk	1484	13	2,572	3,127
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	1894	13	3,283	3,990
00913	Accounting Technician - Confidential	1920	11	3,328	4,046
00518	Acute Care Supervising Nurse	3605	05	6,249	7,595
08885	Administrative Analyst Aide	2180	01	3,779	4,592
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	1235	13	2,141	2,603
02201	Administrative Assistant I	1360	13	2,357	2,865
02202	Administrative Assistant II	1497	13	2,595	3,156
02203	Administrative Assistant III	1647	13	2,855	3,468
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	1977	01	3,427	4,165
02732	Agr/Weights & Measures Tech II	2156	01	3,737	4,543
00817	Agricultural Inspector/Biologist I	2156	01	3,737	4,543
00818	Agricultural Inspector/Biologist II	2382	01	4,129	5,018
00819	Agricultural Inspector/Biologist III	2695	01	4,671	5,680
00816	Agricultural Inspector/Biologist Trainee	1977	01	3,427	4,165
02730	Agricultural Resource Specialist	3088	01	5,353	6,505
00791	Agricultural/Measurement Standards Tech I	1762	01	3,054	3,713
00792	Agricultural/Measurement 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	2881	01	4,994	6,070

Job Class Listing by Title

Job Class	Title	Range	BU	Monthly Salary Step 1	Monthly Salary Step 5
00829	Air Pollution Control Engineer II	3231	01	5,600	6,809
00841	Air Pollution Control Engineer III	3509	01	6,082	7,391
03093	Air Pollution Control Officer	5284	09	9,159	11,131
00835	Air Quality Specialist I	2526	01	4,378	5,321
00836	Air Quality Specialist II	2849	01	4,938	6,003
00839	Air Quality Specialist III	3281	01	5,687	6,913
00834	Air Quality Specialist Trainee	2309	01	4,002	4,864
01406	Airport Maintenance Worker	1922	02	3,331	4,049
01402	Airport Operation Specialist	2185	01	3,787	4,602
01403	Airport Operations Supervisor	2582	05	4,475	5,439
00852	Airports Manager	4044	07	7,010	8,519
01422	Animal Control Lead Officer	2068	05	3,585	4,358
01417	Animal Control Officer	1763	01	3,056	3,715
01424	Animal Control Supervising Officer	2482	05	4,302	5,229
00219	Animal Services Humane Educator	1658	01	2,874	3,493
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	1851	01	3,208	3,900
01423	Animal Shelter Registered Veterinary Tech	1849	01	3,205	3,895
01425	Animal Shelter Supervisor	2482	05	4,302	5,229
00711	Appraiser I	2243	01	3,888	4,727
00709	Appraiser II	2598	01	4,503	5,472
00707	Appraiser III	2834	01	4,912	5,971
00718	Appraiser Trainee	1943	01	3,368	4,092
01238	Aquatics Coordinator	1252	00	2,170	2,640
00620	Architectural Supervisor	3683	05	6,384	7,758
00624	Architectural Technician	2015	01	3,493	4,247
00941	Assessment Analyst I	2713	07	4,703	5,717
00942	Assessment Analyst II	3143	07	5,448	6,621
00943	Assessment Analyst III	3678	07	6,375	7,750
08894	Assessment Analyst Trainee	1740	01	3,016	3,666
08948	Assessment Manager	3678	07	6,375	7,750
00894	Assessment Technician I	1476	01	2,558	3,110
00895	Assessment Technician II	1686	01	2,922	3,553
00896	Assessment Technician III	1842	01	3,193	3,883
00897	Assessment Technician IV	2079	01	3,604	4,380
00658	Assessment Technician Supervisor	2407	05	4,172	5,070
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	2567	01	4,449	5,410
02253	Assistant Chief Information Officer	4846	08	8,400	10,208
00329	Assistant Chief Probation Officer	4700	08	8,147	9,903
08958	Assistant County Administrative Officer	7186	08	12,456	15,139
00250	Assistant County Clerk-Recorder	4363	08	7,563	9,194
00303	Assistant County Counsel	6298	08	10,917	13,270
00390	Assistant Director-General Services	4781	08	8,287	10,074
00391	Assistant Director-Planning and Building	4825	08	8,363	10,164
00392	Assistant District Attorney	6298	08	10,917	13,270
01001	Assistant Library Director	3785	08	6,561	7,975

Job Class Listing by Title

Job Class	Title	Range	BU	Monthly Salary Step 1	Monthly Salary Step 5
08534	Assistant Mental Health Administrator	3459	07	5,996	7,289
00622	Assistant Real Property Agent	2476	01	4,292	5,217
01502	Assistant Social Services Director	5349	08	9,272	11,270
00393	Assistant Treasurer/Tax Collector/Public Admn	4811	08	8,339	10,138
00868	Assistant Veterans Service Officer I	1860	01	3,224	3,921
00866	Assistant Veterans Service Officer II	2128	01	3,689	4,482
09624	Assistant Water Systems Superintendent	3564	05	6,178	7,507
00615	Associate Capital Projects Coordinator	3089	01	5,354	6,507
00623	Associate Real Property Agent	2871	01	4,976	6,049
00394	Asst Director of Child Support Services	4409	08	7,642	9,287
02053	Auditor-Analyst I	2264	07	3,924	4,770
02054	Auditor-Analyst II	2716	07	4,708	5,723
02055	Auditor-Analyst III	3678	07	6,375	7,750
02056	Auditor-Analyst Trainee	2033	07	3,524	4,285
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	2133	02	3,697	4,496
09654	Automotive Mechanic II	2242	02	3,886	4,725
03071	Behavioral Health Administrator	6098	09	10,570	12,847
00265	Board of Construction Appeals	0515	00	893	1,085
01601	Building Inspector I	2290	01	3,969	4,826
01602	Building Inspector II	2625	01	4,550	5,531
01603	Building Inspector III	2904	01	5,034	6,117
01301	Building Maintenance Superintendent	3347	07	5,801	7,053
01701	Building Plans Examiner I	2817	01	4,883	5,935
01702	Building Plans Examiner II	3089	01	5,354	6,507
01703	Building Plans Examiner III	3339	01	5,788	7,034
01304	Buildings Facilities Manager	4060	07	7,037	8,554
01327	Bus Driver	1432	02	2,482	3,018
02181	Buyer I	1986	01	3,442	4,183
02182	Buyer II	2288	01	3,966	4,819
00341	CAL-ID Program Coordinator	3703	07	6,419	7,800
00672	Cadastral Mapping Systems Specialist II	2444	01	4,236	5,148
00671	Cadastral Mapping Systems Specialist I	2066	01	3,581	4,352
00673	Cadastral Mapping Systems Specialist III	2928	01	5,075	6,167
00675	Cadastral Mapping Systems Supervisor	3392	05	5,879	7,147
00635	Capital Projects Inspector	3089	01	5,354	6,507
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
09783	Chief Deputy Probation Officer	4434	08	7,686	9,343
00802	Chief Deputy-Agricultural Commissioner	4203	08	7,285	8,856
00823	Chief Deputy-Sealer Weights & Measures	3990	08	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
00213	Chief Probation Officer	5842	09	10,126	12,308
02901	Chief Water Treatment Plant Operator-Grade 3	3199	05	5,545	6,739
02902	Chief Water Treatment Plant Operator-Grade 4	3564	05	6,178	7,507
00578	Chief of Assessment Standards	4037	07	6,997	8,507

Job Class Listing by Title

Job Class	Title	Range	BU	Monthly Salary Step 1	Monthly Salary Step 5
00389	Child Support Ombudsperson	3143	07	5,448	6,621
00648	Civil Engineer Technician I	2483	01	4,304	5,231
00650	Civil Engineer Technician II	2843	01	4,928	5,990
00652	Civil Engineer Technician III	3263	01	5,656	6,874
02903	Civil Engineering Technician Aide	1992	01	3,453	4,198
02552	Clerk-Recorder Assistant II	1776	13	3,078	3,742
02553	Clerk-Recorder Assistant III	1881	13	3,260	3,964
02554	Clerk-Recorder Assistant IV	2077	05	3,600	4,377
00596	Clinical Lab Technologist - Temp Licensed	1902	01	3,297	4,007
00576	Clinical Laboratory Assistant I	1352	01	2,343	2,850
00577	Clinical Laboratory Assistant II	1546	01	2,680	3,255
00550	Clinical Laboratory Manager	3052	07	5,290	6,431
00552	Clinical Laboratory Technologist	2356	01	4,084	4,964
03501	Collections Officer I	2018	01	3,498	4,252
03502	Collections Officer II	2120	01	3,675	4,467
00260	Commissioner - Civil Service	0515	00	893	1,085
00255	Commissioner - Planning	0515	00	893	1,085
09632	Communicable Disease Investigator	2063	01	3,576	4,345
09679	Communications Aide	1680	01	2,912	3,539
09677	Communications Manager	3880	07	6,725	8,176
00959	Communications Technician I	2408	01	4,174	5,072
00958	Communications Technician II	2707	01	4,692	5,703
03030	Community Health Liaison	0800	00	1,387	1,685
00420	Community Health Nurse	2855	01	4,949	6,015
00427	Community Service Aide	1241	01	2,151	2,614
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
08967	Computer Systems Technician Aide	1581	01	2,740	3,331
08968	Computer Systems Technician I	1892	01	3,279	3,987
08969	Computer Systems Technician II	2104	01	3,647	4,432
08970	Computer Systems Technician III	2420	01	4,195	5,098
09999	Contract Employee	0515	00	893	1,085
01341	Cook I	1464	01	2,538	3,085
01340	Cook II	1759	01	3,049	3,706
01350	Cook III	1892	01	3,279	3,987
00527	Correctional Nurse I	2797	01	4,848	5,893
00528	Correctional Nurse II	3238	01	5,613	6,822
00524	Correctional Nurse Supervisor	3786	05	6,562	7,977
00346	Correctional Technician	1828	13	3,169	3,851
00205	County Administrative Officer	8730	09	15,132	18,392
00108	County Clerk-Recorder	6522	10	11,305	11,305
00302	County Counsel	7553	09	13,092	15,914
00512	County Physician	2893	00	5,015	6,098
01501	County Social Services Director	6418	09	11,125	13,523
00350	Crime Prevention Specialist	3088	21	5,353	6,505
00410	Cross Connection Inspector	2623	01	4,547	5,528
01335	Custodian	1562	02	2,707	3,290
00983	Data Entry Operator III	1729	13	2,997	3,642
00982	Data Entry Operator III - Confidential	1753	11	3,039	3,695

Job Class Listing by Title

Job Class	Title	Range	BU	Monthly Salary Step 1	Monthly Salary Step 5
00280	Department Administrator	4293	07	7,441	9,046
02010	Department Personnel Technician	1776	13	3,078	3,742
02011	Department Personnel Technician - Conf.	1798	11	3,117	3,787
08903	Departmental Automation Specialist I	2444	01	4,236	5,148
08904	Departmental Automation Specialist II	2928	01	5,075	6,167
08906	Departmental Automation Specialist III	3396	01	5,886	7,155
00804	Deputy Agricultural Commissioner	3283	07	5,691	6,916
00313	Deputy County Counsel I	3240	12	5,616	6,828
00317	Deputy County Counsel II	3752	12	6,503	7,906
00318	Deputy County Counsel III	4340	12	7,523	9,143
00312	Deputy County Counsel IV	5433	12	9,417	11,449
03002	Deputy County Health Officer	6323	08	10,960	13,322
08957	Deputy Director of Human Resources	5086	08	8,816	10,714
09514	Deputy Director of Social Services	4985	08	8,641	10,504
00662	Deputy Director-Admin-Dept of Public Wrks/T	6304	08	10,927	13,283
08964	Deputy Director-County Airports	4352	08	7,543	9,171
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	4690	08	8,129	9,883
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	3240	04	5,616	6,828
00309	Deputy District Attorney II	3752	04	6,503	7,906
00311	Deputy District Attorney III	4340	04	7,523	9,143
00314	Deputy District Attorney IV	5433	04	9,417	11,449
00324	Deputy Probation Officer I	2253	31	3,905	4,746
00323	Deputy Probation Officer II	2707	31	4,692	5,703
00321	Deputy Probation Officer III	2962	05	5,134	6,240
00338	Deputy Sheriff	3514	27	6,091	7,405
00256	Director of Child Support Services	6298	09	10,917	13,270
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	6034	09	10,459	12,714
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	9181	10	15,914	15,914
09645	District Attorney Investigator I	3577	06	6,200	7,537
09646	District Attorney Investigator II	4092	06	7,093	8,623
09647	District Attorney Investigator III	4472	06	7,751	9,424
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	3893	07	6,748	8,202
08955	Division Manager-Public Health Nursing Serv	4333	07	7,511	9,131

Job Class Listing by Title

Job Class	Title	Range	BU	Monthly Salary Step 1	Monthly Salary Step 5
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	2582	05	4,475	5,439
08610	Drug & Alcohol Program Supervisor	2974	05	5,155	6,266
08620	Drug & Alcohol Services Specialist I	1953	01	3,385	4,117
08621	Drug & Alcohol Services Specialist II	2264	01	3,924	4,770
08622	Drug & Alcohol Services Specialist III	2493	01	4,321	5,252
08623	Drug & Alcohol Services Specialist IV	2753	01	4,772	5,801
08615	Drug & Alcohol Svcs Clinical Programs Mgr	3607	07	6,252	7,599
08606	Drug & Alcohol Worker Aide	1326	01	2,298	2,794
08607	Drug & Alcohol Worker I	1691	01	2,931	3,564
08608	Drug & Alcohol Worker II	1856	01	3,217	3,909
00380	Economic Crime Officer I	1877	01	3,253	3,957
00381	Economic Crime Officer II	2068	01	3,585	4,358
00382	Economic Crime Officer III	2170	01	3,761	4,574
00383	Economic Crime Technician I	1903	01	3,299	4,009
00384	Economic Crime Technician II	2000	01	3,467	4,214
01539	Eligibility Technician I	1679	01	2,910	3,538
01540	Eligibility Technician II	1827	01	3,167	3,850
01541	Eligibility Technician III	2023	01	3,507	4,262
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	1679	01	2,910	3,538
01545	Employment/Resource Specialist II	1827	01	3,167	3,850
01546	Employment/Resource Specialist III	2023	01	3,507	4,262
01547	Employment/Resource Specialist IV	2307	01	3,999	4,860
01550	Employment/Services Supervisor	2548	05	4,417	5,366
00641	Engineer I	2814	01	4,878	5,930
00640	Engineer II	3223	01	5,587	6,791
00634	Engineer III	3670	01	6,361	7,732
00633	Engineer IV	4208	05	7,294	8,866
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	1843	01	3,195	3,884
08413	Environmental Health Specialist I	2404	01	4,167	5,065
08414	Environmental Health Specialist II	2759	01	4,782	5,814
08415	Environmental Health Specialist III	3044	01	5,276	6,413
00877	Environmental Quality Coord	4293	07	7,441	9,046
02803	Environmental Resource Specialist	3088	01	5,353	6,505
00437	Epidemiologist	3409	07	5,909	7,181
01121	Equipment Mechanic I	2187	02	3,791	4,609
01120	Equipment Mechanic II	2384	02	4,132	5,021
01123	Equipment Service Worker	1628	02	2,822	3,429
01314	Facilities Maintenance Mechanic I	1772	02	3,071	3,735
01316	Facilities Maintenance Mechanic II	1922	02	3,331	4,049
01315	Facilities Maintenance Mechanic III	2308	02	4,001	4,862
01313	Facility Maintenance Mechanic Leadworker	2423	02	4,200	5,105
09621	Family Support Officer I	1877	01	3,253	3,957
09622	Family Support Officer II	2068	01	3,585	4,358

Job Class Listing by Title

Job Class	Title	Range	BU	Monthly Salary Step 1	Monthly Salary Step 5
09682	Family Support Officer III	2170	01	3,761	4,574
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	1670	02	2,895	3,520
02301	Fleet Shop Supervisor	2776	05	4,812	5,850
00354	Food Service Supervisor - Corrections	2344	05	4,063	4,938
08961	General Services Agency Director	6727	09	11,660	14,172
00248	General Services Director	5934	09	10,286	12,504
08972	Geographic Information Systems Program Mgr	4074	07	7,062	8,585
01212	Golf Course Superintendent	3298	07	5,717	6,949
01217	Golf Course Supervisor	2762	05	4,787	5,819
01234	Greenskeeper	2012	02	3,487	4,241
01242	Greenskeeper Aide	1471	02	2,550	3,099
01243	Greenskeeper I	1757	02	3,045	3,702
01244	Greenskeeper II	2032	02	3,522	4,283
01245	Greenskeeper III	2309	02	4,002	4,864
01106	Grounds Restoration Specialist	2309	02	4,002	4,864
01319	Groundskeeper	1691	02	2,931	3,564
00536	Head Nurse	3111	01	5,392	6,555
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	6736	09	11,676	14,193
00872	Health Care Analyst	2956	07	5,124	6,228
00221	Health Education Specialist	1902	01	3,297	4,007
02111	Human Resources Analyst Aide	2180	01	3,779	4,592
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	5850	09	10,140	12,327
09680	Hydraulic Operations Administrator III	3106	05	5,384	6,543
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	2104	31	3,647	4,432
00371	Juvenile Services Officer II	2317	31	4,016	4,883
00372	Juvenile Services Officer III	2549	31	4,418	5,372
01420	Kennel Worker	1553	02	2,692	3,274
00447	Laboratory Assistant I	1471	01	2,550	3,099
00446	Laboratory Assistant II	1679	01	2,910	3,538
00869	Law Librarian - Contract	1333	00	2,311	2,810
01334	Lead Custodian	1722	02	2,985	3,628
02302	Lead Fleet Mechanic	2503	02	4,339	5,273
01233	Lead Greenskeeper	2286	02	3,962	4,815
02230	Legal Clerk	1849	13	3,205	3,895
02235	Legal Clerk-Confidential	1873	11	3,247	3,945
08799	Legislative Assistant	3312	07	5,741	5,741
01003	Librarian I	2113	01	3,663	4,453

Job Class Listing by Title

Job Class	Title	Range	BU	Monthly Salary Step 1	Monthly Salary Step 5
01004	Librarian II	2339	05	4,054	4,928
01011	Librarian III	2576	05	4,465	5,427
01013	Library Assistant	1717	01	2,976	3,617
00210	Library Director	5081	09	8,807	10,705
01009	Library Driver Clerk I	1442	01	2,499	3,040
01010	Library Driver Clerk II	1717	01	2,976	3,617
04000	Library Manager	3384	07	5,866	7,131
00543	Licensed Vocational Nurse	1893	01	3,281	3,988
01237	Lifeguard I	0926	00	1,605	1,952
01236	Lifeguard II	1103	00	1,912	2,324
01317	Locksmith-Maintenance Worker	2308	02	4,001	4,862
01307	Maintenance Painter I	2082	02	3,609	4,387
01308	Maintenance Painter II	2308	02	4,001	4,862
01620	Mapping/Graphics Systems Specialist I	2066	01	3,581	4,352
01621	Mapping/Graphics Systems Specialist II	2444	01	4,236	5,148
01622	Mapping/Graphics Systems Specialist III	2928	01	5,075	6,167
00582	Medical Records Technician	1757	13	3,045	3,702
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	2350	05	4,073	4,952
08573	Mental Health Nurse I	2878	01	4,989	6,065
08572	Mental Health Nurse II	3238	01	5,613	6,822
08571	Mental Health Nurse III	3510	01	6,084	7,396
08570	Mental Health Nurse Trainee	2735	01	4,741	5,763
08568	Mental Health Pre-Licensed Nurse	2519	01	4,366	5,307
08525	Mental Health Program Supervisor	3237	05	5,611	6,819
08569	Mental Health Supervising Nurse	3763	05	6,523	7,928
08529	Mental Health Therapist I	2072	01	3,591	4,366
08528	Mental Health Therapist II	2398	01	4,157	5,053
08527	Mental Health Therapist III	2641	01	4,578	5,566
08526	Mental Health Therapist IV	2920	01	5,061	6,152
08576	Mental Health Worker Aide	1291	01	2,238	2,721
08575	Mental Health Worker I	1645	01	2,851	3,465
08574	Mental Health Worker II	1805	01	3,129	3,805
00979	Microcomputer Technician I	2196	01	3,806	4,626
00980	Microcomputer Technician II	2468	01	4,278	5,200
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	2311	01	4,006	4,869
01712	Network Hardware Specialist II	2598	01	4,503	5,472
00457	Nurse Practitioner/Physician's Assistant	3559	01	6,169	7,498
08966	Nutrition Services Program Manager	3143	07	5,448	6,621
09784	Oral Health Program Manager	2856	07	4,950	6,016
02238	Paralegal	2143	01	3,715	4,515
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	2747	01	4,761	5,786
01223	Park Ranger Aide	1471	02	2,550	3,099

Job Class Listing by Title

Job Class	Title	Range	BU	Monthly Salary Step 1	Monthly Salary Step 5
01222	Park Ranger I	1757	02	3,045	3,702
01221	Park Ranger II	2032	02	3,522	4,283
01220	Park Ranger III	2309	02	4,002	4,864
01210	Park Ranger Specialist	2538	02	4,399	5,347
01250	Parks Manager	4060	07	7,037	8,554
01251	Parks Superintendent	3298	07	5,717	6,949
08538	Patient Services Representative	1767	01	3,063	3,721
02805	Permit Technician	1954	01	3,387	4,118
01560	Personal Care Aide	1556	01	2,697	3,279
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	1751	01	3,035	3,690
00571	Physical or Occupational Therapist I	2648	01	4,590	5,578
00572	Physical or Occupational Therapist II	2920	01	5,061	6,152
02800	Planner I	2340	01	4,056	4,930
02801	Planner II	2635	01	4,567	5,552
02802	Planner III	2935	01	5,087	6,185
00500	Pre-Licensed Correctional Nurse	2516	01	4,361	5,302
00541	Pre-Licensed Nurse	2204	01	3,820	4,645
00716	Principal Accountant-Auditor	4018	07	6,965	8,467
08886	Principal Administrative Analyst	4293	07	7,441	9,046
00722	Principal Auditor-Analyst	4018	07	6,965	8,467
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	1931	01	3,347	4,068
00374	Probation Community Liaison	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	1662	01	2,881	3,501
00588	Property Transfer Tech II	1824	01	3,162	3,845
00589	Property Transfer Tech III	1996	01	3,460	4,207
00525	Psychologist	3543	01	6,141	7,464
03004	Public Health Admin/Health Officer	7613	09	13,196	16,042
00422	Public Health Aide I	1380	01	2,392	2,907
00423	Public Health Aide II	1457	01	2,525	3,070
00424	Public Health Aide III	1658	01	2,874	3,493
08959	Public Health Laboratory Manager	4413	07	7,649	9,298
00442	Public Health Microbiologist I	2746	01	4,760	5,784
00441	Public Health Microbiologist II	3036	01	5,262	6,396
00417	Public Health Nurse	3026	01	5,245	6,375
01347	Public Health Nutritionist I	2483	01	4,304	5,231
01348	Public Health Nutritionist II	2735	01	4,741	5,763
01115	Public Works Leadworker	2355	02	4,082	4,963
01112	Public Works Section Supervisor	2784	05	4,826	5,864
01105	Public Works Worker I	1659	02	2,876	3,494

Job Class Listing by Title

Job Class	Title	Range	BU	Monthly Salary Step 1	Monthly Salary Step 5
01117	Public Works Worker II	1839	02	3,188	3,874
01119	Public Works Worker III	1937	02	3,357	4,082
01103	Public Works Worker IV	2159	02	3,742	4,548
01125	Purchasing Technician	1645	01	2,851	3,465
00540	Registered Nurse I	2616	01	4,534	5,510
00537	Registered Nurse II	2943	01	5,101	6,200
01000	Reprographics Leadworker	2005	01	3,475	4,224
00996	Reprographics Technician I	1327	01	2,300	2,796
00992	Reprographics Technician II	1663	01	2,883	3,503
00994	Reprographics Technician III	1912	01	3,314	4,028
00337	Reserve Deputy Sheriff	2622	00	4,545	5,526
01708	Resource Protection Specialist I	2244	01	3,890	4,729
01709	Resource Protection Specialist II	2814	01	4,878	5,930
01710	Resource Protection Specialist III	3106	01	5,384	6,543
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	3111	01	5,392	6,555
00925	Secretary - Confidential	1767	11	3,063	3,721
00883	Secretary I	1723	13	2,987	3,630
00886	Secretary I - Confidential	1767	11	3,063	3,721
00884	Secretary II	1783	13	3,091	3,756
00909	Senior Account Clerk	1735	13	3,007	3,656
00929	Senior Account Clerk - Confidential	1758	11	3,047	3,704
00619	Senior Capital Projects Coordinator	3347	05	5,801	7,053
00551	Senior Clinical Laboratory Technologist	2641	01	4,578	5,566
00969	Senior Communications Technician	2979	01	5,164	6,275
00415	Senior Community Health Nurse	2755	01	4,775	5,807
01714	Senior Computer Sys Tech - Confidential	2836	11	4,916	5,975
03200	Senior Division Manager-Social Services	4293	07	7,441	9,046
00593	Senior Medical Records Technician	1936	13	3,356	4,080
00972	Senior Microcomputer Technician	2715	01	4,706	5,722
02260	Senior Network Engineer	3972	07	6,885	8,370
09515	Senior Park Gate Attendant	1272	00	2,205	2,681
00603	Senior Planner	3237	05	5,611	6,819
00421	Senior Public Health Nurse	3244	01	5,623	6,835
02255	Senior Software Engineer	3884	07	6,732	8,183
01321	Senior Storekeeper	1841	02	3,191	3,881
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	2382	05	4,129	5,018
09613	Senior Water Systems Chemist	3437	01	5,957	7,240
00336	Sergeant	4267	28	7,396	8,989
00339	Sheriff's Cadet	3088	21	5,353	6,505
00331	Sheriff's Chief Deputy	6024	15	10,442	12,691
02593	Sheriff's Commander	5430	15	9,412	11,440
00375	Sheriff's Correctional Deputy	3088	03	5,353	6,505
00357	Sheriff's Correctional Lieutenant	4918	15	8,525	10,362
00335	Sheriff's Correctional Sergeant	3866	14	6,701	8,145
00342	Sheriff's Dispatcher	2885	22	5,001	6,077

Job Class Listing by Title

Job Class	Title	Range	BU	Monthly Salary Step 1	Monthly Salary Step 5
05000	Sheriff's Dispatcher Supervisor	3481	14	6,034	7,335
08973	Sheriff's Forensic Laboratory Specialist	3654	21	6,334	7,699
02594	Sheriff's Forensic Specialist	3480	21	6,032	7,332
00348	Sheriff's Property Officer	3088	21	5,353	6,505
00376	Sheriff's Senior Correctional Deputy	3409	03	5,909	7,181
00340	Sheriff's Senior Deputy	3877	27	6,720	8,169
00343	Sheriff's Senior Dispatcher	3166	22	5,488	6,670
00107	Sheriff-Coroner	8755	10	15,175	15,175
01518	Social Services In-Home Counselor	1845	01	3,198	3,888
01531	Social Services Investigator	2489	01	4,314	5,243
09507	Social Services Principal Fiscal Manager	3620	07	6,275	7,628
01555	Social Svcs Program Review Specialist	2307	01	3,999	4,860
01536	Social Worker I	1964	01	3,404	4,137
01532	Social Worker II	2143	01	3,715	4,515
01524	Social Worker III	2367	01	4,103	4,985
01519	Social Worker IV	2732	01	4,735	5,756
01512	Social Worker Supervisor I	2624	05	4,548	5,529
01516	Social Worker Supervisor II	3013	05	5,223	6,347
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	2336	01	4,049	4,923
00611	Solid Waste Coordinator II	2927	01	5,073	6,165
00612	Solid Waste Coordinator III	3233	01	5,604	6,812
08971	Sr Computer Systems Technician	2836	01	4,916	5,975
08960	Sr Correctional Technician	1943	13	3,368	4,092
03001	Sr Physical or Occupational Therapist	3119	01	5,406	6,573
00522	Staff Psychiatrist	7672	07	13,298	16,165
01338	Stock Clerk	1421	02	2,463	2,993
01336	Storekeeper I	1517	02	2,629	3,198
01331	Storekeeper II	1671	02	2,896	3,522
09673	Student Intern Trainee	0515	00	893	1,085
00898	Supervising Accounting Tech - Confidential	2230	11	3,865	4,699
00899	Supervising Accounting Technician	2201	05	3,815	4,637
00927	Supervising Admin Clerk I	1976	05	3,425	4,163
00938	Supervising Admin Clerk I - Confidential	2000	11	3,467	4,214
00928	Supervising Admin Clerk II	2213	05	3,836	4,663
00939	Supervising Admin Clerk II - Confidential	2241	11	3,884	4,723
00842	Supervising Air Pollution Control Engineer	3858	05	6,687	8,129
00840	Supervising Air Quality Specialist	3610	05	6,257	7,608
00724	Supervising Appraiser	3347	05	5,801	7,053
00725	Supervising Auditor-Appraiser	3713	07	6,436	7,824
01600	Supervising Building Inspector	3172	05	5,498	6,685
01700	Supervising Building Plans Examiner	3673	05	6,367	7,741
09644	Supervising Buyer	2528	05	4,382	5,325
00597	Supervising Clinical Lab Technologist	2903	05	5,032	6,115
01323	Supervising Custodial Leadworker	1849	05	3,205	3,895
01352	Supervising Custodian	1849	05	3,205	3,895
00373	Supervising Deputy Probation Officer	3247	32	5,628	6,840
09675	Supervising District Attorney Investigator	4860	06	8,424	10,239
08416	Supervising Environmental Health Specialist	3529	05	6,117	7,434
01318	Supervising Facility Maintenance Mechanic	2752	05	4,770	5,800

Job Class Listing by Title

Job Class	Title	Range	BU	Monthly Salary Step 1	Monthly Salary Step 5
09683	Supervising Family Support Officer	2495	05	4,325	5,257
00893	Supervising Financial Technician	2201	05	3,815	4,637
02660	Supervising Juvenile Services Officer	2748	32	4,763	5,788
02231	Supervising Legal Clerk I	1985	05	3,441	4,181
02236	Supervising Legal Clerk I-Confidential	2013	11	3,489	4,243
02232	Supervising Legal Clerk II	2152	05	3,730	4,536
02237	Supervising Legal Clerk II-Confidential	2179	11	3,777	4,590
01002	Supervising Librarian	2835	05	4,914	5,973
01007	Supervising Library Assistant	1812	05	3,141	3,819
01204	Supervising Park Ranger	2762	05	4,787	5,819
00573	Supervising Physical or Occupational Ther	3562	05	6,174	7,504
01707	Supervising Planner	3522	05	6,105	7,420
00579	Supervising Property Transfer Technician	2231	05	3,867	4,701
00444	Supervising Public Health Microbiologist	3396	05	5,886	7,155
00414	Supervising Public Health Nurse	3560	05	6,171	7,500
01537	Supervising Social Services Investigator	2951	05	5,115	6,219
00103	Supervisor	3943	17	6,835	6,835
01623	Supv Mapping/Graphics Systems Specialist	3392	05	5,879	7,147
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	1794	01	3,110	3,780
00726	Temporary Election Assistant	0800	00	1,387	1,685
09678	Transit Systems Supervisor	1849	13	3,205	3,895
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	3298	05	5,717	6,949
00252	Veterans Service Officer	3313	09	5,743	6,982
09614	Victim/Witness Assistance Coordinator Aide	1727	01	2,993	3,638
09634	Victim/Witness Assistance Coordinator I	1854	01	3,214	3,905
09637	Victim/Witness Assistance Coordinator II	2157	01	3,739	4,545
09619	Water Quality Manager	3829	05	6,637	8,067
09617	Water Systems Chemist I	2960	01	5,131	6,235
09618	Water Systems Chemist II	3270	01	5,668	6,890
09615	Water Systems Lab Tech I	1980	01	3,432	4,172
09616	Water Systems Lab Tech II	2298	01	3,983	4,843
09623	Water Systems Superintendent	3717	05	6,443	7,831
09628	Water Systems Worker I	2304	02	3,994	4,853
09627	Water Systems Worker II	2762	02	4,787	5,819
09626	Water Systems Worker III	3069	02	5,320	6,465
09625	Water Systems Worker IV	3199	05	5,545	6,739
09629	Water Systems Worker Trainee	1842	02	3,193	3,883
00824	Weights & Measures Inspector I	2156	01	3,737	4,543
00821	Weights & Measures Inspector II	2382	01	4,129	5,018
00825	Weights & Measures Inspector III	2695	01	4,671	5,680
00826	Weights & Measures Inspector Trainee	1977	01	3,427	4,165

Fixed Assets

This section provides a listing of all fixed assets approved by the Board of Supervisors in the current budget year. A fixed asset is an asset of long-term character, such as equipment, which typically has a value of $5,000 or greater. Fixed assets are tracked to provide information on major purchases that departments plan to make in the budget year.

Fixed Assets by Department

	Code	Description	2012-13 Department Request Qty	Per Unit	Cost	2012-13 CAO Recommendation Qty	Per Unit	Cost
109		**ASSESSOR**						
	R	Exigent Scanner HOX	1	$ 8,500	$ 8,500	1	$ 8,500	$ 8,500
	R	Replacement Copier	1	7,500	7,500	1	7,500	7,500
	R	Rotary Filing Units	1	7,250	7,250	1	7,250	7,250
		Department Totals			$ 23,250			$ 23,250
136		**SHERIFF-CORONER**						
	R	64-bit Computer Forensic Machine-replace	1	$ 6,425	$ 6,425	1	$ 6,425	$ 6,425
	A	Electric Gate & Fence-Coast Station	1	17,894	17,894	1	17,894	17,894
	R	In-Car Cameras-replace	12	5,850	70,200	12	5,850	70,200
	R	Kyocera TASKalfa 420i B/W copier	1	5,551	5,551	1	5,551	5,551
	A	Offender Watch Tracking Program	1	11,000	11,000	1	11,000	11,000
	A	Scheduling Software	1	75,000	75,000	1	75,000	75,000
		Department Totals			$ 186,070			$ 186,070
140		**COUNTY FIRE**						
	R	Fire Engine	1	$ 615,274	$ 615,274	1	$ 615,274	$ 615,274
	R	Rescue Vehicle	1	82,036	82,036	1	82,036	82,036
	R	Utility Vehicle	1	41,018	41,018	1	41,018	41,018
	R	Utility Vehicles	2	29,299	58,598	2	29,299	58,598
	R	Water Tender	1	410,182	410,182	0	0	0
		Department Totals			$ 1,207,108			$ 796,926
180		**SOCIAL SERVICES ADMINISTRATION**						
	R	Replacement CIS Data Server	1	$ 12,000	$ 12,000	1	$ 12,000	$ 12,000
	R	Replacement Copier/Scanner	6	7,000	42,000	6	7,000	42,000
	R	Replacement File Server-Arroyo Grande	1	10,000	10,000	1	10,000	10,000
	R	Replacement File Server-Atascadero	1	10,000	10,000	1	10,000	10,000
	R	Replacement File Server-Nipomo	1	10,000	10,000	1	10,000	10,000
	R	Replacement File Server-Paso Robles	1	10,000	10,000	1	10,000	10,000
	R	Replacement Terminal Services Server	1	10,000	10,000	1	10,000	10,000
		Department Totals			$ 104,000			$ 104,000
266		**COUNTYWIDE AUTOMATION REPLACEMENT**						
	A	Blade Center Server Modules	3	$ 9,000	$ 27,000	3	$ 9,000	$ 27,000
	A	CJIS Enhancements	1	192,345	192,345	0	192,345	0
	R	Criminal Justice Warrant System	1	600,000	600,000	0	600,000	0
	R	DA Case Management System	1	225,685	225,685	1	225,685	225,685
	R	External Firewall Cluster	1	20,000	20,000	1	20,000	20,000
	R	GPS Time Reference Hardware	19	6,800	129,200	19	6,800	129,200
	R	Network/Server Monitoring Server	1	8,000	8,000	1	8,000	8,000
	R	Parks Reservation System	1	160,400	160,400	1	160,400	160,400
	R	RF Communications Analyzer	1	42,000	42,000	1	42,000	42,000
	R	RF Communications Service Monitors	2	10,000	20,000	2	10,000	20,000
	R	Radio Antenna Combiner/Multicoupler	4	18,000	72,000	4	18,000	72,000
	R	TSM Server	1	15,000	15,000	1	15,000	15,000
	R	VM Management Server	1	8,000	8,000	1	8,000	8,000
		Department Totals			$ 1,519,630			$ 727,285
405		**PUBLIC WORKS - ISF**						
	A	ASPHALT ZIPPER	1	$ 100,000	$ 100,000	1	$ 100,000	$ 100,000
	R	ATOMIC ABSORPTION SPECTROPHOTOMETER SYS	1	76,000	76,000	1	76,000	76,000
	R	BACKHOE	1	90,000	90,000	1	90,000	90,000
	A	DIESEL PARTICULATE FILTERS	5	18,000	90,000	5	18,000	90,000
	A	PORTABLE MESSAGE BOARD	2	17,500	35,000	2	17,500	35,000
	A	RADAR SPEED TRAILER	1	10,000	10,000	1	10,000	10,000
	R	ROLLER, 3-5 TON	2	45,000	90,000	2	45,000	90,000
	R	SEDAN, HYBRID	1	30,000	30,000	1	30,000	30,000
	A	SURVEY EQUIPMENT PACKAGE	1	60,000	60,000	1	60,000	60,000
	R	TRUCK, 1 TON FLATBED/DUMP	1	42,000	42,000	1	42,000	42,000
	R	TRUCK, 1.5 TON STENCIL	1	87,000	87,000	1	87,000	87,000
	R	TRUCK, 1/2 TON	1	21,000	21,000	1	21,000	21,000
	R	TRUCK, 3/4 TON UTILITY	1	32,000	32,000	1	32,000	32,000
	R	TRUCK, DUMP 3 AXLE	3	155,000	465,000	3	155,000	465,000
		Department Totals			$ 1,228,000			$ 1,228,000

Fixed Assets by Department

	Code	Description	2012-13 Department Request Qty	Per Unit	Cost	2012-13 CAO Recommendation Qty	Per Unit	Cost
407		**FLEET SERVICES ISF**						
	R	BRAKE LATHE	1	$ 10,000	$ 10,000	1	$ 10,000	$ 10,000
	R	GENERIC REPLACEMENT VEHICLE	4	25,000	100,000	4	25,000	100,000
	R	SCAN TOOL	1	7,200	7,200	1	7,200	7,200
	R	SEDAN - COMPACT	4	16,200	64,800	4	16,200	64,800
	R	SEDAN - MID SIZE PATROL	4	18,980	75,920	4	18,980	75,920
	R	SEDAN-FULL SIZE PATROL	3	32,200	96,600	3	32,200	96,600
	R	SEDAN-FULL SIZE PATROL HYBRID	8	32,200	257,600	8	32,200	257,600
	R	SMOG MACHINE	1	30,000	30,000	1	30,000	30,000
	R	STEAM CLEANER	1	10,000	10,000	1	10,000	10,000
	R	SUV-COMPACT	2	23,800	47,600	2	23,800	47,600
	R	SUV-COMPACT 4X4	1	24,200	24,200	1	24,200	24,200
	R	TIRE CHANGER-HEAVY EQ SHOP	1	22,000	22,000	1	22,000	22,000
	R	TIRE CHANGER-NORTH COUNTY SHOP	1	8,700	8,700	1	8,700	8,700
	R	TIRE SPREADER	1	8,500	8,500	1	8,500	8,500
	R	TRUCK-1/2 TON EXT CAB	1	21,200	21,200	1	21,200	21,200
	R	TRUCK-3/4 TON STD CAB	1	24,700	24,700	1	24,700	24,700
	R	TRUCK->1 TON CREW CAB	1	75,000	75,000	1	75,000	75,000
	R	TRUCK-MID SIZE EXT CAB	5	19,990	99,950	5	19,990	99,950
	R	TRUCK-MID SIZE EXT CAB AG	1	19,900	19,900	1	19,900	19,900
	R	TRUCK-MID SIZE STD CAB	1	18,660	18,660	1	18,660	18,660
	R	TRUCK-MID SIZE STD CAB 4X4	1	22,400	22,400	1	22,400	22,400
	R	VAN-1 TON PSG	1	20,300	20,300	1	20,300	20,300
	R	VAN-1 TON UTILITY	3	27,550	82,650	3	27,550	82,650
	R	VAN-1/2 TON 9 PSG OR LESS	1	17,980	17,980	1	17,980	17,980
	R	VAN-1/2 TON <9 PSG	2	19,300	38,600	2	19,300	38,600
	R	WELDER	1	5,500	5,500	1	5,500	5,500
		Department Totals			$ 1,209,960			$ 1,209,960
427		**GOLF COURSES**						
	R	Utility Cart(s) at Morro Bay GC	1	$ 10,000	$ 10,000	2	$ 5,000	$ 10,000
		Department Totals			$ 10,000			$ 10,000
		County Totals			$ 5,488,018			$ 4,285,491

Departmental Budgets by Functional Area

County departments and fund centers are grouped together by functional areas, including: Land Based, Public Protection, Health and Human Services, Community Services, Fiscal and Administrative, Support to County Departments, Financing, and Capital and Maintenance Projects, which are marked by tabs.

Fund centers are the most basic organization of funds in the budget structure and include all accounts for which funding is approved by the Board of Supervisors. Many departments have only one fund center, while departments that provide a more varied array of services and have more diverse funding streams are comprised of several fund centers. The budgets for each fund center are presented separately so that it is clear how much of the County's total budget and how many personnel are allocated to each fund center and the various services the County provides.

In each section, you will find a description of each department's mission and service programs, major accomplishments and objectives, the sources of funding, expenditures by major category for the budget year, historical staffing levels, budget augmentation requests for the current year, and recurring performance measures.

Schedule 10
Internal Service Funds

Internal service funds predominantly provide services to other County departments. They operate as cost-reimbursement mechanisms and as such are expected to recover the full cost of providing a given service over time. The Schedule 10 outlines the operating plan of an internal service fund, including anticipated income, expenses and net gain or loss.

Internal service fund schedules are organized by operating and non-operating revenues/expenses. Operating revenue/expenses directly relate to the fund's day to day service activities. Examples of operating revenue would be charges for services (e.g. fees) while operating expenses would include items such as salaries and benefits or services and supplies costs.

Non-operating revenues/expenses are not related to the fund's day to day activities. Typical non-operating revenue/expense include gain and loss on disposal of capital assets, interest and investment income or loss, debt service, or depreciation. Non-operating expenses are shown as a credit on the schedules.

Fund Center 405- Public Works (in the Land Based functional area), Fund Centers 408-412- Self Insurance, Fund Center 407- Fleet and Fund Center 406- Reprographics (all in the Support to County Departments functional area) are all internal service funds and the operating plan for these fund centers is presented in a Schedule 10.

Schedule 11
Enterprise Funds

Enterprise funds account for services beyond those which are normally provided by government and are permitted to recover the cost fully or partially. Schedule 11 presents revenue and expenses following the accounts prescribed for the activity in which the enterprise is engaged.

Enterprise fund schedules are organized by operating and non-operating revenues/expenses. Operating revenue/expenses directly relate to the fund's day to day service activities. Examples of operating revenue would be charges for services (e.g. fees) while operating expenses would include items such as salaries and benefits or services and supplies costs.

Non-operating revenues/expenses are not related to the fund's day to day activities. Typical non-operating revenue/expense include gain and loss on disposal of capital assets, interest and investment income or loss, debt service, or depreciation. Non-operating expenses are shown as a credit on the schedules.

Fund Center 425- Airports and Fund Center 427- Golf Courses (both in the Community Services functional area) are enterprise funds and the operating plan for each of these fund centers is presented in a Schedule 11.

Land Based

Agricultural Commissioner

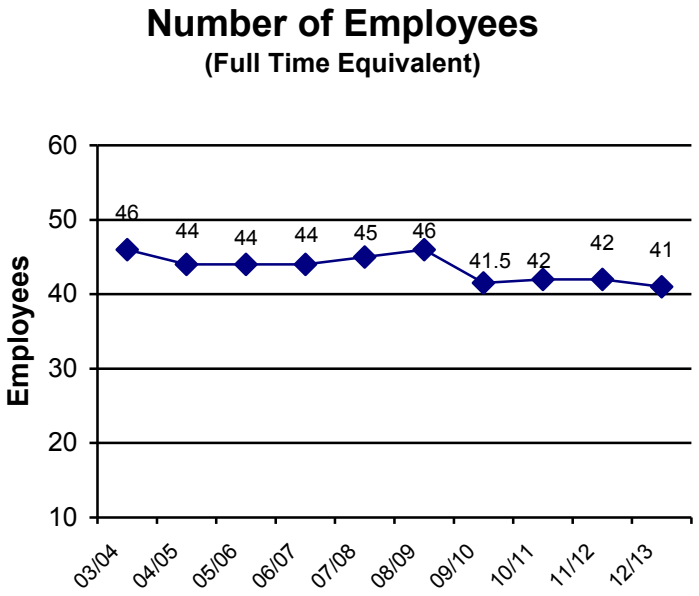
Planning and Building
- Community Development

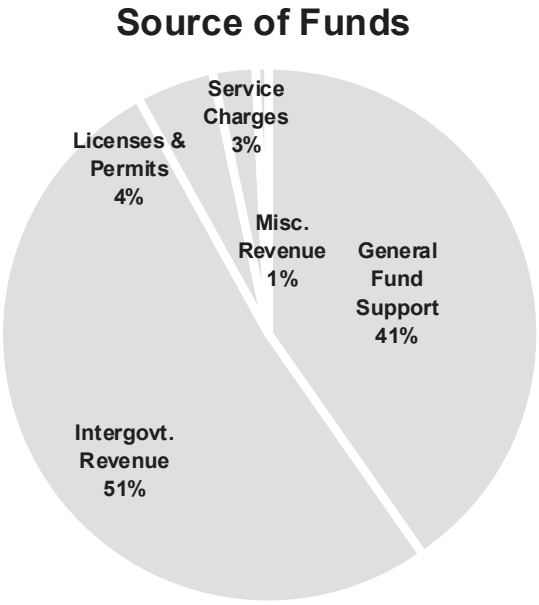
Public Works
- Public Works Special Services
- Roads
- Road Impact Fees

MISSION STATEMENT

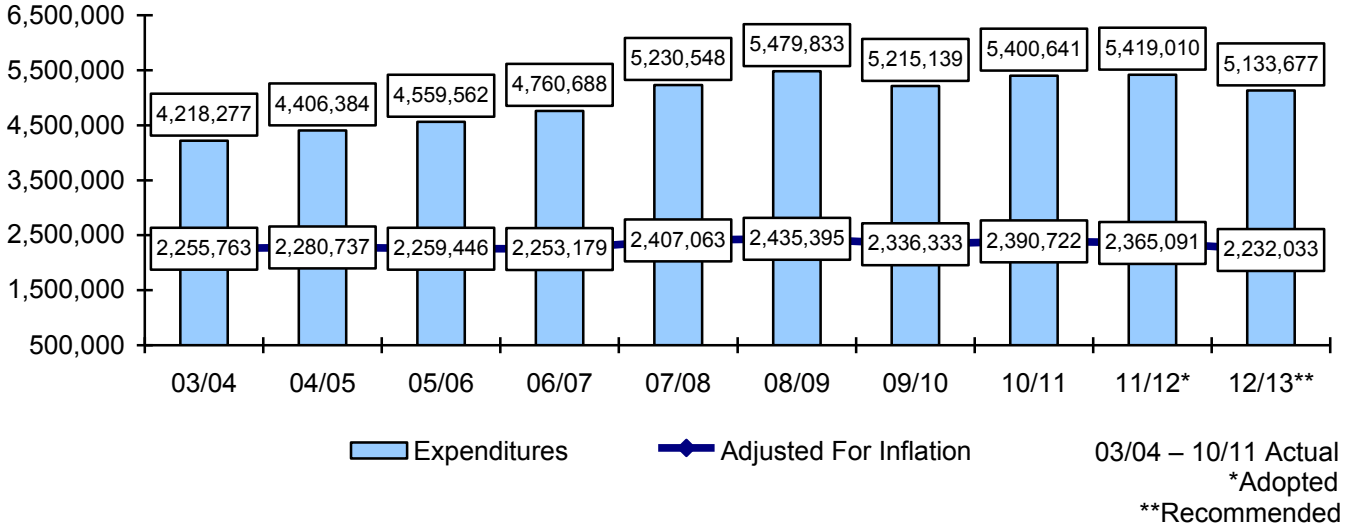
Through the effective and efficient use of resources, the Department of Agriculture/Weights and Measures is committed to serving the community by protecting agriculture, the environment, and the health and safety of its citizens, and by ensuring equity in the marketplace.

Financial Summary	2011-12 Budget	2011-12 Projected	2012-13 Requested	2012-13 Recommended	Change From 2011-12
Licenses and Permits	$ 264,035	$ 251,315	$ 254,135	$ 254,135	$ (9,900)
Fines, Forfeitures and Penalties	0	11,301	0	0	0
Intergovernmental Revenue	2,858,527	2,923,797	2,626,167	2,626,167	(232,360)
Charges for Current Services	173,050	115,225	157,025	157,025	(16,025)
Other Revenues	2,500	6,420	2,500	2,500	0
Interfund	1,000	1,700	1,700	1,700	700
**Total Revenue	$ 3,299,112	$ 3,309,758	$ 3,041,527	$ 3,041,527	$ (257,585)
Salary and Benefits	4,725,476	4,391,088	4,538,008	4,425,097	(300,379)
Services and Supplies	693,534	715,637	712,532	708,580	15,046
**Gross Expenditures	$ 5,419,010	$ 5,106,725	$ 5,250,540	$ 5,133,677	$ (285,333)
General Fund Support (G.F.S.)	$ 2,119,898	$ 1,796,967	$ 2,209,013	$ 2,092,150	$ (27,748)





10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

The Agricultural Commissioner has a total expenditure level of $5,133,677 and a total staffing level of 41.00 FTE to provide the following services:

Pesticide Use Enforcement

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

Total Expenditures: $1,148,906 Total FTE: 12.29

Agricultural Resources Management

Provide information and make recommendations about policies and processes to protect agricultural operations and resources.

Total Expenditures: $267,064 Total FTE: 2.03

Pest Management

Promote, implement and conduct agricultural and urban integrated pest management strategies.

Total Expenditures: $234,061 Total FTE: 2.08

Pest Prevention

Conduct mandated exclusion programs to prevent the introduction of quarantine pests, to determine pest presence, and to eliminate infestations. These programs protect agriculture, urban environments and native habitats in the county from injurious insect and animal pests, plant diseases and noxious weeds.

Total Expenditures: $2,856,533 Total FTE: 19.15

Product Quality

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

Total Expenditures: $174,113 Total FTE: 1.31

Weights and Measures

Protect consumers and businesses by inspecting weighing and measuring devices and verifying advertised sales prices and business practices to ensure transaction accuracy and preserve equity in the marketplace.

Total Expenditures: $453,000 Total FTE: 4.14

DEPARTMENT COMMENTS

San Luis Obispo County Agricultural Commissioner and Sealer of Weights and Measures is the local entity mandated to enforce State laws and regulations specific to plant quarantine, pesticide use and weights and measures, and operates under the authority of the California Department of Food and Agriculture and the California Department of Pesticide Regulation. The Agricultural Commissioner/Sealer also compiles annual agricultural statistics and provides other services to the community by participating in the Diablo Canyon Nuclear Power Plant Emergency Response program, aiding in emergency declarations and providing technical information to identify land use impacts to agricultural resources and operations.

Automated record keeping and services continue to be a departmental focus. The department has identified needs to incorporate updated map data into key program areas. The use of updated maps is critical in meeting State and Federal protocols for recordkeeping and reporting in the Pest Detection Program and will help in the County's overall ongoing emergency response planning efforts.

The department continues to identify outside revenue from State, Federal and industry sources to maintain mandated activities and service levels. The primary emphasis for new funding has been to address prevention, detection and eradication of detrimental pests of significance to our local agricultural industry.

FY 2011-12 Accomplishments

- Key industry contacts have been identified and incorporated into an electronic database for timely outreach. The capability to contact individual stakeholders via e-mail increased from 20% to 60%. This has expedited important notification of regulatory impacts to the industry when certain agricultural pests are detected in the county. The department will continue to develop and improve this database.
- Staff development efforts focused on transitioning two staff promoted to Deputy Agricultural Commissioner positions. This included reorganizing programs traditionally assigned to these Deputy positions to accomplish cross training in preparation for future retirements in the management classifications. License exam training is ongoing with a focus on key topic areas outlined by the California Department of Food and Agriculture.

FY 2012-13 Objectives

- In response to new requirements from California Department of Food and Agriculture, the department will transition all detection insect trapping records to a new statewide mapping grid system. Weekly trap reporting will also be converted to a new Integrated Plant Health Information System, required by the United States Department of Agriculture (USDA).
- In response to public concern and increased statewide emphasis on enforcement and oversight of direct marketing and organic programs, the department will restructure these revenue offset programs to improve their overall effectiveness. Increased frequency and improved season-based scheduling of inspections will further ensure consumer confidence in the local marketplace and protect against unfair competition and unlawful business practices.

- The department successfully transitioned the issuance of all state plant certifications to the Phytosanitary Certificate Issuance and Tracking system. There is insufficient data available at this time to measure the increase in efficiency. However, resources were shifted from certificate preparation tasks to inspections of incoming plant shipments to prevent introduction of harmful pests.
- The State's Division of Measurement Standards will perform a statistical marketplace compliance survey of County businesses that use automated price scanners. The results of the survey will be part of the department's assessment of the need for an industry funded scanner enforcement program.
- A new agricultural commodity fumigation treatment facility is under construction in San Luis Obispo County to fumigate shipments of produce for export to foreign countries. The department will assure mandatory USDA accreditation of assigned staff and modify work schedules to accommodate this new work, while balancing the demands of existing mandates and departmental priorities.
- In response to industry inquiries, the department will work with the County Office of Emergency Services to provide updates on local disaster preparation and response plans to a minimum of three agricultural industry organizations. The department will also work with the State to review roles and responsibilities to help ensure effective communication and appropriate response in the event of a local disaster.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Overall, revenues are recommended to decrease $257,585 or 7%, expenditures are recommended to decrease $285,333 or 5%, and the level of General Fund support for the Agricultural Commissioner is recommended to decrease $27,748 or 1% compared to the FY 2011-12 Adopted Budget.

The substantial decrease in revenue is primarily due to a reduction of funding from the U.S. Department of Agriculture for the detection of agricultural pests identified in California, an overall decline of $184,901 or 18%. The two biggest contributors to the decline in revenue are the European Grape Vine Moth (a wine grape pest), which is reduced by $125,369, and the Asian Citrus Psyllid (a citrus pest), which is reduced by $67,850. Federal funding for detection of both pests had increased substantially in FY 2011-12 (by $120,813 and $126,485 respectively). State funding also declines $24,938 or 3% due to the deletion of the Weed Management Area Grant.

Unclaimed Gas Tax revenue declines $22,471 or 2% based on the reduction in County General Fund support for agricultural programs in FY 2011-12. The State Food and Agriculture Code, Section 224.5 (3), requires that in order to be eligible to receive Unclaimed Gas Tax revenue each County must maintain a level of General Fund support "for agricultural commissioner services at least equal to the average amount expended for the five preceding fiscal years, unless the county is facing unusual economic hardship that precludes that support." San Luis Obispo County has submitted documentation of economic hardship in order to obtain a waiver of this requirement and receive Unclaimed Gas Tax revenue in FY 2011-12. The County recently received notification from the California Department of Food and Agriculture that our request for a waiver has been granted. With the recommended 1% reduction in General Fund support in the recommended budget, the County will again need to submit a request for an economic hardship waiver in FY 2012-13.

As noted above, expenditures are recommended to decrease $285,333 or 5%, primarily due to a $300,379 or 6% decrease in salary and benefits. This is due to a $147,744 or 3% reduction in regular staff hours, which is declining due to previously vacant positions having been filled at lower step levels, and the $101,746 reduction of a 1.00 FTE Agricultural Resource Specialist position (see discussion below).

Expenditures in the Services and Supplies accounts are increasing $15,046 or 2%. The increase is due to increases in garage charges (up $30,310 or 44%) and fuel charges (up $39,154 or 87%), which are the result of a combination of increased pest detection activity around the county and rising gas prices. The increase in vehicle expense is partially offset by reductions in other accounts, including contract help for Glassywinged Sharpshooter eradication (down $16,750 or 12%), various accounts for utilities, overhead, and internal service charges (declining $22,565), and a number of smaller reductions in various other accounts.

The FY 2012-13 recommended level of General Fund support for the Agricultural Commissioner is $2,092,150. This is a reduction of $27,748 or 1% compared to the FY 2011-12 Adopted Budget. This reduction is the result of two expenditure cuts totaling $56,456:

- $11,165 from the reduction of temporary help in the Glassywinged Sharpshooter program. Federal funding for this program is expected to decline in FY 2012-13. There will be no service level impacts as a result of this reduction.
- $101,746 from the elimination of a vacant 1.00 FTE Agricultural Resources Specialist. This position primarily supports the Land Use Planning program. With the recent decline in Land Use applications stemming from the downturn in the economy, this position has remained unfilled since it became vacant at the end of FY 2010-11. It should be noted that a second position, which is currently filled, also supports Land Use activities. There will be no service level impacts as a result of this reduction. If Land Use activity increases sufficiently in the future, the department may request to add back this position.

A net Position Allocation List (PAL) change of -1.00 FTE is recommended, due to the reduction of the vacant Agricultural Resources Specialist position.

GOALS AND PERFORMANCE MEASURES

Department Goal: Ensure the department's Mission Statement commitment to serving the community is demonstrated by all services.

Communitywide Result Link: ☐ Safe ☐ Healthy ☐ Livable ☐ Prosperous ☒ Well-Governed Community

1. Performance Measure: Percentage of clients that indicate they are satisfied with departmental services. (Quality measure)

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
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	100% overall satisfaction with services provided to local customers who receive certification for famers markets	94.4% overall satisfaction with services provided to local customers who receive export certification services	95% overall satisfaction with services provided to local grape growers who participate in the detection of European Grapevine Moth	95% overall satisfaction with services provided to local grape growers who participate in the detection of European Grapevine Moth	90% overall satisfaction with services provided to the local residents whose properties required pesticide treatments during the Glassy-winged Sharpshooter eradication project

What: 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 through www.slocounty.gov/agcomm. Surveys are solicited at various times during the year and the format is standardized to maintain comparative results.

Why: The department is committed to excellent customer service. Customer feedback and suggestions help us achieve that goal.

How are we doing? In January 2012 we solicited feedback from county grape growers who participated in the 2011 pest detection survey for European Grapevine Moth. Results will be available in the Spring of 2012. In FY 2012-13, we will survey residents within the Glassy-winged Sharpshooter eradication area whose properties required pesticide treatments in 2011.

2. Performance Measure: 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. (Outcome measure)

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
15.3	14	15.3	7.4	15	12	14

What: San Luis Obispo County enjoys a relatively pristine environment, mostly free from quarantine agricultural pests and diseases. Ag Commissioner staff intercept incoming packages containing plant material at freight and package shipping terminals and inspect 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 Rejection" 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. Although we inspect shipments passing through other shipping terminals, such as UPS and OnTrac, we consider Federal Express to be the highest risk pathway due to the volume of shipments originating from areas with high populations of significant agricultural pests. Thorough inspections also serve as a deterrent for shippers to avoid sending infested shipments to San Luis Obispo County.

Why: To protect agriculture and the urban and natural ecosystems in San Luis Obispo County. Each pest found is one new infestation prevented, which eliminates eradication costs and the negative effects on the county.

How are we doing? From July through October 2011, 409 packages were inspected at Federal Express and 12 were denied entry for an overall rejection rate of 29 packages per 1,000 inspected. This is higher than the adopted level due to the seasonality of the program. Based on current shipping trends we expect to exceed results from FY 2010-11, but fall short of the adopted FY 2011-12 target. Due to current nationwide shipping trends and a marginal projected improvement in the economy, we are reducing the target for FY 2012-13. The Department continues to provide a valuable service to the county by preventing new pest infestations. California statewide rejection data is not readily available.

3. Performance Measure : The overall rate of insect specimen interceptions by pest detection staff. (Quality measure***) This is a new measure in FY 2012-13.***

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
91.3%	92.9%	100%	89.7%	NEW	92.0%	90.0%

What:San Luis Obispo County is predominantly free from exotic and invasive insect pests. To help ensure this remains true, the department conducts several state-mandated insect detection programs, each implemented and maintained under specific state protocols. Staff place and monitor insect traps throughout the county in order to detect target insects before any infestation exceeds one square mile. Well trained and efficient Pest Detection Trappers are necessary for an effective program. To measure trapper performance, staff from the California Department of Food and Agriculture (CDFA) periodically, and unannounced, place insect specimens in traps, and rate the ability of individual trappers to intercept these planted specimens. An effective pest detection program is determined largely by the collective interception rate for all program trappers. The department has determined that successfully trained trappers should achieve an individual, and collective, score of at least 90%.

Why: Early detection of exotic and invasive pests protects agriculture, urban environments, and natural ecosystems in San Luis Obispo County, and prevents the negative ecological and economic effects caused by an established insect pest infestation.

How are we doing? Quality control tests are conducted on trappers throughout the trapping season by CDFA, including the training period for new trappers. During July through October 2011, trappers intercepted 39 of 40 planted insect specimens for an overall interception rate of 97.5%. We project a 92.0% annual interception rate as new seasonal trappers hired in the Spring tend to score lower during their initial training period.

Formerly #3. Performance Measure: 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 from any source within a regulated portion of California. (Outcome measure) ***This measure is deleted beginning FY 2012-13.***

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
55%	46.5%	50%	44.4%	30%	30%	DEL

What: County staff inspect shipments of plants originating from outside San Luis Obispo County and imported by any shipper for compliance with Glassy-winged Sharpshooter (GWSS) 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 total shows the level of thoroughness and accuracy of inspections performed locally compared to other counties.

Why: 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.

How are we doing? From July through November of 2011, staff detected one shipment infested with live GWSS representing 50% of the statewide finds. Overall, GWSS detections in the state have fallen significantly, and the most current data available shows only two live finds have been made statewide in the current fiscal year. San Luis Obispo County continues to detect a significant portion of statewide Glassy-winged Sharpshooter infested plant shipments, and we project to meet our goal for FY 2011-12 of 30%.

The number of Glassy-winged Sharpshooter infested shipments has dropped in recent years due to revised protocols implemented by the California Department of Food and Agriculture placing heightened restrictions on nurseries shipping from Glassy-winged Sharpshooter infested areas. This, in turn, provides for a higher compliance rate for nursery stock arriving from infested counties. Due to the increased compliance rates, the presence of live pests has dropped significantly and no longer provides a meaningful performance measure.

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

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
95.6%	96.5%	96.4%	96.9%	97.5%	97%	97%

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? The Pesticide Use Enforcement Program continues to provide a high level of protection for the community. The compliance rate for the first four months of FY 2011-12 was 97%, and we expect this trend to continue for the remainder of the fiscal year. The overall statewide pesticide use enforcement compliance rate for 2010 was 98.3%; however, each county has a unique work plan negotiated with the state that focuses inspections on specific areas of concern. San Luis Obispo County's compliance rate is lower than the state average due to our focus on pesticide use in and near urban areas and the transient nature of maintenance gardener businesses. The FY 2012-13 target has been set at 97% and takes into consideration current use trends and added requirements for field fumigation inspections, while maintaining our oversight on traditional agricultural pesticide use.

5. Performance Measure: Number of pesticide use report records processed per hour. (Efficiency measure)

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
38.4	50.3	75.9	79.2	80.0	70.0	79.0

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 report 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 Department pesticide use report efficiencies have continued to improve. The number of use reports processed during the first four months of FY 2011-12 was 79.0 records per hour. However, we are in the process of transitioning to CalAgPermits, a new statewide permitting and use reporting system. Due to this transition, our processing rate is expected to be lower than FY 2011-12 adopted levels at 70.0 records per hour. After we have fully transitioned to the new system in FY 2012-13, we expect the number of records processed per hour to increase to the targeted level. There is no statewide or comparable county data available for this measure.

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

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
SLO County 88.2% Statewide 91.3%	SLO County 92.0% Statewide 93.5%	SLO County 94.3% Statewide 93.9%	SLO County 90.9% Statewide data not currently available	To equal or exceed the statewide compliance average	SLO County 92.0% Statewide data not currently available	To equal or exceed the statewide compliance average

What: California law mandates the County Commissioner/Sealer to inspect and test all commercial weighing and measuring devices on an annual basis, with a few exceptions. 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 annual statewide compliance averages for all California counties have ranged from 87.9% to 93.5% over the past ten years. Our results have averaged about 91.5% in recent years. During the first five months of FY 2011-12, 1,344 weighing and measuring devices were found in compliance out of 1,461 devices inspected, for a 92.0% compliance rate. Statewide compliance data for FY 2010-11 will be published in Spring 2012. We retain the standard target for FY 2012-13.

7. Performance Measure: Percentage of price scanners found to be in compliance with California laws. (Outcome measure)

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
SLO County 98.6% Statewide 97.8%	SLO County 98.0% Statewide 98.1%	SLO County 99.1% Statewide 98.2%	SLO County 98.7% Statewide data not currently available	To equal or exceed the statewide compliance average	SLO County 98.0% Statewide data not currently available	To equal or exceed the statewide compliance average

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.

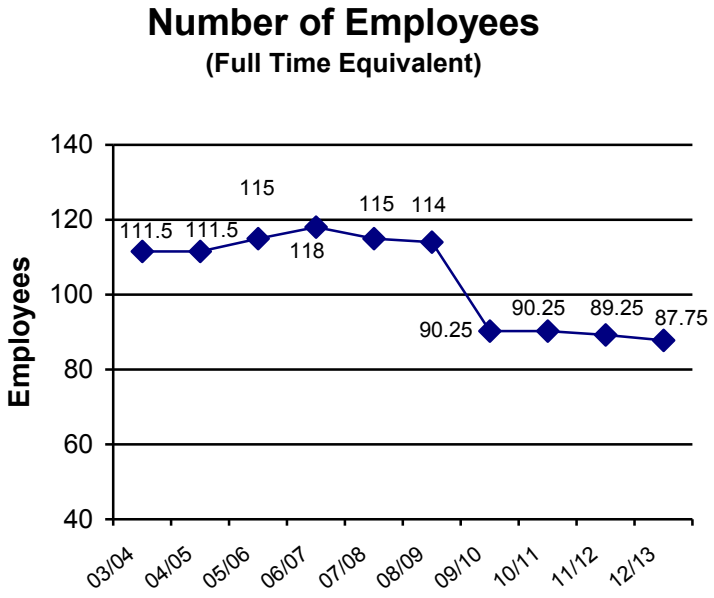
Why: Accurate price scanners protect consumers and help insure that merchants compete fairly.

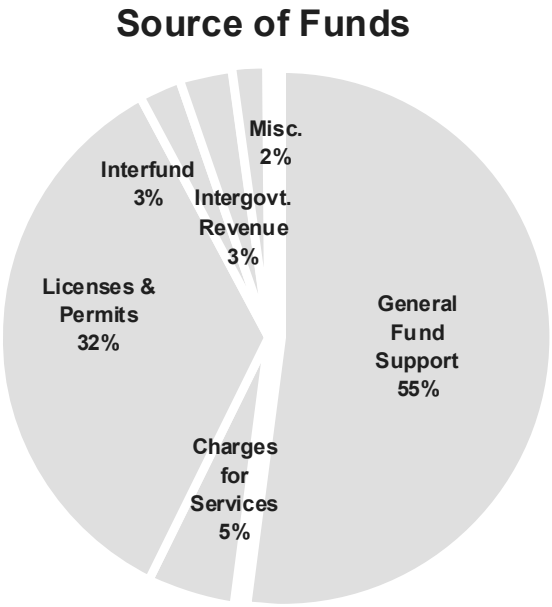
How are we doing? The annual statewide compliance averages for all California counties have ranged between 96.0% and 98.2% over the past ten years. Our compliance rate typically exceeds 98.0%. During the first five months of FY 2011-12, only 7 locations were inspected due to reductions in this non-mandated general fund program and temporary redirection of staff to revenue programs during the period. Of the 252 items inspected, all were in compliance. Due to previously reduced weights and measures staffing levels and reduced field presence, it is anticipated that our compliance rates will gradually deteriorate, but we retain the standard target for FY 2012-13. Statewide compliance data for FY 2010-11 will be published in Spring 2012.

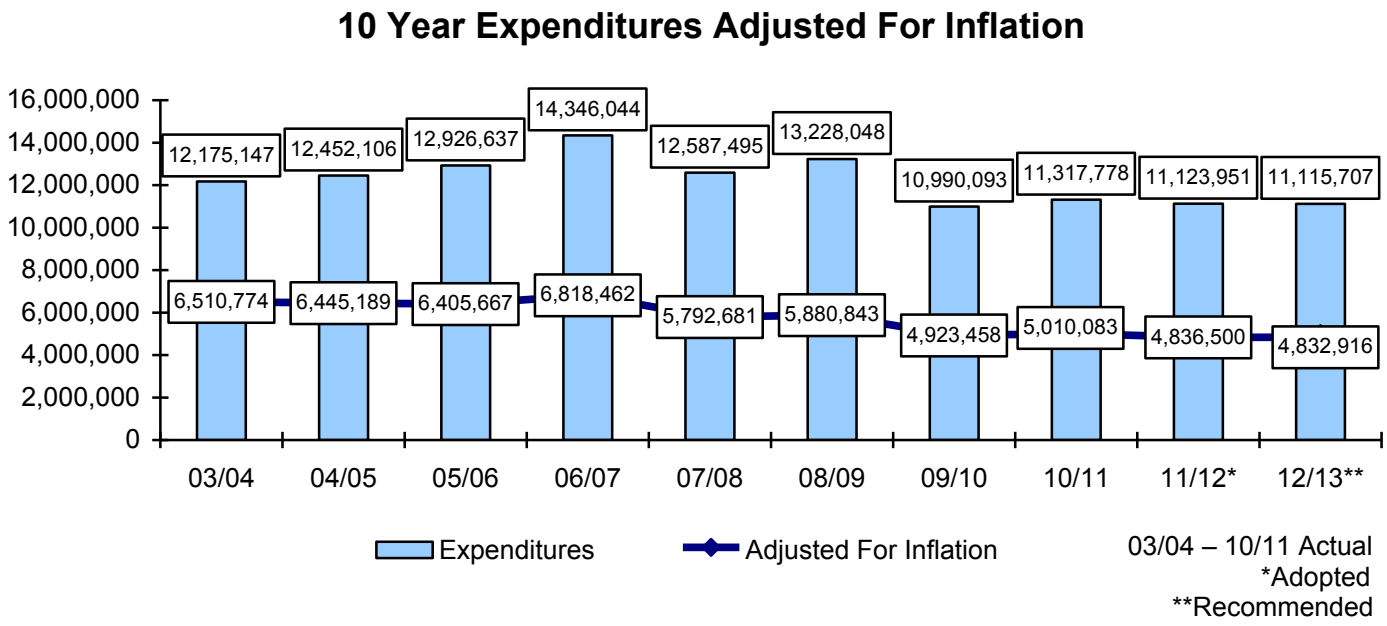
MISSION STATEMENT

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

Financial Summary	2011-12 Budget	2011-12 Projected	2012-13 Requested	2012-13 Recommended	Change From 2011-12
Licenses and Permits	$ 3,683,607	$ 3,423,516	$ 3,987,971	$ 3,987,971	$ 304,364
Fines, Forfeitures and Penalties	75,658	23,158	50,877	50,877	(24,781)
Intergovernmental Revenue	181,719	1,231,759	82,466	82,466	(99,253)
Charges for Current Services	693,979	651,836	665,991	618,201	(75,778)
Other Revenues	93,380	98,124	90,556	203,345	109,965
Interfund	353,466	352,016	262,000	262,000	(91,466)
**Total Revenue	$ 5,081,809	$ 5,780,409	$ 5,139,861	$ 5,204,860	$ 123,051
Salary and Benefits	9,892,630	9,613,348	9,879,709	9,934,780	42,150
Services and Supplies	1,200,843	2,745,470	1,165,902	1,174,927	(25,916)
Other Charges	19,478	28,953	6,000	6,000	(13,478)
Fixed Assets	11,000	0	0	0	(11,000)
**Gross Expenditures	$ 11,123,951	$ 12,387,771	$ 11,051,611	$ 11,115,707	$ (8,244)
Less Intrafund Transfers	5,800	613	0	0	(5,800)
**Net Expenditures	$ 11,118,151	$ 12,387,158	$ 11,051,611	$ 11,115,707	$ (2,444)
General Fund Support (G.F.S.)	$ 6,036,342	$ 6,606,749	$ 5,911,750	$ 5,910,847	$ (125,495)







SERVICE PROGRAMS

Planning and Building has a total expenditure level of $11,115,707 and a total staffing level of 87.75 FTE to provide the following services:

Land Use Planning

The Planning and Building Department helps plan communities and rural areas by:

- Facilitating public participation and providing opportunities to develop the County's vision for the future, through updates to the General Plan, ordinances and other planning initiatives.
- Collaborating with the public and decision makers on how best to guide future development and resource conservation.
- Addressing housing needs and economic development through public outreach, research, projections and programs to achieve identified targets.
- Maintaining and improving General Plan maps, other supporting maps, and GIS databases that are valuable tools used for research, public information and decision making.
- Creating policies and strategies that are considered by decision-makers to implement the County vision.

Total Expenditures: $3,707,657 Total Staffing (FTE): 33.25

Development and Permit Review

The department provides development and permit review services to enable the public to participate in implementing and monitoring the County's vision by:

- Guiding applicants and the public through the permit review process by explaining relevant policies, ordinances and regulations and applying these in a consistent and fair manner.
- Reviewing development, land division and building applications to assure they meet all requirements.
- Inspecting the construction of projects for compliance with codes, regulations and permit approvals.
- Administering the Mobile Home Park Rent Stabilization Ordinance.

Total Expenditures: $4,044,499 Total Staffing (FTE): 33.75

Resource Management and Monitoring

The department monitors and manages the county's natural resources and environment by:

- Ensuring that development meets the goals for resource management and conservation, which are identified through local programs, policies, laws and ordinances.
- Working with other departments, agencies, applicants, and the public to administer resource conservation goals.
- Ensuring that land use and environmental policies, laws and ordinances are fulfilled.

Total Expenditures: $803,199 Total Staffing (FTE): 6.50

Supporting Services

Administration of the department provides leadership, administrative and technical services by:

- Optimizing the procedures and processes that support land use planning, development, and construction within the county.
- Providing leadership to ensure high quality "result-oriented" services.
- Ensuring fiscally responsive and flexible management when dealing with fluctuating demands for services.
- Providing education, public outreach and training for department staff, decision-makers, the general public and the community.

Total Expenditures: $2,558,352 Total Staffing (FTE): 14.25

DEPARTMENT COMMENTS

The Planning & Building Department's primary function is to support the County's mission by implementing programs that support a safe, healthy, livable, prosperous, and well-governed community. The department accomplishes this by issuing construction permits, completing inspections, implementing and maintaining the General Plan, evaluating development proposals for consistency with adopted plans, conducting environmental analysis of plans and projects, preparing both short- and long-term policy recommendations and assisting the Board of Supervisors as well as the County's Planning Commission in making informed decisions on land use policies. In addition, the department coordinates with local, county, State and Federal agencies, and assists non-profit organizations and private parties in building affordable housing in San Luis Obispo County to the maximum extent feasible.

The following accomplishments for FY 2011-12 and the objectives for FY 2012-13 reflect the Department's Strategic Plan Key Priorities of:

a. Balance (of human needs, growth, a safe built environment and limited natural and economic resources),
b. Education (promote the values of good planning and building through education and outreach),
c. Leadership (results oriented leadership that promotes empowerment, transparency, trust, respect and teamwork), and
d. Service (serve our community with timely and professional service to our customers).

FY 2011-12 Accomplishments

- **Balance**
  Received $1.3 million in grants to:
  - improve energy efficiency in commercial buildings (pilot)
  - restore and repair coastal resources
  - develop a plan to revitalize downtown Oceano.

FY 2012-13 Objectives

- **Balance**
  Prepare a community infrastructure and facility needs assessment for San Miguel, Oceano, Nipomo, and Templeton.

  Prepare a land use economics study to identify potential economic, real estate and land use effects of possible measures that would direct growth to existing communities.

- **Education**
  Completed water conservation outreach to rural property owners located in the Paso Robles Groundwater Basin.

  Adopted the EnergyWise Plan that outlines methods for achieving Green House Gas reductions.

- **Leadership**
  Implemented various energy efficiency programs including training for contractors in completing energy audits and building retrofits.

  Implemented a Business Assistance Team to assist in local business retention with first successful outcome.

- **Service**
  Adopted an ordinance to defer the payment of Public Facilities Fees from permit issuance to final inspection.

  Facilitated the expeditious land use and building permit issuance for three large energy projects.

- **Education**
  Implement a post final condition compliance monitoring program to assure ongoing compliance with operational conditions of approval, established mitigations for projects and requirements of the National Pollution Discharge Elimination System (NPDES).

- **Leadership**
  Complete a department-wide reorganization to balance resources with service demands.

- **Service**
  Complete General Plan and Ordinance Amendments relating to:
  - planned development
  - agricultural cluster subdivisions
  - special events.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The recommended budget reflects the Planning and Building department's adjusted Status Quo request. After submitting the budget in early February 2012, the department requested additional energy program grant funding be added as well as the cost for a half-time Resource Protection Specialist. This position was added to the department's Position Allocation List (PAL) in March for code enforcement activities associated with the two large solar plants currently under construction. Given that the recommended budget is at Status Quo, current services levels are expected to be sustained.

Overall, revenues are recommended to increase $123,051 or 2%, expenditures are recommended to decrease $2,444 or less than 1%, and the level of General Fund support for Planning and Building is recommended to decrease $125,495 or 2% compared to the FY 2011-12 Adopted Budget.

While the economic downturn continues to impact the housing market and construction industry, the FY 2012-13 recommended budget includes an increase of more than $337,700 (21%) for building permits. This increase is largely due to the two large solar projects under construction in the Carrizo Plain, which will require several thousand hours of inspection time. Revenue from Plan Check fees and Sub Permit fees is also increasing by $38,210 or 4% and $40,700 or 18%, respectively. As previously noted, funding for two energy programs is also contributing to the overall increase in revenue in the FY 2012-13 budget. The new Innovator Pilot project funded by Pacific Gas and Electric (which will focus on identifying energy efficiency opportunities in the commercial sector) adds $100,000, and funding for the County's participation in the Energy Watch Partnership is increasing by $66,000 (an 84% increase compared to the FY 2011-12 Adopted Budget.).

Sources of revenue that are decreasing significantly include: $99,253 or 61% in the Federal American Recovery and Reinvestment Act grant funding as the Energy Efficiency Community Development Block Grant projects are completed, $69,618 or 29% in Subdivision Permit fees due to stagnant construction activity, and $91,466 or 25% in funding transferred from Fund Center 290 – Community Development, for staff costs associated with administration of Housing and Urban Development (HUD) grants. (As noted in the County Administrator's

comments and recommendations for the Community Development budget, funding levels for HUD grants have declined, while the administrative requirements for these grants have expanded. The more intensive administrative requirements have made it difficult for Planning and Building to reduce costs to match the level of funding provided in these grants. This situation results in an impact to the General Fund of approximately $157,000 in FY 2012-13. Staff will be working with Planning and Building over the next year to address this issue.)

As noted above, recommended expenditures for the FY 2012-13 budget are essentially level with the FY 2011-12 Adopted budget. Salary and benefit accounts are rising slightly ($42,150 or less than 1%). This has primarily been achieved by eliminating a net total of 1.5 FTE from the department's PAL. Two full-time positions are recommended to be eliminated due to a decline in permit activity and as part of the department's reorganization: one Division Manager and one Permit Technician. Both positions are now vacant due to retirements. The .5 FTE Resource Protection Specialist added to the PAL in March results in the net reduction of 1.5 FTE. Revenue to fund the .5 FTE Resource Protection Specialist is not included in the Planning and Building budget for FY 2012-13. Funding for this position will come from sales tax revenue realized from the two solar plants which will be kept in a designation to offset increased costs for services. Additional cost savings in salaries and benefits has resulted from the department's decision to replace the Supervising Mapping/Graphics Systems Specialist position (now vacant due to a retirement) with a Mapping/Graphics Systems Specialist I, approved by the Board in November 2011 as part of their reorganization.

The services and supplies accounts are decreasing $25,916 or 2% overall. The most significant increases in this group of accounts includes: computer replacement related costs that are increasing a total of $66,250 or 248% as the department catches up after deferring computer replacements over the last several years to contain costs, credit card fees which are increasing $14,000 or 1,400% as the use of credit cards by the department's clients increases, and travel expenditures related to training, which are increasing $16,935 or 1,263% to ensure staff receive necessary training – another area that has been cut back significantly over the past few years. Other services and supplies accounts are decreasing, most notably the Risk Management charge for insurance (dropping by $80,101 or 45%), the Professional and Special Services account (decreasing $17,400 or 11%), Maintenance contract costs to maintain software and hardware systems (decreasing $12,500 or 23%), and Office Expenses (decreasing $11,373 or 25%).

In addition to the positions eliminated from the PAL that were described above, Planning and Building also requested to reallocate 5.0 FTE Environmental Resource Specialists to the Planner III classification. The Environmental Resource Specialist is a classification that is being phased out through attrition. As is done in many other counties, Planners now conduct many of the same environmental review activities that had originally been performed primarily by Environmental Resource Specialists.

GOALS AND PERFORMANCE MEASURES

Department Goal: Conserve natural resources to promote a healthy environment.

Communitywide Result Link: ☐ Safe ☒ Healthy ☒ Livable ☒ Prosperous ☒ Well-Governed Community

1. Performance Measure: Acres of land protected through the agricultural preserve program.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
794,394 acres protected	799,914 acres protected	792,900 acres protected	794,248 acres protected	795,015 acres protected	795,180 acres protected	796,113 acres protected

What: The objective of the Agricultural Preserve Program (Williamson Act) is to protect agricultural lands for continued production of food & fiber. The land is reassessed on the basis of the agricultural income producing capability of the land. This assures the landowners that property valuations and taxes will remain at generally lower levels

Why: To protect agricultural land, strengthen the County's agricultural economy and preserve natural resources, consistent with County policy.

How are we doing? There is a slight net increase in the projected total acres protected. Agricultural Preserve contracts are for either 10 or 20 years and are automatically extended annually for another year unless the owner files a notice of non-renewal. Consequently, some contracts expire each year after completing their 10 or 20 year non-renewal period.

Department Goal: Protect public health and safety by effective and timely administration of development regulations and by fostering clean and safe communities through responsive code enforcement and preparation and implementation of the County General Plan.

Communitywide Result Link: ☒ Safe ☒Healthy ☒ Livable ☒ Prosperous ☒ Well-Governed Community

2. Performance Measure: **Percentage of project types processed within established time lines for representative project types.**

	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
Building Permit applications Goal: Single-family dwelling permits - 20 days to complete plan check.	70%	87%	96%	94%	98%	90%	98%
Goal: Commercial project permits - 30 days to complete plan check	n/a	n/a	90%	95%	95%	96%	95%
Building Inspection Goal: All building inspections requested completed by the next day	99%	99%	98%	100%	98%	99%	98%
Land Use Permit & Subdivision applications Goal: Exemptions from CEQA - 60 days from acceptance	59%	64%	65%	60%	70%	75%	75%
Goal: Negative Declaration - 180 days from acceptance	51%	47%	56%	71%	75%	73%	75%
Code Enforcement Goal: All complaints reviewed within 10 working days.	---	---	---	---	100%	100%	100%

Goal: Voluntary compliance resolved within 45 days of initial inspection	---	---	---	---	50%	40%	40%
Long Range Planning							
Goal: Complete annual reports and public review drafts within the timeframes set by their respective work programs	n/a	90%	90%	60%	85%	73%	85%

What: Timely processing of applications/permits and complaints and the timely completion of long range planning initiatives.

Why: To provide timely, quality service that saves applicants time and money, adds value to tax base and local economy, and meets local and state laws. Timely completion of long range plans ensures a plan produced within budget and adequate time respond to the community's vision, local needs and issues before the document begins the hearing process. Timely annual reports keep the communities and decision makers current on issues affecting the County.

How are we doing?

Building Permits – We monitor our workload weekly to accomplish our goal of completing 98% of the initial plan review for new dwellings within 20 working days. We are currently below our target goal by reviewing 80% of the new dwellings within 20 days (44 out of 55 permits). We expect to reach 90% by year end. We expect to exceed our goal of 95% of commercial plans being reviewed within 30 days by 1% by year end. Currently we are at 93% (28 out of 30 plans). Three significantly large projects have impacted the department and specifically the building division resulting in delays in completing initial reviews. We remain focused on providing excellent service to our typical customers while accommodating the time constraints of the 3 significantly large projects. The total number of construction permits appears to be in a slight decline but our customer service contacts are remaining steady over the past fiscal year. (FY 2008-09: 26,173 permit center contacts, FY 2009-10: 26,980 permit center contacts, FY 2010-11 26,623 permit center contacts). We are also devoting time to: (a) developing new code knowledge due to the code changes that became effective January 1, 2011, (b) reviewing the more complex projects in house, (c) providing frequent consultations to customers for expired/abandoned projects and unpermitted construction due to the changing economy, (d) preparing a new Green Building Ordinance and (e) administering the Storm Water Pollution Program.

Building Inspections- Most inspections are completed the day after they are requested, except in a limited number of remote areas of the County. Our goal is to complete 98% of construction inspections on the day after they are requested. For FY 2011-12 to date we have completed 3,786 inspections out of 3,788 inspections on the date requested or more than 99%.

Land Use Permits/Subdivisions – The number of land use and subdivision applications processed in FY 2010-11 was 133. The number processed in the first quarter of FY 2011-12 was 27, which projects to 108 for the entire fiscal year. This projected total is 19% less than the FY 2010-11 total. Processing times have increased slightly due to the significant complexity of a few applications. In the first quarter of FY 2011-12, the average processing times to take all projects to a Review Authority for action increased from 113 days in FY 2010-11 to 114 days (1% increase) and increased from 161 to 171 days (6% increase) for projects that require Negative Declarations. 12 out of 16 exempt projects were processed within 60 days (75%) and 8 out of 11 projects subject to Negative Declarations were processed within 180 days (73%).

Code Enforcement: All complaints are being reviewed within 10 days of receiving the complaint. For cases involving health and safety (e.g. substandard living conditions), a high priority is assigned to those cases and these are typically reviewed within two days. Voluntary compliance within 45 days is down to 40% because of an increased number of grading and as-built projects. This may be an indirect result of the continuing poor economy. These types of projects often require professionals (e.g. engineers), special studies (e.g. geological), and additional site visits resulting in an increased time to reach compliance.

Long Range: Approximately 73% of the reports and public review drafts of long range plans have been completed within the timeframes set by their work programs. Of the eleven plans either completed or in process, eight are on schedule or have had their schedules revised to reflect changes in circumstances, as described below. The eleven long-range plans being tracked are the Annual Report on the General Plan, EnergyWise Plan (formerly the Climate Action Plan), Shandon Community Plan Update, Paso Robles Groundwater Basin Resource Capacity Study (RCS) implementation program, Strategic Growth implementation amendments, Land Use and Circulation Element (LUCE) update, Resource Management System (RMS) and Growth Management Ordinance (GMO) revisions, the San Miguel Community Plan, the Agricultural Cluster Ordinance and Element amendments, the Mobilehome Park Combining Designation Amendments and the Economic Element update. The Department provides the Board with regular updates regarding Department workload and priorities, which should allow the Department to better estimate time needed for completion of Long Range planning initiatives.

The following is a description of each long range plan, including its current status, whether it is on time and the reason for or circumstance involving any delay.

Annual Report on the General Plan. This was presented to the Planning Commission in September 2011 and to the Board in October 2011, which was ahead of the expected dates.

EnergyWise Plan. The Public Review Draft was released in April 2011, past the original target date of November 2010, because the Department and the Board of Supervisors made modifications to the contract with the consultant. These modifications expanded the scope of work well beyond what was called for in the original contract, and extended the time frame to complete the project. Following three Planning Commission hearings in September and October 2011, the Board adopted the Plan on November 23, 2011 on schedule.

Shandon Community Plan Update. The Public Review Draft was released in February 2010 behind schedule and completion of the update has been delayed by a lengthy Planning Commission hearing process, followed by the Board's continuance of this item off-calendar in November 2011. As directed by the Board, staff will work with the community to resolve concerns that were raised at the November Board hearing. Board hearings are expected to resume by spring 2012.

Paso Robles Groundwater Basin RCS implementation program. This is now a top priority per Board direction. Substantial public outreach and preliminary work on ordinance amendments have been completed. A Public Review Draft of the ordinance amendments is expected by the end of 2011, just past the expected timeframe of fall 2011.

Strategic Growth implementation amendments. These amendments to encourage infill development were postponed to work on the Paso Robles Groundwater Basin implementation, but will soon get underway with funding from a Strategic Growth Council grant. In November, the Board approved consultant contracts, together with work programs and schedules for several Strategic Growth-related projects, including amendments to encourage infill development. Work will begin on these amendments in winter 2011. A Public Review Draft of the infill amendments is expected by fall 2012 and is so far on schedule with the revised work program.

LUCE Update. In March 2011, the Board revised the work program for the LUCE to reorganize it into two parts. The revised work program shows the Public Review Draft of the first or reorganization phase of the LUCE being completed in spring 2012. Due to assigned staff having commitments to other projects that experienced delays, significant work on the LUCE has started a little later than expected; however, a Public Review Draft of the LUCE reorganization should still be able to be released by spring 2012 which would be on schedule according to the revised timeline.

RMS and GMO revisions. The previous target of completing draft RMS and GMO revisions in 2011 has been moved back to fall 2012 due to workload and staff commitment to higher-priority projects, as the RMS and GMO revisions are not included in the top Department priorities per Board direction. Two tasks have been completed in connection with the RMS Annual Resource Summary Report, and work is underway on the remaining tasks. Staff is now targeting completions of the Public Review Draft RMS and GMO revisions by fall 2012, with the exception of specific growth rate limits and possible significant revisions to the GMO that would likely require an EIR, for which funds are currently not budgeted.

San Miguel Community Plan Update. In November 2011, the Board authorized processing a Community Plan Update, together with a work program and schedule. Work on the Community Plan Update is underway, and staff is on schedule to release the Public Review Draft by June 2012 per the approved work schedule.

Agricultural Cluster Element and Ordinance Amendments. The Public Review Draft of the proposed amendments was released in August 2011 on schedule. The public review period for the Draft Environmental Impact Report (EIR) ended on October 17, 2011. The final EIR will be released before the end of 2011 and is required to be recirculated. The first Planning Commission hearing is tentatively scheduled in early 2012.

Housing & Economic Development:
Most programs of this section are ongoing, such as grants administration and Mobilehome Park Rent Review Board support. They are "on schedule" in that deadlines set by funding sources and the Mobilehome Park Rent Stabilization Ordinance were met, so no sanctions from the funding sources were imposed and no complaints from Mobilehome Park owners, residents or the Rent Review Board were filed.

However, of the two programs which are not ongoing, one continues to be behind: the Phase I Mobilehome Park Zoning and Standards. The reason this program continues to be behind schedule is primarily due to the need for the staff member assigned to this project to spend more time than anticipated in his role as staff to the Mobilehome Park Rent Review Board. The Public Review Draft has not yet been completed. The Board of Supervisors approved a work program in September for the Economic Element. The Economic Element update is currently on schedule to complete a Public Review Draft in winter 2011/2012..

3. Performance Measure: Percentage of customers who rate the overall services provided by the Planning and Building Department as "above satisfactory" or higher through continuous client surveys.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
94%	90%	92%	95%	95%	95%	95%

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? Our focus has been on creating a "Customer Service Center" to provide timely and accurate information in a helpful way. We have improved our customer service by increasing our electronic application/ePermit service which reduces the amount of times applicants need to come into the county to apply for a permit and we have provided a designated Code Enforcement officer to assist with clients coming for unpermitted projects or expired permits. In addition, customers now have the ability to pay by credit card on all fee type transactions processed in the department. To the greatest extent feasible, we are committed to maintaining the staffing levels necessary to meet customer needs Monday through Friday, and our current average wait time for customers is less than 5 minutes. To date, 95% of the individuals who completed "how are we doing" surveys rated the above satisfactory or outstanding and we expect to continue this for the remainder of the fiscal year (18 out of 19).

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: ☐ Safe ☐ Healthy ☒ Livable ☒ Prosperous ☐ Well-Governed Community

4. Performance Measure: Number of newly constructed/purchased affordable housing units for low - and moderate - income families.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
218 housing units	105 housing units	82 housing units	80 housing units	194 housing units	62 housing units	149 housing units

What: Affordable housing units resulting from permit requirements and incentives (including state, federal and local funds) to maximize the number of newly constructed /purchased 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? The projected number for FY 2011-12 of affordable units constructed is: 62 units, including 11 units (Oak Leaf Homes) in Nipomo, 29 units (Terebinth Lane Homes) in Templeton, both by Peoples' Self-Help Housing Corporation, 6 apartment units in San Simeon, 10 secondary dwellings units countywide, and 6 units of farm support quarters units countywide. The targeted 62 housing units for FY 2011-12 include 58 units for very low and low income households and 4 units for moderate income households. This projection of 62 units for FY 2011-12 is well below the 194 units originally included in the adopted budget because two projects by People's Self-Help Housing Corporation (comprising 42 units) are behind schedule and because County funding for an 80-unit project is Paso Robles by the Housing Authority of the City of San Luis Obispo was reallocated to another Paso Robles project that will not be completed for several more years. The target for FY 2012-13 includes 149 units, including 35 units in Arroyo Grande (Courtland Homes), 23 units in Nipomo (Oak Leaf), 6 units in Oceano, all by People's Self Help Housing Corporation, 69 units in Paso Robles (Oak Park) by the Paso Robles Housing Authority, 10 secondary dwelling units countywide, and 6 farm support quarter units countywide. The targeted 149 housing units include 145 units for very low and low income households and 4 units for moderate income households.

Department Goal: Promote the values of good planning and building through education and outreach

Communitywide Result Link: ☐ **Safe** ☐ **Healthy** ☒ **Livable** ☒ **Prosperous** ☐ **Well-Governed Community**

5. Performance Measure: Percentage of planned public outreach and education efforts completed during the year.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
N/A	N/A	370	465	Revised Measure 100%	93%	100%

What: To provide public information/training and gather public input through outreach on specific topics of interest that impact the land owners of the unincorporated areas of the County.

Why: To improve, strengthen and foster maximum participation in the process through listening to concerns and educating stakeholders about department processes and the benefits of good planning and building programs.

How are we doing? The success of our work depends on our ability to gather information from stakeholders, inform residents and property owners of our efforts and educate the general public about planning and building. Our public outreach and education is designed to promote public awareness for a wide variety of audience and stakeholders within and outside government.

Our on-going measures include: live broadcasting and web-streaming of Planning Commission meetings, live web-streaming of Airport Land Use Commission, Subdivision Review Board and Planning Department meetings, staff reports and agendas available on the webpage, e-comment for hearing items available on the webpage, "how to" and other informational handouts available on the webpage, interactive Geographic Information System (GIS) mapping and data on the department's web page, annual GIS day, Community Advisory Councils (CAC) liaison duties, yearly CAC training, yearly California Environmental Quality Act training, yearly biological report training, twice yearly erosion control training, Agriculture Liaison Advisory Board presentations, guest lecturing at Cal Poly and Cuesta College, a quarterly newsletter, and information provided on Facebook and Twitter.

To continue our successful collaboration with agencies, organizations and residents, our goal for FY 2011-12 is to complete the following outreach and public education efforts. Where a measurement is noted, the department will provide a report on that measure.

Will Not Complete in FY 2011-12
- Santa Margarita Resource Capacity Study Outreach

Will Complete in FY 2011-12
- Green Building Code Training
- Mobilehome Park Amendment Outreach
- Housing Needs Education (Various Stakeholder Groups)
- Economic Development Education

Will Complete in FY 2011-12 and continue to FY 2012-13
- CDBG / HOME (and other housing grant) Outreach & Public Workshops (report on the number of grants awarded in FY 2011-12 – 5 grants)
- Homeless Services Oversight Council Meetings
- Land Use and Circulation Element Outreach
- Energy Retrofit Training and Energy Efficiency Outreach (report on the number of contractors trained in energy efficiency – 15 contractors trained)
- Ag Tourism Ordinance Amendment Outreach
- Camp Roberts Joint Land Use Study Meetings & Outreach
- NPDES Training & Outreach (report on number of grading regulation violations as compared to permits issued – 3 out of 24)
- San Miguel Community Plan Outreach
- Resource Education (Water, Oak Woodlands, Mining, GIS, etc)
- Stakeholder Outreach (Building Industry, Environmental Interests, Professional Organizations, Service Organizations, etc)

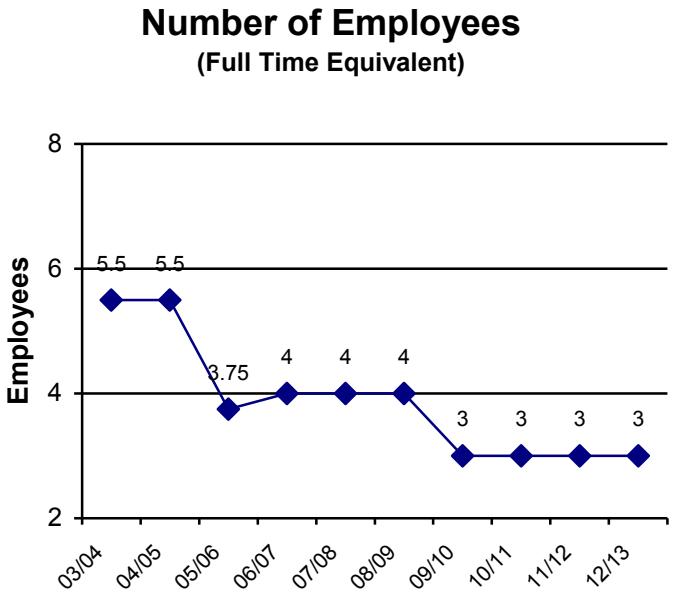
New for FY 2012-13
- Green Building Ordinance Outreach and Training
- Housing Element Update Outreach
- Strategic Growth Implementation Outreach and Education
- Continuous Process Improvement Amendments Outreach
- Mobilehome Park Rent Stabilization Ordinance Education

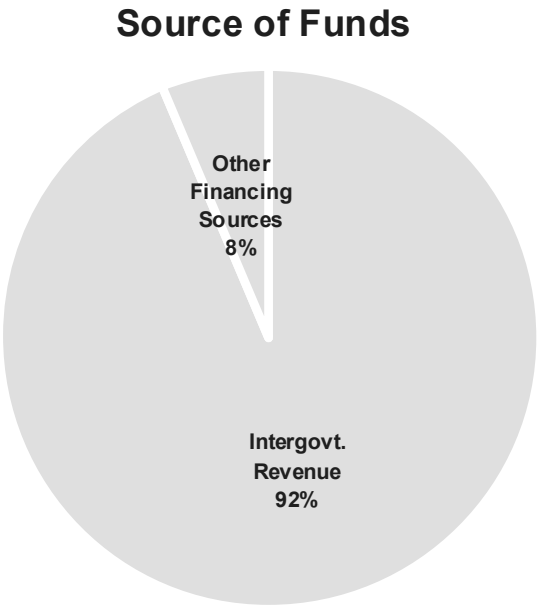
We are projecting that for FY 2011-12 the Department will meet 93% of the outreach and public education efforts identified as only one of the identified outreach and public education efforts will not be completed. The following is a description of each identified outreach or public education effort. The Santa Margarita Resource Capacity Study was postponed by the Board of Supervisors in order to allow the Department to assign staff to implementation of the Paso Robles Groundwater Basin Resource Capacity Study recommendations and therefore no outreach was accomplished and no outreach is proposed in FY 2012-13. The Department is proposing to continue many of the outreach and education initiatives from FY 2011-12 to FY 2012-13. However, there are some that are not proposed to continue. Green Building Code Training is being replaced with Green Building Ordinance outreach and training to reflect the change from training on the Cal Green Code to our proposed local Green Building Ordinance, the Mobilehome Park Amendment outreach is being deleted as the amendment outreach should be complete by FY 2012-13, the Housing Needs Education is being replaced with specific outreach that we will be starting on the Housing Element Update, and the Economic Development Education is being deleted as the joint effort with the Economic Vitality Corporation on the Economic Strategy will be complete by the end of FY 2011-12. We are proposing to add Strategic Growth Implementation and Continuous Process Improvement Amendment Outreach to reflect work the Department is doing in those two general areas. In addition, education regarding the Mobilehome Rent Stabilization Ordinance is proposed to be added as this is an on-going effort that will continue.

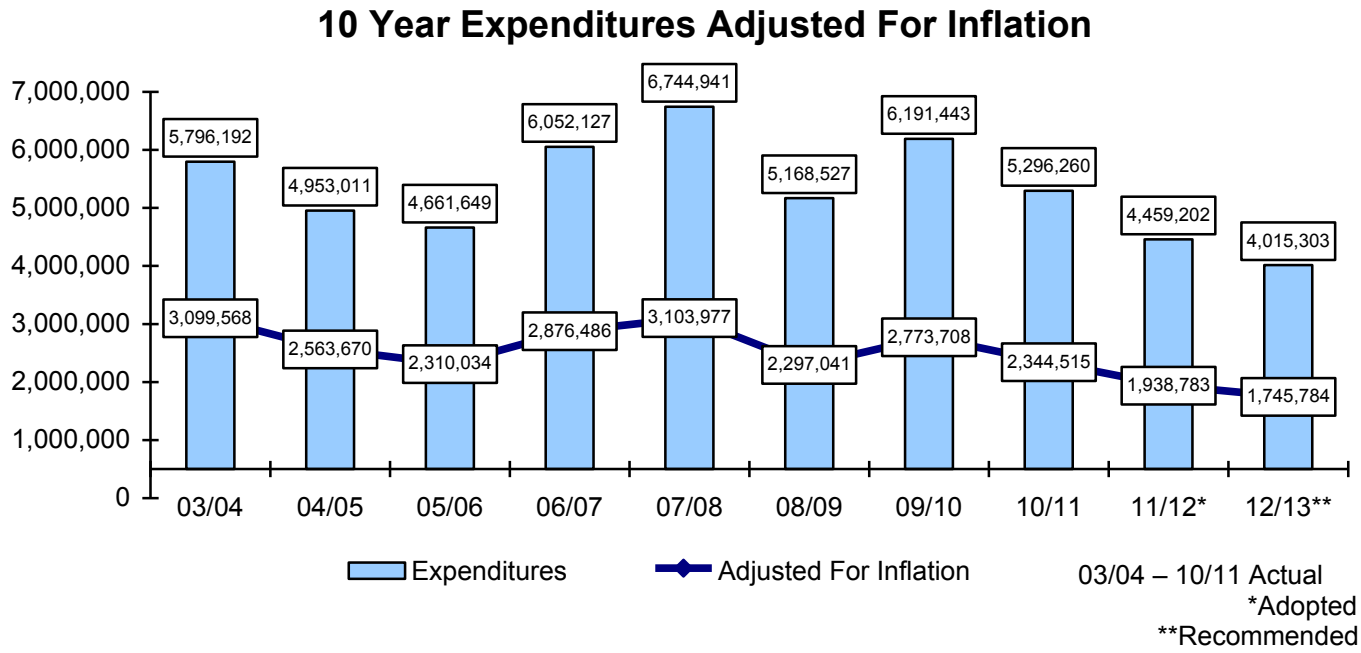
MISSION STATEMENT

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

Financial Summary	2011-12 Budget	2011-12 Projected	2012-13 Requested	2012-13 Recommended	Change from 2011-12
Intergovernmental Revenue	$ 4,158,266	$ 6,080,773	$ 3,719,180	$ 3,706,867	$ (451,399)
Other Financing Sources	300,936	305,936	300,936	308,436	7,500
Total Revenue	$ 4,459,202	$ 6,386,709	$ 4,020,116	$ 4,015,303	$ (443,899)
Fund Balance Available	$ 35,135	$ 35,135	$ 0	$ 0	$ (35,135)
Cancelled Reserves	0	0	0	0	0
Total Financing Sources	$ 4,494,337	$ 6,421,844	$ 4,020,116	$ 4,015,303	$ (479,034)
Salary and Benefits	$ 0	$ 0	$ 0	$ 0	$ 0
Services and Supplies	607,984	555,655	585,838	646,874	38,890
Other Charges	3,851,218	5,831,055	3,434,278	3,368,429	(482,789)
Fixed Assets	0	0	0	0	0
Gross Expenditures	$ 4,459,202	$ 6,386,710	$ 4,020,116	$ 4,015,303	$ (443,899)
Contingencies	35,135	0	0	0	(35,135)
New Reserves	0	0	0	0	0
Total Financing Requirements	$ 4,494,337	$ 6,386,710	$ 4,020,116	$ 4,015,303	$ (479,034)







SERVICE PROGRAMS

Community Development has a total expenditure level of $4,015,303 and a total staffing level of 4.35 FTE to provide the following services. (Note: Staff is budgeted in FC 142 – Planning and Building; full time equivalent (FTE) shown represents staff assigned to projects within FC 290 – Community Development.

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: $1,654,260 Total Staffing (FTE): 1.70

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: $823,357 Total Staffing (FTE): 0.90

Federal Emergency Shelter Grants (ESG)

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

Total Expenditures: $163,420 Total Staffing (FTE): 0.30

Continuum of Care (CoC) Funds

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

Total Expenditures: $1,065,830 Total Staffing (FTE): 0.90

General Fund Support for Programs Benefiting the Homeless

Provides funding for emergency shelter and other services for homeless persons.

Total Expenditures: $187,500 Total Staffing (FTE): 0.20

General Fund Support for the Economic Vitality Corporation (EVC)

Provides funding for economic development services provided through the nonprofit EVC, such as business surveys, international trade classes, assistance to businesses, and collaboration on County economic strategies.

Total Expenditures: $80,775 Total Staffing (FTE): 0.15

General Fund Support for SLO Co Housing Trust Fund

Provides funding for housing finance services throughout the County.

Total Expenditures: $40,161 Total Staffing (FTE): 0.20

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 financing and technical assistance (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 performed by the Economic Vitality Corporation and operating costs for the San Luis Obispo County Housing Trust Fund.

FY 2011-12 Accomplishments

- Distributed approximately $6.4 million dollars in Federal and State grant funds (including some American Recovery and Reinvestment Act funds and other one-time funding) for affordable housing, public facilities, public services and economic development programs to individuals, cities, unincorporated communities and local non-profit organizations.
- Constructed handicapped accessible curb/sidewalk improvements in the cities of San Luis Obispo, Atascadero and Paso Robles.
- Provided shelter and other services for more than 1,000 homeless persons countywide.
- Provided $1.3 million of HOME funds for a nonprofit group to acquire the 51-unit Rolling Hills Family Apartments in Templeton.
- Completed the Mission Street Enhancement project in San Miguel.
- Provided $300,000 to the Paso Robles Housing Authority for site acquisition in Oak Park housing redevelopment.

FY 2012-13 Objectives

- Distribute approximately $3.7 million dollars in federal grant funds for affordable housing, public facilities, public services and economic development programs to individuals, cities, unincorporated communities and local non-profit organizations.
- Upgrade the water and sewer system for Sunny Oaks Mobilehome Park in Los Osos.
- Construct a sewer line replacement on 16th Street in San Miguel.
- Use $187,500 of General Fund support to provide shelter and other services for homeless persons and families.
- Provide $300,000 to acquire 313 South Street in San Luis Obispo for development of affordable rental housing.
- Provide $1.5 million of HOME funds to construct the 36-unit Courtland St Apartments in Arroyo Grande.

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.

Total financing sources for Community Development are recommended to decrease by $479,034 or 10% and expenditures are recommended to decrease $443,899 or 9% compared to the FY 2011-12 Adopted Budget. Contingencies in the amount of $35,135 were included in the FY 2011-12 Adopted budget due to a fund balance available of this amount at year end. The recommended FY 2012-13 budget does not include any Contingencies or Fund Balance Available.

The decrease in revenue is primarily associated with a $429,926 or 34% reduction in the U.S Department of Housing and Urban Development (HUD) HOME grant and $274,870 or 14% decrease in the HUD Community Development Block Grant (CDBG). With the significant reduction in the HOME grant funding, it is expected that four fewer affordable housing units will be constructed and made available to low-income households. The reduction in CDBG funding could result in fewer handicapped accessibility improvements (such as curb cuts) needed to comply with the Americans with Disabilities Act.

Offsetting a portion of the combined $704,796 in HOME and CDBG grant funds is an increase in funding for the Continuum of Care (CoC) program in the amount of $217,363 (25%). This increase is the result of two competitive grant awards to be used for housing and case management of homeless clients in north and south county areas. The award of $110,263 to provide these services in the north county was included in the department's budget request. The award of $107,100 to provide these services in the south county had been inadvertently omitted and was added to the recommended budget. Funding for the Emergency Shelter Grant program is also increasing by $36,034 or 28%.

The reduction in expenditures reflects the reduced grant funding noted above. More than $929,000 in CDBG funds will be distributed to five incorporated cities, with the largest shares going to the City of San Luis Obispo (more than $506,500) and the City of Paso Robles (more than $167,700). In addition, almost $2.44 million in grants funds from the CDBG, HOME, Emergency Shelter Grant and CoC programs will be distributed to various non-profit organizations.

The General Fund support for this budget is recommended to increase by $7,500 (2%) to provide funding for warming centers for the homeless. CAPSLO had collected donations from the public and other agencies that will be added to these funds and used to set up warming centers when temperatures drop to levels unsafe for homeless persons to stay outside. The recommended General Fund support includes: $187,500 for Homeless Programs, $80,775 for the Economic Vitality Commission (EVC), and $40,161 for the San Luis Obispo Housing Trust Fund.

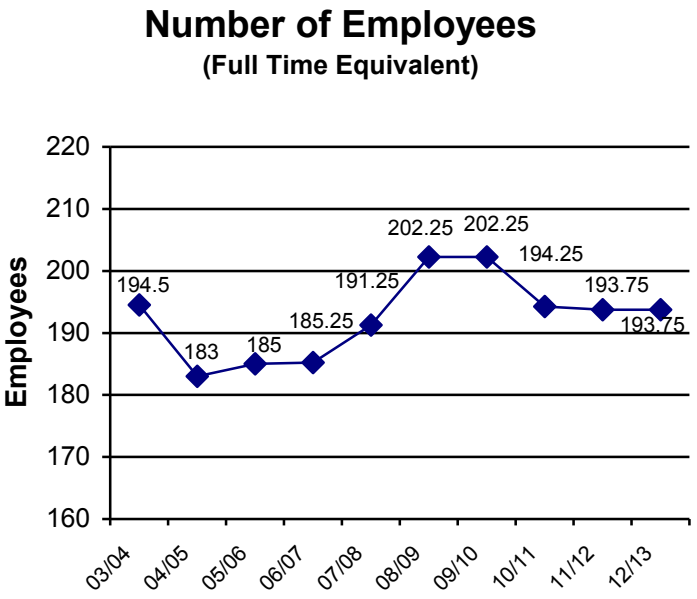
Funding levels for the EVC and Housing Trust Fund are the same as FY 2011-12 and the funding for the Homeless programs have increased slightly to cover a portion of the cost of providing warming centers.

Staffing to administer the HUD grant programs and contracts funded with General Fund support are funded in Planning and Building, Fund Center – 142. In FY 2012-13, $267,362 in funding will be transferred to Fund Center 142 to support the cost of administering these programs. This is a reduction of almost $39,700 or 12% compared to the FY 2011-12 Adopted budget. Funding levels for HUD grants have declined over the past few years, while the administrative requirements for these grants have expanded. The more intensive administrative requirements have made it difficult for Planning and Building to reduce costs to match the level of funding provided in these grants. This situation results in an impact to the General Fund of approximately $157,000 in FY 2012-13. Staff will be working with Planning and Building over the next year to address this issue.

MISSION STATEMENT

Provide public services related to the safe and efficient movement of traffic on the 1,310 miles of County maintained roadways; engineering and surveying review of proposed land development; administration and operation of various water and waste water wholesale and retail facilities; long term master water planning; and franchise administration for the unincorporated areas.

OPERATING DETAIL (1)	2010-11 ACTUAL (2)	2011-12 ESTIMATED (3)	2012-13 PROPOSED ESTIMATES (4)	2012-13 RECOMMENDED ESTIMATES (5)
OPERATING REVENUES				
Charges for Services	34,870,305	28,793,029	30,446,011	30,446,011
TOTAL OPERATING REVENUES	34,870,305	28,793,029	30,446,011	30,446,011
OPERATING EXPENSES				
Salaries and Benefits	20,696,656	21,409,917	21,597,387	21,597,387
Services and Supplies	11,130,103	6,257,837	7,817,408	7,817,408
Insurance Benefit Payment	317,892	316,324	230,595	230,595
Depreciation	653,438	729,685	705,713	705,713
Countywide Overhead Allocation	140,246	79,266	94,908	94,908
TOTAL OPERATING EXPENSES	32,938,335	28,793,029	30,446,011	30,446,011
OPERATING INCOME (LOSS)	1,931,970	0	0	0
NON-OPERATING REVENUES (EXPENSES)				
Interest	38,727	150,000	50,000	50,000
Gain (Loss) on sale of Asset	20,386	0	0	0
Other	76,026	0	0	125,000
TOTAL NON-OPERATING REVENUES (EXPENSES)	135,139	150,000	50,000	175,000
INCOME BEF. CAPITAL CONTRBS. & TRANSFERS	2,067,109	150,000	50,000	175,000
Contributions in (Out)	0	0	0	(125,000)
CHANGE IN NET ASSETS	2,067,109	150,000	50,000	50,000
Net assets - beginning	13,861,022	15,928,131	16,078,131	16,078,131
Net assets - ending	15,928,131	16,078,131	16,128,131	16,128,131
FIXED ASSET EXPENDITURES				
Equipment	415,005	674,000	1,228,000	1,228,000
TOTAL FIXED ASSET EXPENDITURES	415,005	674,000	1,228,000	1,228,000


Number of Employees
(Full Time Equivalent)
Employees
220
210
200
190
180
170
160
194.5
183
185
185.25
191.25
202.25
202.25
194.25
193.75
193.75
03/04
04/05
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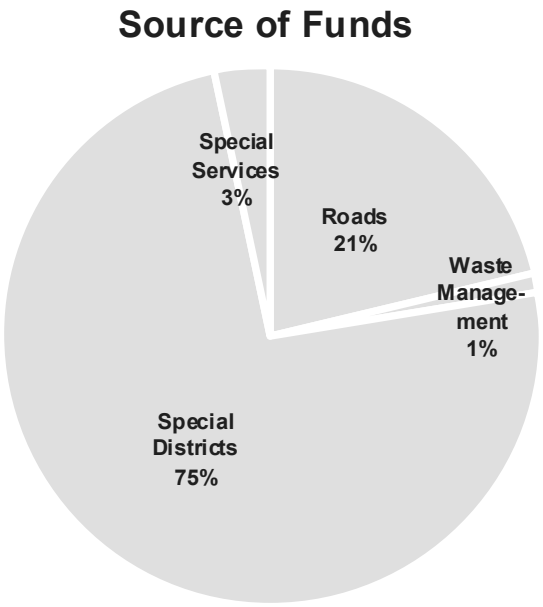
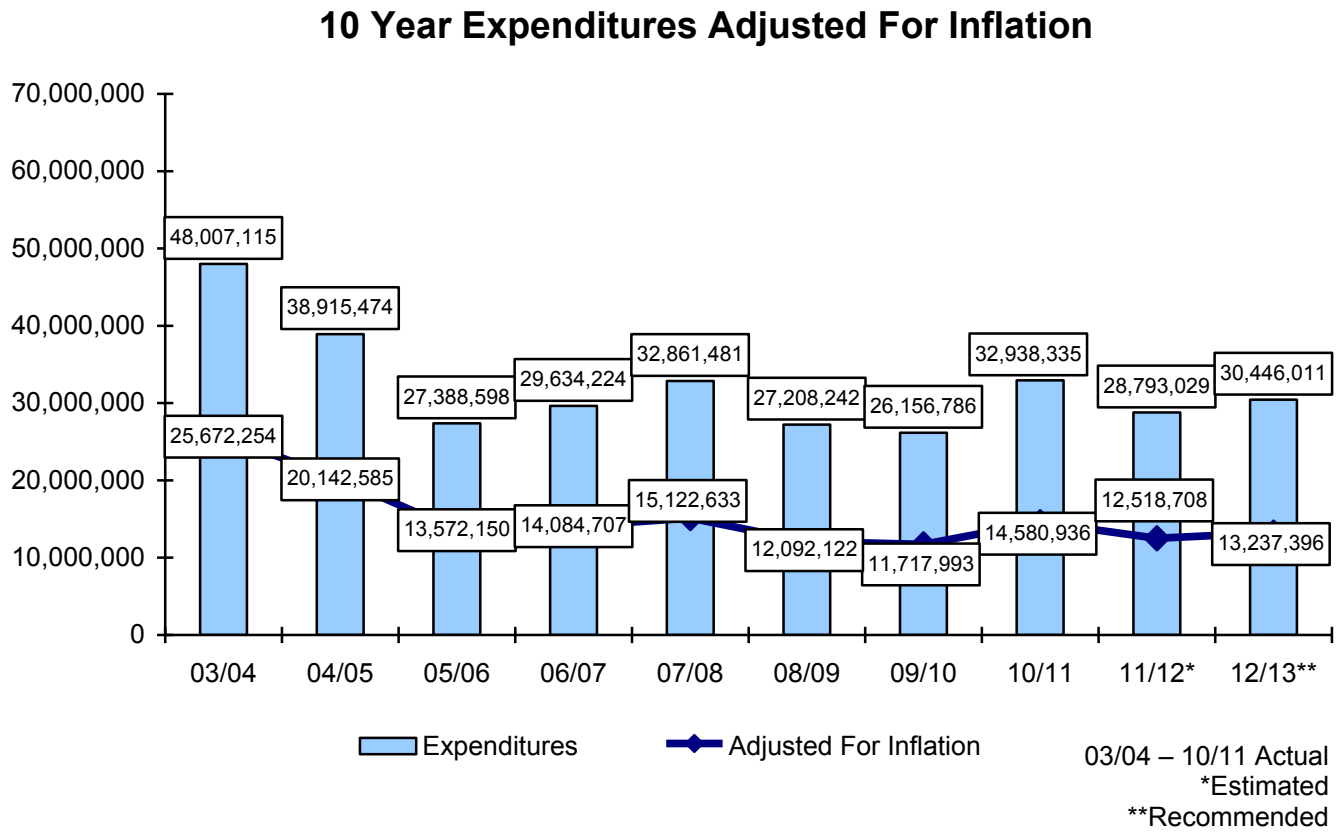
09/10
10/11
11/12
12/13


Source of Funds
Special Services 3%
Roads 21%
Waste Manage-ment 1%
Special Districts 75%


10 Year Expenditures Adjusted For Inflation
70,000,000
60,000,000
50,000,000
40,000,000
30,000,000
20,000,000
10,000,000
0
48,007,115
38,915,474
27,388,598
29,634,224
32,861,481
27,208,242
26,156,786
32,938,335
28,793,029
30,446,011
25,672,254
20,142,585
13,572,150
14,084,707
15,122,633
12,092,122
11,717,993
14,580,936
12,518,708
13,237,396
03/04
04/05
05/06
06/07
07/08
08/09
09/10
10/11
11/12*
12/13**
Expenditures
Adjusted For Inflation
03/04 – 10/11 Actual
*Estimated
**Recommended

SERVICE PROGRAMS

The Public Works Internal Services Fund has a total expenditure level of $30,446,011 and a total staffing level of 193.75 FTE to provide the following services:

Development Services

Provide engineering and surveying review of land development as mandated by State law and County ordinance to ensure that our neighborhoods are livable, safe and well integrated into the community.

Total Expenditures: $554,178 Total Staffing (FTE): 3.85

Operations Center - Water and Sewer

Provide water and sewer service to County departments and other governmental agencies in and around the Kansas Avenue area off Highway 1 in San Luis Obispo.

Total Expenditures: $120,059 Total Staffing (FTE): 0.92

Roads

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; increase traffic safety and control right-of-way encroachments.

Total Expenditures: $6,537,087 Total Staffing (FTE): 92.0

Services to Special Districts

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: $255,749 Total Staffing (FTE): 1.61

Special Districts

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

Total Expenditures: $22,634,524 Total Staffing (FTE): 91.66

Waste Management Programs

Administer and implement solid waste management activities in certain unincorporated areas, 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: $327,491 Total Staffing (FTE): 2.71

Work for Outside Departments

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: $16,923 Total Staffing (FTE): 1.00

DEPARTMENT COMMENTS

The primary function of the Public Works Internal Service Fund (ISF) is overall accounting and reporting for the department. 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 labor and indirect cost of operations that are then recovered from programs, projects and services through departmental labor charges and overhead allocations.

Following are some of the notable accomplishments for the Public Works Department in FY 2011-2012 and some specific objectives for FY 2012-2013.

FY 2011-12 Accomplishments

- The Nacimiento Water Project has been named as the "Outstanding Civil Engineering Project" and "Outstanding Water Conveyance Project" by the local, section, and region (covering all of California) of the American Society of Civil Engineers. The project is one of five national finalists for the "Outstanding Civil Engineering Achievement" award (the "Oscars" of Civil Engineering). Other finalists include the Hoover Dam Bypass Bridge in Nevada.
- Completed design of the Los Osos Wastewater Project collection system. Staff also worked to obtain a reduced interest rate and approximately $20 million in grant funding to date. This has reduced the estimated average cost of the project to $155 per month from the original estimate of $200 per month.
- Delivered over $26 million in Public Works infrastructure projects.
- Continued to replace and retrofit equipment in order to meet new Federal Air Quality unfunded mandates.

FY 2012-13 Objectives

- 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.
- Continue to work with the American Public Works Association to assess the department's policies and procedures in all aspects of Public Works duties with the goal of becoming accredited within three years.
- Evaluate the cost effectiveness of equipment replacement recommendations relating to recent downsizing of road crews and changing maintenance priorities.
- Evaluate the cost effectiveness of utility operations as a result of new responsibilities and facilities.

- Engaged the American Public Works Association in October 2011 to assess the department's policies and procedures in all aspects of Public Works duties with the goal of becoming accredited within three years.

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 201 – 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.

It should be noted that the State Controller's Office requires an Operation of Internal Service Fund Schedule 10. The format of the Schedule 10, and 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 2012-13 recommended estimated numbers to FY 2011-12 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.

The recommended FY 2012-13 budget of $30,446,011 is an increase of $1,652,981 or 6% compared to the estimated FY 2011-12 amount of $28,793,029 primarily due to a $1,559,571 or 25% increase in services and supplies accounts. Salary and benefit accounts are increasing minimally, $187,470 or 1% from FY 2011-12 levels. As noted above, services and supplies accounts are increasing by 25% which can be attributed to a combination of factors such as: 1) a $173,026 or 27% increase in countywide overhead charges; it should be noted that the Schedule 10 reflects countywide overhead charged to Special District budgets only. Countywide overhead charged back to the other functional areas within the ISF can be found in the individual fund center budgets; 2) $276,927 or 34% increase in garage and fuel charges; and 3) budgeting for the first time for a new facility services charge of $268,974. There are no service level impacts associated with the recommended budget.

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. The majority of the ISF's operating revenue and expense (74% or $22 million) is comprised of charges to Special Districts. This revenue is projected to increase by $1.3 million or 6% as compared to FY 2011-12 budgeted levels. Although the total expense and revenue for Special Districts is shown on the Public Works ISF's Schedule 10, each district has its own budget that is separate from the overall County budget. These budgets are contained in the Special District Budget document prepared by Public Works and approved by the Board of Supervisors during the County's annual budget hearings in June.

The three (3) other functional areas in the ISF- Roads (FC 245), Special Services (FC 201) and Waste Management (FC 130) - account for the balance of the ISF operating revenues and expenditures. Specific details about these budgets can be found in the individual fund center budget pages. Roads (FC 245) is budgeted to increase by 6% or $393,066 from FY 2011-12 levels; Special Services (FC 201) is decreasing by $66,503 or 7% as compared to the FY 2011-12 adopted budget; and Waste Management (FC 130) is recommended to decrease by $23,119 or 7% from FY 2011-12 amounts.

Fixed assets are recommended in the amount of $1,228,000 which is a $554,000 or 82% increase from FY 2011-12 budgeted levels. Public Works has a program that ranks the replacement of equipment on several criteria such as useful life, maintenance cost, usage, overall condition, importance to the department and funding available. No General Fund support will be required in the purchase of this equipment as the majority will come from the ISF equipment replacement program as well as contributions from the Road fund, Special Districts and Waste Management. A total of $479,916 from the equipment replacement program will be used to offset the cost of the

recommended fixed assets. The Roads fund will contribute approximately $667,909 and Waste Management $20,000 towards the purchase of the equipment noted below.

The following vehicles and equipment is recommended to be purchased in FY 2011-12:

- 5 – Diesel Particulate Filters – the purchase of these filters continues the CA Air Resources Board mandate to retrofit all 2006 or older diesel engine equipment with diesel particulate filters by January 2023; FY 2012-13 begins the retrofit of all on-road vehicles; the cost for these filters is $90,000 ($18,000 each) and will be funded through the Road Fund;

New

- Asphalt Zipper – this piece of equipment will be used to pulverize and grind down asphalt. Currently the zipper is rented about 32 days a year, at the cost of $80,000 ($2,500 per day). It is anticipated that by purchasing the equipment, the County will be saving $60,800 annually; the cost for the zipper is $100,000 and will be funded through the Road fund;

- 2 – portable message boards – these boards will be used throughout the County to alert motorists of roadway hazards or construction work thus increasing safety on the roads for not only the public but for County Road crews; the cost for these portable message broads are $35,000 ($17,500 each) and will be funded through the Road fund;

- GPS survey equipment – this equipment uses satellite technology which will allow for consistent, precise control-survey procedures to ensure accurate locations for design and construction of roads, bridges and flood control infrastructure; currently the department contracts out for this type of surveying. The purchase of this equipment will save the cost of the contract which is $40,000 annually; the cost of the GPS survey equipment is $60,000 and will funded through the Road fund, Waste Management fund center and the Flood Control District.

Replacement

- 1 – Atomic absorption spectrophotometer system: this will replace the existing system that is 12 years old; the availability of parts is decreasing and as it is an integral piece of the County's Water Quality Lab equipment it is being recommended for replacement; the cost is $76,000 and is funded through the ISF equipment replacement program and Special Districts funds;

- 1 – Backhoe: this will replace a 1998 backhoe that is at the end of its useful life of 15 years; maintenance and repairs costs are increasing and it is more cost effective to replacement the backhoe than fix it any longer; the cost is $90,000 and it is funded through the ISF equipment replacement program and the Road fund;

- 1 – Radar speed trailer: this will replace an old non-fixed asset radar trailer expected to be sold at auction; the trailer will be used to alert motorists on their driving speed as well as remind them of the posted speed limit thus acting as a calming device to increase the safety of the public; the cost is $10,000 and the purchase will be funded through the Road fund;

- 2 – 3-5 ton rollers: this purchase will replace two 3-5 rollers that are past their useful lives of 12 years; these rollers fall under the Air Resources Board mandate for off-road diesel equipment to be retrofitted or replaced; however, it is not cost effective to retrofit the as they are costly to maintain; the cost is $90,000 ($45,000 each) and will be funded through the ISF equipment replacement program and the Road fund;

- 1 – Hybrid sedan: this will replace a 2004 mid-size sedan that is past its useful life of 6 years and has105,000 miles on it; hybrid vehicles have cleaner emissions and its purchase will save in fuel costs; the cost is $30,000 and will be funded through the ISF equipment replacement program;

- 1 – 1 ton flatbed/dump: will replace a 2001 dump truck that is 3 years past its useful life of 8 years and has 94,000 miles on it; operating and maintenance costs continue to become excessive and it is more effective to replace it than fix it; the cost is $42,000 and will be funded through the ISF equipment replacement program;

- 1 – 1.5 ton stencil truck: replaces a stencil truck that is 4 years past its useful life of 8 years and requires numerous repairs and parts and it is no longer effective to repair it; the cost is $87,000 and will be funded through the ISF equipment replacement program and the Road fund;

- 1 - ½ ton truck: will replace a 2002 ½ ton truck that is 3 years past its useful life of 7 years and has 90,000 miles on it; cost is $21,000 and funding will come from the ISF equipment replacement program;

- 1- ¾ ton utility truck: to replace a 2003 ¾ ton utility truck that has 107,000 miles on it and is 3 years past its useful life of 7 years; cost is $32,000 and is funded through the ISF equipment replacement program and the Road fund;

- 3 – 3-axle dump truck: will replace two 1999 3-axle and one 2000 2-axle at the end of their useful lives of 12 years and 105,000, 143,000 and 166,000 miles on them respectively; these trucks fall under the Air Resources Board mandate to be retrofitted or replaced all 2006 or older diesel equipment; however, because of their age and high mileage, it is more cost effective to replace them than to retrofit them; the cost is $465,000 ($155,000 each) and will be funded through the ISF equipment replacement program and the Road fund.

GOALS AND PERFORMANCE MEASURES

Additional Goals and Performance Measures for Public Works 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).]

Department Goal: Deliver Capital Projects on time and on budget.

Communitywide Result Link: ☒ Safe ☐ Healthy ☐ Livable ☐ Prosperous ☒ Well-Governed Community

1. Performance Measure: Percentage of capital projects that are completed on time.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
42%	56%	64%	78%	80%	88%	85%

What: 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.

Why: 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.

How are we doing? A favorable result of 88% is projected for FY 2011-12. We anticipate 45 out of 51 approved phases will be completed on-schedule. Six projects are expected to be delayed and can be grouped as follows: 2 projects have funding agency delays, 1 project requires a multi-year design phase and 3 projects were reassigned a lower priority. The FY 2012-13 target has been stretched to 85% with the ultimate goal being 90% several years in the future. There is no standardized comparable county data available.

2. Performance Measure: Percentage of capital projects that are completed at or under budget.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
83%	89%	86%	89%	90%	91%	90%

What: 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.

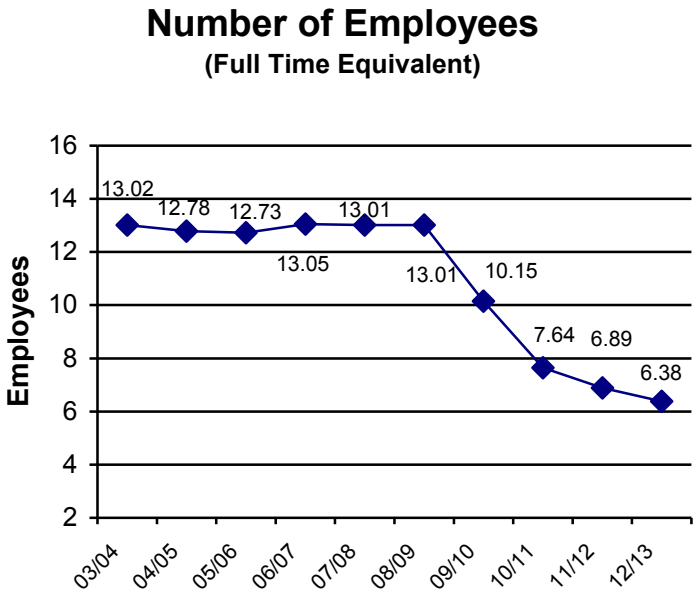
Why: To determine how accurately project costs are estimated so that funds are allocated and projects are prioritized properly.

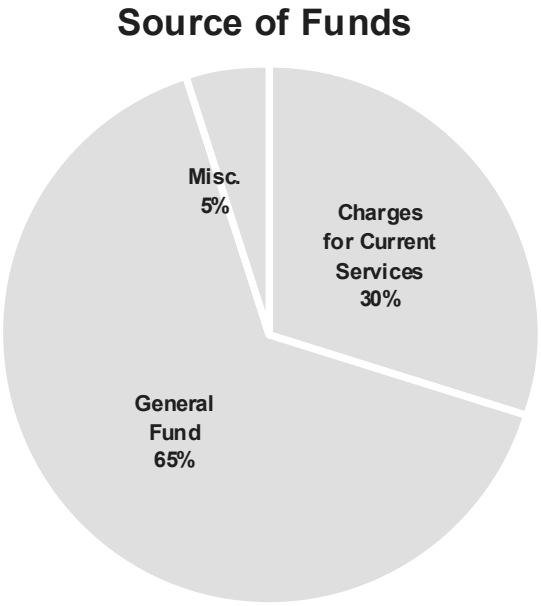
How are we doing? For FY 2011-12, the Department is projecting a favorable result of 91%. Of the 45 project phases anticipated to be completed on-schedule, its estimated that 41 phases will be completed within the allocated budget. The four projects that are expected to exceed their allocated budget can be grouped as follows: the scope of work was expanded on 2 projects and the federal funding has changed for 2 projects. There is no standardized comparable county data available.

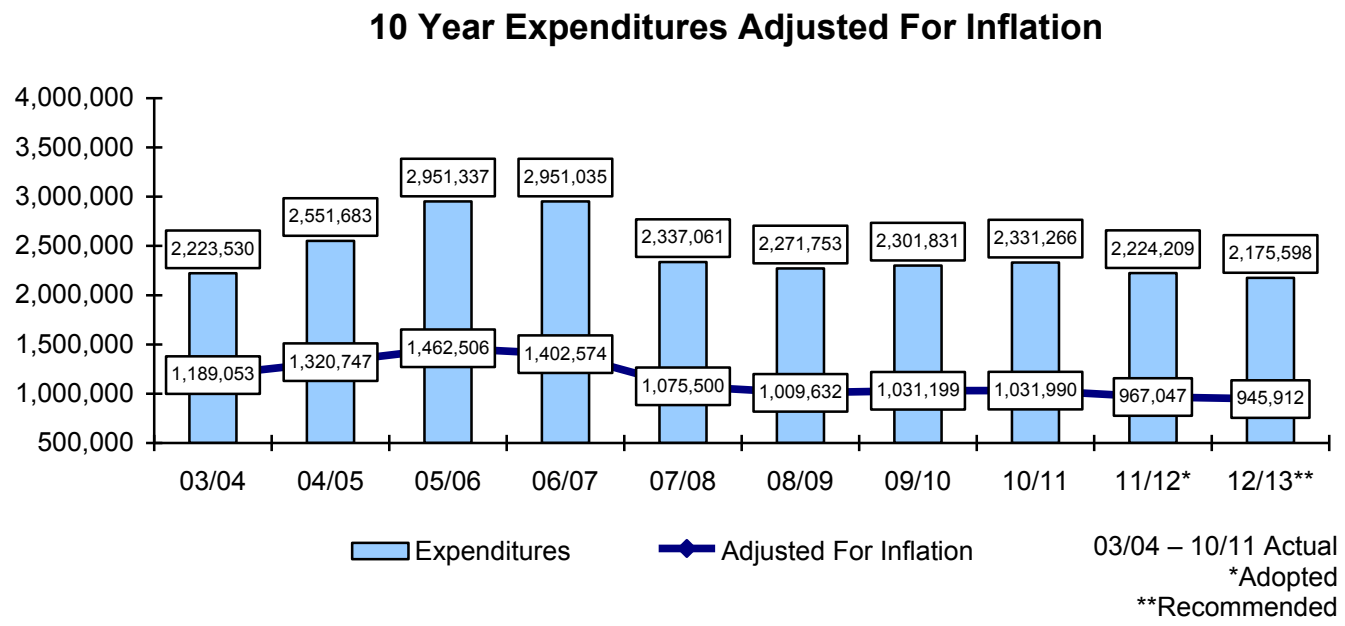
MISSION STATEMENT

Provide public services related to engineering and surveying review of proposed land development; administration and operation of water and waste water service at the County Operations Center; engineering support to special districts; and franchise administration for the unincorporated areas.

Financial Summary	2011-12 Budget	2011-12 Projected	2012-13 Requested	2012-13 Recommended	Change From 2011-12
Licenses and Permits	$ 90,555	$ 96,732	$ 100,089	$ 100,089	$ 9,534
Intergovernmental Revenue	16,700	16,897	19,780	19,780	3,080
Charges for Current Services	668,696	408,014	649,829	649,829	(18,867)
Other Revenues	4,654	2,053,457	5,603	5,603	949
**Total Revenue	$ 780,605	$ 2,575,100	$ 775,301	$ 775,301	$ (5,304)
Services and Supplies	2,224,209	1,951,413	2,155,598	2,155,598	(68,611)
Other Charges	0	0	20,000	20,000	20,000
Fixed Assets	0	1,980,346	0	0	0
**Gross Expenditures	$ 2,224,209	$ 3,931,759	$ 2,175,598	$ 2,175,598	$ (48,611)
General Fund Support (G.F.S.)	$ 1,443,604	$ 1,356,659	$ 1,400,297	$ 1,400,297	$ (43,307)







SERVICE PROGRAMS

Public Works Special Services has a total expenditure level of $2,175,598 and a total staffing level of 6.38 FTE to provide the following services.

Note: Staff is budgeted in FC 405 – Public Works Internal Service Fund; full time equivalent (FTE) shown represents staff assigned to projects within Fund Center 201 – Public Works Special Services.

Development Services

Provide engineering and survey review of land development as mandated by State law and County ordinance as required to ensure that our neighborhoods are livable, safe and well integrated into the community.

Total Expenditures: $940,386 Total Staffing (FTE): 3.85

Operations Center - Water and Sewer

Provide water and sewer service to County departments and other agencies in and around the Kansas Avenue area off Highway 1 in San Luis Obispo.

Total Expenditures: $886,183 Total Staffing (FTE): 0.92

Services to Special Districts

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 FC 405 – Public Works Internal Service Fund financing methods; to provide administration of the County's cooperative road improvement program, cable TV regulation and access activities, and franchise administration.

Total Expenditures: $349,029 Total Staffing (FTE): 1.61

DEPARTMENT COMMENTS

The primary programs of the Public Works Special Services fund center 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.

Following are some of the notable accomplishments for FY 2011-2012 and some specific objectives for FY 2012-2013.

FY 2011-12 Accomplishments

- Completed the construction of the Op Center waterline extension project. This project will upgrade and extend the waterline to serve the proposed new Women's Jail.
- Adopted a resolution to allow the Nipomo Community Services District to take the lead and create an assessment district in the Nipomo area in order to fund the construction of a waterline intertie to the City of Santa Maria which will allow the purchase of water from Santa Maria for the Nipomo Mesa.
- Completed construction of drainage basin grading, fencing and road repair relating to the Maria Vista Estates development near the Santa Maria Speedway in Nipomo. This was funded by settlement funds from the developer's bonding company.
- Improved the overall Development Services Customer Satisfaction rating from 4.4 to 4.7 out of 5.
- Completed a notable update to road related Public Improvement Standards used by the public to design their projects to County standards which resulted in the elimination of road cut fees.
- Assisted the Auditor-Controller's Office in auditing the franchise fees paid by Charter Cable. The audit resulted in unanticipated revenues of nearly $300,000 to the County and will increase the annual fees collected by the County by approximately $50,000.

FY 2012-13 Objectives

- Complete the franchise renewal with Southern California Gas Company and enter into a 30 year agreement.
- Complete the last phase of infrastructure improvements required for the Maria Vista Estates development. This includes further road repair and the completion of sidewalks and gutters.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The Public Works Special Services budget functions under the umbrella of the Public Works Department Internal Service Fund (ISF). All staffing and necessary equipment needed to carry out the programs in this fund center are provided by the ISF and charged back as services are performed. There are three (3) divisions within the Special Services fund center: Development Services, Operations Center and Services to Special Districts.

The FY 2012-13 General Fund support for the programs within this fund center is recommended to decrease $43,307 or 2% as compared to FY 2011-12 adopted amounts. Revenues are essentially flat, decreasing by $5,304 or less than 1% from FY 2011-12 levels. While there are fluctuations within various revenue accounts, accounts associated with building permits, parcel map plan check review and tract map inspections are decreasing by $28,943 or 23%, $40,925 or 73% and $16,470 or 12% respectively. These decreases are attributed to the slow economy which continues to affect these activities.

Overall, expenditures for FY 2012-13 are recommended to decrease by $48,611 or 2% compared to the FY 2011-12 adopted amount. Services and supplies accounts are decreasing by $68,611 or 3% primarily due to reduced charges by the ISF for labor, $66,503 or 6%, and a $21,419 or 5% reduction in departmental overhead charged by the ISF. Additionally, special department expense accounts are decreasing by $60,617 or 9% due to fluctuations in State water charges. Countywide overhead is budgeted to increase overall by $53,396 or 89%. A portion ($6,824) of this increase is attributed an increase in ISF overhead which is charged to the fund center.

GPS survey equipment is proposed to be purchased in FY 2012-13 by the ISF in the total amount of $60,000. Funding in the amount of $20,000 has been budgeted for Services to Special Districts' share of the equipment. A description of the equipment can be found in the FC 405 – Public Works ISF budget. There are no service level impacts associated with the recommended budget.

GOALS AND PERFORMANCE MEASURES

Department Goal: 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 to protect the public and environmental health, and ensure regulatory compliance. The County Operations Center customers are other county departments and one private agency, Woods Humane Society.

Communitywide Result Link: ☒ Safe ☒ Healthy ☐ Livable ☐ Prosperous ☐ Well-Governed Community

1. Performance Measure: Percentage of days per year that the water system is able to meet mandated water quality standards.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
100%	100%	100%	100%	100%	100%	100%

What: This measures the percentage of time during the year that the water distribution system is able to meet State and Federal water quality standards.

Why: To insure that the water system provides safe drinking water.

How are we doing? There continue to be no issues to report and the water system continues to meet all Federal, State and local safe drinking water requirements.

2. Performance Measure: Number of wastewater collection system and water system failures per year.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
4	2	0	0	0	0	0

What: A count of all incidents of blockages, spills and unscheduled interruption in wastewater service and water system failures.

Why: 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.

How are we doing? As in the past 4 reporting periods, no system failures occurred during FY 2011-12.

The construction phase of the installation of the new 10-inch waterline between Chorro Creek Bridge and the new jail facility has been completed. New service laterals were installed and the old fire hydrants replaced. The only original piping that remains in the system is between the new jail facility and the connection to the State water main on the west end.

The sewer line in Oklahoma Avenue at the County Operations Center continues to be an on-going concern. There are several areas of the sewer line that have dips which accumulate solids and restrict flow. There are also cracks in the line which allow infiltration to occur. The sewer line is located in an area with a high ground water table so infiltration of ground water can be a serious problem. Operators have to clean the line on a regular basis in order to improve flow. Funding for the replacement of this sewer line was requested; however the request was not approved. We will again request funding for its replacement through the FY 2012-13 Capital Project process.

Department Goal: 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.

Communitywide Result Link: ☒ Safe ☐ Healthy ☐ Livable ☐ Prosperous ☒ Well-Governed Community

3. Performance Measure: Annual number of improvement plan reviews per Full Time Equivalent (FTE) employee.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
66	69	69	90	66	135	85

What: Total number of Improvement Plan reviews by Plan Check Unit divided by the number of Full Time Equivalent (FTE) employees.

Why: Measures the efficiency of the Plan Check Unit in reviewing improvement plans.

How are we doing? We are seeing a leveling-out in the number of public improvement plans being submitted for checking and inspection services (51 plans in FY 2009-10 and 49 plans in FY 2010-11), about half of what we processed in FY 2008-09 (98 plans). With only one seasoned staff overseeing the plan check and inspection program our efficiency remains high, exceeding last July's projected efficiency of 74. We will continue to adjust staff responsibilities as necessary to best match the economic situation while achieving our target performance standards. The FY 2011-12 projected is based on 5 months of data and as such, there is the possibility that it may not end up that high. We have adjusted our FY 2012-13 target to reflect the four year average and approximate one year projected efficiency. There is no standardized comparable county data available..

4. Performance Measure: Number of weeks to review improvement plans.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
3.2 weeks 1st submittals 2.2 weeks re-submittals	2.0 weeks 1st submittals 1.2 weeks re-submittals	2.5 weeks 1st submittals 2.2 weeks re-submittals	1.1 weeks 1st submittals 1.0 weeks re-submittals	2.5 weeks 1st submittals 2.0 weeks re-submittals	1.6 weeks 1st submittals 1.1 weeks re-submittals	2.5 weeks 1st submittals 2.0 weeks re-submittals

What: Average time it takes to review public improvement construction plans associated with development after receipt from engineers.

Why: 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.

How are we doing? Staff consistently provides our clients a favorable response time in commencing first submittal and resubmittal plan checks when compared to state law requirements. The depressed economic climate in the development industry continues to equate to fewer projects being processed but this appears to have leveled off. We have adjusted staffing requirements accordingly and have a single experienced staff member overseeing this program while sharing his remaining time on encroachment, events and special projects. Since the FY 2012-13 target remains well below the statutory requirement, and appears to meet the expectations of our customers, we are proposing no changes. No standardized comparable county data available.

5. Performance Measure: Annual number of survey map reviews per Full Time Equivalent (FTE) employee.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
1,070	1,122	1,330	1,178	1,215	1,280	1,215

What: Total number of 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) reviews by Surveying Unit divided by the number of Full Time Equivalent (FTE) employees.

Why: Measures the efficiency of the Surveying Unit in reviewing survey maps.

How are we doing? The favorable efficiency continues to be associated with the reduced complexity of the maps being checked and our extremely experienced map check staff. We propose no changes to our FY 2012-13 target because it closely reflects the five year average map check efficiency. No standardized comparable county data available.

6. Performance Measure: Performance Measure: Number of weeks to review survey maps.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
1.1 weeks	1.0 weeks	1.1 weeks	1.3 weeks	1.0 Weeks	1.1 Weeks	1.0 Weeks

What: Average time from receipt of 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) from engineers and surveyors, until response.

Why: State law requires that survey maps be acted upon within 20 working days (approximately 4 weeks) of submittal. This measures accomplishment of our goal of timely service.

How are we doing? For the past four years our performance continues to closely fluctuate around 1-week, but remains well below the statutory requirement of processing maps within 20 working days (4 weeks). This consistency can be attributed to the fewer number of maps being processed and to the experience of map check staff. There are no proposed changes for the FY 2012-13 target since it appears to be at the maximum achievable efficiency. No standardized comparable county data available.

7. Performance Measure: Percentage of local engineering and design firms that rate the services provided by Public Works as satisfactory or better.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
N/A	87%	88%	85%	90%	90%	90%

What: Measures customer satisfaction with Development Services.

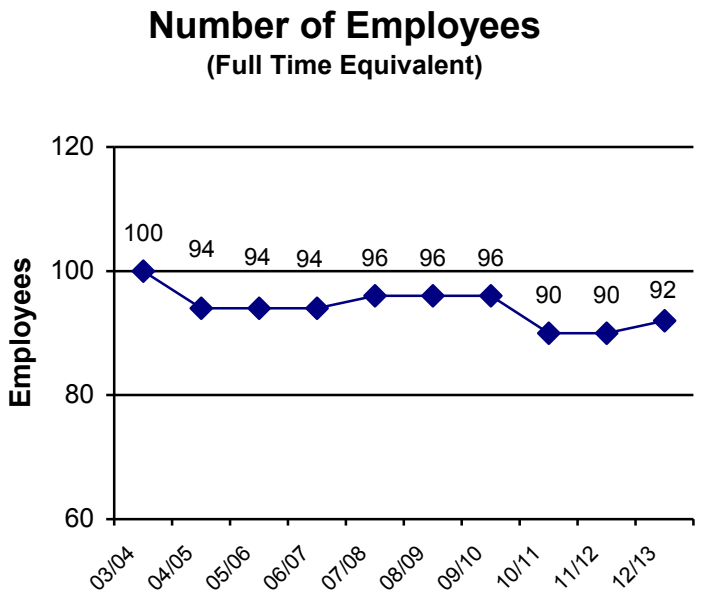
Why: Information derived from this survey has historically been used to improve customer service.

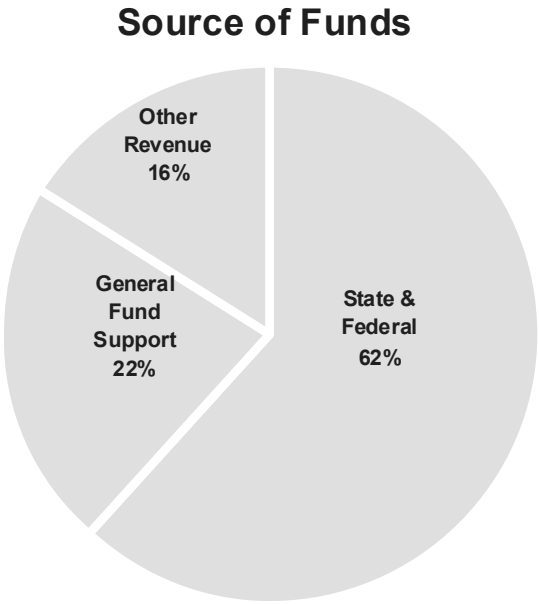
How are we doing? Our next annual customer survey will be conducted in May 2012 when we will again solicit customer feedback in at least five areas of Development Services' work. These areas include Surveying Services, Plan Check Services, Inspection Services, Permit Services and response to Public Inquiries. Of the 153 surveys distributed by email in May 2011 we received only 10 responses. Of those 10 respondents only one anonymous person ranked our services as average which resulted in an actual of 85% satisfaction. Excluding the one anonymous respondent we achieved 91% satisfaction, which would have met our 90% target. For this reason we propose no changes to our FY 2012-13 target goal. The majority of respondents also noted they were appreciative of our staff's excellent customer service.

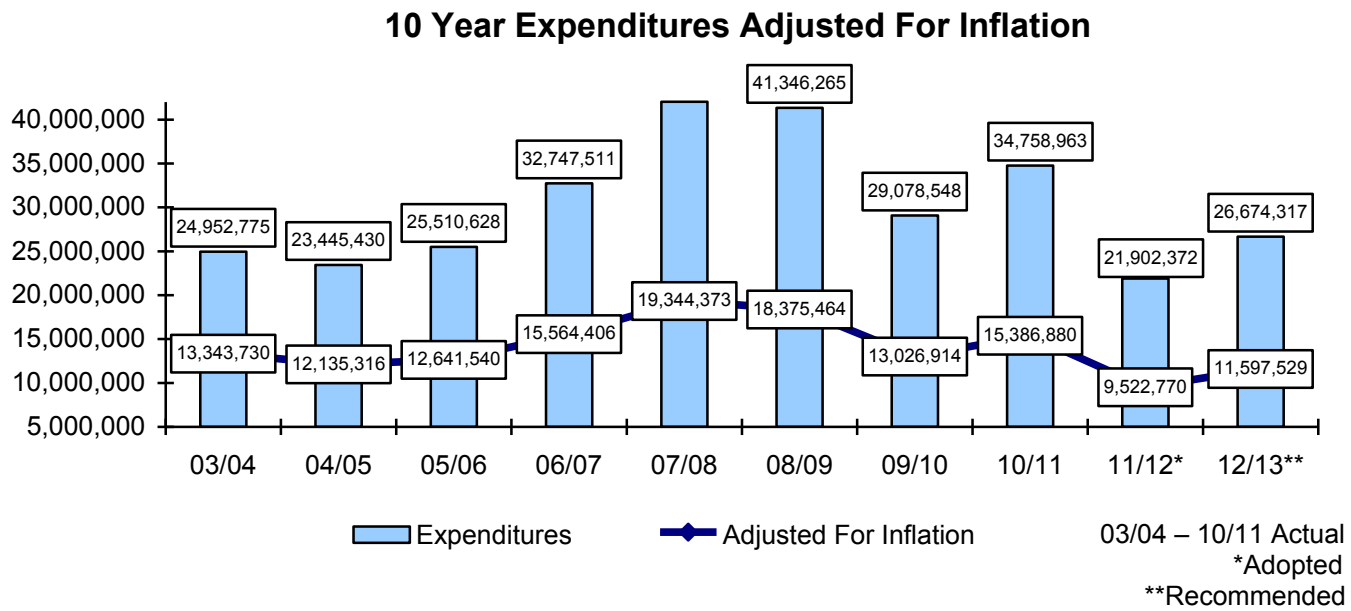
MISSION STATEMENT

Provide public services related to the safe and efficient movement of traffic on the 1,310 miles of County maintained roadways.

Financial Summary	2011-12 Budget	2011-12 Projected	2012-13 Requested	2012-13 Recommended	Change from 2011-12
Taxes	$ 1,449,890	$ 1,449,890	$ 1,432,943	$ 1,439,660	$ (10,230)
Revenue from Use of Money & Property	60,000	60,000	40,000	40,000	(20,000)
Intergovernmental Revenue	13,677,171	15,796,959	16,461,312	16,461,337	2,784,166
Charges for Current Services	142,606	142,606	127,500	127,500	(15,106)
Other Financing Sources	6,319,263	6,319,263	7,158,820	7,758,820	1,439,557
Interfund	248,995	248,995	0	0	(248,995)
Total Revenue	$ 21,897,925	$ 24,017,713	$ 25,220,575	$ 25,827,317	$ 3,929,392
Fund Balance Available	$ 0	$ 0	$ 0	$ 0	$ 0
Cancelled Reserves	4,447	4,447	847,000	847,000	842,553
Total Financing Sources	$ 21,902,372	$ 24,022,160	$ 26,067,575	$ 26,674,317	$ 4,771,945
Salary and Benefits	$ 0	$ 0	$ 0	$ 0	$ 0
Services and Supplies	13,229,526	14,312,479	17,669,657	17,076,399	3,846,873
Other Charges	246,733	246,733	671,923	671,923	425,190
Fixed Assets	7,926,113	6,843,160	7,725,995	8,925,995	999,882
Gross Expenditures	$ 21,402,372	$ 21,402,372	$ 26,067,575	$ 26,674,317	$ 5,271,945
Contingencies	0	0	0	0	0
New Reserves	500,000	500,000	0	0	(500,000)
Total Financing Requirements	$ 21,902,372	$ 21,902,372	$ 26,067,575	$ 26,674,317	$ 4,771,945







SERVICE PROGRAMS

Roads have a total expenditure level of $26,674,317 and a total staffing level of 92.00 FTE to provide the following services.

Note: Staff is budgeted in FC 405 – Public Works Internal Service Fund; full time equivalent (FTE) shown represents staff assigned to projects within Fund Center 245 – Roads.

Roads Construction

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

Total Expenditures: $8,925,995 Total Staffing (FTE): 19.00

Roads Maintenance

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

Total Expenditures: $17,748,322 Total Staffing (FTE): 73.00

DEPARTMENT COMMENTS

The primary functions of the Road Fund are construction and maintenance. Construction related activities include new roads, enhancements to existing roads, road reconstruction, new lights and traffic signals, bridges, pedestrian ways and bike paths, drainage improvements, transportation planning, right of way acquisition, environmental mitigation, encroachment inspections, curb gutter and sidewalk design, and administration. Maintenance related activities include County Road Crew work to maintain these structures as well as administration of a pavement management program on over 1,330 miles of County roads and a bridge maintenance program on 196 bridges countywide.

Following are some of the notable accomplishments for FY 2011-12 and some specific objectives for FY 2012-13.

FY 2011-12 Accomplishments

- Completed 30 miles of chip sealing which improves pavement preservation.
- Delivered over $24 million in capital projects to address safety, capacity and drainage concerns. This included the completion of the two San Simeon Creek bridges; the Ferrasci Road bridge which eliminated a significant fish passage barrier near Cambria; a new portion of Willow Road from Pomeroy Road to Hetrick Avenue in Nipomo; and enhancements to Mission Street in San Miguel.
- Converted signalized intersection lighting to more efficient LED technology using Federal Department of Energy stimulus funding.

FY 2012-13 Objectives

- With the reduced funding available for the Pavement Management Program, continue the strategy to cost effectively maintain the Pavement Condition Rating at the highest level with available funding.
- Partner with the Los Osos Wastewater Project to resolve over 50 local drainage issues and address road rehabilitation issues.
- Complete construction of the Willow Road extension and interchange at Highway 101 in Nipomo. This project will reduce overall trip mileage on the Mesa, provide a secondary access to the high school from the west side of Highway 101, and help relieve congestion at Tefft Street and Highway 101.
- Complete construction of the Price Canyon Road Bridge Widening Project. This is the first phase of a project to widen Price Canyon Road between San Luis Obispo and Pismo Beach. Design will be initiated on the second phase in FY 2012-13. This project will improve both bicycle and vehicle safety.
- Complete construction of the Templeton Road Widening Project. This project will improve both bicycle and vehicle safety.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The Roads' budget functions under the umbrella of the Public Works Department Internal Service Fund (ISF). All staffing and necessary equipment needed to carry out the programs in this fund center are provided by the ISF and charged back as services are performed.

The recommended FY 2012-13 budget for Roads provides for General Fund support in the amount of $5,931,000, which equates to a $100,737 or 1% increase as compared to FY 2011-12 adopted amounts. The overall Roads budget is recommended to increase by $4.7 million or 21% including $847,000 in cancelled reserves. Intergovernmental revenue (State and Federal aid) is increasing by $2.7 million or 20% from FY 2011-12 levels. Revenue from fees, property and supplemental taxes are projected to increase by $1.1 million or 13% as compared to FY 2011-12. The following describes changes in notable accounts FY 2011-12 adopted levels include:

- State Highway Users Tax (gas tax) is budgeted to increase by $1,200,000 or 13% based on FY 2011-12 actual amounts; however it should be noted that this revenue does fluctuates depending on the demand for fuel.
- Transportation Development Act revenue is projected to increase by $594,400 or 146% based on FY 2011-12 actual amounts;
- Federal Aid Construction revenue is decreasing by $689,241 or 19%; Federal funding fluctuates primarily due the multi-year, multi-phase nature of capital projects;

- State Aid-Regional State Highway revenue budgeted in the amount of $485,194 for the Price Canyon Widening Phase II and 14th railroad pedestrian crossing projects;
- Federal Aid-Federal Highway Administration revenue is budgeted in the amount of $1.4 million for the La Panza Road widening and San Miguel streetscape projects;
- Road Impact Fees revenue is increasing by $1.3 million or 273% primarily due to budgeting for the Willow Road interchange project in Nipomo.

Services and supplies account are increasing by $3.8 million or 29%. Notable accounts changes from FY 2011-12 budgeted amounts include:

- Maintenance accounts are increasing by $2 million primarily due to pavement management chipsealing being budgeted as a maintenance expense rather than as a capital project;
- Labor charged by the ISF is decreasing by $180,767 or 7%;
- Work Order accounts are increasing by $2 million or 28%; these accounts include staff costs for the Los Osos Sewer project for the first time as the project is anticipated to begin construction in FY 2012-13;
- Insurance charges are decreasing by $107,661 or 26%.

Countywide overhead is budgeted to increase by $67,323 or 13% due to the combination of a $31,966 or 14% decrease in department overhead cost for FY 2012-13 and a $99,289 or 36% increase in ISF overhead charged to the fund center. The increased ISF overhead is attributed to the increases in services and supplies accounts referred to above.

The Road Fund has budgeted $667,909 for purchase and replacement of equipment and vehicles. This requested funding represents a $425,190 or 175% increase from FY 2011-12 budgeted amount. A list of the specific equipment and vehicles to be replaced can be found in FC 405 - Public Works ISF budget.

Capital project expenditures are budgeted to increase by $999,882 or 12% compared to FY 2011-12 which as noted above, can be attributed to budgeting for the Willow Road interchange project. A list of capital projects will be included as part of the Public Works ISF section of the supplemental budget document.

GOALS AND PERFORMANCE MEASURES

Department Goal: Maintain a good quality county-road system.

Communitywide Result Link: ☒ Safe ☐ Healthy ☒ Livable ☐ Prosperous ☐ Well-Governed Community

1. Performance Measure: Pavement Condition Index (PCI) for ALL county roads.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
65	62	65	60	60	59	60

What: Pavement Condition Index, (PCI, also called Pavement Condition Rating) is used to determine the structural condition of road pavement. A PCI of 100 represents a newly constructed road and 70 represents a road that is in fair to good condition.

Why: To determine the maintenance needs of the road system and to effectively serve the traveling public. The Board of Supervisors has established the goal of maintaining an overall PCI of 65 or better, with no one road category falling below a PCI of 60.

How are we doing? The road system has dropped from an average PCI of 72 in 2002 to today's average of 59. This downward trend is expected to continue until revenue increases significantly. In FY 2011-12, Public Works greatly increased the amount of roads chip sealed to offset a reduced overlay budget. In calendar year 2011, one mile of road was repaved and 29 miles of roads were chip-sealed. The results of the 2010 pavement inspection showed that all county roads averaged a 62 PCI at the time of inspection. The next county-wide system inspection will take place in 2013. The result of recent work efforts with limited roads funds has resulted in an overall PCI of 59 for all county roads. The County currently has an estimated $119,425,000 backlog of unfunded pavement work needed to bring the County roads up to good condition.

Public Works has put the highest priority on maintaining arterial and collector roads to benefit the most users; however some outlying rural collector roads are deteriorating badly. Of the 1,092 miles of paved road maintained by the County, 92 miles are arterials with an average PCI of 67, 411 miles are collectors with an average PCI of 59, and 590 miles are local/minor roads with an average PCI of 62. The North County collector roads continue to be the group most in need, with an average PCI 54.

2. Performance Measure: Collisions per 100 million entering vehicles at non-signaled intersection.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
31	29	28	26	28	28	26

What: Number of collisions per 100 million entering vehicles 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 and determine which improvements are warranted.

How are we doing? Collisions in unsignalized intersections continue to be significantly below the statewide average of 53 per 100 million entering vehicles at similar State Highway intersections. It is anticipated that the collision rate will further decline in future years as specific efforts are developed to target troubled areas.

3. Performance Measure: Collisions per 100 million entering vehicles at signalized intersections.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
32	30	27	25	27	27	25

What: Number of signalized intersection collisions per 100 million entering vehicles 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.

How are we doing? Collisions at signalized intersections continue to decline and the rate remains below the statewide average of 29 per 100 million entering vehicles at similar State Highway intersections. Based on the collision reports from the 2010 calendar year and previous trends, it is anticipated that the collision rate overall will remain constant. However, Public Works will focus efforts on improving those intersections with a higher than average collision rate. This will include evaluating signal timing and performance while looking for opportunities to improve.

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

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
188	172	166	172	166	166	170

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? Based on the collision reports received from the 2010 analysis period and current roadway projects, it is anticipated that the collision rate will remain constant against the 172 collisions reported in FY 2010-11. The County's rate remains below the statewide average of 189 per 100 million vehicle miles on similar State Highways. Public Works is developing plans to make significant safety improvements on La Panza and Templeton Roads. These should be ready to construct in summer 2013. Public Works will also review roadside delineation in key locations as a means to reduce run-off road collisions.

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

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
248	248	250	289	248	248	248

What: Number of suburban road collisions per 100 million miles traveled (5-year average). Roads that fall within the urban designation line are considered urban roads and all others are rural.

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? The collision rate on suburban roads increased in the 2010 calendar year (the most recent data available) and in some cases is higher than the statewide average of 279 per 100 million for collision rates on State highways. However, overall collisions on County roads are down from previous years and this trend looks to continue into 2012. Public Works will focus attention on those individual roadways with a higher collision concentration and evaluate opportunities for improvement. This effort will begin with reviewing the overall traffic patterns in the communities of Los Osos and Oceano.

6. Performance Measure: Bridge sufficiency rating.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
90%	91	91%	90%	91%	92%	92%

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

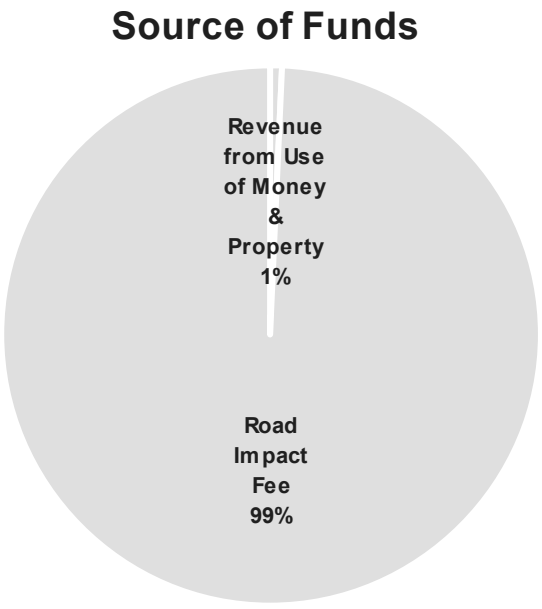
Why: To review maintenance and funding needs in order to keep the structures in a good state of repair.

How are we doing? FY 2011-12 projected results are slightly higher than adopted target due to correction on the Bridge List supplied by Caltrans (Jack Creek Road Bridge at Paso Robles Creek has a sufficiency rating over 50, but since August 2010 was shown below 50). Progress continues on various phases of eight County bridge replacement projects. Construction on two Price Canyon Road bridges (widening) is expected to begin Spring 2012; however, these bridges have sufficiency ratings greater than 50. Construction on the Main Street Bridge at Santa Rosa Creek in Cambria is expected to begin spring 2013. Preliminary Engineering has begun for the replacement of the following five bridges: River Grove Drive at the Estrella River, Cypress Mountain Drive at Klau Creek, Branch Mill Road at Tar Springs Creek, El Camino Real at Santa Margarita Creek, & Air Park Drive at Ocean Beach Lagoon.

PURPOSE

Collection of road improvement fees used to construct new roads, or make major improvements to existing roads within the Road Improvement Areas of the County which are funded by the fees collected in each area.

Financial Summary	2011-12 Budget	2011-12 Projected	2012-13 Requested	2012-13 Recommended	Change from 2011-12
Revenue from Use of Money & Property	$ 24,600	$ 24,600	$ 22,000	$ 22,000	$ (2,600)
Charges for Current Services	2,410,000	2,410,000	1,731,500	1,731,500	(678,500)
Total Revenue	$ 2,434,600	$ 2,434,600	$ 1,753,500	$ 1,753,500	$ (681,100)
Fund Balance Available	$ 3,185,939	$ 3,185,939	$ 0	$ 0	$ (3,185,939)
Cancelled Reserves	0	0	529,320	529,320	529,320
Total Financing Sources	$ 5,620,539	$ 5,620,539	$ 2,282,820	$ 2,282,820	$ (3,337,719)
Salary and Benefits	$ 0	$ 0	$ 0	$ 0	$ 0
Services and Supplies	0	0	0	0	0
Other Charges	944,000	944,000	2,282,820	2,282,820	1,338,820
Fixed Assets	0	0	0	0	0
Gross Expenditures	$ 944,000	$ 944,000	$ 2,282,820	$ 2,282,820	$ 1,338,820
Contingencies	0	0	0	0	0
New Reserves	4,676,539	4,676,539	0	0	(4,676,539)
Total Financing Requirements	$ 5,620,539	$ 5,620,539	$ 2,282,820	$ 2,282,820	$ (3,337,719)



DEPARTMENT COMMENTS

This is a special revenue fund. The Road Impact Fees are collected in 11 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 $2,282,820 represent 9 projects that are reflected in the department's FY 2012-13 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:

Project Name	Amount of Fees Allocated
1. Nipomo Areas 1 and 2 Traffic Study	$2,000
2. Avila Traffic Study	$1,500
3. Templeton Traffic Study	$7,000
4. North Coast Traffic Study	$15,000
5. Los Osos Traffic Study	$1,000
6. Nacimiento Traffic Study	$1,000
7. San Miguel Traffic Study	$1,500
8. Willow Road Interchange	$1,563,820
9. LOVR 3 Lanes-Pallisades to Ravenna	$235,000
Debt Service Pmt Due from Templeton Area for Vineyard Drive	$455,000
Total Fees Allocated	**$2,282,820**

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The recommended budget makes no changes to the status quo budget submitted for the Road Impact Fees fund center. The budget for FY 2012-13 is recommended to decrease by $3.3 million or 59% as compared to adopted FY 2011-12 levels.

The budget is funded through road impact fees and overall revenues are projected to decrease $681,100 or 27% from FY 2011-12 budgeted levels. Interest income is budgeted to decrease by $2,600 or 10%. Road impact fees are anticipated to decrease by $678,500 or 28%. The decrease is associated with the renegotiation of the annual Woodland Projects payment. In FY 2011-12, revenue from the project was budgeted at $2.2 million. The annual payment was renegotiated in August of 2011 to extend the payments through 2014 and reduce the FY 2012-13 payment to $1,266,788 from $2,200,000. To balance this budget, $529,320 will be cancelled from reserves.

Budgeted expenditures of $2.3 million, which include the payment of $455,000 for the debt service for the Vineyard Drive Interchange Project, is a $1.3 million or 141% increase from FY 2011-12 adopted amounts. This increase is partially due to budgeting for the Willow Road interchange project currently underway in the amount of $1.6 million.

As noted above in the department's comment, revenue and expenditures in this fund center tend to fluctuate from year to year as most capital projects are multi-year projects, completed in phases with costs varying from phase to phase.

Public Protection

Animal Services

Child Support Services

Contribution to Court Operations

County Fire

District Attorney

Emergency Services

Grand Jury

Probation

Public Defender

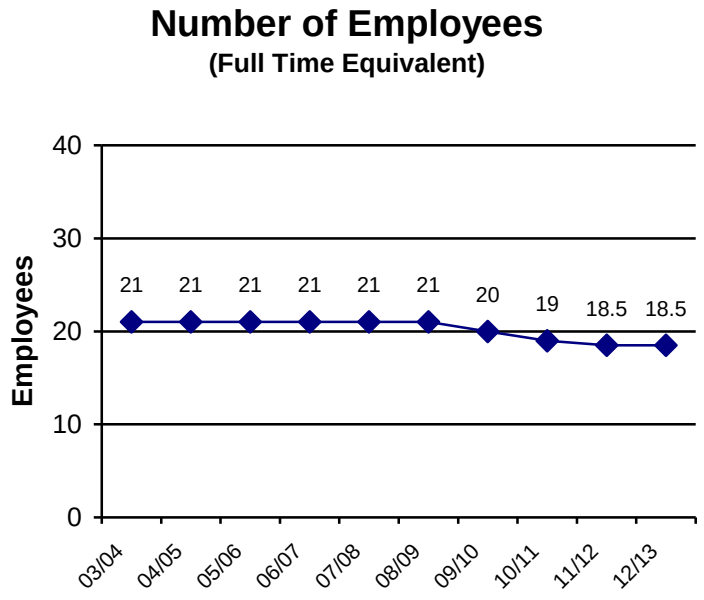
Sheriff-Coroner

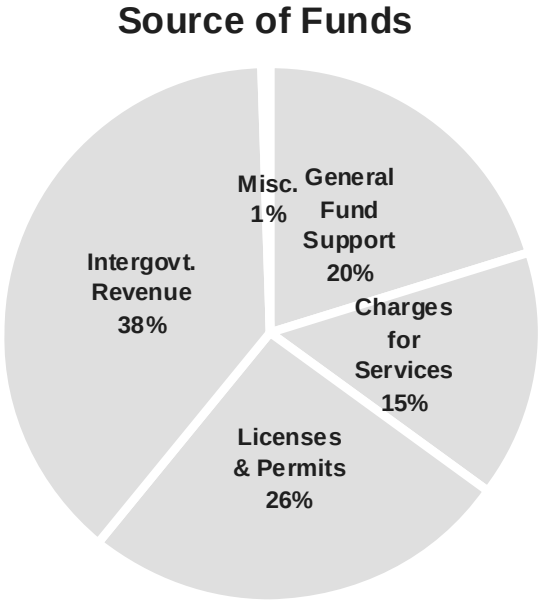
Waste Management

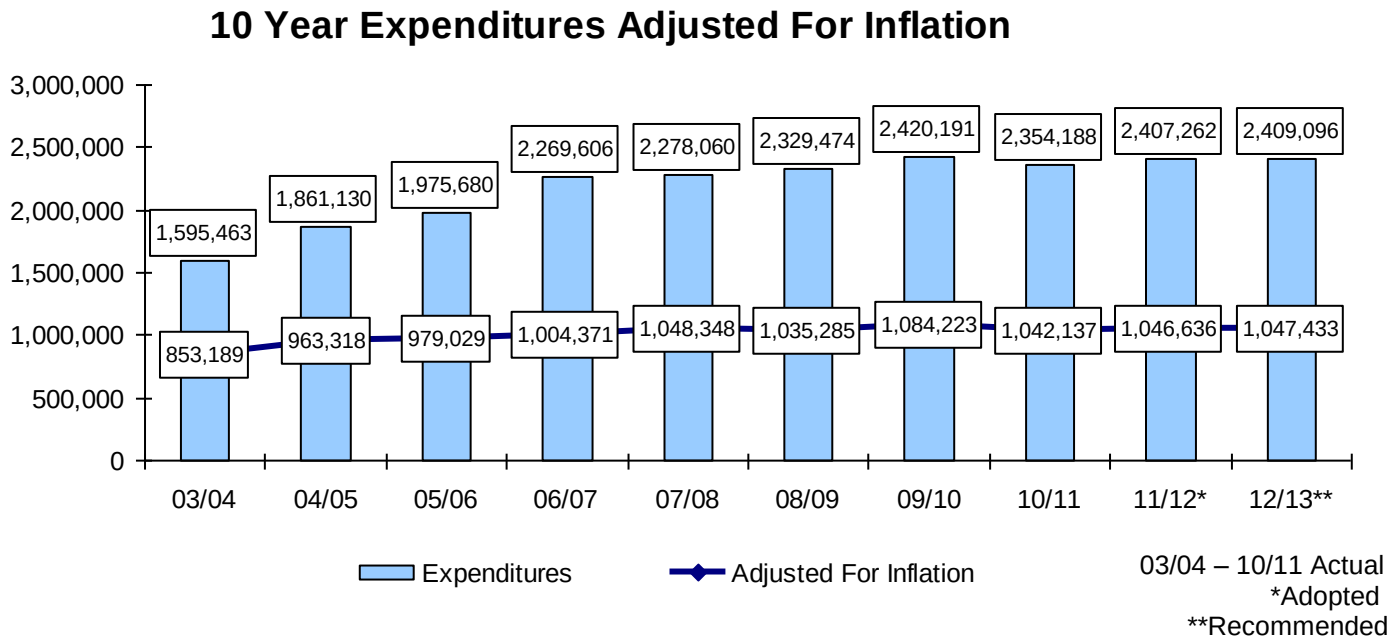
MISSION STATEMENT

The mission of the San Luis Obispo County Division of Animal Services is to ensure the health, safety, and welfare of domestic animals and the people we serve through public education, enforcement of applicable laws, and the humane care and rehoming of impounded and sheltered animals.

Financial Summary	2011-12 Budget	2011-12 Projected	2012-13 Requested	2012-13 Recommended	Change From 2011-12
Licenses and Permits	$ 565,908	$ 625,602	$ 620,900	$ 620,900	$ 54,992
Intergovernmental Revenue	905,575	905,575	932,743	932,743	27,168
Charges for Current Services	390,906	328,914	354,424	354,424	(36,482)
Other Revenues	10,400	10,400	10,400	10,400	0
Other Financing Sources	26,000	33,000	0	0	(26,000)
**Total Revenue	$ 1,898,789	$ 1,903,491	$ 1,918,467	$ 1,918,467	$ 19,678
Salary and Benefits	1,499,205	1,475,059	1,524,521	1,524,521	25,316
Services and Supplies	882,057	896,914	884,651	884,575	2,518
Fixed Assets	26,000	33,000	0	0	(26,000)
**Gross Expenditures	$ 2,407,262	$ 2,404,973	$ 2,409,172	$ 2,409,096	$ 1,834
General Fund Support (G.F.S.)	$ 508,473	$ 501,482	$ 490,705	$ 490,629	$ (17,844)







SERVICE PROGRAMS

Animal Services has a total expenditure level of $2,409,096 and a total staffing level of 18.50 FTE to provide the following services:

Field Services

Secure public safety through the capture and impoundment of aggressive or dangerous animals; respond to and investigate reports of animal cruelty, abuse, and neglect; impound stray animals; investigate public nuisances associated with animal related issues; respond to reports of ill or injured stray animals; process and investigate animal bite reports; quarantine or capture suspect rabid animals; assist other agencies and law enforcement organizations; regulate, inspect, and permit, private and commercial animal operations; support and consult with public health and safety preparedness and response programs with animal health nexus; provide dispatch support to field personnel.

Total Expenditures: $1,087,558 Total Staffing (FTE): 6.80

Humane Education

Develop and conduct programs to promote responsible pet ownership and care; education on spay and neuter practices; provide educational presentations for schools, community groups, and organizations; and provide public education through community outreach, public displays, and events.

Total Expenditures: $14,875 Total Staffing (FTE): 0.20

Shelter Operations

Receive and intake stray and owner surrendered animals; process and manage lost and found reports; provide and maintain animal housing and care; provide basic medical and grooming needs for sheltered animals; evaluate and process animals for adoption availability; coordinate alternative placement for sheltered animals, provide humane euthanasia services; house and monitor quarantined animals; conduct rabies testing. Coordinate alternative placement for sheltered animals; direct, monitor, and coordinate work and activities of ancillary support staff including honor farm labor and volunteers.

Total Expenditures: $1,306,663 Total Staffing (FTE): 11.50

DEPARTMENT COMMENTS

The Animal Services Division is responsible for providing animal care and control services throughout the County of San Luis Obispo and within each of the seven incorporated communities. Animal Services' staff serves the community by assisting to identify solutions to animal related problems, enforcing local ordinances and state laws relating to animals, providing humane education programs, and performing rabies control and surveillance. The Division also operates the only open-intake animal shelter in the county.

Over the last several years, the uncertain economic climate and its associated impact on pet owners has placed increasing demands for service on the Division. This manifests most significantly as an increase in animal intakes paired with decreasing rates of animal redemption and adoption. This trend appears to be leveling modestly during FY 2011-12 with intake and outcome rates returning closer to historic levels. However, the average length of kennel stay remains increased over historic averages, indicating that this recovery is still somewhat tempered.

During FY 2011-12, Animal Services sought to continue operational improvements through the implementation of recommendations identified in consultation with the Humane Society of the United States. While a number of these measures have been achieved, the ability to fully implement all recommendations remains constrained by the availability of funding for expanded services and additional personnel.

FY 2011-12 Accomplishments

- Continued to provide strong customer service and satisfaction as indicated by 87% favorable responses in broad-based sampling of citizens with Animal Services contact.
- Worked with key volunteers to establish an advisory group providing volunteers a more direct avenue for input on operational issues of concern to them as well as to assist them in developing a more effective volunteer program.
- Made key statistical information regarding Animal Services operations and community animal population trends available to the public on-line.
- Introduced local legislation allowing animal control officers to address public safety threats posed by aggressive animals before an attack actually occurs.

FY 2012-13 Objectives

- Continue to maintain high customer service satisfaction ratings.
- Identify key metrics for evaluation of animal services operations and conduct a survey of other counties to evaluate the Division's success relevant to other communities and agencies.
- Develop and implement detailed permitting standards for commercial animal operations.
- Begin construction on the shelter expansion and renovation to include a new cattery, more office & work space for the kennel, and new lobby which allows access to kennel and main office.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The budget is recommended as requested and therefore no service level impacts are anticipated for FY 2012-13. Overall, expenditures are recommended to increase $1,834 or less than 1%, revenues are recommended to increase $19,678 or 1% and the level of General Fund support for Animal Services is recommended to decrease $17,844 or 3% compared to the FY 2011-12 Adopted Budget.

Revenues are budgeted to increase slightly as noted above. Notable revenue increases include a $50,317 or 9% increase expected from animal license fees (due in part to an increase in fees of approximately 4%- 5%) and a more than $27,000 or 3% increase in revenue from the seven cities who contract with Animal Services, reflecting an increase in the Consumer Price Index. The most significant revenue reductions include the elimination of a one-time transfer of $26,000 from the Capital Projects fund center for a new washer and dryer (funded as part of the shelter expansion project), a 42% or $7,292 decrease in fees for Humane Services based on the decrease in demand for these services experienced in FY 2011-12, and a 15% or $15,795 reduction in Animal Placement fees (which includes revenue for adoption of pets, deposits for alteration surgeries as well as fines for failure to alter pets).

Total expenditures for this fund center are budgeted to remain relatively flat (increasing less than 1%) compared to the FY 2011-12 Adopted Budget. Salary and benefits expenditures are budgeted to increase slightly (by $25,316 or 1%), reflecting step increases and an increase in workers compensation expenses. Services and supplies expenditures are budgeted to increase slightly (by $2,518 or less than 1%). The most significant variances in the services and supplies accounts include a $15,000 or 44% increase in Food, a $16,970 or 47% increase in Household Expenses (for supplies used in the shelter), and a $27,250 or 58% decrease in Special Department Expenses due to one-time purchases made in FY 2011-12 and a reduction in the cost of collars and leashes for adopted animals. Other accounts are increasing or decreasing by smaller amounts.

There were no changes requested to the Animal Services Position Allocation List (PAL) for FY 2012-13. The .5 FTE Humane Educator position that was eliminated from the PAL in the FY 2011-12 budget, but was retained as an overfilled position as a result of the agreement reached with the San Luis Obispo County Employees Association to prevent layoffs, has been vacated. The incumbent was able to take a different position within Animal Services. Therefore there will be no layoff in Animal Services at the end of FY 2011-12.

GOALS AND PERFORMANCE MEASURES

Department Goal: Promote the health, safety, and welfare of domestic animals and of the general public.

Communitywide Result Link: ☒ Safe ☒ Healthy ☐ Livable ☐ Prosperous ☒ Well-Governed Community

1. Performance Measure: Average response time to priority service calls.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
New Measure	New Measure	New Measure	23 minutes	20 minutes	20 minutes	20 minutes

What: This measure tracks the average amount of time in minutes between when a priority service call (loose aggressive animals, injured/ill animals at large, law enforcement assistance, etc.) is dispatched to an officer and their arrival on scene. Priority calls are defined as those involving immediate danger or risk to a person (Priority 1), immediate risk or suffering of an animal (Priority 2), and other calls of a general urgency such as assistance requests from other public safety agencies (Priority 3).

Why: Animal Services' average response time to priority service calls is a direct measurement of our ability to promptly address critical situations in which animals present a threat to the public safety or in which domestic animals are in immediate need of assistance.

How are we doing? Based upon the average response time of 20 minutes for 11 high priority calls during the first quarter of FY2011-12, Animal Services projects being on target for this performance measure. Comparable statistics from other counties are not available at this time.

2. Performance Measure: Percentage of county-wide dog population which is licensed.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
New Measure	New Measure	34%	34%	33%	33%	33%

What: This measure compares the actual number of licensed dogs in the County of San Luis Obispo to the total dog population as projected from US Census and American Veterinary Medical Association statistics on pet ownership.

Why: Dog licensing is required by ordinance, protects the public by ensuring all licensed dogs are vaccinated for rabies, and helps reunite animals with their owners when lost. Revenue generated through licensing fees also helps offset costs incurred by the County and contracting cities as a result of having to provide services related to community-wide impacts of pet ownership.

How are we doing? The percentage of dogs licensed throughout the County was 33% during the first quarter of FY 2011-12 (22,506 against a total calculated population of 68,164 dogs). This is in line with projected levels for the year and indicates a consistency in dog licensing rates.

According to the National Animal Interest Alliance (NAIA) – "A Guide to Constructing Successful, Pet-friendly Ordinances" a licensure compliance rate of 30% is the number most often cited by animal control agencies as the high end of the license compliance curve.

3. Performance Measure: Live animal outcome rate.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
New Measure	New Measure	New Measure	80%	70%	80%	80%

What: The percentage of animals discharged from Animal Services' shelter alive. Live Animal Outcome Rate is calculated in accordance with definitions established by Maddie's Fund and the Asilomar Accords.

Why: This measure reflects Animal Services' success in reuniting lost pets with their owners and in placing adoptable animals into new homes.

How are we doing? During the first quarter of FY 2011-12, the live outcome rate was 81% and was based upon a total of 1,276 animals discharged, of which 1,040 were discharged alive from the shelter. Of those, 490 were dogs resulting in a live outcome rate of 91%; and 744 were cats resulting in a live outcome rate of 76%. The remaining 42 animals include birds, rabbits and various livestock resulting in a live outcome rate of 81%.

Animal Services originally adopted a live outcome rate of 70% due to the current economic environment which exerts negative pressure on the public's ability to take on new animal ownership responsibilities and, in some cases, meet the continuing care requirements of their existing pets. Animal Services was able to offset the current negative economic factors through promotional adoption events, public outreach, and similar efforts in Q1 FY 2011-12. Though our actual rate in Q1 of the current fiscal year was 81%, there is historically an upswing in the number of animals we intake during spring, and thus we anticipate our live outcome rate to possibly fall closer towards 80%. In comparison, live animal outcome rates were published by Asilomar for the following California counties (Contra Costa – 58%, Santa Clara – 72%, Monterey – 53%)

4. Performance Measure: Percentage of customer survey respondents who rated their overall contact and exposure to Animal Services as "satisfactory" or "excellent."

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
89%	91%	79%	93%	100%	87%	100%

What: Animal Services distributes random quarterly mailings of customer service satisfaction surveys to approximately 250 members of the public having had contact with the Division's field services, shelter, or administrative operations. This rating reflects the number of respondents scoring their overall experience as being "satisfactory" or "excellent".

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? A total of 250 surveys were sent out to the public in the first quarter of FY 2011-12, of which 78 surveys were completed and returned. Of those returned, 68 of the respondents rated Animal Services satisfactory or excellent and 10 of the respondents rated Animal Services as dissatisfactory for an overall favorable experience of 87%. Though customer service ratings dipped below the adopted level for FY 2011-12, it remains on par with the average rating of 87% (based on the previous four fiscal years). Although moderately below the targeted level of 100%, the response represents a high degree of success in providing the public with a favorable service experience. It is unlikely that every customer interaction will be perceived as a positive experience, particularly in those situations where an individual is the subject of a regulatory or enforcement action. Nevertheless, it is Animal Services' continuing objective to provide the highest level of customer satisfaction possible and strive for 100%.

5. Performance Measure: Kennel operation expenditures per animal kennel day.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
$6.42	$5.25	$7.04	$8.57	$7.04	$7.04	$7.04

What: This measure tracks the total kennel operation costs divided by "animal kennel days" (number of animals sheltered x the average length of each animal's shelter stay).

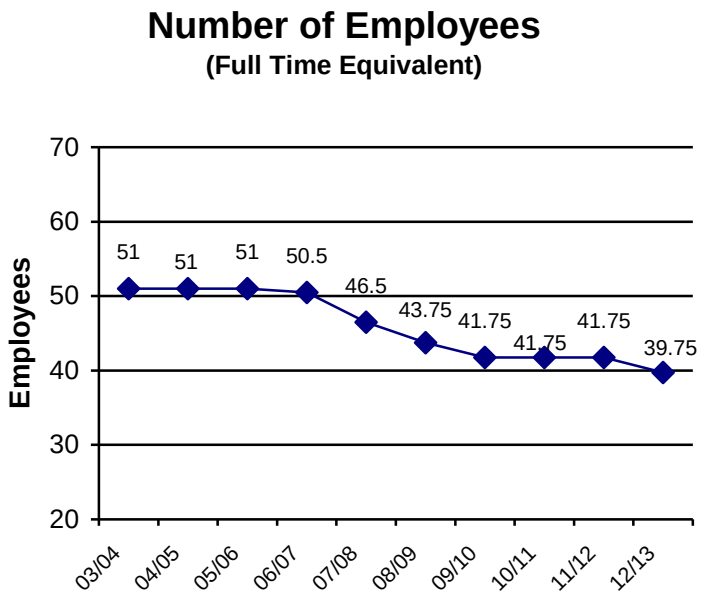
Why: Monitoring and promotion of cost effective kenneling functions encourages responsible fiscal management of shelter operations.

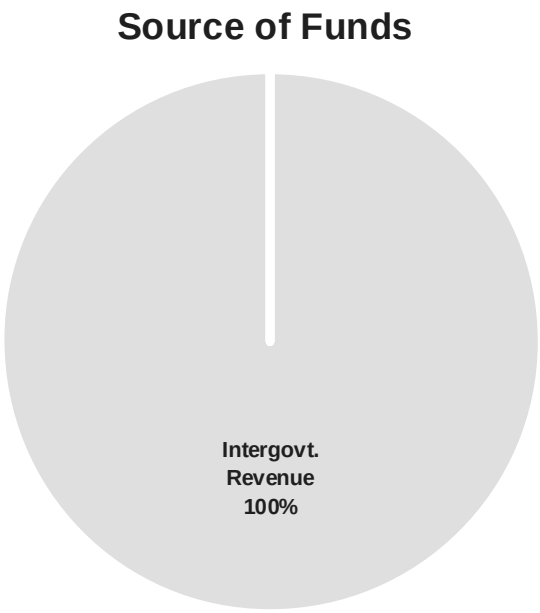
How are we doing? Animal Services has continued to operate at full shelter capacity throughout the year. This, together with an increase in the number of required spay/neuter surgeries and increased overtime coverage, due to staff vacancies and injuries, resulted in greater than anticipated kennel expenditures per day of $7.91 for the first quarter. Even though first quarter actuals were higher, Animal Services anticipates remaining on target for FY 2011-12 at $7.04. Animal Services is projecting a kennel day expenditure of $7.04 for FY 2011-13, same as the current year's projection.

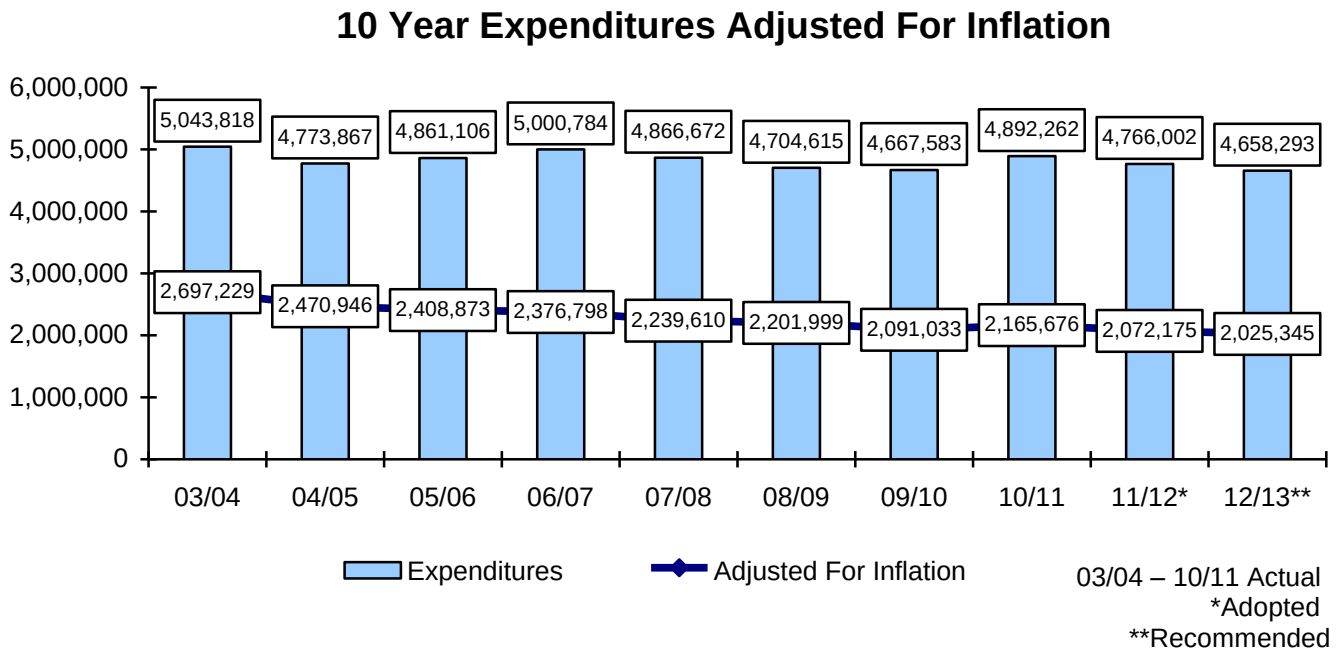
MISSION STATEMENT

Enhance the well-being of children and the self-sufficiency of families by delivering professional child support establishment and enforcement services.

Financial Summary	2011-12 Budget	2011-12 Projected	2012-13 Requested	2012-13 Recommended	Change From 2011-12
Intergovernmental Revenue	$ 4,589,564	$ 4,668,267	$ 4,658,293	$ 4,658,293	$ 68,729
Other Revenues	139,928	74,971	0	0	(139,928)
**Total Revenue	$ 4,729,492	$ 4,743,238	$ 4,658,293	$ 4,658,293	$ (71,199)
Salary and Benefits	3,692,455	3,730,153	3,601,354	3,601,354	(91,101)
Services and Supplies	1,073,547	1,049,595	1,056,939	1,056,939	(16,608)
**Gross Expenditures	$ 4,766,002	$ 4,779,748	$ 4,658,293	$ 4,658,293	$ (107,709)
General Fund Support (G.F.S.)	$ 36,510	$ 36,510	$ 0	$ 0	$ (36,510)







SERVICE PROGRAMS

Child Support Services has a total expenditure level of $4,658,293 and a total staffing level of 39.75 FTE to provide the following services:

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: $4,658,293 Total Staffing (FTE): 39.75

DEPARTMENT COMMENTS

The primary function of Child Support Services is to ensure that children receive the support to which they are entitled. The department establishes paternity and court orders for child and medical support, and enforces court orders by collecting support from non-custodial parents. We primarily deal with civil legal matters involving child support establishment and enforcement functions. We also have a criminal enforcement unit, which prosecutes the most egregious offenders with criminal sanctions. We believe in a shared commitment to children, and that they need to be able to rely on their parents for support. Our goal is to manage our program efficiently and effectively. We encourage both parents to be involved in the lives of their children, and network with many intrastate and interstate agencies to ensure family strengthening networks are in place. Since 2002, the department has consistently been named the number one overall performing Child Support Department in the State.

The department's major focus in FY 2012-13 will be to ensure that staff in new assignments due to anticipated retirements, will have the training and support necessary to make a smooth transition into their new positions, so that performance and service levels won't be adversely impacted. The department will continue to improve performance by working on a variety of special projects that focus on collection of current and past due support, court order establishment and paternity establishment. As a part of these special efforts, the department will also conduct outreach efforts with local birthing hospitals and the Department of Social Services to improve paternity establishment through the Voluntary Declaration of Paternity process.

Following are some of the department's notable accomplishments for FY 2011-12 and some specific objectives for FY 2012-13:

FY 2011-12 Accomplishments

- Established court orders for child and medical support in 94.7% of cases to better ensure that families and children were able to receive the support to which they were entitled.
- Collected 71.3% of current child support owed, so that families and children were able to receive the support to which they were entitled.
- Collected past due child support for 74.0% of cases in which past due support was owed.
- Conducted a Managerial Communication Climate Staff Survey to learn more about staff attitudes and needs and solicit suggestions for the organization. We have a better understanding of what needs to be done, how to do it, and several changes to internal processes have been implemented.
- Earned distinction as the number one overall performing Child Support Department in the State for the tenth consecutive year.

FY 2012-13 Objectives

- Establish court orders for child and medical support for 94.8% of cases to create a legal basis for enforcing child and medical support obligations, so that families are better able to be self-sufficient.
- Collect 71.5% of all current child support owed, so that children receive the support that they are entitled to. Support is primarily used for basic needs of food, clothing, and shelter. Basic needs are essential to create healthier and successful families and communities.
- Collect past due child support for 74.5% of cases in which past due support is owed. Collection of past due support can make the difference between a family living in their own home or living in a homeless shelter.
- Effectively implement staffing changes as recommended in the budget by shifting duties and continuing cross-training efforts for staff throughout the entire department.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Child Support Services operates almost entirely on revenue from State and Federal sources. For several years, a minimal amount ($14,620) of General Fund support has been recommended for this budget to offset some of the charges from the Sheriff's department for providing "service of process" (delivery of summons and complaints). In FY 2010-11, a budget augmentation request in the amount of $56,254, to help fund the salary and benefits for 3.00 FTE Legal Clerks (matched with $166,197 of State funds) was recommended and approved by the Board, bringing the department's level of General Fund support to $70,874. In FY 2011-12, the department's level of General Fund support was reduced to $36,510 due to the department's decreased use of a District Attorney Investigator position that is housed in the District Attorney's Office.

In FY 2012-13, it is recommended that the department not receive any General Fund support. The down economy has decreased the department's workload, which has given the department the opportunity to undergo a minor reorganization of staff, resulting in a net expenditure savings of $107,709. Several employees will be retiring in late FY 2011-12 and the department intends to backfill these vacated positions through departmental promotions. These promotions will leave 2.00 FTE Legal Clerks vacant and due to the decreased workload, the department plans to eliminate these positions from its Position Allocation List (PAL). In addition, the Administrative Services Manager is retiring, and it is recommended that this position be replaced with an Administrative Services Officer. A net reduction of 2.00 FTE is recommended to be eliminated from the department's PAL. The recommended changes to the PAL include the following:

- - 1.00 FTE Legal Clerk
- - 2 0.50 FTE Legal Clerks
- - 1.00 FTE Administrative Services Manager
- +1.00 FTE Administrative Services Officer I/II

It is not expected that the recommended organizational changes will pose any service level impacts. To ensure that this is the case, the department will place a large focus on training and providing support to staff that are moving into new positions, so that the department's performance is not impacted.

GOALS AND PERFORMANCE MEASURES

The San Luis Obispo County Department of Child Support Services is managed by the State Department of Child Support Services, which is under the umbrella of the Federal Office of Child Support Enforcement. Our performance measures are mandated by the State based on federal requirements and time-frames. The Federal Fiscal Year (FFY) for our reporting runs from October 1 through September 30 of each year. We have been the number one overall performing Child Support Department in the State since 2002.

Department Goal: To ensure that children receive the support benefits they are entitled to as quickly as possible.

Communitywide Result Link: ☐ Safe ☒ Healthy ☐ Livable ☐ Prosperous ☒ Well-Governed Community

1. Performance Measure: Percentage of child support cases with a court order for child support.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
92.99%	93.72%	94.30%	94.70%	94.50%	95.70%	94.80%

What: Support orders are the legal documents which establish child and medical support.

Why: Establishment of support orders creates the legal basis to enforce obligations for child and medical support. 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.

How are we doing? In FFY 2010-11, 94.70% (4,622 of 4,880) of child support cases had a court order for child support. San Luis Obispo County ranked 5th in number of child support cases with court orders when compared to other local child support agencies for FFY 2010-11. The statewide average is 85.80%.

Department Goal: To improve the standard of living for families we serve by ensuring a high percentage of current child support collections.

Communitywide Result Link: ☐ Safe ☒ Healthy ☐ Livable ☒ Prosperous ☐ Well-Governed Community

2. Performance Measure: Percentage of current support collected.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
67.32%	68%	70%	71.30%	71%	71%	71.5%

What: 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 our department.

Why: So that families and children receive the financial support to which they are legally entitled.

How are we doing? In FFY 2010-11, the department collected 71.30% ($10,138,854 of $14,223,016) of current support owed. San Luis Obispo County ranked 1st in percentage of current support collected when compared to other local child support agencies for FFY 2010-11. The statewide average is 58.50%.

3. Performance Measure: Percentage of child support cases in which past due support is owed and payment is received during the Federal Fiscal Year.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
74.27%	72.73%	71.60%	74%	73%	74%	74.5%

What: This measures the number of cases in which a collection of past due support was received during the Federal Fiscal Year.

Why: So that families and children receive the financial support to which they are entitled.

How are we doing? In FFY 2010-11, payment for past due support was collected for 74% (3,145 of 4,251) of cases in which past due support was owed. San Luis Obispo County ranked 1st in collection of payment for past due support when compared to other local child support agencies for FFY 2010-11. The statewide average is 61.50%.

4. Performance Measure: Total child support dollars collected per $1.00 of total expenditure.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
$3.11	$3.01	$3.10	$2.84	$3.10	$3.10	$3.10

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

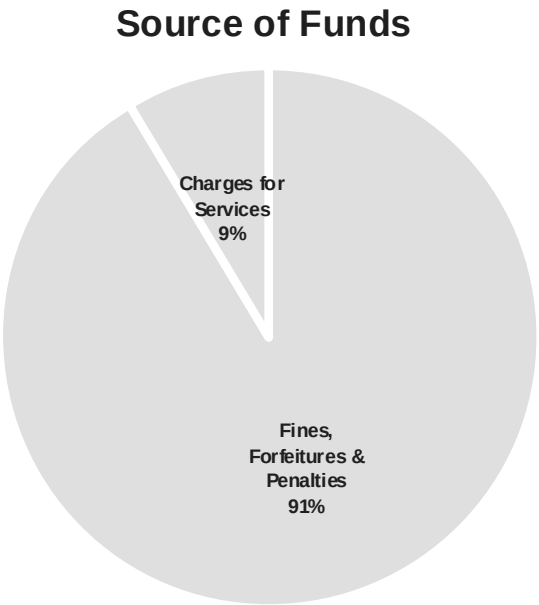
Why: To ensure that the cost collection ratio compares favorably to other counties within the state.

How are we doing? The Actual Result for FFY 10-11 was $2.84 of total child support dollars collected per $1.00 of total program dollars spent. Total collections for FFY 10-11 were down from the prior year because of the economy, which resulted in establishing lower current support orders, doing more downward modifications of current support, and collecting less past due support, because payments are first applied to current support, with any extra support collections applied to arrears. Also, shrinking school enrollments result in fewer open cases and a corresponding reduction in collections. The department ranked 25th when compared to the total child support dollars collected per $1.00 of total expenditure in other local child support agencies for FFY 10-11. The statewide average is $2.29

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.

Financial Summary	2011-12 Budget	2011-12 Projected	2012-13 Requested	2012-13 Recommended	Change From 2011-12
Fines, Forfeitures and Penalties	$ 2,681,068	$ 2,342,432	$ 2,327,100	$ 2,327,100	$ (353,968)
Charges for Current Services	225,000	229,702	220,000	220,000	(5,000)
**Total Revenue	$ 2,906,068	$ 2,572,134	$ 2,547,100	$ 2,547,100	$ (358,968)
Services and Supplies	155,000	140,000	140,000	140,000	(15,000)
Other Charges	2,335,773	2,284,014	2,294,612	2,294,612	(41,161)
**Gross Expenditures	$ 2,490,773	$ 2,424,014	$ 2,434,612	$ 2,434,612	$ (56,161)
General Fund Support (G.F.S.)	$ (415,295)	$ (148,120)	$ (112,488)	$ (112,488)	$ 302,807



SERVICE PROGRAMS

Contributions to Court Operations has a total expenditure level of $2,434,612 to provide the following services. No staff are allocated to this budget.

Courts

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

Total Expenditures $2,434,612 Total Staffing (FTE): 0.00

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 a Maintenance of Effort (MOE) expense that requires the County to pay a specified amount to the State of California, based on a formula, to support Court Operations.

Expenditures for Court Operations are recommended to decrease $56,161 or 2% and revenues are recommended to decrease $358,968 or 12%, resulting in a net reduction to this budget's contribution to the General Fund of $302,807 compared to the FY 2011-12 adopted budget.

The two main expenditure items in this budget are the State mandated MOE amount of $1,754,132, which does not change from year to year, and the county facility charge of $540,480, which is based on the FY 2011-12 billed amount. Before FY 2009-10, the only expenditure in this budget was for the mandated County MOE payment to the State. Beginning in FY 2009-10, expenditures for annual Court Facility Payments were added. These payments are made to the State Administrative Office of the Courts pursuant to the terms of the court transfer agreements finalized in 2009. In return for these payments, the County is no longer responsible for the cost of maintaining Court facilities or their related utility expenses.

Revenues from fees, fines and penalties are estimated based on prior year actuals and are set at conservative levels. Revenue that is actually received is dependent on the mix of cases heard by the Courts and judicial decisions to waive any or all fees, fines and penalties. Overall, revenue is budgeted to decline $358,968 or 12%. The main funding streams responsible for the decline in revenue are County Motor Vehicle/Criminal Fines, which are down $226,000 or 22%, State Penalty Assessments, down $90,000 or 16%, and Traffic School fees, down $67,000 or 21%.

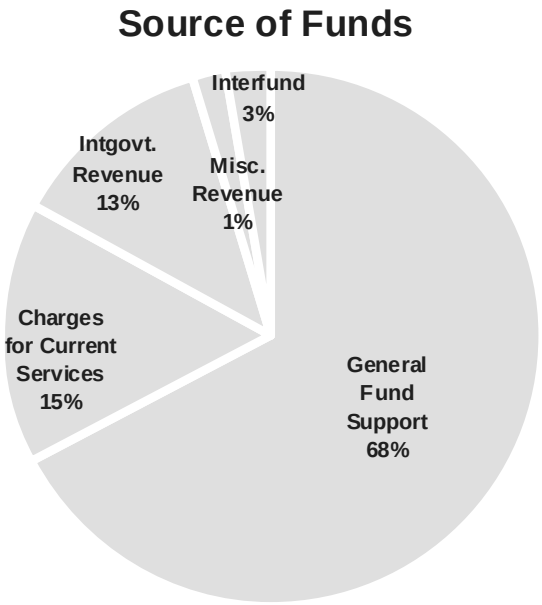
The Court-related expenses listed below are included in other fund centers and are not covered by the revenue reflected in the Court Operations budget. These include:

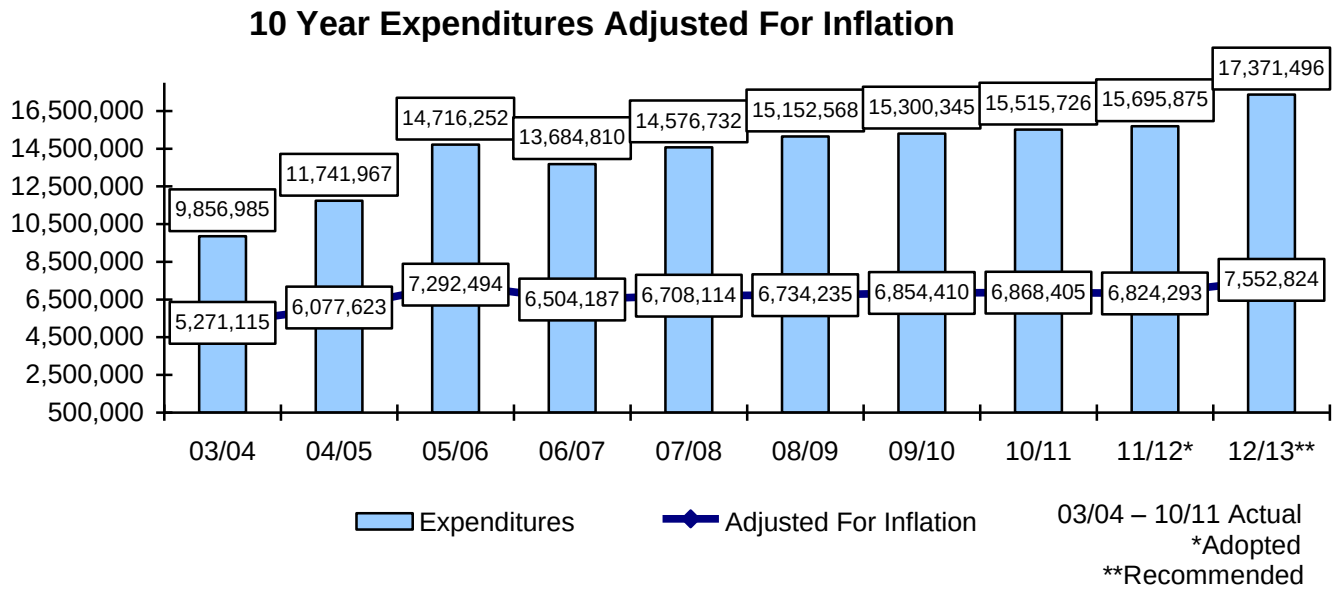
- County Sheriff's Office expenses related to court security, which are now supported by funding provided by the State as a result of the 2011 Public Safety Realignment passed by the Legislature in FY 2011-12. These costs were formerly paid by the Courts. Expense for inmate transportation from the County jail to the Superior Court is excluded from allowable reimbursement and remains a County-paid cost. These expenses are included in Fund Center 136 – Sheriff-Coroner.
- Expenses for the legal defense of indigents charged with crimes are a County obligation, as are costs for Court-ordered expert witness expenses and psychological examinations required in the defense of indigent clients of the Public Defender. Both are budgeted in Fund Center 135 – Public Defender.

MISSION STATEMENT

In order to achieve the goal of a safe, healthy, livable, prosperous and well-governed community, the County Fire Department saves lives and protects property and the environment through the prevention of, preparation for, and response to all types of disasters and emergencies.

Financial Summary	2011-12 Budget	2011-12 Projected	2012-13 Requested	2012-13 Recommended	Change From 2011-12
Licenses and Permits	$ 200,000	$ 200,000	$ 230,000	$ 210,000	$ 10,000
Intergovernmental Revenue	1,990,752	2,490,361	2,237,293	2,237,293	246,541
Charges for Current Services	2,276,838	2,211,023	2,862,692	2,162,704	(114,134)
Other Revenues	95,000	105,000	95,000	95,000	0
Interfund	464,822	487,322	506,115	506,115	41,293
**Total Revenue	$ 5,027,412	$ 5,493,706	$ 5,931,100	$ 5,211,112	$ 183,700
Services and Supplies	15,640,875	16,366,907	16,913,839	16,574,570	933,695
Fixed Assets	55,000	431,382	1,207,108	796,926	741,926
**Gross Expenditures	$ 15,695,875	$ 16,798,289	$ 18,120,947	$ 17,371,496	$ 1,675,621
General Fund Support (G.F.S.)	$ 10,668,463	$ 11,304,583	$ 12,189,847	$ 12,160,384	$ 1,491,921





SERVICE PROGRAMS

County Fire has a total expenditure level of $17,371,496 and a total staffing level of 95.50 FTE to provide the following services. Note that County Fire service is provided through a contract with CAL FIRE, the State fire service. The staffing (FTE) indicated below is provided through that contract and therefore does not represent County staff. For this reason, no staff positions are shown for County Fire on the County's Position Allocation List (PAL).

Responding to Emergencies

Take effective action to protect lives, property and the environment, and to reduce the impacts of all types of disasters and emergencies including fires, floods, earthquakes, rescues, hazardous materials incidents, medical emergencies, and terrorist attacks.

Total Expenditures: $13,546,193 Total Staffing (FTE): 75.50

Preparation for Emergencies

Provide materials, equipment, facilities, training and services so that the Department and the community will be ready to respond to emergencies, working cooperatively with other public safety organizations.

Total Expenditures: $1,362,597 Total Staffing (FTE): 7.00

Preventing Emergencies

Educate community members and organizations on how to protect people, property and the environment from fires, earthquakes and other emergencies. Reduce the impacts of emergencies by establishing fire codes and ordinances, inspecting facilities and reviewing development proposals, reducing or eliminating fire hazards, and taking enforcement action when needed.

Total Expenditures: $928,536 Total Staffing (FTE): 6.00

Managing the Department

Lead the Department to ensure the use of taxpayer dollars in an efficient and responsible manner. Allocate resources to effectively carry out the department's mission. Evaluate activities and plan for the future.

Total Expenditures: $1,534,170 Total Staffing (FTE): 7.00

DEPARTMENT COMMENTS

The County Fire Department provides emergency services to County residents and visitors, including medical aid, firefighting, rescue, and hazardous materials response. The Department also develops plans for responding to disasters, and prevents fires from occurring through community education and enforcement of fire-related regulations.

CAL FIRE, a department of the State of California, serves as the County Fire Department under a contract with the County. This partnership serves both the County and the State well, maximizing the capabilities and resources of both agencies.

FY 2011-12 Accomplishments

- Minimized fire-related deaths and property losses, averaging 0.084 deaths/10,000 population and $30,930 property losses/1,000 population.
- Developed pre-fire plans for the East Arroyo Grande area and tsunami plans for the South Coast area.
- Completed development of the Fire Protection Strategic Plan.
- Began developing a Hazardous Materials Team Feasibility Study
- Controlled operating costs, and carried out Department operations as efficiently as possible, averaging less than $170 in operating costs per capita, and generating non-General Fund revenues totaling 33% of the Department's budget.
- Completed the addition of a third apparatus bay at Avila Valley Station 62.
- Completed construction phase for Creston Station 43 and moved in to the new station.
- Completed significant facility rehabilitation projects at Morro-Toro Station 14.
- Significantly increased skills and safety training provided to Department staff and Paid-Call Firefighters (PCFs).
- Upgraded and improved Geographic Information System capabilities, and integrated them into day-to-day operations.
- Continued implementing the Computer Assisted Dispatch (CAD) to CAD Mobile Data Computing (MDC) system with rollout of additional computers in vehicles and new software capabilities.
- Developed new training programs at South Bay Training Center in Los Osos.
- Increased staffing at Station 42 (Carizzo Plain) due to solar plant construction projects in California Valley.

FY 2012-13 Objectives

- Increase percentage of completed commercial building pre-fire plans and increase County areas covered by pre-fire, evacuation and tsunami plans.
- Pursue additional grant funding to offset operating costs and improve customer service.
- Complete the Hazardous Materials Team Feasibility Plan.
- Re-direct Department resources to improve efficiency and cost-effectiveness of operations, based on the Fire Protection Strategic Plan and the Hazardous Materials Team Feasibility Plan.
- Utilize Homeland Security Grant funding to improve technical and operational capabilities of the Department.
- Implement next phase of CAD to CAD Mobile Data Computing (MDC) system with rollout of Automatic Vehicle Locator software
- Improve off-highway response capabilities in the Nipomo Oceano dunes area, and throughout the County.
- Address issues with declining Paid Call Firefighter (PCF) numbers, recruiting where possible and seeking alternatives elsewhere.
- Continue site improvements at the new Fire Training Drill Grounds at Camp San Luis Obispo.
- Continue efforts leading towards construction of a new County Fire Headquarters facility.
- Work with the County Sheriff to establish a co-located Emergency Dispatch Center.
- Improve inventory management processes through automation. Identify non-vehicle assets requiring replacement plans and improve vehicle maintenance tracking and record-keeping.
- Designate inventory custodians at each Department facility and formalize procedures to implement the Vehicle Replacement Schedule.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

FY 2012-13 revenues County Fire are recommended to increase $183,700 or 4% compared to the FY 2011-12 adopted budget. Expenditures are recommended to increase $1,675,621 or 11%. General Fund support is budgeted to increase $1,491,921 or 14%.

The increase in General Fund support is almost entirely the result of two new expense items added in FY 2012-13, both of which are offset by funding outside the County Fire budget. The first is the addition of $643,000 of new expense to increase staffing at Fire Station 42 – Carrizo Plain, due to the two large-scale solar projects being constructed in California Valley. The Board of Supervisors approved the addition of these resources on March 6, 2012 (item #18). Offsetting revenue in the amount of $643,000 has been budgeted in FC 101 – Non-Departmental Revenue based on the sales tax that will be received from these two projects. $643,000 of the increase in County Fire's General Fund support for FY 2012-13 is therefore offset by a non-General Fund source in another fund center.

The second new expense item driving the increase in General Fund support is the addition of $796,926 of expense for the replacement of fire vehicles, including a fire engine, a rescue vehicle, and three utility vehicles. Funding for these purchases is provided by General Fund dollars canceled from the County Fire Equipment Replacement designation. $796,926 of the increase in General Fund support is therefore offset elsewhere in the budget—in this case, through a designation within the General Fund.

Funding for the Fire Vehicle Replacement designation is added each year based on a 30-year replacement schedule. The schedule was established to enable smoothing of the annual General Fund contribution to the replacement of County Fire vehicles. The goal is to avoid wide fluctuations in the amount of General Fund contributed for fire vehicle replacement, which in past years has often been based on the availability of resources in a particular budget year. In addition, it will also limit the possibility that the County might defer replacement of Fire vehicles past their useful lives.

Expenditures are recommended to increase $1,675,621 or 11%. The increase is split roughly fifty-fifty between an increase in the contract with CAL FIRE and the $796,926 recommended for vehicle replacement. The CAL FIRE contract is recommended to increase $845,260 or 6% over the FY 2011-12 adopted amount due mainly to three added expense items. The first is $577,407 of contract cost recommended in order to provide full-time staffing Fire Station 42 in California Valley during the construction of the solar projects.

The second item is $281,752 of contract expense recommended in order to staff Fire Station 12 in San Luis Obispo for half a year. During fire season, which generally runs from June to November, CAL FIRE pays to staff Station 12. During the rest of the year the County pays to staff the station under what is called an "Amador agreement." In FY 2011-12, due to sharp increases in charges for State administrative costs and employee benefit rates, off-season staffing for Station 12 was cut from the CAL FIRE contract. The State later reduced its employee benefit charges by approximately $390,000, allowing the County to avoid the closure of Station 12 within the existing budget.

Lastly, $162,438 is recommended in order to add a Fire Captain position at Fire Station 43 in Creston. Adding this position, combined with internal staffing adjustments using positions already included in the contract, will allow the new fire station in Creston to be staffed full-time. A portion of this position is offset by salary savings within the contract. Another $20,000 is offset by annual expense savings to the fire vehicle replacement schedule resulting from the elimination of a water tender formerly scheduled for replacement in FY 2012-13 at a cost of $410,000 over 20 years. The remainder is covered by additional General Fund expense of approximately $32,000.

Labor costs make up approximately 83% of the recommended budget and fund 95.5 FTE, an increase of 5.5 FTE. The total recommended contract cost for FY 2012-13 is $14,373,744. Of this amount, $1,720,044 is associated with services provided to the communities of Los Osos and Avila Beach. This cost is offset by revenue received in the County Fire budget from assessments levied in these communities.

Revenue is recommended to increase $183,700 or 4% compared to the FY 2011-12 adopted budget. The increase is due to a projected increase in Prop 172 revenue, the ½ cent State sales tax for public safety, which is budgeted to increase $240,454 or 13% compared to the prior year's adopted amount. This increase is partially

offset by the loss of the CalStar dispatch contract, which provided $99,732 of revenue to the County Fire budget in FY 2011-12.

BUDGET AUGMENTATION REQUESTS NOT RECOMMENDED

Unit Amount	Description	Results
Gross: $424,401 General Fund support: $424,401	Provide additional staffing at Shandon Fire Station 31 in order to improve response times.	Average response times when the State fire engine is out of the area would be reduced by an estimated 13 minutes.
Gross: $424,401 General Fund support: $424,401	Provide additional staffing at Cambria Fire Station 10 in order to improve response times.	Average response times would be reduced by an estimated 20 minutes. Would also reduce response times for other County stations in the area because they would not respond to incidents in this station's response area.
Gross: $235,343 General Fund support: $235,343	Re-establish the County Division Chief position, eliminated in the FY 2011-12 budget and assign to emergency planning activities.	Would improve the quality and coordination of emergency planning activities and increase productivity of some employees by relieving them of ad hoc planning assignments.
Gross: $55,000 General Fund support: $55,000	Purchase Automatic Vehicle Locator (AVL) software for use with the department's Mobile Data Computing (MDC) System.	Would improve productivity and effectiveness of the department's dispatch operations, and reduce response times.
Gross: $130,208 General Fund support: $130,208	Add a 1.00 FTE Data Automation Specialist III	Would improve management of the Department's IT programs and resources.
Gross: $190,000 (State Off-Highway Motor Vehicle Fee funds) General Fund support: $0	Purchase a light-weight, 4x4 pickup and equipment necessary for off-highway use in the South County area, using State Off Highway Motor Vehicle Fees received by the County.	Would reduce response times in the Oceano Dunes Off-Highway Vehicle Recreation Area, managed by the California Department of Parks and Recreation by an estimated average of 15 minutes per call. Would also increase the Department's ability to respond to other off-highway areas throughout the County.

GOALS AND PERFORMANCE MEASURES

Department Goal: Quickly respond to calls for help, in order to begin providing assistance as rapidly as possible.

Communitywide Result Link: ☒ Safe ☒ Healthy ☐ Livable ☐ Prosperous ☐ Well-Governed Community

1. Performance Measure: Average time elapsed from receiving a request for assistance until the first unit arrives on scene:

(a) From stations with all-volunteer staffing (Morro-Toro and Oak Shores stations).

(b1) From stations with Amador staffing (Cambria, San Luis Obispo and Shandon stations). With Amador staffing, the County pays for staffing during the winter at a state fire station that would otherwise be closed.

(b2) From stations with part-time staffing (Carrizo Plain (switched to full-time staffing Jan. 2012) and Creston station).

(c) From stations with full-time staffing (Airport, Avila Valley, Carrizo Plain, Heritage Ranch, Meridian, Nipomo, Nipomo Mesa, Parkhill, and Paso Robles stations).

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
(a) 16 minutes (b) 14 minutes (c) 10 minutes	(a) 12 minutes (b) 12 minutes (c) 9 minutes	(a) 10.9 minutes (b) 9.5 minutes (c) 7.9 minutes	(a) 9.9 minutes (b) 9.6 minutes (c) 6.6 minutes	(a) 11 minutes (b) 10 minutes (c) 8 minutes	(a) 14.5 minutes (b1) 10.8 minutes (b2) 14.2 minutes (c) 8.4 minutes	(a) 11 minutes (b1) 10 minutes (b2) 10 minutes (c) 8 minutes)

What: These measures evaluate the Department's ability to provide assistance within acceptable timeframes.

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 rendering aid, saving lives, and protecting property and the environment.

How are we doing? Response times increased for all four types of station staffing, as they have for several years. However, over the last few years the department had made significant progress in reducing response times and rendering aid and assistance more rapidly. This, in turn, reduced damage, injuries and deaths caused by fires and other emergencies. Ongoing strategies employed to reduce response times include improving dispatch procedures and technology, reviewing and updating maps used for dispatch, fine-tuning details of response plans, and improving communications between responders and dispatchers. It is unclear why response times increased this year, and further analysis is needed

Response times are tracked and reported on a calendar year (CY) basis, for the calendar year ending during the fiscal year (FY) reported. FY 2011-12 results, therefore, are from CY 2011. Each result shown is the mean average of all first-arriving units, grouped by station type. For CY 2011, the mean average time taken for the first unit to arrive at an incident was as follows:

a) 14.5 minutes from all-volunteer stations, which responded to a total of 56 calls and were first on scene for 32 of those calls;
b1) 10.8 minutes from Amador stations, which responded to a total of 1,219 calls and were first on scene for 916 of those calls;
b2) 14.2 minutes from part-time-staffed stations, which responded to a total of 192 calls and were first on scene for 108 of those calls;
and, c) 8.4 minutes from full-time-staffed stations, which responded to a total of 7,294 calls and were first on scene for 5,531 of those calls.

The national standard for first-on-scene response is five minutes, 90% of the time. We continue to strive to achieve this standard, and are approaching it from full-time-staffed stations. However, the standard is based on response capabilities of urban fire departments. In rural areas such as ours, with fewer resources and longer response distances, adopted performance targets are set higher than the national standard. The county's size, topography, and road network all present challenges to the Department in meeting these performance measures. All-volunteer, Amador and part-time-staffed stations face additional challenges, such as recruiting, training and retaining volunteers. This year, both performance targets and results will be validated using the recently-completed County Fire Department Strategic Plan, and if changes are needed they will be implemented next fiscal year.

Two changes in the way data is reported are occurring for the first time with this budget:

Amador stations (b1) and part-time staffed stations (b2) are been reported separately, when in prior years, they were all reported as part-time staffed stations (b).

Mid-way through FY 2011-12, staffing at the Carrizo Plain Station increased from part-time to full-time, as a result of two major solar plant projects in the area. As a result, for CY 2012, the station will move from the part-time category (b2) to the full-time category (b1).

Department Goal: Reduce Damage, Injuries And Deaths Caused By Fires And Other Incidents.

Communitywide Result Link: ☒ Safe ☒ Healthy ☐ Livable ☐ Prosperous ☐ Well-Governed Community

2. Performance Measure: Average dollar value, per thousand population, of all property damaged or destroyed by fire in the area protected by the department.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
$34,385	$32,267	$28,250	$30,968	No more than $30,000	$30,930	No more than $30,000

What: This measure evaluates the Department's ability to protect property, one of its primary missions.

Why: Reducing property losses from fires enhances the safety and health of the community.

How are we doing? Property losses within the area served by the department have declined over the past few years. Although they have not declined every year when compared to the previous year, there is a clear trend of decline from the first year on the schedule to the last. The department's success with this measure is attributed to a number of ongoing programs, including public education, improved fire codes and code enforcement activities, fire inspections and development plan reviews, and efforts to reduce fire hazards in order to prevent fires. Success in this measure can also be attributed to the Department's ability to quickly respond to fires, as noted in measure #1 above.

Property losses are tracked and reported on a calendar year (CY) basis, for the calendar year ending during the fiscal year (FY) reported. FY 11-12 results, therefore, are from CY 2011. Each result shown is the mean average dollar value of those losses (over the five year period ending with that CY). In order to compare results to nationwide data, our numbers are then converted to a number "per thousand population." The five-year average of the total value divided by per thousand population for FY 11-12 is $30,930

This number represents a decrease of 0.1% compared to FY 2010-11. Fire loss details for the year included: vegetation fires $119,590; vehicle fires $711,820; structure fires $2,226,660; total fire losses $3,073,770. Nationwide fire-related property losses totaled $11.6 billion in 2010, or $37,288 per thousand population.

Calculations are based on records maintained by the Department's Fire Prevention Bureau and the National Fire Protection Administration. Population numbers used are for County Fire jurisdictions only.

3. Performance Measure: Average number of deaths, per ten thousand population, from fire-related causes within the area protected by the department.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
0.114	0.110	0.132	0.129	0	0.084	0

What: This measure evaluates the Department's ability to protect lives, one of its primary missions.

Why: Reducing deaths caused by fires enhances the safety and health of the community.

How are we doing? Our target for this performance measure will always be zero deaths per year. Sadly, this target is rarely achieved, and we are find ourselves trying to get as close to zero as possible.

Fire related deaths are tracked and reported on a calendar year (CY) basis, for the calendar year ending during the fiscal year (FY) reported. FY 11-12 results, therefore, are from CY 2011. Each result shown is the mean of deaths (over the five year period ending with that CY). In order to compare results to nationwide data, our numbers are then converted to a number "per ten thousand population." The five-year average of deaths divided by per thousand population for FY 2011-12 is 0.084. This number represents a decrease of of 34.9% compared to FY 10-11.

The department's efforts to reduce fire-related deaths include a number of ongoing programs, including public education, improved fire codes and code enforcement activities, fire inspections and development plan reviews, and efforts to reduce fire hazards in order to prevent fires. Any reductions in this measure can also be attributed to the department's ability to quickly respond to fires, as noted in measure #1 above.

Nationwide fire-related deaths totaled 3,120 in 2010, or 0.10 per ten thousand population. Regardless of statistics and past history, even a single fire-related death is too many.

Calculations are based on records maintained by the Department's Fire Prevention Bureau and the National Fire Protection Administration. Population numbers used are for County Fire jurisdictions only.

Department Goal: Manage The Department Efficiently, Cost-Effectively, And Responsibly.

Communitywide Result Link: ☐ Safe ☐ Healthy ☐ Livable ☐ Prosperous ☒ Well-Governed Community

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

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
0.80	0.80	0.80	0.80	0.80	0.80	0.80

What: This measure evaluates the number of emergency responders employed by the Department.

Why: The number of emergency responders per thousand population is an indicator of two things. First, we need to ensure we have enough emergency responders to deliver services to the community. Second, it is also important to utilize those emergency responder as efficiently as possible, in order to keep labor costs as low as possible.

How are we doing? For FY 2011-12, the Department utilized 72.5 full-time equivalent emergency responders, for a rate of 0.80 per thousand population. Calculations on this performance measure are similar to those used on measure two above. 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 2010, the National Fire Protection Association estimated that nationally there were 1.08 career firefighters per thousand population. For FY 2012-13, the target remains at 0.80, which equates to the current staffing level. In future years, it will be necessary to re-evaluate this target in order to ensure the department is able to comply with increasing national training and service delivery standards and with local increases in service requests.

5. Performance Measure: Annual cost of Department operations, on a per capita basis.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
$160.45	$147.55	$156.64	$159.16	No more than $160.00	$170.36	No more than $165.00

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

Why: Controlling operating costs is an important factor in the department's efforts to manage the department efficiently and cost-effectively.

How are we doing? The Department has managed to keep operating costs in the range of $150 to $160 per resident throughout the past several years. For this fiscal year, costs jumped to $167.36 per capita, as a result of increasing costs and additional staffing at the Carrizo Plain Station. During this same time period, inflation increased by approximately 14%. The department has worked closely with County Administration to control and in some cases reduce costs in order to help deal with financial challenges faced by the County. As a result, we have maintained an essentially flat level of operating expense, in spite of inflationary cost increases.

6. Performance Measure: Portion of the cost of Department operations which is paid for with non-General Fund dollars.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
37%	35%	33%	31%	No less than 35%	33%	No less than 35%

What: This measure evaluates the Department's ability to fund operations from sources other than the General Fund.

Why: The Department is committed to fulfilling its mission in an efficient and cost-effective manner, providing maximum value per tax dollar. This is more important than ever during the current economically challenging times.

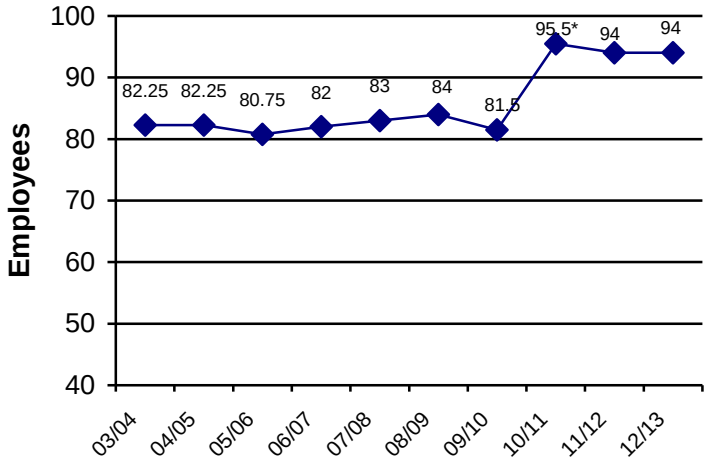
How are we doing? The Department consistently brings in revenues that offset 30% to 40% of its expenditure budget, which would otherwise be funded by the General Fund. These revenues are from many sources, primarily from grants and reimbursements for fire fighting activities paid by other government agencies. Specific types and amounts of revenues are subject to significant changes from year to year, so the 35% target has been set below historic performance levels. It should be noted that achieving this target will only be possible if federal and state monies remain available for grant programs and fire-fighting cost reimbursements, which is uncertain in the current economic environment.

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.

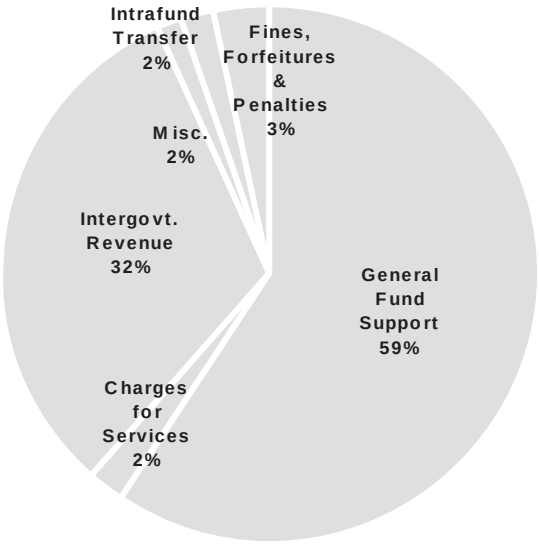
Financial Summary	2011-12 Budget	2011-12 Projected	2012-13 Requested	2012-13 Recommended	Change From 2011-12
Licenses and Permits	$ 59,544	$ 37,786	$ 45,000	$ 45,000	$ (14,544)
Fines, Forfeitures and Penalties	526,093	476,000	493,400	493,400	(32,693)
Intergovernmental Revenue	4,258,552	4,556,501	4,660,175	4,660,175	401,623
Charges for Current Services	432,926	353,812	325,000	325,000	(107,926)
Other Revenues	295,000	190,000	190,000	190,000	(105,000)
**Total Revenue	$ 5,572,115	$ 5,614,099	$ 5,713,575	$ 5,713,575	$ 141,460
Salary and Benefits	13,112,797	12,903,797	13,322,247	13,250,028	137,231
Services and Supplies	1,404,184	1,378,755	1,405,151	1,402,623	(1,561)
**Gross Expenditures	$ 14,516,981	$ 14,282,552	$ 14,727,398	$ 14,652,651	$ 135,670
Less Intrafund Transfers	250,918	250,918	266,242	266,242	15,324
**Net Expenditures	$ 14,266,063	$ 14,031,634	$ 14,461,156	$ 14,386,409	$ 120,346
General Fund Support (G.F.S.)	$ 8,693,948	$ 8,417,535	$ 8,747,581	$ 8,672,834	$ (21,114)

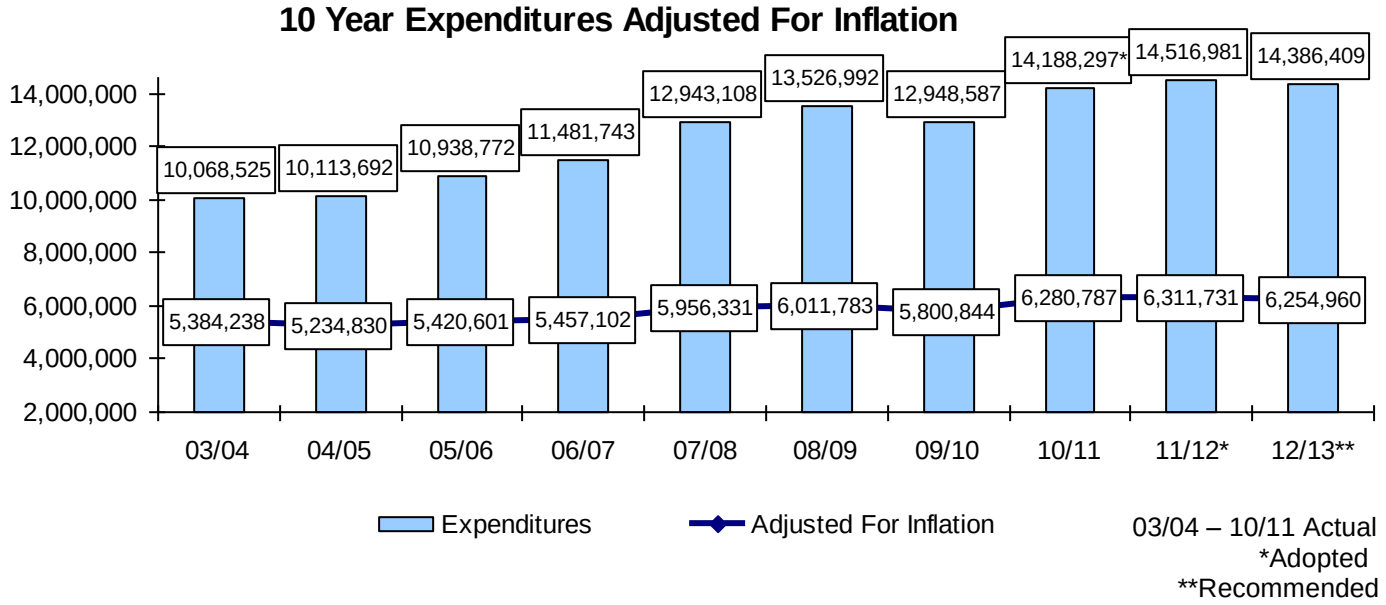
Number of Employees
(Full Time Equivalent)



* The increase in FY 2010-11 General Fund support and number of employees is solely due to the consolidation of Victim Witness and District Attorney budgets into a single fund center.

Source of Funds





* The increase in FY 2010-11 General Fund Support is solely due to the consolidation of the DA Fund Center with the Victim Witness Fund Center, which was decreased by the same amount.

SERVICE PROGRAMS

The District Attorney has a total expenditure level of $14,386,409 and a total staffing level of 94.00 FTE to provide the following services.

Administration

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

Total Expenditures: $1,144,164 Total Staffing (FTE): 7.00

Consumer/Environmental

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

Total Expenditures: $1,062,437 Total Staffing (FTE): 6.50

Victim-Witness

To inform victims of crime and their families of their constitutional and statutory rights and to assist them by providing crisis and support services including information, notification, and restitution assistance to aid in the recovery from physical, emotional and financial injuries; and to minimize the inconvenience and cost for District Attorney witnesses to appear in court by providing court information updates and travel assistance.

Total Expenditures: $1,310,259 Total Staffing (FTE): 14.00

Prosecutions

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

Total Expenditures: $10,869,549 Total Staffing (FTE): 66.50

DEPARTMENT COMMENTS

The District Attorney's Office is responsible for the prosecution of crimes committed in the County of San Luis Obispo. The Department is dedicated to serving our community through the ethical prosecution of criminal offenses and the vigorous protection of victims' rights.

In FY 2011-12, the Department faced a significant number of case-related challenges. In particular, murder cases, involving significant hours of prosecution, investigation, victim/witness coordination, legal clerical and paralegal preparation, rose to a total of 12 (involving 21 defendants) despite 5 murder convictions in calendar year 2011. This is likely the largest number of murder cases the office has had to handle simultaneously in its history.

On October 1, 2011, the 2011 Public Safety Realignment legislation (AB 109, 117 and 118) went into effect. This legislation, while transferring certain public safety responsibilities from the State to the counties, also resulted in significant changes to the District Attorney's Office in the areas of crime charging, the taking of pleas, sentencing and certain types of future parole revocation hearings. A substantial amount of time was devoted to office-wide training as a result of these statutory amendments which brought about sweeping changes to the State's criminal justice system.

State budget tightening in the court system resulted in the Grover Beach Superior Court closure on January 1, 2012. This closure required the reassignment of this branch's Deputy District Attorney, Legal Clerk, and main office personnel to accommodate the courtroom reassignment changes and integration of cases to the San Luis Obispo Superior Court location. Increased numbers of attacks by patients on Atascadero State Hospital staff has also equated to an increased number of cases being submitted to the District Attorney's Office for prosecution. In addition, the District Attorney's Office has worked closely with Senator Sam Blakeslee's Office to bring about legislative changes that would provide for new criminal sanctions for assaults on staff.

Future funds for the Vertical Prosecution Block Grants have been eliminated by the State due to tax revenue falling short of projections. As of March 31, 2012, trigger cuts in the FY 2011-12 State budget ended the Vertical Prosecution Block Grant Program. State cuts to the local Narcotics Task Force have also resulted in its closure. This closure required the integration of District Attorney personnel into a new local collaborative gang task force. Following are some of the Department's notable accomplishments for FY 2011-12 and some specific objectives for FY 2012-13:

FY 2011-12 Accomplishments

- The District Attorney continues to be actively involved in the collaborative efforts of the county's Anti-Gang Coordinating Commission and Rehabilitation and Re-Entry Subcommittee. Effective anti-gang practices have resulted in a reduction of gang-related cases submitted to the District Attorney's Office for criminal filing (i.e., on non-California Men's Colony (CMC) gang-related incidents), from 40 cases in 2010, to 23 cases in 2011.
- Convictions achieved in a number of high profile cases, e.g., two murder cases arising out of marijuana sales (provocative act murders), a juvenile tried as an adult (stranger forcible rape), and three additional murder cases.
- The unanticipated awarding of the Workers' Compensation Insurance Fraud and Auto Insurance Fraud grants totaling $131,000. These funds will

FY 2012-13 Objectives

- Implementation of new office Case Management System (CMS) to allow for efficient information exchange and integration with existing Criminal Justice Information System (CJIS) project participants. Integration of this new system will provide for a means of complete statistical compilation and ability to exit from the existing antiquated system mainframe. Ongoing coordination will also be had with Superior Court.
- Development and implementation of a 2012-2015 Strategic Plan to consolidate and coordinate physical planning needs, goals and policies that address various aspects of the Department's development.
- Provide reduced-cost office trainings, including online training (i.e., webinars), in-office training by experienced staff, and training by outside experts (i.e., DUI Drug), on court holidays so as to not interrupt course of business.

provide for coordinated programs to reduce automobile fraud activity and to enhance investigation and prosecution efforts of automobile insurance fraud and workers' compensation fraud cases.

- Completion of 2008-2011 Strategic Plan, resulting in, among others, the creation of an intranet site, updating courtroom equipment, implementing a plan to address large-scale financial crimes, and developing a DNA-cold hit case protocol.
- The office successfully sponsored Mentally Disordered Offender (MDO) reimbursement legislation for special types of MDO trials conducted by San Luis Obispo County pursuant to Penal Code Section 2966.
- Organized and presented at the Internal Revenue Service's Anti-Money Laundering Seminar for local Money Services Businesses.
- Presented at the California District Attorneys Association sponsored Real Estate and Insurance Fraud Symposium, which included work comp, auto and real estate fraud.
- Successfully handled the case of People v. Teichert Construction which resulted in a civil injunction that changed the company's construction protocol and brought about a substantial civil fine for workers' safety violations. A portion of the fine, $500,000, was deposited into the San Luis Obispo County General Fund, $1,960,000 was allocated to the District Attorney's Office for the investigation, outreach and prosecution of environmental, worker safety and other consumer-related cases, and $400,000 was designated for the establishment of a trust fund for the purchase of an automated case management system.
- Took an active role in the formation and staffing of the Sheriff's Special Operations Unit which rose out of the closing of the local Narcotics Task Force.
- Offer VTO (Voluntary Time Off) to enhance salary savings with care being given not to impair existing service levels.
- Conduct a Workers' Compensation Insurance Fraud Prevention Seminar for community-wide organizations.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

General Fund support for the District Attorney's Office is recommended to remain essentially flat in FY 2012-13, decreasing by $21,114 or less than 1% from the FY 2011-12 adopted level. Revenues are recommended to increase $141,460 or 2% and total expenditures are recommended to increase $120,346 or less than 1%.

Revenues are recommended to increase $141,460 or 2% compared to the FY 2011-12 adopted level. The biggest contributor to the increase is Prop 172 revenue—the ½ cent State sales tax for public safety—which is budgeted to increase $305,967 or 13% over the FY 2011-12 adopted level. This increase partially mitigates declining revenues in a number of accounts, including the loss of the State block grants for Vertical Prosecution of Elder Abuse and Statutory Rape totaling approximately $116,000.

Total expenditures are recommended to increase $120,346 or less than 1% compared to the FY 2011-12 adopted level. Salary and Benefits expenditures are budgeted to increase $137,231 or 1% due to step increases for existing positions. The increase is partially offset by budgeted salary savings recommended in both Divisions of the DA's Office. In the District Attorney Division, $60,094 of savings is budgeted, equivalent to a 0.5% vacancy rate. In the Victim/Witness Division, $24,775 of savings is budgeted, equivalent to a 2% vacancy rate. The reduction in the DA Division and half of the reduction in the Victim/Witness Division is recommended as a measure to reduce General Fund support for the District Attorney's Office. No service level impacts are expected to result from these reductions.

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: ☒ Safe ☐ Healthy ☐ Livable ☐ Prosperous ☐ Well-Governed Community

1. Performance Measure: Crime rate for law enforcement agencies that serve populations over 100,000 in the State. (Replaces previous Crime in California Jurisdictions (Department of Justice) reporting measure.)

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
Crime rate lower than 71% of comparable counties	Crime rate lower than 83% 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 100% of comparable counties	Crime rate lower than 100% of comparable counties

What: This measure tracks the number of serious crimes reported each year to all law enforcement agencies per 100,000 total population. Unlike the previous reporting criteria, the rate reported here is the rate for crimes committed county-wide inclusive of both incorporated and unincorporated areas. It also includes data for Marin County which had been a non-reporting county under the previous measure. Rates are included for comparable benchmark counties of Monterey, Santa Barbara, Santa Cruz, Marin, Napa and Placer due to their similarity and/or proximity.

For FY 2012-13 the data source for this performance measure has changed. The previous source, *Preliminary Report-Crime in Selected California Jurisdictions,* has been replaced by *California Criminal Justice Profile Statewide and by County*. The new source provides more complete data on the county's crime rate. Both sources are produced by the California Department of Justice.

Why: This compares the number of serious violent, property, and arson offenses in the incorporated and unincorporated areas of the county per 100,000 total population to most accurately capture countywide law enforcement reporting data.

How are we doing? We have maintained an overall crime total that is lower than 100% of our six comparable counties. This is based on the most recent data from the Dept. of Justice for the period January through December 2009 wherein San Luis Obispo County's total rate of serious violent, property, and arson crimes were lower than all of the other comparable counties for that reporting period. San Luis Obispo County experienced 1,394.8 total serious violent, property and arson offenses per 100,000 population, whereas Marin County experienced 1,404.2, Placer County 1,489.3, Santa Barbara County 1,548.7, Napa County 1,608, Monterey County 2,095.6, and Santa Cruz County 2,246.9. As a point of reference, San Luis Obispo County's crime rate per 100,000 population was 45% lower than the statewide rate (2,025.7) for all 58 counties.

Department Goal: To maximize the efficient use of criminal justice system resources by promptly and effectively handling cases.

Communitywide Result Link: ☒ Safe ☐ Healthy ☐ Livable ☐ Prosperous ☒ Well-Governed Community

2. Performance Measure: Percentage of misdemeanor cases brought to final disposition within 90 days of arraignment.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
92%	97.2%	95%	94.8%	95%	97%	97%

What: The percentage of the approximately 15,000 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 efficiency.

How are we doing? The vast majority of misdemeanor cases are brought to a final disposition in a timely fashion, serving the interests of justice, victims and witnesses. The prior six month reporting period reflects quarterly case disposition percentages of 96% and 98%, respectively, and it is anticipated that this efficient level of misdemeanor case handling and disposition performance will continue throughout this and next fiscal year. The "90-day case aging" report includes all misdemeanor cases handled by this office, including those with and without assigned DA case numbers, to provide for a more complete accounting of disposition rates.

Department Goal: Continue to enhance law enforcement collaborative investigation efforts and communications.

Communitywide Result Link: ☒ Safe ☐ Healthy ☐ Livable ☐ Prosperous ☒ Well-Governed Community

3. Performance Measure: Number of established cooperative efforts and standardized communication methods with law enforcement.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
12 or more	14	14	16	14	18	18

What: Pooling of investigative resources between and among agencies provides for collaboration and countywide leadership. Additionally, cooperative efforts have produced outside law enforcement funding by way of state and federal grants, some of which are listed below.* (The Real Estate Fraud efforts include the FBI, Cal. Dept. of Real Estate and Cal. Dept. of Corporations.)

Why: Successful multi-agency investigative cooperative efforts qualified the District Attorney for State and Federal funding. Inter-agency communications also provide opportunities to take a state leadership role in technological innovation and make for better efficiency and effectiveness in investigations.

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. Narcotics Task Force
3. First Responder Group for Elderly and Dependent Adults
4. Child Abduction Investigation Program*
5. Domestic Violence Task Force
6. Environmental Enforcement Group
7. Worker's Compensation Fraud*
8. Auto Insurance Fraud Program*
9. Anti-Gang Coordinating Commission
10. Real Estate Fraud*
11. Sexual Assault (Closed) Case Review Team
12. Domestic Violence Death & Elder Death Review
13. Adult Abuse Prevention Council (AAPC)
14. Adult Services Policy Council (ASPC)
15. Cal Poly Safety Committee
16. SART Advisory Board
17. Forensic Coordinating Team
18. Criminal Justice Administrators Association

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: ☒ Safe ☐ Healthy ☐ Livable ☐ Prosperous ☐ Well-Governed Community

4. Performance Measure: Number of juvenile criminal prosecution petitions reviewed and filed annually.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
622	644	561	702	560	700	700

What: This measures the number of new juvenile criminal petitions, probation violations and miscellaneous cases 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 a criminal offense enumerated within the standard California codes (such as the Penal Code and Health and Safety Code). Not adhering to the terms and conditions of these sustained petitions results in probation violations and subsequent District Attorney Office action.

Why: This measure is important to track as it represents juvenile criminal activity within the county; i.e., cases which cannot be handled through probation diversion programs. Fewer petitions filed means fewer juvenile criminal prosecutions were necessary for serious crimes.

How are we doing? The Workload Statistics Report, which now captures the number of juvenile criminal prosecution petitions, probation violations and miscellaneous cases filed annually, was recently revised by the County Information Technology Department. Modifying this report has provided for more accurate data collection by including juvenile probation violations based on existing and new charges, and various misdemeanor/infraction cases which are handled by the District Attorney's Office. The significant increase in FY 2010-11, FY 2011-12 and FY 2012-13 reporting and projection numbers is attributable to a report which now fully reflects the District Attorney's Office juvenile caseload. Juvenile diversion programs, which the DA participates in jointly with the Probation Department, continue to be the primary objective designed to identify, divert and rehabilitate juvenile offenders before their crimes reach the level requiring a criminal petition.

Department Goal: To provide prompt restitution recovery services to victims who receive non-sufficient funds (NSF) checks, and to victims of other consumer fraud and environmental crime.

Communitywide Result Link: ☒ Safe ☐ Healthy ☐ Livable ☐ Prosperous ☐ Well-Governed Community

5. Performance Measure: Bad check restitution recovery.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
75%	68%	67%	80%	65%	65%	65%

What: Percentage of recovery on bad check cases processed by the Bad Check Unit.

Why: The higher the collection percentage the more effective the program.

How are we doing? FYear 2011-12 year-to-date figures reflect a bad check recovery rate of 62%, which is consistent with anticipated results for this reporting period. Due to the public's increased use of electronic forms of payment, fewer checks submitted for recovery and restitution has enabled an even greater focus on collection efforts by the Bad Check Unit. Because of administrative fees charged to the bad check writer, the program costs are substantially covered by the administrative fees at no cost to the victim. Collections exceed traditional private agency rates, which range from 35% to 55%.

6. Performance Measure: Average restitution recovery period from case opening.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
75 Days	52 Days	55 Days	38 Days	55 Days	55 days	55 days

What: The average number of business days required to recover restitution for victims of bad check crime.

Why: The more rapid the case initiation and restitution recovery, the more prosperous and safe the community.

How are we doing? Fiscal year-to-date results for 2011-12 reflect an average restitution recovery period of 52 days from initial case opening which is consistent with 2011-12 adopted results. The number of bad checks written in the county has continued to decline due to increased use of debit and credit cards. This decrease in bad check volume has allowed for a greater emphasis in collection and restitution efforts for victims of bad check crime.

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: ☒ Safe ☒ Healthy ☐ Livable ☐ Prosperous ☐ Well-Governed Community

7. Performance Measure: In crimes against persons filed, the percentage of crime victims who are contacted for services within 8 business days of referral to Victim Witness.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
76%	77%	77%	84%	80%	85%	85%

What: 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 are still under investigation by local law enforcement, or are under review for criminal charging by the DA, or cannot be charged by the DA for a variety of reasons.

Why: 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.

How are we doing: During FY 2010-11, Victim/Witness advocates assisted 1,675 victims in crimes against persons cases charged by our office, and 84% of those victims were contacted within the 8 day target for outreach. At approximately mid-fiscal year 2011-12, 90% of the victims contacted were done so within the 8 day target period.

8. Performance Measure: Percentage of local crime victim compensation claims verified and recommended for approval by the Victim Witness Claims Unit that are also approved by the state for payment to victims and service providers.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
100%	100%	100%	100%	100%	100%	100%

What: The Victim/Witness Division contracts with the State Victim Compensation & 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.

Why: 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 if those claims had not been handled locally.

How are we doing? During FY 2010-11, of the 625 crime victim compensation claims verified and recommended for approval by the San Luis Obispo Victim/Witness Division, 100% were also approved by the state. For FY 2011-12, at approximately mid-year, the Victim/Witness Division has verified 207 victim compensation claims of which 100% have been approved by the state. While the number of verified claims is lower than expected, because submission rates are inconsistent, this is not expected to be a predictor of annual results.

Department Goal: To increase the criminal justice efficiency response to crime victims and witnesses.

Communitywide Result Link: ☒ Safe ☐ Healthy ☐ Livable ☐ Prosperous ☒ Well-Governed Community

9. Performance Measure: Percentage of civilian witnesses who receive mailed subpoenas and which subpoenas are confirmed by Victim/Witness.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
96%	95%	91%	93%	95%	95%	95%

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. Based on the 3,992 civilian subpoenas that were mailed and then confirmed by telephone rather than personally served, the estimated savings to the County in FY 2010-11 was over $400,000. By confirming and managing court appearances of subpoenaed witnesses, Victim Witness personnel significantly reduce loss of work time by witnesses when their court appearances are delayed or no longer required. This enhances the public's confidence in the criminal justice system and its local government.

How are we doing? During the first 5 months of FY 2011-12, 95% of civilian witnesses who received mailed subpoenas were contacted by Victim/Witness and receipt of their subpoenas confirmed. This is a slight increase over FY 2010-11 wherein 93% of mailed subpoenas were confirmed. While performance has improved, 100% confirmation of mailed subpoenas is not entirely possible as some subpoenas for civilian witnesses are returned as "undeliverable" due to incorrect addresses or correct addresses not being available.

10. Performance Measure: The annual number of direct, coordinated services to victims and the coordination of subpoenaed witnesses.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
3,763 victims; 10,210 subpoenaed witness court appearances	3,600 victims; 11,000 subpoenaed witness court appearances	3,790 victims; 11,664 subpoenaed witness court appearances	3,962 victims; 11,443 subpoenaed witness court appearances	3,700 victims; 11,500 subpoenaed witness court appearances	3,800 victims; 11,500 subpoenaed witness court appearances	3,800 victims; 11,500 subpoenaed witness court appearances

What: The number of crime victims assisted by the Victim Witness Division and the number of subpoenaed witnesses notified.

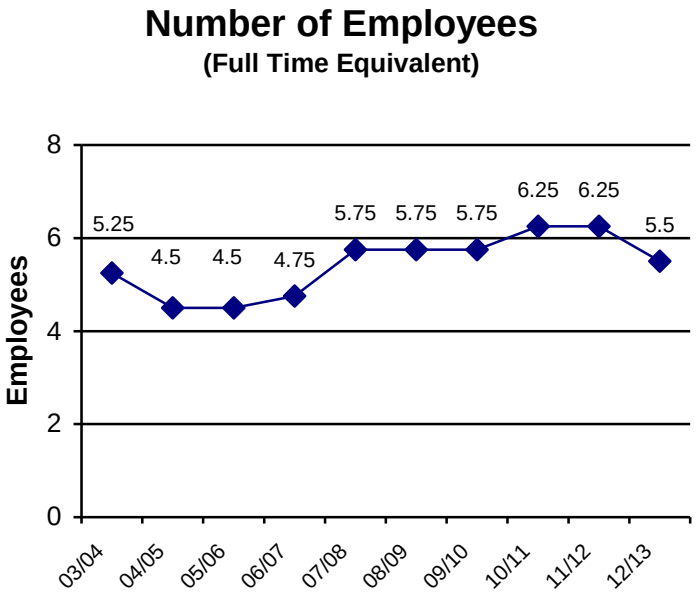
Why: The California Constitution was amended in November of 2008 granting California crime victims a substantial number of Constitutional and statutory rights that are provided by Victim/Witness personnel. That same amendment defined more broadly the definition of victim, increasing the number of victims per case. For that reason, we saw an increased demand for victim services in FY 2010-11. Assistance to crime victims and the coordination of subpoenaed witnesses in criminal cases enhances public safety and confidence in the criminal justice system.

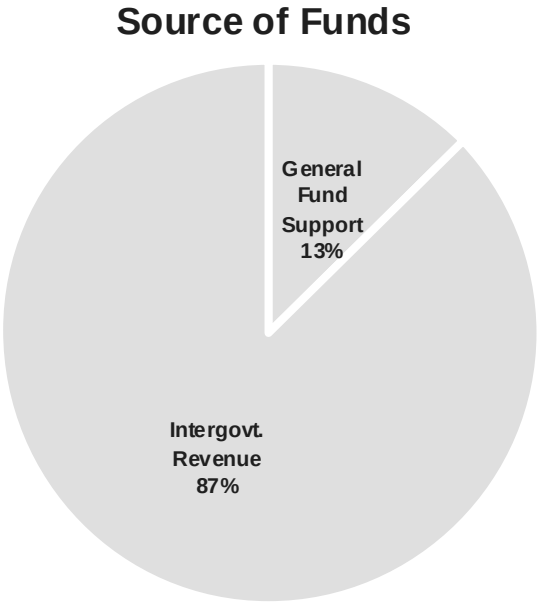
How are we doing? Victim/Witness Division personnel have consistently met the increased need of providing direct, coordinated services to victims. While the number of subpoenaed witness court appearances fell just marginally short of the 2010-11 Adopted target of 11.500, this statistic is extrinsically driven by both the volume of prosecuted cases and necessity of calling witnesses for the materiality and relevancy of their testimony. Victim/Witness Division personnel worked diligently to coordinate 11,443 victim and witness court appearances in FY 2010-11 and mid-year results for FY 2011-12 indicate a very similar number of victims and witnesses being served. 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 due to the absence of essential witnesses. Victim Witness confirms receipt of mailed subpoenas which saves hundreds of thousands of dollars in County costs that would otherwise be required in order to personally serve subpoenas.

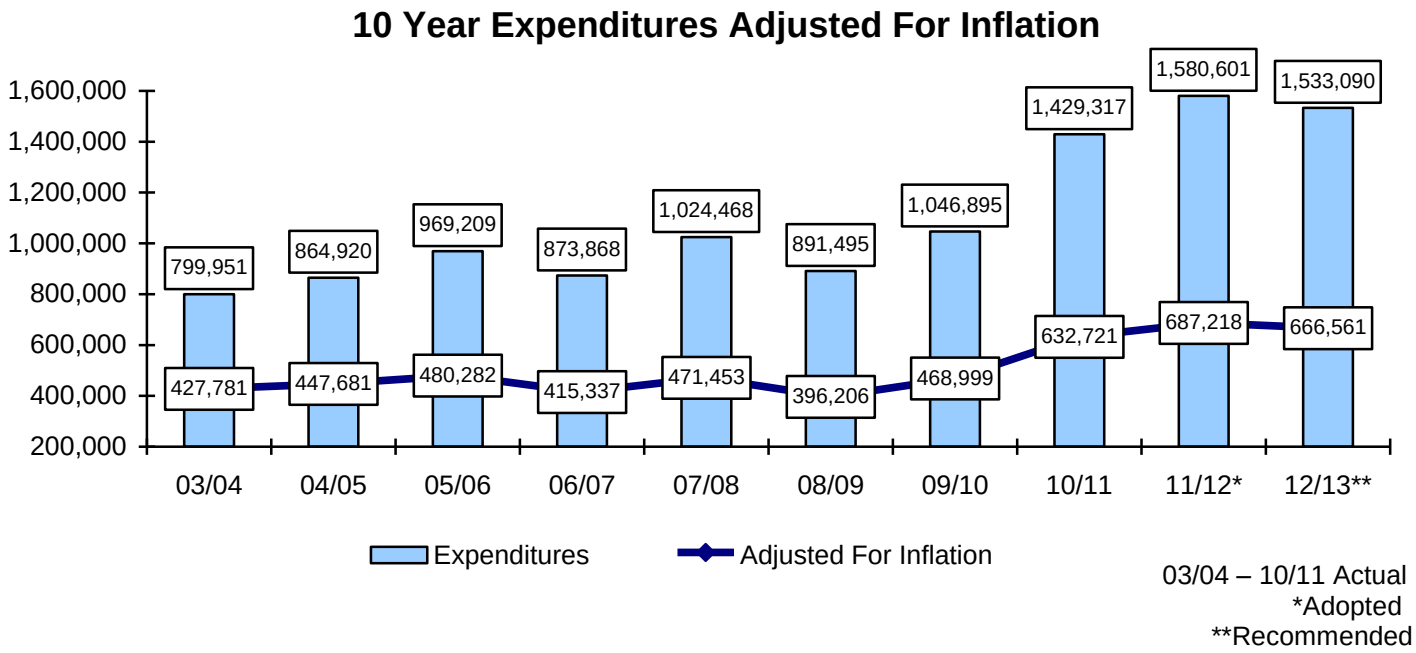
MISSION STATEMENT

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	2011-12 Budget	2011-12 Projected	2012-13 Requested	2012-13 Recommended	Change From 2011-12
Intergovernmental Revenue	$ 1,427,833	$ 1,842,753	$ 1,296,400	$ 1,338,150	$ (89,683)
Other Revenues	250	0	250	250	0
**Total Revenue	$ 1,428,083	$ 1,842,753	$ 1,296,650	$ 1,338,400	$ (89,683)
Salary and Benefits	746,884	700,950	669,955	669,955	(76,929)
Services and Supplies	418,717	647,300	448,422	516,135	97,418
Other Charges	415,000	415,000	335,000	335,000	(80,000)
Fixed Assets	0	232,000	0	12,000	12,000
**Gross Expenditures	$ 1,580,601	$ 1,995,250	$ 1,453,377	$ 1,533,090	$ (47,511)
General Fund Support (G.F.S.)	$ 152,518	$ 152,497	$ 156,727	$ 194,690	$ 42,172







SERVICE PROGRAMS

The Office of Emergency Services has a total expenditure level of $1,533,090 and a total staffing level of 5.50 FTE to provide the following services.

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: $270,625 Total Staffing (FTE): 1.10

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 Emergency Management Agency and the Federal Emergency Management Agency (FEMA) to ensure regulatory compliance and maintain the County's eligibility to participate fully in state and federal funded programs.

Total Expenditures: $773,000 Total Staffing (FTE): 2.00

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: $287,654 Total Staffing (FTE): 1.20

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: $175,311 Total Staffing (FTE): 1.00

Public Information

Disseminate emergency information during large emergencies for 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: $17,000 Total Staffing (FTE): .10

Disaster Recovery Coordination

Coordinate initial disaster recovery operations between cities, special districts, county departments, the California Emergency Management Agency and the Federal Emergency Management Agency. Coordinate damage assessment and assist the public and local government jurisdictions in determining eligibility for and obtaining state and/or federal disaster assistance.

Total Expenditures: $9,500 Total Staffing (FTE): .10

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 2011-2012.

Following are some of the OES' accomplishments for FY 2011-2012 and some specific objectives for FY 2012-2013.

FY 2011-12 Accomplishments

- Revised the Local Hazard Mitigation Plan to meet the updated standards of the Federal Emergency Management Agency.
- Coordinated development of and hosted a full scale exercise/drill related to simulated emergency conditions at Diablo Canyon.
- Worked with PG&E and a private contractor on extensive work to begin updating the Evacuation Times Estimate; this is a document used by emergency managers in various jurisdictions to determine estimated times it would take to evacuate the public in affected areas in the event of an emergency at Diablo Canyon.
- Working with PG&E, developed new public information processes to educate the public on nuclear power plant emergency readiness,

FY 2012-13 Objectives

- Preparation for a federally evaluated full scale nuclear power plant drill.
- Continue to oversee, distribute, and train responders countywide on radiation protection devices to ensure the approximately 2,700 devices remain up-to-date and ready for use.
- Continue assisting with the update of the Evacuation Times Estimate project, which is used by entities such as the County Emergency Operations Center command staff, California Highway Patrol, State Parks, and others to estimate how long it would take to evacuate certain areas in the event of a nuclear power plant accident.
- Update the County Hazardous Materials Emergency Response Plan.

including distribution of an emergency planning calendar with both nuclear power plant and general emergency planning and preparedness information.

- A major renovation to the Emergency Operations Center (EOC), which serves not only as the County's EOC but also to coordinate response and recovery efforts countywide, was completed.

- A federally evaluated emergency drill, which simulated taking care of evacuees due to a simulated nuclear power plant radiological release took place during December 2011.

- Continue to oversee and coordinate State nuclear power plant emergency readiness funding with the 39 jurisdictions and County departments which receive such monies.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The recommended budget includes General Fund support of $194,690. This is an increase of $42,172 or 27% over adopted 2011-12 levels. Total revenue is projected to decline $89,683 or 6% from FY 2011-12 due to the elimination of a State grant for Biohazard preparedness as well as a reduction in Homeland Security Grant funds. Revenue received from nuclear planning is scheduled to increase by $26,000 or 2% over FY 2011-12 levels to $1,197,000, and funding received from Federal Emergency Management Performance grants will increase by $31,800 or 49% to $96,150. To offset these declines in revenue, gross expenditures will decline $47,511 or 3% from FY 2011-12 adopted levels to $1,533,090.

The position allocation list for the recommended budget includes an increase of .25 FTE which reflects a 3/4 time Administrative Assistant moving to full time (1.0 FTE) in the FY 2012-13 budget. This is the only clerical allocation in the Office of Emergency services and also provides support to the Administrative Office and the Board of Supervisors when necessary.

The recommended budget includes a fixed asset expense of $12,000 for a replacement copy machine that will also act as a networked scanning station.

A total of six Budget Augmentation Requests were submitted as part of the FY 2012-13 requested budget. The recommended budget includes four Budget Augmentation Requests that increase expenditures levels by $67,000 and represent $28,250 of the $42,172 increase in General Fund support from FY 2011-12. The Budget Augmentation Requests are described below:

BUDGET AUGMENTATION REQUESTS RECOMMENDED

Unit Amount	Description	Results
Gross Requested: $12,000 $4,000 – Emergency Management Grant $4,000 – Nuclear Preparedness and Planning Revenue $4,000 – General Fund	Perform a review of existing emergency preparedness programs, determine their ability to support special needs individuals and generate a report to incorporate the results into future planning to ensure equal access.	Allow better service to individuals in the community with special needs during an emergency in compliance with the federal Post-Katrina Emergency Management Reform Act.

Gross Requested: $25,000 $18,750 – Federal Hazard Mitigation Grant $6,250 – General Fund	Update the Local Hazard Mitigation Plan (LHMP) so it can be incorporated into the County's General Plan Safety Element.	Bringing the LHMP into compliance with AB 2140 will ensure the County is eligible for up to 100% State disaster fund reimbursement should it be made available.
Gross Requested: $12,000 $3,000 – Emergency Management Grant $9,000 – General Fund	Proceed with developing a TsunamiReady program that coordinates local agencies with the National Weather Service's working partnership to develop a public readiness program. There is an additional $5,000 of GFS allocated for the start up of this program in the Status Quo budget.	Increased awareness of the need to be prepared for and be aware of the potential for damaging tsunamis along our coastline. The County would be certified as "Tsunami Ready."
Gross Requested: $18,000 $9,000 – Emergency Management Performance Grant $9,000 – General Fund	Develop a stand-alone storm emergency response plan to mirror the strategy currently employed with stand-alone response plans for earthquakes, tsunami's, dam and levee failures, etc.	Develop a stand-alone emergency response plan for storm response that is compliant with the National Incident Mgt. System and the Standardized Emergency Mgt. System.

BUDGET AUGMENTATION REQUESTS NOT RECOMMENDED

Unit Amount	Description	Results
Gross Requested: $24,000 $9,000 – Nuclear Preparedness and Planning revenue $9,000 – Emergency Management Performance Grant $6,000 – General Fund	Hire a consultant to finalize a draft Emergency Operations Center Strategic Plan to coordinate County EOC operations with multiple city EOCs and provide for alternative EOC locations should the EOC become unusable.	A completed EOC strategic plan will provide guidance on alternative EOC and primary EOC needs and concepts.
Gross Requested: $50,000 $25,000 – Emergency Management Performance Grant $25,000 – General Fund	Hire a specialized emergency training consultant to provide week long training for management staff and key personnel in earthquake preparedness.	Enhanced readiness of County management and key staff in case of earthquake emergencies.

GOALS AND PERFORMANCE MEASURES

Department Goal: Coordinate emergency planning efforts of government and community based organizations to ensure a consistent, countywide response to emergency situations and compliance with regulatory requirements.

Communitywide Result Link: ☒ Safe ☐ Healthy ☐ Livable ☐ Prosperous ☐ Well-Governed Community

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.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
No Evaluation	0	0	0	No Evaluation	0	0

What: 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 to ensure compliance with regulatory requirements.

Why: 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.

How are we doing? The full scale exercise held during FY 2010-11 had no deficiencies. The next full scale evaluated exercise will be in FY 2012-13. As for the rating criteria, during each exercise the specific number of areas evaluated by FEMA do vary but for the FY 2010-11 exercise 50 separate areas were evaluated by FEMA. While no evaluated full scale exercise was held in 2011-2012, a smaller exercised was held and evaluated by FEMA; it resulted in no deficiency.

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.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
No evaluation	3	1	0	No Evaluation	1	0

What: ARCAs are recommendations to improve procedures or training which do not jeopardize the health and safety of the community.

Why: To refine emergency management and response capability.

How are we doing? We received no ARCAs as a result of the FEMA evaluation of our full scale exercise in FY 2010-11. As for the rating criteria, during each exercise the specific number of areas evaluated by FEMA do vary but for the FY 2010-11 exercise 50 separate areas were evaluated by FEMA. In FY 2008-09 we received three ARCAs out of 168 areas evaluated which means we met 98% of our full scale exercise objectives with no ARCAs being issued. While no evaluated full scale exercise was held in FY 2011-12, a smaller exercised was held and evaluated by FEMA; it resulted in one ARCA.

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.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
90%	84%	96%	96%	95%	80%	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? Out of the 45 feedback documents returned to OES, 80% reported an overall average of rating of good to excellent or above. While this relatively positive feedback, it is below the goal of 95%. A key reason is that one key exercise involved a new process and a second involved a changed process from past exercises; these were learning exercises and drills and the lessons learned will help all involved agencies, including OES, to be better prepared for not only future exercises but for actual emergencies. We are maintaining a target goal of 95% for FY 2012-13.

4. Performance Measure: Percentage of survey results rating training done by the Office of Emergency Services as "good" to "excellent".

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
97%	96%	95%	94%	95%	95%	95%

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: Survey results are a reflection of the effectiveness of the training as determined by the training participants.

How are we doing? Of the 88 feedback documents returned to OES, 95% reported good to excellent or above results. Training classes or sessions are conducted or coordinated by the Office of Emergency Services staff on subjects ranging from overviews of emergency response procedures to proper equipment use and other resources

5. Performance Measure: General Fund Support costs per capita for emergency management services (excluding nuclear power planning activities).

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
66¢	33¢	54¢	40¢	57¢	59¢	59¢

What: This measure provides a baseline for comparing the costs of emergency services to other like agencies.

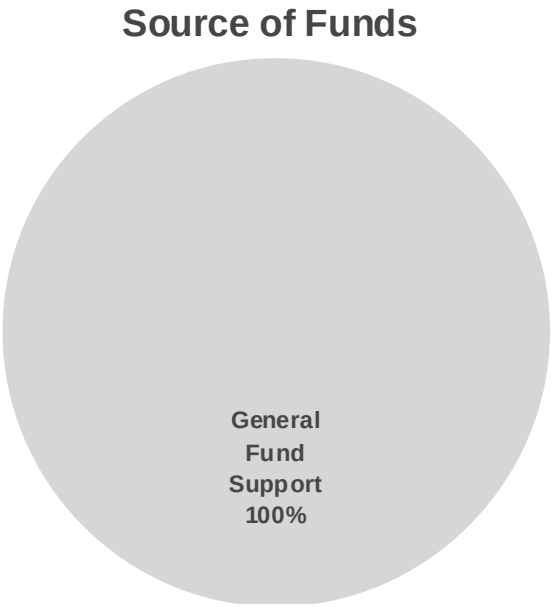
Why: In order to demonstrate emergency management costs are reasonable for the value and services received.

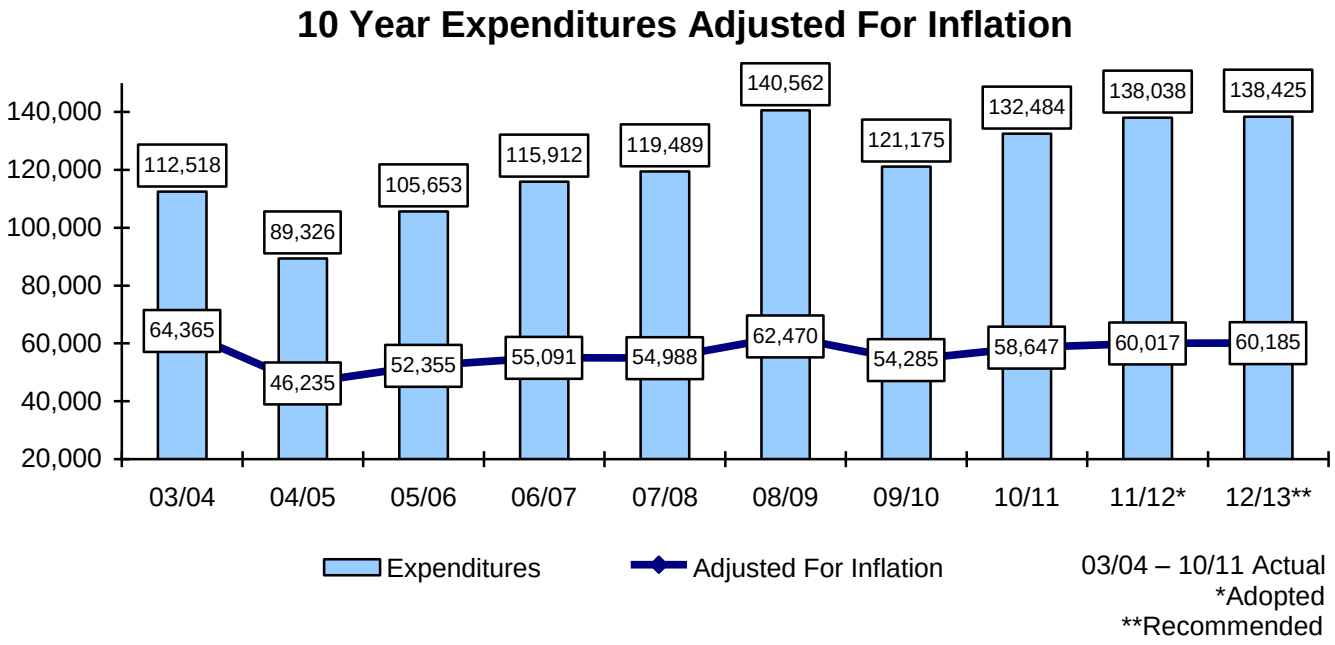
How are we doing? During FY 2011-12, the County Office of Emergency Services had increased costs due to the need to apply more effort than anticipated toward general emergency management and disaster planning that is not revenue offset. Comparable counties spent, on average, an estimated $1.77 in General Fund Support per capita for emergency management services during FY 2011-12. A key reason for the difference in general from compared counties is due to our nuclear power plant (NPP) emergency planning and readiness efforts which are revenue offset.

MISSION STATEMENT

To objectively examine all aspects of local government and recommend corrective action where appropriate to ensure that the county is being governed honestly and efficiently and that county monies are being handled judiciously.

Financial Summary	2011-12 Budget	2011-12 Projected	2012-13 Requested	2012-13 Recommended	Change From 2011-12
Salary and Benefits	$ 38,928	$ 38,928	$ 38,970	$ 38,970	$ 42
Services and Supplies	99,110	96,230	99,455	99,455	345
**Gross Expenditures	$ 138,038	$ 135,158	$ 138,425	$ 138,425	$ 387
General Fund Support (G.F.S.)	$ 138,038	$ 135,158	$ 138,425	$ 138,425	$ 387





SERVICE PROGRAMS

The Grand Jury has a total expenditure level of $138,425 and a total staffing level of .50 FTE to provide the following services.

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: $113,508 Total Staffing (FTE): .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: $24,917 Total Staffing (FTE): .09

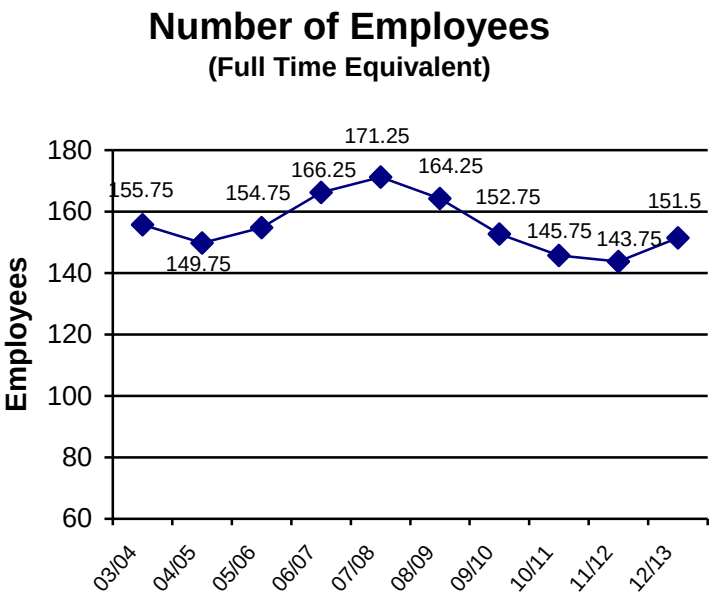
COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

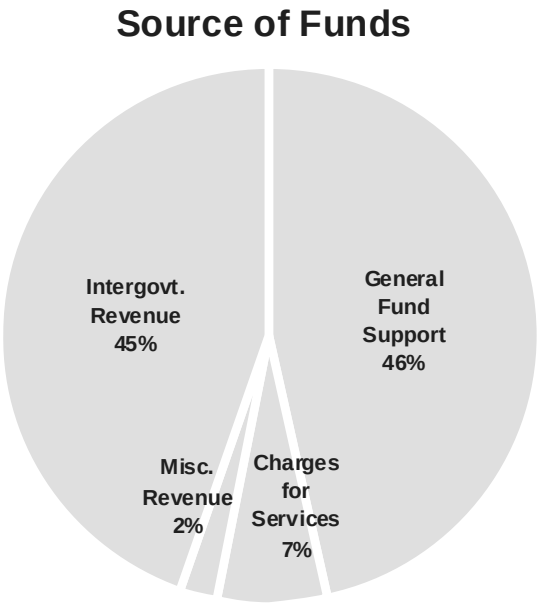
The Superior Court appoints the Grand Jury members and oversees its operation. However, State law requires the County to fund the Grand Jury function. The recommended budget maintains current support and service levels. Total expenditures for Fiscal Year 2012-13 are expected to increase by $387, or less than 1% from the FY 2011-12 adopted levels. Salary and benefit accounts for the half-time Administrative Assistant are increasing slightly by $42, while service and supply accounts are increasing $345 over FY 2011-12 budgeted amounts. The minimal increase in services and supplies is for the purchase of a computer which is out of warranty.

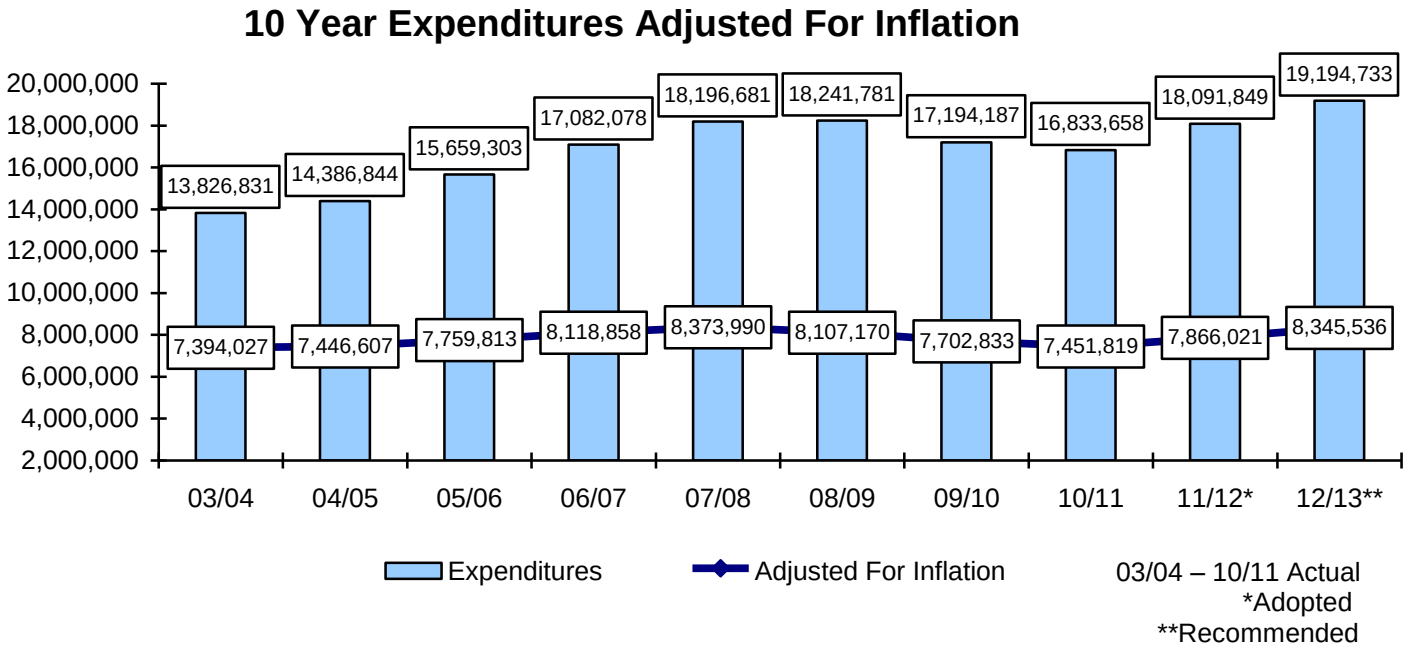
MISSION STATEMENT

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.

Financial Summary	2011-12 Budget	2011-12 Projected	2012-13 Requested	2012-13 Recommended	Change From 2011-12
Fines, Forfeitures and Penalties	$ 139,892	$ 111,982	$ 107,325	$ 107,325	$ (32,567)
Intergovernmental Revenue	7,247,946	8,094,956	8,590,079	8,590,079	1,342,133
Charges for Current Services	1,548,542	1,147,714	1,303,275	1,303,275	(245,267)
Other Revenues	8,575	2,277	8,575	8,575	0
**Total Revenue	$ 8,944,955	$ 9,356,929	$ 10,009,254	$ 10,009,254	$ 1,064,299
Salary and Benefits	14,457,459	13,588,408	15,074,803	15,074,803	617,344
Services and Supplies	3,634,390	3,386,582	4,119,930	4,119,930	485,540
Other Charges	0	75,000	0	0	0
**Gross Expenditures	$ 18,091,849	$ 17,049,990	$ 19,194,733	$ 19,194,733	$ 1,102,884
Less Intrafund Transfers	251,314	245,657	291,193	291,193	39,879
**Net Expenditures	$ 17,840,535	$ 16,804,333	$ 18,903,540	$ 18,903,540	$ 1,063,005
General Fund Support (G.F.S.)	$ 8,895,580	$ 7,447,404	$ 8,894,286	$ 8,894,286	$ (1,294)







SERVICE PROGRAMS

The Probation Department has a total expenditure level of $19,194,733 and a total staffing level of 151.50 FTE to provide the following services.

Administrative Services

Administration provides overall policy development, directs and coordinates the functions of the department, program oversight and development, community relations, and development and monitoring of the departmental budget.

Total Expenditures: $1,097,640 Total Staffing (FTE): 4.00

Support Services

Support Services provides for the procurement of services and supplies; 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: $1,646,461 Total Staffing (FTE): 6.00

Revenue Recovery Services

Revenue Recovery services is responsible for the collection and disbursement of court ordered fines and fees, and restitution to victims.

Total Expenditures: $1,285,706 Total Staffing (FTE): 16.00

Detention Services

Detention Services manages and maintains 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: $5,097,020 Total Staffing (FTE): 38.00

Juvenile Services

Juvenile Services provides 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: $4,606,103 Total Staffing (FTE): 40.00

Adult Services

Adult Services conduct investigations, provides information, and makes recommendations to the Criminal Courts to assist decision makers in determining the appropriate disposition of cases. Protects 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 Drug Court, Prop 36 drug offender, Domestic Violence, Gang Task Force, Narcotics Task Force and Sex Offender monitoring.

Total Expenditures: $5,461,803 Total Staffing (FTE): 47.50

DEPARTMENT COMMENTS

The Probation Department is responsible for providing community corrections services that are mandated by law. These services include: providing social history reports on offenders being sentenced by the Court, supervision of offenders, juvenile diversion services, and the operation of a juvenile hall. The Department is also responsible for the collection of restitution for victims of crime and for the collection of Public Defender fees for the County.

In FY 2011-12, the Probation Department was given new responsibilities for supervising lower level felons released on parole as a result of the State's criminal justice realignment under AB 109 /117 Public Safety Realignment. The Department has worked closely with local criminal justice agencies in bringing about the system changes needed to implement realignment.

In order to deliver quality community corrections services, the Probation Department continues to utilize evidence based practices in our commitment to public safety. The Probation Department supervises offenders based upon the risk, need and responsiveness. Supervision levels are based upon the defendant's risk to reoffend. Treatment is targeted at criminogenic needs and is delivered in a methodology and dosage shown by the research to reduce recidivism.

The Probation Department has continued its commitment to prevention. Even during these difficult financial times, Probation has been able to increase prevention services in targeted areas. In September of 2011 Probation launched a second Youth In Action (YIA) program in the Paso Robles Unified School District. YIA is a school based program targeting elementary and middle school youth who are at risk of future delinquency.

Finally, the Probation Department maintains a safe and secure juvenile hall. We are currently entering into the third phase of the Juvenile Hall remodel. In Fiscal Year 2012-13 the Probation Department will be working on securing a contractor to start construction on a 20-bed addition to the existing Juvenile Hall.

The following are some of the department's notable accomplishments for FY 2011-12, and some specific objectives for FY 2012-13.

FY 2011-12 Accomplishments

- High and medium and risk offenders have evidence based treatment available to them at no cost. To date, 279 offenders have attended CBT classes.
- Phase two of the Juvenile Hall remodel is completed; adding four new holding cells.
- The AB 109 Realignment Plan was completed and approved by the Board of Supervisors.
- Supervision standards have been established for high and medium risk caseloads. Having supervision standards will assure appropriate resources are dedicated to offender supervision.
- Expanded the Youth in Action program to the Paso Robles Unified School District.
- The Probation Department has completed a request for proposal to implement a new collections case management and is working toward selecting a vendor.

FY 2012-13 Objectives

- The Probation Department will purchase and implement a new collections case management system to increase efficiency and revenue recovery.
- Probation will begin construction on the phase three of the juvenile hall remodel. This will provide capacity for growth in the juvenile hall population over the next 20 years.
- Probation will continue work with the Community Correction Partnership to refine and develop a Realignment Plan approved by the Board of Supervisors to address realignment under AB 109/117 Public Safety Realignment.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

General Fund support for the Probation Department is recommended to remain essentially flat in FY 2012-13, decreasing by only $1,294 from the FY 2011-12 adopted level. Revenues are recommended to increase $1,064,299 or 11% and total expenditures are recommended to increase $1,063,005 or 5%.

The increases in revenue and expenditures are primarily due to the addition of resources and offsetting State revenue following the passage of AB 109, commonly known as 2011 Public Safety Realignment, which went into effect on October 1, 2011. AB 109 realigned responsibility for supervising certain felony offenders from the State to counties. As a result, approximately $1.1 million of additional expense and a corresponding amount of State revenue have been added to the Probation Department's budget to support this new responsibility. Salary and benefit expense is recommended to increase $617,344 and services and supplies expenditures are recommended to increase $485,540. Both increases mainly reflect the cost of supporting AB 109.

No General Fund expense reductions are recommended in this budget for FY 2012-13. This is chiefly the result of two factors: labor costs having remained essentially flat and Probation's share of Prop 172 revenue (the ½ cent sales tax for public safety), is projected to increase $359,316 or 13% over the prior year's budgeted level.

The FY 2012-13 recommended Position Allocation List (PAL) for the Probation Department includes a net increase of 7.75 FTE over the FY 2011-12 adopted PAL.

FY 2011-12 Mid-Year PAL Changes

- +5.00 FTE Deputy Probation Officer II positions to support AB 109 (2011 Public Safety Realignment)
- +1.00 FTE Legal Clerk position positions to support AB 109
- +1.00 FTE Supervising Deputy Probation Officer positions to support AB 109

- +1.00 FTE limited-term Deputy Probation Officer position to support a three-year Substance Abuse and Mental Health Services Administration (SAMHSA) Grant for the Adult Treatment Court Collaborative Program
- -0.50 FTE Deputy Probation Officer position (consolidated as part of the SAMHSA grant, above)

FY 2012-13 Recommended PAL Changes

- -0.75 FTE Correctional Technician to increase this position to full time
- +1.00 FTE Correctional Technician (increased from 0.75 FTE)

GOALS AND PERFORMANCE MEASURES

Department Goal: 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.

Communitywide Result Link: ☒ Safe ☐ Healthy ☐ Livable ☐ Prosperous ☐ Well-Governed Community

1. Performance Measure: Annual cost per probationer to provide supervision services.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
$2,100	$2,022	$2,004	$2,099	$2,100	$2,079	$2,100

What: Cost to supervise adult probationers who are assigned to the Probation Department, divided by the number of probationers served.

Why: A cost effective alternative to incarceration.

How are we doing? There are currently 2,143 adults being supervised by the Department. The projected cost of supervision for FY 2011-12 is $4,454,098. The current annual cost to incarcerate an adult in the County Jail is $28,167. The current annual cost to incarcerate an adult in State prison is $49,000 (per the California Department of Corrections website). Additionally, probationers who remain in the community are able to continue working and paying their court-ordered fines, fees and restitution. In the first quarter of FY 2011-12 we have collected $52,072 in Monthly Monitoring Fees. We are projected to collect $208,287, which would offset approximately 4% of the cost of supervision. Other Probation Departments in California are not tracking or reporting this outcome, so we do not have comparison outcomes at this time.

2. Performance Measure: Recidivism rate of assigned probationers, both adult and juvenile.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
Adult – 11% Juvenile – 6%	Adult – 11.7% Juvenile – 6%	Adult – 11.4% Juvenile – 10%	Adult – 9% Juvenile – 13%	Adult – 9% Juvenile – 12%	Adlt High–8.15% Adlt MedHi-4.08% Adlt MedLo-2.76% Adlt Low-1.98% Juv High–14.39% Juv Med-4.04% Juv Low-2.40%	Adlt High–9% Adlt MedHi-4% Adlt MedLo-3% Adlt Low-2% Juv High–12% Juv Med-4% Juv Low-3%

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. Effective in FY 2011-12, the recidivism rate is now being calculated for each risk level. Every probationer is assessed using a risk and needs assessment. The assessment provides a risk score. The department is now tracking recidivism as it relates to each risk level group.

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: We have implemented our new case management system, which will provide greater statistical reporting capabilities. In previous years, recidivism in the Juvenile arena was calculated by a manual entry into a spreadsheet. Each officer would manually go through every juvenile case and note any new law violation in the spreadsheet. The new case management system is updated daily with information, including any new juvenile law violation. We believe this change in procedure accounts for the difference in the previously reported recidivism rates for juveniles and the rate we are reporting now.

The Department now has the capability of tracking and reporting recidivism rates associated with risk level. As shown above, the recidivism rates closely correspond to the risk levels. Overall we are meeting our targets. The target rates for FY 2012-13 have been set in alignment with the rates that the Department projects based upon the new reporting procedure and database information.

3. Performance Measure: Percentage of Adult and Juvenile offenders who successfully complete the terms and condition of their probation.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
Adult – 82% Juvenile – 86%	Adult – 80% Juvenile – 81%	Adult – 65% Juvenile – 81%	Adult – 65% Juvenile – 71%	Adult – 65% Juvenile – 81%	Adult – 65% Juvenile – 81%	Adult – 65% Juvenile – 81%

What: This measure indicates that the probationer 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? This performance measure was previously shown as being deleted in the FY 2010-11 Final Budget. However, the Department has decided to continue using this performance measure. Recidivism is good measure of community safety, but successful completion of probation measures the Department's success in addressing the needs of the probationers and providing programs and interventions that address these needs and assist the probationer in successfully completing the terms and conditions of probation and rehabilitation.

The Department is reporting successful completion rates for both Adults and Juveniles that are on target. This is primarily due to the strategic plan that has been implemented which manages caseloads according to risk and needs and utilizes evidence based practices to provide appropriate resources to targeted populations.

Department Goal: Support crime victims by collecting court-ordered restitution from offenders.

Communitywide Result Link: ☒ Safe ☐ Healthy ☐ Livable ☐ Prosperous ☐ Well-Governed Community

4. Performance Measure: Cost of collection of victim restitution, fines and fees.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
$.20 for every dollar collected	$.25 for every dollar collected	$.24 for every dollar collected	$.32 for every dollar collected	$.27 for every dollar collected	$.30 for every dollar collected	$.30 for every dollar every 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.

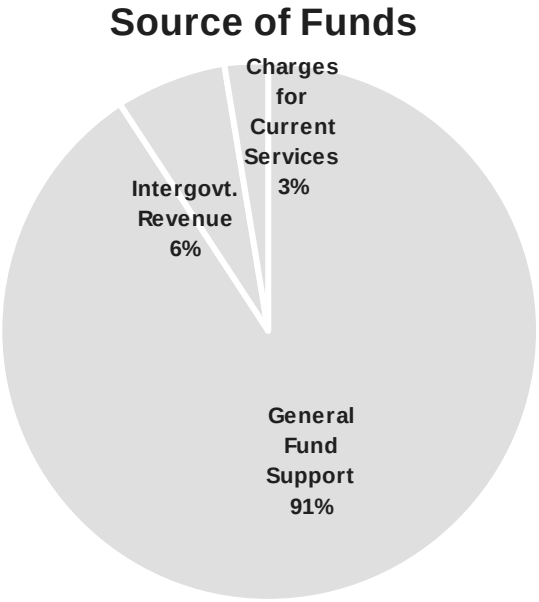
How are we doing? In FY 2010-11 we collected $2,819,729 in fines, fees and restitution and spent $908,475 to collect this money. In the first six months of FY 2011-12 we have collected $1,365,319 in fines, fees and restitution and spent $579,203 to collect this money. Historically the department sees increased collection results in the second half of the fiscal year. This is primarily due to the Interagency Intercept (tax refund intercept) program. For this reason, the department projects that it will meet the FY 2011-12 target for cost of collections. 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 additional expenses. We did not decrease our target outcome for FY 2012-13 as we do not anticipate a significant improvement in the economy. We are seeing more probationers who are unemployed or underemployed. We are currently working towards implementing a process that will allow probationers to pay fines, fees and restitution on-line, but that will not occur until sometime in the next two to three years. We have set up a process for probationers to have their credit card automatically charged each month to alleviate cashier window traffic. If someone does come to the window while it is closed, but during regular Probation Department hours, and cannot make a payment using the drop box (cash), we will accept the payment. The Department is working on replacing the aging collections database, which will hopefully increase collections by being a more efficient and powerful tool, however we do not expect to see a change in outcomes until twelve to eighteen months after implementation.

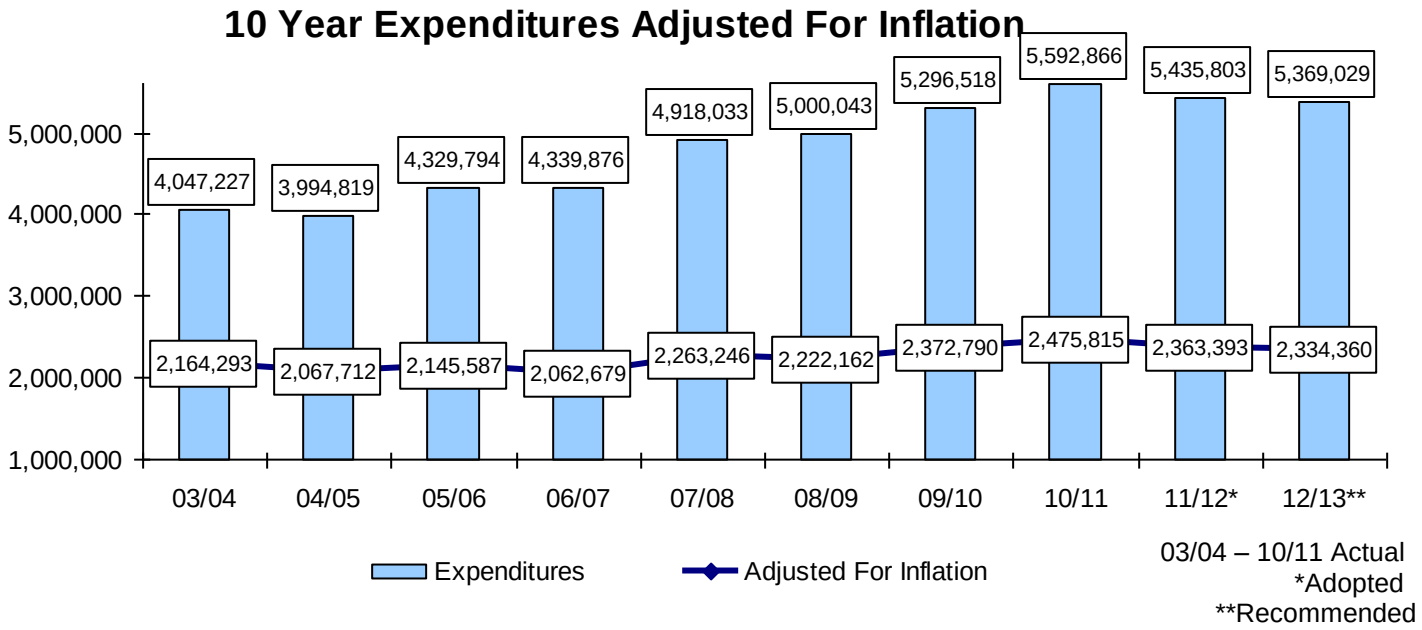
Other counties currently do not track or report this outcome, so there are no outcomes to compare our performance to at the county level. We continue to be extremely cost effective in the collection of court-ordered debt as compared to private collector agencies.

PURPOSE

To provide cost effective mandated legal defense services to defendants unable to afford private attorneys.

Financial Summary	2011-12 Budget	2011-12 Projected	2012-13 Requested	2012-13 Recommended	Change From 2011-12
Intergovernmental Revenue	$ 500,000	$ 377,189	$ 345,000	$ 345,000	$ (155,000)
Charges for Current Services	357,000	137,000	140,000	140,000	(217,000)
**Total Revenue	$ 857,000	$ 514,189	$ 485,000	$ 485,000	$ (372,000)
Services and Supplies	5,435,803	5,685,391	5,369,029	5,369,029	(66,774)
**Gross Expenditures	$ 5,435,803	$ 5,685,391	$ 5,369,029	$ 5,369,029	$ (66,774)
General Fund Support (G.F.S.)	$ 4,578,803	$ 5,171,202	$ 4,884,029	$ 4,884,029	$ 305,226





SERVICE PROGRAMS

The Public Defender has a total expenditure level of $ 5,369,029 to provide the following services. No staff are allocated to this budget.

Primary Public Defender

To contract at a competitive cost for public defender services.

Total Expenditures: $3,479,817 Total FTE: 0.00

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 (also referred to as the first level conflict indigent legal defense).

Total Expenditures: $634,948 Total FTE: 0.00

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: $337,640 Total FTE: 0.00

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: $619,000 Total FTE: 0.00

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: $297,624 Total FTE: 0.00

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 contracts with private attorneys to provide such "public defender" services. Contracts with three separate legal firms provide primary, conflict and secondary conflict public defender services. In addition, the County contracts with a fourth law firm to provide specialized legal defense services for mentally disordered offenders (MDO) at Atascadero State Hospital. 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 defendants in a case and each of the three contract firms represents one defendant and additional defendants are represented by a Court-appointed attorney.

The level of General Fund support for this budget is recommended to increase $305,226 or 6% compared to the FY 2011-12 adopted level. Overall revenues are budgeted to decline $372,000 or 43%. The decrease in revenue is due to two factors. The first is a $230,000 reduction due to the continuing decline in revenue from adult defendant reimbursement fees. This revenue source has been declining due to two primary factors: (1) The revision of the fee schedule in 2009, which has resulted in a lower assessed dollar value per case; and (2) the general decline in the crime rate, which has reduced the total number of cases. The remainder of the decline in revenue is based on a projected decline in reimbursement revenue from the State for the defense of crimes committed at the California Men's Colony (CMC) and the Atascadero State Hospital (ASH) and representation of Mentally Disordered Offenders paroled to ASH.

Total expenditures are recommended to decrease $66,774 or 1%. The decline is due to adjustments to various accounts to bring them into line with prior year actuals. The County's four contracts with the law firms that provide public defender services include a consumer price index (CPI) inflator of 2.2%, the annual CPI for 2011, a total increase of $99,324. Payments to these firms, totaling more than $4.6 million, represent the bulk of expenditures in this budget and are fixed by contract. Additional expense for court appointed conflict attorneys, psychological exams, expert witnesses, and medical and laboratory reports used in the defense of clients comprise the remainder of the expense in this budget.

GOALS AND PERFORMANCE MEASURES

Department Goal: To provide cost effective Public Defender services.

Communitywide Result Link: ☒ Safe ☐ Healthy ☐ Livable ☐ Prosperous ☒ Well-Governed Community

1. Performance Measure: Annual number of cases reversed based on the allegation of inadequate defense.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
0	0	0	0	0	0	0

What: 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.

Why: 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.

How are we doing? We continue to meet our target. Defense services provided by Public Defenders continue to meet legally required standards.

2. Performance Measure: Per capita costs for public defender services.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
$18.74	$18.56	$20.55	$20.74	$20.00	$21.27	$20.00

What: This measure shows the per capita gross costs to provide public defender services, based on budgeted amounts.

Why: We are measuring per capita gross public defender costs in an effort to capture efficiency data.

How are we doing? The projected per capita cost for public defender services in FY 2011-12 is $21.27. This figure is based on the adjusted budget for public defender expenses of $5,735,803, with includes $300,000 of funds carried over from the prior year to offset expenditures driven primarily by murder cases currently underway.

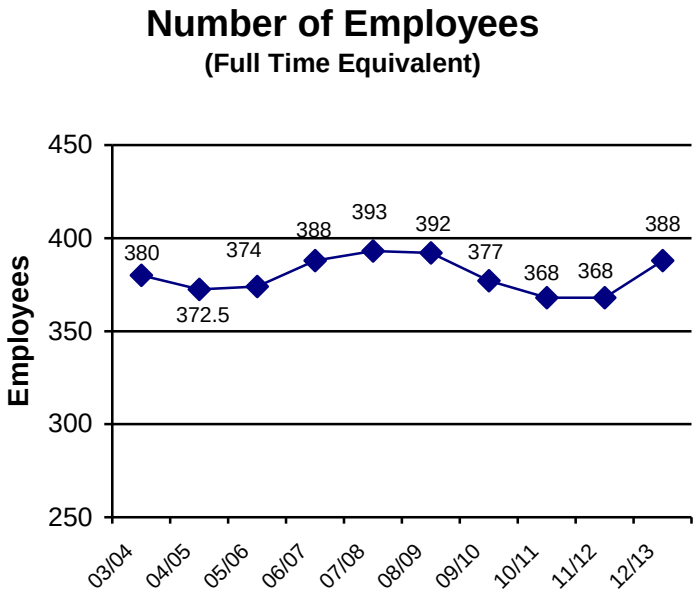
In FY 2010-11, the County's per capita cost for public defender services was $20.74. Total expenditures for public defender services in FY 2010-11 were $5,593,434. The estimated 2011 population of the county was 269,637 (source: U.S. Census Bureau). The County's per capital cost is lower than all but one of our comparison counties: Marin: $26.89, Monterey: $22.33, Napa: $26.48, Santa Barbara: $23.62, Santa Cruz: $33.13, and Placer: $17.67.

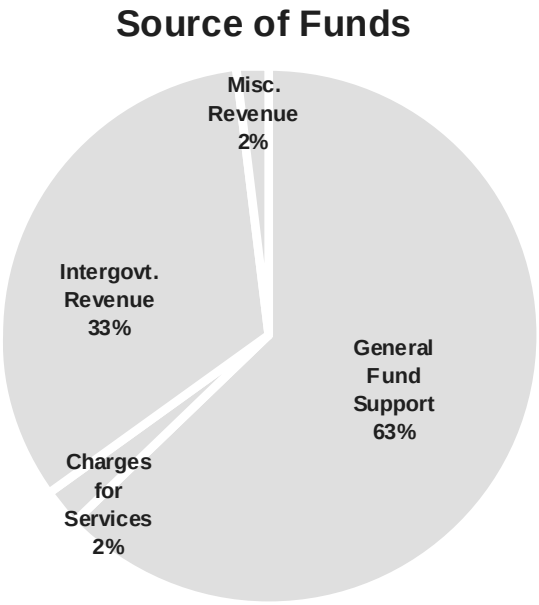
The average per capita cost for public defender services among our six comparable counties in FY 2010-11 was $25.02. Santa Cruz County had the highest per capita cost of the six, at $33.13. Note that the results for comparable counties are based on FY 2010-11 budgeted expenditures, not actual expenditures. Budgeted amounts are used because, as is the case each year, counties have not completed the process of closing their books for the fiscal year when the survey for this performance measure is taken. The FY 2010-11 actual and the FY 2011-12 target are higher than in past years due to murder cases which are driving up costs for public defender services.

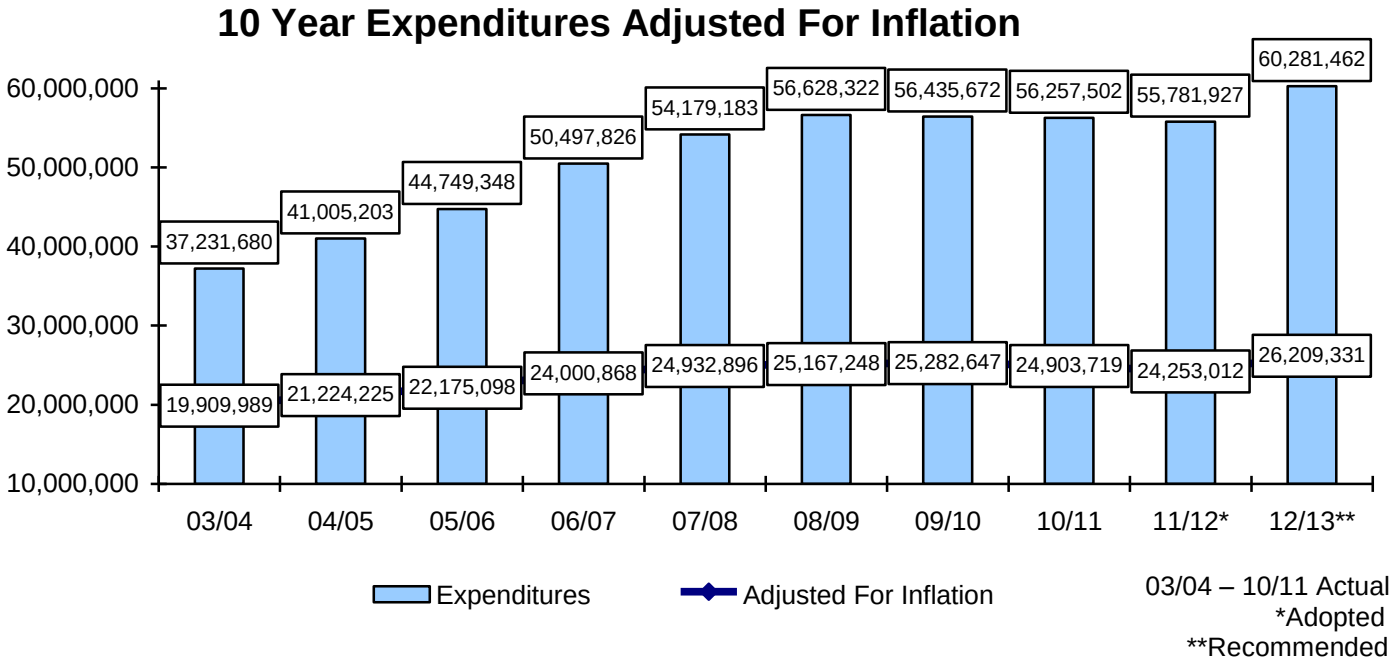
MISSION STATEMENT

The Mission of the San Luis Obispo County Sheriff's Office is to protect all life and property and to provide service, security and safety to the community, as directed by law and moral responsibility.

Financial Summary	2011-12 Budget	2011-12 Projected	2012-13 Requested	2012-13 Recommended	Change From 2011-12
Licenses and Permits	$ 20,930	$ 24,900	$ 24,900	$ 24,900	$ 3,970
Fines, Forfeitures and Penalties	345,860	349,960	443,018	463,808	117,948
Intergovernmental Revenue	12,727,480	18,925,937	19,790,777	19,788,537	7,061,057
Charges for Current Services	4,669,454	1,344,272	1,387,812	1,387,812	(3,281,642)
Other Revenues	130,894	131,294	124,600	124,600	(6,294)
Interfund	543,070	539,645	543,282	543,282	212
**Total Revenue	$ 18,437,688	$ 21,316,008	$ 22,314,389	$ 22,332,939	$ 3,895,251
Salary and Benefits	47,997,992	49,180,835	50,229,402	50,842,361	2,844,369
Services and Supplies	7,783,935	8,747,140	9,125,644	9,193,031	1,409,096
Other Charges	0	0	60,000	60,000	60,000
Fixed Assets	0	0	186,077	186,070	186,070
**Gross Expenditures	$ 55,781,927	$ 57,927,975	$ 59,601,123	$ 60,281,462	$ 4,499,535
Less Intrafund Transfers	190,500	190,500	207,200	207,200	16,700
**Net Expenditures	$ 55,591,427	$ 57,737,475	$ 59,393,923	$ 60,074,262	$ 4,482,835
General Fund Support (G.F.S.)	$ 37,153,739	$ 36,421,467	$ 37,079,534	$ 37,741,323	$ 587,584







SERVICE PROGRAMS Fiscal Year 2012-13

The Sheriff-Coroner has a total expenditure level of $60,281,462 and a total staffing level of 388.00 FTE to provide the following services.

Administration

Direct, coordinate, and control the functions of the Sheriff-Coroner's Office.

Total Expenditures: $923,854 Total Staffing (FTE): 5.0

Automation Services

Provide automated support, computer systems and statistical information to all divisions of the Sheriff-Coroner's Office.

Total Expenditures: $937,252 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: $4,045,739 Total Staffing (FTE): 25.5

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: $23,128,412 Total Staffing (FTE): 173.5

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: $4,264,867 Total Staffing (FTE): 22.0

Fiscal Services

Provide budget, payroll, accounting support, grant management for all divisions of the Sheriff-Coroner's Office.
Total Expenditures: $2,925,465 Total Staffing (FTE): 4.0

Patrol

First responders to emergencies, crimes in progress, disasters, preserve the peace, respond to citizen's requests for assistance, and prevent criminal activity.

Total Expenditures: $19,932,998 Total Staffing (FTE): 127.0

Records and Warrants

Processes, stores, and maintains the department's 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 Office jurisdiction.

Total Expenditures: $776,161 Total Staffing (FTE): 9.0

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: $2,433,011 Total Staffing (FTE): 13.0

Support Services

Organize the recruitment of all Sheriff's personnel; maintain personnel files for full time and volunteer personnel, coordinate personnel investigations and civil litigation. Supply support as needed to other bureaus. Provide training to all department personnel.

Total Expenditures: $913,703 Total Staffing (FTE): 5.0

DEPARTMENT COMMENTS

The Sheriff's Office is divided into three primary bureaus: Field Operations, Custody/Civil and Courts, and Support Services. Field Operations is responsible for the delivery of law enforcement and related emergency services to the unincorporated areas of San Luis Obispo County, an area of approximately 3200 square miles. The Operations bureau also provides law enforcement assistance to the seven incorporated cities of San Luis Obispo County. Divisions of Field Operations include patrol, detectives, special operations, and the Coroner's Office. In 2011 the Coroner's Office processed 1,463 reportable deaths and certified 276 of those.

Custody/Civil and Courts is responsible for operation of the County Jail, delivery of civil process and enforcement, and provides security for the courts. The county jail daily population often exceeds 700 inmates. Jail staff serves over 695,274 meals per year and wash and dry over 265 tons of laundry for jail inmates, and 36 tons of laundry for the Juvenile Services Center next door. Support Services is responsible for human resources, safety, worker's compensation, risk management, litigation, discipline and training office wide. This bureau also includes records and warrants, training and property / evidence, capital improvement coordination and project management, including the new women's jail construction.

The Sheriff's Office continues to implement new and improved technology such as a reverse 911 system, computer-aided-dispatch update and patrol unit map tracking which will help in assigning the closest available unit in an emergency. The department is also in the process of implementing a K-9 program with 3 dogs and handlers. This program should enable the department to locate suspects, narcotics and critical missing persons in a more efficient manner using fewer resources. The Sheriff's Office has absorbed the County Narcotics Task Force into the department's Special Operations Unit after the state unfunded the task force. Personnel have been assigned to both narcotics and gang units. This should enhance the investigative abilities of both units as they investigate crimes which have a large impact on the quality of life in our communities.

The County had five homicides in the past year and several complicated sexual assault cases. The new cases along with other on-going homicide investigations are causing a strain on investigative resources in detectives, forensic services and crime lab. Increases in property crimes due to the poor economy have taxed the department resources.

Managing rising costs within tight funding constraints continues to be a challenge. For example, fuel and garage charges have increased by approximately $450,000 over the last two years. A significant increase in average daily inmate population in the jail has also strained the budget, adding a projected $265,000 of additional expense in FY 2011-12 for food, clothing and household costs associated with housing over 25% more inmates than the year before. Both fuel costs and inmate population are driven by factors that are mainly beyond the department's control and the challenge is to develop strategies for reducing costs in those areas.

FY 11-12 Accomplishments

- A Professional Standards Unit was implemented to address citizen's complaints and training issues to improve public support through tracking trends and employee performance.
- Continued to refine and improve the way sex registrants are tracked and their residences and employment are verified. San Luis Obispo has one of the highest compliance rates in the state, with 98% of registrants in the unincorporated areas of the county accounted for.
- Sheriff's Office representatives regularly attended and actively participated in over 35 community service district and advisory council meetings to advise the public of current crime trends and answer questions from board members and the public.
- Increased the rated capacity of the jail by adding beds and bunks to existing housing units to accommodate the inmates.
- A K-9 patrol was added at each patrol station to enhance community service and additional patrol to rural areas.
- The State pulled out of the County Narcotics Task Force and those employees are being re-assigned to Sheriff's Narcotics and Gang Task Force to better coordinate response to both assignments. This has doubled the size of the Gang Task Force.
- The first class in Shandon for the Gang Resistance Education and Training (GREAT) program graduated in December 2011 and the second class in San Miguel is to graduate in February 2012.

FY 12-13 Objectives

- The Property Room building improvements will be completed to deal with the increased volume of evidence and property stored for criminal cases and recovered evidence.
- Establish a central morgue facility for the Coroners' Office.
- Complete the modular jail housing unit and establish an honor farm for female inmates.
- Develop jail programs and inmate services that will reduce recidivism.
- Funding has been secured and initial hiring complete for the women's jail expansion. Groundbreaking should commence by summer of FY 2012.
- Each School Resource Deputy will be trained in the Gang Resistance Education and Training (GREAT) program and implementation in schools will be increased throughout the county in 2012.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

FY 2012-13 revenues for the Sheriff-Coroner are recommended to increase $3,895,251 or 21% compared to the FY 2011-12 adopted budget. Expenditures are recommended to increase $4,482,835 or 8%. General Fund support is budgeted to increase $587,584 or 1%.

The increase in General Fund is due to $614,434 of new expense resulting from the addition of 4.00 FTE of Deputy Sheriff positions and associated resources to staff a new beat in California Valley due to the two large-scale solar projects under construction. The Board of Supervisors approved the addition of these resources on March 6, 2012 (item #18). Offsetting revenue in the amount of $614,434 has been budgeted in FC 101 – Non-Departmental Revenue based on the sales tax that will be received from these two projects. Because the California Valley staffing expense is funded by a non-General Fund source in another fund center, the Sheriff's actual level of recommended General Fund support for FY 2012-13 is $26,834 less than the FY 2011-12 adopted amount.

Revenues are budgeted to increase $3,895,251 or 21% in FY 2012-13. The increase is due to two main factors. The first is the addition of $2,259,018 of new State revenue from the passage of AB 109, commonly known as 2011 Public Safety Realignment, which went into effect on October 1, 2011. AB 109 realigned responsibility for incarcerating certain felony offenders from the State to counties. As a result, approximately $2.2 million of additional expense and a corresponding amount of State revenue have been added to the Sheriff's budget to support this new responsibility. The second factor is a projected increase in Prop 172 revenue (the ½ cent sales tax for public safety), which is budgeted to increase $1,379,022 or 13% over the prior year's budgeted level.

Total expenditures are recommended to increase $4,482,835 or 8% compared to the FY 2010-11 adopted level. Salary and benefits expenditures increase $2,844,369 or 5%. The majority of this increase—approximately $1.8 million—results from the addition of 17 FTE positions to support the Sheriff's new 2011 Public Safety Realignment responsibilities (see below for positions added). Another $532,056 was added as the result of the 4.00 Deputy positions added to patrol California Valley. $60,816 has also been added to $52,128 of existing temporary help expense to fund a full-year employee contract for the Commander of the Sheriff's Professional Standards Unit, which was approved by the Board on March 27, 2012 (item #8). Temporary help is also recommended to increase $174,960 or 58% to bring it into line with prior year actuals.

Services and supplies expense is recommended to increase $1,409,096 or 18%. The increase is driven by expenditure growth in a number of areas. The average population of the jail has increased from about 550 in prior years to approximately 700 in FY 2011-12 and this is expected to continue in FY 2012-13. This increase has impacted expenses for food, clothing, household items and medical supplies, and contributes a total of over $300,000 of additional expense to the FY 2012-13 budget. Expenditures for professional services are recommended to increase $413,473 or 88%, mainly due to additional expense related to 2011 Realignment program costs in the jail ($120,000) and the cost of the court security guard contract ($237,678), which is supported by State Court Security revenue and was formerly part of the Superior Court budget.

Other significant changes in services and supplies include vehicle costs that are recommended to increase $374,700. This is primarily due to rising fuel expenditures, which are budgeted to increase $247,625 or 57% over the prior year budget amount. Computer equipment expenditures are increasing $152,234 to accommodate purchases for the Cal ID fingerprint program and replacement of network equipment. Both are offset by trust fund revenue. Countywide overhead charges are also increasing, up $145,302 or 7% over the prior year adopted amount.

Expenditures for capital expenses are recommended to increase $246,070 in FY 2012-13. $60,000 is budgeted to replace a vehicle in the Sheriff's Civil Division that has reached the end of its useful life with a four-wheel drive vehicle. Fixed assets are recommended to increase $186,070. The increase is mainly due to the first wave of scheduled replacements of the cameras in Sheriff's patrol vehicles, totaling $70,000 and the purchase of software to better manage scheduling of shifts and help manage overtime hours, totaling $75,000.

A total of $215,500 is recommended to be transferred to the Health Agency to support the cost of medical care provided in the jail. This includes $115,500 of Tobacco Settlement revenue, which is budgeted to decline 4% compared to the amount budgeted in FY 2011-12, and $100,000 of funds from with State Criminal Alien Assistance Program (SCAAP) reimbursement trust fund. SCAAP funds are received from the Federal Government and will be used by the Health Agency to help support the cost of mental health services provided to inmates in the jail.

A net addition of 20.00 FTE is recommended to be added to the Sheriff's Position Allocation List (PAL) for FY 2012-13:

FY 2011-12 Mid-Year PAL Changes

- +4.00 FTE limited-term Sheriff's Deputy positions to support the new beat established in California Valley during the construction phase of the two solar projects begun in 2011
- +15.00 FTE Sheriff's Correctional Deputy positions to support AB 109 (2011 Public Safety Realignment)
- +1.00 FTE Sheriff's Correctional Sergeant position to support AB 109
- +1.00 FTE Cook position to support AB 109

FY 2012-13 Recommended PAL Changes

- -1.00 FTE Sheriff's Chief Deputy position. This position is vacant and was not funded in the adopted FY 2011-12 budget, but was left on the PAL to allow the Sheriff some flexibility while he evaluated his organizational needs. The Sheriff has agreed to delete this position in FY 2012-13, making permanent the $220,000 annual expense savings from not filling this position. Three Chief Deputy positions remain; all are filled.
- -1.00 FTE Supervising Clinical Lab Technologist position due to a reclassification study performed by the Human Resources Department
- +1.00 FTE Sheriff's Forensic Laboratory Specialist position due to a reclassification study performed by the Human Resources Department

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: ☒ Safe ☐ Healthy ☐ Livable ☐ Prosperous ☐ Well-Governed Community

1. Performance Measure: Crime rate for law enforcement agencies that serve populations over 100,000 in the State.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
Crime rate lower than 71% of comparable counties	Crime rate lower than 100% of comparable counties	Crime rate lower than 85% of comparable counties	Crime rate lower than 100% of comparable counties	Crime rate lower than 90% of comparable counties	Crime rate lower than 90% 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. The San Luis Obispo County is a Group 2 County (100,000 to 250,000 population) with the comparable counties of Napa, Monterey, Santa Barbara, Santa Cruz, Placer and Marin.

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. Based on 2010 preliminary statistics the San Luis Obispo crime rate was lower than 100% of the comparable counties. The violent crimes and property crimes reported for San Luis Obispo and comparable counties are: Monterey – 1180; Placer – 1553; San Luis Obispo – 978; Santa Barbara – 1232; Santa Cruz – 1692 (Marin and Placer counties not available). This information is from January 2010 through December 2010 and is the most updated statistics available.

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.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
74%	77%	59%	65%	77%	70%	75%

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 Office considers this to be an important issue for the public.

How are we doing? The overall average response time was 10:42 minutes for July 2011 through November 2011. During this time frame Coast Patrol responded to 70% of high priority, life threatening emergency calls for service within 10 minutes. This percentage is based on Coast Patrol receiving 47 high priority calls and of those calls 33 or 70% were responded to in the targeted time. 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. A total of 15 staff positions were eliminated in FY 2009-2010, primarily from the patrol division. Three of these positions were eliminated from the Coast Station. This decrease in staffing levels has impacted emergency response times and arrest rate performance measures.

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.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
90%	85%	64%	38%	80%	70%	75%

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 Office considers this to be an important issue for the public.

How are we doing? The overall average response time was 22:03 minutes for July 2011 through November 2011. This patrol station has the largest geographical area, yet still remains the least populated area of the three patrol stations. This percentage is based on North Station receiving 71 high priority calls and of those calls 47 or 66% were responded to in the targeted time. 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. A total of 15 staff positions were eliminated in FY 2009-2010, primarily from the patrol division. Two of these positions were eliminated from the North Station. This decrease in staffing levels has impacted emergency response times and arrest rate performance measures.

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.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
80%	93%	73%	72%	80%	75%	75%

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 Office considers this to be an important issue for the public.

How are we doing? The overall average response time was 10:45 minutes in July 2011 through November 2011. This patrol area has a growing population and deputies here respond to as many if not more calls for service than either of the other two station areas. This percentage is based on South Station receiving 92 high priority calls and of those calls 66 or 72% were responded to in the targeted time. 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. A total of 15 staff positions were eliminated, in FY 2009-2010 primarily from the patrol division. Three of these positions were eliminated from the South Station. This decrease in staffing levels has impacted emergency response times and arrest rate performance measures.

5. Performance Measure: Arrest rate for crimes classified as homicide.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
100%	50%	100% (Better than National Average)	100% (Better than National Average)	90%	100%	100%

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 Office.

Why: Arrest/Clearance rates are indicative of effectiveness.

How are we doing? The department has one homicide currently under active investigation that occurred between July 1, 2011 and November 28, 2011. The national clearance rate for population group between 100,000 to 249,999 for 2010 is 62.5%.

6. Performance Measure: Arrest rate for crimes classified as forcible rape.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
60%	60%	15%	23% (Below National Average)	53%	38%	40% (Better than National Average)

What: 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 Office. *Please Note: UCR clearance is indicative of the status of the offender not the status of the case.*

Why: Arrest rates are indicative of effectiveness.

How are we doing? Of the 11 rapes verified as offenses during July 2011 through November 2011, arrests were made for 4 of these (a 36% arrest rate). The number of forcible rape offenses has slightly increased from the same period ending November 2011 which was 9, of which 2 were cleared or a 22% clearance rate. The national clearance rate for the population group between 100,000 to 249,999 for 2010 is 36.6%. San Luis Obispo County has a larger incident of 'Non-stranger sexual assault' compared to 'Stranger sexual assault'. With this type of assault the victim frequently delays reporting the offense which results in an extreme lack of evidence. These cases take longer to investigate and prosecute thus affecting the results of the statistics reported. Often times the clearance will fall into a different reporting period than the crime itself.

7. Performance Measure: Arrest rate for crimes classified as robbery.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
32%	44%	69% (Better than National Average)	35% (Better than National Average)	45%	50%	55%

What: 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 Office. 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.

Why: Arrest rates are indicative of effectiveness.

How are we doing? Of the 6 robbery offenses during July 2011 through November 2011, arrests were made for 3 of these (50%). The actual number of robberies has decreased in the period ending November 2010, which saw a total of 9 robberies, 4 of which were cleared (44%). National clearance rate for population group between 100,000 to 249,999 for 2010 is 27.6%.

8. Performance Measure: Arrest rate for crimes classified as aggravated assault.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
73%	70%	73% (Better than National Average)	77% (Better than National Average)	73%	65%	70%

What: 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 Office. 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.

Why: Arrest rates are indicative of effectiveness.

How are we doing? Of the 72 assault offenses during July 2011 through November 2011, arrests were made for 48 of them or 66%. During the same period ending 2010 there was a total number of 91aggravated assaults, of which 62 were cleared or 68%. The national clearance rate for population group between 100,000 to 249,999 for 2010 is 54.0%.

9. Performance Measure: Average physical altercation on inmates per month at the Main Jail.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
5/(567)	4/(539)	5/(551)	8/(558)	NEW	10/(700)	10/(720)

What: This measure tracks our success relative to keeping the Main Jail safe for inmates and County employees. The first number represents the average number of assaults per month. The number to the left (in parentheses) is the average daily population of the jail, which is shown for comparison sake.

Why: 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. There is no comparison data available from other counties.

How are we doing? This performance measure has changed. The measure now shows the average number of assaults per month for the fiscal year. For reference purposes, the average daily population is shown in parenthesis.

From FY 2007-08 to FY 2009-10 the average number of assaults per month averaged between 4 and 5. In FY 2010-11 the average number of assaults went up around the middle of the year, ending at an average of 8 per month. At the same time, the average daily population of the jail began to rise as well. The average daily population through from July through December 2010 was 543 inmates. For January through June 2011 it was 580.
Currently, for FY 2011-12 (through November 2011), the number of assaults for the first five months is already at 50, representing an average of 10 assaults per month. The average population of the jail continued to increase over the same period. The average population topped 600 in June and has increased almost every month since then. The overall average population was 654 inmates from July through December 2011. It reached 682 in December, including almost a week between 699 and 718.

It is presumed that one of the reasons the number of assaults are going up is because there is a higher population and the jail is overcrowded, causing inmates to be agitated as space is limited and some are sleeping on the floor. As a result, it is projected that the rest of FY 2011-12 will continue to see an average 10 assaults per month.

Although the increase in the jail population began approximately ten months before it began, the implementation of AB 109 is now one of the main drivers behind the increase in population. (AB 109 redirects lover level felons and parole violators that previously would have served time in prison to now serve their time in county jail.) As January 23, 100 of the inmates in the jail were serving time under AB 109. This population is expected to increase double by July 2012.

Another important factor in the increase in assaults may be the percentage of mentally ill inmates that have come into the jail—mainly from the Atascadero State Hospital (ASH)—and are longer their medications. In prior years, approximately 15-20% of the inmate population was diagnosed with a mental illness. Currently, approximately 25-28% of the inmate population has been diagnosed with a mental illness.

The number of staff assaulted by inmates has fluctuated over the past four years, with staff assaulted in FY 2007-08, 2 in FY 2008-09, 6 in FY 2009-10 and 9 in FY 2010-11. In the first 5 months of FY 2011-12, 4 staff members have been assaulted by inmates. As always, our jail staff are working to keep both inmates and staff safe at all times.

The increase in the average population will continue into the next fiscal year. Based on this and the current assault rate through November 2011, the FY 2012-13 target is set at an average number of 10 assaults per month.

10. Performance Measure: Overtime as a percentage of the Custody Division's salaries budget..

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
2.91%	2.1%	1.43%	2.6%	3.0%	3.3%	2.5%

What: This measure tracks the amount of overtime expended annually by the Sheriff to keep the Main Jail, including the Women's Jail, running twenty-four hours a day, seven days a week.

Why: 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.

How are we doing? Overtime hours continue to increase this fiscal year over the prior fiscal year. In FY 2009-10 overtime hours were 4,982. For FY 2010-11 overtime hours were 8,179 hours, reflecting a 64% increase in overtime hours from the previous year. Overtime hours were 6,194 for the first five months of FY 2011-12, mainly due to vacancies in the Custody Division and an with the increase in jail population, which is carrying an average daily population that is approximately 100 inmates higher than the prior three years.

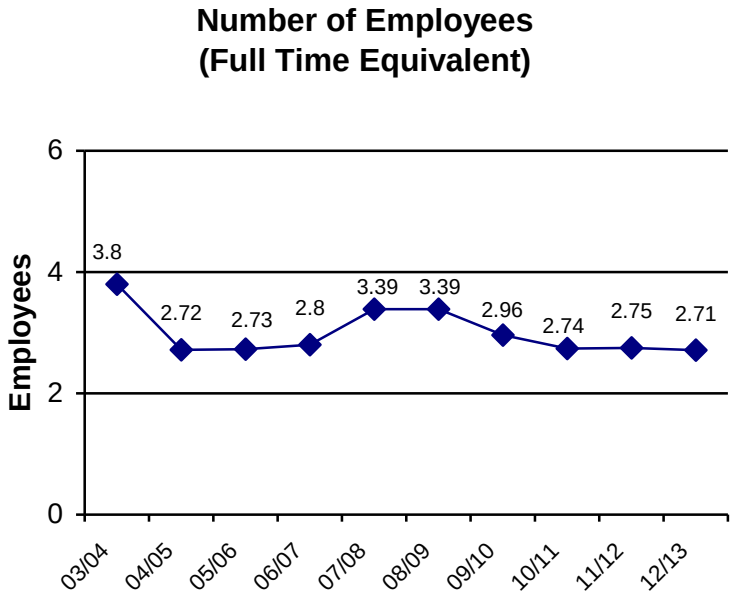
In October of 2011, AB109 was implemented and through the Public Safety Realignment the Sheriff's Office was allocated funding to hire 17 FTE positions, which included 15 Correctional Deputies and one Correctional Sergeant. As of January, 2011, these positions were gradually being filled and as the Custody Division's vacancies are filled, it is anticipated that the need for overtime will be significantly reduced. Overtime is generated by holidays, sick, vacation, training needs, inmate transportation, unusual events and to maintain minimum staffing levels.

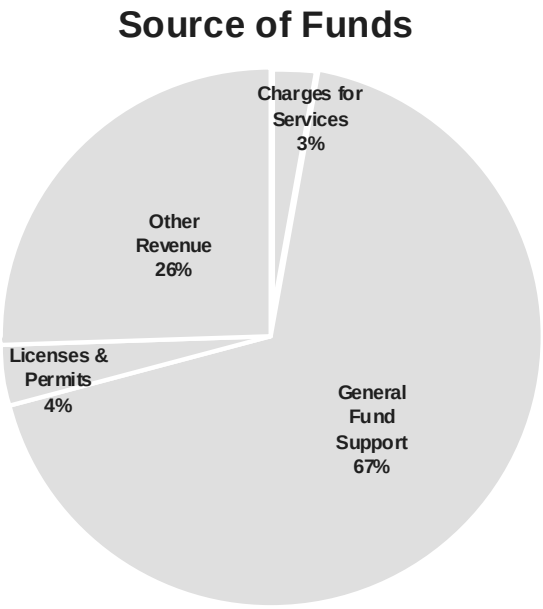
However, even when this happens overtime hours will still be needed to cover vacations, holidays, sick days and training. The FY 2011-12 projected is higher due to the first half of the year not being fully staffed. The FY 2012-13 target is based on the assumption that the jail overtime will be only 2.5% of the Custody Division's budget, and assuming that the jail is fully staffed by the start of the new FY 2012-13.

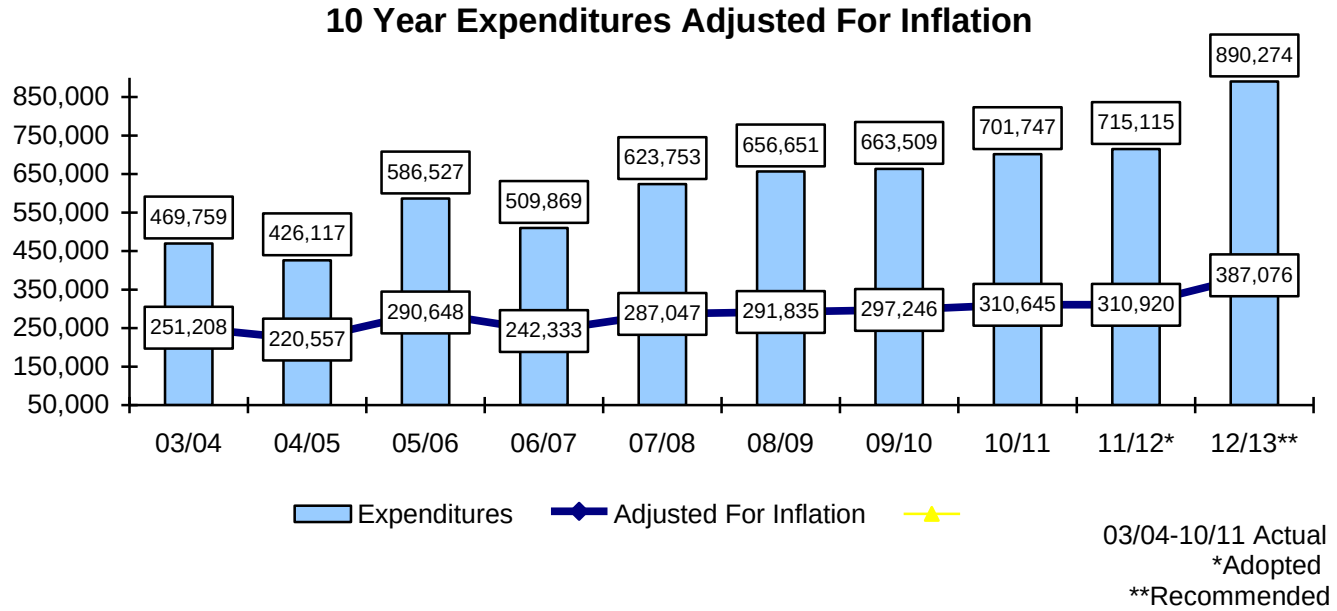
MISSION STATEMENT

Provide post-closure monitoring and maintenance of the Los Osos Landfill; administration of Countywide National Pollutant Discharge Elimination System (NPDES) programs; and coordination of solid waste programs in the unincorporated areas of the County.

Financial Summary	2011-12 Budget	2011-12 Projected	2012-13 Requested	2012-13 Recommended	Change From 2011-12
Licenses and Permits	$ 31,609	$ 31,609	$ 31,609	$ 31,609	$ 0
Charges for Current Services	26,036	26,036	26,036	26,036	0
Other Financing Sources	39,000	39,000	39,000	232,713	193,713
**Total Revenue	$ 96,645	$ 96,645	$ 96,645	$ 290,358	$ 193,713
Services and Supplies	715,115	715,115	696,561	880,274	165,159
Fixed Assets	0	0	0	10,000	10,000
**Gross Expenditures	$ 715,115	$ 715,115	$ 696,561	$ 890,274	$ 175,159
General Fund Support (G.F.S.)	$ 618,470	$ 618,470	$ 599,916	$ 599,916	$ (18,554)







SERVICE PROGRAMS

Waste Management has a total expenditure level of $890,274 and a total staffing level of 2.71 FTE to provide the following services.

Note: Staff is budgeted in FC 405 – Public Works Internal Service Fund; full time equivalent (FTE) shown represents staff assigned to projects within Fund Center 130 – Waste Management.

Landfill Management

Supervise and perform maintenance at the closed 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: $341,754 Total Staffing (FTE): 0.79

Solid Waste Coordination

Monitor programs to reduce solid waste and increase recycling in the unincorporated areas of the County; implementation of the Construction and Demolition Debris Recycling Ordinance. Administer franchise contracts with waste hauling service providers. Consult with Community Services Districts, other special districts and the public 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 for inquiries from the public and other agencies regarding solid waste matters.

Total Expenditures: $68,824 Total Staffing (FTE): 0.40

National Pollutant Discharge Elimination System (NPDES); Storm Water

Develop and implement programs and best 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: $479,696 Total Staffing (FTE): 1.52

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 works with the Integrated Waste Management Association on countywide recycling and waste management efforts, and the countywide implementation of the National Pollutant Discharge Elimination System (NPDES).

Following are some of the notable accomplishments for FY 2011-2012 and some specific objectives for FY 2012-2013.

FY 2011-12 Accomplishments

- Continued to meet all regulatory reporting, maintenance, and monitoring requirements from the Regional Water Quality Control Board, CalRecycle, and Air Pollution Control District.
- Provided storm water pollution prevention presentations, printed materials, and educational displays at community events and meetings across the County.
- Through various media, broadcast the storm water pollution prevention message to approximately 200,000 people countywide including Sammy the Steelhead appearances at events throughout the County.
- Established the website STOPDIRTYWATER.ORG to provide a common site for all County agencies storm water pollution prevention efforts.
- Broadly promoted the County's annual Countywide Creek Day.
- Continued the "Our Water, Our World" pesticide use reduction program in twelve home and garden retail outlets throughout the County.
- Made use of 9,000 cubic yards of soil generated from landslides at Cherry Canyon and Avila Beach Drive during last winters storms. This material was transported to the Los Osos landfill and used to remediate erosion problems and improve storm water drainage at the landfill.
- Coordinated the Environmental Protection Agency (EPA) and Regional Water Quality Control Board (RWQCB) audit of the County's Storm Water Management Program involving the General Services Agency, Public Works, Planning and Building departments.

FY 2012-13 Objectives

- Continue to meet all regulatory requirements which are continuing to increase.
- Complete the renewal of the franchise agreement with Mid-State Solid Waste & Recycling including a possible new food waste composting facility which would be the first of its kind in the County.
- Continue to implement the Storm Water Management Program by addressing issues related to the EPA/RWQCB audit.
- Shift administration of programs among existing Public Works staff to more cost effectively deliver services and free up funding for use in the field.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The Waste Management budget provides funding for County run programs involving solid waste, landfill management, and those that manage storm water pollutants. The Waste Management fund center is a division of the Public Works Internal Service Fund (ISF) and as such, all staff, equipment and services are provided by the ISF and charged back to this budget.

General Fund support for Waste Management is recommended to decrease by $18,554 or 2% as compared to FY 2011-12 adopted levels. Overall, revenue is projected to increase by $193,713 or 200% from FY 2011-12 adopted levels. This increase is primarily due to a transfer-in of $232,713 from the Los Osos Landfill reserve designation of FC 230 – Capital Projects. The majority of that transfer-in, $193,713, will be used to fund the three (3) budget augmentation requests (BARs) recommended for approval described later in this narrative. Revenue for the fund center comes from the Demolition and Recycling Permit fee (budgeted to remain flat as compared to FY 2011-12 adopted amounts) and the annual franchise agreement payment of $26,000 from the South County Sanitation District.

Overall, expenditures are increasing by $175,159 or 24%. Services and supplies accounts are increasing by $165,159 or 23% which primarily can be attributed to the increase expenditures associated with the recommended BARs. Countywide overhead is budgeted to increase overall by $6,779 or 34%. A portion ($3,457) of this increase is attributed an increase in ISF overhead which is charged to the fund center. Funding, in the amount of $10,000, for the maintenance of the Los Osos Landfill glare flare (part of the BARs described below) is budgeted in the Capital outlay account. There are no service level impacts associated with the recommended budget.

A total of four (4) budget augmentation requests (BAR) were submitted by Waste Management. Three (3) are recommended to be funded and the additional revenue and expenditures are included in the discussion above. No General Fund will be used to fund the activities described in the BARs. The BAR for the pilot groundwater and treatment (pump and treat) facility at the closed Los Osos Landfill is not recommended at this time. Currently, there is study being conducted on whether a pump and treat facility is even feasible and the department will return to the Board with recommendations and options once that study has been completed.

BUDGET AUGMENTATION REQUESTS RECOMMENDED

Unit Amount	Description	Results
Gross: $22,748 Funding Source: Los Osos Landfill reserve designation located in FC 230 – Capital Projects	Establishment of a preventive maintenance repair program for the Los Osos landfill gas flare station.	1. The risk of long term shutdown due to mechanical and or /electronic component failure is greatly reduced; 2. Contaminants can continue to be removed with increasing efficiency, moving the landfill closer to meeting regulatory compliance goals.

Gross: $98,230 ($46,530 – consultant fees; $51,700 for on-going monitoring and sampling) Funding Source: Los Osos Landfill reserve designation located in FC 230 – Capital Projects	Update and amend the County's Wasteload Allocation Attainment Plan (WAAP) to address the violations and deficiencies found during the April 2011 audit by the Regional Water Quality Control Board (RWQCB) and the United States Environmental Protection Agency (EPA).	The updated WAAP will encompass the following principle components: 1. Provide a clear and diligent process to demonstrate the current WAAP best management practices (BMP) are sufficient for effectively abating pollutant sources, reducing pollutant discharges, and achieving wasteload allocations for the relevant total maximum daily loads (TMDL); 2. Develop an approach to measure the effectiveness of BMP that demonstrates the wasteload allocation will be met; 3. Develop a monitoring program to confirm the WAAP approach, identify point sources, and assess discharges and receiving water quality for TMDL compliance. (Additional amendments to the WAAP may be required if the monitoring results reveal the discharge exceeds TMDL).
Gross: $72,735 (purchase of 960 labor hours for the Civil Engineering Tech III) Funding Source: Los Osos Landfill reserve designation located in FC 230 – Capital Projects	Restore the Stormwater Management Plan (SWMP) Coordinator position to a full time position to address implementation gaps in the program by increasing the Solid Waste Coordinator time in the NPDES section of the Waste Management Budget by 690 hours and backfill the Solid Waste Coordination section with a Civil Engineering Tech III.	Restoration of the Stormwater Management Plan Coordinator will**:** 1. Reduce the possibility of receiving more Notices of Violation for the existing permit and better address the requirements of the new Permit; 2. Reduce the possibility of receiving significant fines for not effectively implementing the SWMP or requirements of new Permit; Backfilling the Solid Waste Coordination section with an Civil Engineering Tech III will: 3. Continue the Construction and Demolition Debris Recycling Program; 4. Continue approval of construction project recycling plans for issuance of permits in a timely manner; 5. Continue reviewing recycling compliance in a timely manner so final inspection approval of construction projects is not delayed unnecessarily; 6. Continued staff availability for the public via the department's front counter, email, and telephone contacts.

BUDGET AUGMENTATION REQUESTS NOT RECOMMENDED

Unit Amount	Description	Results
Gross: $258,500	Design and construct a pilot groundwater extraction and treatment (Pump and Treat) facility at the Los Osos Landfill.	Approval of this budget augmentation request would provide needed additional funding for the design and construction of a pilot pump and treat facility at the Los Osos Landfill aimed at satisfying requests by the RWQCB to reduce contaminants in groundwater at the landfill site to levels within regulatory requirements.

GOALS AND PERFORMANCE MEASURES

Department Goal: Implement programs to satisfy or exceed the requirements of the Integrated Waste Management Act as currently written and as amended in the future.

Communitywide Result Link: ☐ Safe ☒ Healthy ☐ Livable ☐ Prosperous ☐ Well-Governed Community

1. Performance Measure: 50% reduction in the percentage of solid waste disposed in regional landfills as required by State law and converted to regional per capita per day disposal rate.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
64% 5.4 lbs	68% 4.8 lbs	70% 4.4 lbs	69% 4.6 lbs	70% 4.6 lbs	68% 4.4 lbs	68% 4.4 lbs

What: Since 2007 the method of measuring success in recycling changed to measuring the waste reduction on a per capita basis.

Why: The objective of this program is to extend the life of existing landfills by reducing the amount of solid waste being disposed by 50%. This is a State mandated objective.

How are we doing? In FY 2010-11, we attained a waste reduction figure of 69% despite the down turn in economic activity which usually shifts the waste stream to disposal rather than recycling/diversion. Since the commercial sector generates nearly 70% of all waste accepted at landfills, the past two slow-business years and reduced consumer spending has had an impact on disposal and recycling of solid waste. As noted above, the regional per capita disposal rate increased slightly to 4.6 pounds per person per day for a 69% diversion rate. The statewide disposal in 2010 was 4.5 pounds per day per person. The projected waste reduction for FY 2011-12 has been adjusted downward due to two factors: the continued slow economic activity and the temporary disruption in the composting of green waste. These two factors are expected to continue into FY 2012-13, however there may be a gradual start to food waste composting that could improve the FY 2012-13 target noted here.

In order to achieve greater diversion or less disposal per person, new programs need to be implemented. As noted in earlier reports, the program with the highest potential for decreasing disposal remains food waste collection and composting because it represents approximately 15% of the waste stream still being buried. Due to various collection and processing issues, food waste composting programs are slow to start and will be implemented incrementally throughout the county.

Health and Human Services

Contributions to Other Agencies

Health Agency
- Behavioral Health
- County Medical Services Program
- Driving Under the Influence
- Emergency Medical Services Fund
- Law Enforcement Medical Care
- Medical Assistance Program
- Public Health

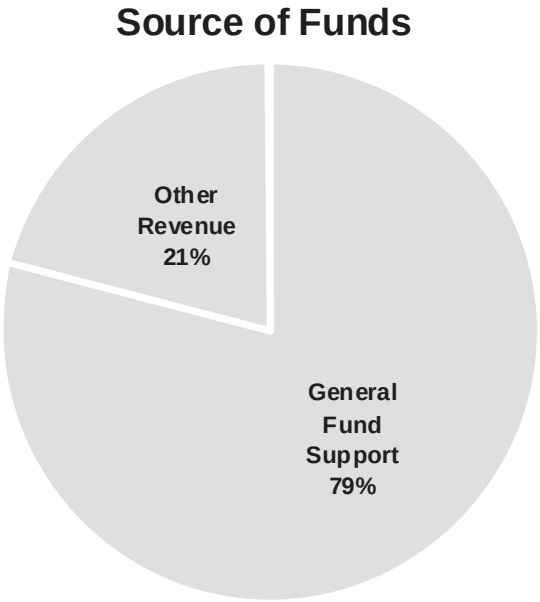
Social Services Administration
- CalWORKs
- Foster Care
- General Assistance

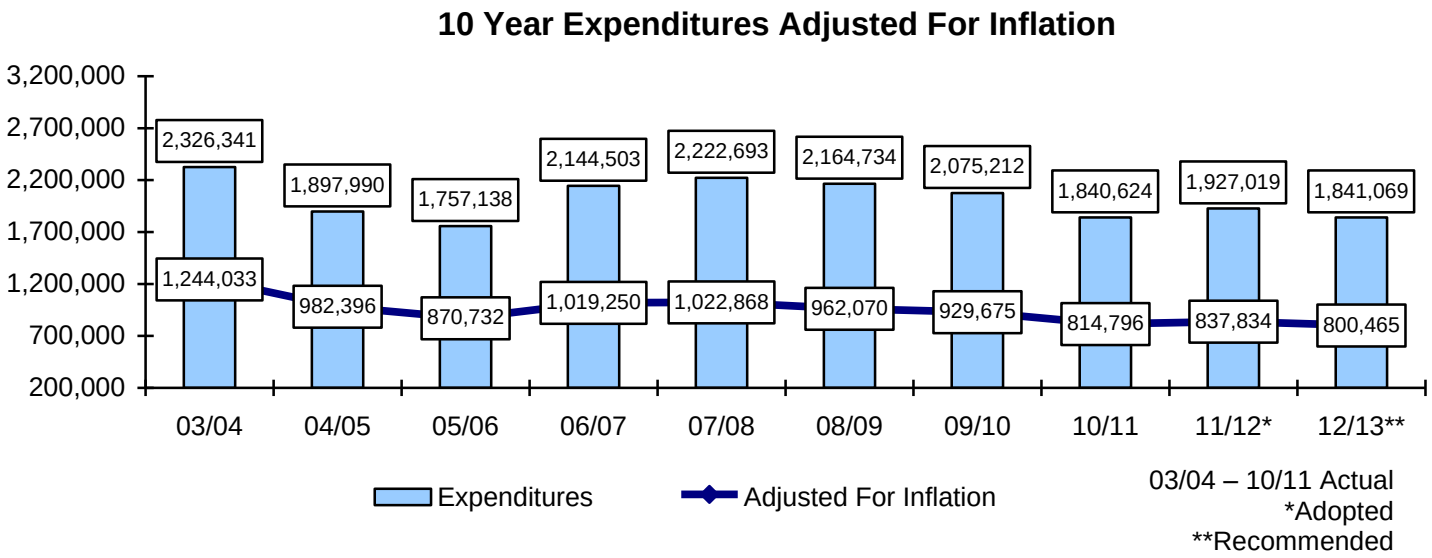
Veterans Services

PURPOSE

To assist non-profit agencies and organizations by providing financial support for essential services not provided by the County; and to support County recognized advisory committees and councils with their on-going operations.

Financial Summary	2011-12 Budget	2011-12 Projected	2012-13 Requested	2012-13 Recommended	Change From 2011-12
Charges for Current Services	$ 90,000	$ 90,000	$ 0	$ 0	$ (90,000)
Other Revenues	361,481	361,481	346,500	346,500	(14,981)
Interfund	36,000	36,000	0	36,000	0
**Total Revenue	$ 487,481	$ 487,481	$ 346,500	$ 382,500	$ (104,981)
Services and Supplies	1,927,019	1,926,692	1,758,619	1,841,069	(85,950)
**Gross Expenditures	$ 1,927,019	$ 1,926,692	$ 1,758,619	$ 1,841,069	$ (85,950)
General Fund Support (G.F.S.)	$ 1,439,538	$ 1,439,211	$ 1,412,119	$ 1,458,569	$ 19,031





SERVICE PROGRAMS

Contributions to Other Agencies has a total expenditure level of $1,841,069 to provide the following services:

District Community Project Grants

Provides discretionary monies to each County Supervisor to fund projects of non-profit organizations and operating expenses for County recognized advisory committees and councils. Applications may be submitted for community project grant funds throughout the year.

Total Expenditures: $ 117,190 Total Staffing (FTE): 0.00

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 the County's annual budget hearings.

Total Expenditures: $ 613,000 Total Staffing (FTE): 0.00

Preventive Health

Provides funds for programs and projects that promote the health and well-being of the community, encourages behaviors and activities that focus on preventing disease, and enable County residents to reach and maintain optimal health stability and independence. Funding recommendations are included in the proposed budget and considered by the Board of Supervisors during the County's annual budget hearings.

Total Expenditures: $ 346,500 Total Staffing (FTE): 0.00

Other Agency Requests

Provide funds for a variety of non-profit organizations for operations and specific projects. Some of these organizations 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 the County's annual budget hearings.

Total Expenditures: $ 729,379 Total Staffing (FTE): 0.00

Deferred Compensation Plan

Provide the resources necessary for the daily operation of the County Deferred Compensation Plan.

Total Expenditures: $ 35,000 Total Staffing (FTE): 0.00

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The FY 2012-13 recommended level of General Fund support for this fund center at $1,458,569 is an increase of $19,011 or 1% from FY 2011-12 adopted levels. Increased level of General Fund support is the result of a projected decrease in Tobacco Settlement revenue as well adjusting for one-time revenue from the Tax Reduction reserve account. The recommended budget provides for $1,841,069 in grant funds, a decrease of $85,950 or 4% from FY 2011-12 adopted amounts. The recommended decrease is due to a variety of adjustments within the grant categories including adjusting for one-time funding granted in FY 2011-12 and the closing of the Children's Health Initiative program which reduced funding for community based organizations by $100,000. The following is a description, by category, of the recommended funding distribution:

District Community Project Grants: For FY 2012-13, it is recommended that funding for District Community grants remain at FY 2011-12 levels of $117,190. This funding would again allocate $23,438 for each supervisorial district and as in prior years, any District funds remaining from FY 2011-12 will be carried forward to FY 2012-13.

Community Based Organization (CBO) and Preventive Health Grant (PHG): Representatives from the Adult Policy Council, the Mental Health Advisory Board, Drug and Alcohol Board, the Health Commission and Children's Services Network, along with Administrative Office staff, formulated the funding recommendations below. A total of 58 project proposals, from 48 non-profit organizations, were reviewed and prioritized with emphasis placed on an organization's ability to leverage the grant funds and/or fundraise, 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, and total resources available to carry out the project. The CBO/PHG Review Committee is recommending funding for all 58 proposals.

- Funding for CBO programs is recommended for 37 projects, totaling $613,000. This recommended funding is a $100,000 or 16% decrease from FY 2011-12 budgeted levels. This reduction of $100,000 is attributed to the closing of the Children's Health Initiative program which received a $200,000 grant in FY 2011-12. The $100,000 was redirected for use in the Other Agency Requests category described below.

- Preventive health grants are budgeted to decrease by $14,981 or 4% as compared to FY 2011-12 amounts due to a decrease in Tobacco Settlement funds. The recommended funding of $346,500 will fund 21 projects.

Other Agency Requests: Overall, funding for the "Other Agency Requests" section of this fund center at $721,379 is essentially flat when compared to FY 2011-12 adopted levels. 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. Adjusting for these mandated types of services, the recommended grant funding of $394,379 is a 12% decrease from FY 2011-12 adopted levels. This is primarily due to adjusting for one-time funding granted in FY 2011-12 as noted above. No new funding is recommended for FY 2012-13.

- The $40,000 for Central Coast Commission for Senior Citizens – Area Agency on Aging (Triple AAA) is a required match.

- The County is required to share in the funding of the Local Agency Formation Commission (LAFCO) with the cities and special districts per the Cortese-Knox-Hertzberg Act of 2000. It should be noted at the time this narrative was written the LAFCO Commission had not approved the LAFCO budget. However, LAFCO staff has indicated that the County share could increase to $150,000. This equates to a $3,327 or 2% increased as compared to FY 2011-12 adopted amounts. This amount will be adjusted to the approved LAFCO budgeted amount at the time of disbursement of the funds.

- Funding for the San Luis Obispo Visitors and Conference Bureau (SLOVCB) is recommended at $315,854. This recommended equates to a $50,000 or 13% decrease from FY 2011-12 adopted levels. In FY 2011-12 the VCB was granted a total of $365,854 which included one-time funding of $50,000 to work on the Uniquely SLO Cluster of the Economic Strategy and $40,000 for a marketing campaign for Parks, Golf Courses and Airports. The recommended funding for FY 2012-13 includes funding for the marketing of the referenced County departments. The VCB has indicated that work on the Uniquely SLO Cluster continues and will be folded into their current marketing activities.

- Funding for the San Luis Obispo County Arts Council/ARTS Obispo is recommended to remain at FY 2011-12 levels of $18,525. As the County's Local Arts Planning Agency, the Arts Council is required to have matching funds on a 1:1 level. The required match may be from any public or private source and in some instances in-kind donated services may be eligible to be used as match. The State Arts Council grants funds for the State Local Partnership Program on a two-year cycle and the current maximum grant being awarded is $12,000 per year. As a result, the County is "over-matching" by $6,525.

- Funding for the Coastal San Luis and Upper Salinas-Las tables Resources Conservation Districts is recommended to increase to $10,000 (each) which equates to an increase of $1,225 (each) as from FY 2011-12 adopted.

- For FY 2011-12 funding for the County's State legislative advocate and Federal lobbyist remains at FY 2011-12 levels, $60,000 and $72,000 respectively. The Public Works Internal Service Fund (FC 405) will reimburse this fund center half of the cost of the Federal lobbyist contract.

COMMUNITY PROJECTS	**2012-13 Request**	**2012-13 Recommendation**
District 1 Community Projects	$ 23,438 + carryover	$ 23,438 + carryover
District 2 Community Projects	$ 23,438 + carryover	$ 23,438 + carryover
District 3 Community Projects	$ 23,438 + carryover	$ 23,438 + carryover
District 4 Community Projects	$ 23,438 + carryover	$ 23,438 + carryover
District 5 Community Projects	$ 23,438 + carryover	$ 23,438 + carryover
Total Community Projects	**$117,190**	**$117,190**

Community Based Organizations/ Preventive Health Grants	**2011-12 Adopted**	**2012-13 Requested**	**2012-13 - CBO Recommendation**	**2012-13 - PHG Recommendation**
AIDS Support Network – Housing Assistance Program	15,000	20,000	15,000	
AIDS Support Network – Hep C Project	20,000	25,000		20,000
AIDS Support Network for SLO Syringe Exchange Program	10,000	10,000		10,000
Assistance League	4,000	8,000	5,000	
Atascadero Loaves & Fishes	15,000	15,500	15,500	

Big Brothers Big Sisters	8,000	15,000	8,000	
Cal Poly Corporation – Bakari Mentoring Program		63,599	20,000	
Cambria Connection	20,000	27,000		20,000
Casa Solana	20,000	35,000		35,000
Children's Resource Network of Central Coast		7,000	3,500	
Children's Services Network	18,000	18,000		18,000
Coast Unified School District	25,000	64,022		25,000
Community Action Partnership-Adult Day Services Centers	27,000	27,300	27,300	
Community Action Partnership – Forty Wonderful Program	7,000	7,500		7,500
Community Action Partnership – Adult Wellness & Prevention Program (formerly known as Senior Health Screening)	10,000	15,000		10,000
Community Action Partnership – Tattoo Removal Program	5,500	6,000		5,500
Community Counseling Center	24,000	28,000		20,000
Community Health Centers of the Central Coast - on-site school obesity program	10,400	10,400		10,400
County of San Luis Obispo, Drug & Alcohol, Division of Behavioral Health (programs for San Miguel)	25,000	76,891		25,000
Court Appointed Special Advocates (CASA)	15,000	19,000	15,000	
El Camino Homeless Organization	15,000	18,000		18,000
Enhancement, Inc.		3,500	2,500	
Food Bank	92,000	100,000	92,000	
French Hospital Foundation		10,000	5,000	

Gatehelp, Inc./Gryphon Place – sober living for men	20,000	20,000		16,000
Jack's Helping Hands, Inc.		10,000	5,000	
Life Steps Foundation – Respite Program	3,000	3,000	3,000	
Life Steps Foundation – Senior Homemaker Program		5,000	2,500	
Long Term Care Ombudsman Services	12,000	15,000	12,000	
Lucia Mar Unified School District (parenting program for teens)	18,000	22,000		20,000
North County Connections	20,000	30,000		20,000
North County Women's Shelter/Resource Center	30,000	30,000	30,000	
Partnership for Children	15,000	30,000	20,000	
Paso Robles Housing Authority	7,000	7,000	7,000	
People's Self Help Housing	15,000	25,000	15,000	
SLO Alano Club		3,860		2,000
SLO Alpha	3,000	8,000	8,000	
SLO Child Abuse Prevention Council (SLOCAP)	8,000	12,000	5,000	
SLO Child Development Center	30,000	46,866	30,000	
SLO Committee for Education on Alcoholism – Middlehouse		14,358	6,000	
SLO Noor Foundation	75,000	144,694	87,900	12,100
Senior Legal Services Project (SLO Legal Alternatives)	4,000	6,173	4,000	
Senior Nutrition Program	29,000	35,000	34,300	
Senior Volunteer Services (RSVP)	9,000	12,000	12,000	

Sexual Assault Counseling Program (SARP)	22,000	22,500	22,500	
South County Youth Coalition	25,000	84,968		25,000
The Link	3,000	3,000	3,000	
Transitional Food and Shelter	20,000	20,000	16,000	
Transition-Mental Health Association – Growing Grounds Program	15,000	15,000	15,000	
Transition-Mental Health Association – North County Drop In Center	10,000	10,000	10,000	
Transition-Mental Health Association – HOTLINE		10,000	10,000	
United Cerebral Palsy of San Luis Obispo		20,630	5,000	
United Way – 211	40,000	60,000	25,000	
Wilshire Community Services – **Caring Callers** Program	4,000	4,500		3,000
Wilshire Community Services – **Senior Peer Counseling** Program	3,000	4,500		4,000
Wilshire Community Services – **Neighbor Helping Neighbor** Program	5,000	5,000	5,000	
Women's Shelter Program	31,000	40,500	11,000	20,000
Total Community Based Organization/ Preventive Health Grant Requests		**$1,410,261**	**$613,000**	**$346,500**

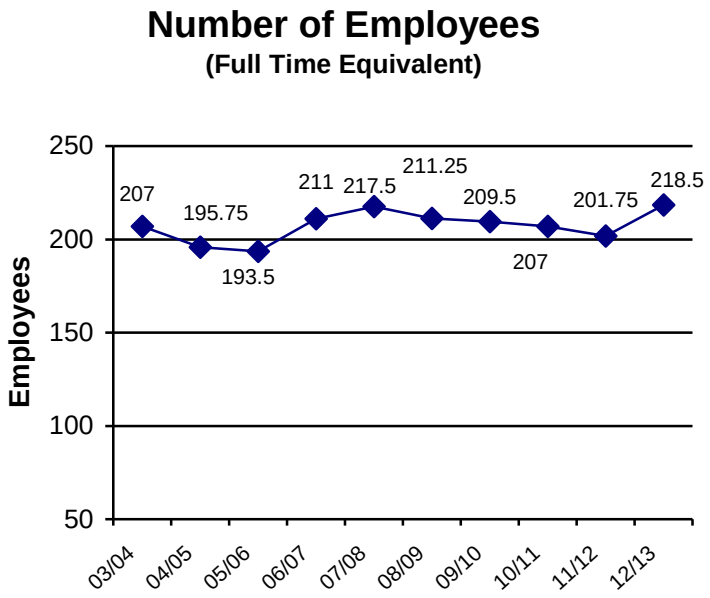
OTHER AGENCIES REQUESTS	**2011-12 Adopted**	**2012-13 Requested**	**2012-13 Recommended**
Action for Healthy Communities		10,000	10,000
Central Coast Commission for Senior Citizens- Area Agency on Aging	40,000	40,000	40,000
Coastal San Luis Resources Conservation District	8,775	10,000	10,000
County's deferred comp administrative fee		35,000	35,000

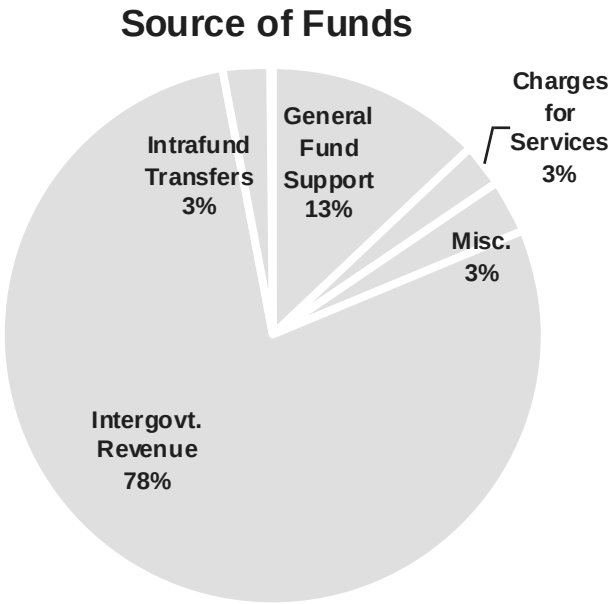
Federal lobbyist	72,000	72,000	72,000
Local Agency Formation Commission (LAFCO)	146,673	150,000	150,000
State lobbyist	60,000	60,000	60,000
San Luis Obispo County Arts Council/Arts Obispo	18,525	30,000	18,525
San Luis Obispo Visitors & Conference Bureau	365,854	410,418	315,854
Upper Salinas-Las Tablas Resources Conservation District	8,775	25,000	10,000
Woods Human Society		10,000	0
Total Other Agencies Requests		**$842,418**	**$721,379**
TOTAL FC 106 – CONTRIBUTIONS TO OTHER AGENCIES GRANT FUNDING		**$2,369,896**	**$1,798,069**

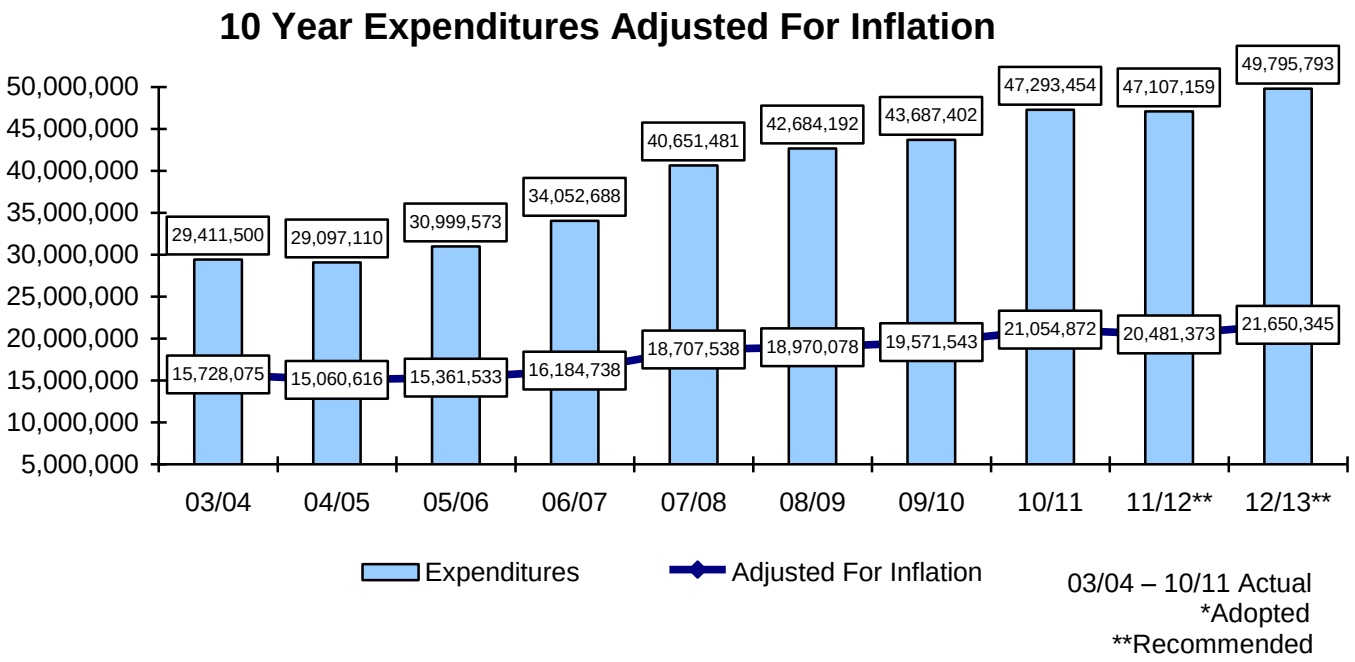
MISSION STATEMENT

San Luis Obispo County Behavioral Health Department works in collaboration with the community to provide services necessary to improve and maintain the health and safety of individuals and families affected by mental illness and/or substance abuse. Services are designed to assist in the recovery process to achieve the highest quality of life by providing culturally competent, strength based and client and family centered strategies utilizing best practices.

Financial Summary	2011-12 Budget	2011-12 Projected	2012-13 Requested	2012-13 Recommended	Change From 2011-12
Fines, Forfeitures and Penalties	$ 161,000	$ 161,000	$ 75,000	$ 75,000	$ (86,000)
Intergovernmental Revenue	35,596,818	36,935,961	38,601,149	38,899,268	3,302,450
Charges for Current Services	803,548	1,265,663	1,439,228	1,353,740	550,192
Other Revenues	838,864	924,000	797,155	882,643	43,779
Interfund	565,248	580,870	478,166	523,015	(42,233)
**Total Revenue	$ 37,965,478	$ 39,867,494	$ 41,390,698	$ 41,733,666	$ 3,768,188
Salary and Benefits	23,257,684	22,844,303	24,327,003	24,555,305	1,297,621
Services and Supplies	23,811,075	25,966,650	24,708,238	24,728,329	917,254
Other Charges	38,400	76,800	512,159	512,159	473,759
**Gross Expenditures	$ 47,107,159	$ 48,887,753	$ 49,547,400	$ 49,795,793	$ 2,688,634
Less Intrafund Transfers	1,705,016	1,662,033	1,603,492	1,613,166	(91,850)
**Net Expenditures	$ 45,402,143	$ 47,225,720	$ 47,943,908	$ 48,182,627	$ 2,780,484
General Fund Support (G.F.S.)	$ 7,436,665	$ 7,358,226	$ 6,553,210	$ 6,448,961	$ (987,704)







SERVICE PROGRAMS

Behavioral Health has a total expenditure level of $49,795,793 and a total staffing level of 218.50 FTE to provide the following services:

Mental Health Services

The San Luis Obispo County Mental Health Services Department offers a full range of specialty mental health services provided by a culturally diverse network of community mental health programs, clinics and private psychiatrists, psychologists, and therapists.

Total Expenditures: $30,310,985 Total Staffing (FTE): 122.75

Mental Health Services Act (MHSA)

The Mental Health Services Act (MHSA) was designed to expand and transform county mental health systems by increasing the taxes of high income individuals. The MHSA initiative provides for developing, through an extensive stakeholder process, a comprehensive approach to providing community based mental health services. MHSA addresses five components of building a better mental health system to guide policies and programs that include; community services and supports, prevention and early intervention, capital facilities and technology, workforce education, and innovation.

Total Expenditures: $12,539,832 Total Staffing (FTE): 46.00

Drug and Alcohol Services

Drug & Alcohol Services offers a variety of services and programs to help people with drug and alcohol problems, including public walk-in clinics, prevention programs, youth and adult programs, and court-mandated programs.

Total Expenditures: $6,944,976 Total Staffing (FTE): 49.75

DEPARTMENT COMMENTS

The Health Agency's Behavioral Health Department is commissioned by the State of California to provide county residents experiencing severe and disabling mental illnesses, drug and alcohol addiction disorders, and children with serious emotional disturbances access to services and programs that assist them to better control their illnesses and improve their lives. Additionally the department works with the community to inform, educate, and build skills which promote wellness.

Funding for the department is from a variety of sources such as the Federal Medicaid program (Medi-Cal), Mental Health Services Act, sales tax, client fees, and Federal grants. The State budget, which is undergoing significant changes, greatly influences the Behavioral Health operations and budget. Since 1991, the County's share of Medi-Cal Specialty Mental Health was funded with dedicated sales tax dollars pursuant to the 1991 Realignment. Effective October 1, 2011, those sales tax dollars were shifted to other social services programs (specifically CalWorks) and were replaced with a dedicated source of State sales tax revenue under AB 109, referred to as Public Safety Realignment.

The FY 2012-13 Budget includes the effects of a newly enacted Assembly Bill 1297 which allows counties to certify public expenditures and collect Federal Medicaid (Medi-Cal) based on actual cost. The Federal financial participation equates to fifty percent of the costs certified. The budget also reflects a slight decrease in Mental Health Services Act revenue for the continued use in providing access to underserved populations, introducing intervention programs, and providing a focus on wellness and recovery by developing a more educated workforce.

Because California government--both State and local--continues to struggle fiscally, the department continues to seek ways to implement improvements necessary to maintain existing resources and continue providing uninterrupted service within the community. The department has, over the last several fiscal years, tried to sustain service levels in light of our challenging fiscal times. Great strides have been made in rethinking and restructuring how needed services can be provided in order to meet the demand with limited available resources

At this juncture, the department is proposing to maintain a presence in North County, San Luis Obispo, and South County areas. The budget proposes to keep services to adults and children intact.

FY 2011-12 Accomplishments

- Continuation of the implementation of the Electronic Health Record (EHR) system. This new system has enabled the department to claim reimbursement for Drug Medi-Cal beginning in FY 2012-13 – estimated to be approximately $400,000 in this first year.
- Based on initial evaluation reports of the department's middle school-based Prevention and Early Intervention component, 77% of youth engaged in the Student Assistance Programs have reduced disciplinary referrals and increased grades and attendance. These youth represent each campus' most-at-risk for academic failure, truancy and emotional disturbance.
- As of fall of 2011, each of the County's MHSA Innovation projects – designed to test new mental health practices – were launched. These research projects range from testing methods for increasing access for veterans to support services for community college students. The

FY 2012-13 Objectives

- Complete the implementation of the Electronic Health Record system for all of the outpatient sites and Community Based Organizations and begin implementation of EHR for the Psychiatric Health Facility. Implementation of this system ensures compliance with Federal mandates passed in the Health Information Technology for Economic and Clinical Health Act (HITECH), which is part of the American Recovery and Reinvestment Act (ARRA) 2009.
- Manage the reduction in MHSA Prevention and Early Intervention funding to maintain quality services while continuing to serve the targeted populations identified in the Community Stakeholder process.
- Increase local college campus and community capacity for suicide prevention and intervention with the introduction of training and certifications in programs such as "Mental Health First Aid".

projects have been well received and output targets are projected to be met by the end of the fiscal year.

- The department established an "E-Learning" website which allows staff, community partners and consumers to increase their knowledge and capacity around behavioral health issues, while earning Continuation Education Units (CEU). To date, 340 County staff are enrolled and 722 CEU's have been earned this fiscal year. This cost-effective method of education reduces county travel and training reimbursement expenses and increases staff exposure to a vast library of courses.
- Developed strategic project to evaluate the challenges around recruiting and retaining psychiatrists, nurses and other professional and technical staff
- During the first year of a new federal grant program treating children and families affected by methamphetamine, we exceeded the federal requirement of 40 children by treating 56 children and 33 families. Using the NCFAS Family Assessment Scale, participant families demonstrated significant improvements while in treatment in family skills that promote continued sobriety of parents and child well-being, safety and self-sufficiency.
- Obtained a Substance Abuse and Mental Health Services Administration (SAMHSA) federal grant for $1.2 M to provide co-occurring disorder services for those criminal justice clients who may not have been seen previously because their drug addiction or mental illness symptoms were too severe. This grant will also look for efficiencies in the adult behavioral health treatment courts to determine if the client is in the correct court based on their presenting issues.
- Participated in the Community Corrections Partnership and collaboratively developed a plan for AB 109 regarding Public Safety Realignment. Currently implementing programs to provide services to this population.
- Continued to educate and evaluate the impact of Health Care Reform on the local level.
- Manage the integration of MHSA programs, such as the Full Service Partnerships, into the outpatient clinics and community sites in order to maintain effectiveness, continuum of care and increase the department's capacity around wellness and recovery.
- Serve 52 clients suffering from co-occurring disorders in the adult treatment collaborative court by expanding the evidence based practices with this population thus increasing self-sufficiency and reducing recidivism.
- Integrate and collaborate with all criminal justice providers in the County to maximize services for behavioral health forensic services. Determine outcome measures for the new programs being implemented through AB 109 Public Safety Realignment.
- With the changes in the Early Periodic Screening Diagnosis and Treatment (EPSDT) funding, work with the community partners to develop a managed care model for service delivery
- Continue to recruit and retain psychiatrists. Work with Human Resources to explore creative solutions such as an incentive program and sign-on bonuses.
- Continue to educate and evaluate the impact of Health Care Reform on the local level.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The recommended budget reflects an increase in revenues of approximately $3.77 million or 9%, an increase in total expenditures of more than $2.78 million or 6% and a decrease in General Fund support of $987,704 or 13% compared to the FY 2011-12 Adopted Budget.

Revenues

Two key legislative changes have occurred over the past year that results in a significant increase in revenue to Behavioral Health:

1. The 2011 Health and Human Services Realignment (Assembly Bill 118) resulted in several programs now being funded with dedicated sales tax revenue rather than State General Fund dollars or realignment revenue from the Vehicle License Fees. Such programs include Drug Medi-Cal, State Drug and Alcohol and Perinatal programs, Community Mental Health Services, Management Care Program, and Early Periodic Screening, Diagnosis and Treatment (EPSDT) which is the Medi-Cal program for children. The net result of the changes in funding sources is an increase of approximately $2 million compared to the FY 2011-12 Adopted Budget.
2. Assembly Bill 1297 described in the department's comments above, is expected to increase revenue from the Federal government for Medi-Cal eligible services. Prior to the passage of this bill, the State had administratively limited the amount that could be billed for services to approximately 66% of the actual cost of providing these services. This limit then reduced the amount of Federal Medicaid reimbursement that could be claimed by the County, since the Federal reimbursement is 50% of the amount billed. This limitation resulted in the County General Fund paying for the portion of the cost to deliver Medi-Cal eligible services that had not been reimbursed. With the passage of AB 1297, Medi-Cal billings will now be billed at actual service cost. This is expected to yield an additional $1.0 million in Medi-Cal revenue; a 19% increase compared to the FY 2011-12 Adopted Budget.

As a result of the increase in Federal reimbursement for Medi-Cal and an estimated $644,000 (20%) increase in the EPSDT allocation, funding for Martha's Place Children's Assessment Center has improved, providing sufficient funding to restore some of the positions eliminated in the prior year (as detailed below) and to reduce the amount of General Fund support needed by approximately 28%. It is now estimated that 86% of the $939,118 budget for Martha's Place will be funded with other revenue and General Fund support will provide 14% of the funding.

Mental Health Services Act (MHSA) funding is decreasing by $569,375 or 5% and reflects the funding level for the five components of this program based on plans currently in effect. The reduction in MHSA funding is primarily due to the increase in Medi-Cal and EPSDT funding described above. Thus funding for MHSA programs remains at FY 2011-12 levels.

Public Safety Realignment revenue (AB 109) is included in the FY 2012-13 recommended budget in the amount of $644,463, contributing to the overall increase in revenue. AB 109 transfers responsibility for supervision of lower level inmates and parolees from the State to counties. Behavioral Health provides drug and alcohol treatment as well as mental health services to AB 109 offenders in the jail and after release. No AB 109 funding was included in the FY 2011-12 Adopted Budget. However, $270,172 was added to the Behavioral Health budget in October, 2011 when the transfer of responsibility became effective. The more than $374,000 increase reflects a full year of funding in FY 2012-13 for AB 109.

Revenue is also increasing from Federal grants, netting almost $303,000 or 21%. Drug and Alcohol Services was successful in competing for a nationwide grant called the Adult Treatment Court Collaborative. This grant, one of only 11 awarded in the country, adds more than $450,000 in revenue, which helps offset the reduction in other funding from grants that are ending. In addition, a portion of the $303,000 increase ($111,780) is associated with additional carry-over funding for the Children Affected by Methamphetamine grant to be used to increase client capacity and supplement additional grant activities. This $111,780 in funding is added to the recommended budget as noted below to fund additional staff.

Expenditures

The $2.78 million increase in expenditures compared to the FY 2011-12 Adopted Budget reflects an almost $1.3 million or 5% increase in the salary and benefits accounts combined with a $917,254 or 3% increase in services and supplies and a $473,759 or 1,233% in Other Charges. The increase in the salary and benefit accounts is primarily a result of the addition of 11.0 FTE mid-year. In the second quarter of FY 2011-12, the Board approved the addition of the following positions, which accounts for approximately $1.06 million of the increase in expense:

- 3.0 FTE Mental Health Therapist positions, funded by the Special Education Local Plan Area (SELPA) for educationally-related mental health services to students in special education classes
- 3.0 FTE Drug and Alcohol Specialists and a Mental Health Therapist for the AB 109 offender treatment services as described above
- A total of 4.0 FTE's for the Adult Treatment Court Collaborative grant (1.75 FTE Mental Health Therapists, 1.0 FTE Drug and Alcohol Worker, a .75 FTE Drug and Alcohol Specialist and a .5 FTE Administrative Assistant)

In addition, a net increase of 3.25 FTE is included in the recommended budget as detailed below. The total cost for these new positions is approximately $334,500. Finally, Temporary Help expenses are recommended to increase $237,505 (26%) due to an increase in the average number of bed days per month at the Psychiatric Hospital Facility (PHF) or more than 22% in the current year. Temporary help is used to ensure the required patient to staffing ratios are met.

Services and supplies accounts that are changing most significantly include: a $241,616 or 22% increase in Countywide Overhead, a net increase in charges for the General Services Agency (GSA) of $288,481 (based on the new direct bill approach implemented by GSA), a decrease of $150,000 in costs for Pharmaceuticals due to greater use of generics, a decrease of $137,087 or 82% in Maintenance for Software due to prepayment of the maintenance fee for the Behavioral Health Electronic Health Records (BHEHR) system, an increase of $386,709 or 98% for Major System Development for planned enhancements to the BHEHR system, a decrease of $181,242 or 43% in O & M charges (for maintenance of the BHEHR system that is up and running) due to the reduction of staff devoted to this phase of the project, and a decrease of $66,839 or 26% in Insurance.

Expenditures in the Other Charges accounts are increasing $473,759 or 1,233%. This is due to the realignment of drug and alcohol services from the State to the County. Included in this set of accounts is a new expense for two Drug Medi-Cal providers that had been paid by the State. This $512,159 expense will now be funded from the 2011 Health and Human Services dedicated sales tax realignment revenue mentioned above.

Several changes are recommended in the Behavioral Health Position Allocation List (PAL) for FY 2012-13 resulting in a net increase of 3.25 FTE. The department requested the addition of 3.75 FTE (detailed in the table below) and the elimination of 0.50 FTE Drug and Alcohol Worker in their Status Quo budget due to the expiration of the Dependency Drug Court Expansion grant. In addition, the recommended budget includes the conversion of 1.5 FTE Limited Term Drug and Alcohol Specialist positions to permanent status, and the reallocation of a one Limited Term Mental Health Therapist IV to a Limited Term Drug and Alcohol Specialist IV for the Adult Treatment Court Collaborative grant.

BUDGET AUGMENTATION REQUESTS RECOMMENDED

Unit Amount	Description	Results
Gross: $85,934 General Fund support: $0	Restore the 0.75 Mental Health Therapist IV for Martha's Place that was eliminated in the FY 2011-12 Adopted Budget, to be funded by Medi-Cal (EPSDT).	Provide mental health services to approximately 48 children.
Gross: $36,742 General Fund support: $0	Increase an existing 0.25 FTE Nurse Practitioner to 0.50 FTE to be funded by Drug Medi-Cal.	To comply with the medical oversight requirements to qualify as a Drug Medi-Cal provider.

Gross: $111,780 General Fund support: $0	Increase an existing 0.75 FTE Drug and Alcohol Specialist to a full time position and add 1.0 FTE Limited Term Drug and Alcohol Worker I (two half-time positions) and one 0.50 Administrative Assistant III to be funded by the Children Affected by Methamphetamine grant. Funding exists in the $1.4 million grant to cover the cost of these added positions.	Demand for services under this grant have been greater than originally anticipated, specifically an increase of 16% (from 80 to 93) in tutoring/learning activities and a 50% increase (from 612 to 915) in the number of participants attending sessions. The additional staff will ensure these increased demands are met.
Gross: $100,096 General Fund support: $0	Add 1.0 FTE Administrative Services Officer II to be funded with MHSA funds to support the on-going implementation of the BHEHR project.	To maintain the operating manual for the BHEHR system, including integrating changes made with each system update, and provide training to staff to ensure optimal use of the system.

GOALS AND PERFORMANCE MEASURES

Department Goal: 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.

Communitywide Result Link: ☒ Safe ☒ Healthy ☐ Livable ☐ Prosperous ☐ Well-Governed Community

1. Performance Measure: Rate of Client Satisfaction with County Mental Health Services.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
84%	92%	89%	91%	89%	89%	89%

What: Centers for Medicare and Medicaid Services (CMS) require client satisfaction surveys to be completed by Medi-Cal beneficiaries. The State previously performed the survey independent of the County Mental Health Plans. The State discontinued sending the surveys to the beneficiaries in 2009 due to budget cuts. A local survey, based on the State's previously provided survey, is now given to all clients receiving mental health services during one-week periods in November and May of each fiscal year. Clients surveyed include both youth and adult. The indicators for the client satisfactions surveys are Access to Service, Cultural Sensitivity, Participation in Treatment Planning, Outcomes and General Satisfaction. The rate is an average for all indicators, with the maximum possible score of 100%. The following rate ranges are indicative of the following responses: 70-79% "satisfactory", 80-89% "above satisfactory" and 90-100% "excellent".

Why: Client satisfaction is one indicator of the quality of services provided for mental health services.

How are we doing? During November 2010 and May 2011, the results from 494 client surveys indicate a client satisfaction rating of 91% for FY 2010-11. The State has recently contracted with an agency to perform a statewide survey again based on the CMS requirement. They are in the early stages of startup. The November 2011 survey was cancelled due to State's direction and pending clarification of the survey requirements. There are specific elements that need to be collected to satisfy Federal requirements. Our May 2011 survey met the current requirement but the State's process is currently under review, which impacts our local survey. Given the fact there is no preliminary survey data for the first part of FY 2011-12, the department still anticipates achieving at least an 89% rate of client satisfaction, which is close to the result achieved in the prior year. The next Consumer Satisfaction Survey is scheduled to be administered in early 2012. Other comparable county results are not published by the State and thus unavailable for comparison purposes.

2. Performance Measure: Day Treatment Days Provided to Youth in Out-of-County Group Home Facilities.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
2,067	2,692	2,212	2,937	2,283	2,174	2,200

What: The County is responsible for placing youth in residential environments that are safe and fosters support for therapeutic interventions when their home is not an option. This measure reflects the number of day treatment days received by youth who are residing in an out-of-county Rate Classification Level (RCL) 14 group home. RCL 14 is the highest service level classification for State residential treatment facilities and group homes. Youths are placed in RCL 14 group homes by the Department of Social Services, Probation and School Districts.

Why: Youths placed in out-of-county group homes receive the most expensive form of treatment that is reserved for youths who are severely emotionally disturbed. Youth mental health outpatient services are designed to minimize placements in RCL 14 group homes, whenever possible.

How are we doing? Actual day treatment days of 2,937 for FY 2010-11 were higher than the 2,700 forecasted. As many as 9 clients were placed in group homes at one time during the first quarter of FY 2011-12; however, by the end of Q1 only 7 clients remained in group home placements. It is projected this year that 2,174 total days will be provided, which is slightly below the FY 2011-12 Adopted target level of 2,283. The lower projection is based on current placements through Q1. For 2010, our County was above the average number of day treatment days based on comparable counties and below the statewide average. A report by APS Healthcare, California's External Quality Review Organization (EQRO), found that for calendar year 2010, San Luis Obispo County provided day treatment services to 0.07% of its Medi-Cal eligible youth population compared to 0.06% for all medium sized counties and 0.10% for all counties statewide.

3. Performance Measure: Net Mental Health Services Act operating cost per full service partnership enrollee.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
$13,446	$15,711	$10,319	$12,140	$16,000	$12,200	$12,500

What: The Community Services and Support component of the MHSA includes full service partnership (FSP) programs that are designed to provide "whatever it takes" services to clients, but if not monitored can be very expensive. The cost per FSP enrollee is determined by taking the net amount of FSP dollars used for client services, which takes into consideration any reimbursements from Medi-Cal and Early Periodic, Screening, Diagnosis & Treatment (EPSDT), and then divided by the number of enrollees served.

Why: This measure was intended to be used to review relative spending per FSP enrollee compared to other counties once it becomes available from the State. 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. FSP clients require the most intensive services, which results in a higher cost per individual.

How are we doing? In FY 2010-11, the net MHSA operating cost per FSP enrollee was $12,140 ($2,707,299 cost divided by 223 clients served), an increase from FY 2009-10 but lower than the FY 2010-11 Adopted and FY 2011-12 Target. Last year FSP expenditures increased 5% while FSP Medi-Cal and EPSDT revenue saw a 30% reduction compared to the prior year and as a result the cost per enrollee increased in FY 2010-11. Through November 30, 2011 of this fiscal year, there were 123 clients ($1,478,952) receiving services at a cost of $12,024 per client. Comparison performance outcome data is not available from the State.

(Data Source: Mental Health Services Act System and Enterprise Financial System)

4. Performance Measure: Average Annual Cost of Services per Unduplicated Medi-Cal Client.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
$4,767	$5,969	$5,073	$5,033	$5,050	$5,055	$5,060

What: The measure calculates the annual cost of Medi-Cal services divided by annual Medi-Cal clients served based on Medi-Cal approved claims.

Why: Since the majority of our clients are on 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? For FY 2010-11, the cost per Medi-Cal client served was $5,033 and the average cost per youth client was $7,463, while the average cost per adult client was $2,941. For FY 2011-12, we project that the cost per Medi-Cal client served will be $5,055. The higher cost per client in youth versus adult services 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. San Luis Obispo County serves more Medi-Cal clients compared to averages for other medium size counties and all counties in the State.

1) The percent of Medi-Cal eligible persons in the county who actually receive services is referred to as the penetration rate. For calendar year 2010, the latest available California External Quality Review Organization (EQRO) report shows San Luis Obispo County's penetration rate was 8.39%, versus 5.62% for other medium size counties and 5.98% for all counties statewide.

2) San Luis Obispo County sees more age 6-17 clients as a percentage than other counties. For 2010, EQRO reports San Luis Obispo County's penetration rate for children ages 6-17 was 10.99%, 57% higher than the average for other medium size counties at 7.01% and 43% more than the statewide county average of 7.71%.

5. Performance Measure: Percentage of Readmission to the Psychiatric Health Facility (PHF) Within 30 Days of Discharge.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
9%	9%	11%	11%	11%	11%	11%

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? Through October of FY 2011-12, the readmission rate to the PHF is 12.3% and includes an abnormally high readmission rate in the month of October of 15%. Although the current readmission rate is at 12.3% and currently higher than the Adopted 11%, we still project that the readmission rate will stabilize over the remaining months and finish at 11%.

As a comparator, Sacramento County is currently experiencing a readmission rate of 10% to 18% and reports indicate that their rate is increasing due to the poor economy and decreases in outpatient services. Santa Barbara reported an increase in the readmission rate for their PHF from 9.6% in FY 2008-09 to 12.5% in FY 2009-10, dropping to 11% in FY 2010-11. In San Luis Obispo County, we are seeing similar issues, including more homeless clients and clients with increased drug and alcohol problems, which has resulted in a continued challenge to keep our readmission rate stabilized.

Division Treatment Goal: 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.

Communitywide Result Link: ☐ Safe ☒ Healthy ☐ Livable ☐ Prosperous ☐ Well-Governed Community

6. Performance Measure: Percentage of clients who report reduced or eliminated drug and/or alcohol use in the 30 days prior to leaving Drug and Alcohol Services (DAS) treatment.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
87%	85%	88%	86%	86%	86%	86%

What: Decreased or eliminated drug and alcohol use demonstrates the impact of treatment and its subsequent effect on behavior.

Why: Successful recovery involves positive lifestyle changes.

How are we doing? This measure coincided with the implementation of the California Outcomes Measurement System (CalOMS) administered by the California Department of Alcohol and Drug Programs. For the 197 treatment program participants discharged in Q1 of FY 2011-12, the rate of reduced or eliminated drug and/or alcohol use was 78% or 154 clients. The annual rate for FY 2010-11 was 86% so we anticipate that rates for the current year will improve for Q2 and on. It should be noted that some program participants are discharged for non-compliance or for simply failing to show for treatment after a prolonged period of time. This tends to lower the rate of demonstrated improvement for the group as a whole. For comparison, the average rate for all California counties in for Q1 of FY 2011-12 was 82%, which represents 18,364 of 22,432 surveyed participants.

(Data Source: California Outcome Measurement System, CalOMS)

7. Performance Measure: Percentage of Drug and Alcohol treatment clients who state overall satisfaction with Treatment Programs as measured by the client satisfaction survey at the levels of "Very Satisfied" or "Extremely Satisfied".

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
87%	90%	94%	92%	91%	91%	91%

What: The client satisfaction survey is used to measure program satisfaction within Drug & Alcohol 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? Of the 78 treatment clients surveyed in Q1 of FY 2011-12, 60 surveys were returned for a return rate of 77%. Of those returned surveys, 89% indicated overall high satisfaction (Very Satisfied or Extremely Satisfied rating) with the treatment program and their experience at Drug & Alcohol Services. While we survey varying aspects of the client's experience with Drug & Alcohol, this measure is based on the client's response to the survey question of "overall satisfaction" with services. In FY 2010-11, client satisfaction continued to be high at 92%. As we wrestle with budget cuts, resulting in reduced services and increased waitlists, we expect a slight decline in satisfaction rates for this year and next. Because satisfaction rates are not part of the statewide CalOMS database, no comparison data is available.

(Data Source: Client Satisfaction Survey)

Division Prevention Goal: To reduce alcohol and other drug-related problems by providing high quality evidence based prevention strategies in the community.

Communitywide Result Link: ☐ Safe ☒ Healthy ☐ Livable ☐ Prosperous ☐ Well-Governed Community

8. Performance Measure: Percentage of the County's population reached through Drug & Alcohol Prevention services.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
11%	15%	11%	10%	10%	10%	10%

What: The percentage of the County's population reached through Drug and Alcohol Services 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 prevention services are considered an industry best practice in reducing the risk factors associated with drug and alcohol use.

How are we doing? During the first quarter of FY 2011-12, 4,035 county residents were reached through a variety of activities and campaigns including countywide information, education and interventions provided by Prevention services. This amounts to 1.5% of the county's population of 269,337. However, winter and spring (Q2- Q3) include more prevention outreach efforts, including media campaigns, which reach more County residents than those activities scheduled for the summer and fall. Therefore, even though the percentage of the population reached through our prevention services in the first quarter was 1.5%, we anticipate reaching 10% by year's end.

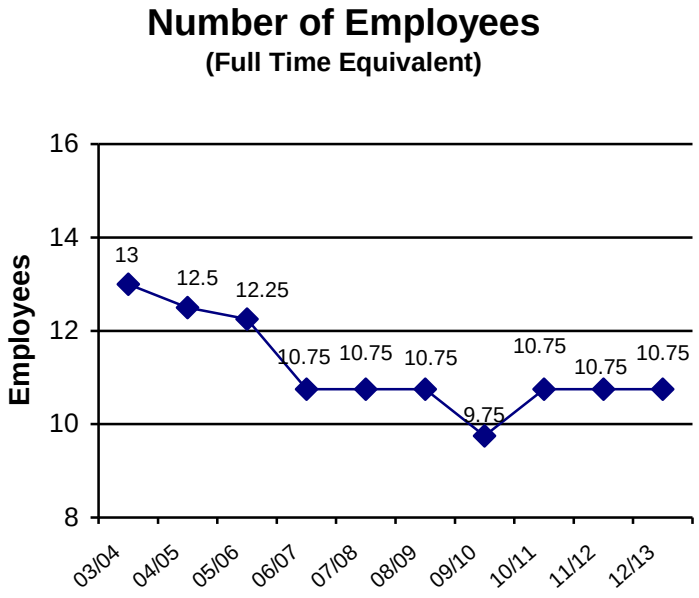
The State instituted the CalOMS data measurement system for County prevention providers in 2008. Although, no comparison data is currently available, it is anticipated that comparison data with other counties will be accessible in 2012.

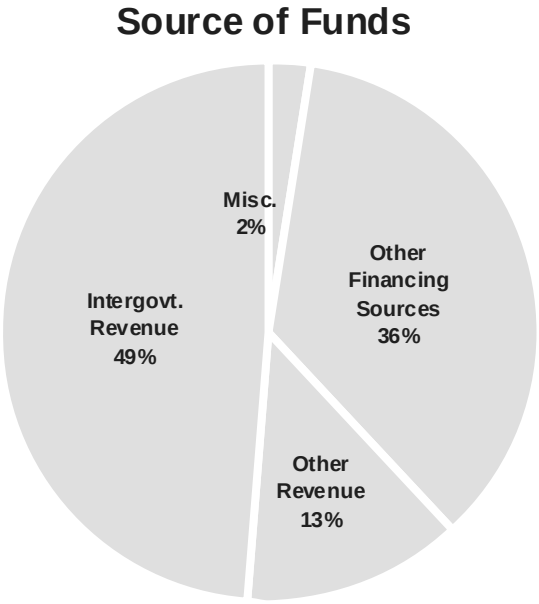
(Data Source: California Outcomes Measurement System -- Prevention)

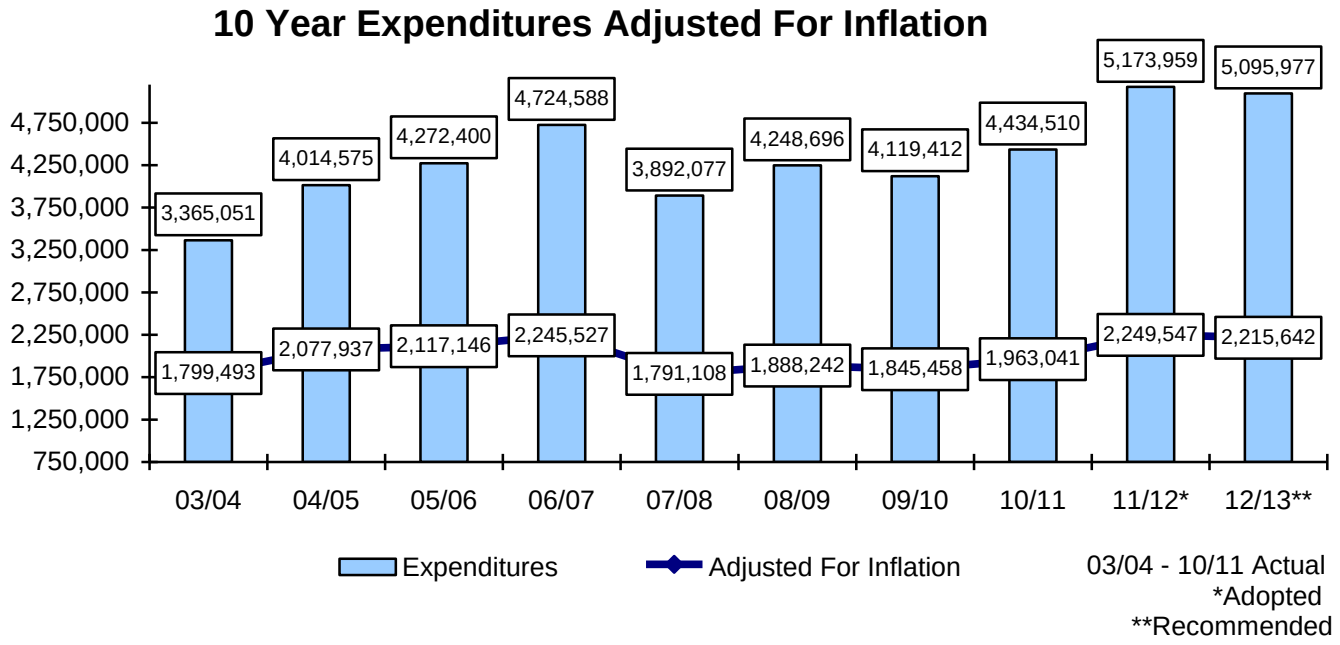
MISSION STATEMENT

The County Medical Services Program (CMSP) is part of the Health Agency's Health Care Services Division, which determines eligibility, and provides utilization review and accounting services to ensure proper access to health care for the medically indigent.

Financial Summary	2011-12 Budget	2011-12 Projected	2012-13 Requested	2012-13 Recommended	Change from 2011-12
Revenue from Use of Money & Property	$ 4,000	$ 4,000	$ 5,000	$ 5,000	$ 1,000
Intergovernmental Revenue	2,639,904	2,464,904	2,489,524	2,489,524	(150,380)
Other Revenues	698,864	738,600	669,900	669,900	(28,964)
Other Financing Sources	1,727,405	2,561,856	1,827,405	1,814,405	87,000
Interfund	16,091	16,091	117,148	117,148	101,057
Total Revenue	$ 5,086,264	$ 5,785,451	$ 5,108,977	$ 5,095,977	$ 9,713
Fund Balance Available	$ 0	$ 0	$ 0	$ 0	$ 0
Cancelled Reserves	87,695	87,695	0	0	(87,695)
Total Financing Sources	$ 5,173,959	$ 5,873,146	$ 5,108,977	$ 5,095,977	$ (77,982)
Salary and Benefits	$ 975,678	$ 975,678	$ 998,650	$ 985,650	$ 9,972
Services and Supplies	4,198,281	4,994,756	4,110,327	4,110,327	(87,954)
Other Charges	0	0	0	0	0
Fixed Assets	0	0	0	0	0
Gross Expenditures	$ 5,173,959	$ 5,970,434	$ 5,108,977	$ 5,095,977	$ (77,982)
Contingencies	0	0	0	0	0
New Reserves	0	0	0	0	0
Total Financing Requirements	$ 5,173,959	$ 5,970,434	$ 5,108,977	$ 5,095,977	$ (77,982)







SERVICE PROGRAMS

The County Medical Services Program has a total expenditure level of $5,095,977 and a total staffing level of 10.75 FTE to provide the following services:

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: $5,053,648 Total Staffing (FTE): 10.50

Emergency Medical Service Program (EMSP)/Tobacco Settlement funds

This program includes administrative and accounting support for the Emergency Medical Services Program (EMSP) and Tobacco Settlement Funds including the distribution of these funds to hospitals and physicians for uncompensated emergency medical care.

Total Expenditures: $42,329 Total Staffing (FTE): 0.25

DEPARTMENT COMMENTS

CMSP is the County's medically indigent services program responsible for authorizing short-term medical services to eligible residents between 21 and 64 years of age, who are not qualified for Medi-Cal or other public health care assistance, and have household incomes less than 250% of the federal poverty level. The program determines eligibility, enrolls qualified applicants, coordinates services with providers, processes claims, and performs treatment authorization reviews.

CMSP processed approximately 10,000 applicants and enrolled a total of 3,165 individuals in calendar year 2011. The program successfully managed enrollment numbers and medical costs through diligent application of program policies and procedures.

Federal health care reform has significant implications for the County Medical Services Program (CMSP). Management staff devoted considerable effort toward planning for a potential early implementation of the Medi-Cal expansion component slated to take effect in January 2014. After more than a year of evaluation and planning with all stakeholders, including health care providers, DSS, CenCal Health, advocates, and others, it was determined that a Low-Income Health Program (LIHP) is not reasonable for this County given uncertain financial risk, the complexity of the paradigm shift and the very short duration of the program. Regardless, the planning process will serve the County well as it looks toward 2014 and all of the changes forthcoming under a Medi-Cal expansion and other new insurance options for low-income adults.

FY 2011-12 Accomplishments

- Reduced applicant wait time by 50%; from one hour to 30 minutes.
- Eliminated "CMSP Pending" status thus requiring applicants to complete documentation prior to receiving benefits and, in addition, established a one-week time limit for applicants to submit the required documentation. Both changes improved efficiencies and reduced case completion times.
- Updated policies to eliminate select medical procedures for non-life threatening conditions, a cost-containment measure.
- Standardized enrollment terms yielding consistency among eligibility technicians and their clients.

FY 2012-13 Objectives

- Improve timeliness of claims payments to hospitals and comply with contracts to pay within 45 days.
- Work with Community Health Centers (CHC) to develop policies for enrollment in CMSP or CHC Health Care for the Homeless program for dually-eligible homeless applicants.
- Strengthen guidelines and procedures for renewal applications to further improve completion time.
- Continue to plan for transition of CMSP clients to new insurance options under Federal health care reform.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Total financing sources and expenditures for the County Medical Services Program are recommended to decrease $77,982 or 1% compared to the FY 2011-12 Adopted Budget.

The primary funding source for this budget is State Realignment revenue from Vehicle License Fees (VLF), which is declining by $150,000 or 5% based on actual revenue receipts in the first half of FY 2011-12. This budget also includes Tobacco Settlement revenue, most of which is passed through to hospitals, physicians and surgeons for uncompensated emergency medical care. This revenue is decreasing $28,964 or 4% due to a decline in the nation's smoking rate. Partially offsetting these declines in revenue is a new interagency charge in the amount of $74,819 from Law Enforcement Medical Care - Fund Center 184 for administrative overhead, and an increase of $26,238 or 163% in administrative revenue for accounting support provided to emergency Medical Services – Fund Center 351.

CMSP is not a General Fund budget but receives a transfer of General Fund support from Fund Center 183 – Medical Assistance Program. The recommended General Fund support is increasing $87,000 or 5% to partially offset the reduction in VLF Realignment revenue. This level of General Fund support reflects the expectation that costs for indigent medical care will decrease slightly compared to FY 2011-12.

The decrease in overall expenditures is primarily due to a decrease in several services and supplies accounts. The most significant reductions include a $51,888 or 35% decrease in the Countywide Overhead charge, a $32,922 or 1% decrease in Professional and Special Services as a result of fewer inpatient hospital days, and a $28,674 or 4% decrease in the amount of funds passed through to hospitals, physicians and surgeons from Tobacco Settlement funds. It should be noted that the savings in payments to hospitals for inpatient stays is expected to be more than $171,200 or 10%, based on actual costs incurred in the first half of FY 2011-12. This

savings offsets increases in other Professional and Special Services expenditures such as the new cost of $100,000 for specialty care physicians who provide services that had been provided by CHC until FY 2011-12, and a $48,327 or 32% increase in Emergency Room visits.

Recommended expenditures in the salary and benefit accounts are increasing $9,972 or 1% due to step increases and the conversion of Registered Nurse II position to a Public Health Nurse. This conversion is the only recommended change on the Position Allocation List for CMSP.

Service levels are expected to remain unchanged compared to FY 2011-12.

GOALS AND PERFORMANCE MEASURES

Department Goal: The overall goal of the County Medical Services Program (CMSP) is to provide access to health care for the medically indigent by efficiently determining program eligibility, authorizing medical care and arranging for services to promptly diagnose and treat medical conditions.

Communitywide Result Link: ☐ Safe ☒ Healthy ☐ Livable ☐ Prosperous ☐ Well-Governed Community

1. Performance Measure: Percentage of clients rating CMSP's overall performance as Very Satisfied or Extremely Satisfied.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
100%	84%	55%	80%	75%	75%	75%

What: The CMSP client satisfaction survey tool is provided as a means of measuring the level of client satisfaction based on their overall CMSP experience. In addition to providing an overall program ranking, the survey questions focus on the client's experience with discrete program components, some of which include the eligibility determination process, utilization review, accounting interaction, and hours of operation. The survey is included as part of the application paperwork process and submitted at the client's convenience.

Why: Because the CMSP is committed to providing high quality service, client satisfaction is one indication of program quality. The client satisfaction survey provides information that contributes to program improvement. The survey is based on the following levels of satisfaction: Extremely Satisfied, Very Satisfied, Satisfied, Unsatisfied, and Very Unsatisfied.

How are we doing? The increase in demand for CMSP services continues to be met without a reciprocal increase in CMSP staffing levels. Longer client wait times during the normal application process as well as increased time to process MediCal pending applicants are a contributing factor in our predicted decline in client satisfaction from the previous year to the current and upcoming year. In FY 2010-11, 1,115 surveys were distributed to CMSP applicants and 201 surveys were completed resulting in 80% (161 surveys) of responses indicating Very Satisfied or Extremely Satisfied with CMSP's overall performance. No surveys were distributed during the first quarter of FY 2011-12 because the department was evaluating and changing the survey administration process. With no current data available, the department is still expecting to achieve its original target of 75% by the end of the year. (Data Source: CMSP Client Satisfaction Survey)

2. Performance Measure: Percentage of day surgeries referred to surgery centers.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
14%	19%	44%	31%	45%	39%	40%

What: This measure tracks the percentage of day surgeries that are performed at local surgery centers rather than performed at hospitals. CMSP's Utilization Review nurses have been working with local medical providers and are currently referring day surgery clients to less costly surgery centers when appropriate.

Why: It is well documented that hospitals have much higher overhead and charge approximately twice what a licensed surgery center charges for the same medical procedure. A patient at a licensed surgery center will receive the same level of care as they will at a hospital. CMSP recognizes that it is important to be a good steward of the money entrusted to us by the public. Therefore, when appropriate, we will refer patients to licensed surgery centers in San Luis Obispo County versus the more expensive hospital alternative.

How are we doing? In the first quarter of FY 2011-12, the percentage of day surgeries performed at local surgery centers instead of local hospitals is 39% (14 out of a total of 36 day surgeries). CMSP saved an estimated $9,800 in the first quarter of FY 2011-12 by referring patients to licensed day surgery centers (cost of $500/surgery) instead of performing the surgeries at local hospitals (cost $1,200/surgery). The CMSP utilization review nurses will continue to balance the needs of patients and the most economical day surgery provider.

There is no comparable county data available. (Data Source: CMSP Medical Payment Tracker)

3. Performance Measure: Average number of CMSP applications pending eligibility determination.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
New Measure	New Measure	60	35	50	50	40

What: This measure tracks the quarterly average number of CMSP applications that are awaiting eligibility determination by each of the three Eligibility Technicians (ET's) currently working in CMSP.

Why: This measure indicates efficiency in processing CMSP client applications, thus providing access to medical care funding in a timely manner. The lower the number of applicants on the waiting list, the faster clients can receive medical care assistance.

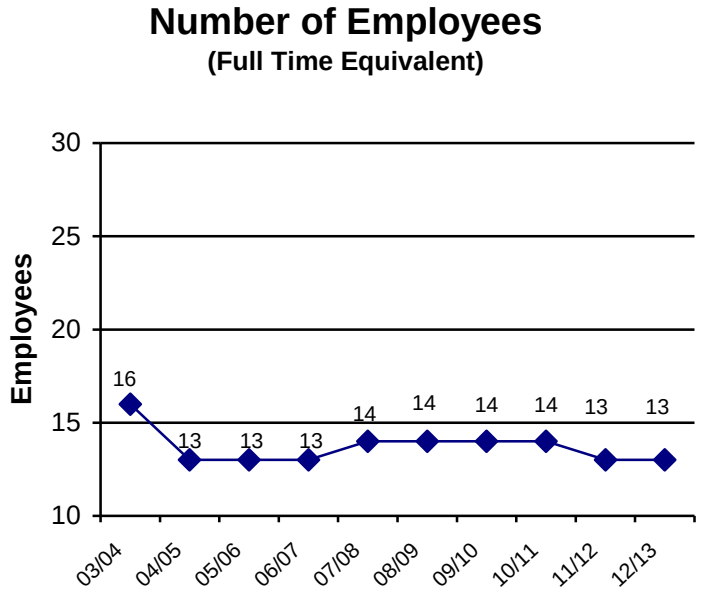
How are we doing? After the first quarter of FY 2011-12, the average number of CMSP applications pending eligibility determination was 39. CMSP continues to see an increase in applications for services (7% or 114 more applications compared to the prior year's first quarter) and currently the ETs have maintained a consistent pending eligibility list. One factor leading to the improved efficiency in the first quarter of the current year was the reduction in time permitted for applicants to provide asset verification documentation. The new requirement, instituted in the third quarter of FY 2010-11, reduced the time applicants had to provide asset verification from 21 days to 7, shortening the pending eligibility cycle. Even with the new requirement, the number of applications denied for failure to provide timely verification was insignificant. The notable increase in applications pending eligibility determination in the current year is attributed to a scheduled 3-month leave for one of the three ET's in the 2nd half of FY 2011-12, thus increasing the number of applications to be processed by the other two ETs.

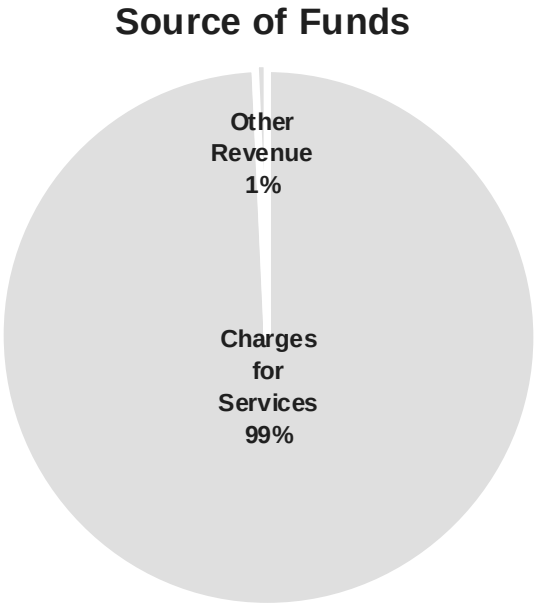
There is no comparable county data available. (Data Source: MIAMI: Eligibility Update for Pending Eligibility Report and Monthly Eligibility Statistical Report).

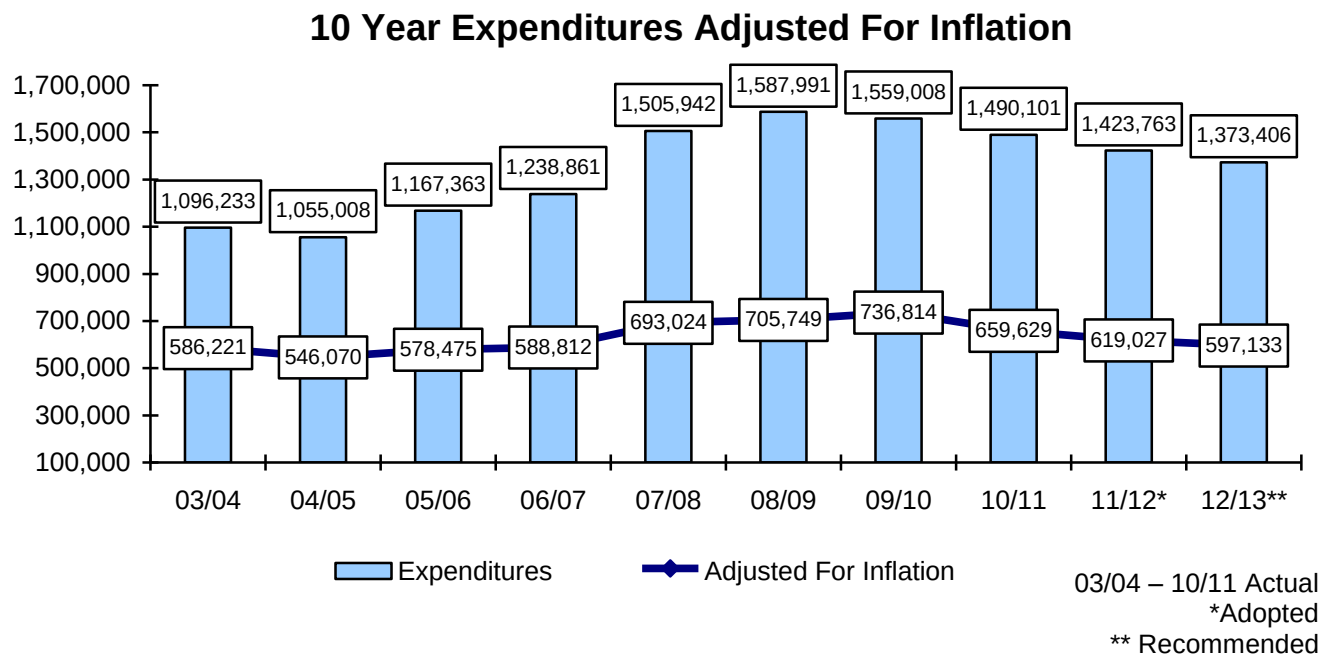
MISSION STATEMENT

Driving Under the Influence (DUI) Programs promote safe, healthy, responsible, and informed choices concerning alcohol and other drugs through programs responsive to community needs.

Financial Summary	2011-12 Budget	2011-12 Projected	2012-13 Requested	2012-13 Recommended	Change from 2011-12
Revenue from Use of Money & Property	$ 3,500	$ 3,500	$ 3,500	$ 3,500	$ 0
Charges for Current Services	1,409,207	1,354,855	1,369,906	1,369,906	(39,301)
Interfund	0	11,556	0	0	0
Total Revenue	$ 1,412,707	$ 1,369,911	$ 1,373,406	$ 1,373,406	$ (39,301)
Fund Balance Available	$ 72,651	$ 72,651	$ 66,184	$ 66,184	$ (6,467)
Cancelled Reserves	54,670	54,670	0	0	(54,670)
Total Financing Sources	$ 1,540,028	$ 1,497,232	$ 1,439,590	$ 1,439,590	$ (100,438)
Salary and Benefits	$ 1,006,632	$ 936,241	$ 981,969	$ 981,969	$ (24,663)
Services and Supplies	417,131	428,542	391,437	391,437	(25,694)
Other Charges	0	0	0	0	0
Fixed Assets	0	0	0	0	0
Gross Expenditures	$ 1,423,763	$ 1,364,783	$ 1,373,406	$ 1,373,406	$ (50,357)
Contingencies	50,000	0	66,184	66,184	16,184
New Reserves	66,265	66,265	0	0	(66,265)
Total Financing Requirements	$ 1,540,028	$ 1,431,048	$ 1,439,590	$ 1,439,590	$ (100,438)







SERVICE PROGRAMS

The Driving Under the Influence fund center has a total expenditure level of $1,373,406 and a total staffing level of 13.00 FTE to provide the following services:

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 DUI 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.

Total Expenditures: $649,518 Total FTE: 5.75

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 of the program, with a subsequent six months of case management.

Total Expenditures: $628,261 Total FTE: 6.00

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 sessions and five Alcoholics Anonymous (AA) or self-help meetings.

Total Expenditures: $27,651 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 who refused testing when arrested. YAP1 participants complete a course of six educational sessions and required Alcoholics Anonymous (AA) meetings. YAP2 participants are those arrested with a blood alcohol level of .08% or higher, and must complete a course of ten educational sessions, three individual sessions, five group counseling sessions and AA attendance.

Total Expenditures: $67,976 Total FTE: 0.75

DEPARTMENT COMMENTS

Drug and Alcohol Services provides quality, professional, and confidential services for those in need of fulfilling requirements stemming from penalties surrounding driving under the influence of alcohol or other drugs. Services include education, groups, and individual sessions with certified counselors.

San Luis Obispo County Drug & Alcohol Services Driving Under the Influence (DUI) Program is mandated by the State to be self-supported through client fees. The DUI Program receives no General Fund support. These programs are highly regulated, licensed and monitored by the State.

For over three decades, SLO County has administered its court-ordered Driving Under the Influence Program. This program is expected to enroll 1,500 participants in FY 2011-12 in First Offender, Second Chance, and other DUI programs. Eighty-seven percent (87%) of clients rank their DUI program above satisfactory or excellent on the participant satisfaction survey at completion.

FY 2011-12 Accomplishments

- Despite a 5% decrease in enrollments, the division was able to balance the budget in the prior fiscal year. In order to achieve this, the division reduced or combined a number of available classes when attendance fell below a targeted class size. In addition, temporary staff hours were reduced in response to the decrease in class demand.
- Provided 8 hours of training in Cognitive Behavioral Therapy and other related topics through the Behavioral Health eLearning to ensure each staff member maintains high quality counseling and instruction on treating addictive behaviors.

FY 2012-13 Objectives

- Increase enrollment by 2% in the Driving Under the Influence programs by reaching out to those who have “dropped out” and encouraging them to reinstate. Provide more flexible payment plans for clients who can demonstrate financial hardship. Increased program enrollment will have the added effect of improving public safety in the community.
- Provide 12 hours of Co-occurring Disorders training and other related topics to each staff member using the Behavioral Health e-Learning system to ensure continued quality counseling and instruction.

COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

The Driving Under the Influence fund center is a special revenue fund, and does not receive any General Fund support. The budget is recommended as submitted. Total Financing Sources are $100,438 or 6% less than the FY 2011-12 Adopted budget, primarily due a combination of a decrease in revenues of $39,301 or 2%, no cancelled reserves budgeted compared to $54,670 budgeted in FY 2011-12, and a reduction in Fund Balance Available of $6,467 or 8%. Revenues have declined over the past few years due to a decline in program enrollment.

Operating expenditures (excluding contingencies and reserves) are budgeted to decrease $50,357 or 3% reflecting a continued decline in program enrollments. Expenditures in the salary and benefits accounts are recommended to decrease $24,663 or 2% due to turn over of higher level staff who have been replaced with staff at lower levels in the career series. There are no staffing level changes included in the recommended budget.

Expenditures in the services and supplies accounts are recommended to decrease $25,694 or 6% due primarily to department overhead and administrative support charges.

Current service levels are expected to be maintained.

GOALS AND PERFORMANCE MEASURES

Division Goal: 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.

Communitywide Result Link: ☒ Safe ☐ Healthy ☐ Livable ☐ Prosperous ☐ Well-Governed Community

1. Performance Measure: Percentage of First Offender Driving Under the Influence (DUI) program completers who re-offend and are remanded to our Multiple Offender Program within 12 months of First Offender Program completion.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
New Measure	New Measure	2.7%	1.65%	3%	2%	2%

What: Measures recidivism and effectiveness of the First Offender program.

Why: If our First Offender DUI program is effective, graduates will not be arrested for another alcohol-related driving offense within the first 12-months of graduation from the program. If they do reoffend, they will be remanded to the Multiple Offender program.

How are we doing? In the first quarter of this year, the calculated recidivism rate for First Offender DUI progam participants was 1.81%. The recidivism rate was calculated by reviewing each client that graduated from the First Offender DUI program during the time period from 9/1/2009 through 9/1/2010 and determining how many of these clients were remanded to the Multiple Offender DUI program within 12-months of their First Offender completion. Specifically, 718 First Offender DUI program participants completed their program between 9/1/2009 – 9/1/2010 and thirteen (13) re-offended and were remanded to the Multiple Offender DUI Program within 12-months of their completion date, representing the re-offense rate of 1.81%. It is projected that for the remainder of FY 2011-12, the DUI re-offense rate will increase slightly and end the year at 2%.

(Data Source: Standard Report from DUI Database)

2. Performance Measure: Percentage of participants completing our Client Satisfaction Survey who rate Driving Under the Influence services at the levels of "Very Satisfied" or "Extremely Satisfied".

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
85%	87%	84%	87%	86%	86%	86%

What: Measures client satisfaction with the services provided by Driving Under the Influence staff.

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. The DUI Client Satisfaction Survey offers the following levels of satisfaction: Extremely Satisfied, Very Satisfied, Satisfied, Unsatisfied and Very Unsatisfied. Rates of "high satisfaction" measure the percent of survey respondents who mark "Extremely Satisfied" or "Very Satisfied".

How are we doing? From 302 program participants during the first quarter of FY 2011-12, 230 Scantron surveys were returned for a survey return rate of 76%. Based on the results, 87% (199 of 230 returned surveys) of survey respondents rated their experience with the program as Very Satisfied or Extremely Satisfied. The FY 2011-12 projected is reflective of the survey experience in the first quarter's results. Because satisfaction rates are not part of a statewide database, no comparison data is available.

(Data Source: Client Satisfaction Survey)

3. Performance Measure: Percentage of actual Driving Under the Influence (DUI) fees collected.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
108%	105%	94%	92%	100%	98%	100%

What: The annual budgeted revenue for Driving Under the Influence Programs is composed entirely of client fees for DUI services. Actual client fees are tracked monthly and are compared to their budgeted target to predict funding availability.

Why: Client fees are the only source of revenue for the DUI Program and since it does not receive County General Fund support, the client fees and the collection efforts are critical to the success of County's ability to provide this service.

How are we doing? The budgeted fee collection for FY 2011-12 is $1,409,207 for the full year and $352,302 (25%) per quarter. The actual fee amount collected in the first quarter of this year was $331,003 or $21,299 short of the quarterly budget. Assuming that for the remaining three quarters DUI fees collected will be on target each quarter; we should end the year 2% under the full year's budget.

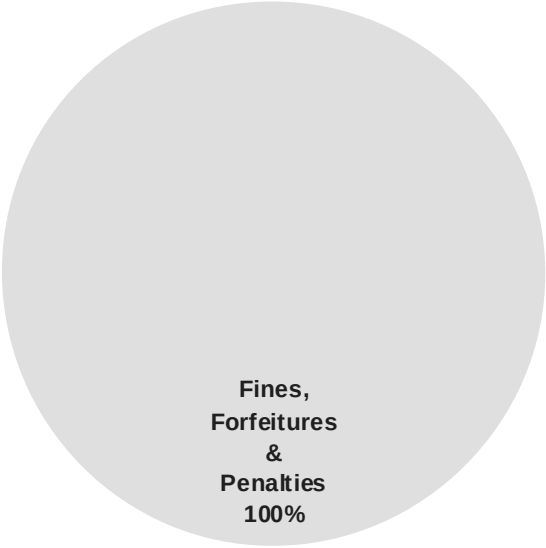
There is no statewide data on DUI Program fee collection trends.
(Data Source: Quarterly Dashboard Data Report)

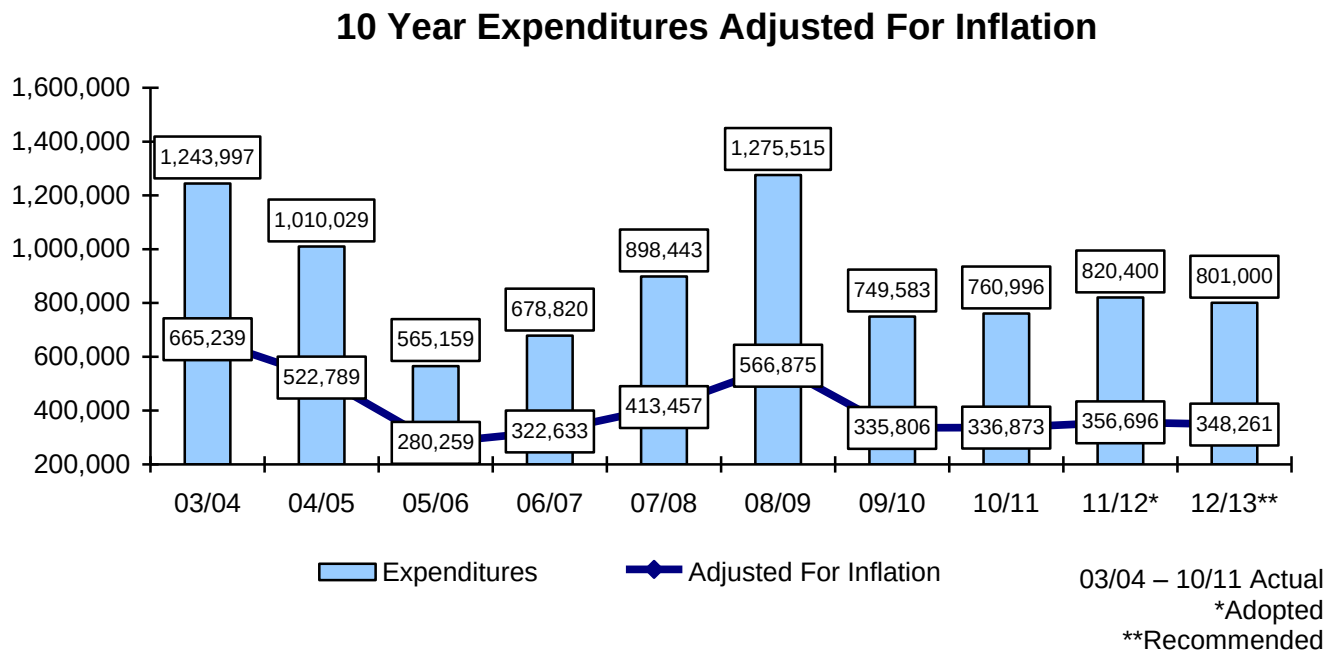
PURPOSE STATEMENT

The Emergency Medical Services Fund is part of the Health Agency's Health Care Services Division. Assessments on court fines are used to compensate medical providers for uncompensated emergency room care and to offset the cost of the local Emergency Medical Services Agency.

Financial Summary	2011-12 Budget	2011-12 Projected	2012-13 Requested	2012-13 Recommended	Change from 2011-12
Fines, Forfeitures and Penalties	$ 820,000	$ 820,000	$ 800,000	$ 800,000	$ (20,000)
Revenue from Use of Money & Property	400	400	1,000	1,000	600
Total Revenue	$ 820,400	$ 820,400	$ 801,000	$ 801,000	$ (19,400)
Fund Balance Available	$ 0	$ 0	$ 0	$ 0	$ 0
Cancelled Reserves	0	0	0	0	0
Total Financing Sources	$ 820,400	$ 820,400	$ 801,000	$ 801,000	$ (19,400)
Salary and Benefits	$ 0	$ 0	$ 0	$ 0	$ 0
Services and Supplies	820,400	820,400	801,000	801,000	(19,400)
Other Charges	0	0	0	0	0
Fixed Assets	0	0	0	0	0
Gross Expenditures	$ 820,400	$ 820,400	$ 801,000	$ 801,000	$ (19,400)
Contingencies	0	0	0	0	0
New Reserves	0	0	0	0	0
Total Financing Requirements	$ 820,400	$ 820,400	$ 801,000	$ 801,000	$ (19,400)

Source of Funds





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: $801,000 Total Staffing (FTE): 0.00

*Staffing reflected in Fund Center 350 - County Medical Services Program

DEPARTMENT COMMENTS

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. Because 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 State Senate Bills 12 and 612. In 2006 the State passed Senate Bill 1773, which authorized counties to increase the existing penalty assessment.

The legislation allowed the Board of Supervisors to authorize the collection of court fines from criminal offenses and approve policies for the administration and expenditure of the EMS Fund. Legislation specifies that the EMS Fund must be held as a separate fund and revenues are not to be comingled with other similar type of funds. The fund partially compensates physicians and surgeons for uncompensated emergency medical care. It also provides funding to hospitals and the County's pre-hospital emergency medical care system.

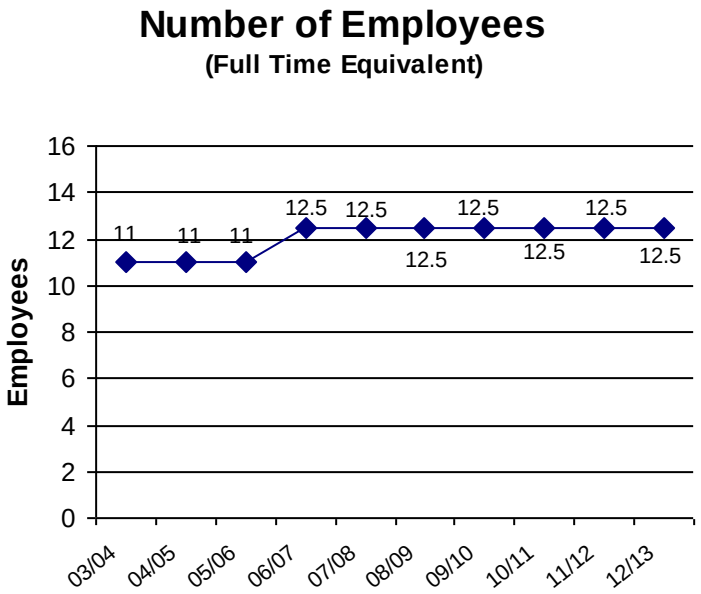
COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

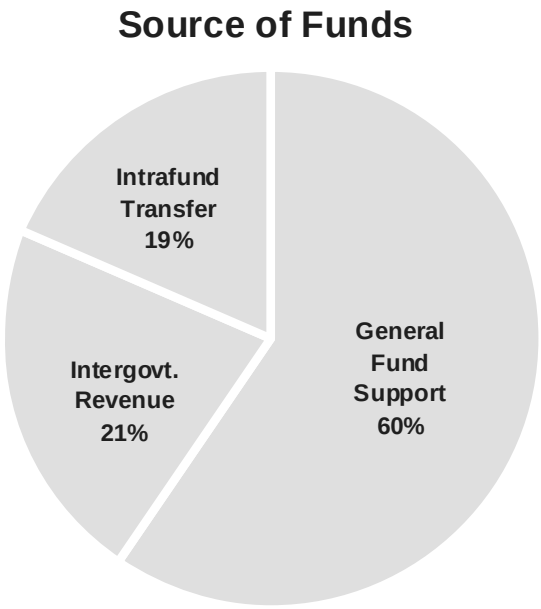
This budget is recommended as requested. Expenditures in this budget, which are used for the purposes described above, are driven by available funding. In FY 2012-13, available funding is projected to decrease $19,400 or 2% compared to the FY 2011-12 Adopted Budget. The expected decline is based on FY 2011-12 projections and reflects a decrease in the revenue realized from criminal penalty assessments imposed by the courts. This program does not receive any General Fund support.

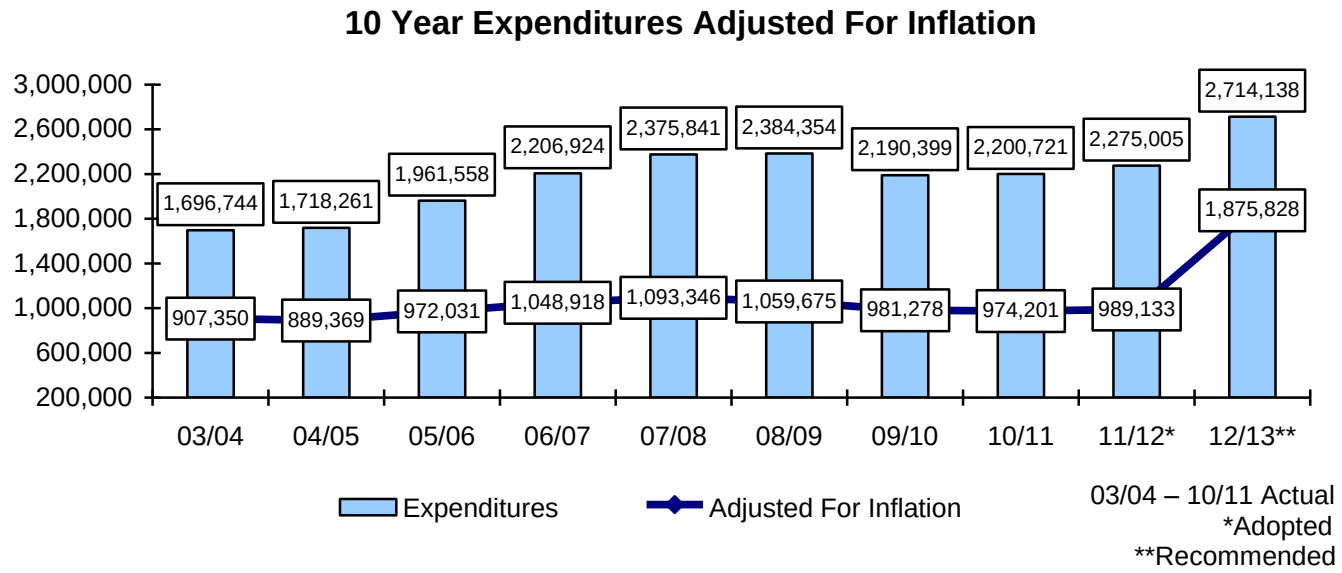
MISSION STATEMENT

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	2011-12 Budget	2011-12 Projected	2012-13 Requested	2012-13 Recommended	Change From 2011-12
Intergovernmental Revenue	$ 425,000	$ 461,891	$ 582,250	$ 582,250	$ 157,250
**Total Revenue	$ 425,000	$ 461,891	$ 582,250	$ 582,250	$ 157,250
Salary and Benefits	1,592,283	1,608,529	1,743,383	1,743,383	151,100
Services and Supplies	682,722	814,197	1,020,619	970,755	288,033
**Gross Expenditures	$ 2,275,005	$ 2,422,726	$ 2,764,002	$ 2,714,138	$ 439,133
Less Intrafund Transfers	499,172	484,632	524,046	524,046	24,874
**Net Expenditures	$ 1,775,833	$ 1,938,094	$ 2,239,956	$ 2,190,092	$ 414,259
General Fund Support (G.F.S.)	$ 1,350,833	$ 1,476,203	$ 1,657,706	$ 1,607,842	$ 257,009







SERVICE PROGRAMS

Law Enforcement Medical Care has a total expenditure level of $2,714,138 and a total staffing level of 12.50 FTE to provide the following services:

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: $2,202,060 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: $512,078 Total Staffing (FTE): 3.00

DEPARTMENT COMMENTS

The Law Enforcement Medical Care (LEMC) program provides basic health care to inmates at the County Jail and Juvenile Services Center (JSC). Nursing staff are responsible for organizing and delivering medical care to Jail inmates and JSC wards under the supervision of contract physicians and the County Health Officer.

The LEMC medical units responded to over 33,000 sick calls last year and that number is expected to increase further next year. The average daily census at the Jail is up from 558 in FY 2010-11 to a current average of 650 half-way through FY 2011-12. An important contributor to the growing population is the implementation of AB 109 in October 2011. AB 109, also known as 2011 Realignment, allows lower-level offenders to serve sentences in county jails instead of state prisons. Local officials estimate the Jail will receive an additional 150 locally sentenced offenders through FY 2012-13.

The anticipated inmate population increase will drive up health care costs based on volume alone. Uncertain is the effect on costs due to longer sentences and the ensuing need for attention to chronic diseases and standard preventive health care services, as well as for a potentially sicker inmate population with higher rates of HIV and hepatitis C infection. Realignment funds will help offset growing expenses at the established rate of $9.00 per inmate per day, but may not be adequate to meet the needs.

FY 2011-12 Accomplishments

- Increased use of more cost-effective paraprofessionals, Licensed Vocational Nurses or Mental Health Therapists, to dispense medications in lieu of registered nurses.
- Maintained physician staffing levels by extending contract with retiring physician while also making progress to recruit a replacement.
- Began using Contract Pharmacy Services (CPS), a correctional pharmacy management company, for pharmaceutical needs at the JSC. CPS has provided medications at the jail for the past two years resulting in control and quality assurance improvements.
- Developed a Pilot Program with Community Health Centers (CHC) for inmate dental care using the mobile Dental Van to provide services on site. This has reduced the backlog of inmates waiting for dental care, and improved public safety by eliminating the need to transport inmates outside the facility for dental services.

FY 2012-13 Objectives

- Contain pharmacy cost increases by conducting quarterly utilization review meetings with pharmacy representative, and Jail physicians, and by considering competitive quotes from additional pharmacies.
- Develop guidelines for use of the CHC Dental Van services at the Jail.
- Closely monitor costs of AB 109 inmate population, to the extent possible, and develop staffing plans to better meet the demands of the increased population in an efficient and cost-effective manner.
- Develop guidelines for immunizing JSC wards.
- Evaluate potential for migrating to an electronic health record system.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The level of General Fund support for Law Enforcement Medical Care (LEMC) is recommended to increase by $257,009 or 19% compared to the FY 2011-12 Adopted Budget. Revenue is recommended to increase $157,250 or 37% primarily due to the AB 109 Public Safety Realignment revenue that was added to the budget mid-year in FY 2011-12. The Public Safety Realignment Act (AB 109), signed into law in April 2011, transfers responsibility for supervision of lower level inmates and parolees from the State to counties. The Act commenced on October 1, 2011 and at that time, $65,610 was added to the Law Enforcement Medical Care budget to fund three quarters of the year under AB 109. More than $182,000 in AB 109 has been included in the FY 2012-13 recommended budget. This fund center also receives realignment revenue from sales tax and Vehicle License Fees as a result of the 1991 realignment of health programs from the State to counties. This source of funding is recommended to decline $25,000 or 11% due to the lower amount from VLF realignment revenue realized in the current year.

Overall, expenditures are recommended to increase $414,259 or 23% due to the increase in the jail population (a portion of which is a result of AB 109). Salary and benefits expenditures are budgeted to increase by $151,100 or 9%. The most significant increase is in the Temporary Help account primarily due to the need for additional staff for AB 109 inmates. Other cost increases are associated with step increases, promotions of staff within their career series, and the conversion of a .75 Licensed Vocational Nurse (LVN) to a Mental Health Therapist II to improve recruitment and retention of this position. While the total number of FTE recommended on the LEMC Position Allocation List remains at 12.5, there are recommended changes in the allocation for certain classifications that work in the Jail, including:

- All seven positions in the Correctional Nurse career series have been allocated to full-time at the Correctional Nurse II level to give the Health Agency more flexibility to staff the jail and Juvenile Hall as needed.
- A vacant .75 FTE LVN has been converted to a .75 FTE Mental Health Therapist II to facilitate recruitment of this position.

Expenditures in the service and supplies accounts are budgeted to increase by $288,033 or 42% compared to the FY 2011-12 Adopted Budget. The most significant increase in expense is in the Professional Services account (increasing $130,077 or 39%). Approximately 37% of this increase is due to the additional medical care costs for the AB 109 population. The remaining increase is mostly due to a higher number of inpatient hospital days, additional clinic physician hours, dental expenditures and lab testing. Other services and supplies accounts that are increasing significantly include a new charge to this fund center for overhead costs (adding $78,569 or 255%), Pharmaceutical costs increasing $69,685 or 59% and Countywide Overhead which is increasing $15,695 or 26%. Other accounts are increasing or decreasing by smaller amounts.

The recommended budget results in no change in service levels for Law Enforcement Medical Care.

GOALS AND PERFORMANCE MEASURES

Department Goal: Provide cost effective medical care maintaining the health of County jail inmates.

Communitywide Result Link: ☐ Safe ☐ Healthy ☐ Livable ☐ Prosperous ☒ Well-Governed Community

1. Performance Measure: Medical cost per inmate day at the County Jail.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
$9.07	$9.27	$8.46	$8.41	$8.70	$7.43	$8.43

What: This shows the average cost per day to provide mandated medical services to adult inmates at the County jail. The measure is calculated by accumulating all costs of providing medical care to inmates and dividing by the product of the average daily inmate census and the number of days in the year.

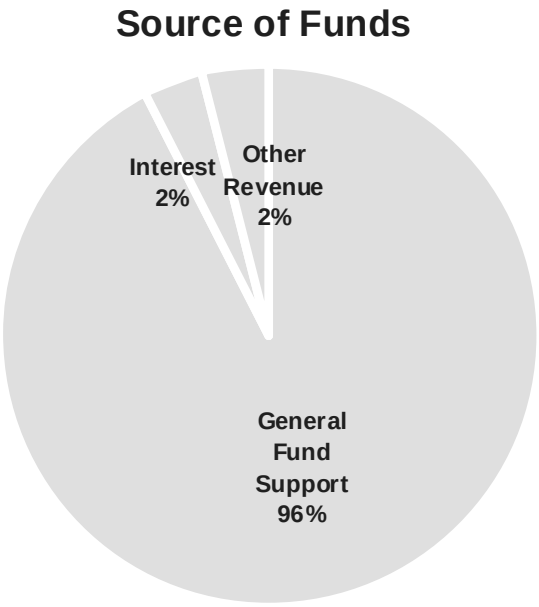
Why: Medical cost per inmate day is an efficiency-oriented performance measure reflecting both the cost of providing medical care and the level of demand among jail inmates. Monitoring this measure helps the County develop standards and policies for the provision of medical services for jail inmates.

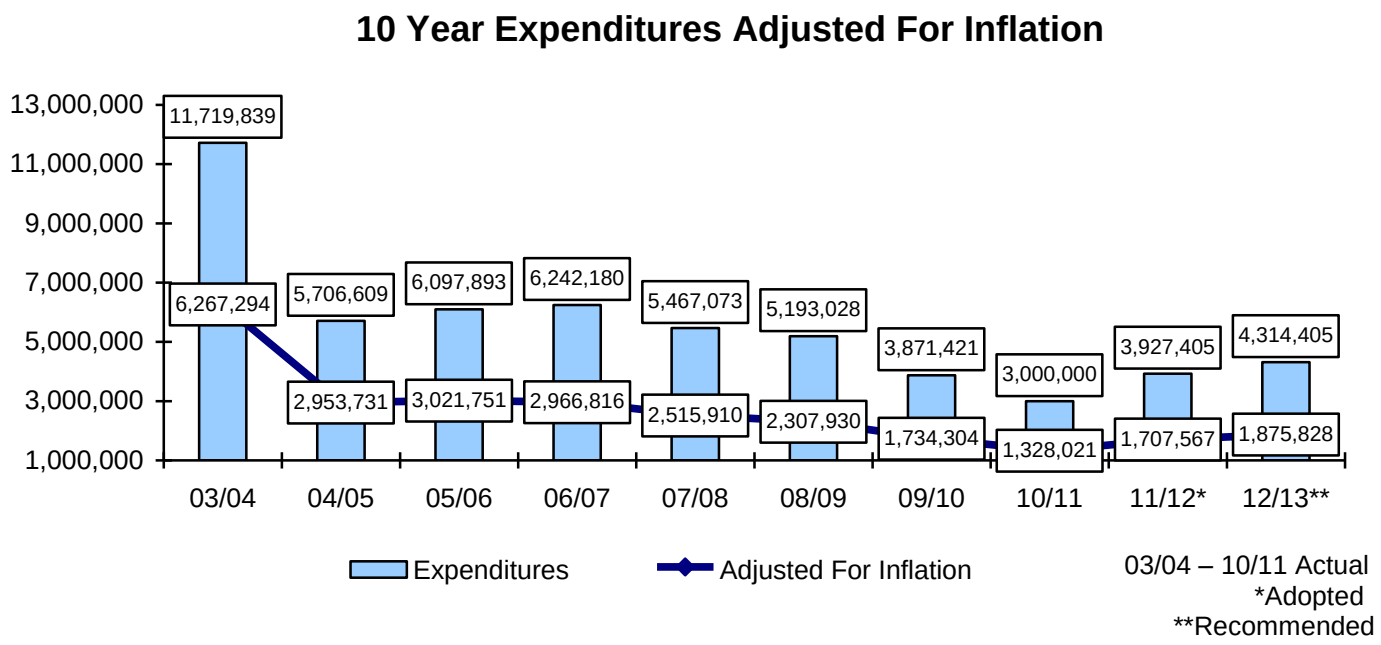
How are we doing: While the jail inmate population has increased steadily over the past year, nursing capacity has remained relatively unchanged. The increase in the average inmate population is none more evident then in the first quarter of FY 2011-12, where the inmate population increased by an average of 55 inmates over the previous year's fourth quarter. The FY 2011-12 projected medical costs per inmate day of $7.43 ($1.75M costs ÷ 645/inmates ÷ 365/days) reflects the increase in inmate population, yet assumes that nursing capacity and resulting labor costs, if for the short-term, are still on target to meet the current year's budget. While the current inmate to nursing staff ratios can be managed on a temporary basis, in the long-term additional staffing will be required to maintain any continued growth in the inmate population. The FY 2012-13 costs per inmate target of $8.43 ($2M costs ÷ 650/inmates ÷ 365/days) anticipates the need for additional nursing capacity and reflects staffing levels and ancillary costs comparable with that of the previous four years.

PURPOSE STATEMENT

This fund center exists to transfer General Funds in the form of grant payments to the Community Health Center of the Central Coast to provide primary and pharmacy services to the County's Medical Services Program clients.

Financial Summary	2011-12 Budget	2011-12 Projected	2012-13 Requested	2012-13 Recommended	Change From 2011-12
Revenue from Use of Money & Property	$ 74,730	$ 74,730	$ 80,784	$ 80,784	$ 6,054
Other Revenues	81,063	0	81,063	81,063	0
**Total Revenue	$ 155,793	$ 74,730	$ 161,847	$ 161,847	$ 6,054
Services and Supplies	2,200,000	2,540,000	2,500,000	2,500,000	300,000
Other Charges	1,727,405	1,682,405	1,827,405	1,814,405	87,000
**Gross Expenditures	$ 3,927,405	$ 4,222,405	$ 4,327,405	$ 4,314,405	$ 387,000
General Fund Support (G.F.S.)	$ 3,771,612	$ 4,147,675	$ 4,165,558	$ 4,152,558	$ 380,946





COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

This budget includes funding for the Community Health Centers of the Central Coast (CHC) as well as the General Fund contribution to the County Medical Services Program (CMSP) – Fund Center 350. In 2004, the County discontinued its direct provision of primary medical care services and entered into a five-year contract with CHC to provide primary care, ancillary services, pharmacy and limited specialty medical care services to CMSP eligible and other low-income, unsponsored patients. In 2011 a revised two-year contract with CHC was negotiated. This contract narrowed the scope of services provided by CHC to primary care, ancillary services and pharmacy care only – specialty medical care services are now provided through direct contracts between the County and specialty care physicians (included in the CMSP budget). In addition, the services provided by CHC under this new contract are now limited to CMSP-eligible patients only. Care provided by CHC to low-income and unsponsored patients that are not CMSP eligible is done so outside of its contract with the County.

Revenue is recommended to increase $6,054 or 3% due to an 8% increase in the lease payment made by CHC to the County for use of the Annex. In addition there is a one-time transfer of more than $81,000 in donations that had been made to General Hospital several years ago and kept in a trust. This revenue from donations was included in the FY 2011-12 Adopted Budget but will not be needed to cover indigent health care costs until FY 2012-13. (The Health Agency is reporting that medical care costs in FY 2011-12 are lower than originally expected due to fewer inpatient days and lower specialty care costs.)

Expenditures are recommended to increase by $387,000 or 9% compared to the FY 2011-12 Adopted budget for two the following two reasons; 1) an increase in the expense for the CHC contract of $300,000 or 14% and 2) an $87,000 or 5% increase in the amount transferred to CMSP - Fund Center 350 as a result of reductions in realignment and Tobacco Settlement revenue to fund that budget. The FY 2011-12 budget was adopted by your Board before the negotiations with CHC were completed. The Adopted budget optimistically assumed a $500,000 savings in the annual contract with CHC as well as $300,000 in savings for pharmacy costs by switching pharmacy providers from CHC to a commercial pharmacy benefit manager. The amount initially budgeted for the CHC contract in FY 2011-12 was $2.2 million; $800,000 less than the $3 million budgeted in the prior year. However, the terms of the two-year agreement negotiated with CHC resulted in an increase expense of $440,000 in the Medical Assistance Program fund center ($40,000 of which paid to CHC for the month of July at the old contract rate per the terms of the prior contract, and $100,000 which will fund specialty care outside of the CHC contract). This increase in appropriation was approved by your Board in October, 2011. The annual expense for the two year contract with CHC is now $2.5 million.

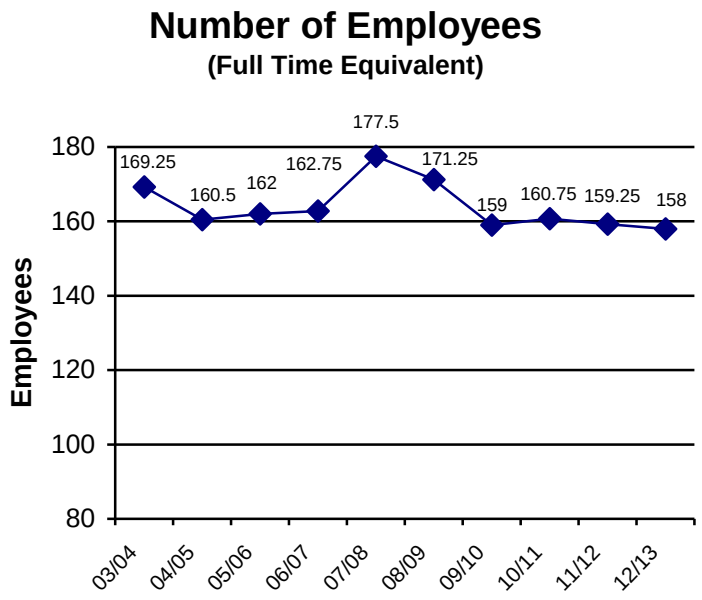
As a result of the increase in expenditures and a much smaller increase in revenue, General Fund support for this budget is recommended to increase by $380,946 or 10% compared to the FY 2011-12 Adopted budget. However, given the mid-year augmentation to the budget of $440,000, this is really a decrease of approximately $59,000.

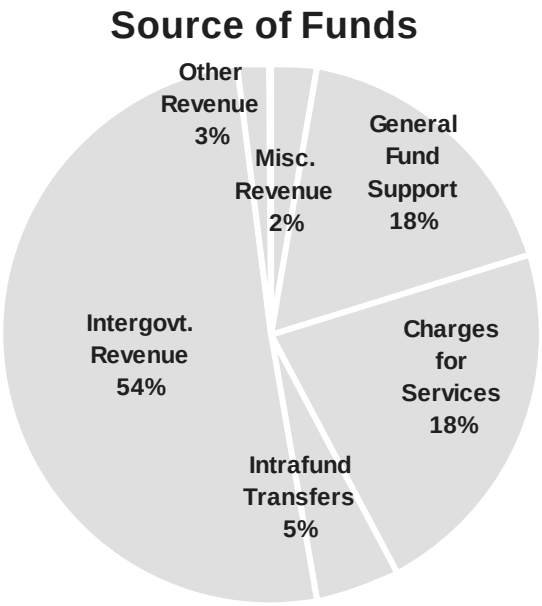
No service level impacts are anticipated as a result of this reduction.

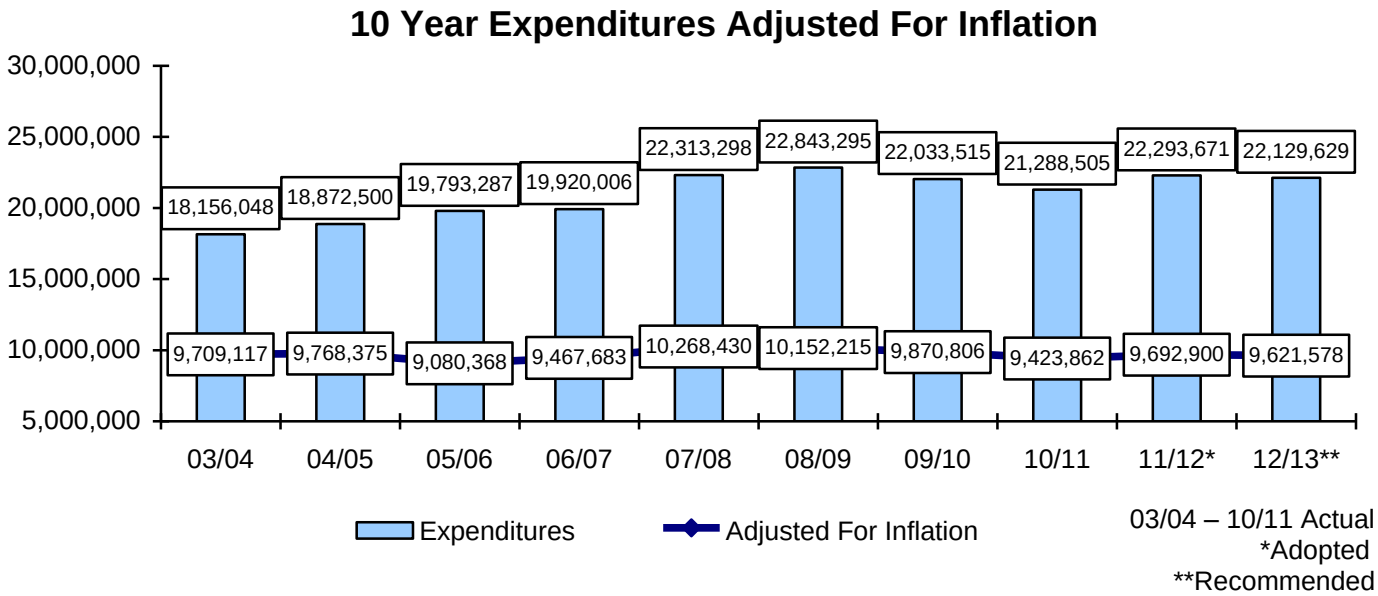
MISSION STATEMENT

To promote, preserve and protect the health of all San Luis Obispo County residents through disease surveillance, health education, direct services, and health policy development.

Financial Summary	2011-12 Budget	2011-12 Projected	2012-13 Requested	2012-13 Recommended	Change From 2011-12
Licenses and Permits	$ 18,005	$ 18,005	$ 18,005	$ 18,005	$ 0
Fines, Forfeitures and Penalties	222,800	226,075	160,000	160,000	(62,800)
Revenue from Use of Money & Property	216	196	0	0	(216)
Intergovernmental Revenue	11,309,435	11,868,737	12,077,540	12,047,197	737,762
Charges for Current Services	4,855,497	4,952,609	3,917,044	3,913,644	(941,853)
Other Revenues	595,656	650,828	596,364	596,508	852
Interfund	216,371	271,602	212,018	212,018	(4,353)
**Total Revenue	$ 17,217,980	$ 17,988,052	$ 16,980,971	$ 16,947,372	$ (270,608)
Salary and Benefits	16,184,398	15,839,976	16,367,579	16,212,104	27,706
Services and Supplies	4,699,273	4,851,546	4,507,407	4,507,525	(191,748)
Other Charges	1,410,000	2,210,000	1,410,000	1,410,000	0
Fixed Assets	0	79,700	0	0	0
**Gross Expenditures	$ 22,293,671	$ 22,981,222	$ 22,284,986	$ 22,129,629	$ (164,042)
Less Intrafund Transfers	1,127,123	1,024,642	1,204,377	1,204,877	77,754
**Net Expenditures	$ 21,166,548	$ 21,956,580	$ 21,080,609	$ 20,924,752	$ (241,796)
General Fund Support (G.F.S.)	$ 3,948,568	$ 3,968,528	$ 4,099,638	$ 3,977,380	$ 28,812







SERVICE PROGRAMS

Public Health has a total expenditure level of $22,129,629 and a total staffing level of 158.00 FTE to provide the following services:

Environmental Health Services

The Environmental Health Services Division is responsible for protecting public health by preventing exposure to toxic substances, disease-causing agents, unsanitary conditions, other environmental hazards and disaster response. Specific programmatic areas of the Division include Food Sanitation, Land Development, Hazardous Material Management, Vector Control, Waste Management, Water Quality, and Stormwater and Underground Storage Tank Management.

Total Expenditures: $3,341,149 Total Staffing (FTE): 24.00

Family Health Services

The Family Health Services Division provides an extensive array of preventive and direct health services and activities for all residents and particularly for special populations. Services include, communicable disease control, immunizations, tuberculosis and sexually-transmitted disease care, and specialized medical care for the Suspected Abuse Response Team (SART); family planning clinics and cancer screening; adolescent risk reduction initiatives, prenatal nutrition education, substance abuse prevention, and nurse home visits to pregnant women and mothers to improve birth outcomes; case management for medical and dental problems diagnosed at child preventive health visits, specialty care for children with disabilities, and care coordination for children in foster care; as well as epidemiology, disease surveillance, and birth and death certificates.

Total Expenditures: $8,683,889 Total Staffing (FTE): 70.00

Health Promotion

The Health Promotion Division focuses on promoting a healthy community by empowering individuals, groups and organizations to take responsibility for adopting healthy behaviors and supporting policies that promote health. Program areas include Tobacco Control, Nutrition and Physical Activity (Obesity Prevention), the Special Supplemental Nutrition Program for Women, Infants and Children (WIC), oversight of HIV/AIDS community-based services, Injury Prevention, and Oral Health Promotion.

Total Expenditures: $2,358,960 Total Staffing (FTE): 21.25

Emergency Medical Services

This newly created Division brings together the Emergency Medical Services agency, which provides regulatory and medical direction for the County's pre-hospital system of care, and the Public Health Emergency Preparedness program which oversees planning and response for health and medical aspects of disaster events.

Total Expenditures: $1,024,591 Total Staffing (FTE): 7.00

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: $1,895,337 Total Staffing (FTE): 11.25

Health Agency Administration

Health Agency Administration provides Administration, Information Technology, Accounts Payable, and Human Resources support to all of the Health Agency and oversight of the office of Public Guardian.

Total Expenditures: $4,825,703 Total Staffing (FTE): 24.50

DEPARTMENT COMMENTS

The Public Health Department has a broad range of roles and responsibilities aimed at promoting, preserving, and protecting the health of our residents. Continued budget reductions made for a challenging year for the Department as resources were stretched to ensure that core Public Health responsibilities were met. Some general accomplishments include organizational efficiencies, increased collaboration with health care partners, and planning for Federal health care reform (described under the County Medical Services Program - FC 350).

Further reorganization yielded efficiencies and enhanced lines of communication amongst related programs. A new Division – Emergency Medical Services (EMS) - was created to combine the EMS Agency with the office of Public Health Emergency Preparedness. Children's Medical Services – Child Health and Disability Prevention (well and preventive care), California Children's Services (specialty services for disabling conditions), and Health Care Program for Children in Foster Care – were reunified under one section allowing for staffing and funding flexibility. Lastly, the Immunization program has been fully folded into Communicable Disease in contrast with the previous separation of in-house clinical services from community and school provider services.

Exciting developments have occurred in the area of "Health in All Policies", an approach in which consideration is given to varying health determinants, such as social, environmental, and lifestyle, in formulating policy and planning decisions. Toward this end, the Health Promotion Division is working closely with the Planning and Building Department and the Healthy Communities sub-committee of HEAL-SLO (Healthy Eating Active Living) to integrate health considerations into planning constructs such as multi-unit projects and general plans. Though implementing 10 new policies aimed at addressing childhood overweight and obesity (a FY 10-11 objective) proved to be overly ambitious, there is forward momentum. A draft "Buy Local" policy has been introduced to County decision-makers by the Healthy Communities sub-committee for consideration later in the year. This initial policy proposal focuses on purchasing local fresh produce to support agriculture, promote healthy food choices, preserve open space as an adaptation strategy to climate change, and to keep local money in the local economy. If implemented successfully within the County first, the next goal is to seek adoption by a larger number of public jurisdictions such as cities, community services districts and school districts.

FY 2011-12 Accomplishments

- Completed a survey of all Quality Improvement (QI) measures and processes for each program within the Public Health Department and developed a department-wide matrix to track all internal and external audits.
- Redesigned the Environmental Health webpage to improve public access to information, e.g., food and product recalls, regulatory guidelines, restaurant inspection and ocean water monitoring results, and an online form for submitting complaints, resulting in a 30% increase in page views.
- Provided family planning education and outreach at WIC, Breastfeeding Clinics, County Jail, and community groups to 1,776 individuals, exceeding the FY 2011-12 objective (1,500) by nearly 20%.
- Completed redesign and build-out of the Paso Robles clinic space, enabling La Clinica de Tolosa to expand its footprint and provide additional dental services to needy children.
- Launched a secure web portal for the Public Health Laboratory allowing registered users convenient online access to lab test results.
- Implemented new laboratory tests for Valley Fever (*Coccidioides*) and non-influenza viruses.
- Completed standard operating procedures for the Medical Health Operating Area Coordination (MHOAC) and the County Health Agency Department Operations Center (CHADOC).
- Responded to a new pertussis (whooping cough) school vaccination law - launched a public education campaign, coordinated Tdap vaccination efforts with schools and the medical community to cover 17,000 7th-12th graders, and vaccinated 1,600 students and at-risk adults.
- Strengthened retail food safety efforts by modifying facility inspection frequencies and scoring practices that place greater emphasis on high-risk facilities and violations and by spotlighting facilities with excellent food safety practices with the newly created Award of Excellence.
- Designated the County's first Trauma Center to provide coordinated, specialty care for seriously injured patients centered at one community hospital.

FY 2012-13 Objectives

- Complete a standardized self-assessment tool and develop a work plan to prepare for Public Health Accreditation, which help the Department identify performance improvement opportunities, achieve greater accountability and transparency and improve relationships within the community.
- Complete Phase I of the Public Health Strategic Plan, which will address the department's guiding principles, strategic priorities, goals, objectives, performance measures, and action plans.
- Improve public access to information and services on the Public Health webpage and departmental pages by redesigning site navigation and content, demonstrated by a 20% increase in site traffic.
- Update Employee Health guidelines to ensure maximal protection of employees at increased risk of exposure to communicable diseases and blood-borne pathogens.

Program-level objectives include the following:

- Implement the newly adopted state Safe Body Art Act and inspect each registered facility twice a year.
- Reduce children's exposure to tobacco by helping 100 pregnant women or parents of young children through the Smoking Cessation Program.
- Launch and fully implement new campaign "Reduce the Risk of Sudden Infant Death Syndrome"- Back to Sleep Campaign with four hospitals.
- Strengthen emergency preparedness by developing an Alternate Care Site plan and a Standard Operating Procedure for Receiving, Staging and Storing Strategic National Stockpile materials.
- Develop enhanced registration process for Public Access AED providers and bring at least 50% of known programs into compliance with EMS Agency guidelines.

- Awarded a $250,000 USDA grant to provide nutrition services to 1,200 low-income people eligible for the CalFresh (formerly Food Stamps) program.
- Developed a free Disaster Preparedness App for the iPhone that was downloaded by more than 1,000 users in its first month and recognized by MSNBC as one of the best preparedness Apps available.
- Completed the first Health Agency-wide Continuity of Operations Plan which prioritizes and guides Agency operations to be performed with minimal disruption during an emergency.
- Brought all 25 Public Safety automated external defibrillator (AED) providers into compliance with EMS Agency approval process; and started an ad-hoc committee to enhance community CPR programs.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The Health Agency

The overall level of General Fund support for the Health Agency is recommended to decrease $338,781 or 2% compared to the FY 2011-12 Adopted Budget. The recommended $16.68 million in General Fund support for all Health Agency budgets is $289,447 or almost 2% less than the submitted requests, reflecting the inclusion of General Fund reduction strategies in the Public Health and Behavioral Health budgets.

Public Health

The recommended budget reflects a $270,608 or 1% decrease in revenues, a $241,796 or 1% decrease in total expenditures and an increase in General Fund support of $28,812 or less than 1% compared to the FY 2011-12 Adopted Budget.

Revenues are decreasing primarily due to a $174,746 or 9% reduction in State Realignment revenue from Vehicle License Fees, based on actual revenue receipts through the first half of FY 2011-12. Also decreasing is Federal funding for health programs including, the Women, Infants and Children's (WIC) Program, AIDS Housing Opportunity grant, Medi-Cal Administrative Activities (MAA), Immunization Programs, and Targeted Case Management is decreasing by $128,580 or 3% overall. Federal Aid for Public Health Security (the Public Health Emergency Preparedness program) is also decreasing by $151,679 or 18% due to a reduction in the County's base allocation and the elimination of one time carry over funds that were available in FY 2011-12. Revenue from other sources is increasing, helping to offset the reductions noted above. The most notable increases include a new Federal grant to provide nutrition education services in the amount of $234,356, funding for the California Children's Services program (increasing $113,367 or 8%), a $61,568 or 3% increase in Medi-Cal fee for service and a $44,144 or 62% increase in Nuclear Planning revenue. Other revenue accounts are increasing or decreasing by smaller amounts.

Total expenditures for this fund center are budgeted at almost $21 million and are recommended to decline slightly compared to the FY 2011-12 Adopted Budget. This reflects a reduction of $155,857 or less than 1% compared to the Health Agency's requested budget due to the recommended General Fund support reduction strategies described below. Most of the variance between the requested and recommended budget is due to a net reduction of $155,475 in salary and benefit accounts reflecting the elimination of a total of 1.0 FTE (as detailed below) and Voluntary Time Off (VTO) taken by staff.

Service and supplies expenditures will decrease $191,748 or 4% compared to the FY 2011-12 Adopted Budget. Significant variances include the reduction of $184,740 or 67% in Special Department Expense primarily due to the elimination of funding for the AIDS Housing program, a $468,600 net increase in charges from the General Services Agency for facilities and grounds (based on their new system of charging for these services) offset by a $511,439 or 48% decrease in Countywide Overhead charges, a $45,028 or 39% reduction in computer replacement costs due to the reduction of WIC funding, and a $42,019 or 15% increase in Pharmaceutical costs for vaccines. Other services and supplies accounts are increasing or decreasing by smaller amounts.

General Fund Reduction Strategies

As in past years, cost savings measures have been incorporated into the Health Agency budget to reduce the need for General Fund support. Accordingly, measures listed below are included in the FY 2012-13 recommended budget for Public Health:

- the elimination of one vacant 0.50 FTE Accounting Technician for a savings of $33,150
- the reduction of a 0.75 FTE Physical Therapist/Occupational Therapist to 0.50 FTE (the incumbent is only working half time so the reduction of 0.25 FTE can be considered unfilled)
- the elimination of one vacant 0.25 Community Health Nurse for a savings of $23,829
- net salary savings of $71,000 resulting from Public Health staff taking Voluntary Time Off.

Service level impacts from these reductions are not expected to be significant.

Overall a net reduction of 2.5 FTE is recommended in the Public Health Position Allocation List (PAL) for FY 2012-13. Specific changes to the PAL are as follows:

- The elimination of 1.0 FTE as described in the the General Fund Reduction Strategies above:
- The elimination of a vacant full-time Community Services Aide,
- The elimination of a vacant 0.50 FTE Public Health Nutritionist I
- The reclassification of a full-time Legal Clerk to a Senior Account Clerk,
- The reclassification of a full-time Senior Account Clerk to an Accounting Technician, and
- The replacement of a vacant full-time Administrative Assistant III with a Patient Services Representative.

  (Note: this Patient Services Representative position was eliminated in the FY 2011-12 Adopted Budget but was retained as an overfilled position as a result of the agreement reached with the San Luis Obispo County Employees Association to prevent layoffs. Thus restoring this position will avoid the layoff of this person in FY 2012-13.)

GOALS AND PERFORMANCE MEASURES

Department Goal: Prevent epidemics and the spread of disease or injury.

Communitywide Result Link: ☐ Safe ☒ Healthy ☐ Livable ☐ Prosperous ☐ Well-Governed Community

1. Performance Measure: Annual rate of reported retail foodborne disease outbreaks per 100,000 county population.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
1.5	0	1.50	.37	.75	.75	.75

What: Measures the number of reported outbreaks originating from food sources (restaurants, other retail food preparation facilities, or community meals) 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.”

Why: One of the many roles of the Public Health Department (PHD) is to ensure food safety in our county. The Communicable Disease program in collaboration with Environmental Health Services responds to foodborne disease outbreaks in order to mitigate further spread, identify the cause, and implement systems change in an effort to prevent future outbreaks of the same nature. There are many steps in the food production process and public health alone in no way has the capability of eradicating foodborne exposures. Local public health departments contribute meaningfully to ensuring the safe consumption of food products. It is unlikely that foodborne outbreaks will be eliminated. Yet, were this measure to worsen dramatically, the PHD would need to take a close look at where its efforts may be going awry.

How are we doing? While no foodborne outbreaks have been reported in the first quarter of FY 2011-12; even two outbreaks will cause us to reach our projected numbers. Spring and summer are generally when foodborne outbreaks occur, so the projected target will not change. (# of outbreaks divided by SLO County's population of 269,337/100,000). National data reflects an estimated 76 million cases of foodborne disease occur each year in the United States. The majority of these cases are mild and cause symptoms for only a day or two. The Centers for Disease Control and Prevention (CDC) estimates that there are 325,000 hospitalizations and 5,000 deaths related to foodborne diseases each year. Laboratory technologies are constantly improving which may lead to the detection of increased identification of outbreaks in the future.

In FY 2010-11, Marin County reported 1 foodborne outbreak at a rate of .40; Monterey, Napa, Placer, Santa Barbara and Santa Cruz Counties all reported 0 outbreaks.

2. Performance Measure: Cost per visit for childhood immunization.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
$57.23/visit	$62.66/visit	$47.95/visit	$56.62/visit	$55/visit	$54/visit	$54/visit

What: Measures the County's net cost per visit to immunize a child. The measure does not include flu only clinics and vaccinations for persons traveling overseas. Cost per visit includes all child immunization direct costs to the Family Health Services Division, less any fees that are collected for the immunization service divided by the number of visits.

Why: To monitor the efficiency of delivering this core Public Health function. The most current data from the Centers from Disease Control and Prevention (CDC) reflects that for every dollar spent on immunizations there is a corresponding savings of $6.30 on future medical costs.

How are we doing? ? In the first 4 months of FY 2011-12, Public Health provided services to 1,079 children as compared to 1,082 served in the first 4 months of FY 2010-11. A higher number of vaccines are provided in the fall to ensure that children are appropriately vaccinated prior to entering school. The cost per visit in the first four months was $38.80, dividing the cost of $41,870 by 1,079. Based on volume, the immunizations performed at the beginning of the fiscal year are at a much lower cost per visit than those performed later in the year, when nursing capacity is spread over fewer immunizations. At this time, the projected FY 2011-12 cost per visit is anticipated to minimally decrease to $54 versus the prior year based on estimates of reduced costs.

In FY 2010-11, the actual cost per visit was $56.62. Public Health nursing staff vaccinated 1,616 children. The cost per visit was calculated by dividing the total expense of $91,496 by 1,616 children.

Benchmark data from other counties are not available.

3. Performance Measure: Rate of newly diagnosed HIV cases per 100,000 population.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
5.6*	7.5	7.9	5.6	8.0	5.9	5.9

What: This measure denotes the number of unduplicated, newly reported Human Immunodeficiency Virus (HIV) cases throughout the County (excluding the prison system) per 100,000 population.

Why: The rate of reported HIV cases reflects those who are newly diagnosed. Public Health staff contact physicians, hospitals and other places that test for HIV to assist in capturing new HIV cases.

* The FY 2007-08 rate reflects only HIV cases reported through the Public Health Laboratory. In FY 2008-09, the methodology changed to include all documented HIV cases in the County.

How are we doing? In the first quarter of FY 2011-12, 3 cases of HIV were detected in the community compared to 2 in the first quarter of FY 2010-11. In FY 2010-11, a total of 15 cases at a rate of 5.6 per 100,000 population were reported (# of cases divided by SLO County's population of 269,337 divided by 100,000). The effect of funding reductions state wide dedicated to HIV prevention long-term is still to be determined. It also should be noted that in low prevalence communities like the County of San Luis Obispo, year to year changes may appear to be considerable. In the absence of any obvious trends in newly reported HIV cases for FY 2011-12, the department anticipates a total of 16 newly diagnosed HIV cases will be reported in the year for a rate of 5.9 per 100,000 population, which is close to the result achieved in the prior year.

In FY 2010-11, Marin reported newly reported HIV cases at a rate of 10.7, Monterey 3.0, Santa Cruz 5.7, and Napa 4.4.

Department Goal: Promote and encourage healthy behaviors.

Communitywide Result Link: ☐ Safe ☒ Healthy ☐ Livable ☐ Prosperous ☐ Well-Governed Community

4. Performance Measure: Birth rate of adolescent females, ages 15 to 17, per 1,000 population.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
13.8	9.8	10.5	10.0	12.0	12.0	12.0

What: The rate measures the number of live births born to adolescent females who are between the ages of 15 to 17 years old.

Why: The rate of adolescents giving birth is a direct predictor of future health, 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? In the first five months of FY 2011-12, 18 females in the age range of 15-17 years gave birth, compared to 15 females who gave birth in the first five months of FY 2010-11. In FY 2010-11, 53 female adolescents in the age range of 15-17 years gave birth for a calculated rate of 10 per every 1,000 female county residents within that age range. (*Automated Vital Statistic System*). Our projection for FY 2011-12 reflects a slight increase based on the first quarter trend. The most recent data available about this segment of the population is from 2007 and comes from State Department of Finance, which states that 5,276 females between the ages of 15 to 17 reside in San Luis Obispo County.

Benchmark comparable data from other counties are not available for the ages of 15 to 17. The majority of California Counties track this type of data for females between the ages of 15 to 19 year olds. The County of San Luis Obispo tracks 15 to 17 year olds since this population tends to be more at risk and 18 years and older is considered to be an adult.

5. Performance Measure: Percentage of low birth weight infants.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
6.9%	6.2%	6.1%	5.6%	6.0%	6.0%	6.0%

What: Measures the percentage of live-born infants born to San Luis Obispo County residents who weigh less than 2,500 grams (five and three-quarters pounds) at birth. The calculation is derived by the total number of infants born who weigh less than 2,500 grams divided by the total number of babies born that year. Beginning with FY 2008-09 actual results for this measure have been updated to report rolling averages over a three-year time period**.**

Why: Low birth weight (LBW) 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 infant survival.

How are we doing? ? In the first quarter of FY 2011-12, the low birth rate is 6.7% (63 of 935 births) compared to 4.7% (33 of 700 births) in the first quarter of FY 2010-11. For the three-year period ending with FY 2010-11, the low birth weight rate was 5.6% (449 of 7,968) (*Automated Vital Statistic System*) and it is likewise anticipated that the rate for FY 2011-12 will remain stable as well.

The low rate in SLO County may be attributed in part to multiple preventative Public Health programs including *First-Time Mothers/Early Support Program* (nurse home-visiting), *Baby's First Breath* (tobacco cessation), *Women, Infants and Children (WIC) Program* and the Perinatal Substance Use Program (*4 P's program – Past Parents Partner and Pregnancy)* which all are aimed at reducing the rate of low birth weight infants and improving birth outcomes. Emphasis is placed on increasing outreach, education and referral to reduce known risk factors such as teen pregnancy, poor nutrition, tobacco, alcohol and/or other drug use and late entrance into prenatal care.

Benchmark data from other counties based on FY 2010-11 results are: Marin 6.4%, Napa 6.1%, Placer 5.9%, Santa Barbara 6.0%, and Santa Cruz 6.1%.

6. Performance Measure: Percentage of live born infants whose mothers received prenatal care in the first trimester.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
76%	78%	78%	78.5%	76%	79%	78%

What: Percentage of live-born infants, born to this County's 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? Through the first quarter of FY 2011-12, 81% (758 out of 935) of mothers sought prenatal care in their first trimester compared to 78% (544 out of 700) in the first quarter of FY 2010-11. In FY 2010-11, birth record data (*Automated Vital Statistics System*) reflects the percentage of live born infants whose mothers received prenatal care in the first trimester as 78.5% (2,029 out of 2,584 women). Based on the first quarter results, we are showing a slight increase in the current year projection compared to last year's actual.

In addition to having a relatively educated and engaged population, our County's rate of women receiving early prenatal care can be attributed in part to some of the preventive Public Health programs. In particular, the Family Planning program identifies women early in their pregnancies, and provides immediate counseling and referral into prenatal care, as do other Public Health programs such as Women, Infants & Children (WIC), Comprehensive Perinatal Services Program, and Field Nurse home-visiting programs. Additionally, many at risk mothers participating in Public Health programs develop trusting relationships with Public Health staff, such that they continue to seek prenatal care with future pregnancies.

The U.S. Department of Health & Human Services, in its Healthy People 2020 publication, set as a target that 77.9% of all mothers giving birth received prenatal care beginning in the first trimester of their pregnancy.

7. Performance Measure: Percentage of the State allocated caseload enrolled in the Women, Infants & Children (WIC) Program.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
100%	97.5%	97%	100%	99%	99%	99%

What: Measures the number of San Luis Obispo County women, infants and children receiving supplemental foods, nutrition education and referrals to health care as a percentage of the State allocated caseload. Allocated baseline caseload is determined by the State WIC Branch and is based on a combination of census data, county poverty levels, and past performance.

Why: Numerous studies have shown that the WIC program helps reduce complications of pregnancy; lowers the incidence of low birth weight, reduces iron deficiency anemia in children; and promotes 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 the first quarter of FY 2011-12, the average number of women, infants and children participating in the WIC program was 5,001 a month or 100.5% of the State allocated caseload target (4,975). It is anticipated that the program will serve 99% of the allocated caseload over the course of the fiscal year. In FY 2010-11, the average number of women, infants and children participating in the WIC program was 4,848 a month or 100% of the State allocated caseload target of 4,844.

Benchmark data for the first quarter of FY 2011-12: Marin – 89.2% (3,277); Monterey – 97.5% (21,912); Napa – 97.5% (3,999); Placer – 98% (4,533); Santa Barbara – 93.9% (18,271); Santa Cruz – 95.8% (9,580); Statewide - 93.8% (1,485,411).

8. Performance Measure: Youth smoking rate (proportion of youth in 11th grade who have smoked cigarettes within the past 30 days).

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
20%	Biennial Survey	16%	Biennial Survey	15%	15%	Biennial Survey

What: Measures the proportion of our County youth in the 11th grade who have smoked cigarettes within the past 30 days, based on the Healthy Kids Survey conducted every two years by the California Department of Education.

Why: Among young people, the short-term health consequences of smoking include respiratory illness, addiction to nicotine, and the associated risk of abusing alcohol and/or drugs. Most young people who smoke regularly continue to smoke throughout adulthood. According to the 2007 National Survey on Drug Use and Health, the rate of illicit drug use was almost 9 times higher among youths aged 12 to 17 who smoked cigarettes in the past month (47.3 %) than it was among youths who did not smoke cigarettes in the past month (5.4 %).

How are we doing? The last reported data from the 2010 California Healthy Kids Survey for San Luis Obispo County reflected a 4% drop from the previous survey in 2008. Of the 1,763 students, 282 (16%) indicated they hade smoked cigarettes within the past 30 days. Teen smoking rates have been in decline since 1996 and in light of this fact; we anticipate the next biennial survey conducted in 2012 will reflect a continued decline in 11th grade smoking rates projected to be 15%. The decline in smoking rates can be attributable to the overall perception that smoking is harmful to their health, increased laws which ban smoking in indoor and outdoor areas, the increased cost due to higher taxes, and the change in social norms attributable to work in the tobacco control field for the past 20 years.

The July 2010 Centers for Disease Control and Prevention (CDC) Morbidity and Mortality Weekly report, indicated that the percentage of high school students nationally who are current users of tobacco was 19.5%. California tends to have one of the lowest smoking rates nationwide, so the fact that the 11th graders in these counties have lower rates than the national rate makes sense.

The California Healthy Kids Survey 2009 benchmark data indicates: 14% of 11th graders smoked in Kern County, 14% in Ventura, 13% in Monterey, 12% in Santa Cruz, and 15% in Santa Barbara.

9. Performance Measure: Adult smoking rates.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
Biennial survey	11.1% (2007 survey)	Biennial survey	15.1% (2009 survey)	Biennial Survey	Biennial Survey	10%

What: This measure is based on the proportion of adults who smoke based on the California Health Interview Survey (CHIS), which is completed every two years.

Why: The Centers for Disease Control and Prevention (CDC) 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.

How are we doing? Recent data, reflected in the 2009 California Health Interview Survey (CHIS), asserts that the percent of adults over 18 who smoke every day in the state of California is 12.5%. The same survey reflected that in SLO County, the adult smoking rate was 15.1%. There are several factors that contribute to the relatively low smoking rate in San Luis Obispo. San Luis Obispo tends to be more affluent and have higher education rates than the population of California as a whole, and smoking is inversely related to socioeconomic status. The Tobacco Control Program has also been effectively working with local jurisdictions to create retail licensing ordinances, and ordinances to ban smoking in outdoor areas. Research indicates that the more environmental restrictions there are, and the higher the cost of cigarettes, the lower the rate of smoking overall.

Benchmark data from the 2009 California Health Interview Survey includes: Kern County: 15.4%, Ventura: 11.2%, Santa Barbara: 9%, Santa Cruz: 12.1% and Monterey: 10.8%.

Department Goal: Protect against environmental hazards.

Communitywide Result Link: ☒ Safe ☒ Healthy ☐ Livable ☐ Prosperous ☐ Well-Governed Community

10. Performance Measure: Percentage of Small Water systems in compliance with State or Federal bacteriological drinking water standards.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
97.1%	96.8%	96.3%	95.7%	96%	96%	96%

What: 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, which is the standard test for complying with bacteriological drinking water standards.

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 and reduce the risk of disease.

How are we doing? During the first quarter of FY 2011-12, 96.1% (489 out of 509) of the routine water samples were in compliance with the drinking water standards. In FY 2010-11, 95.7% (1,985 out of 2,074) of the routine water samples were in compliance with the drinking water standards. Overall, compliance rates have remained relatively stable. We continue to monitor this indicator to ensure that there is no dramatic decrement in our drinking water systems and to continue to strive for improvement. When a sample fails, the water system operator is notified immediately and instructed on how to resolve the problem. Follow-up samples are taken until the small water system passes.

Benchmark data from other counties are not available.

Department Goal: Promote accessible, appropriate and responsive health services to all members of the community.

Communitywide Result Link: ☐ Safe ☒ Healthy ☐ Livable ☐ Prosperous ☐ Well-Governed Community

11. Performance Measure: Percentage of pregnant and parenting women with a positive drug and/or alcohol screen or admitted substance abuse who are enrolled in Public Health Nursing Case Management Services and receiving follow-up.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
59.1%	63.3%	66%	61%	65%	65%	65%

What: Measures the percentage of pregnant and parenting women who are referred to our County's Public Health Nursing case management services due to a positive drug and/or alcohol screen or who admitted substance abuse and subsequently enroll 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.

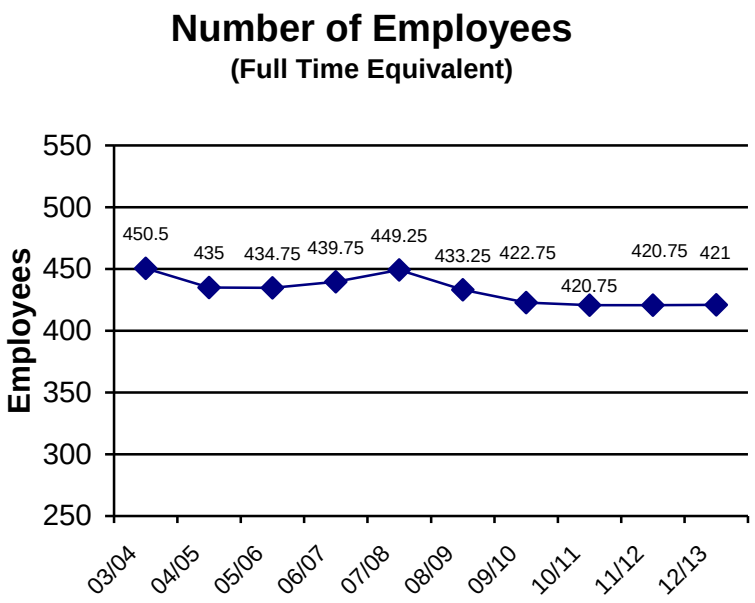
How are we doing? In the first quarter of FY 2011-12, Public Health Nursing received 15 referrals and enrolled 9 into the program or 60%. Of the 15 referrals, 2 were unable to be located and 4 declined service. It is anticipated that the measure is on track for FY 2011-12. In FY 2010-11, Public Health Nursing received referrals of 100 pregnant and parenting women with substance abuse issues. Public Health Nursing Case Management Services enrolled 60 of the 100 women (60%). Of the 40 not served, 23 were not able to be located, 1 client moved out of county, 10 refused services, 5 declined by mutual consent because they were already in programs with adequate support for client and 1 was referred for more appropriate services. These low-income, high-risk pregnant women and new mothers are frequently homeless, mistrustful of agencies and present a challenge for retention after enrollment.

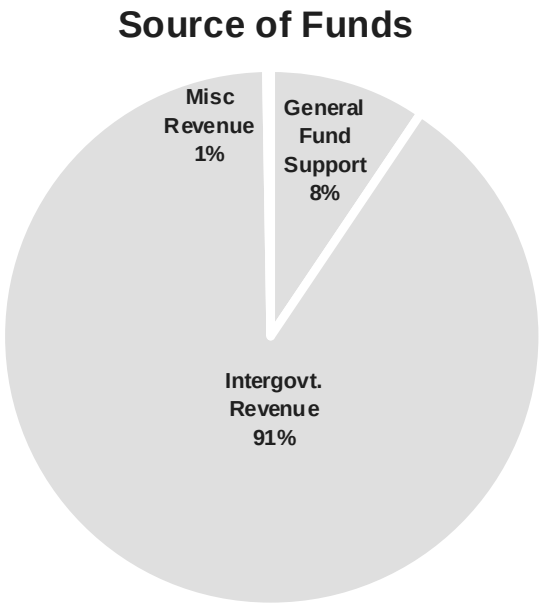
Data from benchmark counties are not available**.**

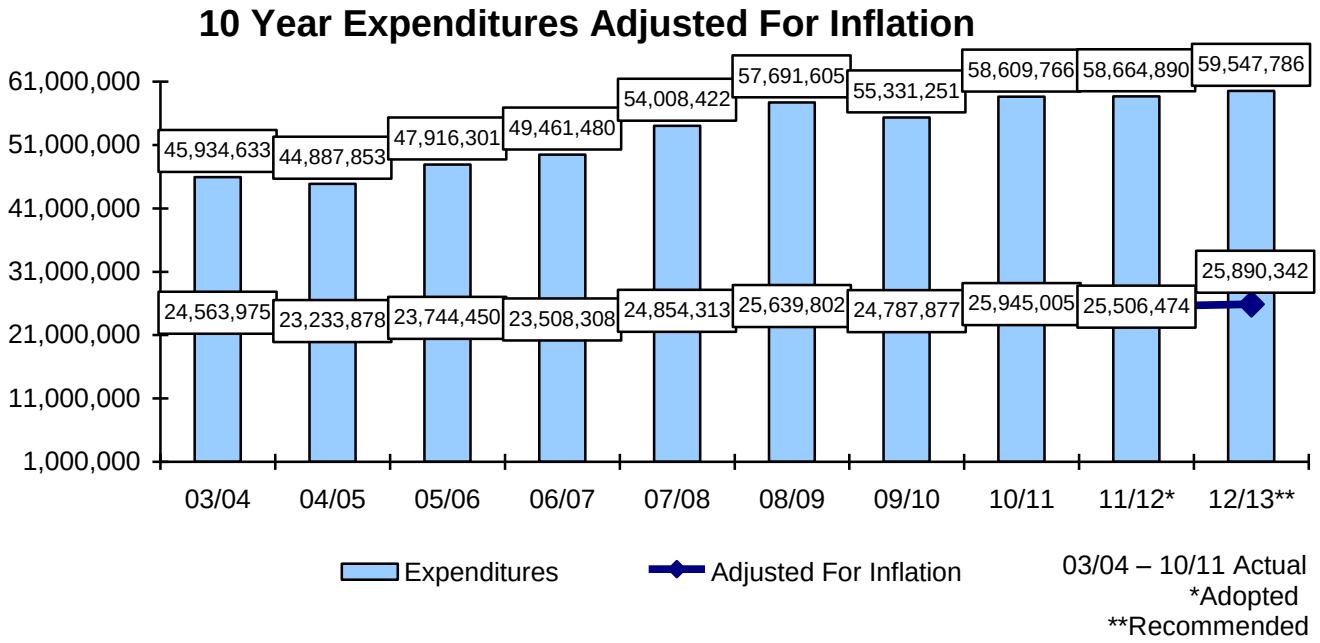
MISSION STATEMENT

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	2011-12 Budget	2011-12 Projected	2012-13 Requested	2012-13 Recommended	Change From 2011-12
Intergovernmental Revenue	$ 52,954,966	$ 51,584,476	$ 54,187,804	$ 54,187,804	$ 1,232,838
Charges for Current Services	2,560	2,560	2,560	2,560	0
Other Revenues	12,920	85,618	9,248	9,248	(3,672)
**Total Revenue	$ 52,970,446	$ 51,672,654	$ 54,199,612	$ 54,199,612	$ 1,229,166
Salary and Benefits	37,060,142	34,290,955	37,045,227	37,045,227	(14,915)
Services and Supplies	14,951,618	15,421,876	14,884,481	14,884,481	(67,137)
Other Charges	6,580,130	7,571,997	7,514,078	7,514,078	933,948
Fixed Assets	73,000	69,864	104,000	104,000	31,000
**Gross Expenditures	$ 58,664,890	$ 57,354,692	$ 59,547,786	$ 59,547,786	$ 882,896
Less Intrafund Transfers	87,988	75,580	76,277	76,277	(11,711)
**Net Expenditures	$ 58,576,902	$ 57,279,112	$ 59,471,509	$ 59,471,509	$ 894,607
General Fund Support (G.F.S.)	$ 5,606,456	$ 5,606,458	$ 5,271,897	$ 5,271,897	$ (334,559)







SERVICE PROGRAMS

The Department of Social Services has a total expenditure level of $59,547,786 and a total staffing level of 421.00 FTE to provide the following services:

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: $9,063,552 Total Staffing (FTE): 26.25

CalFresh (formerly 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: $7,775,596 Total Staffing (FTE): 42.00

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: $11,542,827 Total Staffing (FTE): 122.00

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: $11,308,077 Total Staffing (FTE): 100.75

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: $351,044 Total Staffing (FTE): 2.75

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: $10,243,252 Total Staffing (FTE): 88.00

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: $6,590,480 Total Staffing (FTE): 35.00

Workforce Investment Act (WIA)

The Workforce Investment Act (WIA) programs are designed to provide quality employment and training services to assist eligible individuals in finding and qualifying for meaningful employment and to help employers find the skilled workers they need to complete and succeed in business. The Department of Social Services serves as the Administrative Entity and Fiscal Agent for WIA. In this capacity, the Department receives the WIA Title I grant funds from the Employment Development Department and contracts with program service providers for the operation of the local One-Stop delivery system and program services for adults, dislocated workers and youth.

Total Expenditures: $2,672,958 Total Staffing (FTE): 4.25

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 static State allocations and a continuing caseload that has risen by 13% in just two years, and by nearly 33% in the last three years. Despite these increases in workload attributable to the economic recession, and despite the Department's assumption of major new responsibilities associated with the Workforce Investment Act programs previously administered by the Private Industry Council,

staffing in the Department of Social Services has been reduced by 28.5 positions (about 6%) during the same time that the caseload in our largest programs has increased by over 6,100 cases--a factor of nearly a third.

Following are some of the department's notable accomplishments for FY 2011-12 and some specific objectives for FY 2012-13:

FY 2011-12 Accomplishments

- In the most recent month for which statistics are available, San Luis Obispo County's performance in key Child Welfare Services program referral and response measures exceeded the State's average performance in 20 out of 27 categories.
- In three of four composite measures for Child Welfare Services, San Luis Obispo County significantly exceeds the State's performance:
  - Adoption Composite is 26% higher
  - Long Term Care Composite is 28% higher; and
  - Placement Stability Composite is 5% higher
  - Reunification Composite, however, is at 90% of the State average.
- Ratio of foster children whose initial placement is with relatives instead of in group homes or shelters: At 42:1, the County significantly exceeds the Statewide ratio of 2:1.
- The Work Participation Rate, defined as the percentage of CalWORKS participants who are meeting Federal requirements to participate in an approved activity that is likely to lead to self-sufficiency: At 35.1%, the County exceeds the State's average of 29.2%. The County most recently ranked first in its cohort of medium-sized counties and is ranked in the top ten Statewide.

FY 2012-13 Objectives

- The Department will serve in a leadership role in ensuring the effective coordination of homeless services to the community.
- All legislative changes to the CalWORKS and In Home Supportive Services programs will be implemented by established deadlines; the Department will coordinate with other agencies to minimize the impacts of increased homelessness and institutionalization resulting from such implementation.
- No less than 65% of children placed in out-of-home care will be placed with all of their siblings.
- The County will continue to surpass State averages in at least 75% of performance measures related to Child Welfare Services and the Work Participation Rate.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The level of General Fund support for this budget is recommended to decrease $334,559 or 6% compared to the FY 2011-12 adopted level. Revenues are recommended to increase $1,229,166 or 2% compared to the FY 2011-12 adopted budget. Total expenditures are recommended to increase $894,607 or 1%.

In the Fall of 2011 the Department of Social Services began receiving a number of new funding streams as a result of the 2011 Realignment passed by the Legislature in FY 2011-12. The most notable addition is funding redirected from the 1991 Health and Human Services Realignment Mental Health sub-account to Social Services to cover an increased county share of CalWORKS expenses. Other funding streams were added as well, mainly related to Foster Care and Adoptions. Recommended realignment revenue levels are based on the actuals that had been received since 2011 Realignment went into effect, at the time of budget preparation, and allocation information provided by the State. These funding streams are new however, and it remains to be seen how they will perform.

At the time of budget preparation, the Governor has proposed significant programmatic and funding changes that could have a major impact on the department's programs. Specifically, major changes to the CalWORKS and In Home Supportive Services (IHSS) programs are proposed. Reductions to IHSS, including a 20% across the board reduction to the number of recipient care hours, have been approved by the legislature and were to be implemented as of January 1, 2012, but have been delayed due to a court injunction. The Governor's current

proposal includes a complete overhaul of IHSS over the next several years, which includes the implementation of a "Community First Option" for IHSS which would increase Federal funding for IHSS by approximately 6%. This change would reduce both the State and County share of costs, with the County share reduced from the current 17.5% to 15.4% of total expenditures, which may reduce County costs by approximately $500,000. Given that this proposal has not yet been approved, the recommended budget does not adjust for these potential changes. Please see Fund Center 182- CalWORKS for a discussion of the Governor's proposed changes to the CalWORKS program.

Overall, recommended revenue levels for FY 2012-13 are based on the assumption that allocations received for basic programs will not change from the current year's projections, except where the Governor has specifically proposed reductions, and that 1991 Realignment revenues will be received as projected. 2011 Realignment revenues are flat with FY 2011-12 projections, which are coming in higher than anticipated. Workforce Investment Act (WIA) funds are increasing by $304,215 or 12% compared to FY 2011-12 adopted levels, based on current formula allocations, plus the budgeted use of current year unspent allocations, as well as the award of National Emergency Grant funding for the temporary expansion of WIA Dislocated Worker training and employment programs.

Salary and benefits are recommended to decrease $14,915 or less than 1% compared to FY 2011-12 adopted levels. This change is very minor, but it should be noted that the salary and benefits budget includes full funding for all 421.00 FTE included on the department's Position Allocation List (PAL). This is a significant change from previous years, the details of which are discussed below.

Services and supplies are recommended to decrease by $67,137 or less than 1% compared to FY 2011-12 adopted levels, due largely to: 1) significant decreases to significant value purchase due to savings in the current year that will allow the department to cover expenses that they would otherwise have in FY 2012-13, in the current year, 2) a decrease to maintenance projects, following the budgeted replacement of carpeting in the department's offices in FY 2011-12, 3) a decrease to the amount that the department is charged for liability insurance; and 4) a corresponding decrease to countywide overhead charges. These decreases are offset in part, by an increase to the County's share of costs for IHSS, due to an increase in authorized recipient care hours that has occurred in the current year.

The department currently has $1,465,497 in its realignment growth trust account. The only planned use of realignment trust funds recommended in FY 2012-13 is $89,586 which will be transferred to Mental Health to cover the department's share of Mental Health's contract with the Kinship Center.

Other charges, which consists mostly of contracted services for clients, is recommended to increase by $933,948 or 14% compared to FY 2011-12 adopted levels due largely to the increases for WIA program contract expenditures which are budgeted to match expected revenues, and an increase to the Community Action Partnership (CAPSLO) contract for CalWORKS stage one childcare. An increased budget for vehicle replacement and a 5% increase for support and care of clients in CalWORKS, Child Welfare Services, and Adult Protective Services, in line with current year estimates, also contribute to the recommended increase to other charges.

Fixed assets are recommended to increase $31,000 or 42% compared to FY 2011-12 adopted levels and include the replacement of copiers, scanners and several of the department's servers.

The recommended amount of General Fund support in FY 2012-13 is $5,271,897, a 6% decrease from the FY 2011-12 adopted level. This reduction was achieved through increased revenues as discussed above, and did not require the department to reduce its expenditures, as has been required over the past several years. In recent years, the department has maintained an average vacancy rate of approximately 20 FTE, which is in line with natural, historical vacancy rates, and has allowed for a reduction to salary and benefits costs. In FY 2012-13, it is not necessary for the department maintain any vacant positions as a budget reduction strategy.

In FY 2011-12, several changes to the department's PAL have been approved by the Board. In August 2011, the Board approved PAL changes to improve the performance of the department's Special Investigations Unit and allocate additional staff resources to the Child Welfare and Foster Care operations in order to position the

department to better implement the Benefits- Advocacy and Resource Connections for Homeless (Benefits-ARCH) program. Specifically, the PAL changes were:

- - 3.0 FTE Social Worker I/II/III/IV
- - 1.0 FTE Social Services Investigator
- + 2.0 FTE Employment Resource Specialist I/II/III
- + 2.0 FTE Social Services Program Review Specialist

This change did not result in any net change to the department's PAL, but did result in a net salary savings of $17,200 for the department. At the time of the printing the proposed budget document, there is an additional PAL change that may occur before the beginning of FY 2012-13. On April 24th, the Board will consider a recommendation to add 1.0 FTE Program Manager to the department's PAL to serve as the Executive Director of the Homeless Services Oversight Council (HSOC), providing leadership in the community's approach to solving homelessness. If this recommendation is approved, the PAL change will be reflected in the Supplemental Budget document.

Two changes to the department's PAL are recommended in FY 2012-13; one is to correct a PAL error made during FY 2011-12 budget preparation, and the other is the reclassification of an existing position. These changes result in a net addition of 0.25 FTE, which brings the department's total allocation to 421.00 FTE. The details of these PAL changes are as follows:

- In FY 2011-12, the department requested, and it was recommended, that a 0.75 FTE Personal Care Aide be deleted from the PAL and replaced with a 1.0 FTE Administrative Assistant. However, an error occurred in making the changes to the PAL, and a 1.0 FTE Personal Care Aide was inadvertently deleted from the PAL, rather than a 0.75 FTE Personal Care Aide. The result is that the 0.75 FTE Personal Care Aide has been overfilled in FY 2011-12. To correct this error, it is recommended that the 0.75 FTE Personal Care Aide be deleted from the PAL and replaced with a 1.0 FTE Personal Care Aide, which is consistent with the intended result of the changes made in FY 2011-12.
- 1.0 FTE Supervising Administrative Clerk I is recommended to be reclassified to a Supervising Administrative Clerk II. This reclassification is the result of a classification study performed by Human Resources in response to a request submitted by the incumbent during the 2011 reclassification open window period. This reclassification has no net impact to the number of staff in the department.

GOALS AND PERFORMANCE MEASURES

Department Goal: To provide for the safety, permanence and well being of children.

Communitywide Result Link: ☒ Safe ☒ Healthy ☐ Livable ☐ Prosperous ☐ Well-Governed Community

1. Performance Measure: Percentage of children reentering foster care within 12 months of being reunified with their families.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
17.2%	14.05%	7.45%	14%	5.3%	14%	10%

What: 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.

Why: 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.

How are we doing? The County is above the State average (12%) by 2% and below the Comparison County average (14.6%) by .6%. Due to reporting delays with the State, the available data is through the quarter ending June 2011. Note that Actual Results have changed from what was shown in the Final Budget for FY 2010-11 (from 8.65% to 14%). The change is due to the addition of actual figures for the quarter ending June 2011, which were not available previously. Actual results reflect the yearly average. In the month of June 2011, 18 out of 91 children returned to foster care.

2. Performance Measure: Percentage of child abuse/neglect referrals where a response is required within 10 days that were responded to timely.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
69.78%	88.73%	94.1%	96.7%	96.1%	96.7%	98%

What: 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.

Why: 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.

How are we doing? The County is above the State average (93.18%) by 3.52% and above the Comparison Counties (91.38%) by 5.32%. Due to reporting delays from the State, the available data is through the quarter ending June 2011. Actual results reflect the yearly average. In the month of June 2011, 343 out of 355 referrals were responded to within the 10-day time frame. The Department's results have improved with additional training as well as monitoring the response rates of each social worker on a monthly basis.

3. Performance Measure: Percentage of children in out-of-home care who are placed with all of their siblings.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
59.7%	55.5%	61%	67.8%	60%	67.8%	65%

What: This performance measure demonstrates the extent to which the County places siblings together, thereby maintaining the family to the greatest extent possible.

Why: 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 the "Child Welfare System Improvement and Accountability Act" (AB 636). This legislation was designed to improve outcomes for children in the child welfare system while holding county and state agencies accountable for the outcomes achieved. This data is derived from the "California-Child and Family Services Review (C-CFSR).

How are we doing? The County is above the State average (54.48%) by 13.32% and above the Comparison County average (52.43%) by 15.37%. Due to reporting delays from the State, the figures are from the quarter ending June 2011. The County's results in this measure are above target by 7.8%. Several factors impact this measure, including severity of abuse and the nature of sibling relationships. Our Department's practice in "Team Decision Making" and "Family Group Conferencing," as well as our county's higher than average rate of placements into relatives' homes, all support the opportunity for siblings to be placed together. Note that Actual Results have changed from what was shown in the Final Budget for FY 2010-11 (from 69.75% to 67.8%). The change is due to the addition of actual figures for the quarter ending June 2011, which weren't available previously. Actual results reflect the yearly average. In the month of June 2011, 135 out of 213 children were placed with all of their siblings.

Department Goal: To provide services in a manner that is both effective and efficient.

Communitywide Result Link: ☐ Safe ☒ Healthy ☐ Livable ☒ Prosperous ☒ Well-Governed Community

4. Performance Measure: Percentage of General Assistance funds recouped through Supplemental Security Income (SSI) or other repayments.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
27%	26%	42%	45.49%	55%	22.3%	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 below the adopted target (55%) by 32.7%. The figures are through the month ending October 31, 2011. 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. A reduction in results may indicate that the Social Security Administration is processing eligibility notifications and awarding SSI payments in a timely manner to the applicants. This would result in less General Assistance being paid out by the County and consequently fewer recoupments. 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).

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
129 cases	140 cases	207 cases	229.25 cases	250 cases	232 cases	230 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? Available data is through the quarter ending September 30, 2011. Fluctuations in actual results are due to changes in staffing levels during the year. The average for FY 2010-11 was 229.25 cases, but the actual for the quarter ending June 30, 2011 was 215 cases. State or comparable county data is not available.

6. Performance Measure: The number of cases per Social Worker in Child Welfare Services (CWS)..

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
ER-14 FM-16 FR-11 PP-33	ER-1. FM-15 FR-10 PP-28	ER-17 FM-14 FR-10 PP-24	ER-22 FM-10 FR-11 PP-23	ER-11 FM-13 FR-12 PP-19	ER-32 FM-09 FR-13 PP-19	ER-11 FM-11 FR-12 PP-19

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 ER are above the adopted target (11) by 21 cases, and FR (12) by 1 case. Cases are below the adopted target for FM (13) by 4 cases and on target for PP at 19 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 follows: ER-9.88; FM-10.15; FR-11.94; PP-16.42. To help address this problem, significant augmentations of $700,000, 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 $1.37 million 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. The available data is through September 30, 2011. State or comparison county data is not available.

Department Goal: To enhance opportunities for individuals to achieve self-sufficiency

Communitywide Result Link: ☐ Safe ☒ Healthy ☐ Livable ☒ Prosperous ☒ Well-Governed Community

7. Performance Measure: Percentage of Welfare to Work participants meeting the Federal Work Participation requirements.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
35.3%	29.3%	35.1%	35.1%	25%	35.1%	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.

How are we doing? This was previously the Temporary Assistance for Needy Families (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 has changed the process of their system and is utilizing the "E2Lite" system for retrieving data. Additional focus on this activity has resulted in early increases in the rate, but the County clearly needs to continue that improvement. The County is above the State average (29.2%) by 5.9% and above comparison counties average (23.3%) by 11.8%. Among "medium-sized counties," San Luis Obispo ranks #1. The rate is based on a state sample-monthly average per state report: 396 participating out of 1,129. The target for FY 2011-12 was reduced by 10% due to the reduction in child care funding.

8. Performance Measure: Percent of CalWORKs Adult Participants with earnings.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
37.4%	32.8%	32.4%	29.7%	30%	29.7%	30%

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 (24.97%) by 4.73% and is above the Comparison Counties average (28.43%) by 1.27%. Data is through the quarter ending March 31, 2011. San Luis Obispo County maintains a focus both on employment and on eliminating barriers to employment. Since the implementation of CalWORKs, the County has combined the eligibility and employment services functions into a single classification, contrary to the separation of responsibilities that is practiced in many other counties. This has helped the County's staff remain focused on self-sufficiency. The economic recession has resulted in fewer employment opportunities for CalWorks participants. Note that Actual Results have changed from what was shown in the Final Budget for FY 2010-11 (from 31% to 29.7%). The change is due to the addition of actual figures for the quarter ending March 31, 2011, which weren't available previously. Actual results reflect the yearly average. In the month of March 2011, 281 out of 1,029 participants had earnings. The target for FY 2011-12 was reduced by 5% due to the reduction in child care funding.

Department Goal: To provide for the safety of disabled adults and seniors who are at risk of abuse or neglect.

Communitywide Result Link: ☒ Safe ☒ Healthy ☐ Livable ☐ Prosperous ☐ Well-Governed Community

9. Performance Measure: Average IHSS cases per Social Worker.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
132.03 cases	160.35 cases	170 cases	163 cases	174 cases	145.8 cases	150 cases

What: This measures the average number of continuing In-Home Supportive Services (IHSS) 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 work quality affected. Caseloads per worker that are too low may imply reduced efficiency.

How are we doing? The County is below the FY 2011-12 adopted target by 28.2 cases. Data is through the quarter ending September 30, 2011. 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. The IHSS caseload has fallen by 11% from FY 2010-11.

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.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
91%	85%	93%	90%	93%	91%	93%

What: This measure demonstrates the extent to which initial interventions by Social Services were effective.

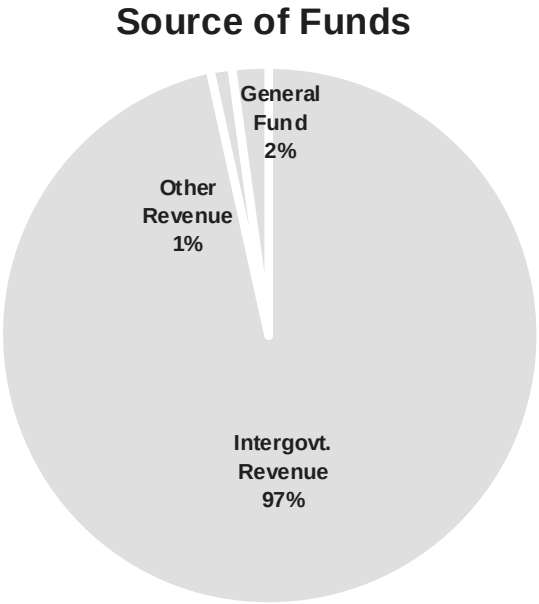
Why: This performance measure reflects effectiveness of initial services and quality of assessment. It is our commitment to provide long term and intensive case management to prevent any repeat of abuse to disabled adults and seniors. Initial interventions have been effective in reducing risk to the elderly and disabled.

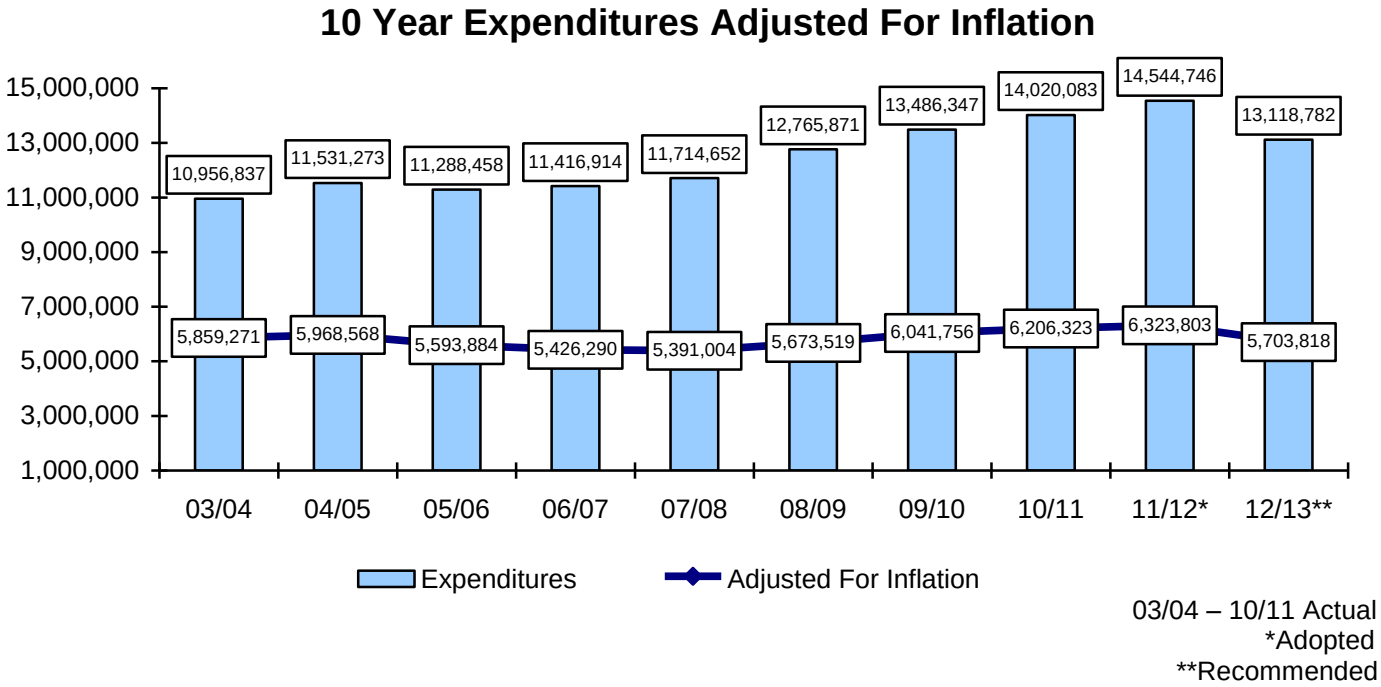
How are we doing? The Department is below the FY 2011-12 adopted target by 2%. Available data is through October 31, 2011. The results in this measure may see higher than average fluctuations due to the fact that the denominator for this measure (the number of adults with an initial abuse 12 months ago) is a small number, which varied between 4 to 28 adults over the last 6 report months. Actual results reflect the yearly average. In the month of June 2011, 15 out of 18 of these disabled adults and seniors did not have another substantiated report within a 12-month period. Reductions in Adult Protective Services funding and staffing have reduced our ability to respond effectively to all reports of abuse and neglect. State or comparable county data is not available.

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	2011-12 Budget	2011-12 Projected	2012-13 Requested	2012-13 Recommended	Change From 2011-12
Intergovernmental Revenue	$ 14,113,928	$ 12,372,128	$ 12,750,256	$ 12,750,256	$ (1,363,672)
Other Revenues	60,000	10,571	20,000	20,000	(40,000)
**Total Revenue	$ 14,173,928	$ 12,382,699	$ 12,770,256	$ 12,770,256	$ (1,403,672)
Other Charges	14,544,746	12,730,048	13,118,782	13,118,782	(1,425,964)
**Gross Expenditures	$ 14,544,746	$ 12,730,048	$ 13,118,782	$ 13,118,782	$ (1,425,964)
General Fund Support (G.F.S.)	$ 370,818	$ 347,349	$ 348,526	$ 348,526	$ (22,292)





SERVICE PROGRAMS

CalWORKS has a total expenditure level of $13,118,782 to provide the following services:

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: $13,118,782 Total FTE: *

*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 our Work Participation Rate (WPR), the Federal and State measurement by which San Luis Obispo County continues to be one of the top performers in California.

The CalWORKS monthly average continuing caseload appears to have peaked in FY 2010-11. The current year caseload has fallen 3.1% from last year, although it remains over 24% above the levels of five years ago, before the recession.

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. Of course, the depth and duration of the current economic downturn will continue to impact caseload trends.

This Fund Center is an assistance expenditure account only; please refer to the narrative for Fund Center 180 for discussion of departmental key results.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The level of General Fund support for this budget is recommended to decrease $22,292 or 6% compared to FY 2011-12 adopted levels. Revenues are recommended to decrease $1,403,672 or 9%. Total expenditures are recommended to decrease $1,425,964 or 9%.

2011 Realignment poses some significant changes to the way that CalWORKS is funded. The most notable change is that the County now pays the entire non-Federal share of most CalWORKS costs, funded through the redirection of funds from the 1991 Health and Human Services Realignment Mental Health sub-account to Social Services to cover the increased county share of CalWORKS expenses. To date, it appears that this new funding steam has been sufficient to cover the County's increased share.

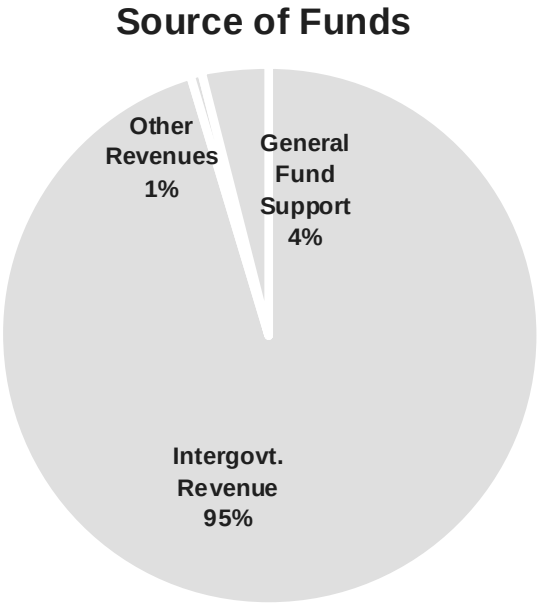
At the time of budget preparation, the Governor has proposed significant changes to the CalWORKS program which include establishing two separate components of the CalWORKS program- CalWORKS Basic and CalWORKS Plus, as well as the establishment of a new Child Maintenance Program to cover child-only cases. While difficult to quantify the impacts of these changes, the general premise is that the time limit for CalWORKS participation will be reduced, which will make many current CalWORKS participants ineligible to continue receiving assistance and may result in eventual grant cuts of up to 40% for some families. The budgetary impact of the Governor's proposed changes would be a savings to the County's General Fund; however, the recommended budget does not adjust for the proposed cuts to the CalWORKS program. If the Governor's proposals are enacted, this budget will need to be revisited.

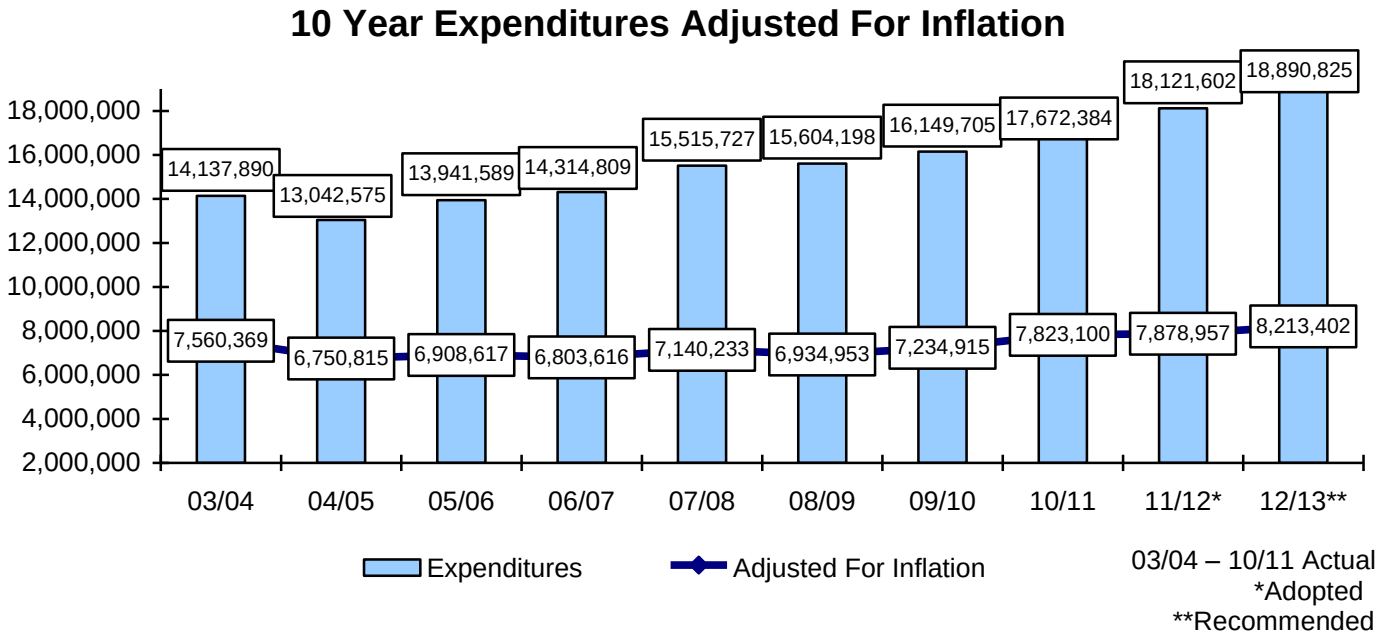
The $348,526 in General Fund support recommended for FY 2012-13 represents the required amount of County share of cost for CalWORKS programs. The County's share is based on formulas and cost-sharing ratios set by State and Federal programs, and represents 2.6% of total expenditures which is an increase of just .1% compared to FY 2011-12. Expenditures are increasing 3% over current year projections in every subaccount.

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	2011-12 Budget	2011-12 Projected	2012-13 Requested	2012-13 Recommended	Change From 2011-12
Intergovernmental Revenue	$ 17,100,001	$ 17,478,595	$ 17,915,400	$ 17,915,400	$ 815,399
Other Revenues	185,104	159,869	164,023	164,023	(21,081)
**Total Revenue	$ 17,285,105	$ 17,638,464	$ 18,079,423	$ 18,079,423	$ 794,318
Services and Supplies	44,023	44,023	44,023	44,023	0
Other Charges	18,077,579	17,961,545	18,846,802	18,846,802	769,223
**Gross Expenditures	$ 18,121,602	$ 18,005,568	$ 18,890,825	$ 18,890,825	$ 769,223
General Fund Support (G.F.S.)	$ 836,497	$ 367,104	$ 811,402	$ 811,402	$ (25,095)





SERVICE PROGRAMS

Foster Care has a total expenditure level of $18,890,825 to provide the following services:

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: $12,151,404 Total FTE: *

Adoptions

The Adoptions Assistance Program provides ongoing support to families who have adopted children.

Total Expenditures: $6,022,315 Total FTE: *

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: $717,106 Total FTE: *

*Staffing is reflected in Fund Center 180 – Department of Social Services

DEPARTMENT COMMENTS

The Department of Social Services administers expenditures for a number of Foster Care and Adoption programs through this fund center:

- Foster Care (Social Services) is the system of temporary homes for children who are at risk of abuse or neglect and cannot remain safely in their own homes.

- Foster Care (Probation) provides similar 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.
- The Transitional Housing Program-Plus (THPP), fully funded by the State, provides transition age youth (ages 18-21) with housing as they move from foster care to independence.

The Foster Care program's core caseload has declined by 17% since FY 2006-07. Both the Probation and Social Services Departments have worked to limit placements by emphasizing preventive social services. Similarly, both departments focus their efforts on placing children with relatives in order to continue familial relationships. In fact, no other county comes close to San Luis Obispo's percentage of initial placements of children with relatives.

This Fund Center is an assistance expenditure account only; please refer to the narrative for Fund Center 180-Social Services Administration for discussion of departmental key results.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The level of General Fund support for this budget is recommended to decrease $25,095 or 3% compared to FY 2011-12 adopted levels. Revenues are recommended to increase $794,318 or 4%. Total expenditures are recommended to increase $769,223 or 4%.

2011 Realignment presents some significant changes to the way that the programs in this fund center are funded. The most notable change is that the County now pays the entire non-Federal share for Foster Care and Adoptions Assistance, funded with a redirection of State sales tax revenues to the County. While this shift provides the department with greater flexibility to decide how to fund and administer programs in this fund center, the new sharing ratios which have the County paying the entire non-Federal share pose a significant financial risk in a declining economy, when sales tax revenues are down. To date, it appears that this funding shift has provided the department with adequate funding to cover the increased County share.

The $811,402 in General Fund support recommended for FY 2012-13 is based on the number and types of cases being administered through this fund center. In FY 2012-13, the level of General Fund support represents 4.3% of total expenditures, compared to 4.6% in FY 2011-12.

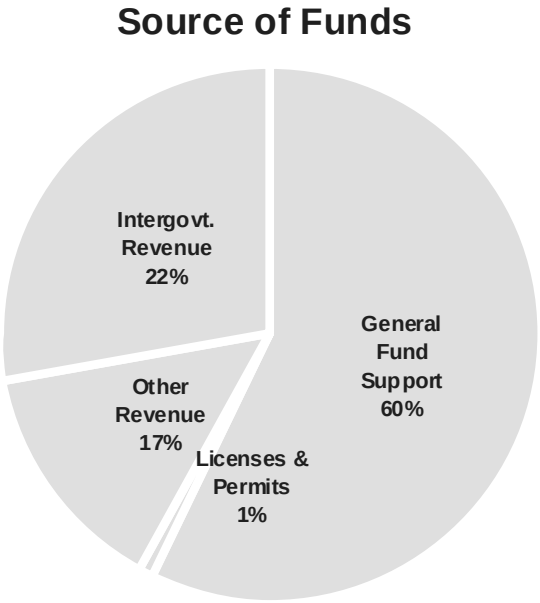
Recommended realignment revenue levels are based on the actual tax revenues that had been received since 2011 Realignment went into effect through the time of budget preparation, and allocation information provided by the State. Revenues are recommended to increase based on projections which place sales tax revenues at 4% above current year estimates.

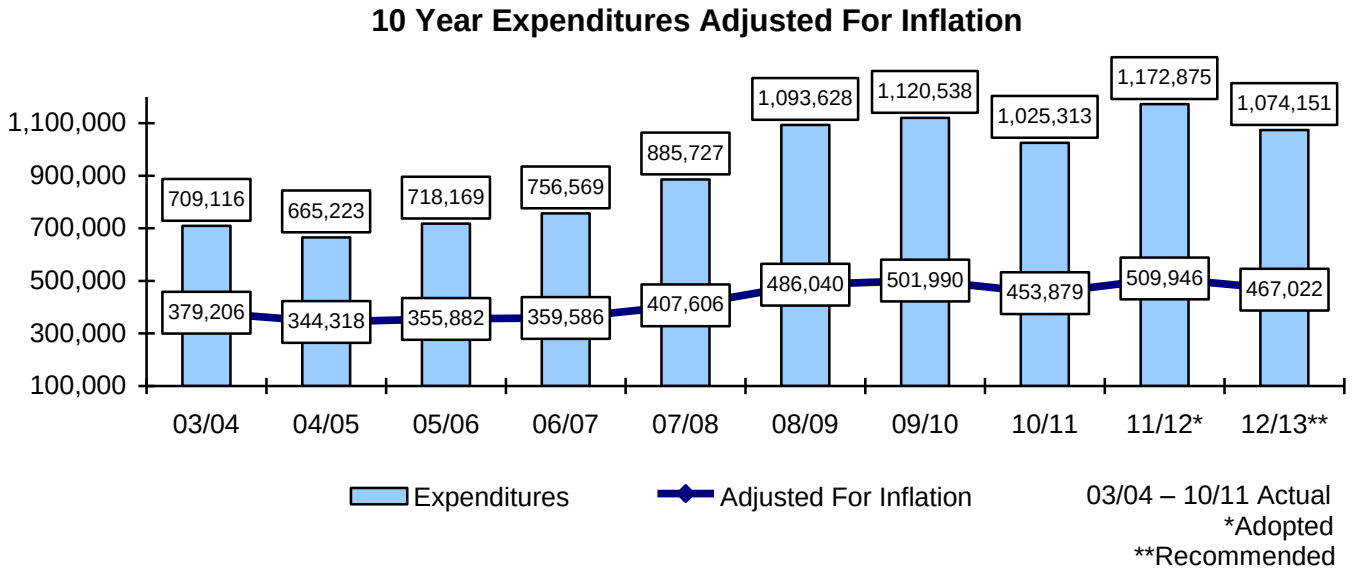
Expenditures for the various aid types are based upon caseload growth and changes to costs per case. Overall, expenditures for the various aid types are increasing due largely to a recent lawsuit which resulted in a 1.92% increase in aid for persons receiving benefits under the Adoptions program, as well as a 1.92% increase in aid to foster family homes, relative caregivers, and non-relative extended family members. It is expected that a similar lawsuit will be filed on behalf of Foster Family Agencies and will result in similar success, though the recommended budget does not account for any increases associated with that possibility. In addition to increases in various aid types, the department's contract with Family Care Network for Wrap Services is increasing due to the anticipated need to increase the number of program slots.

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	2011-12 Budget	2011-12 Projected	2012-13 Requested	2012-13 Recommended	Change From 2011-12
Licenses and Permits	$ 4,580	$ 5,858	$ 5,858	$ 5,858	$ 1,278
Intergovernmental Revenue	321,292	185,869	240,300	240,300	(80,992)
Other Revenues	372,302	188,966	190,000	190,000	(182,302)
**Total Revenue	$ 698,174	$ 380,693	$ 436,158	$ 436,158	$ (262,016)
Other Charges	1,172,875	971,881	1,074,151	1,074,151	(98,724)
**Gross Expenditures	$ 1,172,875	$ 971,881	$ 1,074,151	$ 1,074,151	$ (98,724)
General Fund Support (G.F.S.)	$ 474,701	$ 591,188	$ 637,993	$ 637,993	$ 163,292





SERVICE PROGRAMS

General Assistance has a total expenditure level of $1,074,151 to provide the following services:

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: $1,074,151 Total FTE: *

*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) program 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.

After four years of rapid growth, the General Assistance average monthly caseload has leveled somewhat over the last three years, with only incremental growth. The recession has had a major impact on the client population for this assistance, typically single adults who are unskilled and who have unstable living situations. The average monthly grant to these individuals remains at $240.

This Fund Center is an assistance expenditure account only; please refer to the narrative for Fund Center 180-Social Services Administration, for discussion of departmental key results.

COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

The level of General Fund support for this budget is recommended to increase $163,292 or 34% compared to FY 2011-12 adopted levels. Revenues are recommended to decrease $262,016 or 37% and expenditures are recommended to decrease $98,724 or 8%.

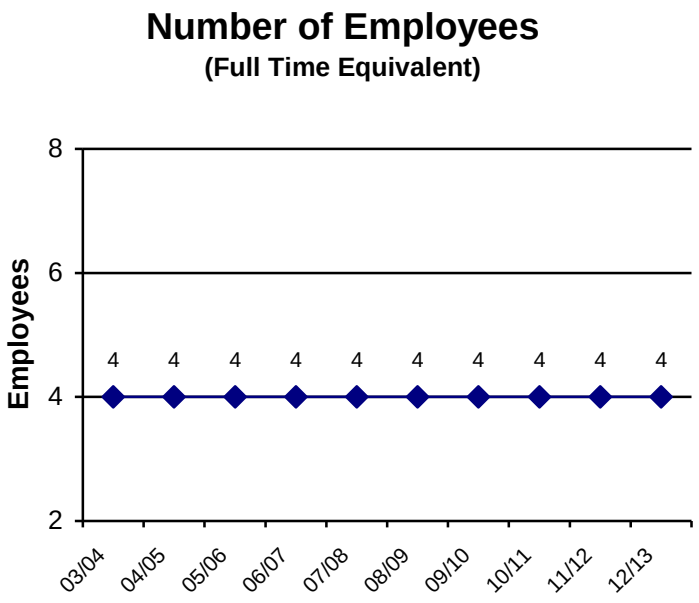
Revenue in this fund center consists largely of reimbursements for Cash Assistance Program for Immigrants (CAPI) and Supplemental Security Income (SSI) expenditures. SSI reimbursements are dependent upon determinations made by Federal disability evaluation staff; CAPI expenditures are 100% State funded, so when CAPI expenditures increase, so too does reimbursement revenue. CAPI expenditures are continuing to decline, as they have been for a number of years. SSI reimbursements have fallen significantly in FY 2011-12, after several years of accelerated growth. At this point, it is unclear what is causing the decline in SSI reimbursements, but the department hopes that the Benefits-ARCH program will increase collections once again.

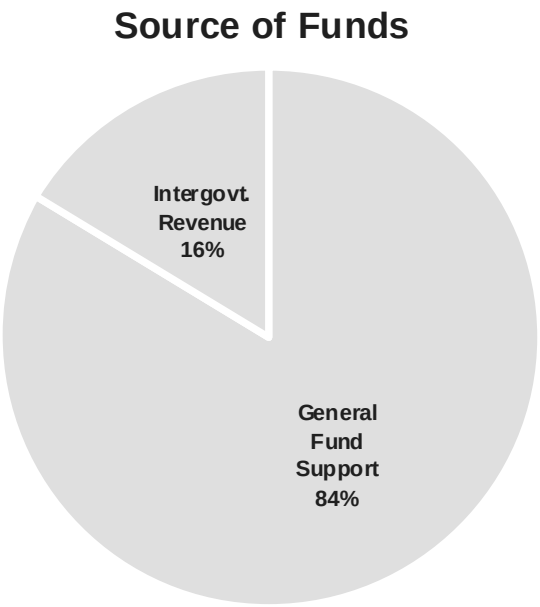
FY 2012-13 recommended expenditures for general assistance payments and indigent burials are based on current year estimated actuals, plus 6% for possible program growth. Recommended CAPI expenditures are based on current year estimated actuals with no growth. General Fund support as a percentage of total General Assistance expenditures for FY 2012-13 is 59% compared to the FY 2011-12 adopted level of 40%. The increase in County cost is due to the decline in SSI reimbursement revenue.

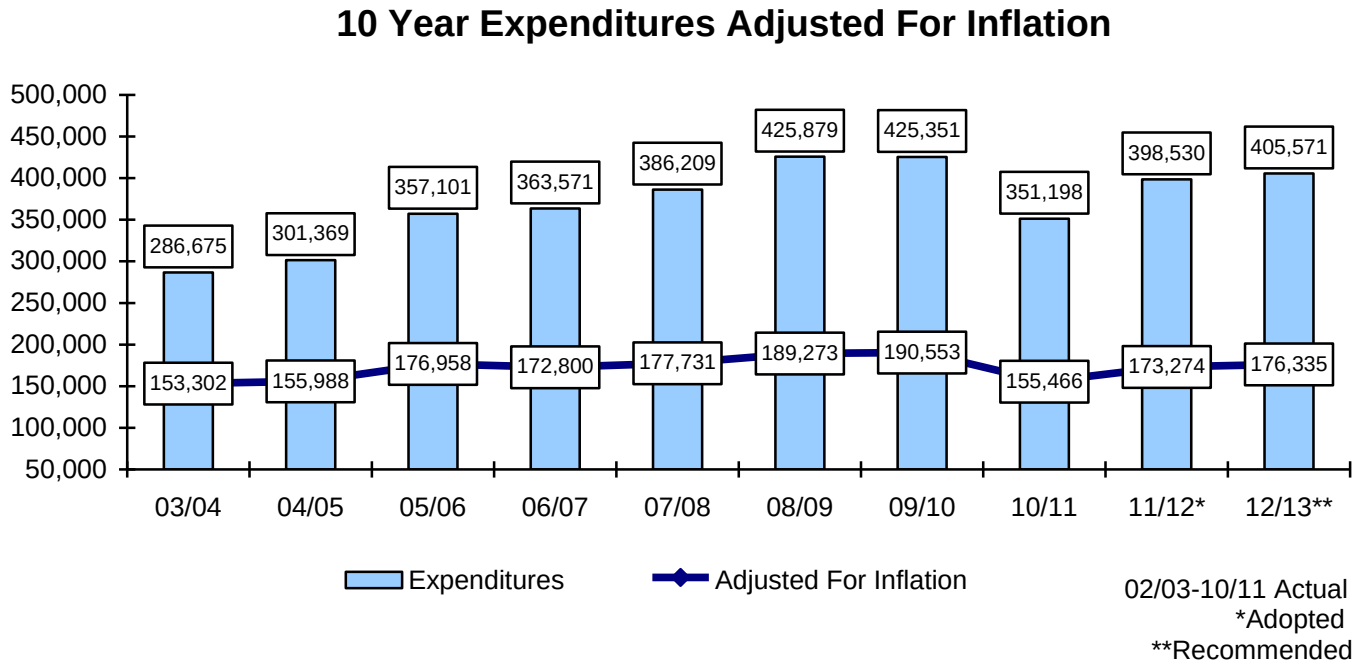
MISSION STATEMENT

The Veterans Services Department provides assistance to the men and women who serve in the Armed Forces of America, their dependents, and survivors in obtaining benefits and services from the U. S. Department of Veterans Affairs, California Department of Veterans Affairs, San Luis Obispo County and other programs for veterans and their families. The Veterans Services Department works to be a bridge connecting veterans, veteran service organizations and the community to promote the wellbeing of our local veterans and their families.

Financial Summary	2011-12 Budget	2011-12 Projected	2012-13 Requested	2012-13 Recommended	Change From 2011-12
Intergovernmental Revenue	$ 65,000	$ 65,000	$ 65,000	$ 65,000	$ 0
**Total Revenue	$ 65,000	$ 65,000	$ 65,000	$ 65,000	$ 0
Salary and Benefits	360,936	338,816	368,648	368,648	7,712
Services and Supplies	37,594	37,429	36,923	36,923	(671)
**Gross Expenditures	$ 398,530	$ 376,245	$ 405,571	$ 405,571	$ 7,041
General Fund Support (G.F.S.)	$ 333,530	$ 311,245	$ 340,571	$ 340,571	$ 7,041







SERVICE PROGRAMS

Veterans Services has a total expenditure level of $405,571 and a total staffing level of 4.00 FTE to provide the following services.

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, widowers, and children with entitlement claims.

Total Expenditures: $271,733 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: $12,167 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: $121,671 Total Staffing (FTE): 1.20

DEPARTMENT COMMENTS

The Veterans Services 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. Our focus is providing excellent customer service in benefits counseling and assisting with claim processing to include case management.

The Veterans Services Department continues to leverage existing community resources to increase the quality of services provided to the community. Partnerships with the Veterans' Affairs Center, the Veterans' Administration and groups such as the Disabled American Veterans' Organization have greatly enhanced our ability to provide services for the veteran, spouse, and child.

FY 2011-12 Accomplishments

- The Department processed an equal number of subvention claims during the year resulting in a similar subvention revenue as 2010-2011, which resulted in $ 3,888,619 in benefits. The Department is obtaining our 3rd grant from the California Department of Veterans affairs for $30,000; this grant is to do benefits counseling to California National Guard at Camp Roberts and outreach to veterans in the community.

- The Veterans Administration has a requirement that all claims be processed within 10 working days of receipt; we are currently meeting this target.

- Staff attended three 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.

- Increased collaboration with County mental health and local non-profits to provide services for veterans who do not qualify for Vet Center or VA mental health care.

- We are continuing to work closely with the VA to assist county veterans/families with housing, case management and basic counseling through the VASH Program. The VASH program is a low income program that assists veterans who are homeless. This is a crucial link between the veteran and the local property owners/landlords. This program works with CAPSLO, HASLO, HUD, the Veterans Service Office, VA Medical Clinic, and the VA Vet Center.

FY 2012-13 Objectives

- The department will continue assisting the County's veterans in processing their claims with the Veterans Administration. We will be continuously exploring electronic claim filing options to make this the most efficient process possible.

- The department is becoming the focal point for our Veterans Community for all organizations that assist Veterans and their families. We continue to work with the Department of Veterans Affairs (DVA), the State, other county agencies and organizations to be the best service provider to our clients.

- We are continuing to grow our veterans outreach services to returning service members and local veterans. We are utilizing DVA work studies to do outreach in the community to individuals and groups of veterans to inform them of all benefits that are available and to assist in house with reaching out to the veterans in the community. We are also implementing a social media campaign and continually updating our web page to assist veterans in obtaining current and accurate information on benefits and services that are available.

- The Veterans Collaborative Group has started and is working to connect multiple service providers within the community. We are also working on a potential Veterans Treatment Court (VTC), and a more robust Stand-Down program than in previous years. These programs provide needed assistance to our county veterans and their families and spotlight the county's dedication to those who have served.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The recommended budget for FY 2012-13 includes an increase in General Fund support of $7,041 or 1% from FY 2011-12 adopted levels. Salaries and benefits are being raised by $7,712 or 2%, following a reduction of $10,505 in salaries and benefits in FY 2011-12. Services and supplies are being reduced by $671 or 1%, and State subvention revenue is budgeted to remain consistent as in previous years at $65,000, which should have no negative impacts on service levels.

GOALS AND PERFORMANCE MEASURES

Department Goal: Provide veterans, their dependents, and survivors with advice on monetary, healthcare, insurance, and other government benefits.

Communitywide Result Link: ☐ Safe ☒ Healthy ☐ Livable ☐ Prosperous ☐ Well-Governed Community

1. Performance Measure: Percentage of customer satisfaction surveys which rated the services performed by the Veterans Services Department as "satisfied" or "very satisfied".

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
100%	100%	100%	97%	100%	100%	100%

What: A customer satisfaction exit survey of randomly selected clients is conducted throughout the year to evaluate client satisfaction level. The department has received over 300 surveys to date in FY 2011-12.

Why: Ensure high quality service and continually assess client needs.

How are we doing? The surveys that the department receives back have consistently maintained a rating from clients of "satisfied" or "very satisfied". The department projects to conduct more than 3,000 office interviews and over 15,000 phones calls assisting veterans and their families in FY 2011-12. Due to the continued economic downturn, veterans have been applying for Veterans Administration benefits at a higher than normal rate. This trend continues from FY 2010-11 and is expected to continue at this level until the economy recovers. As the department and the U.S. Department of Veterans Affairs continue to streamline and improve the time it takes to process claims, it is expected that client satisfaction will remain high.

Department Goal: 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.

Communitywide Result Link: ☐ Safe ☒ Healthy ☐ Livable ☐ Prosperous ☒ Well-Governed Community

2. Performance Measure: Dollar amount in cash benefits secured for new monetary claims filed (monthly disability, disability pension, death benefits).

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
$1,813,726	$1,704,634	$2,084,287	$1,500,000	$2,922,751	$3,000,000	$3,500,000

What: The total cash received by clients as a result of the efforts of the department.

Why: This illustrates the desired outcome of ensuring that clients receive maximum entitled benefits.

How are we doing? The total number of claims to date in FY 2011-12 remains constant with FY 2010-11 levels of activity despite staffing shortages. We are experiencing an increase in the total number and amount of the awards received for claims. Due to the economic downturn, we expect this level of activity to continue into next year. San Luis Obispo County veterans have approximately 700 new claims/appeals pending with the Veterans Administration at any given time. Comparable County data is not available.

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.

Communitywide Result Link: ☐ Safe ☐ Healthy ☐ Livable ☒ Prosperous ☐ Well-Governed Community

3. 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).

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
$357,970	$402,631	$465,425	$570,097	$500,000	$500,000	$550,000

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. 150 students applied for and were granted 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. Comparable County data is not available.

Department Goal: Provide effective Veterans assistance to County veterans and their families in a cost-effective manner.

Communitywide Result Link: ☐ Safe ☐ Healthy ☐ Livable ☒ Prosperous ☒ Well-Governed Community

4. Performance Measure: Veterans Services expenses as a percentage of the County Budget.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
.065%	.065%	.065%	.076%	.075%	.075%	.075%

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 23,500 civilian veterans and their families (not including active duty military).

How are we doing? County Veterans Services operating budget remains consistent with prior years. The veterans are provided services by the Veterans Services Office staff of four which includes the department head, two Veterans Service Representatives and one Administrative Assistant.

Community Services

Airports

Farm Advisor

Fish and Game

Golf Courses

Library

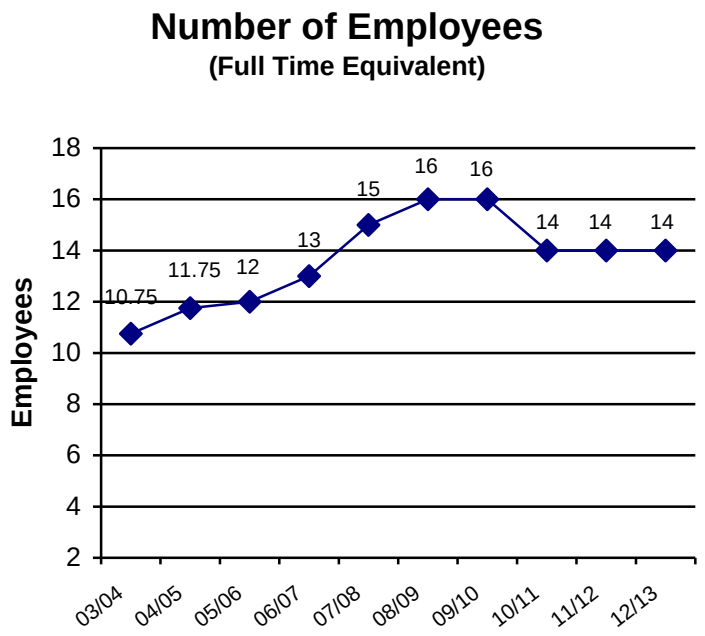
Parks

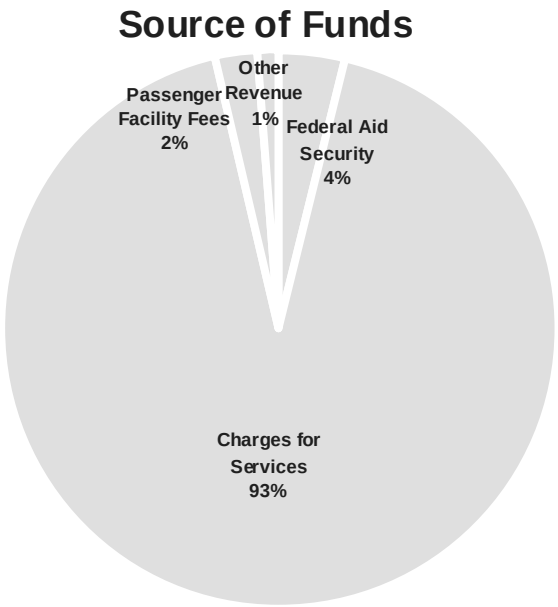
Wildlife and Grazing

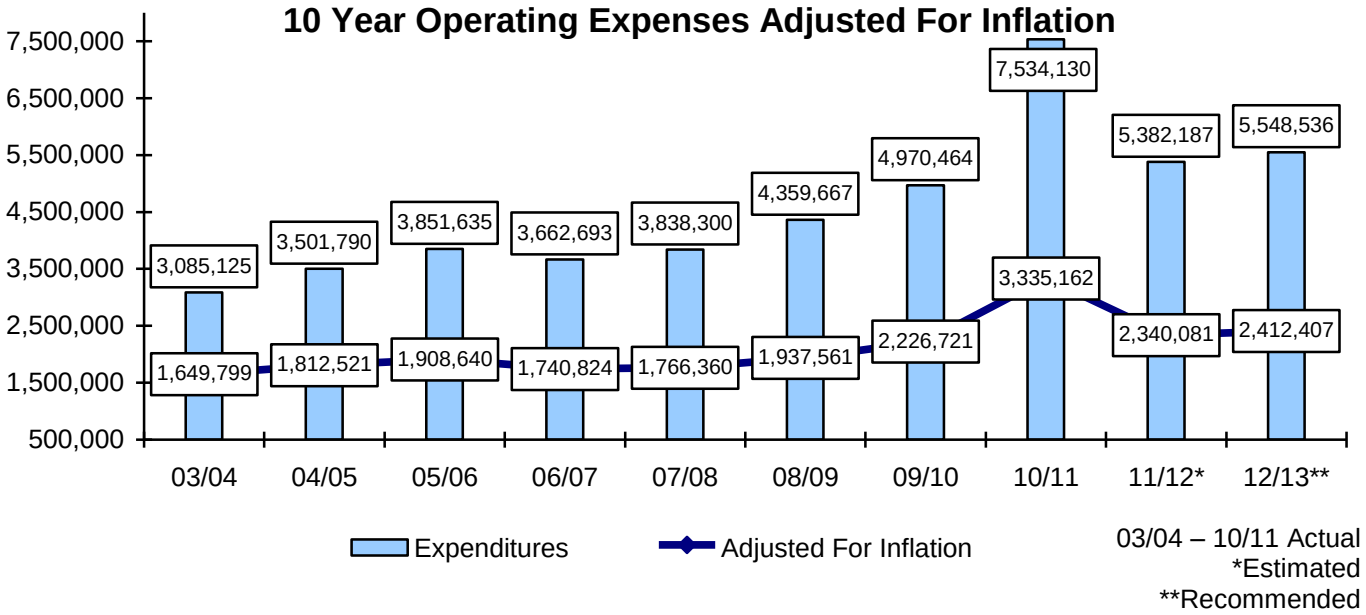
MISSION STATEMENT

To provide for the safe and efficient operation of the County's airport system and deliver to the community aviation services through the total efforts of knowledgeable, conscientious, and dedicated staff to ensure the safety of all system users.

OPERATING DETAIL (1)	2010-11 ACTUAL (2)	2011-12 ESTIMATED (3)	2012-13 PROPOSED ESTIMATES (4)	2012-13 RECOMMENDED ESTIMATES (5)
OPERATING REVENUES				
Charges for Servces	3,144,816	3,635,357	3,359,799	3,359,799
TOTAL OPERATING REVENUES	3,144,816	3,635,357	3,359,799	3,359,799
OPERATING EXPENSES				
Salaries and Benefits	1,327,850	1,355,278	1,375,021	1,375,021
Services and Supplies	3,988,769	1,820,959	1,845,124	1,845,124
Countywide Overhead	183,351	45,171	102,729	102,729
Taxes & Assessments	0	23,437	24,200	24,200
Depreciation	2,034,160	2,137,342	2,201,462	2,201,462
TOTAL OPERATING EXPENSES	7,534,130	5,382,187	5,548,536	5,548,536
OPERATING INCOME (LOSS)	(4,389,314)	(1,746,830)	(2,188,737)	(2,188,737)
NON-OPERATING REVENUES (EXPENSES)				
Federal Aid Security	155,928	152,892	148,377	148,377
Other Revenues	36,506	0	0	0
Grants-Federal/State	0	0	0	0
PFC	578,941	169,230	54,480	54,480
CFC	223,547	200,691	0	0
Other	0	0	0	0
Interest	69,221	1,510	2,500	2,500
Property Taxes	4,424	0	0	0
Interest Expense	(247,158)	(180,186)	(169,097)	(169,097)
General Fund Loan Payment	0	(200,691)	0	0
Prior Year Adjustment	0	0	0	0
TOTAL NON-OPERATING REVENUES (EXPENSES)	821,409	143,446	36,260	36,260
INCOME BEF. CAPITAL CONTRBS. & TRANSFERS	(3,567,905)	(1,603,384)	(2,152,477)	(2,152,477)
Operating Transfers Out	(40,127)	0	0	0
Operating Transfers In/Out	0	0	0	0
Capital Contribution	2,077,805	0	0	0
CHANGE IN NET ASSETS	(1,530,227)	(1,603,384)	(2,152,477)	(2,152,477)
Net Assets - beginning	84,046,474	82,516,247	80,912,863	80,932,948
Net Assets - ending	82,516,247	80,912,863	78,760,386	78,780,471
FIXED ASSET EXPENDITURES				
Capital Projects	0	0	0	0
Fixed Assets	0	0	0	0
Land	0	0	0	0
TOTAL FIXED ASSET EXPENDITURES	0	0	0	0


Number of Employees
(Full Time Equivalent)
Employees
18
16
14
12
10
8
6
4
2
10.75
11.75
12
13
15
16
16
14
14
14
03/04
04/05
05/06
06/07
07/08
08/09
09/10
10/11
11/12
12/13


Source of Funds
Other Revenue 1%
Passenger Facility Fees 2%
Federal Aid Security 4%
Charges for Services 93%


10 Year Operating Expenses Adjusted For Inflation
7,500,000
6,500,000
5,500,000
4,500,000
3,500,000
2,500,000
1,500,000
500,000
3,085,125
3,501,790
3,851,635
3,662,693
3,838,300
4,359,667
4,970,464
7,534,130
5,382,187
5,548,536
1,649,799
1,812,521
1,908,640
1,740,824
1,766,360
1,937,561
2,226,721
3,335,162
2,340,081
2,412,407
03/04
04/05
05/06
06/07
07/08
08/09
09/10
10/11
11/12*
12/13**
Expenditures
Adjusted For Inflation
03/04 – 10/11 Actual
*Estimated
**Recommended

SERVICE PROGRAMS

Airports have a total expenditure level of $5,548,536 and a total staffing level of 14.00 FTE to provide the following services.

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 County and Oceano Airports serving commercial airline, private and business aviation users.

Total Operating Expenditures: $5,548,536 Total Staffing (FTE): 14.00

Capital Projects at County Airports

Funding of approved capital projects carried out at the San Luis Obispo Regional and Oceano Airports.

Total Expenditures: $0.00 Total Staffing (FTE): 0.00

DEPARTMENT COMMENTS

The San Luis Obispo County Airports makes air travel accessible to those who live in and visit San Luis Obispo County. The regional airport accommodates two commercial airlines which provide daily flights to Los Angeles, San Francisco, and Phoenix and is also home base for many privately owned aircraft. Oceano County Airport provides easy access to General Aviation to many of the County's attractions and serves as a critical point for air ambulance, California Highway Patrol and CalFire activities.

The Regional Airport experienced a significant decrease in passenger enplanements due to airline capacity cuts in 2008. Since that time, Airport management has worked with local community leaders on marketing strategies to increase travel in and out of the County Airport. Efforts to increase air travel have included an on-going effort to recruit additional airline service to the County.

Airport management took proactive steps to continue to maintain safe facilities during the challenging economic times. A reduction in staff was necessary and as a result staff working hours were changed and tasks prioritized to ensure all federal requirements were met.
Following are some of the department's notable accomplishments for FY 2011-12 and some specific objectives for FY 2012-13:
.

FY 11-12 Accomplishments

- Initiated new system to monitor and track facility maintenance issues.
- Implemented electronic newsletter for tenants as a result of tenant survey.
- Sponsored YMCA youth Aviation Camp at Oceano County Airport.
- Completed Airport Governance study.
- Completed Terminal expansion. Installed parking lot lighting and payment kiosks.

FY 12-13 Objectives

- Complete construction of the Rental Car Quick Turnaround Area (QTA).
- Complete environmental work in support of Oceano County Airport Master Plan.
- Continue Community partnership for recruiting additional commercial air service to the County.
- Complete Airport Area Plan outlining milestones and transitions steps for passenger terminal development.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Fund Center 425, Airports, a division of the General Services Agency, is an Enterprise Fund. 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, and 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. It is important to note that the comparison of estimated amounts in the Schedule 10 differs from the comparison of amounts in General Fund budgets. General Fund budgets compare the adopted budget amount to the recommended budget amount. The Schedule 11 for enterprise fund compares the estimated actual amount for FY 2011-12 to the proposed amount of new allocated expense and revenues, to be budgeted for FY 2012-13.

The total recommended operating expense in the FY 2012-13 budget is $5,548,536, an increase of $166,349, or 3%, compared to the estimated operating expense for FY 2011-12. Expense for depreciation comprises $2,201,536 of the operating expense. The depreciation expense is a non cash expense that identifies the decline in value of capital assets. Excluding depreciation, the recommended operating expense for FY 2012-13 is $3,347,074, an increase of $102,229 or 3% from the estimated amount or FY 2011-12.

The total recommended operating revenue in the FY 2012-13 budget is $3,359,799, a decrease of $275,558, or 8%. Declines in Customer Facility Fees, long term rental of buildings and land, and Fuel Flowage fees are the primary drivers of the increase in operating revenues. Adjusting for depreciation, the recommended budget identifies that the operating revenue is $12,725 greater than the recommended level of operating expense.

The recommended FY 2012-13 salary and benefit costs identify an increase of $19,743 or 1% as compared to the estimated amount for FY 2011-12. The increase reflects normal adjustments for step increases as well as a $2,000 increase in temporary help. Services and Supplies are recommended to increase by $24,165. There are a number of increases and decreases in this account category. Notable increases include charges from the County Fire department for fire protection, $18,793, utilities $75,000 for water, and Countywide Overhead $57,558. The following reductions in services and supplies expense partially offset the increases noted above: rents and leases, $14,637; professional services $29,610; Sheriff support for security $25,674.

The bottom line for the Airport FY 2012-13 budget is that the Airport will have to use a portion of its unrestricted cash balance to cover all of the expenses for FY 2012-13. The Airport anticipates using approximately $202,000 of the approximately $900,000 in Airport unrestricted cash balance to cover its expenses throughout the year.

The overall Airport fiscal situation is more stable than it was at the height of the economic downturn. Although passenger enplanements are still below 2007 levels, the airport passenger enplanements and revenues grew in FY 2010-11. This growth leveled off in FY 2011-12 due to the downsizing of a commercial flight flying out of the San Luis Obispo Airport. There is a strong community demand for airport services and Airport Management continues their work to increase commercial air service at the San Luis Obispo Airport.

It is noted that during FY 2011-12, improvements were made to the airport parking areas. Parking areas received remote solar powered pay kiosks which accept credit and debit cards. These have made it easier for parking patrons to pay their parking fees. The Airport anticipates a slight increase in revenues from parking fees as a result of the improvements.

The Airport recommended budget fully funds the operational services at current services levels.

GOALS AND PERFORMANCE MEASURES

Department Goal: 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.

Communitywide Result Link: ☒ Safe ☐ Healthy ☐ Livable ☐ Prosperous ☐ Well-Governed Community

1. Performance Measure: Percentage compliance with annual Federal Aviation Administration (FAA) inspections of appropriate safety and security measures.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
100%	100%	100%	100%	100%	85%	100%

What: Annual safety and security inspection of certified airports conducted by FAA staff.

Why: To ensure the safety of passengers and the public.

How are we doing? The Airport has been very successful in meeting safety and security compliance. The April 2011 FAA Inspection was completed with 85% compliance. During this inspection, a safety discrepancy was noted regarding some runway markings at the Regional Airport. The discrepancy is due to a change in the FAA standards and while this is related to a safety standard, its existence by itself does not create an unsafe condition. The remainder of the two day inspection found no other issues. Airport Services was recently notified that the FAA will be offering a federal construction grant to correct the marking deficiency before the end of FY 2011-12. The Airport anticipates 100% compliance to FAA Standards on next year's inspection.

Department Goal: Provide timely, reliable and cost effective operations and maintenance of County Airports that meet or exceed customer expectations.

Communitywide Result Link: ☒ Safe ☐ Healthy ☐ Livable ☐ Prosperous ☒ Well-Governed Community

2. Performance Measure: Percentage of airport comments or complaints processed in a timely manner.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
N/A	N/A	N/A	80%	60%	60%	60%

What: Measures Airport Services response to comments or complaints regarding services or operations. The goal is to process complaints within 24 hours of receipt Monday – Friday and within 48 hours for weekends. While many complaints such as those relating to noise are generally beyond the control of the Airport, a timely response to a comment demonstrates the Airport's commitment to the community.

Why: This measure helps to show the public that Airport Services will respond to comments and complaints in a timely manner.

How are we doing? The Airports exceeded its target and achieved the results of 80% as compared to the target of 60%. While many complaints such as those relating to noise are generally beyond the control of the Airport, a timely response to a comment demonstrates the Airport's commitment to the community. The system is working successfully as we exceeded our goal to resolve or at least respond to comments and complaints. We exceeded our goal for FY 2010-11, but we are still projecting our adopted goal of 60% due to the variety of issues that can change our results. We plan to reassess our target percentage after collecting another year's worth of data.

3. Performance Measure: Percentage of airport users that believe Airport Administration communicates effectively with them.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
N/A	N/A	N/A	N/A	70%	70%	70%

What: Measures Airport Services effectiveness in communications with tenants.

Why: The airport had been identified in a Grand Jury Report as failing to communicate with Airport tenants. This measure will document the efforts of Airport Management to communicate with a variety of tenants including General Aviation, Commercial Airlines, Rental Car providers, Ground Transportation operations as well as other concessionaires and users. We will conduct an annual customer satisfaction survey addressing the effectiveness of the Airport Administration communication.

How are we doing? This measure was begun in FY 2011-12**.** Airport Services is implementing a communications plan to make information more readily available to all airport users. We will continue to conduct surveys with our customers and project to achieve a 70% satisfaction rating.

4. Performance Measure: Percentage of Airport work orders processed in a timely manner.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
N/A	N/A	N/A	N/A	N/A	N/A	60%

What: Measures Airport Services response to maintenance issues identified at both County Airports. The goal is to process any work order to completion within 72 hours of it being opened.

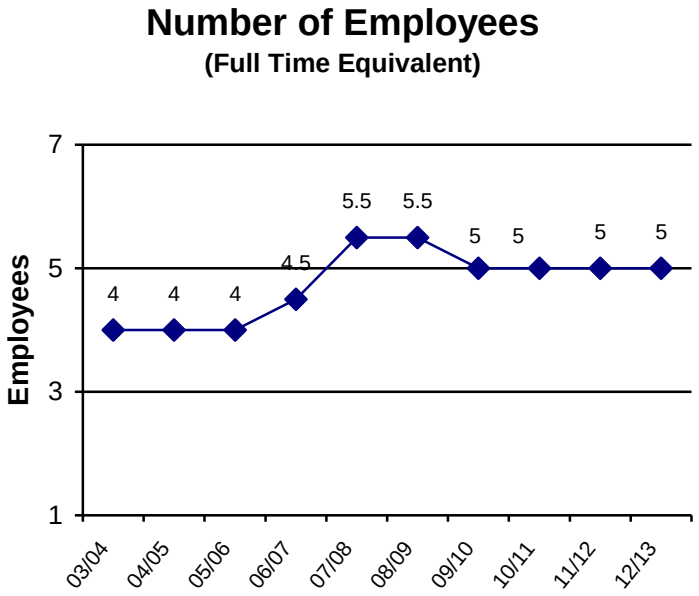
Why: This measure helps to show the public how Airport Services responds to maintenance and safety issues in a timely manner.

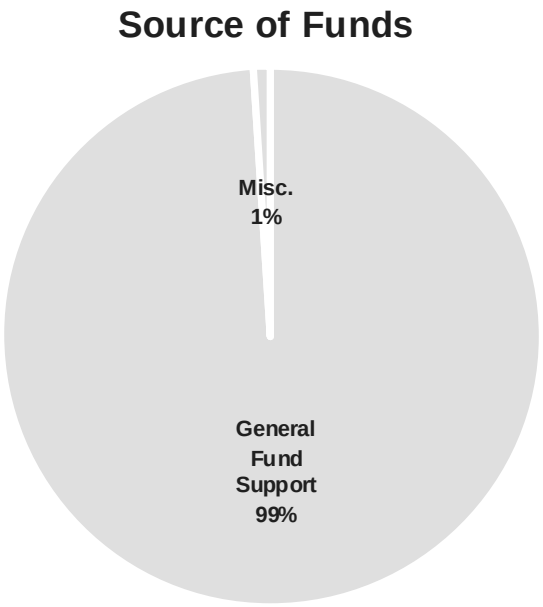
How are we doing? This is a new measure for FY 2012-13. We started tracking the work orders in FY 2010-11 for one month and have continued it until present to establish a benchmark for how long it takes to complete a work order. Based upon that data and the variables attached to the variety of work orders, e.g. staff time to complete, parts requirements, and the complexities of tasks, we established the benchmark of 60% being completed within 72 hours.

MISSION STATEMENT

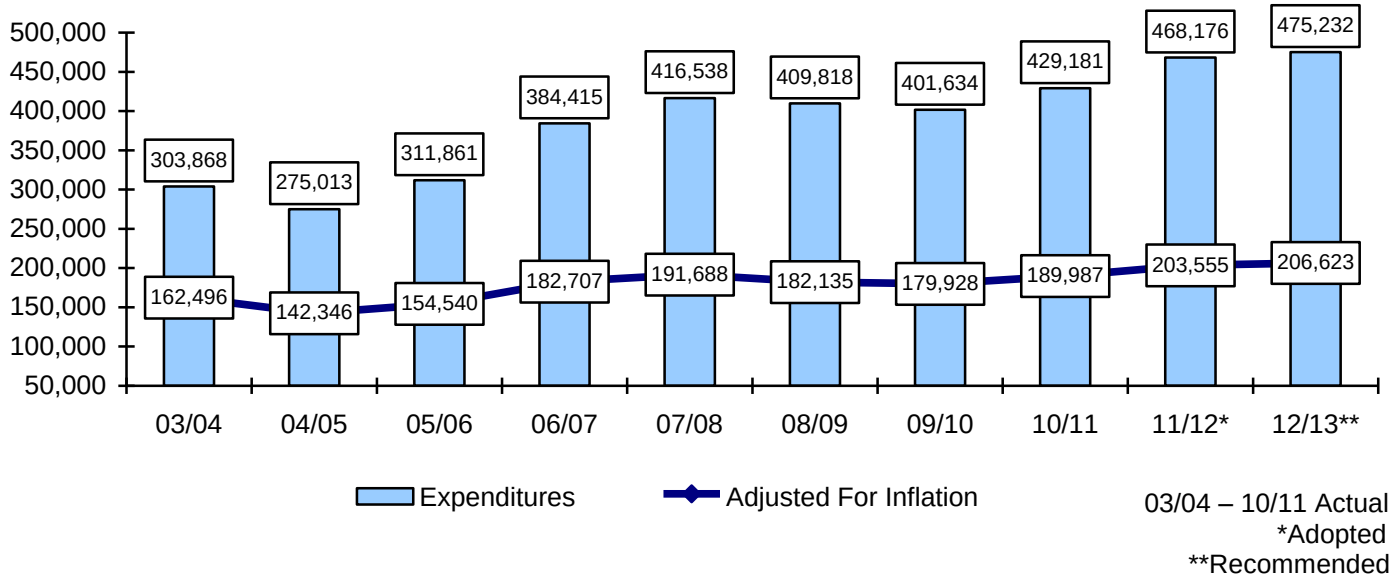
To serve San Luis Obispo County through the development, sharing, and application of research-based knowledge in agricultural sustainability, natural resource conservation, and youth and family development to provide a better quality of life both now and in the future.

Financial Summary	2011-12 Budget	2011-12 Projected	2012-13 Requested	2012-13 Recommended	Change From 2011-12
Intergovernmental Revenue	$ 6,025	$ 6,025	$ 4,575	$ 4,575	$ (1,450)
**Total Revenue	$ 6,025	$ 6,025	$ 4,575	$ 4,575	$ (1,450)
Salary and Benefits	367,209	353,059	370,415	370,415	3,206
Services and Supplies	100,967	93,300	104,817	104,817	3,850
**Gross Expenditures	$ 468,176	$ 446,359	$ 475,232	$ 475,232	$ 7,056
General Fund Support (G.F.S.)	$ 462,151	$ 440,334	$ 470,657	$ 470,657	$ 8,506





10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

The Farm Advisor has a total expenditure level of $475,232 and a total staffing level of 5.00 FTE to provide the following services:

Natural Resources

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: $132,114 Total Staffing (FTE): 1.25

Agriculture

Provide 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: $149,933 Total Staffing (FTE): 1.25

Youth and Family

Provide 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.

Total Expenditures: $193,185 Total Staffing (FTE): 2.50

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 and other academic and paraprofessional staff, brings the significant resources of the University's Division of Agriculture and Natural Resources as well as other land-grant institutions to San Luis Obispo County. As critical issues arise in our service areas, staff members quickly and efficiently respond 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, & 4-H youth development programs. San Luis Obispo County leverages approximately four 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 2011-12 Accomplishments

- The Master Gardener Volunteers have provided 2,358 volunteer hours since July, 1, 2011 and have been very successful educating and servicing the needs of the gardening public through various activities. As of mid-year, the monthly "Advice to Grow By" workshops held in the demonstration garden have had over 800 attendees. The Master Gardener monthly email currently has 794 recipients and the Blog has received 3,349 hits. The Master Gardeners also provide a weekly column in the Tribune addressing gardening questions from individuals throughout the County.

- Growers statewide are searching for reliable frost protection tools; knowing the relative performance of their available options is therefore critical for growers to ensure that crops are provided with the best protection possible. Mark Battany, Viticulture/Soils Farm Advisor, completed a two-year vineyard frost protection trial, in which he compared the efficacy of traditional wind machines versus a novel new type which blows air upwards. The traditional machines provided usable temperature gains for the crop, while the upward-blowing wind machines were consistently ineffective at the vineyard study site, raising serious questions about their efficacy in general use. This important study is the most detailed published work describing these novel types of wind machines to date.

- The University of California Food Stamp Nutrition Education Program (NEP) has changed its name to University of California CalFresh Nutrition Education Program in alliance with the State of California's program name change. The County's UC CalFresh

FY 2012-13 Objectives

- Seek grants for research and extension education programs in all our program areas. Continue to compare County's fiscal contributions to our department with benchmark counties.

- Continuation of the comprehensive evaluation program using knowledge gain surveys and follow-up behavior change surveys of clientele. Also utilize formal & informal needs assessments when appropriate.

- In 2012-13, the County 4-H Youth Development program will offer a new training opportunity for over 400 youth who are junior and teen leaders in 4-H clubs to help them realize their true and full potential through the "Step-It-Up-2-Thrive" curriculum. By incorporating the Step-It-Up-2-Thrive process *(utilizing the six Cs of youth development: competence, confidence, connections, caring, character, and contribution),* County 4-H will: 1) develop youth self-reflection skills, 2) teach a common language for thriving, 3) provide a holistic view of personal development, 4) inspire youth to create visions for their futures, and 5) motivate youth to work toward meaningful goals. When youth are thriving, they seek out resources that foster their talents, interests, and aspirations, and ultimately contribute to the common good. Thriving may be seen as perhaps the ultimate outcome of positive youth development programs.

NEP has collaborated and partnered with HEAL SLO, San Luis Obispo Food System Coalition, and Community Nutrition Action Plan to meet the nutrition and physical education needs of County residents. UC CalFresh NEP is now beginning a partnership with the Food Bank to provide healthy food demonstrations at food distribution sites.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The FY 2012-13 recommended budget for the Farm Advisor increases General Fund support by $8,506 or 1% as compared to FY 2011-12 adopted amounts. Revenue, received on a dollar-for-dollar reimbursement from the University of California (UC) is decreasing by $1,450 or 24% from FY 2011-12 budgeted levels.

Overall, expenditures are increasing by $7,056 or 1% from FY 2011-12 levels. Salary and benefit accounts are essentially flat, increasing by $3,206 or less than 1%, as compared to FY 2011-12 adopted levels. This is largely due to step increases that occurred during FY 2011-12 as well as minimal increases/decreases in fixed and variable costs.

Services and supplies accounts are recommended to increase by $3,850 or 3% from FY 2011-12 amounts. While several of the department's services and supplies accounts are decreasing by significant amounts ($1,185 to $4,145, or 26% to 65%), the overall increase in these accounts can be attributed to the increased garage and fuel billings. These accounts are increasing by $4,864 or 32% and $6,482 or 87% respectively. As noted above, revenue is received from the UC on a dollar-for-dollar reimbursement for expenditures; these expenditures equate to $4,575 or 4% of the overall budgeted amounts in the department's services and supplies accounts. There are no service level impacts associated with the recommended budget.

GOALS AND PERFORMANCE MEASURES

Department Goal: To strengthen our agricultural industries. To conserve our natural resources. To help youth and families grow strong.

Communitywide Result Link: ☐ Safe ☒ Healthy ☒ Livable ☒ Prosperous ☐ Well-Governed Community

1. Performance Measure: Percentage of program participants that report a useful gain of knowledge as a result of their participation in an educational program.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
98%	99%	98%	97%	98%	98%	98%

What: 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.

Why: Knowledge gain is a key factor for positive behavior change.

How are we doing? Program evaluations completed by individuals participating in a random sample of programs conducted during FY 2010-11 indicated a useful knowledge gain by 97% of participants based on information presented in our programs. This met our goal for FY 2010-11. Because of the high-quality of our department's educational programming we believe we will not only attain our projected goal of 98% for FY 2011-12, but will be able to project the same standard for our target in FY 2012-13.

2. Performance Measure: Percentage of program participants that report a positive behavior change as a result of their participation in an educational program.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
94%	90%	89%	87%	92%	92%	92%

What: 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.

Why: Positive behavior contributes to a livable, prosperous, and/or healthy community.

How are we doing? During FY 2010-11, follow-up surveys conducted approximately 6 months of attending an educational program indicated 87% of program participants reported a positive behavior change based on information presented in our programs. We believe we will attain our goal of 92% for FY 2010-11. Surveys are conducted 6 to 12 months after completion of educational workshops and seminars.

3. Performance Measure: Percentage of first year of 4-H Club members that re-enroll for a second year of 4-H membership.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
65%	66%	70%	68%	72%	72%	72%

What: This measure tracks the number of first year 4-H club members that re-enroll for a second year in the program.

Why: Re-enrollment of 4-H members is an indicator of the quality of the program for members and their parents/guardians.

How are we doing? During FY 2010-11, the 4-H retention rate for eligible first year becoming second year members was 68%. A 68% retention rate was a very high rate for reenrollment of first-year 4-H members, often reported to be only 50-55% in other locales. Also, the number of members reenrolling for a second year was very impressive at 292 members. We are continuing to strive to achieve even higher reenrollment rates in this and future years through continued program evaluation and revision. We are on track to meet or be very close to our reenrollment target for FY 2011-12. We are already above 300 reenrolled second year members.

Department Goal: To cost-effectively manage the Farm Advisor Department**.**

Communitywide Result Link: ☐ Safe ☐ Healthy ☐ Livable ☐ Prosperous ☒ 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 five county-utilized benchmark counties.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
$0.36/ag acre for San Luis Obispo County compared to $0.69/ag acre for benchmark counties	$0.35/ag acre for San Luis Obispo County compared to $1.52/ag acre for benchmark counties	$0.35/ag acre for San Luis Obispo County compared to $1.50/ag acre for benchmark counties.	$0.36/ag acre for San Luis Obispo County compared to $0.70/ag acre for benchmark counties	$0.39/ag acre for San Luis Obispo County compared to $.71/ag acre for benchmark counties	$0.39/ag acre for San Luis Obispo County compared to $0.71/ag acre for benchmark counties	$0.40/ag acre for San Luis Obispo County compared to $0.71/ag acre for benchmark counties

What: This measure indicates the County's cost per acre of agricultural land for services provided by the Farm Advisor Department. There are nearly 1.15 million agricultural acres (harvested and rangeland) in the County.

Why: This measure demonstrates the cost efficiency of available resources to fund Farm Advisor's programs.

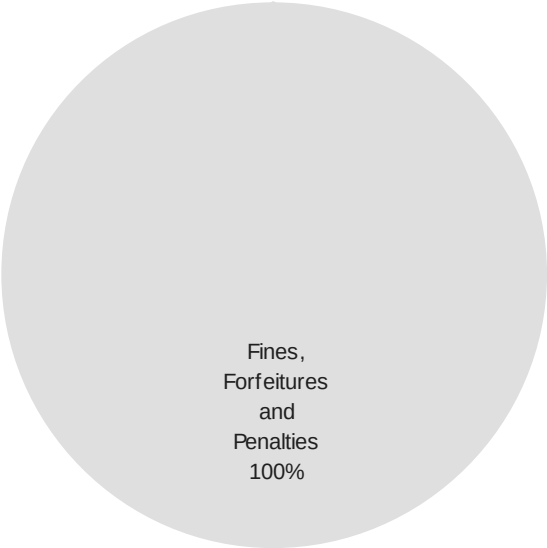
How are we doing? San Luis Obispo County continues to receive similar Farm Advisor services at a lower cost per ag acre than the County's utilized benchmark counties. During FY 2010-11, San Luis Obispo County's fiscal contribution to the Farm Advisor Department was $0.36/agricultural acre, compared to an average of $0.70/ag acre for our benchmark counties. Santa Cruz County has been a very high outlier over the past few years and we have removed them from our benchmark county figures. We expect to be on target with our projected amounts at the end of FY 2011-12.

PURPOSE STATEMENT

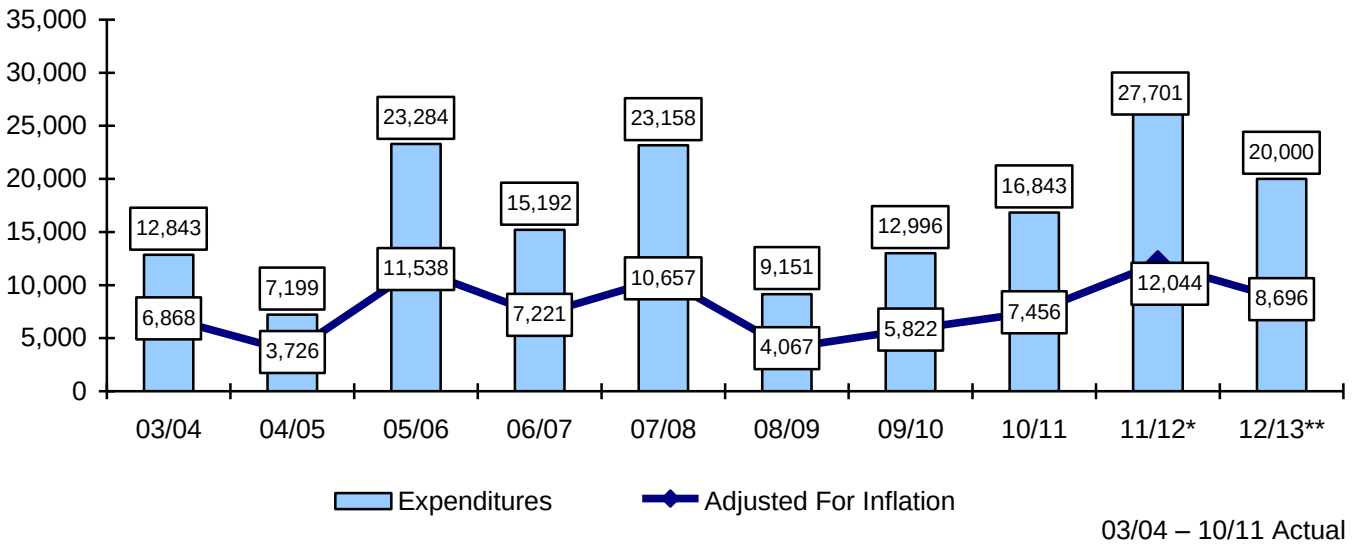
The State Fish and Game Code provides that 50 percent of fine monies collected for fish and game violations be returned to the County in which the offense was committed. These monies are to be expended for the protection, conservation and preservation of fish and wildlife. The Board of Supervisors appoints 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.

Financial Summary	2011-12 Budget	2011-12 Projected	2012-13 Requested	2012-13 Recommended	Change from 2011-12
Fines, Forfeitures and Penalties	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 0
Total Revenue	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 0
Fund Balance Available	$ 9,436	$ 9,436	$ 0	$ 0	$ (9,436)
Cancelled Reserves	7,701	7,701	0	0	(7,701)
Total Financing Sources	$ 37,137	$ 37,137	$ 20,000	$ 20,000	$ (17,137)
Salary and Benefits	$ 0	$ 0	$ 0	$ 0	$ 0
Services and Supplies	27,701	27,701	20,000	20,000	(7,701)
Other Charges	0	0	0	0	0
Fixed Assets	0	0	0	0	0
Gross Expenditures	$ 27,701	$ 27,701	$ 20,000	$ 20,000	$ (7,701)
Contingencies	0	0	0	0	0
New Reserves	9,436	9,436	0	0	(9,436)
Total Financing Requirements	$ 37,137	$ 37,137	$ 20,000	$ 20,000	$ (17,137)

Source of Funds



10 Year Expenditures Adjusted For Inflation



03/04 – 10/11 Actual
*Adopted
**Recommended

SERVICE PROGRAMS

Fish and Game has a total expenditure level of $20,000.

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: $ 5,000 Total Staffing (FTE): 0.00

Field Equipment

Field biology equipment including but not limited to cameras, vehicles, scanners, scopes, traps, fencing, nets, thermometers, etc.

Total Expenditures: $5,000 Total Staffing (FTE): 0.00

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: $5,000 Total Staffing (FTE): 0.00

Research

Fisheries and wildlife research, habitat reconnaissance, historical fisheries and wildlife surveys, and studies to support and maintain species.

Total Expenditures: $5,000 Total Staffing (FTE): 0.00

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

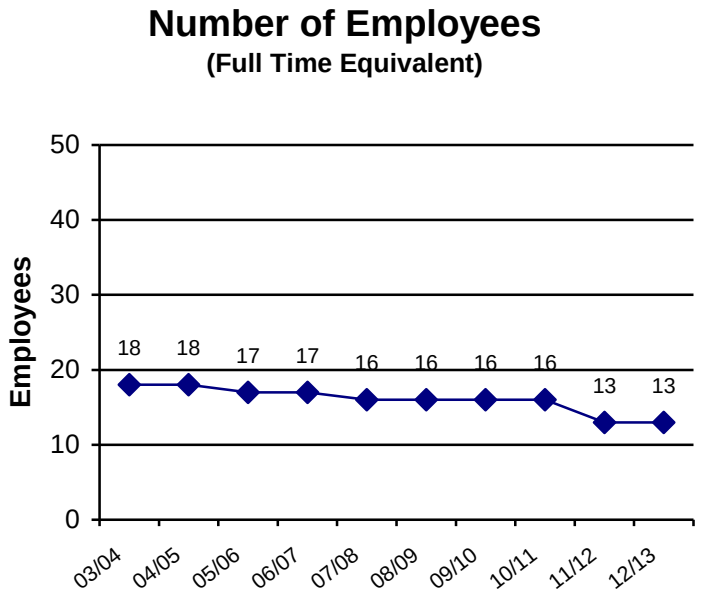
Fish and Game is a special revenue fund and therefore does not receive General Fund support. Revenue to support the services provided by this fund center is generated by fines and settlements collected for fish and game violations committed within the county. Revenue from settlements and fines is projected to remain constant at $20,000 for FY 2012-13. This revenue will be used to fund $20,000 in Fish and Game projects in FY 2012-13, which is a decrease of $7,701 from FY 2011-12 adopted levels. The Fish and Game Fines Committee requests expenditure levels based upon their needs, with consideration of revenue projections and existing reserves. Expenditures include distribution of education information, purchase of field equipment, habitat improvement projects and wildlife research.

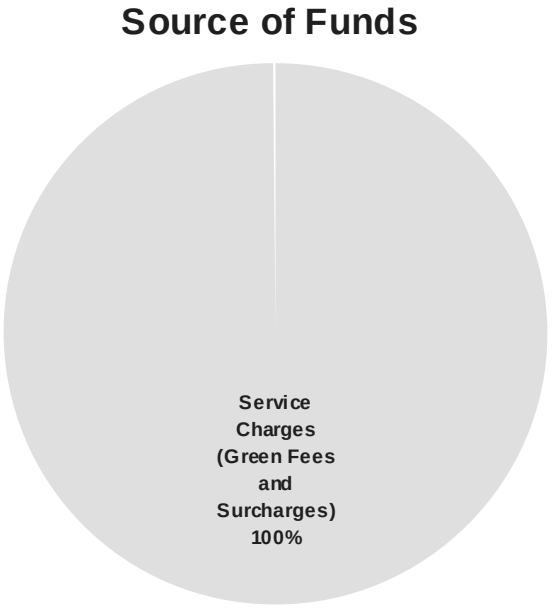
The FY 2012-13 recommended budget will provide the Fish and Game fund with reserves and designations totaling $156,172 (general reserves - $54,583, fish and game project designations - $86,087, and $15,502 – environmental settlement designation).

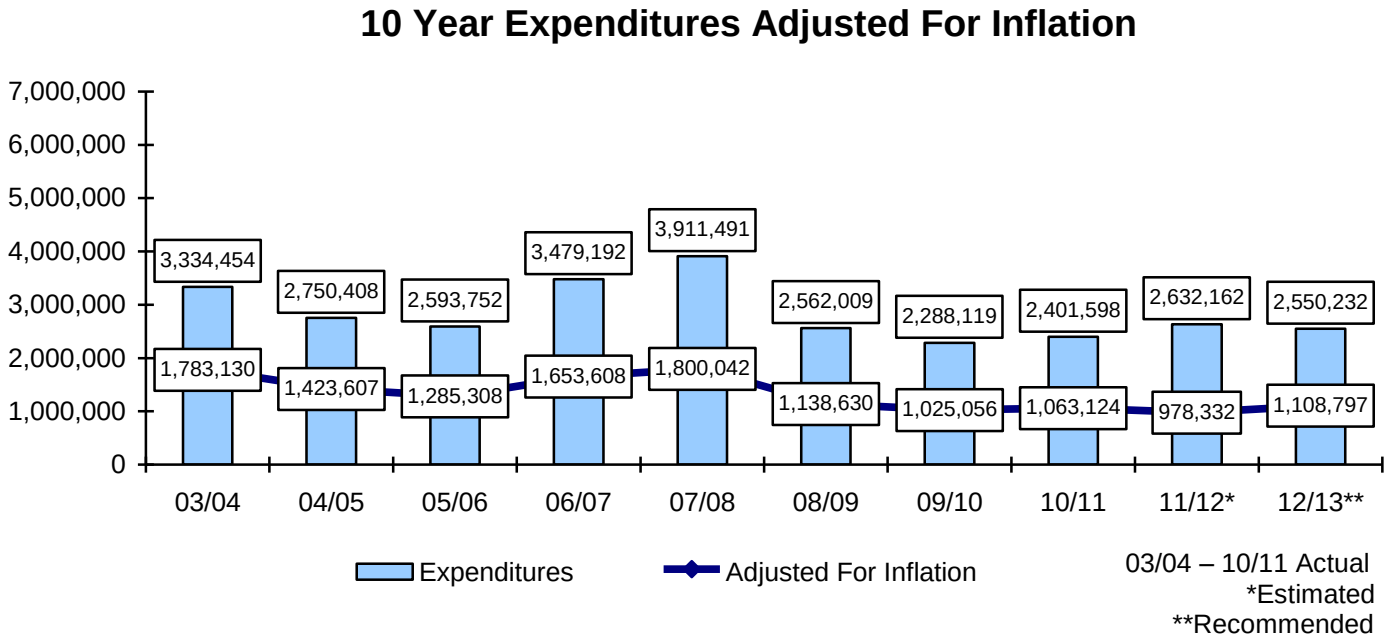
MISSION STATEMENT

Golf Courses, a division of the San Luis Obispo County Parks, operates and maintains three 18-hole championship golf courses to enhance opportunities for recreation and personal enrichment of the County's residents and visitors.

OPERATING DETAIL (1)	2010-11 ACTUAL (2)	2011-12 ESTIMATED (3)	2012-13 PROPOSED ESTIMATES (4)	2012-13 RECOMMENDED ESTIMATES (5)
OPERATING REVENUES				
Charges for Services	2,589,992	2,582,131	2,594,714	2,594,714
TOTAL OPERATING REVENUES	2,589,992	2,582,131	2,594,714	2,594,714
OPERATING EXPENSES				
Salaries and Benefits	1,254,151	1,214,127	1,242,409	1,242,409
Services and Supplies	676,897	946,873	769,666	769,666
Countywide Overhead	91,082	91,082	158,157	158,157
Depreciation	379,468	380,080	380,000	380,000
TOTAL OPERATING EXPENSES	2,401,598	2,632,162	2,550,232	2,550,232
OPERATING INCOME (LOSS)	188,394	(50,031)	44,482	44,482
NON-OPERATING REVENUES (EXPENSES)				
Interest	3,479	2,500	2,500	2,500
Other	12,462	12,494	2,260	2,260
Transfer in fm GF for Equip	0	0	0	0
Interest Expense	0	0	0	0
Transfer to DSF-Interest	(301,259)	(298,787)	(289,225)	(289,225)
Transfer to DSF-Principal	0	0	0	0
TOTAL NON-OPERATING REVENUES (EXPENSES)	(285,318)	(283,793)	(284,465)	(284,465)
INCOME BEF. CAPITAL CONTRBS. & TRANSFERS	(96,924)	(333,824)	(239,983)	(239,983)
Operating Transfer In	0	46,700	0	0
Transfers in (out)	(32,836)	0	0	0
CHANGE IN NET ASSETS	(129,760)	(287,124)	(239,983)	(239,983)
Net Assets - beginning	6,866,937	6,737,177	6,450,053	6,450,053
Net Assets - ending	6,737,177	6,450,053	6,210,071	6,210,071
FIXED ASSET EXPENDITURES				
Equipment	12,293	0	10,000	10,000
Structures, Improvements	0	46,700	0	0
TOTAL FIXED ASSET EXPENDITURES	12,293	46,700	10,000	10,000


Number of Employees
(Full Time Equivalent)
Employees
50
40
30
20
10
0
18
18
17
17
16
16
16
16
13
13
03/04
04/05
05/06
06/07
07/08
08/09
09/10
10/11
11/12
12/13


Source of Funds
Service Charges (Green Fees and Surcharges) 100%


10 Year Expenditures Adjusted For Inflation
7,000,000
6,000,000
5,000,000
4,000,000
3,000,000
2,000,000
1,000,000
0
3,334,454
2,750,408
2,593,752
3,479,192
3,911,491
2,562,009
2,288,119
2,401,598
2,632,162
2,550,232
1,783,130
1,423,607
1,285,308
1,653,608
1,800,042
1,138,630
1,025,056
1,063,124
978,332
1,108,797
03/04
04/05
05/06
06/07
07/08
08/09
09/10
10/11
11/12*
12/13**
Expenditures
Adjusted For Inflation
03/04 – 10/11 Actual
*Estimated
**Recommended

SERVICE PROGRAMS

Golf Courses has a total expenditure level of $2,550,232 and a total staffing level of 13.00 FTE to provide the following services.

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. Provide affordable golf recreational options for our residents and visitors through market price analysis and customer surveys.

Total Expenditures: $1,292,561 Total Staffing (FTE): 7.00

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. Provide affordable golf recreational options for our residents and visitors through market price analysis and customer surveys.

Total Expenditures: $32,381 Total Staffing (FTE): 0.00

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. Provide affordable golf recreational options for our residents and visitors through market price analysis and customer surveys.

Total Expenditures: $1,225,290 Total Staffing (FTE): 6.00

DEPARTMENT COMMENTS

The County operates three public golf courses open to residents and visitors alike. Morro Bay, Dairy Creek and Chalk Mountain golf courses are managed to enhance our environmental resources and offer an excellent opportunity to play three different varieties of golf courses (ocean, links, and traditional American style golf) on the Central Coast.

The local golf market has become more competitive as visiting and local golfers have become bargain shoppers. Golfers' financial concerns and the extended regional decline in golf play have made it more difficult to manage profitable courses. Managers of local golf courses are constantly changing discount options, creating golf packages and revising business plans as they strive to survive the current financial difficulties.

Our three County courses are experiencing similar hardships while reaching for the goal of providing affordable golfing options for our communities. Marketing strategies are employed to improve our ability to attract golfers who have not visited our properties recently and to compete for tournament group revenue. Sales of SLO Golf cards – our loyalty card program - continue to increase. These sales are an indication of golfers' desire to play our courses. Volunteers from our local golf clubs regularly donate their time and resources to help with tasks and projects that enhance the overall customer experience while allowing regular staff time to focus on daily operations. San Luis Obispo County Golf also strives to be the industry leader as environmental stewards through efforts to make Dairy Creek Golf Course the first Zero Waste golf course in the world. This facility converts golf course green waste and restaurant waste into nutrient products for the golf course. These reductions in waste streams ensure a more sustainable operation and also reduce inorganic fertilizers and pesticides, which create savings. Following are some of the department's notable accomplishments for FY 2011-12 and some specific objectives for FY 2012-13.

FY 11-12 Accomplishments

- Improved financial reporting and planning tools for operations and infrastructure maintenance to increase accountability and resource management.
- Partnered with County Schools, County Parks, and Cuesta College to complete a waste water project to protect Dairy Creek and the Morro Bay Estuary.
- Updated point of sale software to improve promotions, direct marketing, and provide customer surveys to golf customers.
- Secured grant funding and constructed a Zero Waste demonstration park at Dairy Creek Golf Course complete with tours.
- Increased our Loyalty Card program memberships by 9%.
- Renovated landscape areas and on-course restrooms to enhance customer experience

FY 12-13 Objectives

- Work with Golf Course Advisory Committee and concessionaire partners to revise and update golf play policies to benefit golf customers.
- Expand marketing efforts to areas outside of the County to increase participation and revenue.
- Increase player development programs to inspire new players and increase current golfer participation.
- Build upon our Zero Waste program to establish protocols and practices that will enhance the use of organic fertility sources and reduce inorganic materials.
- Seek grant funding to increase the environmental stewardship at all three golf courses to benefit the environment and enhance County Golf's reputation as the industry leader.

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 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 2012-13 recommended estimated numbers vs. FY 2011-12 estimated year end numbers. It is important to note that the comparison of estimated amounts in the Schedule 11 differs from the comparison of amounts in General Fund budgets. General Fund budgets compare the adopted budget amount to the recommended budget amount. The Schedule 11 for enterprise fund compares the estimated actual amount for FY 2011-12 to the proposed amount of new allocated expense and revenues, to be budgeted for FY 2012-13.

The total recommended operating expense for this department's FY 2012-13 budget is $2,550,232. This is a decrease of $81,930, 2%, less than the estimated amount for FY 2011-12. Depreciation expense, a non cash expense that identifies the decline in value of capital assets, is $380,000 or 15% of the recommended operating expense.

Recommended FY 2012-13 operating revenues are $2,594,714, an increase of $12,583 or 2% over estimated amount for FY 2011-12. The recommended budget is set at the proposed level requested by the department.

Salary and benefit accounts for FY 2012-13 are increasing by $28,282 or 2% more than FY 2011-12 estimated amounts. The increased salary and benefit expense is related to step increases and a slight increase in temporary help.

The Schedule 11 shows the services and supplies accounts are decreasing by $177,207, or 19 % less as compared with the FY 2011-12 estimated amount. The decrease shown for services and supplies is partially due to the accounting rules which govern what is captured in the services and supplies accounts for the Schedule 11

form. Additionally, the projected actual expenditures for FY 2011-12 services and supplies are $71,548 more than the FY 2011-12 budgeted amount. The increased expense is related to the wastewater line replacement project being jointly shared with the County Office of Education and County Parks. When compared to the services and supplies amount in the adopted FY 2011-12 Golf budget, the recommended FY 2012-13 services and supplies amount shows a $52,499 or 5% increase. The increase is largely due to increased Countywide Overhead charges.

Non-operating expenses in the recommended budget total $289,225, a $672 decrease from the FY 2011-12 estimated levels. Non operating expenses are for debt service expense associated with the Dairy Creek Golf Course. The expense for debt service was originally intended to be repaid with a surcharge on fees for each round of golf played. The current revenue from this surcharge is insufficient to cover the debt service and other operating revenues are making up the difference.

As Golf's expense is greater than revenue, Golf will again use $131,000 of unallocated cash within the Golf Fund to cover operational expenses. This will leave approximately $330,000 in unallocated cash in the Golf Fund.

The recommended budget for Golf will fund the operation of all three of the County owned golf courses and maintain services at current levels.

Over the past several years, the slowdown in the economy, changing attitudes and choices for recreation and increased competition from private golf courses for clients have contributed to the decline in Golf revenues. Golf has partially offset revenue declines by reducing expenditures. Golf has done a good job balancing expenditure reductions while still maintaining the courses in a sound playable condition to keep and attract customers. However, the gap between revenues and expenditures is being covered by Golf's cash balance to fund operational expense. Additionally, Golf is unable to set funding aside to address deferred maintenance and replacement of infrastructure. The good news is that the decline in rounds played is showing signs of leveling and there are some indications of slight improvement. Golf is also working to increase play at County courses through a variety of outreach and promotional efforts. The success of efforts to increase revenues to cover operational expense and address maintenance and infrastructure needs is essential for Golf's long term fiscal health. Golf's efforts to reduce waste products and create a Zero Waste golf course at the Dairy Creek are recognized for their progressive and innovative strategies to maintain golf courses in an environmentally sensitive manner.

GOALS AND PERFORMANCE MEASURES

Department Goal: Provide cost-effective operations and maintenance for County golf courses to enhance recreational opportunities that meet or exceed customer expectations.

Communitywide Result Link: ☐ Safe ☒ Healthy ☒ Livable ☒ Prosperous ☒ Well-Governed Community

1. Performance Measure: Annual operating costs per golf round played at County-managed golf courses.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
$18.92/round	$17.85/round	$19.88/round	$20.59/round	$21.50/round	22.33/round	21.50/round

What:: The ratio of total operating expenses (salaries/benefits, services/supplies, depreciation of fixed assets) to the total number of rounds played at County-managed golf courses.

Why: This figure reflects our commitment to provide well-maintained golf courses and amenities for those who visit County golf courses. This benchmark is useful in developing the fee structure as well as assessing the value of services provided in a very competitive market.

How are we doing? The projection for FY 2011-12 is $22.33 or 7.8% higher than Actual results of FY 2010-11 and 3.7% higher than our adopted goal for this year. Golf rounds are projected to finish 1% higher than FY 2010-11. Expenses (including costs for the sewer line/reclaimed water line project) are increasing at a faster pace than the increased golf rounds resulting in higher cost per golf round. The FY 2012-13 target is based upon expected reductions to expenses and continued nominal increased rounds of golf. Staff is tracking expenses closely, while completing small maintenance projects that have an impact on improving golf rounds.

2. Performance Measure: Annual operating revenue per golf round played at County-managed golf courses.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
N/A	**N/A**	**N/A**	**$20.86**	**$20.96**	**$20.23**	**$20.39**

What: The ratio of total operating revenues (green fees, cart revenues, and miscellaneous revenue) to the total number of rounds played at County-managed golf courses.

Why: This figure reflects the perceived value (amount golfer is willing to pay) golfers hold for our golf courses. It is companion to the Operating Expense per Round Played measure and is useful in developing the fees and fee structure for future years.

How are we doing? The projection for FY 2011-12 is 3% below the Adopted amount. Although rounds are projected to be 5% higher than our target, play in discounted play categories (off-peak and sundown) is higher than anticipated. Therefore, the increase in play has been offset by a reduced amount of revenue/golfer. Staff has begun to utilize a form of yield marketing to move customers into tee times that will allow more desirable tee times to be sold at higher rates. This yield marketing strategy will increase our revenue/round while maintaining our increase in the number of rounds. The FY 2012-13 target reflects anticipated success of the marketing and promotions efforts with a 1% increase in this measure.

3. Performance Measure: Percentage of responses to Customer Satisfaction Survey rating overall golf experience as "Satisfactory" or better.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
77%	88%	86.5%	79.4%	85%	85%	85%

What: An annual customer survey is conducted of those who play golf on County managed golf courses. This survey measures customer satisfaction with their recreation experience. The level of golfers' satisfaction is directly linked to the likelihood that they will recommend the course to a friend and play more frequently.

Why: Efforts to set appropriate fees and provide quality, safe facilities affects the satisfaction of our customers and golfers' perceptions of the value of our products. Periodic surveying of customers helps staff measure golfers' opinions and allows an avenue for their input to improve our courses.

How are we doing? The projection for FY 2011-12 is equal to the adopted figure. This is the three-year average for customer satisfaction for our golf courses and a useful benchmark for this measure. Data from random online sampling surveys indicate this is the likely rating at year-end. An additional customer survey will be provided yearly at all three courses to encourage better participation from our entire customer base. The FY 2012-13 target is set at the benchmark 85% customer satisfaction as the rating is expected to hold steady and deferred maintenance at each of our three courses will prevent ratings significantly higher than the existing level.

Department Goal: Increase the number of golf rounds played on an annual basis.

Communitywide Result Link: ☐ Safe ☒ Healthy ☒ Livable ☒ Prosperous ☒ Well-Governed Community

4. Performance Measure: The total number of golf rounds played at County-managed golf courses.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
152,695	142,563	128,722	124,908	120,000	126,407	127,500

What: This measurement examines the total number of rounds played at all three County golf courses relative to the prior year.

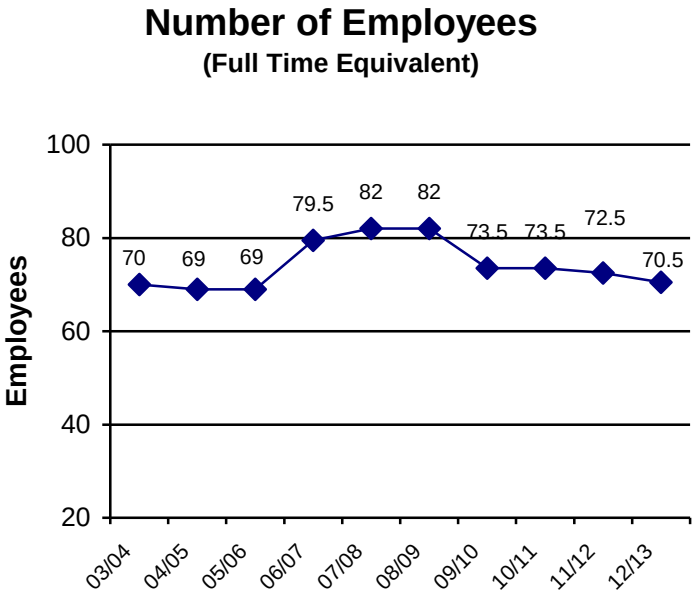
Why: The ultimate measure of success for our golf program is reflected in the volume of play we can attract in this very competitive golf market. While golf rounds played are subject to the negative impacts of weather and the general economy, the total rounds played reflects the perceived value of golf experienced on our courses and indicates the numbers of persons taking part in healthy, active recreation.

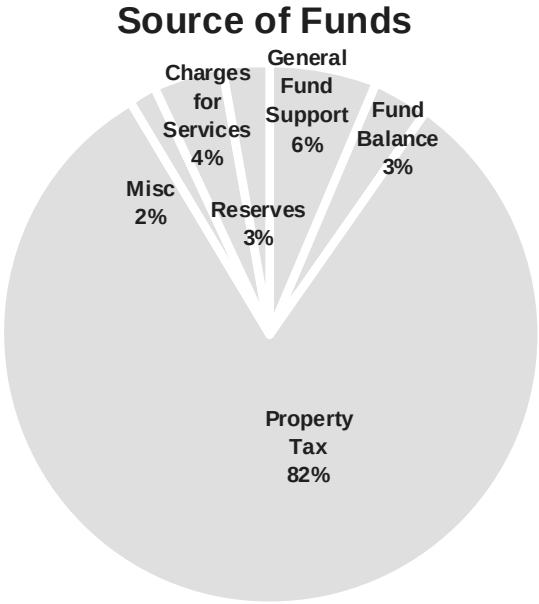
How are we doing? The projection for FY 2011-12 is 5% above our adopted figure for FY 2011-12 and 1% above the actual results of FY 2010-11 with golf play increasing at our courses. The FY 2012-13 target is based upon the trend of 1% increase in rounds per year. The significant drivers of the increased play include SLO Golf Card sales that are 1% better than the previous year and that these card sales are to predominantly new golf customers. Each SLO Golf Card sold indicates a golfer that is committed to playing our three courses.

MISSION STATEMENT

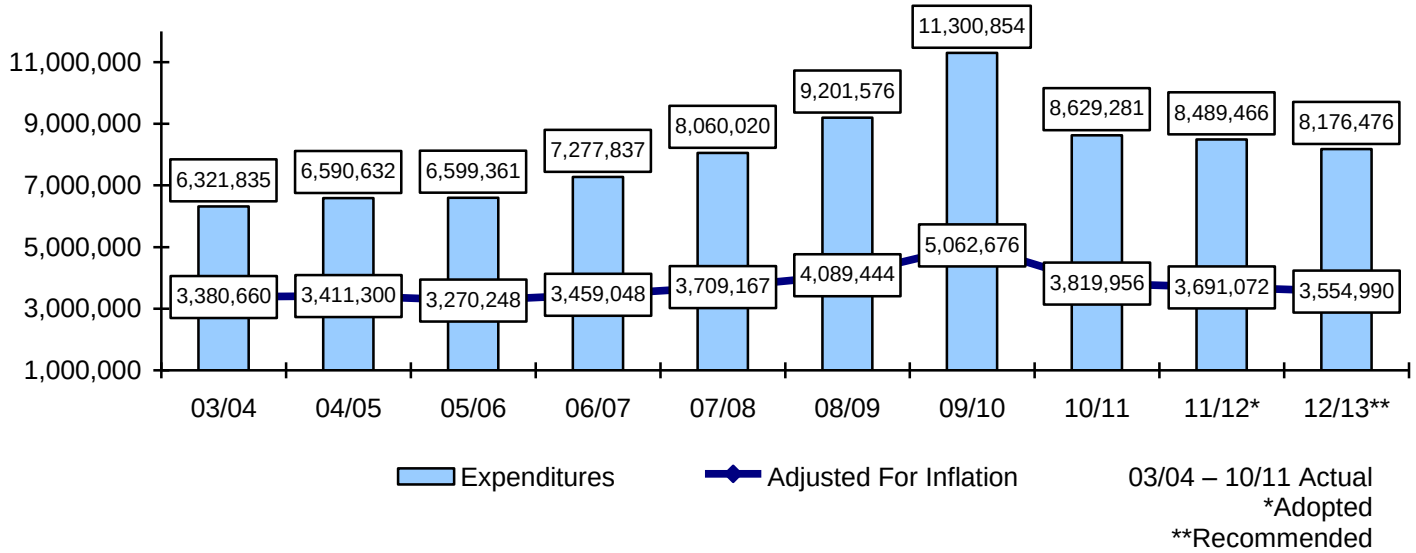
The mission of the San Luis Obispo City/County Library is to provide materials and services to people seeking knowledge, lifelong learning, and recreation, as well as to ensure that all customers of the library may use those materials and services to the maximum extent possible.

Financial Summary	2011-12 Budget	2011-12 Projected	2012-13 Requested	2012-13 Recommended	Change from 2011-12
Taxes	$ 6,748,097	$ 6,674,203	$ 6,708,441	$ 6,681,462	$ (66,635)
Revenue from Use of Money & Property	6,000	0	7,000	7,000	1,000
Intergovernmental Revenue	187,190	170,092	105,736	105,736	(81,454)
Charges for Current Services	301,000	347,000	346,500	346,500	45,500
Other Revenues	15,000	162,057	16,000	16,000	1,000
Other Financing Sources	516,121	516,121	625,670	516,121	0
Total Revenue	$ 7,773,408	$ 7,869,473	$ 7,809,347	$ 7,672,819	$ (100,589)
Fund Balance Available	$ 505,329	$ 505,329	$ 278,657	$ 278,657	$ (226,672)
Cancelled Reserves	313,118	471,118	225,000	225,000	(88,118)
Total Financing Sources	$ 8,591,855	$ 8,845,920	$ 8,313,004	$ 8,176,476	$ (415,379)
Salary and Benefits	$ 5,856,079	$ 5,703,386	$ 5,795,972	$ 5,795,972	$ (60,107)
Services and Supplies	2,629,887	2,697,455	2,512,032	2,375,504	(254,383)
Other Charges	3,500	3,224	5,000	5,000	1,500
Fixed Assets	0	0	0	0	0
Gross Expenditures	$ 8,489,466	$ 8,404,065	$ 8,313,004	$ 8,176,476	$ (312,990)
Contingencies	47,389	0	0	0	(47,389)
New Reserves	55,000	155,000	0	0	(55,000)
Total Financing Requirements	$ 8,591,855	$ 8,559,065	$ 8,313,004	$ 8,176,476	$ (415,379)





10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAM

The Library has a total expenditure level of $8,176,476 and a total staffing level of 70.50 FTE to provide the following services.

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: $8,176,476 Total Staffing (FTE): 70.50

DEPARTMENT COMMENTS

The Library is a Special Revenue Fund of the County which operates fifteen branch libraries and a bookmobile. The department serves residents countywide, except for the City of El Paso de Robles, which operates its own library.

The services provided by the Library include lending of books and audiovisual materials, answering informational questions, providing books and other materials for consultation, and providing audio as well as e-books. Library services are provided in physical buildings as well as virtually, via the Internet. All branch libraries but one (Simmler) offer Internet and/or Wi-Fi access 24/7. Eight branch libraries (the “Big 7”, plus Cayucos) offer self-check circulation services. The Library also offers a variety of events and programs for recreation as well as education. Examples include: a Summer Reading Program (for children and youth); support for adult Book Clubs; film nights; and topical programs such as career guidance, job-searches, and entrepreneurship. The Library partners with the Genealogy Society to provide services in two branch libraries: Arroyo Grande and San Luis Obispo. Three branch libraries are actively engaged in increasing physical spaces (in new buildings) or a major remodeling project: Atascadero, Cambria, and Morro Bay. The community of Templeton is fund raising for a new library as well.

Two noteworthy trends in public libraries include: more customers (both physical and virtual) and less funding. In an effort to manage these diverging trends, Library staff are recruiting more volunteers, designing public spaces to be more intuitive and self-navigable, and using electronic technology to deliver more services 24/7 without staff intervention and using self-check circulation systems. Volunteer numbers are at historically high levels and now

focus on both behind-the-scenes people who work on flexible schedules, and public service people whose participation is essential to the daily operations of a branch library and must adhere to fixed schedules.

Reductions in library funding, discussions about the proper role of government, and an increasing dependence on electronic technologies provided by for-profit companies, all combine to create an uncertainty in many people's minds about the viability, or even the necessity, for public libraries' existence now and into the future. Library staff and library support groups strongly believe that public libraries will be an important element in the quality of life and the economy of San Luis Obispo County for many years to come.

FY 2011-12 Accomplishments

- Created a Five-Year Library Strategic Plan, and updated the Library Vision 2009 Document.
- Maintained service levels despite the loss of 9.5 FTE positions since FY 2008-09.
- Library staff began working to implement recommendations from the study funded by a $75,000 "Sparks into Flames" youth services grant from the California State Library by partnering with other groups to engage youth by creating a social media presence for the Library.
- Installed self-check-out technology in the SLO City/County Library's circulation area.
- Established capability that allows customers to pay fines and fees online.
- In cooperation with the Library Foundation, helped produce the 10th annual Central Coast Book & Author Festival.

FY 2012-13 Objectives

- Complete the design phase of the new Atascadero library project, and select a firm to begin construction.
- Help the Cambria Friends of the Library reach their fund raising goal, which will allow them to move into a new building.
- Work with the Morro Bay Friends of the Library on renovations to the Library.
- Implement the "Sparks into Flames" grant by partnering with other groups to engage youth by creating a social media presence for the Library.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The FY 2012-13 recommended budget for the Library reflects financing sources and expenditures that are decreasing by $415,379 or 4%. General Fund support is recommended to remain level with the FY 2011-12 adopted budget at $516,121 and represents 6% of the Library's total budget of $8,176,476.

The Library is primarily dependent on revenue from property taxes to fund its operation. As a result of the continued sluggish housing market, property tax revenues are budgeted to remain essentially flat. The recommended budget will allow the Library to sustain current open branch hours. To achieve a balanced budget, staff recommends cancelation of $225,000 in reserves; $25,000 from the Library's General Reserve - leaving a balance of $49,690 - and $200,000 from the Facilities Planning Reserve - leaving a balance of $1,229,294 once all loan repayments are made. (Note: a loan of approximately $631,000 was made from the Facilities Planning Reserve to purchase the "McKinney" property for the new Cambria library which temporarily reduces the balance of this reserve. The Friends of the Library have repaid $180,000 of this loan per the terms of the Memorandum of Understanding with the County. The balance of this loan will be repaid from proceeds of the sale of the existing library and Cornwall property sites and from funds raised by the Cambria Friends of the Library to fund the community's 50% share of this project.)

The recommended budget for FY 2012-13 does not include any funding for contingencies. Traditionally, the Library had budgeted approximately $200,000 in contingencies each year to offset any prevailing wage adjustments that might be agreed to during the year. These funds have not been used in the last several years because the department has had sufficient salary savings to offset the cost of prevailing wage adjustments or because there have been no adjustments.

Salary and benefit accounts are recommended to decrease $60,107 or 1% compared to the FY 2011-12 Adopted budget. This funding level is equal to the Library's requested budget and results in the elimination of two vacant, full-time Administrative Assistant positions, a total expenditure reduction of $93,744. This reduction is part of a five-year strategy adopted by the Library to move the department's expenditure budget toward long term structural balance with its available financing, and discontinue its current reliance on reserves to fund a portion of its operating budget. The loss of these positions is not expected to have a significant impact on service levels. Services and supplies accounts are recommended to decrease $254,383 or 9%, mainly due to a reduction in countywide overhead and charges for insurance. The materials budget for FY 2012-13 is recommended to increase by $13,505 or 3% over the FY 2011-12 adopted budget.

A net reduction of 2.00 FTE is recommended in the Library's Position Allocation List (PAL) for FY 2012-13:

- -2.00 FTE vacant Administrative Assistant positions to help bring expenditures more in line with funding.

GOALS AND PERFORMANCE MEASURES

Department Goal: Maximize onsite and remote public access to library materials, services and programs.

Communitywide Result Link: ☐ Safe ☐ Healthy ☒ Livable ☐ Prosperous ☐ Well-Governed Community

1. Performance Measure: Annual expenditures per capita for total Library budget.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
$33.75	$38.43	$35.35	$35.49	$35.00	$35.25	$34.21

What: The average annual expenditure per capita for the total library budget in libraries serving comparable populations is $38.62. One hundred seventy-three public libraries serving a population of 100,000 to 249,999 across the nation were used for the statistical sample (*Public Library Data Service 2011*).

Why: 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 and, 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 branch libraries are now closed on Mondays due to inadequate funding.

How are we doing? The projected FY 2011-12 per capita expenditures for the Library are slightly below the average for public libraries with comparable populations as reported in a survey by the Public Library Data Service (Statistical Report 2011). This report shows the upper quartile (75%) to be $49.15 and the lower quartile (25%) to be $22.40 with a mean of $38.62. The Library strives to move into the upper quartile. Additional funding would enable the San Luis Obispo County Library to reach its goals of offering adequate, convenient and dependable open hours, materials, and services. Fundraising efforts will continue and may increase the per capita expenditure in the future. The Library's FY 2011-12 amount of $35.25 was calculated using an estimated population of 240,944 and an $8,492,777 expenditure amount. *Note – the population of the City of Paso Robles is not included given that the City operates its own library. The population number for the County Library service area is determined by the California Public Library Fund.*

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.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
367 = 68%	375 = 70%	364 = 68%	360=67%	357 = 66%	359=67%	359=67%

What: As noted in the Library's staffing plan, the ideal weekly schedule of open hours is defined by the size of the library (square footage) and the population served. Using these criteria, five library levels have been defined. Ideal open hours per week 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? The Library continues to work towards improving service by creating open schedules that are easier to remember for the public, and offer the maximum number of hours possible with the existing Library staff. With possible additional budget cuts in the near future, the Library's challenge is to keep open hours at existing levels. Increased fund raising and volunteerism may help.

There are no benchmark data available from the Public Library Data Service.

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: ☐ Safe ☐ Healthy ☒ Livable ☐ Prosperous ☐ Well-Governed Community

3. Performance Measure: Annual number of items circulated per capita.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
7.5	9.2	9.4	10.0	9.9	10.2	10.2

What: The average annual number of items circulated per resident for public libraries serving comparable populations is 9.31. One hundred seventy-four public libraries serving a population of 100,000 to 249,999 across the nation were used for the statistical sample (*Public Library Data Service 2011*).

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? It appears the Library will exceed the average annual number of items circulated per resident for public libraries serving comparable populations. Items circulated rates continue to increase 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. The Library's FY 2011-12 amount of 10.2 is based on an estimated population of 240,944 and a total circulation of 2,450,652. *Note – the population of the City of Paso Robles is not included given that the City operates its own library. The population number for the County Library service area is determined by the California Public Library Fund*

4. Performance Measure: Annual expenditures per capita for library materials to include new and replacement copies.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
$3.39	$3.40	$2.74	$2.86	$2.51	$2.52	$2.21

What: The average annual expenditure per capita for library materials in libraries serving comparable populations is $4.43. One hundred seventy-two public libraries serving a population of 100,000 to 249,999 across the nation were used for the statistical sample (*Public Library Data Service 2011*).

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's projected amount is below the national average of $4.43 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 (a significant source of funding for the Library). Unfortunately, it is expected the per capita spending growth rate will be slower than hoped in the next few years. The Library's FY 2011-12 amount of $2.52 was calculated using an estimated population of 240,944 and an expenditure amount of $607,545. *Note – the population of the City of Paso Robles is not included given that the City operates its own library. The population number for the County Library service area is determined by the California Public Library Fund*.

5. Performance Measure: Percentage of the science, technology, consumer law and consumer health materials, system wide, which are current.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
Not Available	Not Available	77%	88%	84%	85%	85%

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? Branch Library staffs 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. It should be noted, access to this information is expanding in digital format, and the future increases in digital access may mean that the best up-to-date information is online and publishers may limit print access in the future. Due to a computer software change, the FY 2007-08 and FY 2008-09 Actual Results statistic could not be generated.

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.

Communitywide Result Link: ☐ Safe ☐ Healthy ☒ Livable ☐ Prosperous ☐ Well-Governed Community

6. Performance Measure: Percentage of library users who are extremely or very satisfied with library services in the county.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
93%	Biennial Survey	92%	Biennial Survey	93%	93%	Biennial Survey

What: This measures the extent to which library users are satisfied with library service in the County.

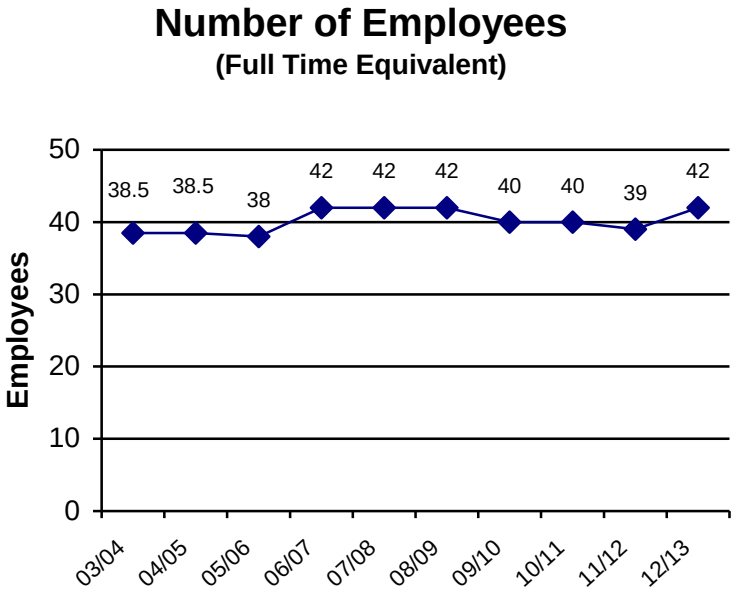
Why: Libraries provide access to information in a wide variety of formats that increase the educational, cultural and recreational opportunities in a community. This measure is our report card from our customers, telling us not only how we are doing, but giving us specific, useful feedback that we use to further improve our service to the community.

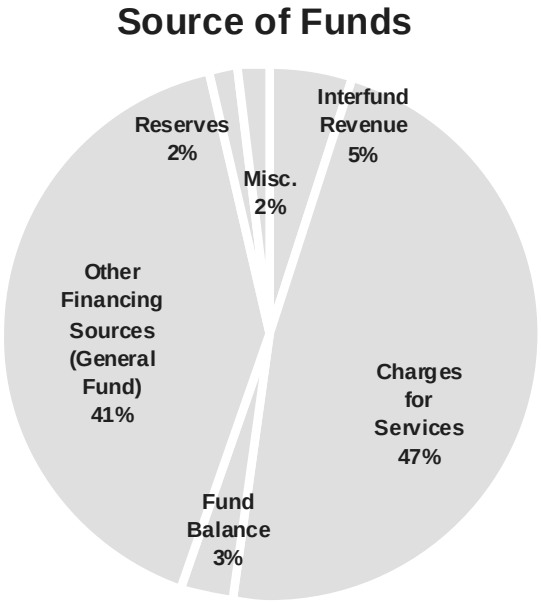
How are we doing? The Library worked with Taylor Consulting Group to develop and distribute customer satisfaction exit surveys on a regular biennial basis. Library users were “extremely satisfied” (62%) or “very satisfied” (30%) with overall library service when surveyed in May 2010 (total 92%). 1,340 Library visitors received and returned complete and useable survey forms. The continuing high percent 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. One interesting point disclosed by the survey was, that although the average Library visit is only 30 minutes, more than one-half of the visitors were asked if they needed help. The next scheduled exit survey will be conducted in May 2012.

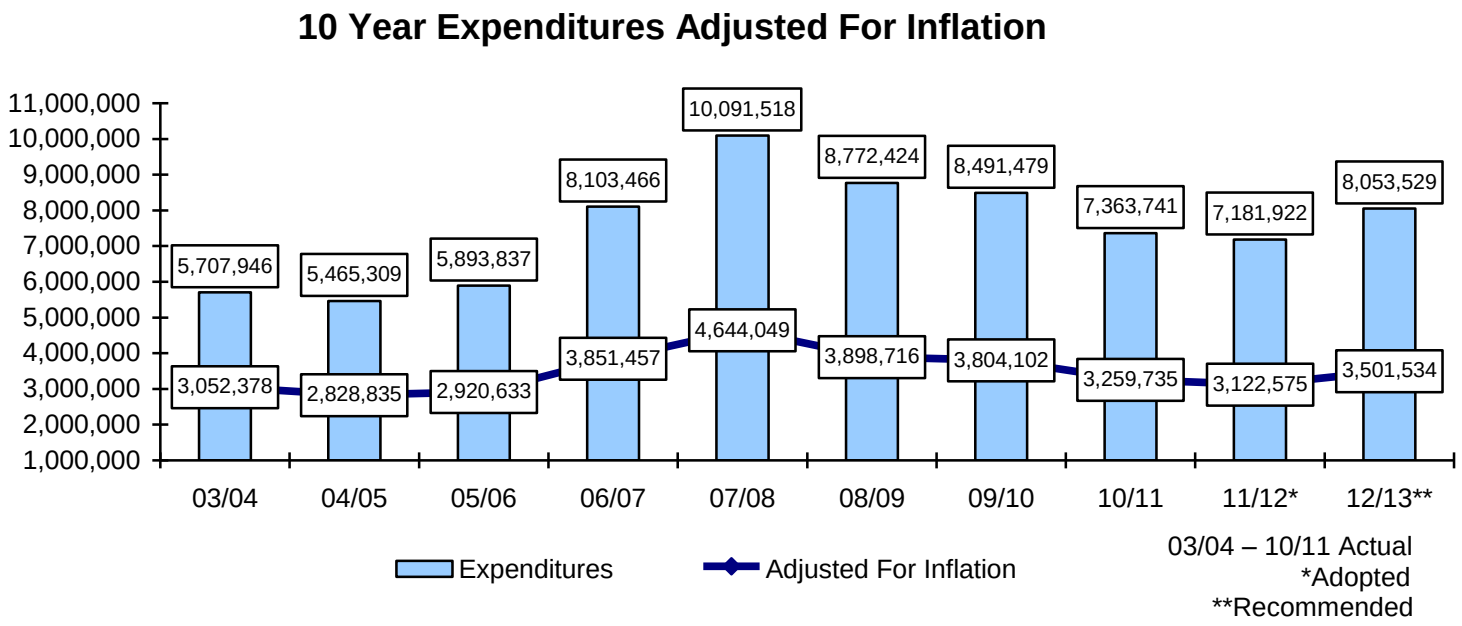
MISSION STATEMENT

The San Luis Obispo County General Services Agency- County Parks ensures diverse opportunities for recreation and the personal enrichment of the County's residents and visitors while protecting its natural, cultural, and historical resources.

Financial Summary	2011-12 Budget	2011-12 Projected	2012-13 Requested	2012-13 Recommended	Change from 2011-12
Fines, Forfeitures and Penalties	$ 50,108	$ 50,108	$ 0	$ 25,420	$ (24,688)
Revenue from Use of Money & Property	93,685	121,538	95,962	95,962	2,277
Intergovernmental Revenue	5,000	22,286	5,000	5,000	0
Charges for Current Services	3,868,297	3,699,344	3,930,057	3,930,057	61,760
Other Revenues	0	82,597	38,000	38,000	38,000
Other Financing Sources	3,278,260	3,278,260	3,420,055	3,420,055	141,795
Interfund	173,848	142,739	493,524	411,608	237,760
Total Revenue	$ 7,469,198	$ 7,396,872	$ 7,982,598	$ 7,926,102	$ 456,904
Fund Balance Available	$ 109,975	$ 109,975	$ 264,995	$ 264,995	$ 155,020
Cancelled Reserves	0	0	0	127,000	127,000
Total Financing Sources	$ 7,579,173	$ 7,506,847	$ 8,247,593	$ 8,318,097	$ 738,924
Salary and Benefits	$ 3,894,020	$ 3,729,848	$ 4,158,037	$ 4,158,037	$ 264,017
Services and Supplies	3,261,100	3,617,521	3,795,971	3,841,055	579,955
Other Charges	26,802	26,802	29,017	54,437	27,635
Fixed Assets	0	12,005	0	0	0
Gross Expenditures	$ 7,181,922	$ 7,386,176	$ 7,983,025	$ 8,053,529	$ 871,607
Contingencies	397,251	0	264,568	264,568	(132,683)
New Reserves	0	0	0	0	0
Total Financing Requirements	$ 7,579,173	$ 7,386,176	$ 8,247,593	$ 8,318,097	$ 738,924







SERVICE PROGRAMS

Parks has a total expenditure level of $8,053,529 and a total staffing level of 42.00 FTE to provide the following services.

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, regional parks, camping facilities, biking and hiking trails, open space and historic adobe structure) to ensure safe and efficient operations. Design and implement recreational programs to enhance the satisfaction of residents and visitors. Utilize a market-based recreational fee structure balanced with numerous free use areas to support operating costs while allowing the greatest number of participants in outdoor recreation. 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: $8,053,529 Total Staffing 42.00 (FTE):

DEPARTMENT COMMENTS

County Parks and Recreation plans, manages and maintains approximately 14,000 acres of open space, parks, beaches, trails, lakes and natural areas. In addition to providing an array of recreation opportunities for County residents, the County's lakes, beaches, trails and parks draw thousands of visitors each year and contribute to the County's large tourism industry.

County Park Rangers operate park facilities with the intent to provide a better future for all residents and visitors. Staff members also seek grant funding, manage revenues and receive donations of property and funds for purchasing additional acreage, building new facilities or improving existing recreational features. Through these efforts, over 220 acres of parklands and several new sections of trails have been added to our park system in the past few years. Additionally, County Parks has numerous volunteer groups and individuals who regularly donate their time and resources to help with ongoing projects, maintenance, and recreation programming. They save County taxpayers hundreds of thousands of dollars in support of the parks and provide an invaluable service to our parks, trails and natural areas. Working together, the staff of County Parks and volunteers achieves improved facilities, a better community environment, and a better place to live.

While past years have seen declining revenues, County Parks is beginning to see improvements in fee-based revenue sources. As the general economy improves, County Parks intends to focus new revenues toward completing projects deferred in past years. Staff will continue to explore alternative funding sources for operations, projects and maintenance. County Parks will continue to expand marketing and promotions efforts and community relations programs to improve support through new partnerships.

Following are some of the department's notable accomplishments for FY 2011-12 and some specific objectives for FY 2012-13.

FY 11-12 Accomplishments

- Conducted an in-depth study of the Park Campground Reservation process to determine opportunities for improvement short and long term.
- Developed the business case for a new reservation, registration and accounting system to achieve efficiencies and improve customer access to reservations. Secured funding to provide the new system in FY 2012-13.
- Restructured Public Grounds Maintenance staffing and related budgets to improve accountability and efficiency beginning in FY 2012-13.
- Increased marketing and promotions efforts locally and regionally with Visitors Conference Bureau, special events and printed advertisements. Created new promotions that improved recreational opportunities for residents and visitors.
- Completed review and acceptance of Trail Easement Offers to Dedicate for all offers of easements throughout the County.
- Enhanced recreational opportunities by opening three new sections of trail (Inga Trail, Bob Jones Trail and Calamex Trail).
- Increased volunteer opportunities through creating new Adopt-A-Trail Agreements for Vineyard Trail and a portion of the Bob Jones Trail. Expanded an existing Adopt-A-Trail agreement to include the new Sweet Gum and Inga Trails.

FY 12-13 Objectives

- Purchase and install a new reservation and accounting system to achieve efficiencies and improve customer access to campground reservations and park programs.
- Establish long term camping policies to expand recreational opportunities and enhance related revenues.
- Partner with Cal Poly faculty and students to complete two park planning and development studies to support parklands development and project information.
- Seek additional opportunities to partner with volunteers, non-profits and public entities to expand habitat protection and public recreation;
- Determine the overall park, recreation and open space needs of the County through a Countywide Needs Assessment.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The total expense for the FY 2012-13 Parks budget is recommended to increase by $871,607, or 12% as compared to the FY 2011-12 adopted budget. Revenues are recommended to increase by $456,904 or 6%. The level of General Fund support is recommended to increase by $141,795 or 4% more than the FY 2011-12 adopted level of $3,278,260. The increase in General Fund is entirely related to the shift of the grounds maintenance function for facilities from the General Services Fund Center 113 to Parks. Adjusting for this shift,

the General Fund for Parks is the same amount in the FY 2011-12 adopted budget. Total financing sources for Parks are recommended to increase by $738,924 or 9% as compared to the adopted financing sources for FY 2011-12. Contingencies are recommended to decrease by $132,683 or 33% of those budgeted in FY 2011-12.

The financing sources for Parks consist of revenues from charges for services, General Fund, which is a transfer in to the Parks Fund and appears as revenue, fund balance and cancelled reserves. FY 2012-13 Parks budget shows increases in revenues and expenditures and reflects an overall improvement in the fiscal status of the department as compared to FY 2011-12. Parks fees for camping, boating, day use and other charges for service provide over half of the financing for the operational expense in this budget. Revenues have been declining in recent years. However, during FY 2011-12 revenues from fees and charges have stabilized and showed a slight improvement. The revenues from camping fees and other service charges budgeted for FY 2012-13 are recommended to increase by approximately $16,900, or less than 1% than those in the adopted FY 2012-13 budget. Overall revenues for Parks are increasing by $456,904 or 6% than those budgeted for FY 2012-13.

A substantial portion of the increases in revenue, expense and the entire amount of the increase in General Fund is related to the transfer of the grounds maintenance function from General Services to Parks. This transfer moves three (3.0) FTE staff positions from the General Services Fund Center to Parks. Parks has historically overseen the grounds function even though the function was housed in General Services as an adjunct function to facility maintenance. This shift aligns the management and oversight of the grounds maintenance function within the Parks Fund Center. The transfer of the grounds function to Parks increases the expense and revenue in the Parks Budget by $434,482. The expense funds the three full time positions identified above as well as materials and specialty professional services such as tree trimming. The revenues related to the grounds function are $292,687 in charges for services and $141,795 in General Fund. The revenue associated with the transfer of the grounds function into the Parks budget accounts for 85% of the recommended revenue increase.

Parks estimates that the fund balance available at the end of FY 2011-12 will be $264,995. This is $155,020 or 140% more than the fund balance applied in the FY 2011-12 budget. In addition, Parks requested a budget augmentation funded with $127,000 of cancelled reserves which is also recommended for approval. Together with the increased revenues discussed above, the increase in fund balance and cancelled reserve comprise the $738,924 increase in recommended financing sources for FY 2012-13.

The recommended FY 2012-13 Parks budget increases expenditures by approximately $738,924. Salaries and benefits are increasing by $264,017 or 6% more than the adopted budget for FY 2011-12. The three full time staff that are being transferred from General Services to Parks for the grounds function adds approximately $235,800 in salary and benefit expense. The expense for temporary help used seasonally for staffing peak use periods is also increasing by $65,249 or 22% as compared to the amount in FY 2011-12. Partially offsetting these increases are reductions in salaries and benefits related to filling vacant positions at lower salary levels.

Increases in services and supplies total $579,955, a 17% increase. Notable increases include a $207,865 increase in charges from the General Services Fund Center 113 for administrative support and an $180,899 or 53% increase in funds for maintenance of Parks and recreation areas. Additional increases in this expense category include $24,941 for professional services, a $23,440 increase in utility expense related to water, $31,935 in increased fuel costs and $15,345 in special departmental expense. A number of accounts in the services and supplies budget show increases which restore funding to accounts which were reduced in FY 2011-12 due to declining revenues. The recommended budget for FY 2012-13 does not include fixed assets.

The recommended Parks position allocation list shows an increase of 3.0 FTE related to the transfer of the grounds function to Parks. The positions being added are:

1.0 FTE Park Ranger Aide
1.0 FTE Park Ranger I
1.0 FTE Park Ranger Specialist

Although most other departments receiving General Fund have made reductions to their General Fund support, the recommended level of General Fund support for this budget is not being reduced by the $102,000 which would have been the target General Fund reduction. The General Fund amount in the FY 2011-12 was

$3,278,260. Parks is also receiving $141,795 in additional General Fund associated with the transfer of the grounds function from General Services resulting in a total of $3,420,055 or a 4% increase over the FY 2011-12 General Fund amount. The additional General Fund in the Parks budget is intended to cover the cost of maintaining grounds in facilities which house General Fund departments. Without the additional General Fund for the grounds function, the amount of General Fund support for Parks would be the same as the amount in the FY 2011-12 adopted budget.

Parks submitted two Budget Augmentation Requests. The highest priority request involved repairs to four separate facilities. The Parks operating budget is not able to fund these projects and Parks is requesting the use of Parks Project reserve funds. Parks has two reserve designations. The Parks Project designation has a balance of approximately $214,770 and the Lopez Parks Projects designation has a balance of approximately $60,000. Parks proposes to use $127,000 of the Parks Project designation for the four projects identified in the BAR recommended for approval.

The second priority request is to use the entire $60,000 in the Lopez Project reserve to fund utility improvements for a campground at Lopez Lake. The use of the Lopez Lake Reserve is not recommended as this reserve was originally created to begin setting aside funds for future repairs and upgrades to water and wastewater systems serving the Lopez Lake recreation area. Given that the General Fund is not being reduced for Parks, and that the maintenance account is increased by over $180,000 above the FY 2011-12 level, Parks has agreed to use funds from the operational budget to fund the improvements for utilities at the Campagneros Campground at Lopez Lake in place of using reserves funds requested in the second budget augmentation request.

BUDGET AUGMENTATION REQUESTS RECOMMENDED

Unit Amount	Description	Results
Gross Requested: $127,000 Park Projects Reserves Gross Recommended: $127,000 Park Reserves General Fund: $0	This BAR funds needed repairs to four facilities identified below. The annual budgeted funds for Parks maintenance are insufficient to cover the cost of the identified repairs. Parks is requesting the use $127,000 of the $214,770 in Parks Projects Reserve designation to accomplish these projects. • Repair leaking roofs at Coastal Dunes RV Park; • Repair leaking roof at El Chorro Park, Guilardi House; • Remove the deteriorated Avila Plaza water feature and provide hardscape; and, • Replace the communications and data cable at Coastal Dunes RV Park.	• Completion of these projects will repair leaking roofs on facilities at two park locations resulting in reduced damage to facilities and avoidance of greater future repair costs. • The elimination of Avila Plaza Water feature will eliminate a deteriorating structure which is not used and poses potential liabilities. Removal of the structure will create additional plaza space. • Replacing the communications and data cable at Coastal Dunes will provide for more reliable data and communications for staff and visitors at the Coastal Dunes RV Park. Upon completion of this project, the future repair/replacement costs for the communications cable at CDRVP would be transferred to the phone service provider.

BUDGET AUGMENTATION REQUESTS NOT RECOMMENDED

Unit Amount	Description	Results
Gross Requested: $60,000 Lopez Projects Reserves Gross Recommended: $0 Lopez Project Reserves General Fund: $0	This project will improve 24 campsites from current "Primitive" status to "Full Hookup" status enabling full recreational vehicle access and the ability to charge higher camping fees. This project will add electricity and potable water at all 24 campsites that currently have only sanitary sewer services.	The completion of the Campaneros Campground Utilities Upgrades project will provide an enhanced recreational experience for hundreds of residents and visitors to San Luis Obispo County. In addition, the increased revenues generated by completing this project will assist County Parks in funding deferred maintenance projects

GOALS AND PERFORMANCE MEASURES

Department Goal: Cost-effectively operate and maintain County-owned and/or operated parks and recreation facilities to enhance recreational opportunities that meet or exceed customer expectations.

Communitywide Result Link: ☒ Safe ☒ Healthy ☒ Livable ☒ Prosperous ☒ Well-Governed Community

1. Performance Measure: Square footage of high maintenance intensive park facilities maintained per full time equivalent employee.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
185,589 sq.ft./FTE	197,562 sq.ft./FTE	185,807 sq.ft./FTE	185,952 sq.ft./FTE	106,532 sq.ft./FTE	106,532 sq.ft./FTE	106,532 sq.ft./FTE

What: The ratio of full time equivalent Ranger and Maintenance employees to the square feet of park facilities requiring regular, intense maintenance.

Why: County Parks manages over 13,000 acres of parks, trails and open space. However, the developed park facilities such as playgrounds, pools and campsites have the greatest direct impact on field staff resources. These field staff must provide for visitor services and facility needs such as general maintenance, lifeguards, gatehouse, patrol duties, etc. This ratio will track the direct impact of adding or eliminating developed facilities to the County Park system and/or adding or eliminating field staff labor hours for their related maintenance.

How are we doing? The projection for FY 2011-12 is equal to the adopted target for this year as the acreage and number of full time equivalents has not changed. The FY 2012-13 target is equal to the FY 2011-12 adopted figure. The number of square feet of high maintenance intensive park facilities is not anticipated to change in the foreseeable future. The number of field staff assigned to these properties is stable and is not anticipated to decrease or increase. The target for FY 2012 -13 continues to reflect inclusion of seasonal worker hours with County Park's regular and supervisory staff hours begun in FY 2011-12. Prior to FY 2011-12, only permanent staff was included in the square foot calculation. The inclusion of all staff provides a more consistent year over year view of all resources that support high use recreational facilities and parks.

2. Performance Measure: Percentage of reported imminent safety hazards that are abated within one work day.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
N/A	N/A	N/A	N/A	98%	98%	98%

What: All reported imminent safety hazards (fallen trees, broken glass, broken play equipment, etc.) are documented and the percentage of imminent safety hazards abated within one work day is tracked and analyzed for trends and recurring hazards. This measure provides a view of staff's ability to abate imminent safety hazards in a timely fashion and provides an overview of how safe the park environment is for visitors.

Why: To ensure a positive recreational experience and limit liability exposure, it is essential that County Parks provides a safe environment for our visitors and staff. Tracking imminent safety hazards and the time necessary for their abatement helps staff to focus on areas of concern, ensures resources are employed effectively and demonstrates our commitment to providing a safe park environment.

How are we doing? The projection for FY 2011-12 is equal to the adopted target for this year. This is a new performance measure and data collection is in progress. The FY 2012-13 target is also equal to the FY 2011-12 adopted figure as data to date supports staffs' ability to abate 98% of reported imminent safety hazards within one work day. The FY 2012-13 target supports the goal for ensuring that staff will dedicate resources to prevent visitors' injuries from known hazardous conditions.

3. Performance Measure: Percentage of responses to Customer Satisfaction Survey rating overall park and recreation experience as "Satisfactory" or better.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
N/A	N/A	N/A	93%	90%	93%	93%

What: Customers are randomly surveyed yearly throughout County Regional Parks. This annual customer survey measures overall satisfaction with our customers' parks and recreation experience.

Why: Quality parks and recreation facilities and positive customer satisfaction with their recreational experiences are a key component of any safe, healthy, livable, prosperous and well-governed community. Regularly surveying our customers to find out how they rate their recreational experiences at our facilities provides us with valuable customer information on which to base future resource decisions. Higher customer satisfaction would correlate with increased customer referrals, more visitors and increased revenues.

How are we doing? The projection for FY 2011-12 is equal to the actual results of FY 2010-11 as customer satisfaction with park services remains very high. The FY 2012-13 target is also equal to the FY 2010-11 Actual Results and uses this high rating as a baseline that should be achieved, at minimum, to maintain strong customer support. Customer survey data will be analyzed to determine what activities generate the strongest support from customers and what activities must be improved to gain stronger support. Services and products will be adjusted to increase customer satisfaction.

4. Performance Measure: Number of Volunteer Work Hours performed yearly in County Parks and facilities.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
N/A	N/A	N/A	N/A	80,000 hrs	83,000 hrs	84,000 hrs

What: Volunteer work hours for County Parks and Facilities are tracked and reported yearly. This data indicates the level of support the public provides in assistance of staff's that maintain County Parks and Facilities. At the same time it provides a measure of the amount of active, health-building hours volunteers spend in County Parks.

Why: Volunteer resources are extremely important to County Parks. As resources and revenues have declined, volunteer resources have become increasingly important to the provision of safe and usable parklands. Staff's efforts to attract and retain volunteers for work in County Parks is critical to ensuring that those who would like to volunteer are provided opportunities, are trained for their work and are guided to perform tasks essential to maintaining the County Park system.

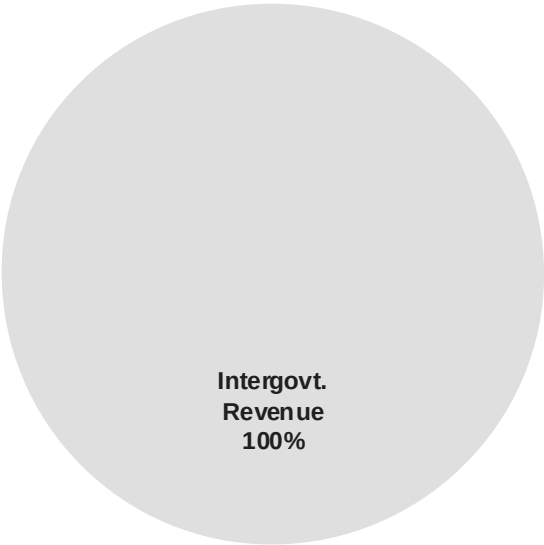
How are we doing? The FY 2011-12 projection includes a 1% increase in Volunteer Work hours. County Parks has seen a small increase in the number of hours provided by our volunteers. FY 2012-13 Target increases the FY 2011-12 Adopted figure by another 1,000 Volunteer work hours. The volunteer program is in place and working well with small additions in service hours related to new Adopt A Park and Adopt A Trail agreements. The year over year increase in use of volunteers demonstrates Park's commitment to and appreciation for the volunteer program and the individuals who volunteer their time to help make the County's parks and recreational programs available to residents and visitors in our County.

PURPOSE STATEMENT

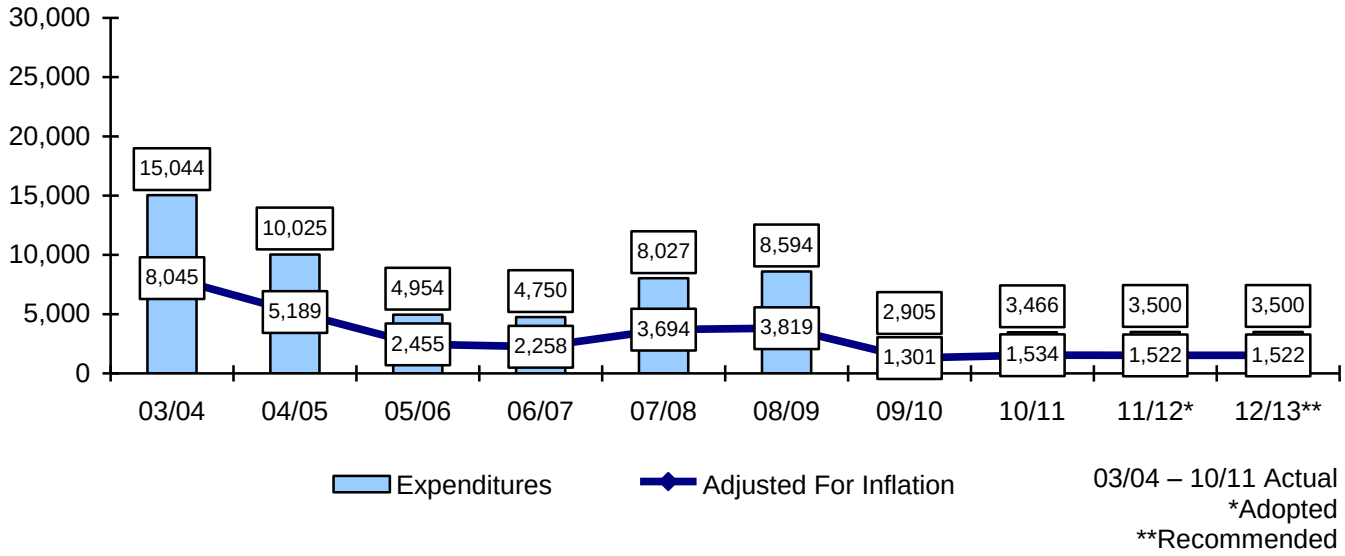
The Taylor Grazing Act of 1934 provides that 50 percent of the grazing fees on Bureau of Land Management (BLM) land outside of organized districts be returned to the State. The California Public Resources Code requires the State's share to be distributed to counties in proportion to the grazing fees 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.

Financial Summary	2011-12 Budget	2011-12 Projected	2012-13 Requested	2012-13 Recommended	Change from 2011-12
Intergovernmental Revenue	$ 3,500	$ 3,500	$ 3,500	$ 3,500	$ 0
Total Revenue	$ 3,500	$ 3,500	$ 3,500	$ 3,500	$ 0
Fund Balance Available	$ 1,382	$ 1,382	$ 0	$ 0	$ (1,382)
Cancelled Reserves	4,000	4,000	0	0	(4,000)
Total Financing Sources	$ 8,882	$ 8,882	$ 3,500	$ 3,500	$ (5,382)
Salary and Benefits	$ 0	$ 0	$ 0	$ 0	$ 0
Services and Supplies	3,500	3,500	3,500	3,500	0
Other Charges	0	0	0	0	0
Fixed Assets	0	0	0	0	0
Gross Expenditures	$ 3,500	$ 3,500	$ 3,500	$ 3,500	$ 0
Contingencies	0	0	0	0	0
New Reserves	5,382	5,382	0	0	(5,382)
Total Financing Requirements	$ 8,882	$ 8,882	$ 3,500	$ 3,500	$ (5,382)

Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Wildlife and Grazing has a total expenditure level of $3,500.

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:$1,750

Range Improvement

Provides funds for a fencing/cattle guard project on Bureau of Land Management Land property in the Temblor Mountains Range.

Total Expenditures: $1,750

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

At their annual meeting on March 09, 2012, the Wildlife and Grazing Board voted to fund a portion of the federal trapper program at $1,750, retaining the level of funding provided for in the FY 2011-12. The Board also approved $1,750 in expenditures for range improvement projects and overhead expenses, for a total of $3,500.

This funding is the result of the Bureau of Land Management (BLM) revenue of $3,500. A variety of factors, such as levels of precipitation and number of lessees, influence the amount of grazing fee revenue received by the County via leased BLM land. In FY 2010-11, revenue exceeded budgeted levels by $1,329 or 38%. In FY 2011-12, revenue exceeded budgeted levels by $2,499 or 71%, however this increase in revenue is a recent trend. During the previous three fiscal years, revenue had not reached budgeted levels. As a result, revenue for FY 2012-13 is being projected at $3,500, the same level as FY 2011-12.

The Wildlife and Grazing fund will maintain General Reserves of $377 and Special Project Reserves of $5,589, which will be used in future years for range improvements and predator control.

Fiscal and Administrative

Administrative Office
    Organizational Development

Assessor

Auditor-Controller

Board of Supervisors

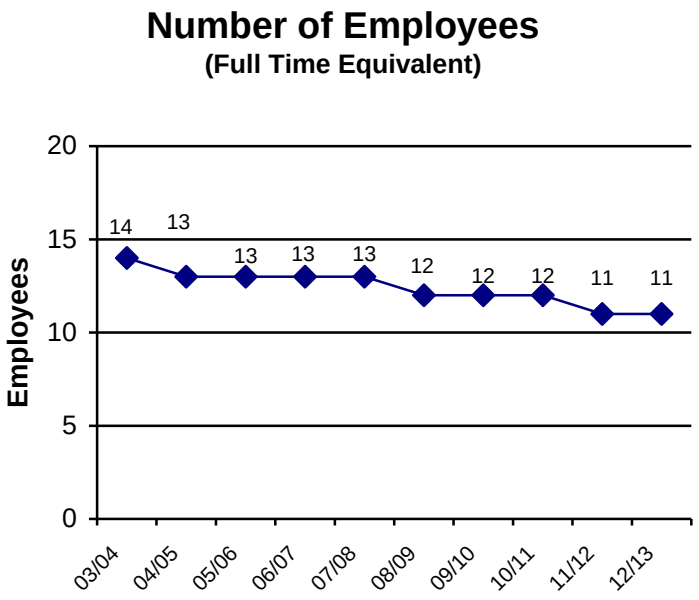
Clerk-Recorder

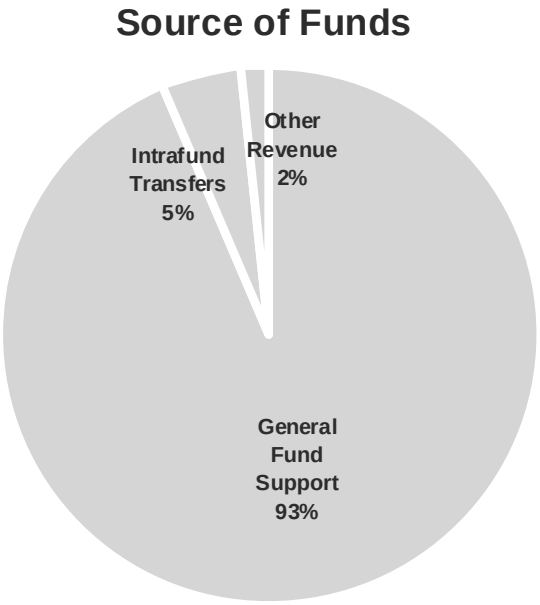
Treasurer-Tax Collector-Public Administrator

MISSION STATEMENT

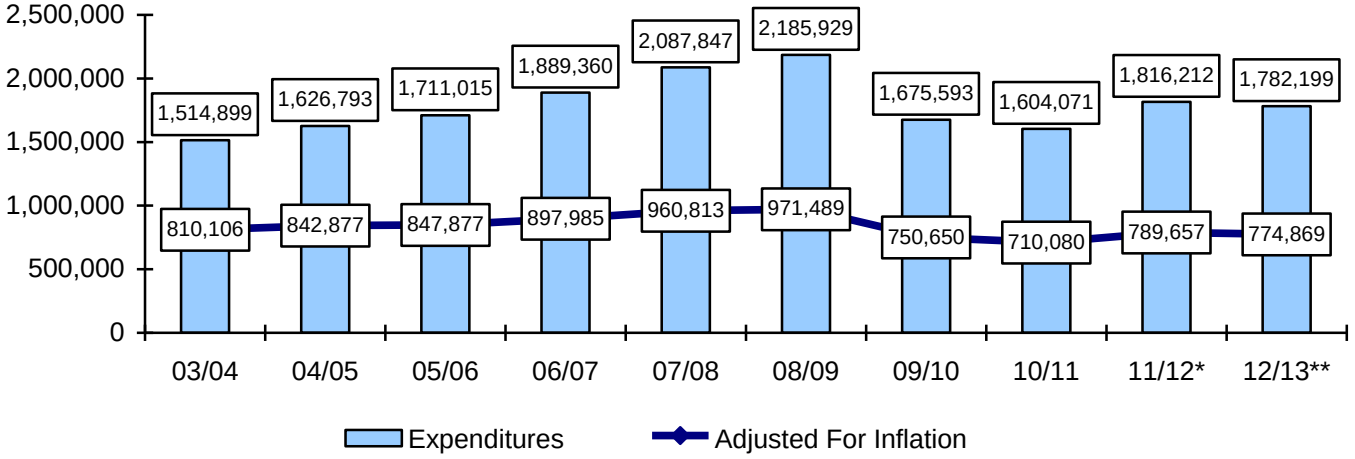
Advise, interpret, and implement the goals and policies of the Board of Supervisors through effective leadership and management of County services to achieve the County's vision of a safe, healthy, livable, prosperous, and well-governed community.

Financial Summary	2011-12 Budget	2011-12 Projected	2012-13 Requested	2012-13 Recommended	Change From 2011-12
Charges for Current Services	$ 124	$ 154	$ 124	$ 124	$ 0
Interfund	29,085	29,085	29,112	29,112	27
**Total Revenue	$ 29,209	$ 29,239	$ 29,236	$ 29,236	$ 27
Salary and Benefits	1,613,128	1,451,170	1,617,159	1,617,159	4,031
Services and Supplies	203,084	186,488	177,868	165,040	(38,044)
**Gross Expenditures	$ 1,816,212	$ 1,637,658	$ 1,795,027	$ 1,782,199	$ (34,013)
Less Intrafund Transfers	85,000	85,000	85,000	85,000	0
**Net Expenditures	$ 1,731,212	$ 1,552,658	$ 1,710,027	$ 1,697,199	$ (34,013)
General Fund Support (G.F.S.)	$ 1,702,003	$ 1,523,419	$ 1,680,791	$ 1,667,963	$ (34,040)





10 Year Expenditures Adjusted For Inflation



03/04 – 10/11 Actual
*Adopted
**Recommended

SERVICE PROGRAMS

The Administrative Office has a total expenditure level of $1,782,199 and a total staffing level of 11.00 FTE to provide the following services.

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: $120,000 Total Staffing (FTE): 0.50

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: $1,612,199 Total Staffing (FTE): 10.00

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: $50,000 Total Staffing (FTE): 0.50

DEPARTMENT COMMENTS

As an agent of the Board of Supervisors, The Administrative Office is responsible for implementing Board policies, coordinating the operations of County departments, and preparing the County's budget. In turn, the Administrative Office is also responsible for making recommendations to the Board of Supervisors which promote the efficiency and effectiveness of County operations. In addition to the day-to-day responsibilities and operations of the department, the Administrative Office continues to focus its resources on several major initiatives, including: an overhaul of the County's labor relations program, and improving communication with community stakeholders by enhancing the transparency of County government.

In recognition of the fact that productive public engagement can contribute to the effective administration of County services, the Administrative Office is also focused on enhancing communication with County residents and stakeholders. A variety of initiatives, including the creation of the County's first Annual Report in 2010 and updates to the budget document to enhance its readability and usefulness for the general public are geared towards encouraging more robust communication between County government and the community. The foundations built by these initiatives were improved upon in FY 2011-12 by the creation of an enhanced Annual Report, continued improvements to the budget document and the creation of a social media outreach initiative.

Following are some of the department's notable accomplishments for FY 2011-12 and some specific objectives for FY 2012-13:

FY 2011-12 Accomplishments

- Led communitywide redistricting efforts to incorporate the results of 2010 Census data to adjust Supervisorial District boundaries to ensure balanced legislative representation.
- Created the County's second Annual Report, building on lessons learned the previous year, to better educate and inform residents and stakeholders about the services and programs the County provides.
- Completed implementation of a new automated agenda management software system which will reduce the environmental impacts of producing Board agendas and save up to $20,000 annually in paper costs.
- Worked with the Economic Vitality Corporation, the Board of Supervisors, and County Departments to help ensure successful implementation of the Countywide Economic Development Strategy.
- Completed fiscal negotiations regarding the two new solar plants proposed for the Carrizo Plains to ensure the incremental costs of providing services to the facilities are covered.
- Led budget process and created plans and recommendations for closing a $2 million budget gap for FY 2012-13 that minimizes impacts to programs and services and meets the Board's priorities.
- Worked with General Services, Animal Services and a local architectural firm to design an expansion and remodel of the Animal Shelter to improve conditions for the animals and implement

FY 2012-13 Objectives

- Continue to coordinate the programs and services provided by multiple departments to ensure that the County is able to provide vital services to residents despite budget cuts of $80 million over the past 5 fiscal years.
- Continue to implement updates and improvements to the budget document to reflect mandated changes to the State schedules and make budgetary information more accessible to the public and other interested readers.
- Complete the implementation of a second tier pension plan, pension cost sharing, and a new method for determining appropriate salary adjustments for County employees to ensure financial stability. To date, annual savings of $25 million have been achieved.
- Coordinate resources from Planning & Building, General Services Agency and Public Works departments to implement measures outlined in the EnergyWise plan to reduce green house gas emissions pursuant to AB 32 – the Global Warming Solutions Act of 2006.
- Continue to increase efforts to connect the public with County government through the creation and implementation of a comprehensive social media plan.
- Continue to work with the State and Sheriff's Office to coordinate the construction of a new women's jail and jail medical facility, using $25.1 million worth of State lease revenue bonds.

Humane Society recommendations.

- Completed Five Year Capital Improvement Plan with General Services Agency and Public Works Department to guide the planning and development of larger capital and major maintenance projects to improve existing and provide new infrastructure and facilities.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The recommended budget includes $1,667,963 of General Fund support, a reduction of $34,040 or 2% from FY 2011-12 adopted levels. Salaries and benefits are budgeted to have a minimal increase of $4,031 while services and supplies accounts will be reduced $38,044 or 18%. The reductions in services and supplies were achieved through a decline in reprographics charges of $4,148 or 13% as the result of early gains from the implementation of the paperless automated agenda management system. Additionally, insurance costs decreased $20,630 or 41% due to the diminishing impact of prior settlements on the insurance premium.

GOALS AND PERFORMANCE MEASURES

Department Goal: To ensure the long-term financial stability of the County.

Communitywide Result Link: ☐ **Safe** ☐ **Healthy** ☐ **Livable** ☐ **Prosperous** ☒ **Well-Governed Community**

1. Performance Measure: Ratio of General Fund backed annual debt service to the annual General Fund budget.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
2.9%	2.8%	3.5%	3.5%	3.5%	3.4%	3.5%

What: This measure shows the ratio of the General Fund backed annual debt service to the annual General Fund budget.

Why: This measure provides staff, the Board and public with information about the financial health of the County. The current goal is to keep the ratio below 5%. This measure is an industry standard that allows for a comparison amongst governmental entities.

How are we doing? A ratio under 5% is considered to be favorable by bond rating agencies. The ratio increased during FY 2009-10 due to the refinancing of Pension Obligation Bonds and a shrinking General Fund. This ratio is projected to remain constant as none of the debt obligations are scheduled to be paid off, and no new debt is currently planned. The results for FY 2010-11 have been updated following the printing of the FY 2011-12 budget.

Department Goal: To ensure the long-term financial stability of the County.

Communitywide Result Link: ☐ Safe ☐ Healthy ☐ Livable ☐ Prosperous ☒ Well-Governed Community

2. Performance Measure: Ratio of total contingencies and reserves to the County's General Fund operating budget.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
New Measure	New Measure	17.1%	20.8%	20%	20.6%	20%

What: This measure shows how much money the County has in "savings" relative to our daily, ongoing expenses.

Why: 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. The industry standard target is to have a 20% reserve/contingency as a percent of the operating budget.

How are we doing? This measure reflects the total amount of contingencies and reserves that could be accessed by the General Fund (some contingencies and reserves are restricted in use and are not available for use in the General Fund). It is worth noting that while many of the reserves are technically available to be used by the General Fund, many are planned to be spent on various projects (e.g. new Women's jail, expanded juvenile hall). This ratio increased in FY 2010-11 by 3% over adopted levels due to the return of the unused portion of a loan from the Tax Reduction Reserve by the airport.

Department Goal: To provide high quality staff support in an effort to maximize the effectiveness of the Board of Supervisors.

Communitywide Result Link: ☐ Safe ☐ Healthy ☐ Livable ☐ Prosperous ☒ Well-Governed Community

3. Performance Measure: Percentage of Board members who respond to a survey indicating that Administrative Office staff provide satisfactory or better agenda support.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
100%	100%	100%	100%	100%	100%	100%

What: 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.

Why: The information gained from this survey allows us to continuously improve staff support to the Board.

How are we doing? Based upon results of the survey conducted in September 2010 the Administrative Office is meeting or exceeding the expectations of the Board members.

Department Goal: To provide high quality staff support in an effort to maximize the effectiveness of County departments and the Board of Supervisors.
Communitywide Result Link: ☐ Safe ☐ Healthy ☐ Livable ☐ Prosperous ☒ Well-Governed Community

4. Performance Measure: Percentage of departments who respond to a survey indicating the Administrative Office staff provides satisfactory or better support services.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
100%	N/A	98%	98%	100%	100%	100%

What: 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. The survey was revised to solicit additional feedback in FY 2010-11.

Why: The information gained from this survey allows us to continuously improve our service to departments and the Board.

How are we doing? Based upon results of the survey conducted in February 2011 the Administrative Office is providing satisfactory or better support services to departments.

Department Goal: To create an environment whereby all employees feel valued and are proud to work for the County.

Communitywide Result Link: ☐ Safe ☐ Healthy ☐ Livable ☐ Prosperous ☒ Well-Governed Community

5. Performance Measure: Percentage of employees that indicate in a biannual workforce survey overall satisfaction with their job.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
Next Survey in FY 2008-09	TBD-Survey Delayed	TBD-Survey Delayed	TBD-Survey Delayed	TBD	TBD	TBD-Survey Delayed

What: The County Administrative Office administers a survey to all permanent County employees in order to gauge their overall level of satisfaction with their job.

Why: This information will be used to help assess our organizational health and identify areas for improvement.

How are we doing? The Employee Opinion survey was last 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 County's 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. However, given staff and resource constraints, administration of the next Employee Opinion survey will be deferred (timing TBD).

Department Goal: To create an environment whereby all employees feel valued and are proud to work for the County.

Communitywide Result Link: ☐ Safe ☐ Healthy ☐ Livable ☐ Prosperous ☒ Well-Governed Community

6. Performance Measure: Full-time equivalent Administrative Office budget analyst staff per 1,000 county employees.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
1.54	1.55	2.45	2.49	2.49	2.51	2.51

What: This shows Administrative Office budget staffing per 1,000 county employees.

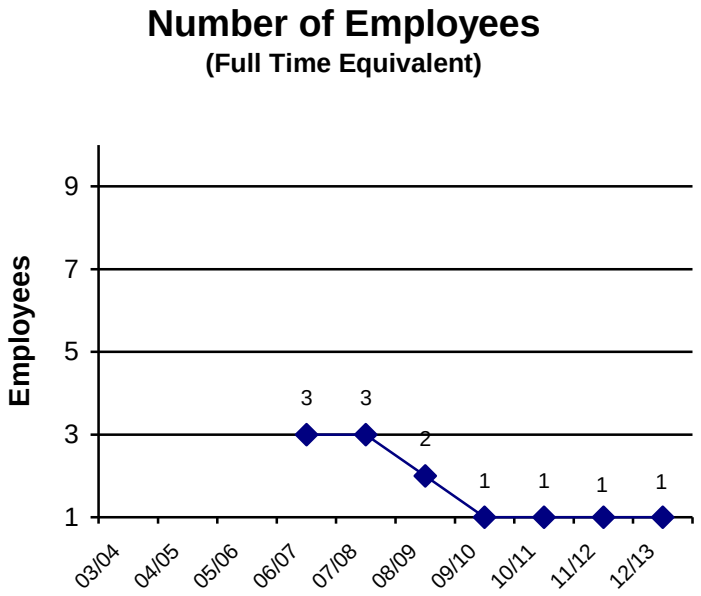
Why: This data can be compared with other Administrative Offices of similar characteristics to provide one measure of whether we are appropriately staffed for budget preparation and administration.

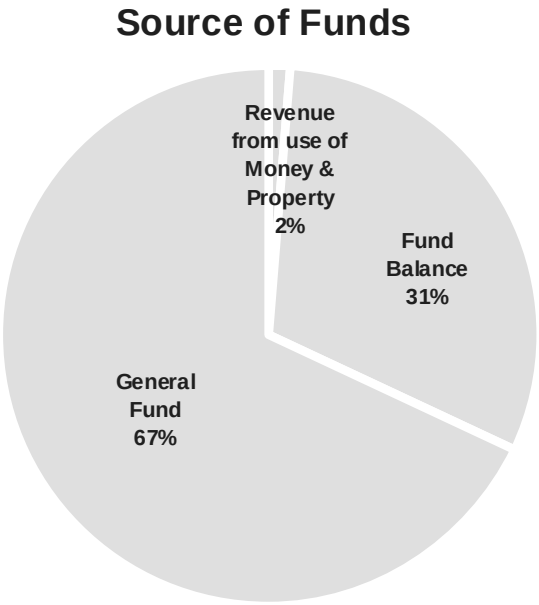
How are we doing? The total FTE budget analyst staffing levels per 1,000 employees for our comparable counties ranges from a high of 3.81 in Napa County to a low of 1.36 in Monterey County. This ratio increased In FY 2009-10 due to a reorganization that resulted in the downgrading of a Principal Analyst position to an Administrative Analyst position. The Principal Analyst position had not been part of this measure, and this restructuring resulted in an annual cost savings of approximately $50,000. The average ratio of analysts per 1,000 employees was 2.33 for comparable counties, and 2.51 for San Luis Obispo County.

MISSION STATEMENT

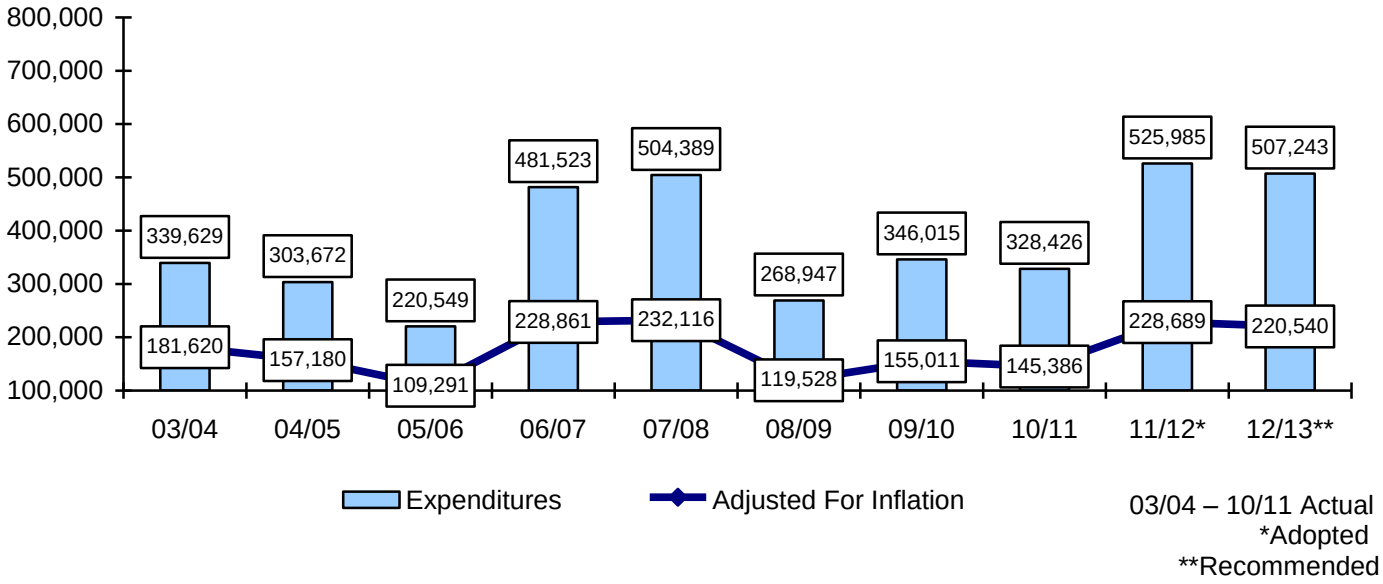
To continuously improve the quality and effectiveness of services provided to the public through strategic planning, organizational reviews, leadership development and staff training in support of the County's organizational goals and objectives.

Financial Summary	2011-12 Budget	2011-12 Projected	2012-13 Requested	2012-13 Recommended	Change from 2011-12
Revenue from Use of Money & Property	$ 20,000	$ 9,600	$ 10,000	$ 10,000	$ (10,000)
Other Financing Sources	492,166	492,166	450,000	450,000	(42,166)
Total Revenue	$ 512,166	$ 501,766	$ 460,000	$ 460,000	$ (52,166)
Fund Balance Available	$ 146,382	$ 146,382	$ 202,100	$ 202,100	$ 55,718
Cancelled Reserves	179,123	179,123	0	0	(179,123)
Total Financing Sources	$ 837,671	$ 827,271	$ 662,100	$ 662,100	$ (175,571)
Salary and Benefits	$ 94,572	$ 0	$ 78,012	$ 78,012	$ (16,560)
Services and Supplies	431,413	313,485	429,231	429,231	(2,182)
Other Charges	0	0	0	0	0
Fixed Assets	0	0	0	0	0
Gross Expenditures	$ 525,985	$ 313,485	$ 507,243	$ 507,243	$ (18,742)
Contingencies	0	0	0	0	0
New Reserves	311,686	311,686	154,857	154,857	(156,829)
Total Financing Requirements	$ 837,671	$ 625,171	$ 662,100	$ 662,100	$ (175,571)





10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Organizational Development has a total expenditure level of $662,100 and a total staffing level of 1.00 FTE to provide the following services.

Organizational Development

Provides educational and career development for employees, as well as facilitation, mediation and specialized training for County departments.

Total Expenditures: $662,100 Total Staffing (FTE): 1.00

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. This year's initiatives have included:

- Provided funding for an in-depth review of the current airport governance structure and recommendations for future airport governance for the San Luis Obispo County Regional Airport.
- Deployed core supervisory skill trainings relating to performance standards, performance measurement, and progressive disciplinary strategies.
- Contracted with Santa Barbara County's Employee University to provide public service, ethics and leadership courses to all County supervisors and managers.

The recommended budget for FY 2012-13 includes $450,000 in General Fund support. This is a decrease of $42,166 or 8% from FY 2011-12. However, FY 2011-12 was the first year this fund center had received any General Fund support since FY 2007-08, it had been existing solely through the use of reserves and designations. The recommended budget includes reserves and designations in the amount of $1,875,828, an increase of $154,857 or 9% from adopted FY 2011-12.

$202,100 in fund balance will be used in addition to the General Fund support to provide a total appropriation level of $507,243. This is a decrease of $18,742 or 3% from FY 2011-12 adopted levels, which is mainly attributed to a $16,560 or 17% decrease is salaries and benefits due to staffing at lower than previously budgeted levels.

- Approximately $160,000 is allocated for consultants who conduct various training sessions.
- Approximately $194,000 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 training programs.
- Approximately $80,000 is allocated for services relating to departmental reorganizations and training.
- The balance of funds are allocated for equipment and supply costs.

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: ☐ Safe ☐ Healthy ☐ Livable ☐ Prosperous ☒ Well-Governed Community

1. Performance Measure: Overall average participant satisfaction rating (on a 5 point scale) of training programs offered by the Employee University.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
4.5	4.6	4.6	4.6	4.6	4.6	4.6

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.

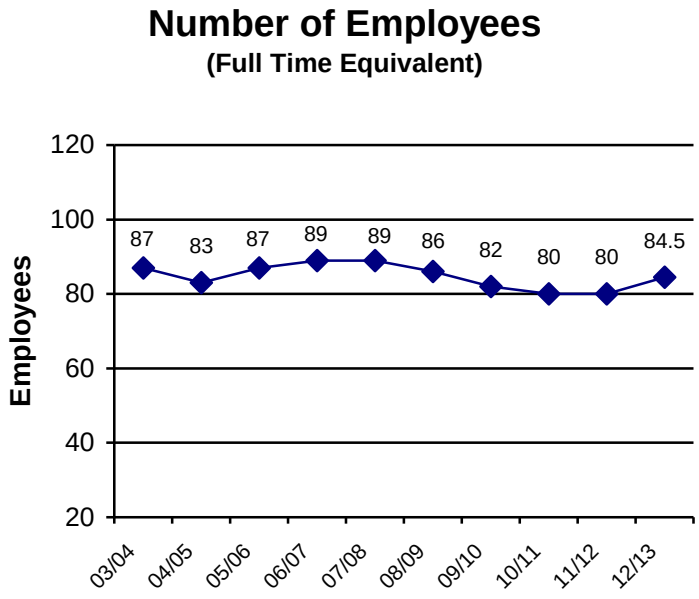
Why: This data provides information on how satisfied participants are with the training programs offered by the Employee University.

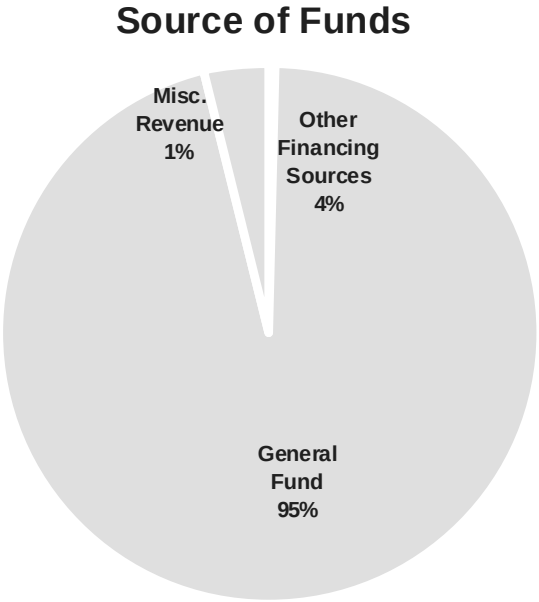
How are we doing? Current results indicate that overall, County employees who participated in these classes are highly satisfied with the classes they attended.

MISSION STATEMENT

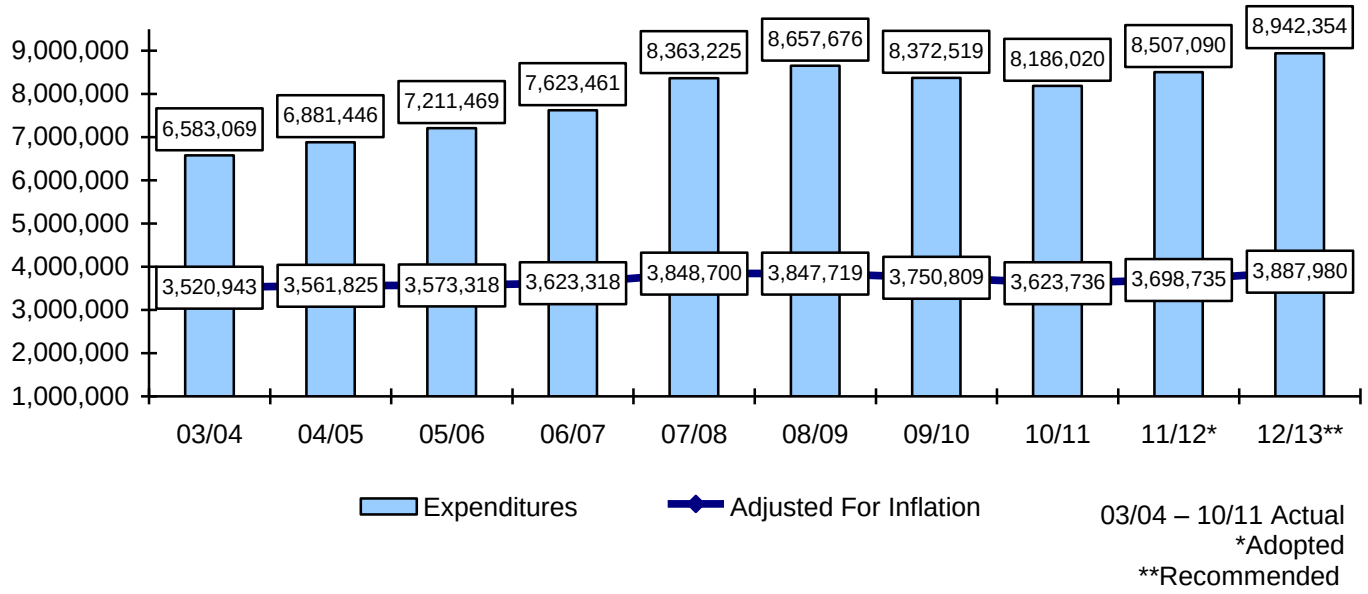
The Assessor and staff seek excellence in providing information, services, and accurate property assessments through our personal commitment to integrity, mutual respect, and teamwork.

Financial Summary	2011-12 Budget	2011-12 Projected	2012-13 Requested	2012-13 Recommended	Change From 2011-12
Intergovernmental Revenue	$ 8,437	$ 8,437	$ 4,800	$ 4,800	$ (3,637)
Charges for Current Services	23,000	27,750	28,000	28,000	5,000
Other Financing Sources	0	0	0	372,913	372,913
**Total Revenue	$ 31,437	$ 36,187	$ 32,800	$ 405,713	$ 374,276
Salary and Benefits	7,773,949	7,402,000	7,763,061	8,110,974	337,025
Services and Supplies	725,641	744,956	808,546	808,130	82,489
Fixed Assets	7,500	7,944	23,250	23,250	15,750
**Gross Expenditures	$ 8,507,090	$ 8,154,900	$ 8,594,857	$ 8,942,354	$ 435,264
General Fund Support (G.F.S.)	$ 8,475,653	$ 8,118,713	$ 8,562,057	$ 8,536,641	$ 60,988





10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

The Assessor has a total expenditure level of $8,942,354 and a total staffing level of 84.50 FTE to provide the following services:

Administration

Oversee the preparation of all property assessments, manage human resource functions and issues, coordinate office operations, develop and monitor the department's budget, coordinate accounts payable and payroll.

Total Expenditures: $983,659 Total Staffing (FTE): 6.00

Assessment Valuation, Reviews, and Appeals

Review and assess the value of secured real property (i.e. land and buildings) when there is a change in ownership, new construction, decline 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.). Review and make recommendations to the Assessment Appeals Board for all assessment appeals submitted by property owners.

Total Expenditures: $3,666,365 Total Staffing (FTE): 34.00

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. Process and track all assessment appeals.

Total Expenditures: $1,162,506 Total Staffing (FTE): 10.00

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: $536,541 Total Staffing (FTE): 6.00

Roll Preparation

Update and maintain 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: $2,593,283 Total Staffing (FTE): 28.50

DEPARTMENT COMMENTS

The Assessor is constitutionally responsible for locating taxable property, identifying ownership, and determining the value of real and business/personal property within the County of San Luis Obispo. In addition, the Assessor is mandated to complete an annual assessment roll reporting the assessed values for all properties within the County which includes administering lawfully established exemptions that benefit property owners. The Assessor must also maintain a current mapping and ownership database for the public.

As the department prepares to move into FY 2012-13, it is faced with a challenging combination of issues. First, the decline in property values which started several years ago continues to amplify the Assessor's Office workload. It is anticipated that the increase in work items stemming from the weak real estate market will continue well beyond FY 2012-13. Automation is another challenge. FY 2012-13 is the first year of a multi-year project to modernize the existing property tax system. When the Property Tax System Modernization project is underway, the Assessor's staff will be involved in testing the system's functionality as well as the accuracy of the data. This is anticipated to be an intense and time consuming effort for a number of staff. Finally, an initiative has been proposed to mandate a Split Roll. A split roll would remove some properties from the protection of Prop 13. The initiative proposes the cyclical re-assessment of non-residential properties. If this initiative becomes law, major programming changes would be necessary, and the department would be faced with an additional increased workload.

While the department prepares to address the issues noted above, it is also preparing to manage the anticipated retirements of many well trained and knowledgeable staff, as approximately 60% of the Assessor's staff will be eligible to retire within the next five years. The department is taking steps to prepare for a smooth succession of staff. In an effort to mitigate the impacts of upcoming turnover, the department is: working to improve the screening criteria used for recruitments to assure selection of candidates possessing the proper skill sets and career goals compatible with the office's needs, revamping training programs to accelerate employee development, and working to expand the documentation of the Assessor's office policies and operating procedures to assure the effective continuation of this information.

Following are some of the department's notable accomplishments for FY 2011-12 and some specific objectives for FY 2012-13:

FY 2011-12 Accomplishments

- Began scanning new Home Owners' Exemption Claims in April 2012. There are approximately 2,500 claims filed each year and scanning these documents will reduce the storage space needed for the claims.

FY 2012-13 Objectives

- Participate in the Property Tax System Modernization Project. The Assessor's staff will be heavily involved in testing and implementing the new system. It is estimated the project will take two and a half years to complete.

- Resolved 182 assessment appeals in the first half of FY 2011-12, which resulted in $98,086,700 of assessed value being retained on the assessment roll. A new assessment appeal system will be implemented by the end of the fiscal year.
- Entered 100% of the property attributes for residential properties into the Attribute Inventory Rewrite (AIR) system which provides more accurate property descriptions and ensures the quality of the valuation process.
- Met the mandated annual education requirements for 36 staff members certified by the Board of Equalization.
- Step up efforts to document all procedures and implement more staff training as part of succession planning efforts to develop the skills of all employees and help to ensure smooth transitions among staff.
- Expedite the creation of Assessor Parcel Maps in the Geographic Information Systems (GIS). This will improve the accuracy of the base map and enhance the efficiency in maintaining the GIS parcel layer.
- Implement all new legislation pertinent to property taxes and assessment practices.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The level of General Fund support for this budget is recommended to increase $60,988 or less than 1% compared to the FY 2011-12 adopted level. Revenues are recommended to increase $374,276 or 1,190% and total expenditures are recommended to increase $435,264 or 5%.

Revenues are recommended to increase largely due to a $372,913 transfer in from Fund Center 266- Countywide Automation Replacement to offset the cost of the recommended addition of 4.5 FTE limited term positions needed for the Property Tax System Modernization project.

Salary and benefits are recommended to increase $337,025 or 4% due largely to the recommended addition of the 4.5 FTE limited term positions (1.0 FTE Appraiser, 2.0 FTE Assessment Analysts, and 1.5 FTE Assessment Technicians) to backfill for existing staff who will be involved in the Property Tax System Modernization project (see discussion and budget augmentation request below). In addition, the recommended reclassification of one Appraiser to an Assessment Analyst position contributes to some of the increased salary and benefits cost. This reclassification is the result of a classification study performed by Human Resources in response to a request submitted by the incumbent during the 2011 reclassification open window period. This reclassification has no net impact to the number of staff in the department. Recommended changes to the department's Position Allocation List (PAL) include:

- - 1.0 FTE Appraiser I/II/III
- +1.0 FTE Assessment Analyst I/II/III
- +1.0 FTE Limited Term Appraiser I/II/III
- +2.0 FTE Limited Term Assessment Analyst I/II/III
- +1.5 FTE Limited Term Assessment Technician I/II/III

The salary and benefits increases discussed above are partially offset by a recommended $25,000 reduction associated with the use of voluntary time off (VTO) that department staff has pledged to take throughout the fiscal year in an effort to meet the department's cut target. The $25,000 reduction equates to 600 hours of staff time, which will impact the workload in virtually every section of the department. As the department indicates above, the number of decline in value assessment requests and assessment appeals that must be processed and resolved by staff continues to increase in the down economy. The reduction in capacity due to the use of VTO will decrease productivity through the entire office and will place $1,400,000 worth of assessed value (which equates to $3,360 worth of property tax revenue to the County) at risk.

Services and supplies are recommended to increase $82,489 or 11%, due largely to the need to replace aging automation. Funds for computer software are recommended to increase $36,645, to be used to upgrade all of the computers in the department to the same version of Microsoft Office so that the computers can more effectively interface with the automated Assessment Evaluation Services (AES) program that the department uses in conducting property assessments. Significant value purchase is increasing by $41,300, for the replacement of a

large number of computers, in line with Information Technology's computer replacement guidelines. Additionally, postage costs are recommended to increase by $10,000 due to increased postal fees and the anticipated uptick in the real estate market which will increase the number of supplemental notices being mailed out. Recommended reductions to services and supplies include an $11,167 reduction to fleet related charges which reduces the department's fleet by three vehicles. This reduction to the department's fleet will not pose any service level impacts, as the department has indicated that it can find ways to more efficiently use the remaining vehicles.

Fixed assets are recommended to increase $15,750 or 210% due to the necessary purchase of a replacement copier, replacement scanner, and rotary filing units to accommodate assessment files that are currently exceeding the capacity of existing shelving units, causing damage to the files and potential instability of the units.

Aside from the workload impacts that the use of VTO will pose, it is not anticipated that the department will suffer any service level impacts as a result of the reductions recommended in FY 2012-13.

The budget augmentation request (BAR) submitted by the Assessor's Office requesting 4.5 FTE limited term positions for the Property Tax System Modernization Project is recommended for funding. The recommended limited term positions will be used to backfill for existing staff who will be assigned to the project. The modernization project will move the County's current property tax system from the existing mainframe system to a new computing environment that will provide up-to-date and more widely supported software tools and maintenance tools. The entire project is estimated to cost $5 million and was approved by the Information Technology Department Executive Steering Committee (ITD-ESC) in two phases. Phase 1 activities included the development of a request for proposal (RFP) and subsequent contract with a vendor experienced in providing the tools, software and expertise necessary to successfully complete the modernization of the property tax system. The $1,577,000 expense for Phase 1 of the project was funded in the FY 2011-12 budget. Phase II will begin in FY 2012-13 and consists of the hiring of limited term positions for the Assessor, Treasurer-Tax Collector and Auditor-Controller's Office. Staff from the three departments are essential to the design, development and testing of the new computing environment for the Property Tax System.

BUDGET AUGMENTATION REQUESTS RECOMMENDED

Unit Amount	Description	Results
Gross: $372,913 for FY 2012-13 General Fund Support: $0 Source of Funding: FC 266-Countywide Automation Replacement Fund (funded with Tax Loss Reserve funds)	Add 1.0 FTE Limited Term Appraiser, 2.0 FTE Limited Term Assessment Analysts and 1.5 FTE Limited Term Assessment Technician to backfill for existing staff who will be assigned to the Property Tax System Modernization project. The project is anticipated to last approximately 2.5 years. The requested positions are limited term and are planned to be eliminated at the end of the project.	The Property Tax System Modernization Project will: 1. Reduce annual mainframe hardware and software operating costs by $400,000 2. Avoid system obsolesce by moving a critical set of applications, commonly described as the Property Tax System, from the mainframe to a more modern application and system development environment 3. Move Property Tax system data to a modern database 4. Position the County to provide additional Property Tax related services electronically or on-line; and, 5. Extend the life of the current system by a minimum of 10 years.

BUDGET AUGMENTATION REQUESTS NOT RECOMMENDED

Unit Amount	Description	Results
Gross: $58,375 General Fund Support: $58,375	Add 1.0 FTE Appraiser Trainee to the Assessor's PAL to address the department's growing workload due to the downturn of the real estate market which has increased the number of assessment reviews and appeals and Prop 8 "Decline in Value" reviews that the department must conduct. This requested position would be assigned to performing valuations of new construction and changes to ownership, to help reduce the backlog that currently exists.	It is estimated that the position would address 700 work items a year, which equates to approximately $219,000 in additional property tax revenue getting enrolled on time (of which the County's share is $52,565).
Gross: $76,993 General Fund Support: $76,993	Add 1.0 FTE Cadastral Mapping Systems Specialist to the Assessor's PAL to address existing mapping workflow bottlenecks and assist with migrating all of the Assessor's mapping/parcel information to the Geographic Information System (GIS) environment.	Improved accuracy and more efficient maintenance of maps that are used by County departments and the public.

GOALS AND PERFORMANCE MEASURES

Department Goal: To levy fair and equitable assessments on taxable property in an accurate and timely manner by using accepted appraisal principles and prevailing assessment practices.

Communitywide Result Link: ☐ Safe ☐ Healthy ☐ Livable ☐ Prosperous ☒ Well-Governed Community

1. Performance Measure: Percentage of the assessment roll completed by June 30th of each year.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
98%	98%	96%	97%	95%	97%	97%

What: Measures the percentage of assessments that are appraised before the June 30th deadline.

Why: Incomplete assessments will generate inaccurate tax bills. When 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.

How are we doing? Current trends in the real estate market continue to generate the largest workload we have seen in the past twenty years. Due to market conditions, we face challenges projecting completed work items, and completing the assessment roll by the June 30th deadline. The Assessor's staff exceeded the projected FY 2010-11 target due to the stability of positions and resources over the past two fiscal years. Providing that positions and resource levels remain the same, we project completing approximately 97% of the assessment roll by the June 30th 2013 deadline. Comparison data is not available.

2. Performance Measure: The number of completed assessments per appraiser on staff.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
2,561	3,044	3,072	3,603	3,000	3,400	3,200

What: This measurement tracks the workload per appraiser from year to year.

Why: Tracking changes in workload is an indicator of changes in production levels as new procedures or automated systems are introduced, and helps to evaluate the efficiency of departmental procedures and service to the public.

How are we doing? In FY 2010-11**,** we exceeded our projection of completed assessments per appraiser by 20%. This increase in productivity is largely due to the continuation of streamlining procedures and staff's increased experience with the Assessment Evaluation Services (AES) program. A large portion of the current workload is due to decline-in-value reviews which are a legal mandate and must be reviewed once a year for possible changes in the assessed value. We anticipate these reviews to continue to be a large portion of the workload through FY 2012-13. Staff will continue to rely on the Assessment Evaluation Services (AES) program to complete a majority of the decline-in-value reviews. Due to the stability in positions and resource levels, as well as the efforts of our dedicated knowledgeable staff, we anticipate exceeding or meeting the projected target goal for FY 2011-12. However, should real estate market trends change and new construction and changes in ownership begin to increase, we anticipate the production per appraiser to drop for FY 2012-13. Not all of the new construction and changes in ownership assessments are processed using automated systems, and more time is required per assessment.

Department Goal: To provide high quality services to the public and taxpayers.

Communitywide Result Link: ☐ Safe ☐ Healthy ☐ Livable ☐ Prosperous ☒ Well-Governed Community

3. Performance Measure: The number of assessment appeals filed for every 1,000 assessments.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
.78	1.8	1.8	2.96	4.5	3	3.5

What: 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. This measure enables the department to track the accuracy and equity among assessments.

How are we doing? San Luis Obispo County historically has the lowest number of assessment appeals filed compared to our comparable counties and five other similar counties. The most recent State Board of Equalization (BOE) "Reports on Budgets, Workloads, and Assessment Appeals Activities" was published in January 2011. This report indicates San Luis Obispo County Assessor has the lowest number with 2.96 appeals filed per 1,000 assessments. The county with the highest level of appeals is Placer County with 22.6 filed per 1,000 assessments. San Luis Obispo County Assessor appeal numbers remain low in comparison to other counties due to the effort to produce accurate and timely assessments, as well as being proactive in addressing decline-in-value reviews. The total number of assessment appeals filed per year has increased from less than 100 per year to nearly 600 per year. A considerable amount of staff time and effort is required to address this increase in the assessment appeal workload. For FY 2012-13 we anticipate assessment appeals will continue to be approximately the same as FY 2011-12 projected. If market values rise and base year values are restored, assessment appeals may increase, but San Luis Obispo County will meet or exceed the projected target goal.

4. Performance Measure: Cost per assessment.

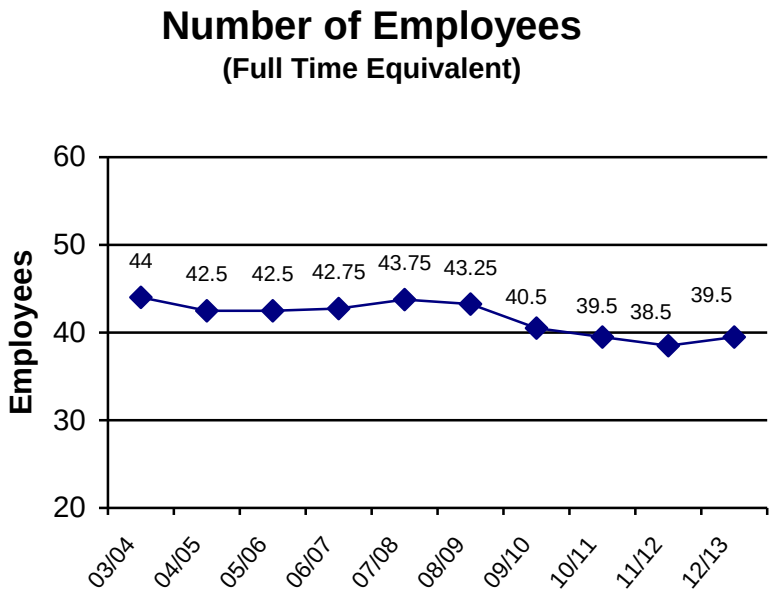
07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
$45.89	$47.33	$46.01	$45.08	$49.00	$47.00	$47.00

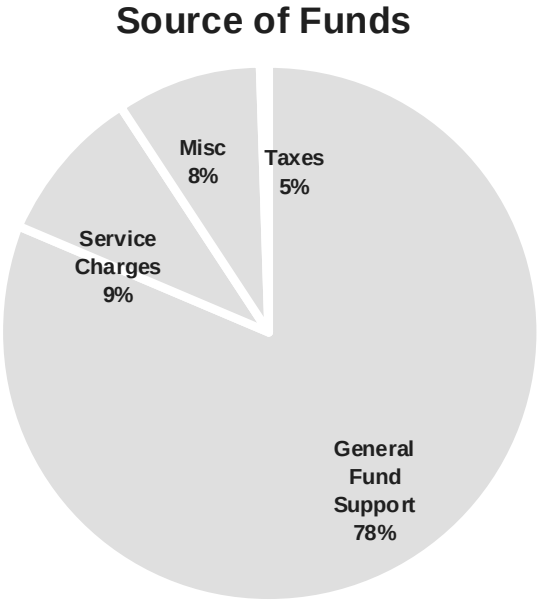
What: This measures the cost per assessment by dividing the department's level of General Fund support by the total number of assessments.
Why: The Assessor's Office strives to make the most effective use of all available resources in order to produce assessments at a reasonable cost.
How are we doing? The State Board of Equalization's "Report on Budgets, Workloads, and Assessment Appeals Activities" for FY 2010-2011 (published in January 2011) indicates the San Luis Obispo County Assessor's costs were within range of our comparable counties and five other similar counties. During that time period, the cost per assessment for counties ranged from $27 to $64 per assessment. For FY 2010-2011 San Luis Obispo's actual cost continued to decrease from $46.01 to $45.08. This was a result of budget cuts and greater efficiencies including the use of AES. During the remainder of FY 2011-2012 we anticipate payroll costs to increase as vacant positions are filled. Consequently, FY 2011-2012 projected costs will be higher than the previous year. The cost per assessment for FY 2012-2013 will depend on fluctuations in salary and benefit costs, and the stability of positions and resource levels.

MISSION STATEMENT

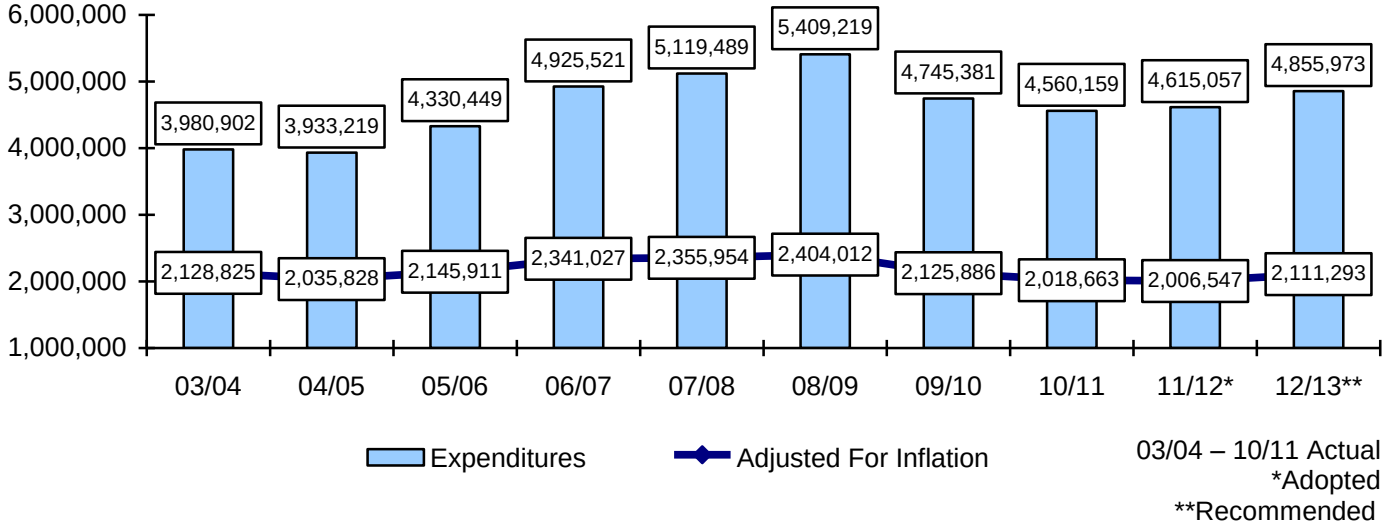
The Auditor-Controller is the Chief Accounting Officer for County government. The office enhances the public's trust by acting as the guardian of funds administered for the County, cities, schools and special districts and by providing an independent source of financial information and analysis.

Financial Summary	2011-12 Budget	2011-12 Projected	2012-13 Requested	2012-13 Recommended	Change From 2011-12
Taxes	$ 250,000	$ 250,000	$ 250,000	$ 250,000	$ 0
Fines, Forfeitures and Penalties	26,200	30,500	26,500	101,500	75,300
Intergovernmental Revenue	17,000	17,566	17,000	17,000	0
Charges for Current Services	417,308	428,504	441,128	441,128	23,820
Other Revenues	30,300	33,493	33,300	33,300	3,000
Other Financing Sources	0	581,840	0	212,000	212,000
Interfund	30,000	30,000	30,000	30,000	0
**Total Revenue	$ 770,808	$ 1,371,903	$ 797,928	$ 1,084,928	$ 314,120
Salary and Benefits	4,416,937	4,247,620	4,493,913	4,628,481	211,544
Services and Supplies	198,120	448,993	225,992	227,492	29,372
Fixed Assets	0	579,033	0	0	0
**Gross Expenditures	$ 4,615,057	$ 5,275,646	$ 4,719,905	$ 4,855,973	$ 240,916
Less Intrafund Transfers	9,400	9,400	9,400	9,400	0
**Net Expenditures	$ 4,605,657	$ 5,266,246	$ 4,710,505	$ 4,846,573	$ 240,916
General Fund Support (G.F.S.)	$ 3,834,849	$ 3,894,343	$ 3,912,577	$ 3,761,645	$ (73,204)





10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

The Auditor-Controller's Office has a total expenditure level of $4,855,973 and a total staffing level of 39.50 FTE to provide the following services:

Accounts Payable

Pre-audit all claims for payments to vendors submitted by County departments and process payments for special districts. Coordinate payment activity with and provide oversight and direction to departments and vendors. Prepare annual reports required by the State and the Internal Revenue Service.

Total Expenditures: $394,502 Total Staffing (FTE): 4.25

Internal 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; assist with the preparation of the County's annual financial statement.

Total Expenditures: $733,268 Total Staffing (FTE): 6.00

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: $234,595 Total Staffing (FTE): 1.25

Deferred Compensation Plan

Funding and oversight of the County Deferred Compensation Plan has been transferred to FC 106 – Contributions to Other Agencies.

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: $807,851 Total Staffing (FTE): 6.00

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: $1,190,040 Total Staffing (FTE): 9.75

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: $791,369 Total Staffing (FTE): 7.25

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 Local Area Network (LAN) and Personal Computer (PC) network.

Total Expenditures: $704,348 Total Staffing (FTE): 5.00

DEPARTMENT COMMENTS

The Auditor-Controller has primary responsibility for all accounting and auditing functions of County government. This includes all funds, departments, and special districts under the governance of the Board of Supervisors. As Chief Accounting Officer for County government, the Auditor-Controller faces the challenging task of covering a vast range of daily tasks while remaining responsive to emerging needs associated with new mandates, programs, and legislation. We anticipate that changes legislated in response to California's fiscal imbalance will continue to place additional demands on our staff.

In FY 2012-13, Auditor's Office staff plan to focus on two projects that will provide users with enhanced reporting options. The first is often referred to as Posting Actuals to SAP's cost accounting module, and involves posting actual rather than estimated labor costs to the cost accounting module in the system. The second project, Business Intelligence (BI), will expand reporting capabilities by providing a more flexible database reporting environment. Both projects will lead to greater efficiency by reducing the use of duplicate systems, extracts, and work arounds.

The following are some of the department's notable accomplishments for FY 2011-12 and some specific objectives for FY 2012-13.

FY 2011-12 Accomplishments

- Implemented multiple changes in the payroll system as required by MOUs between the County and various bargaining units. In addition, completed programming changes that enabled the County to submit Child Support payments to the State electronically.
- Participated in negotiating a fiscal agreement with Sun Power Corporation for the Carissa Plains solar project. The agreement guarantees that the County will receive $8.5 million in sales tax to help mitigate any additional costs the County will incur.
- Prepared audit work papers using automated work paper software. Converting from paper based audit files to electronic work papers allowed staff to streamline the process for managing audits as well as reducing the County's environmental impact.
- Fulfilled requirements stated in the CA Supreme Court's decision to dissolve and wind down Redevelopment Agencies (RDAs). Requirements included conducting an audit of each former RDA's assets and liabilities, calculating the amount of property tax increment that would have been allocated to each RDA, and administering trust funds established for the benefit of holders of former RDA debt.

FY 2012-13 Objectives

- Implement a new process to post actual labor costs to the cost accounting module (CO) in the County's Enterprise Financial System. The process, developed in FY 2011-12, was one of the most requested enhancements to the system. This long awaited improvement will simplify project reporting and eliminate the difference between the amounts posted for labor costs in the budgetary module and CO.
- Roll out Business Intelligence (BI), an SAP database and reporting solution. BI users will be able to create their own ad hoc reports with the option of combining data from various SAP modules and external data sources. An added benefit is that BI will already be in place if the County decides to implement the SAP Public Budget Formation module (PBF). BI is required to support the PBF module.
- Participate in a project to move the property tax system from the mainframe to a new computing environment. Modernization of the property tax system will reduce on-going maintenance and support costs. Once the migration is complete, future system changes and enhancements will be easier. This multi-year project is slated for completion in FY 2014-15.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

General Fund support for FY 2012-13 is recommended to decrease by $73,204 or 1% as compared to FY 2011-12 adopted levels. Overall, revenues are increasing by $314,120 or 40% from FY 2011-12 levels. This increase is due to 1) a $212,000 transfer-in from FC 266 – Countywide Automation to offset the cost of two (2) limited term positions needed for the Property Tax System Modernization project; 2) a $75,000 transfer-in from the department's settlement/judgment trust account to offset the cost of consultants to provide services related to the SAP/payroll system and 3) a $23,360 or 10% increase in the Administrative Services account as the result of the dissolution of the redevelopment agencies within the County.

Overall, expenditures are increasing by $240,916 or 5% from FY 2011-12 adopted levels. Salary and benefit accounts are increasing by $211,544 or 4% as compared to FY 2010-11. This is increase is the result of various adjustments including 1) the elimination of a vacant Account Clerk; 2) budgeting for Voluntary Time Off (VTO) in the amount of $21,368; 3) reducing the budget for overtime and temporary help by a total of $2,000; and 4) the addition of the two (2) limited term positions recommended for the Property Tax Modernization project. Services and supplies accounts are increasing by $29,372 or 14% from FY 2011-12 budgeted amounts primarily due to

budgeting for the SAP/payroll consultant referred to above. There are no service level impacts associated with the recommended budget.

The budget augmentation request (BAR) submitted by the Auditor-Controller requesting two (2) limited term positions for the Property Tax System Modernization Project is recommended for funding. The recommended limited term positions will be used to backfill for existing staff assigned to the project. The modernization project will move the County's current property tax system from the existing mainframe system to a new computing environment that will provide up-to-date and more widely supported software tools and maintenance tools. The entire project is estimated to cost $5 million and was approved by the ITD Executive Steering Committee (ESC) in two phases. Phase 1 activities included the development of a request for proposal (RFP) and subsequent contract with a vendor experienced in providing the tools, software and expertise necessary to successfully complete the modernization of the property tax system. The $1,577,000 expense for Phase 1 of the project was funded in the FY 2011-12 budget. Phase II will begin in FY 2012-13 and consists of hiring of limited term positions for the Assessor, Treasurer-Tax Collector and Auditor-Controller's Office. Staff from these three departments are essential for the design, development and testing of the new computing environment for the Property Tax System.

BUDGET AUGMENTATION REQUESTS RECOMMENDED

Unit Amount	Description	Results
Gross: $212,000 for FY 2012-13 Funding Source: FC 266 – Countywide Automation Replacement Fund (Funded with Tax Loss Reserve Funds)	Add one (1) Limited Term Accounting Technician position and one (1) Limited Term Auditor-Analyst III position to backfill for existing staff assigned to the Property Tax System Modernization Project. The project is anticipated to last approximately 2.5 years. The requested positions are limited term and are planned to be eliminated at the end of the project.	The Property Tax System Modernization Project will: 1. Reduce annual mainframe hardware and software operating costs by $400,000; 2. Avoid system obsolescence by moving a critical set of applications, commonly described as the Property Tax System, from the mainframe to a more modern application and system development environment; 3. Move Property Tax System data to a modern database; 4. Position the County to provide additional Property Tax related services electronically or on-line; 5. Extend the life of the current system by a minimum of 10 years.

GOALS AND PERFORMANCE MEASURES

Department Goal: Provide periodic review of the internal controls of County departments to ensure compliance with policies and procedures, and minimize losses from fraud or misappropriation.

Communitywide Result Link: ☐ Safe ☐ Healthy ☐ Livable ☐ Prosperous ☒ Well-Governed Community

1. Performance Measure: Number of reviews, special district audits, trust fund reviews, and grant compliance audits performed for County departments.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
30	19	25	17	21	20	20

What: The Internal Audit Division reviews the various offices, 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 (or lack) of other checks and balances.

Why: The reviews and audits help to minimize or prevent losses from fraud, waste, and abuse; and from non-compliance with program funding requirements. Since department managers are often unaware of their department's selection for a detailed audit in any particular year, this serves as a deterrent for lax internal controls.

How are we doing? The Audit staff is currently comprised of three staff auditors performing cash, departmental, compliance, and State mandated audits and a Chief Auditor performing audit, review and research duties. The results for FY 2010-11 were lower than estimated due to several audits being more complex than originally anticipated and consequently requiring additional staff time. In addition to audits, the Audit staff monitors and corrects errors in the State allocation of sales tax. The Internal Audit Division also monitors sub-recipients of the Workforce Investment Act for proper accounting methods, authorized expenditures, and services provided; calculates and prepares the Local Agency Formation Commission (LAFCO) billing to the various special districts and cities within the county. They also prepare and submit the County's Financial Transaction Report to the State, and take the lead in preparing the Comprehensive Annual Financial Report. Audits and other reports prepared by the Audit staff are submitted to the Board of Supervisors and available to the public for comment.

2. Performance Measure: Number of concessionaire, bed tax, or service provider audits completed.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
24	16	16	16	16	19	18

What: 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.

Why: These audits help to ensure the County is receiving all the revenue it is entitled to, and payments are made for services actually received. In addition, we try to maintain a level playing field so local businesses pay no more or less than their fair share under the law, and are properly compensated when contracting with the County.

How are we doing? The number of audits increased from the prior year adopted level due to an additional auditor reassignment. Audit staff focused on concessionaire and Transient Occupancy Tax audits in FY 2010-11. We believe maintaining an audit presence helps create an even balance in the community. In addition, the staff began reviewing service providers' compliance with contracts to the County. In this way, service providers are properly compensated and the County receives the full spectrum of services purchased. Audits and other reports prepared by the audit staff are submitted to the Board of Supervisors and available to the public for comment.

Department Goal: 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.

Communitywide Result Link: ☐ Safe ☐ Healthy ☐ Livable ☐ Prosperous ☒ Well-Governed Community

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.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 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

What: 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.

Why: The County is reimbursed for overhead costs.

How are we doing? The State Controller's Office performed an audit of the FY 2011-12 County Cost Allocation Plan. There were no findings or adjustments as a result of the audit.

Department Goal: Provide timely and accurate financial information for the public, Board of Supervisors, and County departments.

Communitywide Result Link: ☐ Safe ☐ Healthy ☐ Livable ☐ Prosperous ☒ Well-Governed Community

4. Performance Measure: Earn a clean auditor's opinion on the Comprehensive Annual Financial Report (CAFR).

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
1	1	1	1	1	1	1

What: A clean opinion from outside auditors measures the reliability, integrity and accuracy of the information presented in the County financial statements.

Why: Provides assurance to the public, investors and others that the County's financial position is presented fairly and accurately.

How are we doing? The external auditors have completed their annual audit of the FY 2009-10 fiscal year's financial statements and have issued unqualified or clean opinions. The review of the County's financial statements is required to be done and submitted to the State Controller's Office by December 31 following the end of each fiscal year. Actual results for the FY 2010-11 Audit report will not be known until the end of the 2012 calendar year.

Department Goal: Insure that all automated accounting systems designed to provide easy access to relevant data are maintained with adequate internal controls and audit trails.

Communitywide Result Link: ☐ Safe ☐ Healthy ☐ Livable ☐ Prosperous ☒ Well-Governed Community

5. Performance Measure: Percentage of County users that receive annual workshop training sessions on automated financial management, human resource/payroll and budget preparation systems.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
85%	85%	85%	85%	85%	85%	**Delete**

What: This measures our desire to be certain County users know what systems and information are available and how to use them. While training is still an important role for the Auditor's staff it has become more about instructing when new systems or upgrades are introduced. The trainer position has been eliminated leaving training duties to staff members considered subject matter experts.

Why: County users will know what information is available and how to retrieve it given adequate training.

How are we doing? The elimination of training position in the Auditor's Office has led to a decrease in training making this measure obsolete. While trainings for a variety of processes are still given as needed, they're now dependent on changes in systems. This Performance Measure will be deleted for the 2012-13 fiscal year.

Department Goal: Provide high quality, cost effective Auditor-Controller services.

Communitywide Result Link: ☐ Safe ☐ Healthy ☐ Livable ☐ Prosperous ☒ Well-Governed Community

6. Performance Measure: Auditor Controller staff per 100 County employees.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
1.7	1.7	1.6	1.6	1.6	1.6	1.6

What: This shows Auditor Controller staffing levels per 100 county employees.

Why: This data can be compared with Auditor-Controller offices of similar characteristics to provide one measure of whether we are appropriately staffed.

How are we doing? Staffing levels per 100 employees for our comparable counties (5 counties surveyed) ranged from a low 1.0 in Monterey County to a high of 1.7 in Marin County. The Auditor's Office maintains levels slightly above the average of 1.4, but within the range of our comparable counties. It is evident our comparable counties continue to face financial challenges as the number of full time equivalent (FTEs) continue to decline.

Department Goal: 100% of legal mandates should be implemented within established deadlines.

Communitywide Result Link: ☐ Safe ☐ Healthy ☐ Livable ☐ Prosperous ☒ Well-Governed Community

7. Performance Measure: Percentage of legal mandates implemented within established deadlines.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
N/A	100%	100%	100%	100%	100%	100%

What: Monitor State and Federal legislation regularly in order to keep updated with changes to current mandates and new mandates.

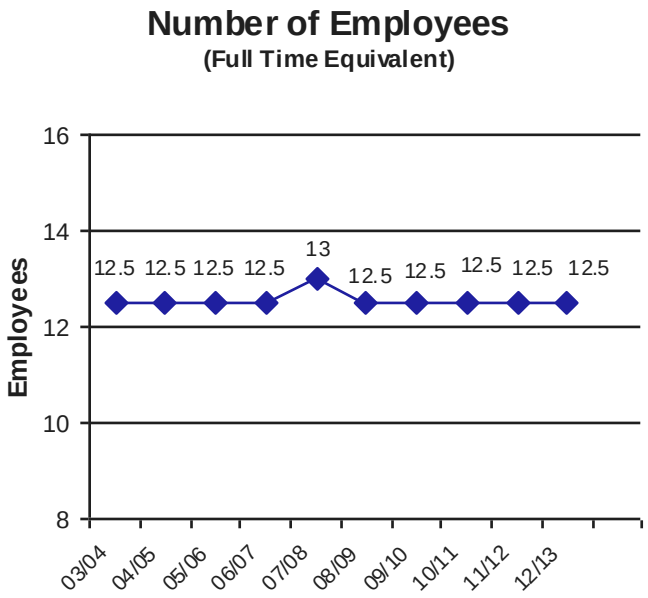
Why: So that a proactive response to implement changes to current mandates and new mandates is seamless and timely.

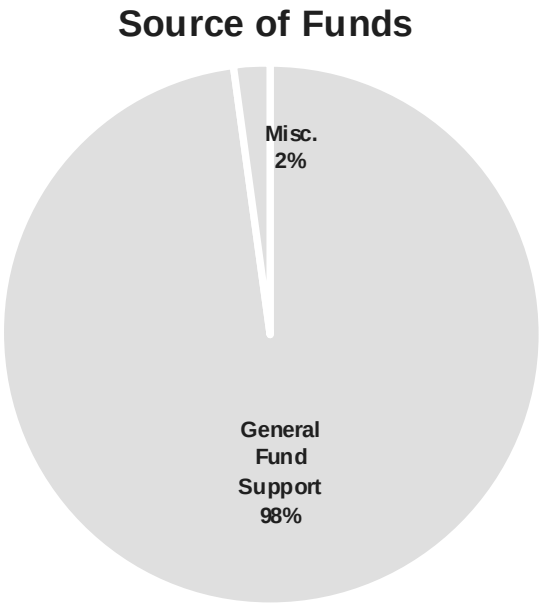
How are we doing? During FY 2010-11, we successfully implemented all known legal mandates. Some of these include: the Patient Protection and Affordable Health Care Act, which among other requirements changed coverage for dependents as well as COBRA provision changes. Unemployment Insurance Reauthorization and Job Creation Act of 2010 and the reduction of employee paid FICA for 2011. Also complied with the electronic filing of quarterly reports to the IRS and updated reporting forms and changed tax rate tables. Implemented alternative work schedules and telecommuting policies and eliminated remuneration statement printing to reduce greenhouse gases per California AB32. Updated system for payment to employees who are Reserve Military on active duty. We will continue to implement all mandates as they develop in FY 2012-13. The number of legal mandates varies from year to year depending on changes at the State and Federal levels.

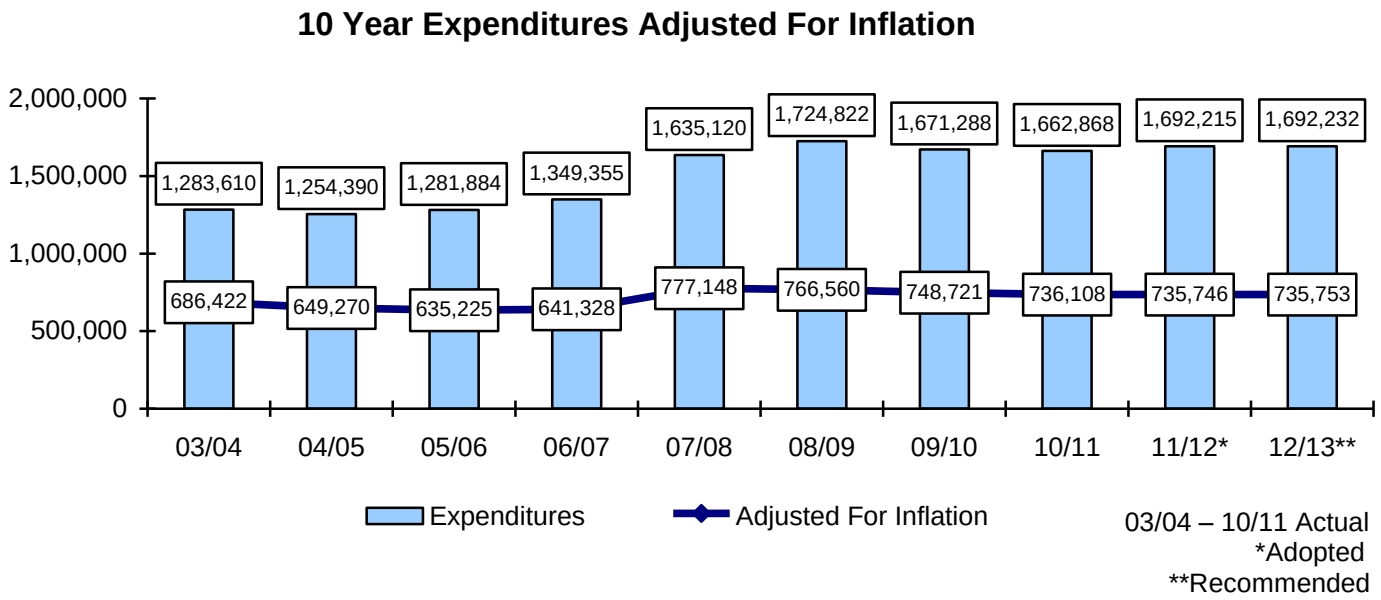
MISSION STATEMENT

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.

Financial Summary	2011-12 Budget	2011-12 Projected	2012-13 Requested	2012-13 Recommended	Change From 2011-12
Salary and Benefits	$ 1,438,239	$ 1,438,239	$ 1,436,295	$ 1,436,295	$ (1,944)
Services and Supplies	253,976	253,976	255,937	255,937	1,961
**Gross Expenditures	$ 1,692,215	$ 1,692,215	$ 1,692,232	$ 1,692,232	$ 17
Less Intrafund Transfers	36,209	36,209	36,226	36,226	17
**Net Expenditures	$ 1,656,006	$ 1,656,006	$ 1,656,006	$ 1,656,006	$ 0
General Fund Support (G.F.S.)	$ 1,656,006	$ 1,656,006	$ 1,656,006	$ 1,656,006	$ 0







SERVICE PROGRAMS

The Board of Supervisors has a total expenditure level of $1,692,232 and a total staffing level of 12.50 FTE to provide the following services.

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: $106,150 Total Staffing (FTE): 0.00

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: $1,586,082 Total Staffing (FTE): 12.50

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The recommended budget for FY 2012-13 provides for no increase in General Fund support, which will remain at $1,656,006 as in the FY 2011-12 adopted budget. The department of the Board of Supervisors was able to achieve the same level of funding through the implementation of cost saving measures. The State-mandated County-wide audit contract that is funded through this department was renegotiated and provided a savings of $11,380 or 10% for FY 2011-12 and a 5% savings for FY 2012-13. Additionally, in FY 2009-10 the Board of Supervisors agreed to 5% salary and benefit reductions and those savings continue to be reflected in the FY 2012-13 recommended budget.

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: ☐ Safe ☐ Healthy ☐ Livable ☐ Prosperous ☒ Well-Governed Community

1. Performance Measure: Percentage of citizens that rate the overall quality of services the County provides as "good" to "excellent".

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
Triennial Survey	Triennial Survey	Triennial Survey	72%	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 2010 ACTION telephone survey asked 1,048 randomly selected adults "How would you rate the San Luis Obispo County government, including major units such as the Sheriff, Social Services, County Planning and Building, Elections Office, Health Department, Assessor, Tax Collector, Roads and the County Board of Supervisors?" Overall, how would you rate the services provided by San Luis Obispo County government?" 72% of the respondents rated the County as "good" (41%), "very good" (25%) or "excellent" (6%). These results are almost identical to the 2007 survey (71%). The 2010 ACTION survey was presented to the Board on October 26, 2010. The survey results posted on the County's web site: http://www.slocounty.ca.gov. The next ACTION telephone survey is planned for FY 2013-14.

2. Performance Measure: Percentage of citizens that indicate their overall impression of County employees (based on their most recent contact) is good or excellent.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
75%	Triennial Survey	Triennial Survey	Survey on hold	Survey on hold	Survey on hold	Survey on hold

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.

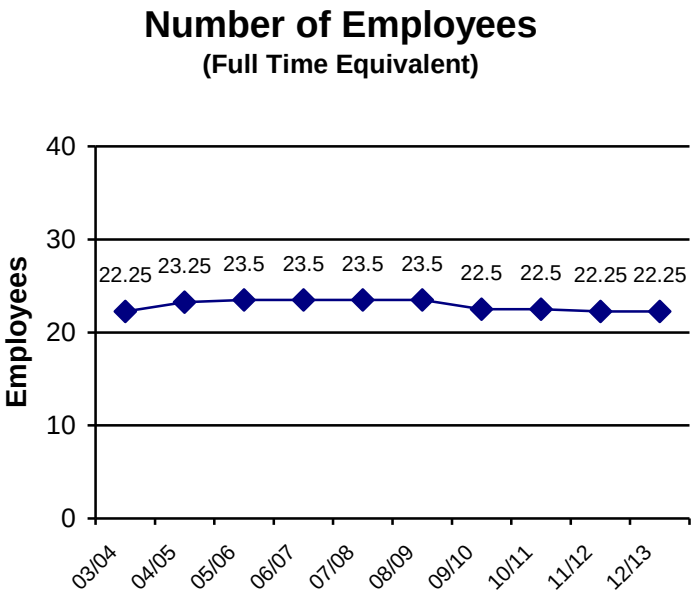
Why: The information gained from this survey will be used to help us improve customer service to the public. Based on the data gathered from the Citizen's Opinion Survey, County departments will develop and implement action plans designed to improve the quality of services delivered to the public and we will continue to measure our progress in meeting this goal over time.

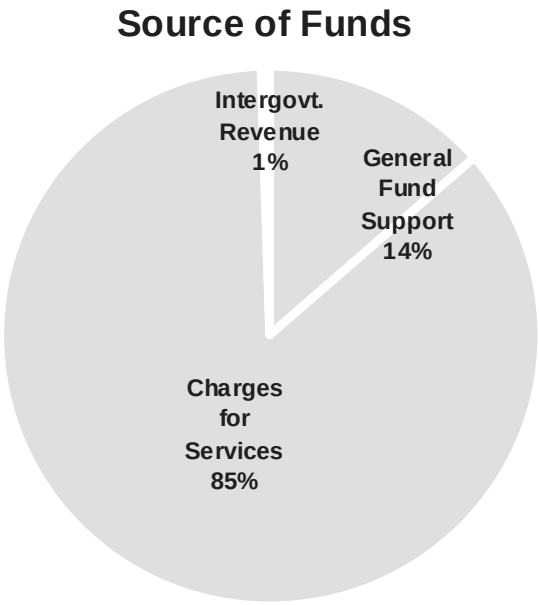
How are we doing? The Citizen's Opinion Survey was most recently conducted in the Winter of 2007. This survey asked respondents if they had contact with County employees in the past 12 months, and if so, to rate their overall impression of that contact in terms of knowledge, responsiveness and courtesy of County staff. 57% 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". Due to budgetary constraints, the citizen's opinion survey has been put on hold.

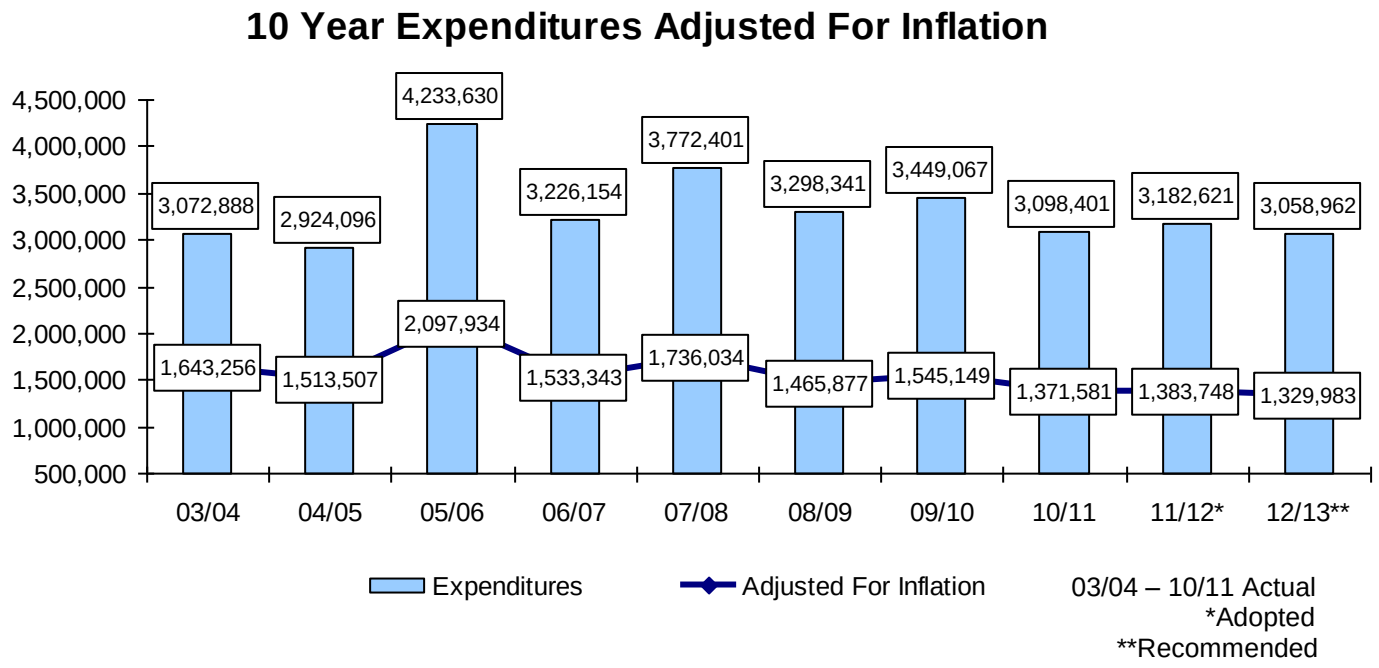
MISSION STATEMENT

In pursuit of a well-governed community, the County Clerk-Recorder will ensure the integrity of the election process and the records maintained by the office and provide access to these public records, by complying with all applicable laws, employing technology to its fullest and wisely spending the public funds entrusted to us while serving our customers with courteous and well-trained staff.

Financial Summary	2011-12 Budget	2011-12 Projected	2012-13 Requested	2012-13 Recommended	Change From 2011-12
Intergovernmental Revenue	$ 14,000	$ 116,905	$ 19,000	$ 19,000	$ 5,000
Charges for Current Services	2,389,329	2,418,874	2,622,195	2,622,195	232,866
**Total Revenue	$ 2,403,329	$ 2,535,779	$ 2,641,195	$ 2,641,195	$ 237,866
Salary and Benefits	2,005,911	2,005,911	2,058,757	2,045,967	40,056
Services and Supplies	1,016,710	1,026,965	1,027,409	1,012,995	(3,715)
Fixed Assets	160,000	160,000	0	0	(160,000)
**Gross Expenditures	$ 3,182,621	$ 3,192,876	$ 3,086,166	$ 3,058,962	$ (123,659)
General Fund Support (G.F.S.)	$ 779,292	$ 657,097	$ 444,971	$ 417,767	$ (361,525)







SERVICE PROGRAMS

The Clerk-Recorder has a total expenditure level of $3,058,962 and a total staffing level of 22.25 FTE to provide the following services:

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; and preserve and maintain files and records. Provide enthusiastic, professional volunteers and staff to perform civil marriage ceremonies. Provide exemplary service to our customers in County Clerk mandated functions, such as issuing marriage licenses, filing notary and other bonds and filing fictitious business name statements. 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 records maintained by the office. Encourage and maintain the voter registrations of all electors residing within the County.

Total Expenditures: $1,605,564 Total Staffing (FTE): 15.17

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: $864,103 Total Staffing (FTE): 3.15

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: $589,295 Total Staffing (FTE): 3.93

DEPARTMENT COMMENTS

The County Clerk-Recorder provides a variety of services, including: preserving property and vital records, issuing marriage licenses and fictitious business names, maintaining Board of Supervisors records and registrations of eligible voters, conducting elections, and performing civil marriage ceremonies. The department's focus is to ensure the integrity of these records and processes and improve access for all residents of the County while performing our duties within the legislated mandates and deadlines. As the department participates in solutions to the County's financial challenges, it is also confronted with some challenges that are specific to the County Clerk-Recorder.

The future of the U.S. Postal Service and the potential for cost increases and/or reduced delivery services has been highlighted in the news lately. County elections officials have been working with the Post Office to develop an elections "postal rate" that will be a standard rate applied to all election related materials. At this time the proposed rate and its effect on election mailings is unknown. However, an even larger concern is the potential for reduced postal delivery days and the already increased delivery time for first class mail from 1-2 days. More than 52% of voters in the county are permanent vote-by-mail voters and another 5-10 % request vote-by-mail ballots for each election. The increased delivery time and elimination of one day of postal delivery each week could have a significant effect on voters' ability to return their ballot via mail and result in more ballots being turned in on Election Day. Because of this, the department recommends that voters mail their ballots by the Wednesday (instead of Thursday) prior to an election. Any further change to postal delivery will necessitate an extensive public education campaign to ensure voters are aware of the impacts.

In addition to concerns about postal rates and delivery, the department will also soon be faced with the need to replace aging technology. The Clerk-Recorder is heavily reliant on technology to streamline its mandated duties and increase access to records. Two major systems were implemented over 10 years ago and will be in need of replacement or significant upgrades in the next two to three years. The replacement costs will be funded outside of the General Fund; Help America Vote Act funds will be used to purchase a ballot counting system, and Recorder's restricted revenue will be used to purchase a recording and imaging system. However, the procurement and implementation of these systems will require a significant amount of dedicated staff time while still addressing the daily duties of the department.

Following are some of the department's notable accomplishments for FY 2011-12 and some specific objectives for FY 2012-13:

FY 2011-12 Accomplishments

- Partnered with Cal Poly students to redraw precinct and district boundary lines to conform to recently adopted district lines which saved $5,000 in staff costs.
- Implemented the paperless agenda process in conjunction with the Administrative Office which will save an estimated 12 hours per meeting in Clerk staff time and will reduce paper costs for the processing and distribution of Board documents.
- Successfully implemented Integrated Document Management (IDM) for campaign finance and conflict of interest filings, streamlining public access and the process for providing copies of these records.
- Developed an online voter registration application to allow voters to enter information and print a registration form for their signature, which will

FY 2012-13 Objectives

- Successfully conduct the Presidential General Election, meeting all deadlines.
- Expand the types of records stored in IDM to include Board of Supervisors records and minutes which will allow for greater access by other departments and the public. The full text search feature of IDM will provide quicker and more accurate searching of documents and Board actions.
- Implement an "opt-out" system that allows voters to elect to not receive a mailed County sample ballot booklet and State voter information guide, reducing the cost of postage and printing by $.80 per voter who chooses to "opt-out".
- Continue to expand the use of social media in communicating important events and deadlines to the public.

benefit the public during registration deadlines by ensuring quick and easy access to a registration form.

- Increased the number of documents being handled by the auto-indexing system from 6% to 20% which will help ensure that documents are timely indexed and verified to comply with State statutes, as well as providing quicker access to the public and Assessor's staff.
- Complete the conversion of all vital records to digital images, increasing access and ease of producing copies.
- In conjunction with the Administrative Office, expand the paperless agenda system to other boards and advisory bodies, including the Parks and Recreation Commission, Assessment Appeals Board and Planning Commission.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Revenue in the department's Elections Division 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 a portion of election expenses. General elections are held in even-numbered years (FY 2012-13 is an even-numbered year). During the odd-numbered years, election revenue declines and the department requires additional General Fund support. In FY 2011-12, the State suspended reimbursements for vote-by-mail activities. As a result, the department will now charge other jurisdictions for their portion of vote-by-mail ballot mailing and processing.

The level of General Fund support for this budget is recommended to decrease $361,525 or 46% compared to the FY 2011-12 adopted budget. Because of the cyclical nature of election revenues, an adjustment is made to even out the years. When adjusted for the timing of election cycles, General Fund support is actually decreasing 1.5% compared to FY 2011-12 adopted levels. Revenues are recommended to increase $237,866 or 9% and expenditures are recommended to decrease $123,659 or 3% compared to FY 2011-12 adopted levels.

Overall, revenues are recommended to increase due to the fluctuation in election related revenue noted above. The increase in election revenue is offset by decreases in other revenue accounts. Restricted revenue is decreasing $182,264. Restricted revenue is revenue that the Clerk-Recorder is authorized to collect by government code for various recording activities. Government code places restrictions on how this revenue is expended - generally to modernize and improve the retention and retrieval of recorded documents. Once collected, restricted revenue is held in trust accounts and the amount of restricted revenue budgeted each year is determined by the specific projects and expenditures that are funded from this source. Restricted revenue use is recommended to decrease compared to FY 2011-12 when the purchase and installation of high density storage shelving was funded from restricted revenues. In FY 2012-13 there is no such project recommended to be funded with restricted revenues. Other significant changes to revenue include a $40,000 decrease in recording fees, which is consistent with decreased recording activity levels during the first half of FY 2011-12, as well as a $43,300 increase to other fees due to continued increases in applications for marriage licenses, fictitious business name statements and the Assessment Appeals Board.

Salary and benefits are increasing $40,056 or 1% compared to FY 2011-12 adopted levels. This increase is due to: 1) the restoration of a full year of funding for a 0.5 FTE Administrative Assistant that was only funded for five months in FY 2011-12, as part of a budget reduction strategy that enabled the department to meet its cut target; 2) regular pay step increases; and 3) an increase in temporary help to assist with the upcoming Presidential General Election. These increases are partially offset by minimal savings associated with a change to the department's Position Allocation List (PAL) which eliminates a vacant Clerk-Recorder Assistant IV, to be replaced with a Clerk-Recorder Assistant III. This swap is consistent with an organizational re-structure that was initiated back in 2005. The intent of the re-structure was to organize the department functionally, rather than by divisions, which means that instead of being dedicated solely to the elections, clerk, or recording function, staff is either dedicated to first contact with the public, or processing functions. The intended result is that all staff can be involved in elections, which will provide the department with more flexibility to address elections and regular workload as needed throughout the year. The increased salary and benefit costs discussed above are also partially offset by a reduction to overtime costs for elections, compared to prior general election years. Overtime costs are recommended to decrease as a budget reduction strategy. The impact of this reduction will be mitigated by requiring staff working overtime for elections to accrue comp time in lieu of receiving overtime pay.

This strategy has been in place for a number of years, in an effort to ensure that staff is able to work the overtime hours required during an election so that service levels aren't adversely impacted; however, it will not be possible to continue this reduction in the long term, as many staff are at the limit for comp time accruals.

Services and supplies are recommended to decrease $3,715 or less than 1% compared to FY 2011-12 adopted levels. The decrease is due to reductions in several accounts including travel and training, which will restrict staff's ability to attend some trainings, but will not pose any direct service level impacts.

Fixed assets are recommended to decrease $160,000 or 100% compared to FY 2011-12 adopted levels. The FY 2011-12 adopted budget included $160,000 for fixed assets to replace an aging scanner and install high density shelving units in the Recorder's storage area at Camp San Luis; no fixed assets are recommended in FY 2012-13.

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: ☐ Safe ☐ Healthy ☐ Livable ☐ Prosperous ☒ Well-Governed Community

1. Performance Measure: Percentage of documents received by mail which are examined and recorded, or returned within 2 business days.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
98.1%	93%	98%	96%	100%	99%	100%

What: This measure tracks the processing time of official records (e.g. deeds, reconveyances) received in the mail.

Why: Tracking the time it takes to process official records helps to measure how prompt our customer service is to the public, County departments, State, and Federal agencies, and enables us to ensure we are complying with law that requires recordation within 2 days of receipt of specific documents which are sent to us by express delivery.

How are we doing? In FY 2010-11, 96% (25,102 of a total 26,229 recordings) were examined and recorded or returned within 2 business days. Recording levels for FY 2011-12 have remained at levels consistent with the past few fiscal years. FY 2011-12 is projected to fall just shy of adopted levels because of occasional staffing shortages. We continue to focus on additional training for staff to assist with the recording function during this "down" election year. Even with the anticipated increase in recording volumes, and the Presidential elections in 2012, having additional staff trained in recordings will allow us to attain the goal of 100% in future years.

Department Goal: Provide easy access to all public records and documents to enhance customer service.

Communitywide Result Link: ☐ Safe ☐ Healthy ☐ Livable ☐ Prosperous ☒ Well-Governed Community

2. Performance Measure: Percentage of requests for vital and official records per month conducted online via the web.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
4.4%	4.7%	5.3%	5.4%	6.5%	5%	6%

What: This measure tracks the use of Clerk-Recorder services that are available online for a fee.

Why: Copy requests via the web require less staff time and measuring the use of online services assists in the assignment of staff within the department, resulting in a more efficient use of staff time. Tracking measurements of the level of use of online vital and official records use also provides indicators of the need to advertise and enhance the availability of certain services online to better serve the public.

How are we doing? The online purchase of birth and death copies has been restricted in the State since 2003, and in 2010 the restriction was expanded to include copies of marriage licenses. The percentage of online requests for the purchase of vital and official records has been increasing since legislation was passed in 2004 to allow customers to fax a notarized statement for purchase of these records. In April 2011, the County contracted with a new vendor for processing credit card payments, which has resulted in a 60% ($4.51) decrease in the convenience fee paid by the customer versus the web-based vendor. The new vendor does not have the ability to allow customers to place orders on the web. Whether this will have an effect on the number of customers who choose to place orders on the internet as opposed to contacting the office directly should be known by the end of FY 2011-12. The decrease expected in FY 2011-12 could possibly be attributed to the new credit card payment vendor. The customer saves $4.51 by placing their order directly through the Clerk-Recorder, rather than online. The vendor that is utilized for the web orders continues to make improvements to their service, which will hopefully result in increased numbers of customers utilizing web based record request services. 5% of requests is equivalent to 50 requests per month for vital and official records via the web.

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: ☐ Safe ☐ Healthy ☐ Livable ☒ Prosperous ☒ Well-Governed Community

3. Performance Measure: Cost per vote-by-mail ballot.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
$2.07	$1.97* $2.08**	$2.00* $1.89**	$1.77* $2.06**	$2.25	$2.25	$2.10

What: This measures the cost to issue each vote-by-mail ballot.

Why: Vote-by-mail ballots have traditionally been very labor intensive to administer and process. Currently approximately 54% of San Luis Obispo County voters choose to vote by mail ballot. Tracking the costs to issue vote-by-mail ballots allows the department to plan for the budget impacts of these ballots accordingly and contributes to efforts to automate and streamline the process, thereby increasing efficiency and keeping costs down.

How are we doing? The deployment of technology has had a profound effect on this labor intensive process. Since San Luis Obispo County began implementing technology and introduced efficiencies for the issuance of vote-by-mail ballots, per ballot costs have been reduced from $4.11 per voter in 1998 to the current $2.00 or less 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 request by about one-third. Vote-by-mail ballot costs were significantly lower for the two special elections (in June 2010 and in August 2010) because of legislation that streamlined the manual tally of vote-by-mail ballots in these elections, saving approximately 48 hours of staff time. Effective January 1, 2012, this time saving measure will extend to all elections, further reducing staff costs. It is estimated that this change could save approximately 300 labor hours for a primary election, and 540 hours for a general election, which translates to a savings of approximately $0.05 per ballot during a primary election, and up to $0.13 per ballot in a general election. Even with this projected savings, the FY 2011-12 target and projection is estimated higher due to the increased costs of providing party ballots for the Presidential and Central Committees contests, postage increases, and increased voter activity associated with a Presidential Primary. A request for pricing was sent out to various ballot printers by the Clerk-Recorder on November 1, 2011 in the interest of lowering ballot costs. Any savings resulting from a vendor change will not be known until early 2012. Those savings may help offset some of the anticipated cost increases in postage and party specific ballots. The lowered cost per vote-by-mail ballot targeted in FY 2012-13 is a result of party ballots not being used in a General Election, which reduces the number of ballots needed and the associated costs, and the anticipated savings from the newly stream-lined manual tally procedures.

Some of our comparable counties were able to provide the following information as a comparison. Costs are from prior year as current costs are not available.

Placer County $5.41 per ballot
Santa Barbara County $3.88 per ballot
Napa County $2.85 per ballot

FY 2008-09 Results: * November 2008 General Presidential Election ** May 2009 Special Statewide Election
FY 2009-10 Results: * June 8, 2010 Primary Election ** June 22, 2010 Special SD 15 Primary Election
FY 2010-11 Results: * August 2010 Special SD 15 General Election ** November 2010 General Election

4. Performance Measure: Average cost per registered voter in the County.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
$3.56	$4.08* $2.40**	$3.83* $2.46**	$2.21* $3.49**	$3.85	$3.85	$4.00

What: This measures the cost of conducting a countywide election per registered voter.

Why: Measuring the cost of conducting countywide elections per registered voter enables the Clerk-Recorder to have a better understanding of the overall costs of conducting an election and to identify means to 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 costs for the November 2010 General Election are higher than the August 17th Special Election due to higher voter turn-out for the regularly scheduled General Election, as well as several cost saving measures that were implemented for the Special Election, including increased consolidation of polling places, additional vote by mail precincts and reducing the number of workers at the polls from five to four. These measures saved $50,000 on poll worker salary alone for the special election. Other reductions were realized in poll delivery costs, polling place rental charges and staff time associated with the manual tally rule change mentioned in the above measure, the shorter ballots, and lower turnout in the Special Election. The projected costs for FY 2011-12 recognize the additional cost of providing party specific ballots in a primary election, anticipated postage increases in 2012, and the increased activity associated with a Presidential primary election. It is possible that additional savings on ballot costs may be seen depending on the outcome of the Ballot Printing pricing request sent out by the Clerk-Recorder on November 1, 2011. The FY 2012-13 Target reflects costs associated with the higher voter turnout during a Presidential General Election. An increase in voter turnout increases costs associated with the election, such as charges for processing voted ballots and increased overtime necessary to conduct and certify the election within the mandated timeframe.

Some of our comparable counties were able to provide the following information as a comparison. These comparisons are from prior years as current figures are not available.
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
FY 2008-09 Results: * November 2008 General Presidential Election ** May 2009 Special Statewide Election
FY 2009-10 Results: * June 8, 2010 Primary Election ** June 22, 2010 Special Senate District 15 Primary Election
FY 2010-11 Results: * August Special SD 15 General Election ** November 2010 General Election

5. Performance Measure: Voter Participation Rate.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
63.5% * 43.4% **	83.1% * 39.4% **	40.27% * 47.12% ** 37.87% ***	43.41%* 69%**	65%	65%	80%

What: This measures the San Luis Obispo County voter turnout in elections.

Why: Measurements of voter turnout are an indicator of whether people participate in their government and have a stake in their future. The Clerk-Recorder measures voter turnout to target populations and geographical areas where more voter education may be needed and to ensure that we have efficiently assigned staff and resources to assist voters.

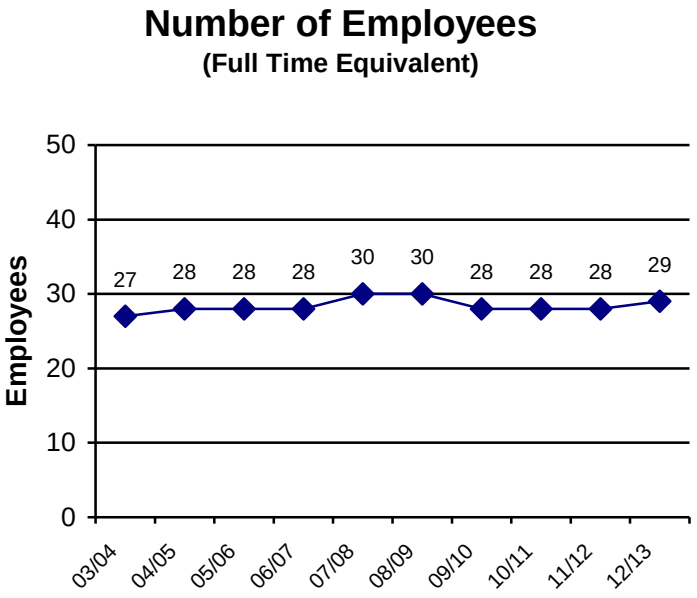
How are we doing? Many factors affect voter turnout. Turnout is always highest in a Presidential General Election and lowest in a Gubernatorial Primary Election and special elections. In addition, voter file maintenance is critical to ensure that election files are current and up-to-date, thereby giving a more accurate picture of the voter turnout. This office is committed to encouraging voter participation and educating 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/vote by mail applications at the earliest possible date, and the posting of information and polling place lookup on the internet, assists our voters in being informed and contributes to the County's high rates of voter turnout. Efforts to encourage voter turnout are reflected in the County's 43.41% (66,568 ballots cast) voter turnout for the August 2010 Senate District 15 Special General Election being 4% higher than the district average of 39.4%. The statewide turnout for the November 2010 General election was 59.5%- nearly 10 percentage points lower than San Luis Obispo County which had a turnout rate of 69% (108,002 ballots cast). The target of 65% voter turnout (101,725 ballots cast) for FY 2011-12 reflects the anticipated increase in voter interest for the 2012 Presidential Primary. The turnout for the primary election should also increase because of the recently passed proposition that provides for a "Top Two" primary election, in which candidates from all qualified parties appear on one primary ballot which is provided to all voters regardless of party affiliation, with the exception of presidential candidates and candidates for local party central committees. The high voter participation percentage targeted for FY 2012-13 is on par with previous Presidential General Elections.

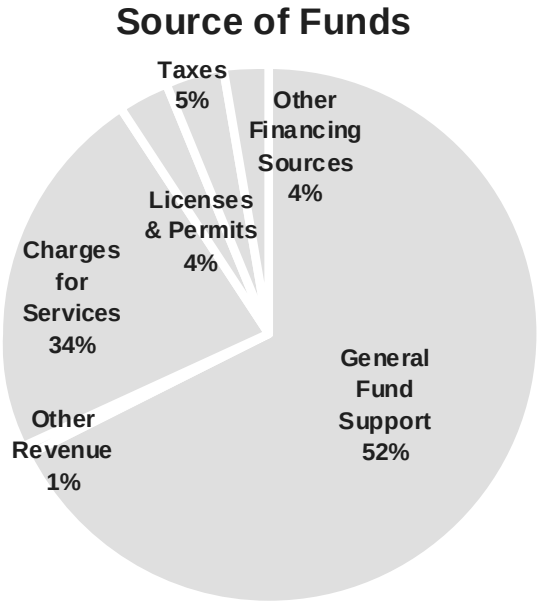
FY 2005-06 Results: * November 2005 Special Statewide Election ** June 2006 Direct Primary Election
FY 2007-08 Results: * February Presidential Primary Election ** June 2008 Direct Primary Election
FY 2008-09 Results: * November 2008 General Presidential Election ** May 2009 Special Statewide Election
FY 2009-10 Results: * November 2009 Uniform District Election /City of Paso Election ** June 2010 Direct Primary Election
*** June 22, 2010 Special SD 15 Primary Election
FY 2010-11 Results: * August 2010 Special SD 15 General Election ** November 2010 General Election

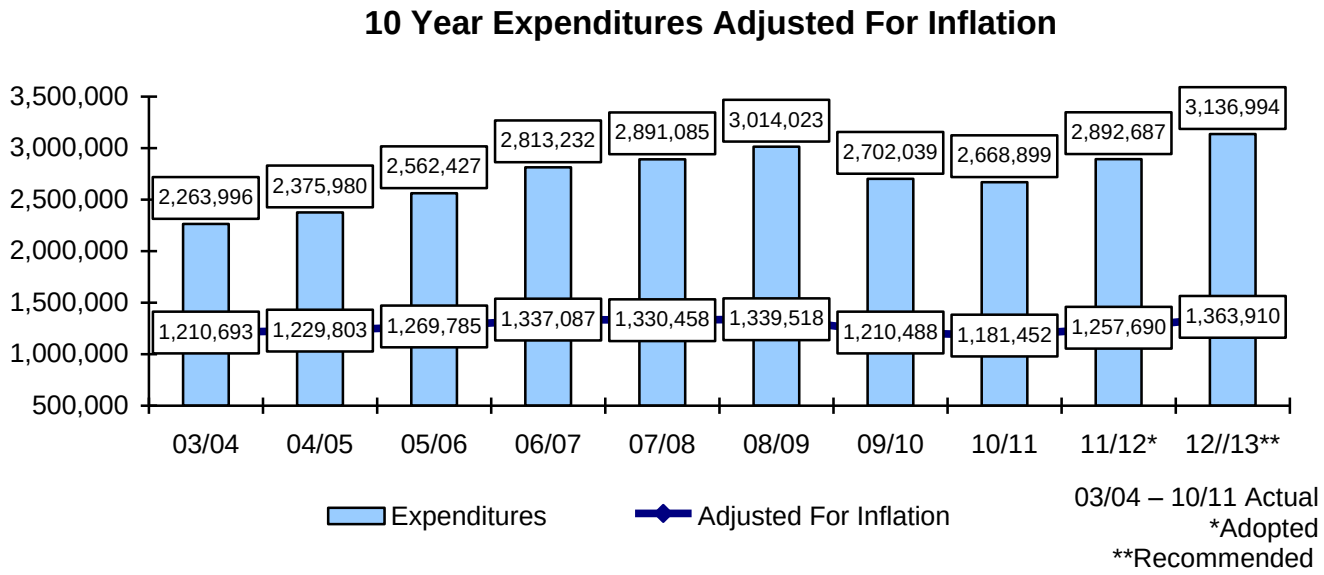
MISSION STATEMENT

The Treasurer, Tax Collector, Public Administrator's staff is committed to providing quality service to the community, including the efficient collection and prudent management of public funds needed for public services.

Financial Summary	2011-12 Budget	2011-12 Projected	2012-13 Requested	2012-13 Recommended	Change From 2011-12
Taxes	$ 139,000	$ 134,000	$ 165,100	$ 165,100	$ 26,100
Licenses and Permits	109,293	104,665	134,359	134,359	25,066
Charges for Current Services	1,020,330	967,974	1,064,874	1,062,351	42,021
Other Revenues	24,130	46,308	19,408	19,408	(4,722)
Other Financing Sources	0	0	0	124,397	124,397
**Total Revenue	$ 1,292,753	$ 1,252,947	$ 1,383,741	$ 1,505,615	$ 212,862
Salary and Benefits	2,619,099	2,506,489	2,685,424	2,809,821	190,722
Services and Supplies	273,588	315,118	309,082	299,780	26,192
Other Charges	0	0	27,393	27,393	27,393
**Gross Expenditures	$ 2,892,687	$ 2,821,607	$ 3,021,899	$ 3,136,994	$ 244,307
General Fund Support (G.F.S.)	$ 1,599,934	$ 1,568,660	$ 1,638,158	$ 1,631,379	$ 31,445







SERVICE PROGRAMS

The Treasurer/Tax Collector/Public Administrator has a total expenditure level of $3,136,994 and a total staffing level of 29.00 FTE to provide the following services:

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, Transient Occupancy Taxes (hotel bed taxes), the tobacco license fee, and the San Luis Obispo County Tourism Business Improvement District assessment.

Total Expenditures: $229,567 Total Staffing (FTE): 2.21

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 and wills; and ensuring payments to creditors.

Total Expenditures: $156,489 Total Staffing (FTE): 1.31

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: $1,157,156 Total Staffing (FTE): 10.49

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: $367,167 Total Staffing (FTE): 3.98

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 the ex-officio treasurer. Support the County, school districts, and special districts in the process of debt issuance.

Total Expenditures: $926,592 Total Staffing (FTE): 7.98

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: $300,023 Total Staffing (FTE): 3.03

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.

The department continually explores effective and efficient ways to enhance its services to the public, as evidenced in its accomplishments over the years. As part of its “Go Green” efforts, the department is the first in the State to offer e-Billing for tax bills, which provides taxpayers with a convenient option to receive tax bills electronically. The department was recently awarded a 2011 Merit Award from the California State Association of Counties annual Challenge Awards Program for the Taxes on the Web program, which gives the public the ability to access tax information electronically, pay taxes online, and receive electronic tax bills and email reminders, as well as other tools to manage multiple properties. These efforts not only enhance services to the public, but also reduce costs for the department.

As the department prepares to move into FY 2012-13, it continues to look for ways to modernize systems and services for taxpayers, allowing more online access and payment options, and to be more efficient in order to provide quality service to the public with fewer resources. The department will be making enhancements to make it easier to participate in "Go Green" e-billing and e-payment-- business owners will be able to apply for and renew Business Licenses online; and hotel and motel owners will soon be able to file Transient Occupancy Taxes and make payments online. In addition, the department is working with its banks to consolidate and receive electronically, those tax payments made by paper checks issued through home online banking services.

Following are some of the department’s notable accomplishments for FY 2011-12 and some specific objectives for FY 2012-13:

FY 2011-12 Accomplishments

- Implemented a new combined system for Business Licenses, Transient Occupancy Taxes, and the Tourism Business Improvement District programs. The new system allows easy 24/7 online access to information and forms, as well as ability to make payments online.
- Cut banking costs through appropriate use of balance fee credits, and identified and implemented new investment options, which resulted in improved interest earnings of over $800,000, with no loss of safety or liquidity.

FY 2012-13 Objectives

- Partner with the Information Technology Department, the Auditor-Controller, and the Assessor, to convert the County's Property Tax System from a mainframe computer system to a modern database environment within the next three years. Part of the overhaul will enable easier and more extensive access to property tax information, which can be used to provide better information and service to taxpayers in the future.
- Further reduce paper and develop efficiencies through electronic document management technologies.

- Began marketing the "Go Green" concept to encourage e-Billing and e-Payment, which furthers the department's mission of providing quality service while reducing costs. In FY 2011-12, the department expects to receive up to 14,000 tax payments electronically vs. 7,465 in FY 2010-11.
- Completed implementation of Tax Status Letters, which provide taxpayers with a full status of property taxes when there are multiple billings to a property, and taxes remain unpaid.
- Saved approximately $14,000 on temporary help expenditures as a result of the above accomplishments.
- Use billing inserts, press releases, and general taxpayer correspondence to further market "Go Green" e-Billing and paperless billing programs, and to promote use of free e-checks to pay property taxes online, which furthers the department's mission of providing quality service while reducing costs. The department expects to double the current use of e-billing, and receive up to 20,000 tax payments electronically.
- Further improve banking and investment efficiency in the current low interest rate environment by researching best practices of other counties, and implementing alternatives to improve investment yields and reduce banking costs, without sacrificing safety and liquidity.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The level of General Fund support for this budget is recommended to increase $31,445 or 1% compared to the FY 2011-12 adopted level. Revenues are recommended to increase $212,862 or 16% and total expenditures are recommended to increase $244,307 or 8%.

Revenues are recommended to increase largely due to a $124,397 transfer in from Fund Center 266- Countywide Automation Replacement to offset the cost of one limited term position needed for the Property Tax System Modernization project, as well as a $41,428 increase in Administrative Services Fee revenue which is calculated based on the department's cost for administering the Treasury funds. This revenue is increasing due to regular pay step increases and the promotion of a Financial Analyst to the Principal Financial Analyst level. Other revenue accounts, including delinquent cost reimbursement fee, and business license fee revenue are also recommended to increase significantly, due to increased fees which will go into effect at the beginning of FY 2012-13.

Salary and benefits are recommended to increase $190,722 or 7% due in part, to regular step increases and the promotion of a Financial Analyst to the Principal Financial Analyst level. The main driver of the increased salary and benefit budget is the recommended addition of 1.00 FTE Limited Term Financial Analyst (see discussion and budget augmentation request below).

Services and supplies are recommended to increase $26,192 or 9%. This increase is largely due to the inclusion of $12,750 in advertising costs associated with the sale of tax defaulted property, which was not included in the FY 2011-12 budget, as well as $11,280 for a new maintenance contract to provide ongoing support for the new Business License/Transient Occupancy Tax System. Both of these increased costs are recovered through fees.

The recommended budget also includes $27,393 to pay back an internal loan from the General Fund for the purchase and implementation of a new Business License/Transient Occupancy Tax System, as approved by the Board on October 18, 2011. The total amount of the loan was $80,000, to be paid back over three years through an increase to business license fees, which will go into effect at the beginning of FY 2012-13.

The budget augmentation request (BAR) submitted by the Treasurer-Tax Collector, requesting 1.0 FTE limited term position for the Property Tax System Modernization Project is recommended for funding. The recommended limited term position will be used to backfill for existing staff who will be assigned to the project. The modernization project will move the County's current property tax system from the existing mainframe system to a new computing environment that will provide up-to-date and more widely supported software tools and maintenance tools. The entire project is estimated to cost $5 million and was approved by the Information Technology Department Executive Steering Committee (ITD-ESC) in two phases. Phase 1 activities included the development of a request for proposal (RFP) and subsequent contract with a vendor experienced in providing the tools, software and expertise necessary to successfully complete the modernization of the property tax system.

The $1,577,000 expense for Phase 1 of the project was funded in the FY 2011-12 budget. Phase II will begin in FY 2012-13 and consists of the hiring of limited term positions for the Assessor, Treasurer-Tax Collector and Auditor-Controller's Office. Staff from the three departments are essential the design, development and testing of the new computing environment for the Property Tax System.

BUDGET AUGMENTATION REQUESTS RECOMMENDED

Unit Amount	Description	Results
Gross: $124,397 for FY 2012-13 General Fund Support: $0 Source of Funding: FC 266-Countywide Automation Replacement Fund (funded with Tax Loss Reserve funds)	Add 1.0 FTE Limited Term Financial Analyst I/II/III to backfill for existing staff who will be assigned to the Property Tax System Modernization project. The project is anticipated to last approximately 2.5 years. The requested positions are limited term and are planned to be eliminated at the end of the project.	The Property Tax System Modernization Project will: 1. Reduce annual mainframe hardware and software operating costs by $400,000 2. Avoid system obsolesce by moving a critical set of applications, commonly described as the Property Tax System, from the mainframe to a more modern application and system development environment 3. Move Property Tax system data to a modern database 4. Position the County to provide additional Property Tax related services electronically or on-line; and, 5. Extend the life of the current system by a minimum of 10 years.

GOALS AND PERFORMANCE MEASURES

Department Goal: Provide helpful, courteous, responsive service to County departments and the public while accommodating all reasonable requests.
Communitywide Result Link: ☐ Safe ☐ Healthy ☐ Livable ☐ Prosperous ☒ Well-Governed Community

1. Performance Measure: Percentage of customer satisfaction surveys which rate department performance as "excellent" or "good."

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
97%	98%	98%	100%	100%	100%	100%

What: This measure tracks the satisfaction survey results collected from customers who are served in person, through the mail, or over the Internet.

Why: Customer satisfaction levels are measured and tracked to identify areas in which the department can improve its level of service to the public.

How are we doing? In FY 2010-11, the department received 72 completed customer satisfaction surveys from the public service counter. All 72 survey responses or 100% rated the service as "good" or "excellent". 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. The property tax management system allows taxpayers the ability to manage all of their assessments in one transaction, and to "go green" by using the e-Billing solution. Staff continually cross-train to enhance their knowledge and skills, which increases the level of service available to the public. The projected result for FY 2011-12 remains 100% of customer satisfaction surveys to indicate that the department's performance is "good" or "excellent".

Department Goal: Manage the County 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: ☐ Safe ☐ Healthy ☐ Livable ☒ Prosperous ☐ Well-Governed Community

2. Performance Measure: Percentage of public funds invested. ***This performance measure is being deleted in FY 2012-13.***

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
99%	99%	99%	99%	99%	98%	Deleted

What: This measures the percentage of available funds that are invested in the County Treasury investment pool.

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 department is able to invest such a high percentage of available funds because of detailed daily cash flow tracking and projections, electronic banking, and on-line account tracking. The percentage of available funds invested has remained steady over the years and the department anticipates no issue with maintaining the targeted high percentage of investment in FY 2011-12. Based on a recent survey of all California counties, in which half of the counties responded, the average percentage of available funds invested by responding counties is 95%. In an effort to streamline the County Treasury performance measures, this performance measure is being deleted in FY 2012-13, because the goal of maximizing the return on public funds is best measured by the overall net yield. The overall net yield for the County Treasury investment pool is measured against the State of California Local Agency Investment Fund (LAIF) in performance measure #4.

3. Performance Measure: Percentage of time that the annual County Treasury Oversight Committee investment policy compliance audit results in 100% compliance. ***This performance measure is being deleted in FY 2012-13.***

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
100%	95%	100%	100%	100%	100%	Deleted

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. This measure tracks the percentage of time that the annual County Treasury Oversight Committee investment policy compliance audit results in 100% compliance.

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 by the Auditor-Controller for FY 2010-11 (conducted in FY 2011-12) resulted in no findings or recommendations. The annual investment audits have consistently found the County Treasury to be in compliance with the San Luis Obispo County Treasury Investment Policy. In an effort to streamline the County Treasury performance measures, this performance measure is being combined with performance measure #6 (formerly performance measure # 5), in order to have one performance measure which reflects the results of all audits of the County Treasury.

Department Goal: Manage County funds on deposit in the County Treasury to meet three goals, in order of priority: 1) Ensure the safety of principal, 2) provide liquidity to meet the funding needs of participants, and 3) to earn an appropriate and competitive yield.

Communitywide Result Link: ☐ Safe ☐ Healthy ☐ Livable ☒ Prosperous ☒ Well-Governed Community

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 of California Local Agency Investment Fund (LAIF).

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
92%	83%	100%	100%	100%	100%	100%

What: The investment yield (return on investments minus all administrative and banking costs) of the County Treasury Pool is compared to the yield of the State of California investment fund, LAIF. The LAIF is utilized as a standard benchmark for investment yield by most California counties as an indicator that investment portfolios are following the market. The LAIF has a fund balance of over $60 billion, or about 100 times the size of the County Treasury investment pool. Further, the LAIF is a pure investment fund, where the County Treasury's investment pool must also act as an operating fund, covering the daily operating liquidity needs of participating County departments and agencies. This performance measure is based on achieving a relative net yield within 0.5% of the LAIF.

Why: Net investment yield is the third priority for the County Treasury investment pool, after safety and liquidity. Achieving this standard means the County is effectively maximizing its income from investments.

How are we doing? The County Treasury net yield was within the targeted variance of 0.5% compared to the LAIF net yield in FY 2010-11. The County Treasury continues to explore ways to reduce costs and aggressively search for options to obtain better yields without jeopardizing safety and liquidity. The target of 100% is expected to be achieved in FY 2011-12.

5. Performance Measure: Maintain an "AAA/V1" credit rating by Fitch Ratings for the Treasury Combined Pool Investments.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
"AAA/V1+"	"AAA/V1+"	"AAA/V1"	"AAA/V1"	"AAA/V1"	"AAA/V1"	"AAA/V1"

What: This measure tracks the County Treasury's success in meeting its "Safety" and Liquidity" goals for the Treasury investment pool. Fitch Ratings, Inc. ("Fitch") is a nationally recognized statistical rating organization that provides an independent evaluation of the investment pool, and its ability to protect the principal and provide liquidity, even in the face of adverse interest rate environments. The target is to achieve the highest available rating.

Why: Credit ratings are an objective measure of the County's ability to pay its financial obligations as well as meet safety and liquidity goals for the County Treasury investment pool.

How are we doing? Fitch has assigned their highest managed fund credit rating of "AAA" and a market risk rating of "V1" to the County Pool. The investment pool's "AAA" rating reflects the credit quality and diversification of the underlying assets, and appropriate management and operational capabilities. The pool's "V1" volatility rating reflects low market risk and a strong capacity to return stable principal value to participants, as well as to meet anticipated cash flow requirements, even in an adverse interest rate environment. Fitch has consistently rated the County Pool with their highest rating since FY 1994-95. Effective February 10, 2010, Fitch eliminated the V1+ rating from its Fund Volatility Rating scale and revised its highest rating to V1. On March 18, 2010, the County Pool's volatility rating was revised to "V1," to reflect the new highest rating. On March 17, 2011, Fitch confirmed the County Pool's "AAA/V1" rating.

Department Goal: Ensure public funds on deposit in the County Treasury are properly managed, safeguarded and controlled, and that accounting is proper and accurate.

Communitywide Result Link: ☐ Safe ☐ Healthy ☐ Livable ☒ Prosperous ☒ Well-Governed Community

6. 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. ***This performance measure is being deleted in FY 2012-13.***

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
100%	100%	100%	100%	100%	100%	Deleted

What: Each quarter, the County Auditor-Controller's Office conducts an unannounced cash procedures audit of the County Treasury. Annually, a firm contracted by the County, currently Gallina, LLP, requests access to office documents in order to conduct a departmental audit. These audits are required by government code. This measure tracks the results of the County Treasury's internal quarterly and external annual audits.

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? The County Treasury has consistently passed the audits with no negative findings. If a suggestion is made by the audit team which will further improve the County Treasury procedures, the suggestion is discussed and incorporated. The annual audit report for FY 2010-11 which was received in FY 2011-12, was without recommendation thus achieving the 100% target. In an effort to streamline the County Treasury performance measures, this performance measure is being combined with performance measure #3 in the new measure below, in order to have one performance measure which reflects the results of all audits of the County Treasury.

6. 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, the annual County Treasury audit by outside auditors, and the annual audit ordered by the County Treasury Oversight Committee.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
New	New	New	New	New	100%	100%

What: The County Treasury is audited in several ways throughout the year to ensure accurate and proper accounting, and that proper procedures and internal controls are in place and being followed. Each quarter, the County Auditor-Controller's Office conducts an unannounced cash procedures audit of the County Treasury. Annually, an outside firm contracted by the County, currently Gallina, LLP, conducts an audit of the County's financial records, including the County Treasury. Also annually, the County Treasury Oversight Committee (CTOC) causes an audit to be conducted of the County Treasury's compliance with the approved Investment Policy. The CTOC is comprised of the County Auditor-Controller, a representative from the Board of Supervisors, a qualified member of the public with expertise in finance, and representatives of the schools which have monies deposited in the County Treasury. The CTOC also monitors the County Treasury investment pool's reporting throughout the year. Taken together, these audits protect the public by ensuring that public funds are properly managed, safeguarded and controlled, and that accounting is proper and accurate. This measure tracks the results of these audits.

Why: Internal and external audits certify that public funds on deposit in the County Treasury are properly managed, safeguarded and controlled, and that accounting is proper and accurate.

How are we doing? The County Treasury has consistently passed the above audits with no negative findings. If a suggestion is made by the audit team which will further improve the County Treasury procedures, the suggestion is discussed and incorporated. See measures #3 and 6 (which are being deleted in FY 2012-13 and combined into this one measure) for information on prior year results.

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: ☐ Safe ☐ Healthy ☐ Livable ☒ Prosperous ☐ Well-Governed Community

7. Performance Measure: Percentage of annual current secured property taxes owed that is not collected.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
3.5%	3.9%	3.5%	3.2%	3.5%	3.1%	3.1%

What: This measures the percentage of current secured property taxes that are owed but not collected.

Why: This measure demonstrates the County's compliance with legal mandates that require the collection of property taxes.

How are we doing? In FY 2010-11, San Luis Obispo County had an uncollected current secured tax charge percentage of 3.2%, or $11,690,166, which represents a decrease of 0.3% over FY 2009-10 levels. The State average for FY 2010-11 was 3.0%, which was an improvement of 0.2% over the previous fiscal year. This increase in collections is a direct result of the department's increased efforts to notify taxpayers of their tax status through a comprehensive Tax Status Letter mailing in the fall and again in the spring.

8. Performance Measure: Percentage of qualified delinquent unsecured taxes collected. ***This performance measure is being deleted in FY 2012-13.***

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
26%	24%	24%	31%	25%	31%	Deleted

What: This measures the percentage of qualified delinquent unsecured taxes that are collected.

Why: Revenue and Taxation Code 2963 limits active collection of taxes on the unsecured roll to three years from the date taxes become delinquent. This measure demonstrates the level at which unsecured taxes are collected within three years from the date taxes become delinquent.

How are we doing? In FY 2010-11, the amount of unsecured taxes eligible for delinquent collection efforts was $2,369.979. The collections unit collected $743,387 or 31% of the amount subject to active collections compared to the projected amount of $592,494 or 25%. Additional staff hours were devoted to delinquent collections in FY 2010-11 which accounted for the increased percentage of amounts collected. Collections are again expected to exceed targeted levels for FY 2011-12. Due to a lack of comparable county data, this performance measure is being eliminated in FY 2012-13.

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: ☐ Safe ☐ Healthy ☐ Livable ☐ Prosperous ☒ Well-Governed Community

9. Performance Measure: Percentage of the customer service program that has been implemented which enables the public to review and transact business on-line.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
75%	80%	84%	80%	85%	85%	90%

What: The Treasurer, Tax Collector, Public Administrator website is being modified to allow for electronic commerce with the community. The department's Customer Service Program (CSP) is implemented in modules with the major portions of the program already in operation to benefit customers, such as Taxes on the Web (TOW) and the Property Tax Management System (PTMS). Over the course of the project, the program has expanded as additional customer needs are identified. This measure tracks the percentage of the implemented online services that will enable the public to review and transact business online.

Why: The ability to transact business on-line 24/7 is an important tool to improve the quality of service to the community. This measure reflects the Treasurer Office's progress in implementing online services to better serve the community.

How are we doing? The customer web interface for business license and transient occupancy tax payments was completed in the second quarter of FY 2011-12. For the coming FY 2012-13, the focus will be placed on completing the phone call logging system to more accurately record and track tax issues and tax information provided on individual property assessments as well as updating the Taxes on the Web program to provide more information in a faster and more efficient manner.

Department Goal: Expeditiously 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: ☐ Safe ☐ Healthy ☐ Livable ☐ Prosperous ☒ Well-Governed Community

10. 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.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
100%	100%	80%	100%	100%	100%	100%

What: Measures the processing time for cases referred to the Public Administrator when no one is willing or able to take on a decedent's estate administration.

Why: This measure demonstrates the County's compliance with legal requirements and the expediency with which the County protects estate assets.

How are we doing? All cases referred to the Public Administrator are investigated and a decision to accept or decline the case is made within 15 business days. Each estate investigation begins immediately upon notification. The procedure involves extensive asset investigations, family location processes, and burial arrangements. As of mid FY 2011-12, nine (9) cases have been referred to the Public Administrator and have been investigated and completed within the 15 business days, with two (2) of those referrals resulting in estate administrations. The Public Administrator will continue to promptly investigate and determine estate administrations within 15 business days through the remainder of FY 2011-12.

Support to County Departments

County Counsel

General Services Agency
- Fleet Services
- Information Technology
- Reprographics

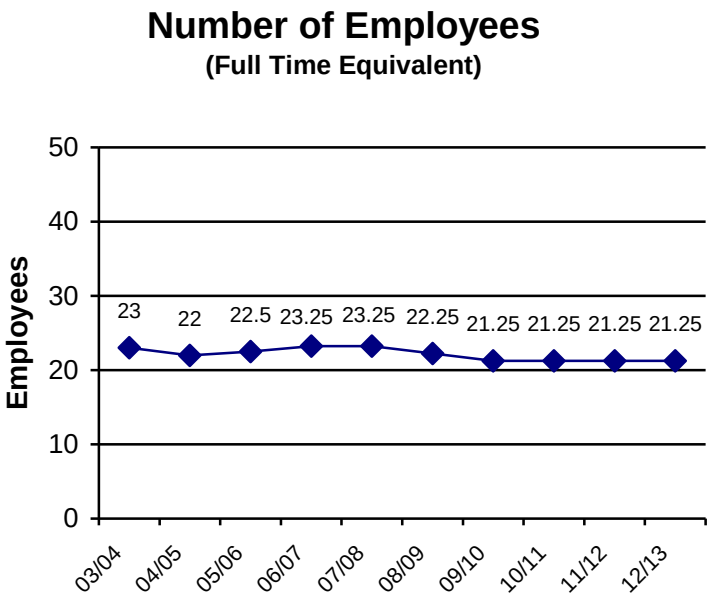
Human Resources

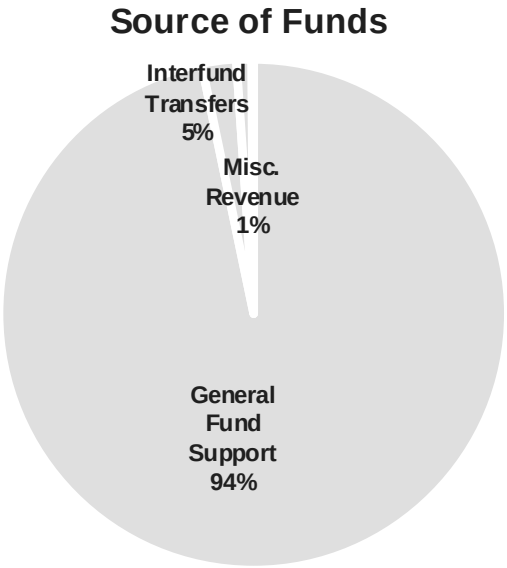
Risk Management
- Self Insurance

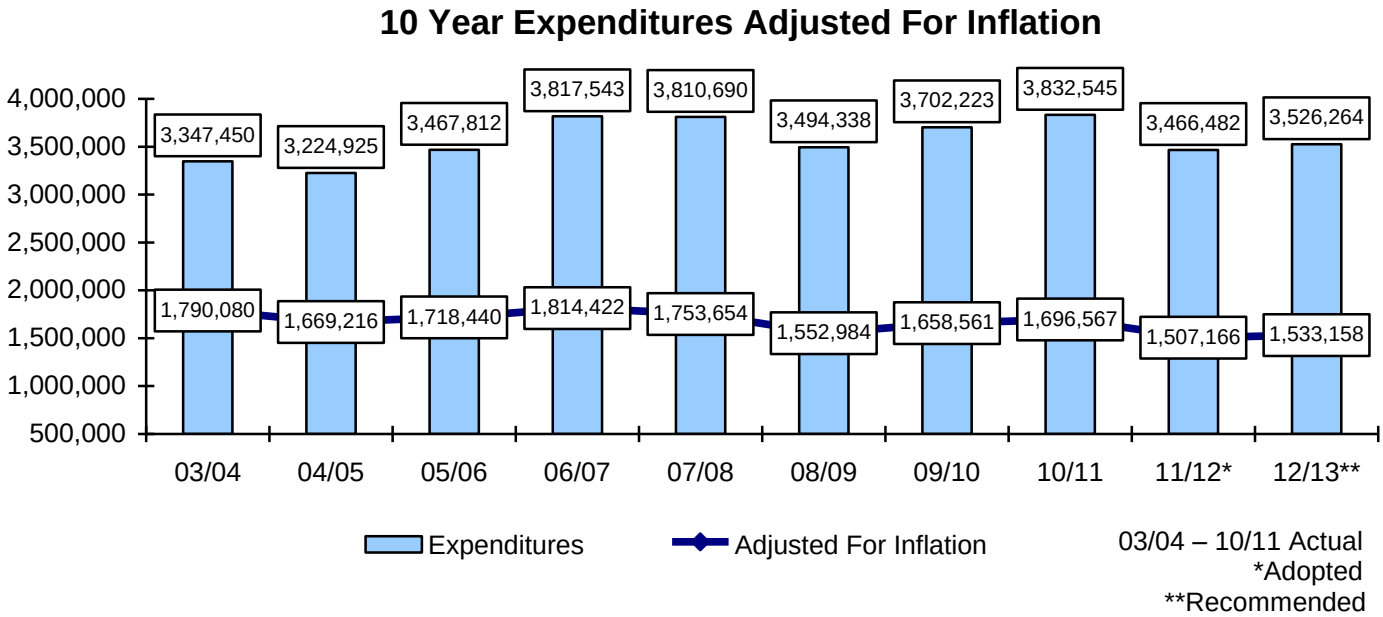
MISSION STATEMENT

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.

Financial Summary	2011-12 Budget	2011-12 Projected	2012-13 Requested	2012-13 Recommended	Change From 2011-12
Intergovernmental Revenue	$ 4,112	$ 4,112	$ 2,483	$ 2,483	$ (1,629)
Charges for Current Services	35,000	32,500	32,500	32,500	(2,500)
Interfund	75,000	185,000	82,500	190,017	115,017
**Total Revenue	$ 114,112	$ 221,612	$ 117,483	$ 225,000	$ 110,888
Salary and Benefits	3,276,235	3,220,000	3,224,249	3,340,860	64,625
Services and Supplies	190,247	464,765	184,162	185,404	(4,843)
**Gross Expenditures	$ 3,466,482	$ 3,684,765	$ 3,408,411	$ 3,526,264	$ 59,782
Less Intrafund Transfers	0	2,550	0	0	0
**Net Expenditures	$ 3,466,482	$ 3,682,215	$ 3,408,411	$ 3,526,264	$ 59,782
General Fund Support (G.F.S.)	$ 3,352,370	$ 3,460,603	$ 3,290,928	$ 3,301,264	$ (51,106)







SERVICE PROGRAMS

County Counsel has a total expenditure level of $3,526,264 and a total staffing level of 21.25 FTE to provide the following services:

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: $1,198,930 Total Staffing (FTE): 7.25

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: $2,327,334 Total Staffing (FTE): 14.00

DEPARTMENT COMMENTS

The Office of the County Counsel provides legal advice and litigation representation to the Board of Supervisors and approximately 70 County boards, commissions, departments, agencies and special districts. The County Counsel attorneys work with their clients to provide accurate and timely legal advice that encourages policy innovation while protecting County resources. When litigation does arise, the department's attorneys approach each matter strategically. Through the wise use of in-house and outside counsel, we seek to uphold the Board's policy direction while protecting the County's assets.

To the extent feasible, with respect to matters outside of the Risk Management Program, County Counsel seeks to reduce the use of outside counsel (which is generally more expensive than County Counsel) and to handle such matters in-house in order to preserve County funds.

Following are some of the department's notable accomplishments for FY 2011-12 and some specific objectives for FY 2012-13:

FY 2011-12 Accomplishments

- Realized favorable judgments or settlements for the following:
  - *Sunny Acres v County* (appointment of receiver to clean up the Sunny Acres/ DeVaul property)
  - *Cowan v County* (personal injury)
  - *Warren v County* (personal injury)
  - *Herrera v County* (personal injury)
  - *Renfro v County* (personal injury)
  - *Burkhardt v County* (personal injury)
  - *Stark v County* (challenge to Los Osos Wastewater Project)
  - *Charter Communications v County* (tax refund action)
  - *In re Los Osos CSD* (Chapter 9 municipal bankruptcy)
  - *International Fidelity Insurance Co.* (dispute regarding subdivision developments - settled for $459,829 without litigation)
  - *Cal Fire Contract Dispute* (contract dispute – settled without litigation – contractor paid the County $18,500)
  - *Stahl v County* (dispute regarding airport development rights – settled without litigation)
- Processed more than 650 dependency petitions, trials and mediations for child welfare cases.
- Significant transactional work has included the following:
  - Review and initial stages of implementation of the First Solar and SunPower solar projects
  - Development of agreements with First Solar and SunPower to ensure the County receives certain substantial amounts of sales tax
  - Continued review and implementation of the Los Osos Wastewater Project
  - Board adoption of the County's first EnergyWise Plan (Climate Action Plan)

FY 2012-13 Objectives

- Provide legal counsel for the following:
  - Continued implementation of the SunPower and First Solar projects, ensuring that the conditions of approval are satisfied
  - Los Osos Wastewater Project – plan, finance, and construct a major waste water system
  - Los Osos Habitat Conservation Plan
  - Los Osos Groundwater Management Plan
  - Women's jail project – construct jail facility
  - Child Welfare Services – protection of abused and neglected children
  - Implementation of Paso Robles groundwater measures
  - Land Use and Circulation Element Rural Area Update
  - Labor relations

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The level of General Fund support for this budget is recommended to decrease $51,106 or 1% compared to the FY 2011-12 adopted level. Revenues are recommended to increase $110,888 or 97% and total expenditures are recommended to increase $59,782 or 1%.

The department's revenue consists almost entirely of charges to outside agencies and other County departments for legal services. Revenues are recommended to increase significantly, due to a projected increase in the number of hours billed for the Los Osos Wastewater project, as well as the number of hours billed to the Public Works Department for a variety of other projects. Although the increase in revenue is significant (revenues are

recommended to almost double compared to the FY 2011-12 adopted level), it should be noted that the recommended revenue levels are consistent with where the department is estimating that it will end the current year.

Salary and benefits are increasing $64,625 or 1%. This increase is due largely to the restoration of funding for 1.00 FTE Deputy County Counsel position that was left unfunded during FY 2011-12. The position was vacant at the beginning of FY 2011-12 and left unfunded throughout the year so that the department could meet its reduction target for FY 2011-12. However, the position remained on the department's Position Allocation List (PAL) to provide the department with greater flexibility to reorganize staff or redistribute workload upon completion of an organizational assessment that has taken place in the current year. The restoration of funding for the Deputy County Counsel position is partially offset by a retirement that will occur before the beginning of FY 2012-13, resulting in a departmental promotional and two positions being filled at pay steps lower than what was budgeted for in FY 2011-12.

Services and supplies are decreasing $4,843 or 2% due to minor reductions in a variety of accounts, including a decrease in the department's share of liability insurance premiums.

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: ☐ Safe ☐ Healthy ☐ Livable ☒ Prosperous ☒ Well-Governed Community

1. Performance Measure: Cases litigated where we achieve a positive outcome determined as follows below.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
21 Resolved 161 Pending	44 Resolved 148 Pending	49 Resolved 162 Pending	53 Resolved 156 Pending	50 Resolved 150 Pending	55 Resolved 125 Pending	30 Resolved 131 Pending

What: This measure tracks the number of cases where County Counsel realized a positive outcome by successfully defending the legislative and executive decisions of the Board of Supervisors, upholding County officers' decisions and protecting County assets.

Why: Tracking the results of cases litigated by County Counsel helps to measure the success of the department in implementing governmental decisions and protecting the County's proprietary interests.

How are we doing? It is projected that approximately 55 litigation files will be closed during this fiscal year. We are currently managing or overseeing 116 lawsuits and administrative proceedings (not counting probate matters, conservatorships, mental health habeas corpus proceedings, and juvenile dependency matters).

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: ☐ Safe ☐ Healthy ☐ Livable ☐ Prosperous ☒ 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.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
459	629	700	690	600	650	650

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 CWS matters.

Why: If strong legal representation is provided by County Counsel to CWS in these matters, then CWS will be successful in protecting the abused and neglected children of our community.

How are we doing? It should be noted that the County Counsel's office has virtually no influence on the number of proceedings that are handled. We handle whatever comes our way via the Department of Social Services (DSS). The number of proceedings depends on numerous factors beyond our control, including (1) the number of proceedings initiated by participants in the juvenile court (DSS, parents, children, etc.); (2) the mix of proceedings that need to be disposed of (e.g., more complex proceedings consuming large amounts of court and DSS resources generally means that fewer short cases can be processed by the court and DSS); and (3) the amount of juvenile court resources available to hear proceedings, which tends to be finite. Not included in the figures above are the number of writs and appeals that are filed in regard to these cases. It should be noted that the number of writs and appeals continue to increase each year, for reasons beyond our control. For example: parents are entitled to outside appellate counsel from a large panel, and individual panel attorneys may take more aggressive approaches. In addition, changes in statutes or case law can trigger a rash of related appeals. A significant amount of work is required to prepare responses to these filings and to argue some at the Court of Appeal. No comparable county data is available.

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.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
158	162	143	148	150	155	150

What: The Public Guardian is appointed as Conservator on an ongoing basis for individuals when 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 such as Habeas Corpus matters, where it comes to the authorities' attention that the individual needs immediate assistance and are detained (for not more than 72 hours) until a judge makes a determination as to whether or not they are able to care for themselves. 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 effective legal representation is provided by County Counsel 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 the Department of Behavioral Health will be more likely to improve the mental stability of its patients.

How are we doing? So far during FY 2011-12, there have been 17 Habeas Corpus matters handled by County Counsel. Based on this number, it is expected that there will be approximately 41 during this fiscal year. At present, there are 105 ongoing/active conservatorship cases, as well as eight estate matters from the Public Administrator. The number of conservatorship cases holds fairly steady, though their complexity continues to be at an elevated level, resulting in more hours of preparation and increased court appearances than in years past. No comparable county data is available.

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: ☐ Safe ☐ Healthy ☐ Livable ☒ Prosperous ☒ Well-Governed Community

4. Performance Measure: Percentage of clients who report advice provided by attorneys was clear, relevant and timely.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
95%	95%	95%	97%	99%	99%	99%

What: This measurement reflects the level of satisfaction with County Counsel's departmental support as reported by department representatives during the yearly attorney evaluation process and through 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. Asking departments to evaluate the work that County Counsel does provides us with the opportunity to improve our services to departments.

How are we doing? Results are calculated by comparing the number of clients the department represents (106) with the comments received. The FY 2011-12 target of 99% represents 105 clients reporting that advice from County Counsel was clear, relevant and timely. The results have improved. No comparable county data is available.

5. Performance Measure: Percentage of projects in which the response to requests for legal advice or contract review are completed within five working days.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
97%	96%	98%	99%	98%	90%	90%

What: This measurement reflects the percentage of time that the review a variety of legal documents, conduct of research, and rendering of opinions as requested, is completed within five working days.

Why: It is our intent to be in contact with the requestor or respond to each written request for legal advice within five working days. Measuring our response time to requests for legal advice enables us to evaluate our customer service and improve the assistance we provide to our clients in achieving their objectives as expeditiously as possible.

How are we doing? At this point in FY 2011-12, there have been 1,713 requests for legal advice submitted by various departments. Approximately 88% of these requests for legal advice were completed within five working days. Please note that the results for prior years were calculated on a point-in-time basis as opposed to individual comparisons of received date and completed date. Using the new, more accurate method on a retrospective basis yields a comparable result of 92% for FY 2010-11. The decrease in timeliness from FY 2010-11 to FY 2011-12 reflects short-staffing and overall increased workload for our attorneys. Some of the requests for legal advice require considerable time to complete due to their complexity or necessary research but the requests are not weighted according to complexity or difficulty and therefore do not take this factor into account. No comparable county data is available.

6. Performance Measure: Percentage of contracted projects and Board of Supervisors agenda items completed without litigation.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
99%	99%	99%	99%	99%	99%	99%

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. County Counsel also provides continuous legal advice while contracts are administered. All land use planning issues before the Board are reviewed by this office and advice is provided on all such items. This measure reflects the percentage of time that County Counsel provides the legal advice necessary to avoid litigation regarding contracts and agreements approved by the Board of Supervisors.

Why: Providing good legal advice in the review and administration of contracts and other agreements tends to inversely correlate with the number of lawsuits filed challenging the approval or administration of those contracts. Approval and administration of the contracts and other agreements without litigation helps our clients to achieve their objectives and creates a significant savings for the County.

How are we doing? At this point in FY 2011-12, there have been 3 lawsuits filed that involved the County and were a result of a contracted project, agreement, and/or Board of Supervisors agenda item. The Board averages approximately 1,000 agenda items and/or contracted projects during each fiscal year; all contracts and agreements are signed off by County Counsel and the remainder of the agenda items are reviewed by County Counsel. No comparable county data is available.

Department Goal: Provide effective legal representation to County boards, commissions, departments, and agencies in a cost-effective manner.

Communitywide Result Link: ☐ Safe ☐ Healthy ☐ Livable ☒ Prosperous ☒ Well-Governed Community

7. Performance Measure: County Counsel expenses as a percentage of the County Budget.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
.78%	.66%	.69%	.81%	.76%	.76%	.76%

What: This measure demonstrates the relationship between County Counsel's expenditures and the expenditures of the County as a whole. This measurement is obtained by dividing the County Counsel net County cost by the County's total budget.

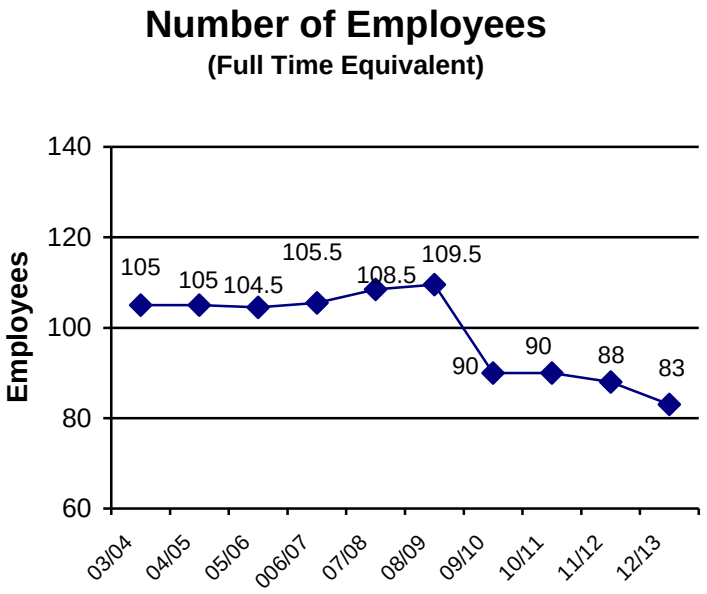
Why: County Counsel strives to keep costs as low as possible, while providing effective legal advice and representation to its clients. This measure provides an indication of how cost effective County Counsel's legal support is.

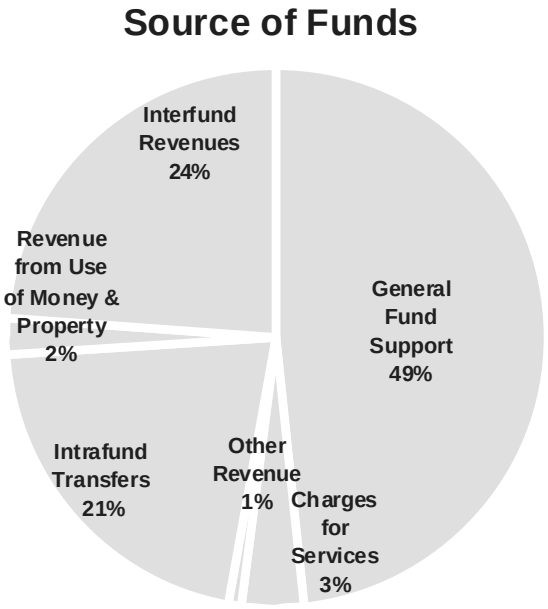
How are we doing? County Counsel's operating budget continues to stay fairly consistent with prior years. Expenditures are monitored closely throughout the year. The budget status includes the funds that are encumbered periodically during the year for professional services (i.e., outside law firms and outside technical experts). These professional services are incurred on behalf of the County and are budgeted and paid through the County Counsel budget. The actual results for FY 2010-11 were higher than the FY 2010-11 adopted level due to an unusual number of cases requiring specialized professional services not available through the County Counsel office. At the beginning of any budget process, it is difficult to predict what professional services might be required.

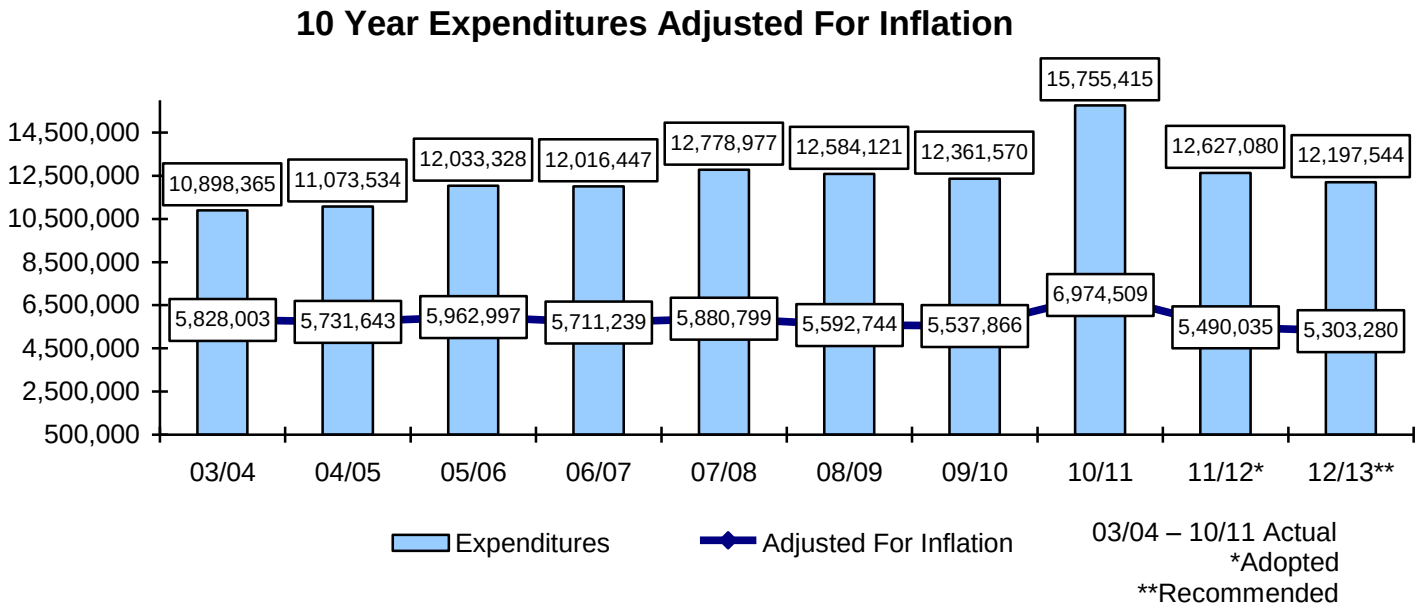
MISSION STATEMENT

General Services provides cost effective, functional, safe facilities for San Luis Obispo County by delivering excellent services that enable the professional operation of County business.

Financial Summary	2011-12 Budget	2011-12 Projected	2012-13 Requested	2012-13 Recommended	Change From 2011-12
Licenses and Permits	$ 10,000	$ 12,270	$ 14,000	$ 14,000	$ 4,000
Revenue from Use of Money & Property	246,391	222,927	247,404	247,404	1,013
Intergovernmental Revenue	4,527	5,850	0	9,600	5,073
Charges for Current Services	575,988	373,202	414,429	414,429	(161,559)
Other Revenues	86,337	1,965,440	97,349	97,349	11,012
Interfund	2,330,525	2,224,477	2,984,843	2,925,559	595,034
**Total Revenue	$ 3,253,768	$ 4,804,166	$ 3,758,025	$ 3,708,341	$ 454,573
Salary and Benefits	8,188,195	7,853,142	8,033,919	7,878,871	(309,324)
Services and Supplies	4,338,860	4,337,385	4,295,796	4,246,112	(92,748)
Other Charges	91,025	1,945,525	77,025	72,561	(18,464)
Fixed Assets	9,000	0	0	0	(9,000)
**Gross Expenditures	$ 12,627,080	$ 14,136,052	$ 12,406,740	$ 12,197,544	$ (429,536)
Less Intrafund Transfers	2,044,554	1,981,179	2,566,314	2,584,225	539,671
**Net Expenditures	$ 10,582,526	$ 12,154,873	$ 9,840,426	$ 9,613,319	$ (969,207)
General Fund Support (G.F.S.)	$ 7,328,758	$ 7,350,707	$ 6,082,401	$ 5,904,978	$ (1,423,780)







SERVICE PROGRAMS

General Services Agency has a total expenditure level of $12,197,544 and a total staffing level of 83.00 FTE to provide the following services.

Administration and Financial Services

Provide general management, financial management, supervision, accounting, and administrative support to all business units in the General Services Agency, including County Airports, Fleet Services, Parks and Golf Courses.

Total Expenditures: $1,802,750 Total Staffing (FTE): 13.00

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: $1,279,340 Total Staffing (FTE): 10.00

Central Mail Services

Pick up and deliver interoffice and U.S. mail for all County Departments and pick-up, meter, and sort outgoing U.S. mail in a cost effective, efficient and reliable manner.

Total Expenditures: $664,839 Total Staffing (FTE): 2.00

Purchasing Services

Effectively manage the centralized purchasing program for all County Departments and maintain the public trust in the expenditure of County funds.

Total Expenditures: $347,596 Total Staffing (FTE): 4.00

Custodial Services

Provide custodial services to County facilities, Courts and some leased facilities.

Total Expenditures: $1,877,163 Total Staffing (FTE): 24.00

Facility Maintenance Services

Provide operational and maintenance services to County-owned facilities, Courts and some leased facilities.

Total Expenditures: $3,326,776 Total Staffing (FTE): 25.00

Utility Services

Provide utility management services, including gas, electric, water, refuse, to all County Departments. Manage energy and cost saving programs, rebates, and energy saving grant opportunities. Make recommendations for energy efficiency and savings opportunities. Coordinate compliance with California Energy Code, Energy Element of the County Land Use Ordinance, and County Energy Use Policy.

Total Expenditures: $1,079,090 Total Staffing (FTE): 1.00

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/Permittor).

Total Expenditures: $1,819,990 Total Staffing (FTE): 4.00

DEPARTMENT COMMENTS

The General Services business unit provides a wide variety of services directly to the public and in support of County Departments including: Building Facility Services to sustain a proactive maintenance program for County facilities and respond to facility emergencies; Custodial Services to provide cleaning services for over 100 County buildings and structures; Architectural Services to manage the design and construction of new and renovated County buildings and parks; Utility Services to coordinate, manage and encourage the reduction of greenhouse gases and the conservation of utilities in county owned facilities; Real Property Services to oversee leased properties and manage legal information about County properties; Countywide Purchasing to centralize the purchase of equipment and materials for all County departments; and internal County mail delivery.

Over the past few years, the Facility Services (Maintenance Mechanics and Custodians) have seen reductions in staffing levels. This has required management and staff to continue to reprioritize work orders, modify schedules and routes, and create focused work teams to address the most serious customer and facility issues. A facility assessment will be undertaken to quantify the impacts that deferred maintenance have had on County facilities.

All General Services business units will continue to evaluate ways to streamline and improve processes, identify and implement best practices where feasible, document procedures, and increase customer communications.

Recently the cost recovery methodology was redesigned for FY 2012-13. This major change brings the recovery of costs into alignment with the delivery of the services and aligns facility services on a ‘per square foot’ basis. Customers will receive a Service Level Understanding that outlines the services they can expect to receive.

Following are some of the department's notable accomplishments for FY 2011-12 and some specific objectives for FY 2012-13.

FY 11-12 Accomplishments

- Created and conducted Supervisory training module on the disciplinary process
- Completed restructuring of the General Services fees to align cost recovery with the services delivered.
- Developed Service Level Understandings for all customers.
- Accomplished the first phase of facility assessments by completing a comprehensive inventory of County property including square footage measurements.
- Implemented monthly 'dash-board' status reports for two business units (Architectural Services and Real Property Services).

FY 12-13 Objectives

- Create and conduct Supervisory training module on creating job standards.
- Complete next phase of Facility Condition Assessment to physically review County owned buildings for deferred maintenance impacts.
- Expand and improve monthly status 'dash board' reports on financial and operational status for Facility Services.
- Continue updating safety training and specific skill training.
- Continue process improvements and documentation of procedures focusing on Architectural Services and Facility Services.
- Increase use of the County sponsored intranet to improve customer access to information and the services provided.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The level of General Fund support for this budget is recommended to decrease by$1,423,780 or 19 % compared to the FY 2011-12 adopted level. Revenues are recommended to increase $454,573 or 13%. Total expenditures are recommended to decrease by $969,207 or 9%.

It should be noted that that the Status Quo Budget for the department included a $1,266,357 decrease in General Fund due to the shift to full cost recovery for General Services charges related to maintenance and custodial services. The department will realize a significant increase in revenues from service charges as result of the change to full cost recovery. The level of General Fund support to the department is reduced by 17% as result of the shift to full cost recovery. Without this shift, the General Fund support would be 2% less than the amount in the FY 2011-12 adopted budget.

The $454,573 recommended revenue increase is primarily due to changes in the charging structure for services provided. General Services has moved to a full cost recovery for custodial, maintenance and other services that are applied to non-General Fund departments or departments with state and federal revenue sources to cover costs. Historically, the actual costs associated with services have been partially captured in the General Services charges to departments, and partially captured in County Cost Plan as overhead charges. The shift to full cost recovery through direct charges results in departments paying the entire cost for services directly to General Services, rather than paying a portion to General Services and a portion to Countywide overhead. Departments will now pay only the full cost direct charge and countywide overhead charges will be reduced by an amount equivalent to the increase in direct charges.

General Services will now receive revenue that reflects the full cost for providing the services directly from departments. The portion of General Fund that was previously allocated to General Services to cover the actual service cost that was recovered in countywide overhead is being eliminated from the General Services Budget. The recommended General Fund support for this department is being reduced by approximately $1.4 million. Approximately $1.2 million of the reduced General Fund is due to the shift to full cost recovery. The reduction in General Fund in this department is balanced by an equivalent reduction in General Fund that was previously

captured in countywide overhead charges and used to finance the overall County budget. The shift to full cost results in increased revenues and increased intrafund expense offsets, discussed in subsequent sections.

Total gross expenditures are recommended to decrease by $429.536 or 4% compared to the FY 2011-12 adopted budget. The main components of this decrease include a $309,324 decrease in salaries and benefits, and a 92,748, or 2% decrease in services and supplies. An increase of $521,760 in intrafund offsets results in net expenditures being $969,2017, or 9% less than the FY 2011-12 adopted General Services budget.

Salary and Benefits expenditures are budgeted for a decrease of $309,324 or 3% compared to the FY 2011-12 adopted level. There are several components which contribute to the recommended decrease in salary and benefit expense. The main components are identified below.

- The General Services department is transferring the grounds maintenance function to Parks. This better aligns the function with the organization which has historically managed grounds maintenance at parks as well as County facilities. This transfer includes moving three full time filled positions from the General Services Position Allocation List (PAL) to the Parks PAL along with expense for the positions. This reduces the salary and benefit costs in the General Services Budget by approximately $228,000.
- The recommended budget includes the elimination of two vacant Custodian positions with a total savings of $133,222 in salary and benefit expense.
- Savings from Voluntary Time Off (VTO) reduces salary and benefit expense by $21,826..
- The General Services budget also shows increases in salary and benefits accounts that total $139,843. There is an increase of $27,000 for overtime and differential pay which reflects actual usage by maintenance and other on call staff. An increase of $26,865 to fund the change of one position from an Architectural Associate Coordinator position to an Architectural Senior Coordinator position. This corrects a position allocation error in the department's FY 2011-12 budget submittal. The department also shows an increase in temporary help of $85,978 which is largely related to funding existing temporary help in Architectural Services to assist with the backlog of major maintenance and capital projects.

Services and supplies expenditures are budgeted to decrease $43,064 or less than 1%, as compared to the FY 2011-12 adopted budget. The overall reduction in expense in this category is comprised of a mix of increases and decreases in individual accounts. Accounts which show substantial increases include maintenance materials, professional services, custodial supplies, and significant value purchases which combined show a $226,575 increase over the FY 2011-12 amounts. Reductions include a $99,850 decrease in postage expense due to reduced use of mail services, a $85,439 reduction in insurance charges and a $134,067 decrease in charges from Parks associated with the transfer of the grounds function to Parks.

The $539,671 increase in intrafund offsets is largely due the revised full cost recovery for services as discussed above. Intrafund offsets are charges to departments which are applied as an offset to expense in the department.

The recommended amount of General Fund support in FY 2012-13 is $1,423,780 or a 19% decrease from the FY 2011-121 adopted budget. It is noted that the Status Quo Budget for the department included a $1,266,357 decrease in General Fund due to the shift to full cost recovery resulting in increased revenues and offsets and lower General Fund Support.

Consistent with Board of Supervisors' overall direction on the budget, the FY 2011-12 CAO recommendations include several changes to the department's budget request which further reduce the department's level of General Fund support by approximately $158,000. The recommended changes and their impacts include:

- $21,826 in salary and benefit savings from the use of Voluntary Time Off. This is expected to have minimal impacts to department operations.
- $4,464 reduction in contribution to the San Luis Obispo History Center. The History Center has been notified of the change and this organization will still receive approximately $71,061 from the department to support the operations of the History Center which includes the maintenance of the San Luis Obispo County Historical Museum.

- $133,222 reduction to salary and benefit expense by eliminating 2.0 FTE vacant Custodian positions. The Courts have reduced their use of County custodial staff and the service level impact of the eliminating the custodian positions will not substantially impact custodial services.

The number of positions in General Services as shown on the PAL will decrease by 5 FTE. Three positions associated with grounds maintenance are being transferred to Parks. The positions are:

1.0 FTE Park Ranger Aide
1.0 FTE Park Ranger I
1.0 FTE Park Ranger Specialist

A total of 2.0 FTE Custodian positions (vacant) are recommended to be reduced from the General Services PAL in FY 2012-13 as part of the General Fund reduction:

There is no expense for fixed assets in the recommended budget.

Overall, the recommended budget maintains current service levels.

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: ☐ Safe ☐ Healthy ☐ Livable ☐ Prosperous ☒ Well-Governed Community

1. Performance Measure: Percentage of capital projects completed within their allocated funding.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
94%	93%	100%	100%	92%	95%	Deleted

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? For fiscal year 2011-12, management is concentrating on reducing project backlog and improving business processes. When projects are completed under the budgetary limits, the residual balance is returned to the original funding source. Original funding source examples include General Fund, Reserves, Public Facility Fees, Quimby Fees and Department Operational budgets. Based on improved business processes we anticipate exceeding our fiscal year 2011-12 target. This measure is deleted in FY 2012-13 in favor of measuring efficiency by targeting the percentage of Capital and Maintenance projects that were completed on or before their originally scheduled completion date (see performance measure # 19).

Department Goal: To provide great service to Architectural Services customers.

Communitywide Result Link: ☐ Safe ☐ Healthy ☐ Livable ☐ Prosperous ☒ Well-Governed Community

2. Performance Measure: Percentage of project clients who rate Architectural Services as satisfactory or above in the management of their capital and maintenance projects.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
N/A	N/A	N/A	N/A	90%	90%	Deleted

What: Architectural Services distributes two surveys: (1) an annual survey to customers and stakeholders involved in the annual Capital Improvement Project (CIP) request process, and (2) a project specific survey at the completion of every project to the project's stakeholders. Results from both surveys are compiled and reported on annually.

Why: To ensure Architectural Services is communicating effectively with customers and stakeholders (1) during the annual CIP request process (when projects are requested, the scope is identified, cost estimates are made, and projects are prioritized for funding recommendations in the following fiscal year), and (2) during each project's inception to completion (involving scope revisions, budgetary constraints, and scheduling coordination.)

How are we doing? This is a new measure for fiscal year 2011-12. Our target was set at 90% until a baseline could be established and plans developed to enhance customer service based upon survey results. This measure is deleted in FY 2012-13 in favor of a more comprehensive Customer Satisfaction survey for all of General Services functions (see Performance Measure # 14).

Department Goal: Meet health and safety requirements and provide timely and effective custodial services to all County Departments.

Communitywide Result Link: ☐ Safe ☐ Healthy ☐ Livable ☐ Prosperous ☒ Well-Governed Community

3. Performance Measure: Percentage of County departments rating custodial services as "good" to "excellent" in annual customer survey.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
95%	96%	92%	95%	85%	90%	Deleted

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 set their FY 2011-12 target at 85% based on anticipated changes in service delivery due to reduced staffing. We are projecting 90% of customer satisfaction survey responses will rate our custodial services as "good to excellent" based on new supervisory techniques and staffing models. We will continue to work with our customers to identify their top priorities. This measure is deleted in FY 2012-13 in favor of a more comprehensive Customer Satisfaction survey for all of General Services functions (see Performance Measure # 14).

4. Performance Measure: Square footage of office space cleaned per custodian.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
29,221 sq. ft./ custodian	28,470 sq. ft./ custodian	31,366 sq. ft./custodian	37,697 sq. ft./custodian	37,697 sq. ft./custodian	37,697 sq. ft./custodian	Deleted

What: This measure shows the average amount of office space each custodian is responsible for keeping clean.

Why: This measure indicates the workload of custodial staff and compares it to industry standards.

How are we doing? The Association of Physical Plant Administrators (APPA) industry standards recommend that one custodian is needed for every 16,400 square feet of office space in order to maintain an acceptable level of cleanliness. Custodial Services estimates cleaning approximately 130% more square feet than the industry standard for fiscal year 2011-12. Even with the increased responsibility per custodian we have been able to exceed our target with a 95% satisfaction rate as reported in Performance Measure #3. This measure is deleted in FY 2012-13 in favor of other measurements that capture cost per square foot for custodial and maintenance, completion percentages of maintenance work and overall customer satisfaction (see Performance Measure # 16).

Department Goal: Meet health and safety requirements and provide timely and effective facility maintenance service to all County departments in a cost effective manner.

Communitywide Result Link: ☐ Safe ☐ Healthy ☐ Livable ☐ Prosperous ☒ Well-Governed Community

5. Performance Measure: Square footage of facilities maintained per Maintenance Mechanic.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
52,628 sq. ft./person	60,943 sq. ft./person	69,788 sq. ft./person	63,593 sq/ ft./person	58,505 sq/ ft./person	58,505 sq/ ft./person	Deleted

What: This measure shows the average amount of space and related equipment each maintenance mechanic is responsible for maintaining in working order.

Why: This measure illustrates the magnitude of tasks and the measure of workload of our maintenance staff and compares it to industry best practices.

How are we doing? The International Facility Management Association published best practices call for one maintenance mechanic for every 49,000 square feet of facility space. Maintenance Services estimates maintaining approximately 19% more square feet of County facilities in fiscal year 2011-12. This measure is deleted in FY 2012-13 in favor of other measurements that capture cost per square foot for custodial and maintenance, completion percentages of maintenance work and overall customer satisfaction (see Performance Measure # 17).

6. Performance Measure: Percentage of total person hours available dedicated to the preventive maintenance program.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
22%	20%	20%	17%	25%	25%	Deleted

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 (PM) program to limit unscheduled breakdowns, control costs for major maintenance, and reduce the number of routine work orders requested by departments. Measuring the percentage of hours dedicated to the preventive maintenance program is an indicator of a more or less active PM program.

How are we doing? Maintenance industry standards and best practices recommend 40% of maintenance work hours be dedicated to preventive maintenance (PM). As facilities and equipment age, the frequency of urgent and immediate repair needs increase, leaving less staff time for PM activities. Our previous structure and staffing levels allowed for less than the industry standard of work hours devoted to PM. To accomplish the fiscal year 2011-12 target of 25%, we created a PM team focused only on preventative maintenance. This measure is deleted in FY 2012-13 in favor of other measurements that capture cost per square foot for custodial and maintenance, completion percentages of maintenance work and overall customer satisfaction. Preventive maintenance will be specifically measured for effectiveness in terms of the percentage of work orders completed (see Performance Measure # 18).

7. Performance Measure: Percentage of County Departments rating maintenance services as "good" or "excellent" in annual customer survey.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
96%	100%	100%	100%	95%	100%	Deleted

What: Our annual survey of customer departments measures opinions about the condition of the facilities, the quality of service and the ease of doing business with Maintenance Services. This measure focuses on the overall quality of our building maintenance service.

Why: Fully functional facilities support our customers' mission and vision for delivering service to San Luis Obispo County. Periodic surveys measure our effectiveness in meeting their needs and help us improve our service delivery.

How are we doing? Maintenance Services estimates achieving a 100% rating of "good to excellent" for fiscal year 2011-12. We are doing better than expected and project we will exceed the target in fiscal year 2011-12 by the formation of the specialized preventive maintenance team. This measure is deleted in FY 2012-13 in favor of a more comprehensive Customer Satisfaction survey for all of General Services functions (see Performance Measure # 14).

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: ☐ Safe ☐ Healthy ☐ Livable ☐ Prosperous ☒ Well-Governed Community

8. 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.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
100%	100%	100%	100%	100%	100%	Deleted

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? In prior years, Real Property Services negotiated 100% of new or renewed leases at market rate or below. The current weak economy has impacted commercial real estate and has added to the County's negotiating strength even more. We anticipate achieving 100% in this measure for fiscal year 2011-12. This measure is deleted in FY 2012-13 in favor of overall customer satisfaction surveys and individual 'point-of-service' surveys to assess Real Property transactions in terms of quality and timeliness (see Performance Measure # 15)

9. Performance Measure: Percentage of County Departments rating Real Property Services as "good" to "excellent" in securing and negotiating with tenants, landlords, permittees, and concessionaires.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
100%	100%	100%	91%	95%	95%	Deleted

What: After each major project, the Real Property Manager sends a survey to the staff with whom Real Property Services interfaced during the project to request ratings of our services, communication, timeliness, and professionalism.

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, buyers and sellers.

How are we doing? Prior annual surveys were conducted at year end for the four largest service-receiving departments. Starting fiscal year 2011-12, Real Property Services began conducting point of service customer surveys at the end of each project to collect fresh, immediate feedback from our customers. With these process improvements we expect to achieve our target of 95% in fiscal year 2011-12. This measure is deleted in FY 2012-13 in favor of a more comprehensive Customer Satisfaction survey for all of General Services functions (see Performance Measure # 14).

Department Goal: Provide friendly, timely, accurate financial and administrative support services to the Department of General Services and other County Departments.

Communitywide Result Link: ☐ Safe ☐ Healthy ☐ Livable ☒ Prosperous ☒ Well-Governed Community

10. Performance Measure: Percentage of interdepartmental survey respondents who rate Administration/Accounting services as "good" or "excellent" in the customer survey.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
71%	97%	89%	98%	90%	90%	Deleted

What: Surveys of customers provide 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? Each Year Administration and Accounting survey General Services Agency and other departmental customers to capture customer feedback. We project that 90% of our customers will rate our services as "good or excellent" in fiscal year 2011-12. This measure is deleted in FY 2012-13 in favor of a more comprehensive Customer Satisfaction survey for all of General Services functions (see Performance Measure # 14).

Department Goal: Efficiently provide timely and reliable distribution of U.S. and interoffice mail service to all County departments.

Communitywide Result Link: ☐ Safe ☐ Healthy ☐ Livable ☐ Prosperous ☒ Well-Governed Community

11. Performance Measure: Percentage of County departments rating their level of satisfaction with the services of Central Mail as satisfactory or better.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
100%	100%	100%	100%	90%	90%	Deleted

What: Results of a customer satisfaction survey.

Why: To ensure internal customer's needs are satisfactorily met.

How are we doing? Central Mail Services achieved a 100% level of satisfaction in the customer survey in fiscal year 2010-11. This result exceeded the target of 90% customer satisfaction. For fiscal year 2011-12 we expect to continue to meet or exceed the target of 90%. This measure is deleted in FY 2012-13 in favor of a more comprehensive Customer Satisfaction survey for all of General Services functions (see Performance Measure # 14).

Department Goal: Manage County purchasing services to maximize value for the County dollar.

Communitywide Result Link: ☐ Safe ☐ Healthy ☐ Livable ☐ Prosperous ☒ Well-Governed Community

12. Performance Measure: Percentage of purchasing transactions subject to a competitive solicitation.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
22%	21%	22%	26%	20%	25%	50%

What: A measure of the percentage of purchasing transactions that include a local competitive solicitation, a governmental cooperative purchasing agreement or Board of Supervisors review prior to contracting.

Why: To encourage market competition among suppliers of goods and services and get the best value for County expenditures.

How are we doing? Beginning in FY 2012-13 this measure is being expanded to include the percentage those purchase orders subject to Board of Supervisors approval and those resulting from the use of governmental cooperative purchasing agreements along with the percentage of purchase orders resulting from quotations, bids and request for proposals. The additions to the measure better captures the competitive processes which contribute to cost effective purchasing practices for all County departments. The resulting percentage target is 50% rather than 20%. For fiscal year 2011-12, Purchasing expects to continue to exceed the target of 20%. For FY 2012-13 we have set the target at 50%. General Services processes approximately 1,800 purchase order transactions annually through our financial system (SAP).. An example of the effectiveness of the County's competitive solicitation process is shown in a recent County vehicle purchase. During the July 1, 2011 to October 31, 2011 time frame, Purchasing created and completed 16 bids for vehicles of different specifications for County customers. As a result of those bids, the County saved a total of $119,204 on the purchase of 31 vehicles.

13. Performance Measure: Percentage of County Departments rating their level of satisfaction with the services of Purchasing Services as satisfactory or better.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
94%	96%	98.6%	95%	95%	95%	Deleted

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? In fiscal year 2010-11, the Purchasing Handbook for Departments and updated policies and procedures were published on the Purchasing Intranet site. Due to this tool and our continued emphasis on excellent customer service, Purchasing expects to achieve 95% again for fiscal year 2011-12. This measure is deleted in FY 2012-13 in favor of a more comprehensive Customer Satisfaction survey for all of General Services functions (see Performance Measure # 14).
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Department Goal: Provide timely, reliable and cost-effective services that meet or exceed customer expectations.

Communitywide Result Link: ☐ **Safe** ☐ **Healthy** ☐ **Livable** ☐ **Prosperous** ☒ **Well-Governed Community**

14. Performance Measure: Percentage of Customers rating their experience with General Services as "satisfactory" or better.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
N/A	N/A	N/A	N/A	N/A	N/A	90%

What: The aggregate percentage of those responding to an annual survey that rate General Services (Accounting, Administration, Purchasing, Mail, Architectural Services, Maintenance and Custodial services) in terms of both efficiency and quality (timeliness, accuracy, courtesy and satisfaction) as "Satisfactory" or better.

Why: General Services is dedicated to delivering accurate, reliable, and timely services that are valued by our customers.

How are we doing? This is a new metric for FY 2012-13, consolidating several individual customer satisfaction survey tools. Customers will receive a single survey that addresses all of the services provided within General Services. Each service manager will receive their specific survey responses to better understand their customer needs. We will be reporting an aggregate percentage for all of General Services. We are making this change to better capture and understand the overall satisfaction levels of the General Services organization while reducing the numerous and somewhat repetitive survey tools. For FY 2012-13 we have set the target at 90%.

Department Goal: Manage the County's real estate assets and leases to support the operational needs of County Departments

Communitywide Result Link: ☐ **Safe** ☐ **Healthy** ☐ **Livable** ☐ **Prosperous** ☒ **Well-Governed Community**

15. Performance Measure: Percentage of customers rating the process and results as satisfactory or better. The process includes defining the space related business needs and meeting those needs with appropriate space and location.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
N/A	N/A	N/A	N/A	N/A	N/A	90%

What: The percentage of customers responding to 'point-of-service' survey or interview, conducted at the completion of each transaction or project that rate Real Property Services transactions in terms of quality and timeliness as Satisfactory or better. This includes the lease and permitting processes.

Why: To encourage timely processing of requests and high quality transactions by measuring customers responses.

How are we doing? This is a new metric for FY 2012-13. Our expectation is that customer feedback will assist in improving and maintaining responsiveness. For FY 2012-13 we have set the target at 90%.

Department Goal: Provide cost-effective, reliable and safe facilities and property for County use.

Communitywide Result Link: ☒ **Safe** ☐ **Healthy** ☐ **Livable** ☐ **Prosperous** ☒ **Well-Governed Community**

16. Performance Measure: Percentage change (as well as actual dollar change) of the Average Per- square-foot Maintenance and Custodial costs, as compared to the previous year.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
N/A	N/A	N/A	N/A	N/A	N/A	0% / $0

What: A comparison of the percentage change and actual dollar change in the per-square-foot costs of County owned facilities as compared to the previous year.

Why: This is a measure of effective management of County facilities. Facility costs per-square-foot are developed annually as part of General Services Fees. This will create the basis for year-over-year comparisons. The goal is to keep the cost of ownership of County facilities flat or decreasing while ensuring optimal performance in terms of function and reliability.

How are we doing? This is a new metric for FY 2012-13. Our expectation is that per-square-foot facility costs will illustrate how well our best management practices are working to contain costs and ensure facility reliability. Our goal is to apply continuous downward pressure on facility costs wherever possible. Our annual base line costs per-square-foot range from $2.28 - $7.20 based upon facility use and type. We have set our target to reflect no increase or decrease for the first baseline year.

17. Performance Measure: The percentage of Corrective Maintenance (CM) work orders completed by Maintenance staff.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
N/A	N/A	N/A	N/A	N/A	N/A	90%

What: The percentage of Corrective Maintenance work orders opened and completed within the expected time frame (each week) aggregated for the fiscal year. The average number of annual work orders for Corrective Maintenance (CM) is approximately 4,450.

Why: Completion of Corrective Maintenance work orders is highly visible to our customers and contributes to excellent customer service.

How are we doing? This is a new metric for FY 2012-13. It replaces the former metric that measured the square footage maintained by Maintenance staff. This metric focuses on the timely completion of Corrective Maintenance (or 'break-fix') work orders. The completion of this type of work order drives the functionality of our facilities and is captured in our financial system (SAP). Improvement in the timely completion of work orders contributes to a smoother operating facility which better serves our customers and the public. For FY 2012-13 we have set the target at 90%.

18. Performance Measure: Percentage of Preventive Maintenance (PM) work orders completed within their designated schedule.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
N/A	N/A	N/A	N/A	N/A	N/A	20%

What: The percentage of Preventive Maintenance (PM) work orders issued and completed by Maintenance staff within the scheduled time frame.

Why: To monitor and improve the completion percentage for Preventive Maintenance work orders. Timely completion of preventive maintenance activities contributes to functional facilities and fewer corrective maintenance or 'break-fix' calls. It leads to the most effective deployment of staff and optimizes the usefulness of the facilities to support our customers and the public. The number of annual Preventive Maintenance work orders is approximately 3,000.

How are we doing? This is a new metric for FY 2012-13. It replaces the former metric that focused on the percentage of staff hours devoted to Preventive Maintenance. This measure captures the productivity of the Preventive Maintenance team and is a more accurate measure of work accomplished. Scheduled and actual time frames for completion of projects are captured in our automated work order system (SAP). For FY 2012-13 we have set the target at 20%, in alignment with former targets. Our expectation is that over time this percentage will increase.

19. Performance Measure: Percentage of Capital and Maintenance projects that were completed within expected time estimates.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
N/A	N/A	N/A	N/A	N/A	N/A	90%

What: The percentage of Capital and Maintenance projects that were completed within expected time estimates and according to Project Customer expectations.

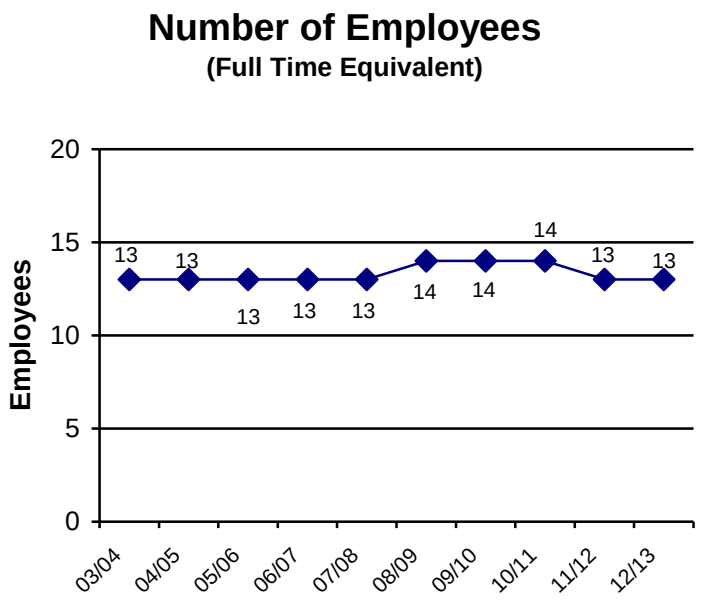
Why: Timely completion of capital and maintenance projects is one indicator of efficiency and contributes to functional facilities for our customer departments.

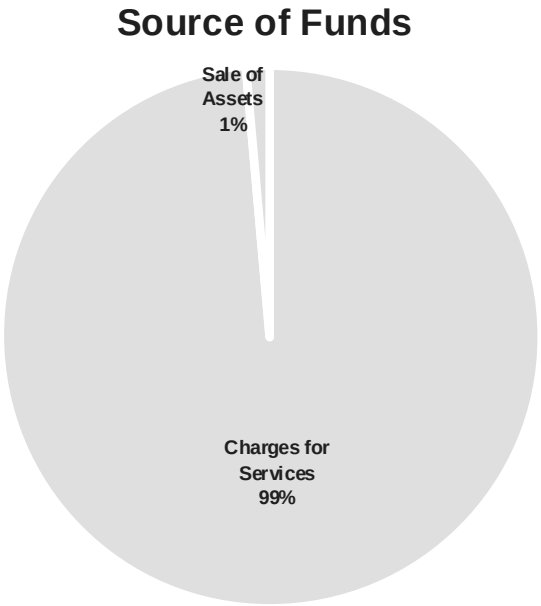
How are we doing? This is a new metric for FY 2012-13. In project management there are three elements of success; budget, time and quality. This measures the critical element of timeliness and encourages staff to work to the project schedule as well as budget. Project schedules and completion time frames are captured in our project disposition reports and are used to determine whether projects are completed within the expected time frames. For FY 2012-13 we have set the target at 90% fully understanding we have little historical data upon which to base our future target.

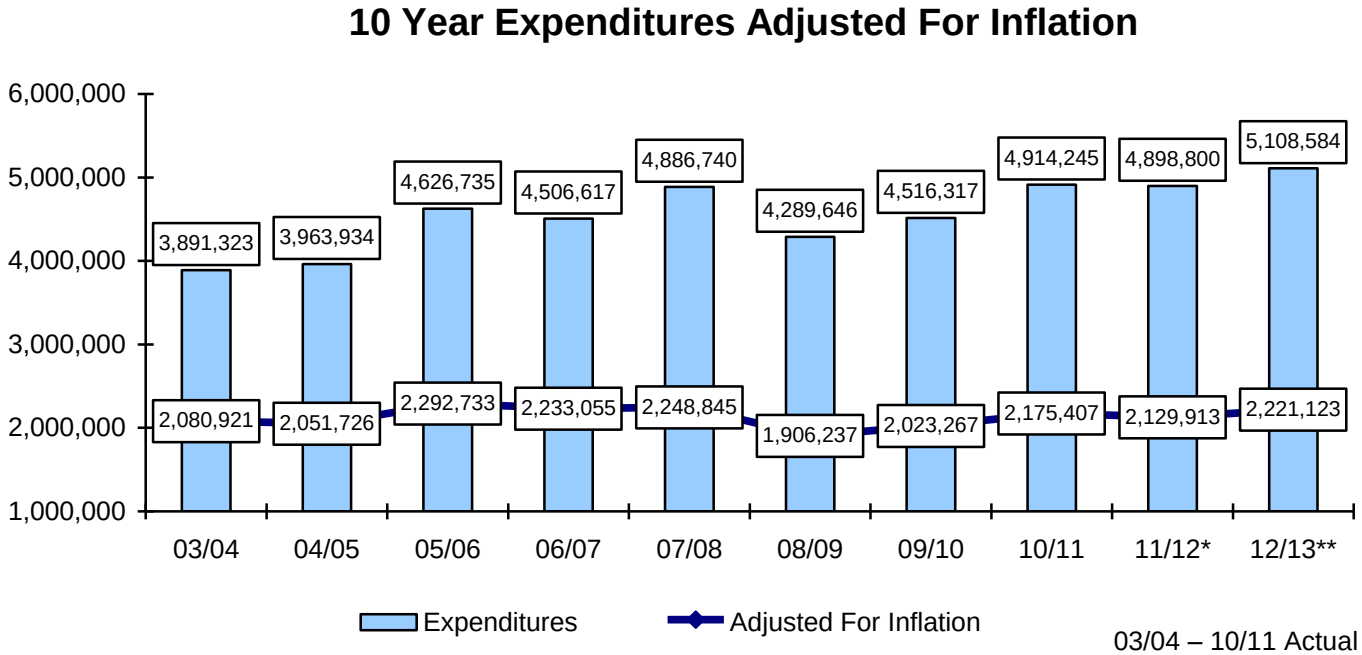
MISSION STATEMENT

The San Luis Obispo County General Services Agency - Fleet Services provides reliable and cost effective transportation solutions through innovation and the application of industry best practices.

OPERATING DETAIL (1)	2010-11 ACTUAL (2)	2011-12 ESTIMATED (3)	2012-13 PROPOSED ESTIMATES (4)	2012-13 RECOMMENDED ESTIMATES (5)
OPERATING REVENUES				
Charges for current services	3,909,790	4,167,270	4,396,704	4,396,704
Depreciation Billings	924,334	927,967	1,007,794	1,007,794
TOTAL OPERATING REVENUES	4,834,124	5,095,237	5,404,498	5,404,498
OPERATING EXPENSES				
Salaries and Benefits	1,198,230	1,203,045	1,209,099	1,209,099
Services and Supplies	2,381,915	2,428,411	2,868,813	2,868,813
Depreciation	1,207,228	1,138,724	962,324	962,324
Countywide Overhead Allocation	126,873	128,620	68,348	68,348
TOTAL OPERATING EXPENSES	4,914,246	4,898,800	5,108,584	5,108,584
OPERATING INCOME (LOSS)	(80,122)	196,437	295,914	295,914
NON-OPERATING REVENUES (EXPENSES)				
Interest	12,739	15,569	15,569	15,569
Accident Restitution	0	0	0	0
Gain on Sale of Assets	0	0	0	0
Other	0	0	0	0
Prior Yr Adj	0	0	0	0
TOTAL NON-OPERATING REVENUES (EXPENSES)	12,739	15,569	15,569	15,569
INCOME BEF. CAPITAL CONTRBS. & TRANSFERS	(67,383)	212,006	311,483	311,483
Transfers in (out)	(35,560)	(35,560)	(41,576)	(41,576)
CHANGE IN NET ASSETS	(102,943)	176,446	269,907	269,907
Net assets - beginning	6,675,302	6,572,359	6,748,805	6,748,805
Net assets - ending	6,572,359	6,748,805	7,018,712	7,018,712
FIXED ASSET EXPENDITURES				
Equipment	1,996,753	1,222,358	1,353,800	1,353,800
Structures Improvements	0	0	0	0
TOTAL FIXED ASSET EXPENDITURES	1,996,753	1,222,358	1,353,800	1,353,800







03/04 – 10/11 Actual
*Estimated
**Recommended

SERVICE PROGRAMS

Fleet Services has a total operating expenditure level of $5,108,584 and a total staffing level of 13.00 FTE to provide the following services.

Fleet Services Operations

Operate the County Fleet Services and the centralized motor pool with a fleet of cars, trucks, law enforcement vehicles, and equipment (mowers/tractors/trailers) for use by various County departments in the most cost effective manner.

Total Expenditures: of $5,108,584 Total Staffing 13.00 FTE:

DEPARTMENT COMMENTS

Fleet Services is responsible for providing consistent economical and efficient transportation solutions for all Departments of the County of San Luis Obispo. We provide full life cycle fleet solutions designed to meet the specific needs for each Departments unique operational requirements. The Fleet maintenance team is tasked to acquire, maintain and repair a wide variety of vehicles and equipment in a timely, efficient and cost effective manner. We perform all maintenance and repairs for the County owned fleet and provide emergency repair services 24 hours per day, 7 days per week. We also manage an on-site fuel station and fuel card system which interfaces with our Fleet Management software.

The following are some of the notable accomplishments for FY 2011-12 and some specific objectives for FY 2012-13.

FY 11-12 Accomplishments

- Completed the acquisition of a new pursuit-rated vehicle for the Sheriff's patrol vehicles. The Chevy Caprice Police Pursuit Vehicle replaced the discontinued Ford Crown Victoria
- Completed a customer survey and achieved a 98% Customer satisfaction rating
- Purchased all authorized replacement and additional vehicles including 4 vehicles in support of AB 109 – Public Safety Realignment of 2011
- Completed all mandated Air Pollution Control Board upgrades to the fuel station
- Completed facility repairs to the North County facility – improving safety and increasing the functionality of the two work bays

FY 12-13 Objectives

- Finalize and implement fuel and emission reduction policy
- Assess and reorganize storage of over-sized spare parts – making more effective use of space for both shop locations
- Complete shop fixed assets inventory and replacement schedule
- Implement monthly financial/operational reports 'dashboards' for management

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Fleet Services, 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. This narrative, service programs, and the 10 year expenditure chart are based on the data from the Schedule 10, including the amount allocated for depreciation. It is important to note that the comparison of estimated amounts in the Schedule 10 differs from the comparison of amounts in General Fund budgets. General Fund budgets compare the adopted budget amount to the recommended budget amount. The Schedule 10 for internal service

funds compares the estimated actual amount for FY 2011-12 to the proposed amount of new allocated expense and revenues, to be budgeted for FY 2012-13.

Fleet Services has two budgetary components. The first is the operational budget, which includes revenues and expenditures related to the maintenance, modification, repair and fueling of vehicles as well as the administrative and management oversight of these operations. The second component is capital expenditures which include the replacement of existing vehicles, the acquisition of new vehicles and the expense for administration and management of the vehicle procurement process. Over the past several years, revenues to support operations fell short of covering the actual operational cost. Fleet borrowed approximately $500,000 in capital funds to cover the shortfall. During this time, Fleet instituted a phased increase in service charges to cover operational costs. The phase in increased costs is completed in FY 2012-13. Fleet has already begun repayment of the internal borrowing from the Fleet capital funds and anticipates full repayment in FY 2012-13.

The FY 2012-13 Fleet Services budget has a total recommended operating expense of $5,108,584, an increase of $209,784 or 4% as compared to the estimated operating expense for FY 2011-12. Charges for depreciation comprise $962,324 of the operational expense. The depreciation expense is a non cash expense that identifies the decline in value of capital assets.

The recommended FY 2012-13 salary and benefit costs identify an increase of $6,054 or 1% as compared to the estimated amount for FY 2011-12. There are no changes to the Fleet Position Allocation List for FY 2012-13. Service and supply expense is also recommended for an increase of $440,402, or 18% as compared to the FY 2011-12 estimated amount. The main driver in the increase in service and supply accounts is the cost of fuel for vehicles. Fuel costs are increasing and the budgeted fuel costs are approximately $498,000, or 39%, greater than the amount budgeted for FY 2011-12.

The total recommended operating revenue in the FY 2012-13 budget is $5,404,498, an increase of $309,261 or 6% as compared the FY 2011-12 estimated amount. The bulk of the increase in operating revenue is associated with increased charges for fuel.

The recommended budget includes $1,251,900 in capital expenditures for vehicle replacements in FY 2012-13. The recommended amount is $80,265 or 6% less than that budgeted for FY 2011-12. The FY 2012-13 budget funds the replacement of 44 Fleet vehicles and the purchase of 8 user owned replacement vehicles for the Department of Social Services. Social Services has budgeted funds to transfer to Fleet for acquisition of these vehicles. User owned vehicles are not depreciated nor are they considered Fleet fixed assets. This is a decrease of 9 replacement vehicles from the prior year. Fleet is also budgeting $101,900 for fixed assets related to garage equipment necessary for the maintenance of vehicles. The fixed asset equipment includes a tire spreader, two tire changers, a diagnostic scan tool, steam cleaner, welder, brake lathe, and smog machine.

The recommended budget funds the replacement of vehicles which meet replacement criteria, including exceeding 100,000 miles and five years of service. The primary exception is related to replacement of Sheriff Patrol vehicles which are replaced at 100,000 miles and three years of service. The Fleet Fund has sufficient capital and operating funding for the foreseeable future. The recommended budget maintains current service levels associated with the maintenance and replacement of the county's vehicle fleet.

GOALS AND PERFORMANCE MEASURES

Department Goal: Provide timely, reliable and cost-effective fleet services to County Departments and public safety agencies that meet or exceed customer expectations.

Communitywide Result Link: ☒ Safe ☐ Healthy ☐ Livable ☐ Prosperous ☒ Well-Governed Community

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.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
84%	83%	84%	76%	85%	85%	80%

What: County Fleet Services' policy is to perform preventive maintenance on each vehicle every 4 months or 4,000 miles. For Public Safety vehicles, the intervals are every two months or 5,000 miles. Fleet Service's goal is to perform service requests within 24 hours of receiving the vehicle.

Why: To minimize costly repairs and enhance productivity for vehicle drivers and to insure departments have sufficient vehicles to perform their duties.

How are we doing? Fleet Services obtained a 76% rating regarding the service completed within 24 hours in FY 2010-11. This was a direct result of Fleet Services increased business since assuming all of the Public Works maintenance and repair work. We also performed an exceptionally high number of vehicle acquisitions last year. The acquisition workload will decrease next year, however the demand from Public Works will remain high. This change in our business trend may result in not reaching our FY 2011-12 target.

2. Performance Measure: Percentage of survey respondents who rated quality of vehicle maintenance as satisfactory or better.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
99%	100%	100%	99%	98%	98%	98%

What: Continuous surveys (point-of-service) 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? Fleet Services achieved a 99% customer satisfaction rating during FY 2010-11. Fleet Services has an ongoing customer satisfaction survey program throughout the year. Surveys are placed in each vehicle that comes into Fleet Services for service or repair. We received 136 survey responses addressing the categories of timeliness, quality and completeness of each repair. These point-of-service responses provide real time feedback on the satisfaction of our customers. In FY 2012-13, we will begin surveying our heavy equipment customers so that we may make meaningful improvements in this aspect of our business.

3. Performance Measure: Cost per brake service compared to a private vendor.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
$619.39 Fleet Svcs/ $1,048.81 Private vendor	$644.13 Fleet Svcs/$1,170.78 Private vendor	$674.17 Fleet Svcs/ $974.60 Private vendor	$606.90 Fleet Svcs/$941.53 Private vendor	$707.88 Fleet Svcs/$931.12 Private vendor	$707.88 Fleet Svcs/$931.12 Private vendor	$631.18 Fleet Svcs/$979.19 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 patrol vehicle compared to the quoted cost from local private vendors. This includes parts and labor cost for like model vehicles.

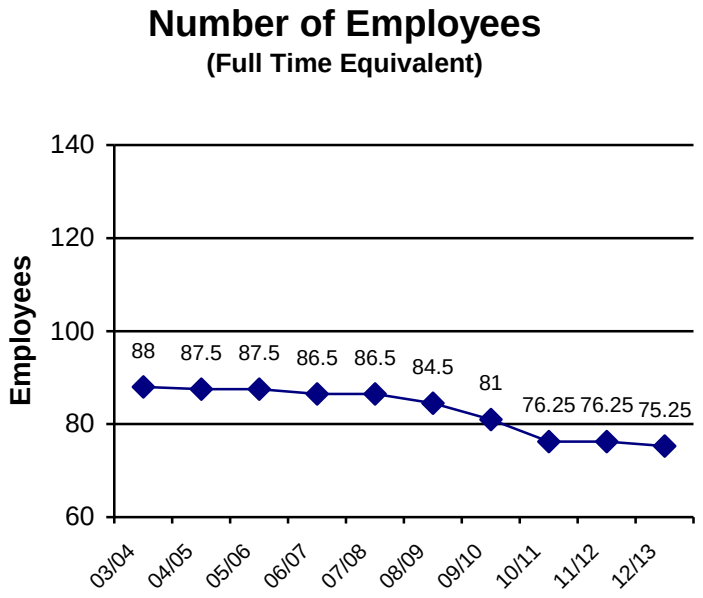
Why: This measure helps to demonstrate Fleet Services' cost competitiveness.

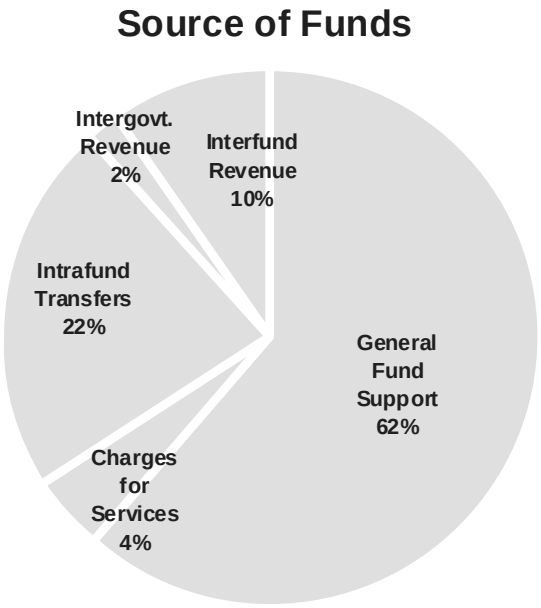
How are we doing? A survey of local private vendors and an internal study was conducted in July of 2011. This study revealed our actual cost to be $606.90 which is 14% below our FY 2010-11 adopted cost of $707.88. The study also revealed our estimated pricing for outside vendors to be very close. The average outside vendor price was $941.53, compared to an adopted cost of $931.12. The study reveals that Fleet Services is 55% less expensive than the average outside vendor.

MISSION STATEMENT

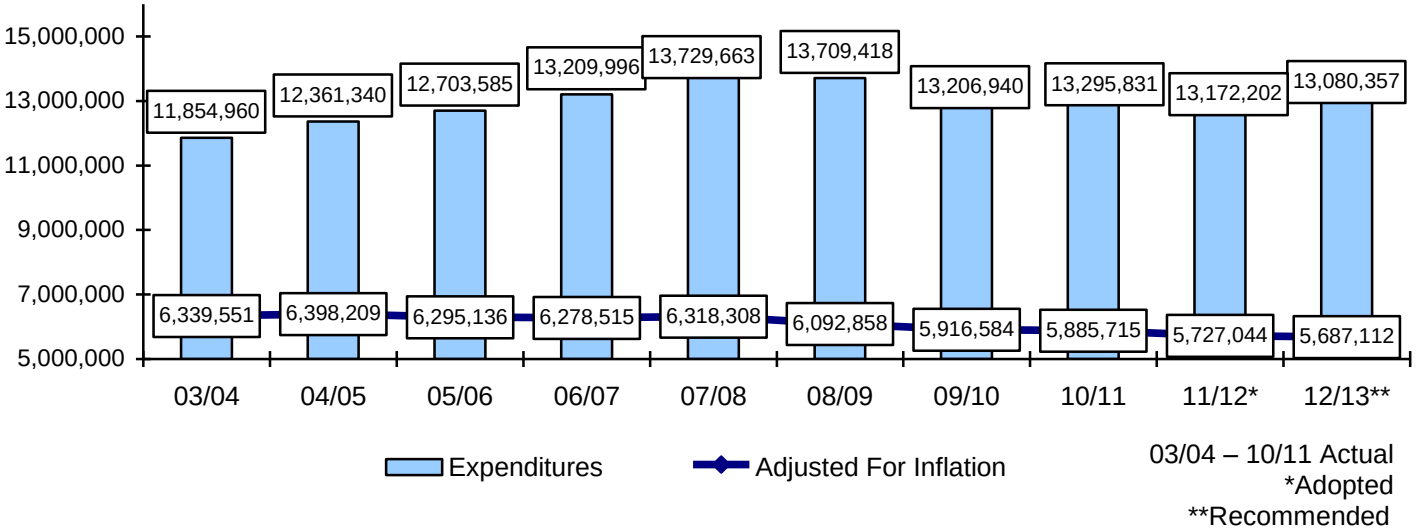
To provide cost effective, accurate, reliable, and timely information technology solutions that deliver excellence to our customers and support efficient delivery of services to the community.

Financial Summary	2011-12 Budget	2011-12 Projected	2012-13 Requested	2012-13 Recommended	Change From 2011-12
Revenue from Use of Money & Property	$ 0	$ 1,600	$ 0	$ 0	$ 0
Intergovernmental Revenue	252,605	252,605	262,000	262,000	9,395
Charges for Current Services	889,916	896,396	580,861	580,861	(309,055)
Other Revenues	0	210	0	0	0
Interfund	986,427	1,266,305	1,166,707	1,281,320	294,893
**Total Revenue	$ 2,128,948	$ 2,417,116	$ 2,009,568	$ 2,124,181	$ (4,767)
Salary and Benefits	9,841,920	9,690,709	9,890,136	9,890,136	48,216
Services and Supplies	3,248,122	3,303,125	3,254,121	3,190,221	(57,901)
Fixed Assets	82,160	185,154	0	0	(82,160)
**Gross Expenditures	$ 13,172,202	$ 13,178,988	$ 13,144,257	$ 13,080,357	$ (91,845)
Less Intrafund Transfers	2,748,061	2,658,416	2,939,899	2,939,899	191,838
**Net Expenditures	$ 10,424,141	$ 10,520,572	$ 10,204,358	$ 10,140,458	$ (283,683)
General Fund Support (G.F.S.)	$ 8,295,193	$ 8,103,456	$ 8,194,790	$ 8,016,277	$ (278,916)





10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Information Technology has a total expenditure level of $13,080,357 and a total staffing level of 75.25 FTE to provide the following services.

Departmental Services

Provide clear points of contact for customers to acquire GSA-IT 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: $4,981,367 Total Staffing (FTE): 30.89

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; 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: $4,071,852 Total Staffing (FTE): 24.25

Networked Services

Provide email, scheduling, calendar, associated systems administration and technical support, internet server management, internet access, County Intranet access, VPN access, Microsoft ADS, anti-virus security, technical support, associated systems administration and Countywide Infrastructure, Network Operating System client support and data communications, including high speed data circuits.

Total Expenditures: $1,580,363 Total Staffing (FTE): 9.80

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: $1,425,552 Total Staffing (FTE): 8.84

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, and administer County's voice mail system (adds, changes, deletes).

Total Expenditures: $ 1,021,223 Total Staffing (FTE): 1.47

DEPARTMENT COMMENTS

The General Services Agency - Information Technology (GSA-IT) mission is to provide cost effective, accurate, reliable, and timely information technology solutions that deliver excellence to our customers and support efficient delivery of services to the community. The County's Information Technology Executive Steering Committee (IT-ESC) provides information technology governance countywide and drives a majority of the projects supported by GSA-IT. The countywide Information Technology Strategic Plan (ITSP) reflects current fiscal constraints, business practices, technology directions, the needs of the County and lays the groundwork for the systems that GSA-IT will be supporting. The GSA-IT completed a new Operational Plan that both supports the 2009 ITSP and identifies key initiatives that the organization will be working on throughout FY 2012-13.

Following are some of the Department's notable accomplishments for FY 2011-12 and some specific objectives for FY 2012-13:

FY 2011-12 Accomplishments

- Replaced public safety radio communications equipment with up-to-date systems for Cal Fire, interagency coordination, and general government users
- Upgraded Countywide safety communications systems to comply with recent FCC legal mandates
- Implemented integrated document management (electronic document storage) in 15 departments reducing the need and space required to store paper copies of documents and improving the speed with which documents can be retrieved
- Completed upgrades to critical County systems such as email and voicemail thereby maintaining essential systems for communicating with the public
- Implemented a cost-saving electronic payments solution for the public to use credit and debit cards to make payments for fees and services

FY 2012-13 Objectives

- Complete, on-time and within budget, all IT-ESC directed projects
- Coordinate a common Countywide Geographic Information System
- Remodel the County data center with energy efficient air handling equipment
- Enhance the Criminal Justice Information System portal that provides local law enforcement agencies with critical data such as warrant and court docket information
- Support the implementation of a new District Attorney case management system that will improve efficiencies with the DA's offices and further reduce the reliance on the County's mainframe

- Implemented an electronic Board of Supervisors agenda management solution

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Total expenditures for the Information Technology Budget are recommended to decrease by $283,683 or 2% less than the FY 2011-12 adopted expenditure amount. Revenues are recommended to decrease by $4,767 or less than 1 %. The level of General Fund support for this budget is recommended to decrease by $278,916 or 3% compared to the FY 2011-12 adopted level.

Revenue accounts show increases and decreases in several revenue sources which collectively result in the $4,767 decrease in recommended revenues. The most significant decline in revenue is a $288,711 decrease in revenue from the Court. This decrease is due to two factors. The first factor is a reduction to the Court for mainframe charges. The second factor involves Court reductions in the General Consulting services provided by IT. Combined, these two Court sponsored changes results in 35% decrease in Court revenues. Notable increases in revenues which offset the decline in revenue from the Courts include a $103,342, or 24%, increase in revenue from charges to non-General Fund County departments for Enterprise Services. Additionally, there is $198,747 increase in revenue associated with the Countywide Automation Replacement (Fund Center 266) revenue being budgeted to support the Property Tax System Modernization project.

The $283,683 decrease in overall expenditures is due to a $57,901 decrease in services and supplies, an $82,160 decrease in fixed asset expenditures and a $191,838 increase in intrafund offsets to expense. Salary and benefit costs are increasing by $48,216.

The recommended budget includes the elimination of one (1.0) FTE Computer Operation Supervisor Confidential, a $114,613 reduction in salary and benefit expense. However, step increases and a $23,403 increase in the cost of the GIS Coordinator position result in an overall $48,216 increase in salary and benefits. Increases and decreases in the services and supplies accounts result in an overall $57,901 decrease in this category of expense. As Information Technology did not request any fixed assets and none are recommended, there is an $82,160 decrease in this expense category. Intrafund offsets are increased by $191,838, a 6% increase over FY 2011-12 levels. The increase in offsets reflects the last of multi-year phase in of the shift costs from mainframe applications to networked Win-Tel applications. Although this shifts more costs to County departments it more closely matches cost recovery with the actual costs of information technology systems.

The recommended amount of General Fund support in FY 2012-13 is $8,016,277, a $278,916, or a 3% decrease from the FY 2011-12 adopted budget. A combination of reductions and increased revenue associated with the Property Tax Modernization project is used to achieve 3% reduction in General Fund. Recommended reductions include:

- $114,613 - This reduction is the amount of salary and benefit savings associated with the elimination of a vacant 1.0 FTE Computer Operations Supervisor. Eliminating this position will have a minimal impact as this supervisory position works with mainframe applications which are decreasing as applications move from the mainframe to other platforms. This position became vacant in July 2011 and the Supervisory duties were transferred to an existing filled IT supervisor position.
- $81,750 – This amount is associated with a host of reductions in the reduced expenses in the services and supplies category. There are 16 separate reductions ranging from $200 to $10,000. The reductions are related to maintenance, small equipment, software, office supplies and PC replacements. The reductions slightly reduce the department's flexibility to address emerging needs, but the reductions are not considered to result in a notable decline in service or capability.

The recommended FY 20112-13 budget for Information Technology maintains current service levels.

GOALS AND PERFORMANCE MEASURES

Department Goal: Provide timely, reliable and cost-effective services that meet or exceed customer expectations.

Communitywide Result Link: ☒ Safe ☐ Healthy ☐ Livable ☐ Prosperous ☐ Well-Governed Community

1. Performance Measure: Percentage of time the County's radio communication system is available. This is an industry standard (the six nines rule) for public safety.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
100%	100 %	100%	100%	99.9999%	99.9999%	99.9999%

What: 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).

Why: The microwave radio communication system provides radio coverage of more than 2,900 square miles in San Luis Obispo County for countywide public, safety and emergency service agencies. Radio communications within the County support the Sheriff/Coroner, County Fire, medical/ambulance response, and many other emergency and general government activities. The radio system also provides reliable communications with other local jurisdictions such as cities within the county and our neighboring counties. Lastly, the system allows for coordinated communications response with State and Federal agencies. Full availability and reliability contributes to a safe community.

How are we doing? Information Technology continues to exceed its goals and the industry standard for communication system availability. Activities are underway to convert all 15 County-owned and licensed radio frequencies to narrowband operation in order to meet the FCC-imposed deadline of December 31, 2012. All public safety communications equipment was converted to narrowband operation during the 2011-12 fiscal year.

Department Goal: Provide timely, reliable and cost-effective services and infrastructure that meet or exceed customer expectations

Communitywide Result Link: ☐ Safe ☐ Healthy ☐ Livable ☐ Prosperous ☒ Well-Governed Community

2. Performance Measure: Percentage of time the County's voice mail communication system is available.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
99.8%	99.8%	99.9%	99.9%	99.9%	99.9%	99.9%

What: The availability of the voice mail (voice mail boxes) system for internal or external access.

Why: Voice mail is an integral management tool for County voice communications.

How are we doing? The County's voicemail system consists of over 2,850 voicemail boxes and was available 99.9% of the time during FY 2010-11. The system was upgraded in November 2011. The upgrade ensured continued availability of this critical business tool.

Department Goal: Provide timely, reliable and cost-effective services and infrastructure that meet or exceed customer expectations

Communitywide Result Link: ☐ Safe ☐ Healthy ☐ Livable ☐ Prosperous ☒ Well-Governed Community

3. Performance Measure: Percentage of GSA-IT managed project milestones completed within expected baseline budget and time estimates.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
96%	67%	95%	86%	95%	90%	95%

What: The blended percentages of GSA-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? Information Technology Project Management Office (PMO) managed 12 projects and met 86% of the 122 budget and timeline milestones tracked in FY 2010-11. In early FY 2011-12, many projects experienced time and budget impacts due to conflicting priorities for departmental staff and steep learning curves for new technologies. Examples of conflicts were the simultaneous go-live of the electronic agenda management system, upgrades to the voice mail and email systems, and continued implementation of the County's integrated document management (electronic document management) system.

4. Performance Measure: Percentage of time the GSA-IT managed Local-Area-Network (LANs) and Wide-Area-Network (WAN) are available.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
99%	99%	99%	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 communications network of 87 LAN and 26 WAN sites was available 99% of the time during FY 2010-11 and is expected to meet or exceed that level for FY 2011-12. Significant expansion of the County's wireless network is providing additional service to members of the public who visit County buildings and mobile County employees. Given the increased reliance on remote access to County systems, the availability calculation will also include the availability of County Internet access and VPN (remote access systems) beginning in FY 2012-13.

Department Goal: Protect the County's computing assets through continued implementation of Information Security best practices.

Communitywide Result Link: ☐ Safe ☐ Healthy ☐ Livable ☐ Prosperous ☒ Well-Governed Community

5. Performance Measure: Percentage of County staff that have received security training or reviewed an annual information security awareness reminder.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
100% of new hire staff, 100% of existing County staff	100% of new hire staff, 0% of existing County staff	100% of new hire staff, 60% of existing County staff	100% of new hire staff, 100% of existing County staff	100% of new hire staff, 100% of existing County staff	100% of new hire staff, 100% of existing County staff	100% of new hire staff, 100% 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 eighteen 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? Information Technology achieved its goal of providing security training to all 2,400 County staff in FY 2010-11. Changes were made to existing policies in FY 2011-12 to keep up with newer technologies such as tablet devices (i.e. iPads) and the continued use and expansion of social media tools.

Department Goal: To deliver excellent service to every customer..

Communitywide Result Link: ☐ Safe ☐ Healthy ☐ Livable ☐ Prosperous ☒ Well-Governed Community

6. Performance Measure: Percentage of responses to Customer Satisfaction Survey rating overall effectiveness as "satisfactory" or better.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
98.6%	98.2%	97.4%	97.9%	97%	97%	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: GSA-IT is dedicated to delivering accurate, reliable, and timely Information Technology solutions that are valued by our customers.

How are we doing? Information Technology exceeded its customer satisfaction target in FY 2010-11. To obtain customer satisfaction input, GSA-IT sent surveys to 1,741 County employees. Over 97% of the 378 respondents rated GSA-IT's services as satisfactory or better. Continued focus on delivering excellence to our customers while simultaneously executing the goals and actions outlined in the FY 2010-11 GSA-IT Operational Plan kept customer satisfaction ratings high. The GSA-IT Operational 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 GSA-IT team expects to continue to improve its overall service to its customers, thereby meeting or exceeding its target for FY 2011-12.

Department Goal: Provide cost-effective, accurate, and reliable computing environment and assets for general County, departmental specific, and outside agency use.

Communitywide Result Link: ☐ Safe ☐ Healthy ☐ Livable ☐ Prosperous ☒ Well-Governed Community

7. Performance Measure: Percentage of technical issues reported to and resolved by the GSA-IT Service Desk Call Center. Calls that cannot be resolved by the Service Desk Call Center are dispatched and resolved by other GSA-IT or County department teams.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
65%	70%	70%	74%	70%	70%	70%

What: A measure of the value add that the GSA-IT Service Desk Call Center contributes to IT and the County's overall productivity.

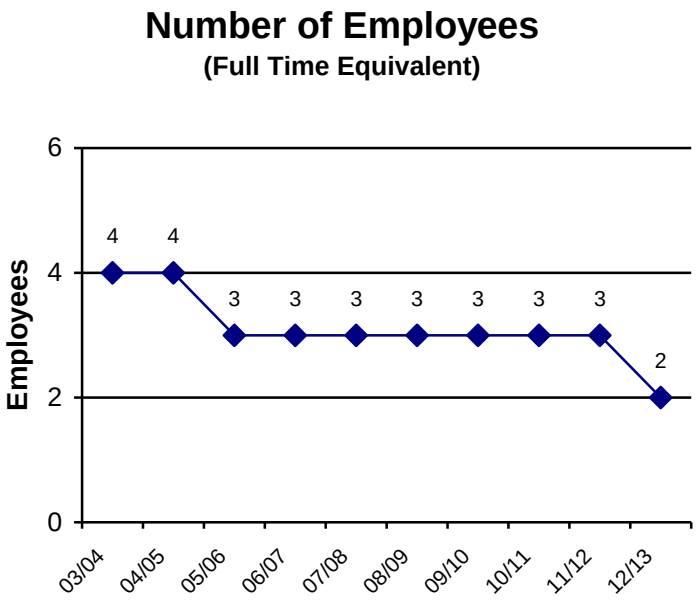
Why: The goal is to resolve more technical issues within the GSA-IT Service Desk Call Center, allowing other IT and County teams to focus on other activities. This translates into increased department efficiency and greater delivery of technology value to customers.

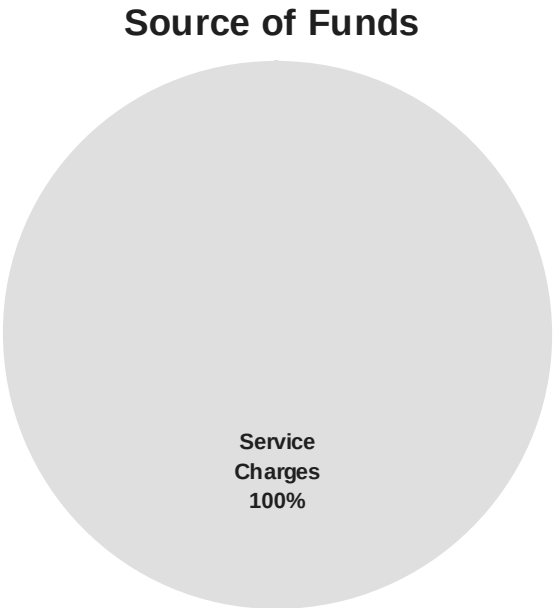
How are we doing? Information Technology's Service Desk team resolved 74% of the 9,123 technical issue calls received in FY 2010-11. In early FY 2011-12, the Service Desk team began adopting the Information Technology Infrastructure Library (ITIL). ITIL a set of best practices for IT service management that focuses on aligning IT services with the needs of customer business needs. In 2009, ITIL was identified as a key initiative in the Countywide Information Technology Strategic Plan.

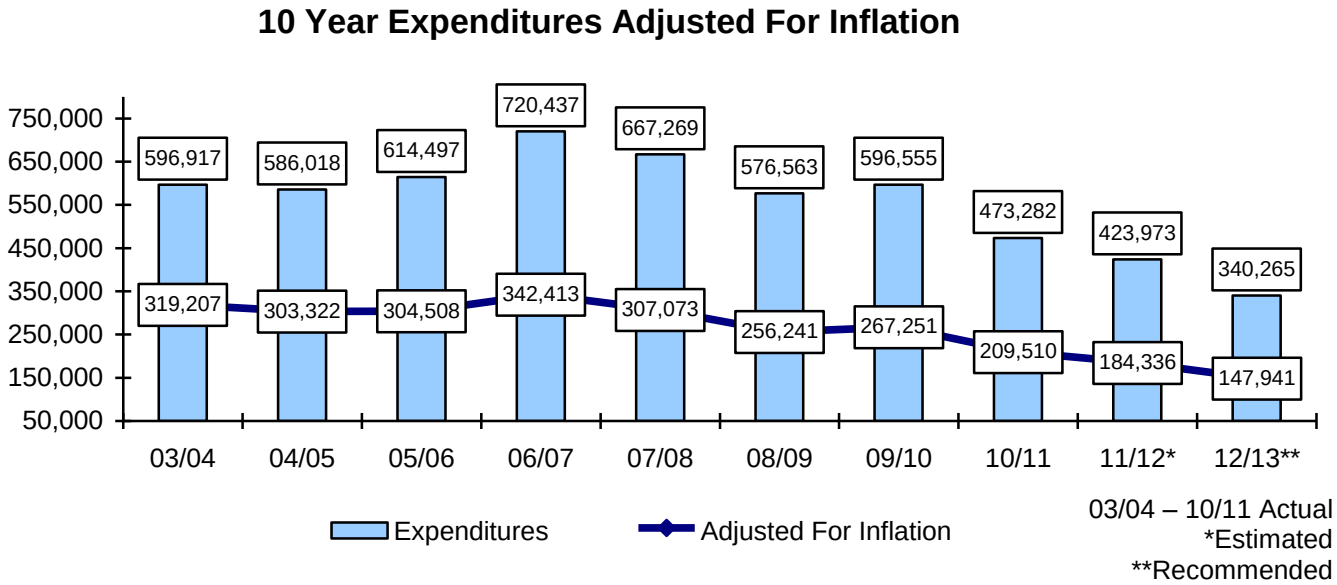
MISSION STATEMENT

To provide skilled, responsive, and cost effective reprographic services that delivers excellence to our customers and support efficient delivery of services to the community.

OPERATING DETAIL (1)	2010-11 ACTUAL (2)	2011-12 ESTIMATED (3)	2012-13 PROPOSED ESTIMATES (4)	2012-13 RECOMMENDED ESTIMATES (5)
OPERATING REVENUES				
Charges for current services	476,818	358,609	401,442	401,442
TOTAL OPERATING REVENUES	476,818	358,609	401,442	401,442
OPERATING EXPENSES				
Salaries and Benefits	212,721	205,634	102,873	102,873
Services and Supplies	225,763	212,689	217,396	217,396
Depreciation	6,346	5,650	5,650	5,650
Countywide Overhead Allocation	28,452	0	14,346	14,346
TOTAL OPERATING EXPENSES	473,282	423,973	340,265	340,265
OPERATING INCOME (LOSS)	3,536	(65,364)	61,177	61,177
NON-OPERATING REVENUES (EXPENSES)				
Other	660	8,100	0	0
Interest	329	118	0	0
TOTAL NON-OPERATING REVENUES (EXPENSES)	989	8,218	0	0
INCOME BEF. CAPITAL CONTRBS. & TRANSFERS	4,525	(57,146)	61,177	61,177
Transfers in (out)	(6,627)	(6,314)	(2,552)	(2,552)
CHANGE IN NET ASSETS	(2,102)	(63,460)	58,625	58,625
Net assets - beginning	143,174	141,072	77,612	77,612
Net assets - ending	141,072	77,612	57,533	57,533
FIXED ASSET EXPENDITURES				
Equipment	0	0	0	0
TOTAL FIXED ASSET EXPENDITURES	0	0	0	0







SERVICE PROGRAMS

Reprographics has a total expenditure level of $340,265 and a total staffing level of 2.00 FTE to provide the following services.

Reprographics

General Services Agency - Reprographics provides centralized reprographic services to County departments and other governmental agencies, including printing, copying, large format printing, and scanning.

Total Expenditures: $340,265 Total Staffing 2.00 (FTE):

DEPARTMENTAL COMMENTS

The Reprographics Internal Service Fund (ISF) exists to provide skilled, responsive, and cost effective reprographic services to County Departments in a friendly and service-oriented manner. Reprographics strives to provide overall value to their customers while keeping current on changing technologies and the shift towards a "paperless" office.

Overall, the reprographics industry is experiencing a reduction in service delivery. County departments are decreasing their use of Reprographics services. The long-term outlook for the Reprographics ISF is being reviewed to determine the most effective way to meet county-wide needs.

Following are some of the department's notable accomplishments for FY 2011-12 and some specific objectives for FY 2012-13:

FY 2011-12 Accomplishments	FY 2012-13 Objectives
• Completed a top-to-bottom review of County Reprographics services and made changes recommended in the review	• Define County essential services provided by Reprographics ISF to assist with the transition to contract print and copy services

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, this narrative, Service Programs, and the 10 year Expenditure chart use the information and data from the Schedule 10, including the amount allocated for depreciation. It is important to note that the comparison of estimated amounts in the Schedule 10 differs from the comparison of amounts in General Fund budgets. General Fund budgets compare the adopted budget amount to the recommended budget amount. The Schedule 10 for internal service funds compares the estimated actual amount for FY 2011-12 to the proposed amount of new allocated expense and revenues, to be budgeted for FY 2012-13.

Over the past several years, the use of Reprographic print and copy services has declined. The long term outlook for Reprographics continues to indicate a decline in demand for copy and print services and related revenues. Over the past five years, the number of job requests processed by Reprographics has declined by over 40%. The business dynamics for Reprographics are not expected to improve in the future, indicating that in future years the full operational cost for Reprographics will not be recovered through the revenues generated by this ISF. This dynamic is the result of fundamental shifts in departmental business processes and driven by three primary factors:

1. Increased use of electronic communications (i.e. email),
2. Increased use of departmental copiers and printers, and
3. Selective outsourcing for copying and printing needs by departments.

An independent consultant evaluated the business processes for Reprographics and concluded that outsourcing print and copy services could save the County up to $200,000 per year. The General Services Agency concluded that Reprographic Services should be phased out and a consolidated contract should be established with a copy and print vendor to provide print and copy services for all departments. Quarterly fiscal reports identified the intent to phase out Reprographic Services in FY 2012-13. This 12 to 18 month implementation timeline will allow sufficient time to develop a contract and implement an orderly transition from in-house services to a private provider.

The recommended FY 2012-13 budget for Reprographics reflects reductions in staffing and other expenses in recognition of the decline in service demands and the phasing out of County Reprographic Services. The Schedule 10 shows the recommended operating expense in the FY 2012-13 Reprographics budget is decreasing by $83,708 or 20%, compared to the FY 2010-11 estimated operating expense. Salaries and benefits are

recommended to decrease by $102,873, or 50%, from the estimated FY 2010-11 salaries and benefit expense. The recommended budget eliminates one filled Reprographics Technician III position. A second filled Reprographic Technician position is recommended for elimination in January of 2013, the mid-point of the FY 2012-13 budget. Upon completion of FY 2012-13, the County Reprographics function will cease and the last position, the filled Reprographics Leadworker position, will also be eliminated.

The FY 2012-13 Reprographic Budget will allow for continuation of County print and copy services through the first half of the fiscal year. During the second half of the fiscal year copy and print services will transition to a private contractor that will be determined through a competitive selection process. The elimination of County Reprographics and moving to contracted print and copy services are expected to reduce annual county print and copy costs by as much as $200,000.

GOALS AND PERFORMANCE MEASURES

Department Goal: Provide timely, reliable and cost-effective reprographic services that meet or exceed customer expectations.

Communitywide Result Link: ☐ Safe ☐ Healthy ☐ Livable ☐ Prosperous ☒ Well-Governed Community

1. Performance Measure: Percentage of customer survey respondents who rate quality of reprographics services as satisfactory or better.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
100%	100%	100%	100%	97%	97%	Deleted

What: Survey results of internal County department customers.

Why: To ensure effective customer service.

How are we doing? Reprographics achieved results of 100% satisfaction for FY2010-11. This singular focus on quality is being replaced by an overall customer satisfaction rating that includes measures such as overall value, quality, timeliness, and cost. This measure is being replaced by the following Performance Measure which expands the topics of the survey.

2. Performance Measure: Percentage of Customers rating their experience with Reprographics as "satisfactory" or better.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
N/A	N/A	N/A	N/A	N/A	N/A	97%

What: Survey results of internal County department customers which includes customer feedback on overall value, timeliness, quality and cost.

Why: To ensure effective customer service. The metric is expected to encourage timely processing of requests and high quality transactions by measuring customers satisfaction related to the services provided.

How are we doing? This is a new metric for FY2012-13. The target is based on customer service metrics in the customer survey which focused on the quality of Reprographics services. This measure will provide a broader perspective of how customers view Reprographic services as survey questions incorporate overall value, quality, timeliness of service delivery and cost.

3. Performance Measure: Rates charged by Reprographics for common print jobs compared to rates charged by private vendors for the same jobs.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
Repro Rates below market (private companies)	Repro Rates below market (private companies)	Repro Rates below market (private companies)	Repro Rates below market (private companies)	Repro Rates below market (private companies)	Repro Rates at market (private companies)	Deleted

What: Job rates charged by Reprographics to perform common print jobs as compared to local private vendors' rates.

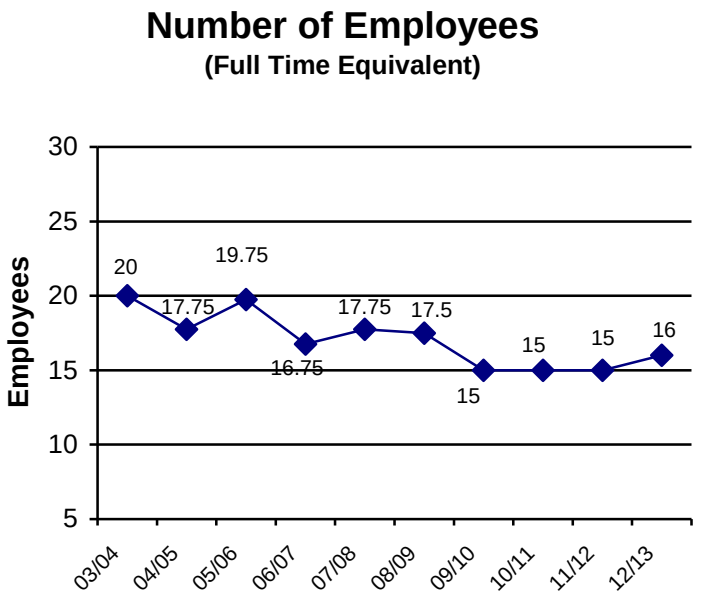
Why: To demonstrate Reprographics cost competitiveness with local private vendors.

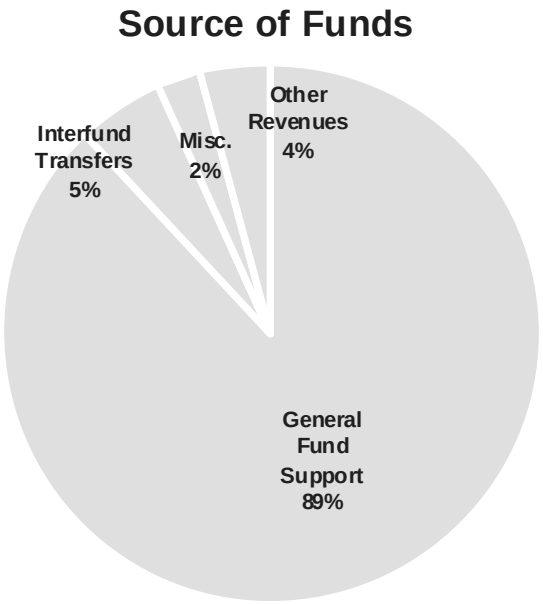
How are we doing? Following a thorough study of the FC 406 business by an outside consultant, it was determined that cost is not an effective measure for the County's Reprographics business and this measure is being deleted. For many Reprographics customers, there is a value beyond just simple cost comparison between individual job costs, particularly on more complex jobs and the new customer survey measure is intended to capture feedback on the overall value of Reprographic's customers.

MISSION STATEMENT

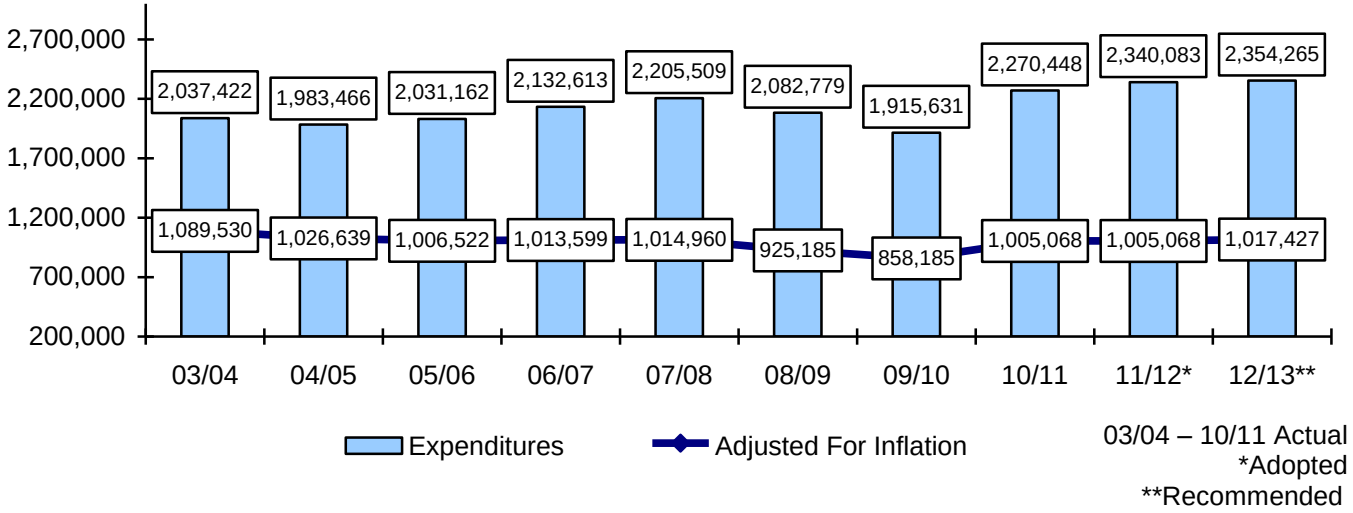
We attract, select, develop, and retain a talented and diverse workforce through strategic collaboration. We provide high quality and cost-effective programs to cultivate a healthy, safe, and productive work environment to maximize individual and organizational potential.

Financial Summary	2011-12 Budget	2011-12 Projected	2012-13 Requested	2012-13 Recommended	Change From 2011-12
Intergovernmental Revenue	$ 6,252	$ 2,000	$ 5,269	$ 5,269	$ (983)
Charges for Current Services	49,025	49,025	49,025	49,025	0
Other Revenues	100,000	100,000	100,000	100,000	0
Interfund	121,321	121,321	120,411	120,411	(910)
**Total Revenue	$ 276,598	$ 272,346	$ 274,705	$ 274,705	$ (1,893)
Salary and Benefits	1,828,415	1,750,000	1,816,359	1,884,553	56,138
Services and Supplies	511,668	591,161	498,742	469,712	(41,956)
**Gross Expenditures	$ 2,340,083	$ 2,341,161	$ 2,315,101	$ 2,354,265	$ 14,182
General Fund Support (G.F.S.)	$ 2,063,485	$ 2,068,815	$ 2,040,396	$ 2,079,560	$ 16,075





10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Human Resources has a total expenditure level of $2,354,265 and a total staffing level of 16.00 FTE to provide the following services:

Human Resource Services

Provide innovative, responsive, valid, reliable and meritorious recruitment and selection services to county departments and job applicants to employ a qualified and diverse workforce to deliver services; maintain a standardized and equitable classification system which defines scope and the nature of job assignments; provide ongoing updates to classification specifications that differentiate among job assignments and expectations and support career development options to hire and retain qualified employees; assist departmental staff in managing performance and conduct issues; provide rule, policy and ordinance interpretation and updates; and assist in resolving complaints at the lowest level.

Total Expenditures: $1,133,628 Total FTE: 9.15

Training and Development

Training and Development creates and promotes individual and organizational effectiveness by developing and offering innovative and diverse programs to meet organizational needs for employee development. Services include Countywide training program administration and coordination; new employee orientation; and oversight of the County Learning Management System.

Total Expenditures: $225,505 Total FTE: 1.50

Civil Service Commission Support

The Human Resources Department, under general direction of the Commission, administers the Civil Service System pursuant to the rules adopted by the Commission. Such administration includes: advising the Commission upon Civil Service matters; furnishing a recording secretary who takes meeting minutes; preparing the operating budget and administering expenditures; administering the programs provided for by the rules; establishing administrative controls and procedures to enforce the rules; making recommendations on policy and rule amendments; preparing an annual report for the Board of Supervisors.

Total Expenditures: $200,979 Total FTE: 1.15

Labor Negotiations and Contract Management

Establish salaries and benefits and maintain an equitable salary plan for all County employees. Negotiate salary and benefit packages with the bargaining units representing approximately 80% of County employees. Implement the terms of contracts with employee organizations. Prepare strategies to implement the Board's Labor Relations direction.

Total Expenditures: $794,153 Total FTE: 4.20

DEPARTMENT COMMENTS

The Human Resources (HR) Department is responsible for providing the County's traditional Human Resources services (e.g., recruitment and testing, classification studies and analysis, departmental consults, staff support to the Civil Service Commission, and training), Labor Relations Management, and Risk Management services (e.g., liability, workers' compensation, insurance, safety, and employee benefits). Funding for the programs are located in Fund Center 112 – Human Resources, Fund Center 105 – Risk Management, and Fund Centers 408 through 412 – the Internal Service Funds. Human Resources also provides contractual services to the Regional Transit Authority and Air Pollution Control District.

The Labor Relations function has now achieved the Board's three-point Strategic Plan for Labor Relations. Along with the substantial progress made in Labor Relations, HR has been able to make headway on a variety of priorities for the County, including the expansion of supervisory and leadership development programs in the Employee University (EU) and a reduction in employee injuries via the Loss Prevention Initiative (LPI).

Following are some of the department's notable accomplishments for FY 2011-12 and some specific objectives for FY 2012-13:

FY 2011-12 Accomplishments

- Successfully achieved all three goals of the Board's strategic plan for Labor Relations:
    1. Second Tier Pension: Over 90% of the labor force now has a lower level of pension benefit for newly hired employees. Currently, the County realizes a savings of over $780,000 and will see over $25 million savings in approximately 20-30 years.
    2. Pension Cost Sharing: All bargaining units are sharing in pension cost increases which currently represents an ongoing $8 million savings to the County.
    3. Prevailing Wage: All employees have agreed to no wage increases and/or the elimination of automatic, formulaic wage increases, representing an ongoing cost avoidance of over $17 million.
- Achieved labor harmony after several unprecedented decertification and election processes.
- Developed the leadership components of the Management and Supervisory Academies through our relationship with Santa Barbara Employee University.

FY 2012-13 Objectives

- Continue implementation of Board's existing Labor Relations strategy, while assisting with development of new strategies to address future needs.
- Implement Ordinance Code Revision/Update Program to bring over 20 County Codes into compliance with 13 individual MOUs and ensure accurate reflection of contractual agreements and County practices.
- Establish training for departments on application of MOU revisions.
- The LPI will continue its focus on prevention of ergonomically-related injuries by completing 300 ergonomic evaluations Countywide in areas with the highest past injury trends and loss data. The goal is to reduce overall injuries by 5%, ergonomic injuries by 25%, and total payout for injuries that do occur.
- The Safety Program will contribute to injury prevention efforts through enhancements in incident investigation procedures.
- Expand the Return-to-Work Program to include non-occupational injuries, with a goal of reducing time off work by 10%.

- Updated seven Countywide policies to comply with best practices and legal updates, including: the County's Social Media Policy, Equal Employment Opportunity Policy, Harassment and Discrimination Prevention Policy, Workplace Violence Prevention Policy, Drug and Alcohol Policy, General Leave Policy, and Non-Occupational Medical Policy.
- The LPI has met its target goal of completing 300 ergonomic evaluations. Ergonomic related injuries are projected to be down 55% by the end of the fiscal year compared to the end of last fiscal year, and the total paid for each injury is projected to be down by 56% on the remaining injuries.
- Completed negotiations with all (13) bargaining units with open labor contracts or reopener requirements.
- Completed the meet and confer process regarding the Civil Service Rule updates, and finalized rule revisions.
- Completed recruitment process analysis and updated procedures to be as compliant, flexible, and valid as possible.
- Present previously updated policies to the Review Committee and Board of Supervisors as necessary and initiate a communication and implementation plan for revised policies.
- Design, build, and offer new courses through EU in support of the Management and Supervisory Academies.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The Human Resources department includes two General Fund budgets, Fund Center 112- Human Resources and Fund Center 105- Risk Management. The level of General Fund support for the two fund centers combined is recommended to decrease $29,051 or 1% compared to the FY 2011-12 adopted level. This decrease is largely due to a decrease in liability insurance premiums paid by Fund Center 105.

The level of General Fund support for Fund Center 112- Human Resources is recommended to increase $16,075 or less than 1% compared to FY 2011-12 adopted levels. Revenues are recommended to decrease $1,893 or less than 1% and total expenditures are recommended to increase $14,182 or less than 1%.

Revenues are decreasing slightly, due to a projected decrease in the amount of nuclear planning revenue that the department will receive, as well as a decreased transfer in from Fund Center 275- Organizational Development, due to the cost of the position that administers the Organizational Development program decreasing slightly as a result of pension cost sharing.

Salary and benefits are increasing $56,138 or 3% due to the recommended addition of 1.0 FTE Human Resources Analyst Aide- Confidential to the department's Position Allocation List (PAL) (discussed below), partially offset by decreased benefits costs throughout the department as a result of pension cost sharing.

In FY 2011-12, the adopted budget added a 'confidential' designation to an existing Human Resources Analyst Aide in Human Resources to enable the position to be involved in the Labor program and legitimately process sensitive labor relations work in compliance with the County's Employee Relations Policy. As this change only involved the addition of the 'confidential' designation to an existing position, it did not increase the capacity of the department as a whole. At the time that this change to the position was made, the department determined that the only program area in which the department could possibly mitigate the impact of lost capacity to the Labor program was the Workers' Compensation's Return to Work program, housed in Risk Management. As such, resources were shifted from Workers' Compensation to labor relations and work related to the Return to Work program was redistributed among staff. After a year of staffing the programs in this manner, the department has realized significant negative impacts to the Workers' Compensation- Return to Work program. In the past year, the County's liabilities have increased from $9,000,000 to $9,800,000 and Workers' Compensation expenses have increased from $2,400,000 to $2,800,000. In addition, the percentage of reported claims still open has hit

64%-- the highest rate since 2004. The implications of these impacts are significant—Workers' Compensation charges to departments are due to double, to $3,200,000 in FY 2013-14, and increasing liabilities and costs may also further increase charges to departments. The recommended Budget Augmentation Request (BAR) to reallocate a portion of the labor relations contract to fund an additional staff person for the Labor program will enable the department to shift staff resources in the Labor program back to the Workers' Compensation- Return to Work program, in an effort to mitigate the impacts just discussed. This BAR will not add additional capacity to the Labor Relations program.

Services and supplies are decreasing $41,956 or 8% due largely to the recommended reallocation of a portion ($80,530) of the funds previously allocated for the County's contract with Renne Sloan Holtzman Sakai for labor relations services, to fund the Human Resources Analyst Aide- Confidential position, as discussed above. This decrease is partially offset by the recommended addition of $50,000 to the department's professional services account to provide outside legal counsel for the Civil Service Commission (CSC), discussed below. Significant value purchases are also recommended to decrease $10,500 to ensure that the department stays current with Information Technology's recommended computer replacement schedule.

BUDGET AUGMENTATION REQUESTS RECOMMENDED

Unit Amount	Description	Results
Gross: $80,530 General Fund Support: $0 Source of Funding: Professional Services- existing Labor Relations contract with Renne Sloan Holtzman Sakai	Reallocate a portion of the existing General Fund allocation for the Renne Sloan Holtzman Sakai Labor Relations Contract to fund the addition of 1.0 FTE Human Resources Analyst Aide-Confidential to provide labor relations staff support. In FY 2011-12, staff capacity was shifted from the Workers' Compensation- Return to Work program to the Labor Relations program. The reallocation of funds to add this position will enable the department to continue to staff the Labor Relations program at existing levels and shift staff resources back to the Workers' Compensation-Return to Work program.	The addition of this position will enable the department to continue staffing the Labor Relations program at current levels, while restoring staff capacity to the Workers' Compensation- Return to Work program, to: 1. Reduce the open claim inventory from the current high of 263 open claims, down to 225 claims (the open claim level before capacity was shifted to labor relations); 2. Reduce the costs associated with the use of the third party administrator by $24,000 a year; 3. Decrease the County's liabilities from $9.8 million to $9 million; 4. Decrease Workers' Compensation costs from $2.8 million to $2.4 million.
Gross: $50,000 General Fund Support: $50,000	Add $50,000 to Professional Services to provide funding for outside legal counsel for the Civil Service Commission (CSC). In recent years, the County Counsel's Office has provided the CSC with the majority of its required legal counsel. As a result, County departments have had to seek outside counsel or represent themselves during CSC hearings. By providing funding for outside legal counsel for the CSC, County Counsel will be able to fully represent County departments during CSC hearings, which will provide for more consistent and sound representation of County departments.	Providing funding for outside legal counsel for the CSC will: 1. Reduce or eliminate the cost of outside legal counsel for County departments by ensuring that County Counsel is able to provide legal counsel to County departments; 2. Ensure sound and consistent legal representation for both the CSC and County departments during CSC hearings, which will contribute to the conduct of fair hearing processes;

GOALS AND PERFORMANCE MEASURES

Department Goal: 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.

Communitywide Result Link: ☐ Safe ☐ Healthy ☐ Livable ☐ Prosperous ☒ Well-Governed Community

1. Performance Measure: Average number of days to produce eligibility lists for departments for open recruitments.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
38 days	38 days	34 days	44 days	40 days	40 days	39 days

What: This measures the time (recruitment final filing date through establishment of eligibility list) it takes Human Resources to provide departments with a list of qualified candidates to fill a vacant position after the recruitment closes.

Why: The number of days to produce an eligibility list for recruitments is one measure of departmental efficiency. Human Resources endeavors to provide eligibility lists as quickly as possible to maintain staffing levels adequate to provide services to the community.

How are we doing? A number of factors contribute to the increase in recruitment times in recent years: applications in FY 2010-11 were up 12%; in addition, hiring department resource constraints and requests by hiring departments for delays in the process contributed substantially to the increase in the number of days. While the number of days has increased, Human Resources' recruitment satisfaction rating remains at a high level (97%). Additionally, in collaboration with client departments, Human Resources has enhanced the recruitment and selection process. The enhanced recruitment and selection process adds days to recruitment time, but improves recruitment and selection outcomes. Given this, FY 2011-12 targets were modified from 32 days as stated in the FY 2011-12 Proposed Budget document, to 40 days to reflect the enhanced process. The FY 2012-13 target of 39 days reflects the anticipated impact of refining performance under the enhanced process. Comparable-entity data is not available.

2. Performance Measure: Percentage of departments rating their level of satisfaction with the overall recruitment process as satisfactory or better.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
N/A	N/A	100%	97%	95%	95%	95%

What: This measure presents the results of surveys completed by departments at the close of open recruitments as to the level of satisfaction with the overall recruitment process.

Why: Recruitment process satisfaction survey results are tracked to determine whether or not the recruitment process is effective in meeting departments' staffing needs. Survey results enable us to identify opportunities to improve the efficiency and effectiveness of recruitments.

How are we doing? The Human Resources department's performance can influence satisfaction with the recruitment process. Mutually agreed upon process improvements increased recruitment timelines, but contributed to a high level of customer satisfaction. During FY 2010-11, 97% of 36 survey respondents rated the overall recruitment process as satisfactory or better. Target levels represent a high expectation for continued service excellence. Comparable-entity data is not available.

Department Goal: To provide reliable, high quality internal support services to County departments.

Communitywide Result Link: ☐ Safe ☐ Healthy ☐ Livable ☐ Prosperous ☒ Well-Governed Community

3. Performance Measure: Percentage of County departments that rate Human Resources' service as satisfactory or better relative to timeliness, accuracy, and quality of service (competency).

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
N/A	Accuracy: 100% Competency: 96% Timeliness: 97%	Accuracy: 93% Competency: 93% Timeliness: 93%	Accuracy: 95% Competency: 95% Timeliness: 94%	Accuracy: 95% Competency: 95% Timeliness: 95%	Accuracy:95% Competency:95% Timeliness:95%:	Accuracy:95% Competency:95% Timeliness:95%

What: The Human Resources department surveys departments annually to determine their level of satisfaction with our staff support relative to accuracy, competency and timeliness (ACT). This measure reflects the results of the department's satisfaction survey.

Why: This measure reflects the information gained from the satisfaction survey and allows us to continuously improve our service and support to departments.

How are we doing? Of 24 surveys sent out, 20 responses were received. In each category, 19 of 20 respondents rated Human Resources as satisfactory or better. At the end of FY 2010-11, data for this measure reflect the impact of lean staffing in Human resources. Clientele report high satisfaction with our work product, but note that response time has increased. Target levels represent a high expectation for continued service excellence. Comparable-entity data is not available.

Department Goal: To provide effective response to, and resolution of, unanticipated challenges to County employment related rules or personnel actions.

Communitywide Result Link: ☐ Safe ☐ Healthy ☐ Livable ☐ Prosperous ☒ Well-Governed Community

4. Performance Measure: Percentage of filed grievances and appeals resolved prior to Civil Service Commission hearing.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
N/A	N/A	89%	89%	85%	85%	85%

What: This measure tracks the rate at which Human Resources resolves grievances/appeals (allegations of improper personnel practices by the County) prior to the matter reaching a Civil Service Commission hearing.

Why: The grievance/appeal resolution rate is a reflection of the ability of Human Resources' professional staff to collaborate with stakeholders, design solutions to challenges, and reach mutually agreeable terms on grievance/appeal matters.

How are we doing? There were 18 grievances/appeals filed in FY 2010-11. Of these 18, only 2 reached a Civil Service Commission hearing; 10 were resolved prior to hearing, and 6 cases were pending at close of the fiscal year. At the end of FY 2009-10, there were 6 cases pending. All 6 of those cases were resolved in FY 2010-11 prior to Civil Service Commission hearing. As a result, a total of 24 grievances/appeals were addressed in FY 2010-11. Because certain grievances or appeals are more appropriately heard rather than resolved prior to hearing, a result of 89% resolution represents a high achievement rate. The target resolution rate of 85% represents a continued high expectation for this area of emphasis within Human Resources. Comparable-entity data is not available.

Department Goal: Provide cost-effective personnel services.

Communitywide Result Link: ☐ Safe ☐ Healthy ☐ Livable ☐ Prosperous ☒ Well-Governed Community

5. Performance Measure: Number of full-time equivalent Human Resources department staff per 1,000 employees.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
7.2	6.2	5.8	6.3	6.1	Better than market comparators	Better than market comparators

What: This measures the number of Human Resources department full time equivalent (FTE) staffing per 1,000 employees.

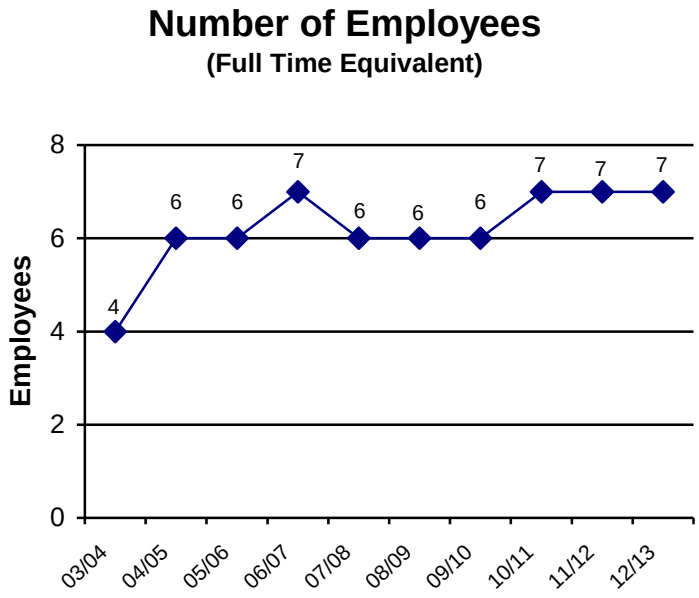
Why: This data can be compared with other Human Resources departments with similar characteristics to provide one measure of whether or not we are appropriately staffed for providing personnel services.

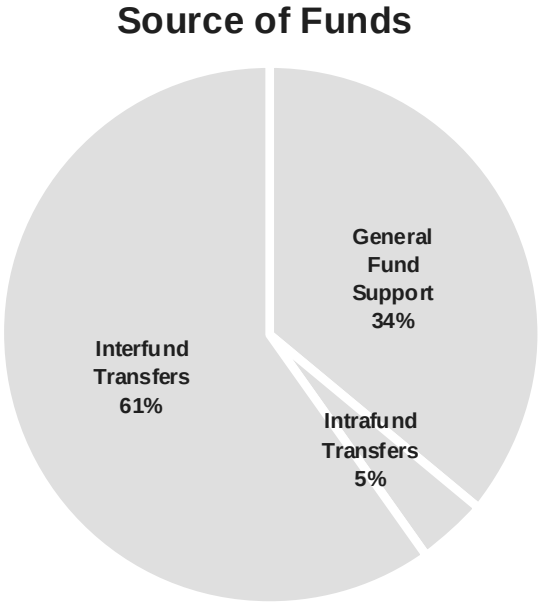
How are we doing? In FY 2010-11, Human Resources had 6.3 FTE per 1,000 employees (15.0 filled FTEs, for a total County employee count of 2,396). Human Resource departments comparable to San Luis Obispo County's (Placer, Napa, Marin, Santa Barbara and Santa Cruz) had an average HR staffing level of 9.6 FTE per 1,000 employees in FY 2010-11. The fact that the County employs fewer Human Resources staff per 1,000 employees than comparable Human Resource departments indicates a high level of efficiency in Human Resources department operations. In the past, this measure has focused on the number of HR FTE per 1,000 employees. Note that projected and target performance levels now reflect the measure's intent, rather than a specific numerical representation of the desired outcome.

MISSION STATEMENT

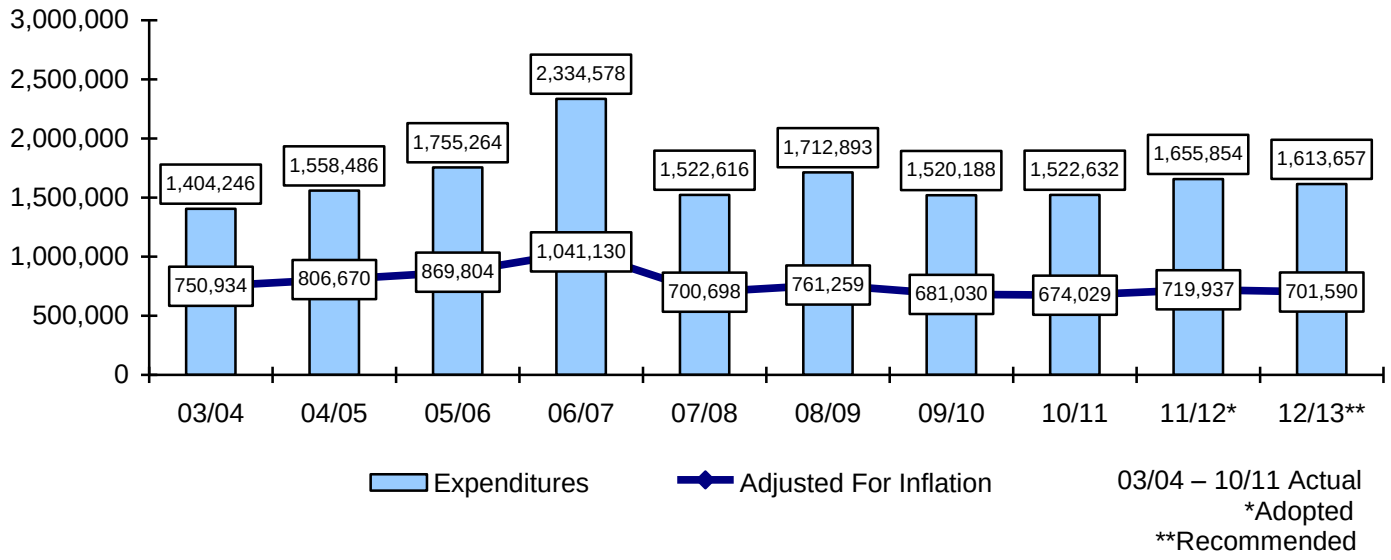
We collaborate with County Departments to protect financial stability and promote safe practices by managing and administering the Safety, Benefit, Workers Compensation, and Liability programs and providing education and training to ensure the health and welfare of all employees and the public we serve.

Financial Summary	2011-12 Budget	2011-12 Projected	2012-13 Requested	2012-13 Recommended	Change From 2011-12
Interfund	$ 990,117	$ 990,117	$ 985,045	$ 985,045	$ (5,072)
**Total Revenue	$ 990,117	$ 990,117	$ 985,045	$ 985,045	$ (5,072)
Salary and Benefits	782,428	740,000	788,781	788,781	6,353
Services and Supplies	873,426	812,443	824,876	824,876	(48,550)
**Gross Expenditures	$ 1,655,854	$ 1,552,443	$ 1,613,657	$ 1,613,657	$ (42,197)
Less Intrafund Transfers	68,107	68,107	76,108	76,108	8,001
**Net Expenditures	$ 1,587,747	$ 1,484,336	$ 1,537,549	$ 1,537,549	$ (50,198)
General Fund Support (G.F.S.)	$ 597,630	$ 494,219	$ 552,504	$ 552,504	$ (45,126)





10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Risk Management has a total expenditure level of $1,613,657 and a total staffing level of 7.00 FTE to provide the following services:

Employee Benefits

Provide high quality employee benefit administration services (e.g., health, life, ITS, wellness, etc.) to active employees and retirees.

Total Expenditures: $349,790 Total Staffing (FTE): 1.45

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: $165,079 Total Staffing (FTE): 1.50

Liability and Insurance

Effectively manage the Liability Program by resolving all tort claims efficiently and fairly while minimizing costs to the taxpayer. 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: $817,698 Total Staffing (FTE): 1.45

Workers' Compensation

Effectively manage the Workers' Compensation Program by processing all claims efficiently, fairly and in accordance with the law. Administer the Return to Work program.

Total Expenditures: $281,090 Total Staffing (FTE): 2.60

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The level of General Fund support for this budget is recommended to decrease $45,126 or 7% compared to FY 2011-12 adopted levels. Revenues are recommended to decrease $5,072 or less than 1% and total expenditures are recommended to decrease $50,198 or 3%.

Revenue in this budget consists of transfers in from other fund centers for the services that Risk Management staff provides in managing the County's various insurance programs and is decreasing only slightly.

Salary and benefits are increasing $6,353 or less than 1% due to regular pay step increases. Services and supplies are decreasing $48,550 or 5% due to a $97,724 decrease in Risk Management's share of liability insurance costs. Departmental charges for liability insurance premiums are determined based upon a seven year history of the department's liability claims. As the department that administers the liability program, Risk Management pays for liability claims that cannot be assigned to a particular department. In FY 2012-13 several large liability claims will fall off Risk Management's seven year history, which will decrease the liability charges to this fund center. This significant decrease in liability insurance charges is partially offset by increased funds to pay the pollution liability insurance premium which is prepaid every three years and is due again for payment in FY 2012-13. Transfers in from departments that contribute to property, crime and pollution liability insurance premiums are increasing $8,001 compared to FY 2011-12 adopted levels for the cost of the pollution liability insurance premium due in FY 2012-13.

GOALS AND PERFORMANCE MEASURES

Department Goal: To effectively manage the employee benefit programs (health, life, tax savings, etc.) for County employees and retirees.

Communitywide Result Link: ☐ Safe ☐ Healthy ☐ Livable ☐ Prosperous ☒ Well-Governed Community

1. Performance Measure: Percentage of payroll coordinators that rate the services provided by the Benefits Coordinator as above satisfactory or better.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
91%	100%	100%	94%	100%	100%	100%

What: 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.

Why: 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.

How are we doing? In a survey conducted in Spring 2011, 94% (11) of payroll coordinators responding rated the Benefits Coordinator above satisfactory. While the results of the survey place satisfaction with the Benefits Coordinator slightly below targeted levels, survey respondents did not indicate reasons for the below target ratings. Having only received positive feedback on the Benefits Coordinator, it is not clear why results have dipped below targeted levels. In an effort to further help educate employees, the benefits coordinator has held workshops for employees that focus on the benefits available to employees. Client response to the workshops has been favorable, and is likely to contribute to continued high satisfaction ratings for this program.

Department Goal: To promote a safe work environment for County employees.

Communitywide Result Link: ☐ Safe ☐ Healthy ☐ Livable ☐ Prosperous ☒ Well-Governed Community

2. Performance Measure: Rate of work-related illnesses/injuries per 100 employees as compared to other local government agencies in California.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
4.15	4.06	3.8	4.5	3.8	3.8	3.6

What: This measure tracks the number of employee illnesses/injuries per 100 employees in comparison to other local government agencies in California. By collecting injury and illness data, we can compare ourselves to statewide average data prepared by the Department of Industrial Relations.

Why: This measure helps to track the effectiveness of our Safety Program, which has an impact on the County's budget. An effective safety program limits employee injury and illness, which lowers workers' compensation costs for the County.

How are we doing? The County's illness/injury rate is comparable to the private sector and well below the average for local government agencies of 8.1 per 100 employees, as reported by the Department of Industrial Relations. Top management support for the County's Safety Program, (including training, safety equipment purchases, and hazard mitigation efforts) has resulted in the County reducing its injury rate from a high of 10.3 in FY 2001-02 and FY 2002-03 to its lowest rate of 3.8 in FY 2009-10. The injury rate has leveled off as expected. In the most current data available from the State (2010), the average injury rate for comparably sized local governments was 7.1 per 100 employees. The initial impact of the Loss Prevention Initiative (LPI) is an approximate 10% reduction in reported injuries in the first half of FY 2011-12 and the program's efforts should enable us to meet our FY 2011-12 target. The FY 2012-13 target represents additional injury reduction due to the maturation of the Loss Prevention Initiative.

3. Performance Measure: Annual number of serious employee work-related injuries (i.e., death, loss of limb, overnight hospitalization, etc.) as defined by CAL/OSHA.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
0	2	1	1	0	0	0

What: 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 limb, 24 hour hospitalization for other than observation, etc. This measure reports the number of employees who experience a serious work-related injury.

Why: This measure helps track the effectiveness of our Safety Program, which has an impact on the County's budget. An effective safety program limits employee injury and illness, which lowers workers' compensation costs for the County.

How are we doing? In FY 2010-11, there were no fatalities but one employee was seriously injured requiring more than 24 hours hospitalization. The County always endeavors to achieve zero serious injuries each year. Direct comparable-entity comparison data are not available for this measure.

4. Performance Measure: Number of days away from work due to workplace injury.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
795	942	419	666	750	750	675

What: This measure tracks 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, which have an impact on the County's budget and the productivity of County employees. Effective safety and workers' comp programs limit employee injury and illness, which lowers workers' compensation costs for the County and reduces the amount of time that County employees are unable to be at work.

How are we doing? The County continues to see a long-term trend of lost-days reductions, though year to year the rate fluctuates. Top management support for the County's Safety and Return to Work programs has in the long term reduced the severity of injuries, and permitted workers to avoid lost work days through use of alternative work offerings. The FY 2012-13 target reflects reduced injury severity expected due to the Loss Prevention Initiative. Direct comparable-entity comparison data are not available for this measure.

Department Goal: To effectively administer the County's Liability Insurance Program.

Communitywide Result Link: ☐ Safe ☐ Healthy ☐ Livable ☐ Prosperous ☒ Well-Governed Community

5. Performance Measure: Number of liability claims filed per $1 million of payroll.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
.95 CSAC average 1.03	.60 CSAC average .98	.65 CSAC average .93	.57 CSAC average .83	Better than the CSAC average	Better than the CSAC average	Better than the CSAC average

What: This measure represents a comparison of the number of liability claims filed against local California governments. The California State Association of Counties (CSAC) Excess Insurance Authority (EIA) insures the majority of California public agencies and is the second largest public entity property and casualty pool in the nation.

Why: Tracking the number of liability claims filed per $1 million of payroll indicates how San Luis Obispo County compares to other counties as determined by the County's annual actuary conducted by Bickmore Risk Services. Keeping liability claims to a minimum has a positive impact on the County's budget because a low number of liability claims contributes to lower liability insurance premiums.

How are we doing? Based on our 2010 actuarial, claim frequency has decreased slightly compared to FY 2009-10 levels. The County's liability program is performing well and we remain well below the CSAC-EIA average. The County's number of liability claims per $1 million of payroll has consistently been below the CSAC-EIA average. Due to continuing loss prevention efforts we anticipate that trend will continue.

6. Performance Measure: Performance Measure: Average dollar loss/liability claim.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
$7,370 CSAC average $6,520	$9,290 CSAC average $7,280	$9,460 CSAC average $7,700	$12,280 CSAC average $8,990	Better than the CSAC average	Better than the CSAC average	Better than the CSAC average

What: This measure provides an indication of how much money is being spent on average for liability claims. CSAC (EIA) insures the majority of California public agencies and is the second largest public entity property and casualty pool in the nation.

Why: Tracking the average dollar loss per liability claim indicates how San Luis Obispo County compares to other counties as determined by the County's annual actuary conducted by Bickmore Risk Services. Minimizing liability claims costs reduces the amount of General Fund dollars needed to pay claims, and reduces the cost of excess insurance.

How are we doing? Based on the November 2010 actuarial study, average loss per claim increased. This is largely attributed to the settlement of several serious lawsuits. The County has experienced favorable outcomes in several recent litigated matters, and the program fundamentals are sound. We anticipate reducing our average loss per claim to levels below the CSAC average in FY 2011-12 and FY 2012-13.

7. Performance Measure: Dollars of loss per $100 of payroll for liability claims.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
.70 CSAC average .68	.56 CSAC average .69	.62 CSAC average .67	.70 CSAC average .67	Better than the CSAC average	Better than the CSAC average	Better than the CSAC average

What: This measure provides an indication of the total liability dollars spent per every $100 of the County's payroll. CSAC (EIA) insures the majority of California public agencies and is the second largest public entity property and casualty pool in the nation.

Why: Tracking the dollars of loss per $100 of payroll indicates how San Luis Obispo County compares to other counties as determined by the County's annual actuarial conducted by Bickmore Risk Services. Minimizing liability claims costs reduces the amount of General Fund dollars needed to pay claims, and reduces the cost of excess insurance.

How are we doing? Based on the November 2010 actuarial, the County's loss rate per $100 of payroll increased slightly from the November 2009 levels. Favorable resolution of several recently litigated matters gives initial indication that we will achieve our targets in FY 2011-12 and FY 2012-13.

Department Goal: Administer a cost-effective Workers' Compensation program for County employees.

Communitywide Result Link: ☐ Safe ☐ Healthy ☐ Livable ☐ Prosperous ☒ Well-Governed Community

8. Performance Measure: Dollars of loss per $100 of payroll for Workers' Compensation claims.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
$1.55 CSAC average $2.52	$1.43 CSAC average $2.25	$1.38 CSAC average $2.10	$1.27 CSAC average $2.06	Better than the CSAC average	Better than the CSAC average	Better than the CSAC average

What: This measure provides a comparison of the County's workers' compensation claims costs relative to the annual workers' compensation payroll costs of other counties in California. CSAC (EIA) insures the majority of California public agencies and is the second largest public entity property and casualty pool in the nation.

Why: Tracking the dollars of loss per $100 of payroll for workers' compensation claims indicates how San Luis Obispo County compares to other counties as determined by the County's annual actuarial conducted by Bickmore Risk Services. Minimizing workers' compensation claims costs reduces the amount of General Fund dollars needed to pay claims, and reduces the cost of excess insurance.

How are we doing? The County continued to see a decline in FY 2010-11 in its loss rate per $100 of payroll. We continue to remain below the CSAC-EIA average. Continued effective claims administration and low claim numbers as affected by safety and loss prevention efforts contribute to the decline in dollars lost.

9. Performance Measure: Number of Workers' Compensation claims per 100 employees.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
6.6 Comp Co. avg. 9.6	6.6 Comp Co. avg. 9.6	6.6 Comp Co. avg. 8.1	6.9 Comp Co. avg. 8.4	Better than the Comp Co. average	Better than the Comp Co. average	Better than the Comp Co. average

What: This measures the number of workers' compensation claims per 100 employees for a comparison to the level of claims experienced in other California counties. San Luis Obispo County is compared to 19 other counties in the annual Self Insurance Plan Benchmark report produced by TCS Risk Management Services, and more specifically to four counties considered comparable to San Luis Obispo County (Marin, Santa Barbara, Santa Cruz and Sonoma).

Why: This measure enables us to compare the level of workers' compensation claims within the County to the claim levels experienced by comparably sized and organized California counties. Claim frequency is an indication of the effectiveness of both our workers' compensation and safety programs, which impacts the County's budget. A low level of workers' compensation claims reduces the County's workers' compensation insurance premiums.

How are we doing? The December 2010 TCS reports show the claim frequency for the County has been trending downward for several years, but the trend has leveled off. Additionally, the report shows that the County has the lowest frequency of the four comparably sized and organized counties.

10. Performance Measure: Average dollars loss per Workers' Compensation claim.

07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Projected	12-13 Target
$7,380 CSAC average $11,540	$5,440 CSAC average $10,290	$5,730 CSAC average $10,790	$6,170 CSAC average $10,940	Better than the CSAC average	Better than the CSAC average	Better than the CSAC average

What: This measures the average dollars of loss per workers' compensation claim for a comparison to the average dollars of loss experienced in other Counties as reported by the CSAC average. The average loss projected by the CSAC actuary is based on historical loss data and represents ultimate final loss costs for claims from each fiscal year. CSAC (EIA) insures the majority of California public agencies and is the second largest public entity property and casualty pool in the nation.

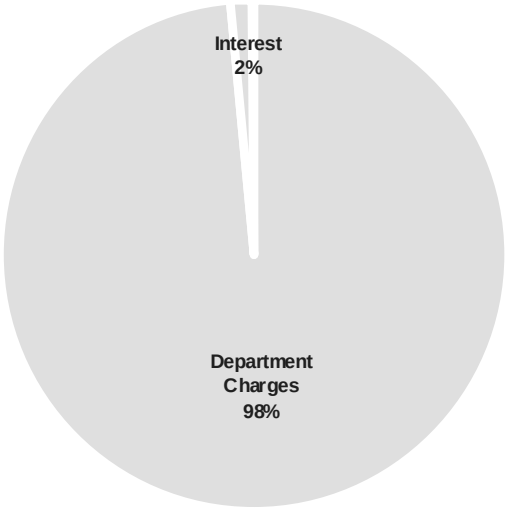
Why: Tracking the average dollars lost per workers' compensation claim provides a measurement of the effectiveness of the County's workers' compensation program as compared to other counties. An effective workers compensation program limits the number and cost of workers' compensation claims.
How are we doing? Our continued efforts to keep new claims contained and older claims resolved have helped the program see a low average dollar loss per workers' compensation claim. Like all counties, San Luis Obispo County's claim costs have begun to rise with the overall rise in health care costs. However, San Luis Obispo County's claim costs are still nearly half of the CSAC average.

PURPOSE STATEMENT

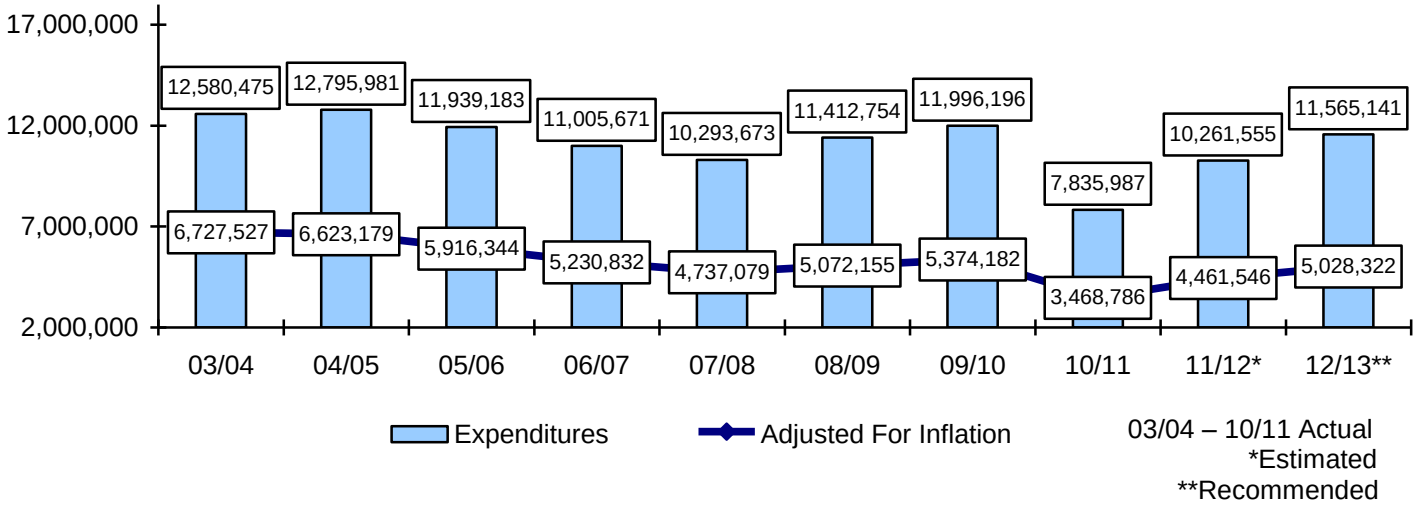
Fund Centers 408-412 comprise the County's self-insurance budget and provide funding for Workers Compensation (Fund Center 408), Liability Self-Insurance (Fund Center 409), Unemployment Insurance (Fund Center 410), Medical Malpractice (Fund Center 411) and Self-Insured Dental (Fund Center 412). Funding for the self-insurance Fund Centers comes largely from charges to departments for providing various benefits and insurances to County employees. Staffing for the administration of the self-insurance programs is included in Fund Center 105 - Risk Management.

OPERATING DETAIL (1)	2010-11 ACTUAL (2)	2011-12 ESTIMATED (3)	2012-13 PROPOSED ESTIMATES (4)	2012-13 RECOMMENDED ESTIMATES (5)
OPERATING REVENUES				
Charges for current services	7,889,660	7,174,000	5,804,000	5,804,000
TOTAL OPERATING REVENUES	7,889,660	7,174,000	5,804,000	5,804,000
OPERATING EXPENSES				
Services and Supplies	2,870,958	2,223,355	2,176,469	2,176,469
Overhead	544,782	362,920	127,533	127,533
Insurance	1,338,711	1,935,280	2,250,000	2,250,000
Claims	2,064,272	4,930,000	5,951,139	5,951,139
Outside Legal	1,017,264	810,000	1,060,000	1,060,000
TOTAL OPERATING EXPENSES	7,835,987	10,261,555	11,565,141	11,565,141
OPERATING INCOME (LOSS)	53,673	(3,087,555)	(5,761,141)	(5,761,141)
NON-OPERATING REVENUES (EXPENSES)				
Interest	108,777	94,654	94,654	94,654
Other Income	0	1,173,008	0	0
TOTAL NON-OPERATING REVENUES (EXPENSES)	108,777	1,267,662	94,654	94,654
INCOME BEF. CAPITAL CONTRBS. & TRANSFERS	162,450	(1,819,893)	(5,666,487)	(5,666,487)
Transfers in (out)	0	0	0	0
CHANGE IN NET ASSETS	162,450	(1,819,893)	(5,666,487)	(5,666,487)
Net assets - beginning	6,991,198	6,420,548	6,991,198	6,991,198
Net assets - ending	7,153,590	1,440,234	7,313,570	7,313,570

Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Self Insurance has a total expenditure level of $11,565,141 to provide the following services:

Workers' Compensation

Provides funding for all costs associated with the County's self-insured Workers' Compensation Program, including benefit payments to eligible recipients and administrative expenses.

Total Expenditures: $5,561,013 Total Staffing (FTE): *

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 administrative expenses.

Total Expenditures: $3,623,335 Total Staffing (FTE): *

Medical Malpractice

Provides funding for all costs associated with the County's Medical Malpractice Program, including insurance premiums, deductibles, and administrative expenses.

Total Expenditures: $319,514 Total Staffing (FTE): *

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: $286,358 Total Staffing (FTE): *

Dental Plan

Provides funding for all costs associated with the County's self-insured dental plan, including benefit payments and administrative expenses.

Total Expenditures: $1,774,921 Total Staffing (FTE): *

*Staffing for these programs is reflected in Fund Center 105 – Risk Management.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The Self Insurance Budget consists of Internal Service Funds (ISF's) that charge County departments in order to service the Workers Compensation (Fund Center 408), Liability (Fund Center 409), Unemployment Insurance (Fund Center 410) , Medical Malpractice (Fund Center 411), and Self-Insured Dental (Fund Center 412) programs. Staffing for each of these programs is described in the budget for Risk Management (Fund Center 105).

Industry norms, including guidelines set by the County's excess insurance carrier, the California State Association of Counties – Excess Insurance Authority (CSAC-EIA), suggest that fund reserve levels for these programs should be maintained between 70% (minimum) and 90% (conservative) confidence levels. The programs in the self insurance budget have been well managed in recent years, and are on a good financial foundation. Therefore, it is reasonable and appropriate to minimize charges to departments during this difficult budget year, while still maintaining adequate reserve levels. For this reason, charges to departments have been reduced in most cases to maintain a 70-85% confidence level in the reserve funds. Setting and maintaining of reserve levels is done in conjunction with annual actuarial studies.

Because the Self Insurance Programs are Internal Service Funds, 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, this narrative, Service Programs, and the 10 year Expenditure chart use the information and data from the Schedule 10.

For consistency with the manner in which changes in other Fund Centers are explained, this narrative provides a comparison of the FY 2012-13 recommended budget with the FY 2011-12 adopted budget. Variances between the FY 2012-13 recommended budget and the FY 2011-12 adopted budget are described by Fund Center as follows:

Fund Center 408- Workers Compensation

Revenues are recommended to remain flat, at $2,329,000, compared to FY 2011-12 levels. As a budget balancing solution, charges to departments were temporarily reduced from normal levels of $3,200,000, to $1,600,000 in both FY 2009-10 and FY 2010-11, in an effort to reduce County departments' need for General Fund support. Due to concerns about maintaining appropriate reserves for this Fund Center, the charges to departments were set to generate $2,254,000 in FY 2011-12, which represents the lowest possible impact to the General Fund without jeopardizing Workers Compensation fund reserves. The recommendation to keep charges at FY 2011-12 levels will enable the Fund Center to maintain an 80% confidence level.

Expenditures are recommended to decrease by $308,911 or 5% compared to FY 2011-12 adopted levels due to 1) a $50,000 reduction in insurance premiums based on an estimate provided by the CSAC-EIA; 2) a $104,920 reduction to the contract for a third party administrator of the Workers' Compensation program, due to a renegotiation of the contractor's administrative fee; and 3) the elimination of countywide overhead charged to this Fund Center.

Fund Center 409- Liability

Revenues are recommended to decrease $1,500,000 or 49% compared to FY 2011-12 adopted levels due to decreased liability insurance billings to departments which have been set to generate $1,500,000 in FY 2012-13. Despite this decrease, the fund has sufficient reserves to maintain a 70% confidence level.

Expenditures are recommended to decrease $476,125 or 11% compared to FY 2011-12 adopted levels due to a $235,000 decrease in liability insurance costs and a $165,000 decrease in outside legal counsel expenditures. In FY 2011-12, the budget for outside legal expenses was increased to more realistically budget for the use of outside counsel, which had historically been underbudgeted in prior fiscal years. The recommended amount for FY 2012-13 represents a leveling out of costs. A $81,744 decrease in overhead charges also contributes to the overall decrease in recommended expenditure levels.

Fund Center 410- Unemployment Insurance

Revenues are recommended to decrease $41,000 or 20% compared to FY 2011-12 adopted levels due to decreased billings to departments, in an effort to minimize the impact of unemployment insurance premiums to the General Fund. Expenditures are recommended to decrease $50,453 or 13% compared to FY 2011-12 adopted levels due to a decrease in unemployment insurance payments. Despite the decrease in charges to departments, the Fund Center maintains adequate reserves to cover any potential unemployment insurance claims in the near future.

Fund Center 411- Medical Malpractice

Revenues are recommended to increase $11,000 or 4% compared to FY 2011-12 adopted levels due to an increase in insurance charges charged out to departments in anticipation of slightly higher liabilities in the near future. Expenditures are recommended to increase $2,726 or less than 1%.

Fund Center 412- Self-Insured Dental

Revenues are recommended to remain flat, at $1,660,850, compared to FY 2011-12 adopted levels. Expenditures are recommended to decrease by $11,064 or less than 1% compared to FY 2011-12 adopted levels due to a decreased cost for Delta's claim processing and Preferred Benefits' eligibility services.

Financing

Countywide Automation Replacement

Debt Service

General Government Building Replacement

Non-Departmental – Other Financing Uses

Non-Departmental Revenues

Other Post Employment Benefits

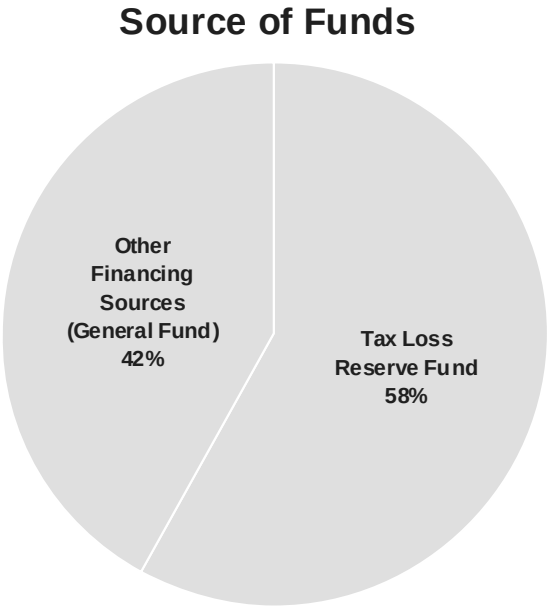
Pension Obligation Bonds

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.

Financial Summary	2011-12 Budget	2011-12 Projected	2012-13 Requested	2012-13 Recommended	Change from 2011-12
Taxes	$ 1,296,735	$ 1,296,735	$ 0	$ 2,477,500	$ 1,180,765
Charges for Current Services	0	0	0	20,000	20,000
Other Financing Sources	1,569,019	1,569,019	0	1,761,605	192,586
Interfund	0	2,388,558	0	0	0
Total Revenue	$ 2,865,754	$ 5,254,312	$ 0	$ 4,259,105	$ 1,393,351
Fund Balance Available	$ 59,048	$ 59,048	$ 0	$ 0	$ (59,048)
Cancelled Reserves	280,265	862,105	0	0	(280,265)
Total Financing Sources	$ 3,205,067	$ 6,175,465	$ 0	$ 4,259,105	$ 1,054,038
Salary and Benefits	$ 0	$ 0	$ 0	$ 0	$ 0
Services and Supplies	1,940,000	2,986,246	2,468,800	2,621,300	681,300
Other Charges	0	581,840	0	0	0
Fixed Assets	477,000	2,281,089	1,519,630	727,285	250,285
Gross Expenditures	$ 2,417,000	$ 5,849,175	$ 3,988,430	$ 3,348,585	$ 931,585
Contingencies	0	0	0	0	0
New Reserves	788,067	788,067	0	910,520	122,453
Total Financing Requirements	$ 3,205,067	$ 6,637,242	$ 3,988,430	$ 4,259,105	$ 1,054,038



SERVICE PROGRAMS

Countywide Automation has a total expenditure level of $3,348,585 and a total staffing level of 0.00 FTE to provide the following services.

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: $3,348,585 Total FTE: 0.00

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 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. The FY 2012-13 depreciation schedule for Countywide Automation identifies that approximately $1.7 million in funding from overhead charges is applied to finance the expense in this budget. These charges are related to the depreciation of automation assets.

The recommended budget for FY 2012-13 Countywide Automation Fund Center is based on funding for projects reviewed and approved by the Information Technology Executive Steering Committee (IT-ESC) and routine annual equipment replacement and upgrades of County systems. The total recommended operational expenditures for FY 2012-13 is $3,348,585, a $931,585, or 38% increase over the adopted operational expenditure level for FY 2011-12. Total expenditures, the sum of the operational expenditures and the funding set aside for new reserves, is $4,259,105, an increase of $1,054,038 or 32% over the amount in the adopted FY 2011-12 budget.

Recommended service and supply expense totals $2,621,300 an increase of approximately $681,300 or 35% more than the FY 2011-12 adopted budget. Approximately $2.5 million of the expense in this category is for the Property Tax Replatform project. This funding is to cover the cost to backfill staffing for the Assessor, Auditor-Controller and the Tax Collector Treasurer. The amount also includes the cost for an existing staff position in the Information Technology department to serve as the project manager. Experienced staff from these departments is needed to work with the consultants who will develop the new platform software which will run the Property Tax System. A total of 7.5 FTE in Limited Term staffing will backfill for the staff in the departments assigned to the project. The funding recommended for this project will cover the cost of the staff for the two and half year duration of the project. The recommended services and supplies budget also includes approximately $143,800 in other expense related to recurring replacement of communications and technology equipment and software.

In addition the recommended budget for 2012-13 includes $727,285 in fixed assets, an increase of $250,285, or 37%, over the adopted level for FY 2012-13. Fixed assets include a variety of equipment replacements, $225,000 for funding to cover the cost of project management for a new DA Case Management System and $160,000 for a new Parks Reservation System.

The expense in this budget can vary greatly from year to year, based upon whether large new projects are included in the budget. As mentioned previously, the FY 2012-13 budget includes the second and final phase of funding for the Property Tax Replatform project. It also includes funding for the project management of a new District Attorney Case Management system. This project will replace an existing outdated mainframe based case management system with a more modern system.

The recommended total financing sources for this budget are $4,259,105, a $1,045,038, or a 32% increase over the adopted level for FY 2011-12. Funding from General Fund from depreciation charges total $1,761,605, an increase of $192,586, or 12%, over the FY 2011-12 adopted budget. Funding for the Property Tax System is through an allocation of $2,477,500 from the Tax Loss Reserve Fund (Teeter funds). Financing for this budget also includes $20,000 from Public Government and Education (PEG) funds received through cable franchise

agreements. The recommended budget for Countywide Automation provides approximately $3.3 million to fund automation projects and also provides $910,520 in new reserves for the Countywide Automation Fund. The amount for new reserves is approximately $122,453, or 15% more than the amount of new reserve funding in the FY 2011-12 adopted budget.

The following section provides a brief description of the projects recommended for approval. Projects are identified as being either "Recurring" or "Non-Recurring". Recurring projects are generally considered to be a normal expense for operations, such as replacement or upgrades of existing software and hardware in existing systems. Non-Recurring projects are projects which substantially change an operational process, or significantly change or expand the capacity and capability of the technological applications and tools used by the County.

Recommended FY 2012-13 Projects Approved by the IT-ESC

IT-ESC is the governance body which reviews and recommends County technology projects to the County Administrator and Administrative Office. The Executive Steering Committee is composed of thirteen (13) County managers. Eight (8) are permanent members, and to assure that all stakeholders have an opportunity for direct representation, three (3) members are appointed or elected to serve on a rotating basis. Permanent members collectively represent those organizations that utilize the majority of services provided by Information Technology. The County Administrative Officer (CAO) is a member and serves as committee chair.

There are three IT-ESC approved projects totaling approximately $2.8 million included in the recommended FY 2012-13 budget. Two of the following three projects are non-recurring projects which expand the service levels provided by the County's technology infrastructure. Non-recurring projects are essentially onetime expenses for the development and implementation of new technology systems. Once the projects are implemented, replacement hardware and software will be a recurring expense in future years. The following summarizes the project recommended by the IT-ESC for FY 2011-12.

1. **District Attorney Case Management System (Non-Recurring)**

   Expense: $225,685
   Source of Funding: Countywide Automation Funds.
   Operational Costs Operational costs of the system are anticipated to be the same or less than the current mainframe based system.

   This project replaces an outdated mainframe based system. The new system is expected to provide greater functionality and ease of use. It is a part of the County's Criminal Justice Information System. The project is essential for managing criminal filings, establishing and tracking criminal cases and sharing information with the Sheriff, Probation, Courts and other criminal Justice Partners. The benefits of the project include:

   - Replacement of an outdated mainframe system with a modern system that is server based. This is key step in the County's migration away from mainframe based systems and will contribute to avoiding future costs associated with the operation and replacement of mainframe equipment.
   - The new system is expected to provide greater functionality and an improved user interface for managing criminal cases handled by the District Attorney's Office. It will also enhance the ability to manage and share information with criminal justice partners.

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2. **Park Reservation System (Non-Recurring)**

   Expense: $160,000
   Source of Funding: Countywide Automation Funds.
   Operational Expense: The operational expense for this system is anticipated to be minimal and will be covered in the Parks operational budget.

   This project will use commercial software which is internet based to allow individuals to remotely make reservations for campgrounds and other Park and recreational facilities. Currently, individuals who wish to make reservations must call the Parks department during regular business hours. By moving to an internet based system, people will be able to view the availability of campground and other recreational

facilities, reserve and pay for their selection 24 hours a day seven days a week. The benefits of the project include:

- Substantially increased convenience for Park clients
- Increased revenues for Parks
- Reduced staff time taking and tracking reservations
- Reduced reservation errors
- Improved customer service.

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3. Property Tax System Replatform (Non-Recurring)

Phase 2 expense: $2,477,500
Sources of Funding: $2,477,500 from the Tax Loss Reserve Fund (Teeter funds)
Operational Expense: Annual $400,000 decrease in mainframe equipment and software expense. Upon implementation of the Property Tax Replatform project, there will be a shift of existing operational expense from current maintenance expense for the existing Property Tax System to the new system resulting in a net reduction of annual operational expense.

County developed tax systems, including the Property Tax System, are involved in the collection and subsequent disbursement of approximately 32% of all county funding. In FY 2010-11, this amounted to nearly $145 million. Consequently, having reliable systems that run on modern hardware and software platforms is critical to the efficient operation of the County.

This project will move (modernize) the Property Tax System from the existing mainframe system to a new computing environment. There are two fundamental drivers for this project:
1) reduce the costs associated with the current mainframe frame based environment and
2) provide a database and software development environment which makes Property Tax System on-going maintenance, enhancement and development easier and more cost-effective.

The Property Tax System modernization will provide access to up-to-date and more widely supported software development and maintenance tools. In turn, this will enhance the ability of information technology personnel supporting the Property Tax applications to more effectively support and maintain the system. It will also improve the team's ability to enhance and extend Property Tax System features and functionality in response to departmental needs.

The recommended budget funds the second and final phase for the project. This phase funds the hiring of 7.5 Limited Term staff to backfill for existing staff who will be working on the project for approximately two and half years, beginning in FY 2012-13. The staff is distributed as follows:

- Assessor 4.5 FTE
- Auditor–Controller 2.0 FTE
- Tax Collector-Treasurer 1.0 FTE

The funding will also cover the cost of an existing Project Manager position in the Information Technology Department to oversee the project.

Other Projects Recommended for FY 2012-13

There are three initiatives, totaling $482,500, budgeted that are equipment replacements and upgrades to County communications. There is no increase in operational expense for these projects.

1. **Upgrade and modernization of Board of Supervisor (BOS) chambers audio and visual equipment (Recurring)**
   Expense: $20,000

   Source of Funding: Public, Government and Education funds available through the cable franchise agreement

   This project replaces outdated audio and visual equipment used in Board of Supervisors Chambers.

2. **Upgrade and expand equipment housed in the County's data center (Recurring)**
   Expense: $161,300
   Source of Funding: Countywide Automation Funds.

   This project replaces and upgrades a variety of hardware and software necessary to maintain the County's information technology systems in the County's data center. The replacements and upgrades include:

   - $35,000 VM Capacity Management - This software will automate the analysis of the virtual server environment to more efficiently utilize physical resources available.
   - $8,000 VM Management Server – This is hardware (server) for the VM Capacity Management software identified above.
   - $15,000 Ironport email/spam device licenses - This will simplify our email anti-virus and encryption processing by consolidating both services into one device that will provide better protection.
   - $30,000 DS5100 Disk Drives - Increased storage to accommodate growth in County data.
   - $3,300 Google Mini Replacement - These allow for County internet and intranet site searching.
   - $27,000 Blade Center Server Modules - To accommodate increased demand for virtual servers.
   - $15,000 TSM Server - Replacement server that manages County data backups.
   - $20,000 External Firewall Cluster - Provides secure access for local law enforcement agencies to County data.
   - $8,000 Network/Server Monitoring Server - Server replacement to monitor network activity to ensure available connectivity. (this supports FC114 RBDM 4)

3. **Upgrade and maintain public safety radio communications equipment and systems (Recurring)**
   Expense: $301,200
   Source of Funding: Countywide Automation Funds.

This project replaces equipment and software essential to the continued operation of the County's Public Safety Radio Communications System. The equipment being replaced includes:

- GPS time reference hardware $129,000
- RF Communications Analyzer $42,000
- RF Communications Service Monitors $20,000
- Radio Antenna Combiner/Multicoup $72,000

- Simulcast Voter Cards $20,000
- Auxiliary Radio Receivers $18,000

BUDGET AUGMENTATION REQUESTS RECOMMENDED

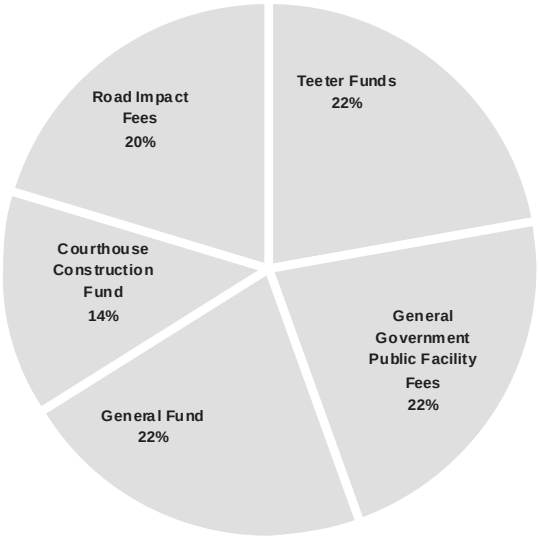
Unit Amount	Description	Results
Gross Requested: $2,477,500 Source of Funding: $2,477,500 from the Tax Loss Reserve Fund (Teeter funds) The total estimated expense for both phases of the project is $5 million. .	**Property Tax System Replatform**. This Budget Augmentation Request funds the second and final phase of the project. The Property Tax System is the single largest remaining application suite on the mainframe. Moving the Property Tax System to another environment would significantly reduce overall mainframe usage. The project would result in two additional benefits: 1) Eliminate costs associated with mainframe use for the 3 departments, Tax Collector Treasurer, Assessor and Auditor-Controller, using the application and 2) Act as a catalyst to eliminate the rest of the applications and data from the mainframe, allowing the future decommissioning of the platform. This phases funds 7.5 FTE in Limited Term staffing for 2.5 years. The staffing is as follows: • Assessor 4.5 FTE • Auditor–Controller 2.0 FTE • Tax Collector-Treasurer 1.0 FTE • 1 FTE existing Project Manager in Information Technology	1) Reduce annual mainframe hardware and software costs operating costs by $400,000 2) Avoid system obsolesce by moving a critical set of applications, commonly described as the Property Tax System, from the mainframe to a more modern application and system development environment 3) Move Property Tax System data to a modern database 4) Position the County to provide additional Property Tax related services electronically or on-line; and, 5) Extend the life of the current system by a minimum of 10 years.

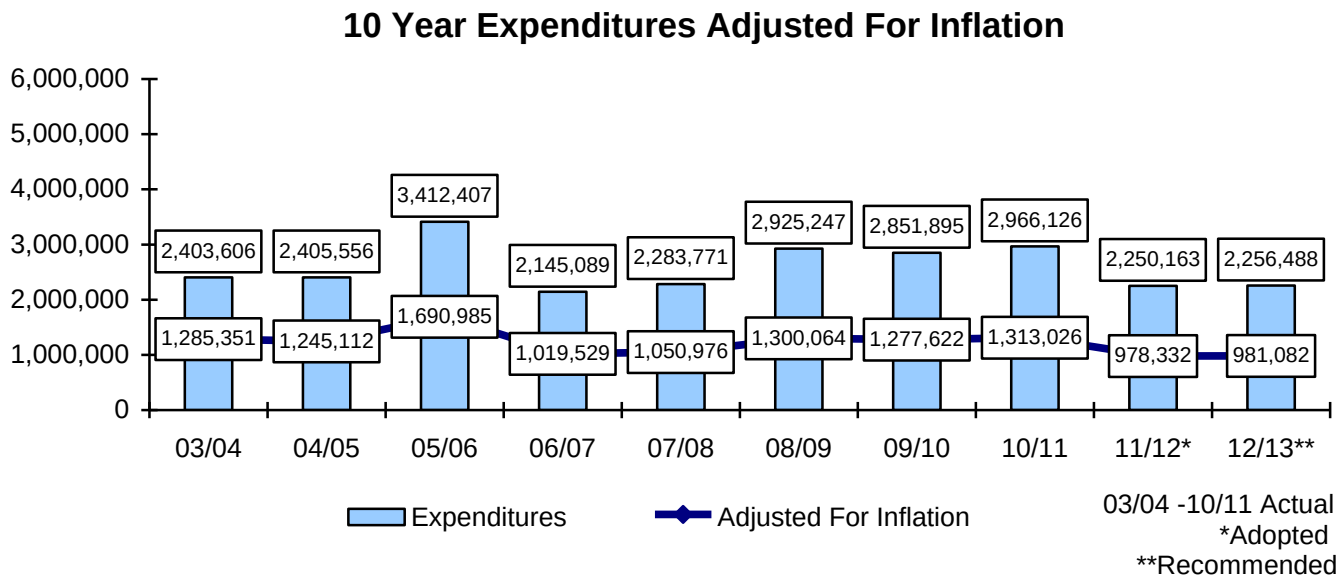
PURPOSE STATEMENT

This fund center accounts 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 are made by the County's Debt Advisory Committee in accordance with the provisions laid out in the County's Debt Management Policy. Debt service payments are funded with a variety of revenue sources as outlined below. Every attempt is made to provide for debt service payments through dedicated revenues that can be maintained over the life of the debt, before General Fund dollars are used. There are no County operations, programs or services directly associated with this fund center.

Financial Summary	2011-12 Budget	2011-12 Projected	2012-13 Requested	2012-13 Recommended	Change from 2011-12
Taxes	$ 500,000	$ 500,000	$ 500,000	$ 500,000	$ 0
Fines, Forfeitures and Penalties	308,119	308,119	310,819	310,819	2,700
Other Financing Sources	1,442,044	1,442,044	1,445,669	1,445,669	3,625
Total Revenue	$ 2,250,163	$ 2,250,163	$ 2,256,488	$ 2,256,488	$ 6,325
Fund Balance Available	$ 0	$ 0	$ 0	$ 0	$ 0
Cancelled Reserves	0	0	0	0	0
Total Financing Sources	$ 2,250,163	$ 2,250,163	$ 2,256,488	$ 2,256,488	$ 6,325
Salary and Benefits	$ 0	$ 0	$ 0	$ 0	$ 0
Services and Supplies	0	0	0	0	0
Other Charges	2,250,163	2,250,163	2,256,488	2,256,488	6,325
Fixed Assets	0	0	0	0	0
Gross Expenditures	$ 2,250,163	$ 2,250,163	$ 2,256,488	$ 2,256,488	$ 6,325
Contingencies	0	0	0	0	0
New Reserves	0	0	0	0	0
Total Financing Requirements	$ 2,250,163	$ 2,250,163	$ 2,256,488	$ 2,256,488	$ 6,325

Source of Funds





COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

During FY 2010-11, a comprehensive debt management policy was created and approved by the Board of Supervisors. This policy generally reflects the robust debt management practices that have existed for many years. All new debt issuance must be reviewed by the Debt Advisory Committee prior to being recommended to the Board of Supervisors. The Debt Advisory Committee was established by the Board of Supervisors during FY 1991-92.

The County's target is to keep the annual debt service paid for by the General Fund to 5% or less of the General Fund operating budget (reference performance measure #1 of the Administrative Office for more details). The current percent is approximately 2.6%, well below the target.

The debt payments contained in this fund center are as follows:

$1,489,019 for the 2002 Certificate of Participation (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 ($500K), General Government Public Facility Fees ($500K), and $489,019 from the General Fund.

$307,119 for the 2007 COP for the Paso Robles Courthouse. This debt is paid with Courthouse Construction funds.

$450,050 for the 2008 COP for the Vineyard Drive interchange in North County (near Templeton). This debt is paid with Road Impact Fees.

$10,300 of the expense in this budget is attributable to the administrative fees and reporting expenses associated with the issuance and management of the above noted debt.

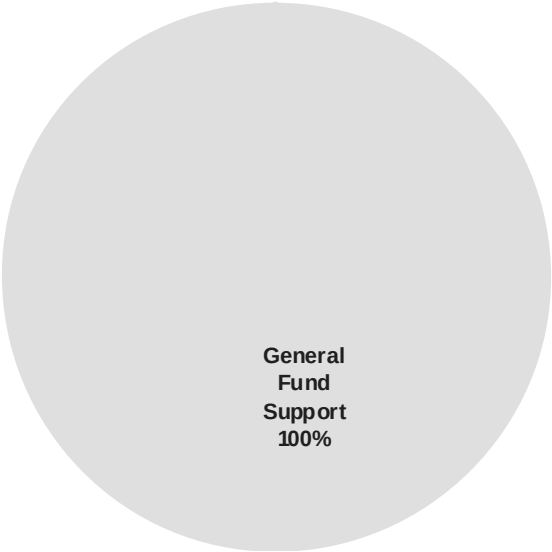
The County also issued Pension Obligation Bonds during FY 2004-05. The details can be found in the Pension Obligation Bond fund center.

PURPOSE STATEMENT

The purpose of this fund is to set aside funding to help pay for the replacement of the County's general government buildings. Funding levels for this fund are determined each year by calculating the annual depreciation associated with County buildings as identified in the County's Cost Allocation Plan. Building replacement funds are expended based on the needs identified in the County's Facilities Master Plan. There are no County operations, programs or services directly associated with this fund center.

Financial Summary	2011-12 Budget	2011-12 Projected	2012-13 Requested	2012-13 Recommended	Change from 2011-12
Other Financing Sources	$ 3,320,873	$ 3,320,873	$ 2,732,613	$ 2,732,613	$ (588,260)
Total Revenue	$ 3,320,873	$ 3,320,873	$ 2,732,613	$ 2,732,613	$ (588,260)
Fund Balance Available	$ 9,900	$ 9,900	$ 0	$ 0	$ (9,900)
Cancelled Reserves	0	0	0	0	0
Total Financing Sources	$ 3,330,773	$ 3,330,773	$ 2,732,613	$ 2,732,613	$ (598,160)
Salary and Benefits	$ 0	$ 0	$ 0	$ 0	$ 0
Services and Supplies	0	0	0	0	0
Other Charges	0	0	0	0	0
Fixed Assets	0	0	0	0	0
Gross Expenditures	$ 0	$ 0	$ 0	$ 0	$ 0
Contingencies	0	0	0	0	0
New Reserves	3,330,773	3,330,773	2,732,613	2,732,613	(598,160)
Total Financing Requirements	$ 3,330,773	$ 3,330,773	$ 2,732,613	$ 2,732,613	$ (598,160)

Source of Funds



COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

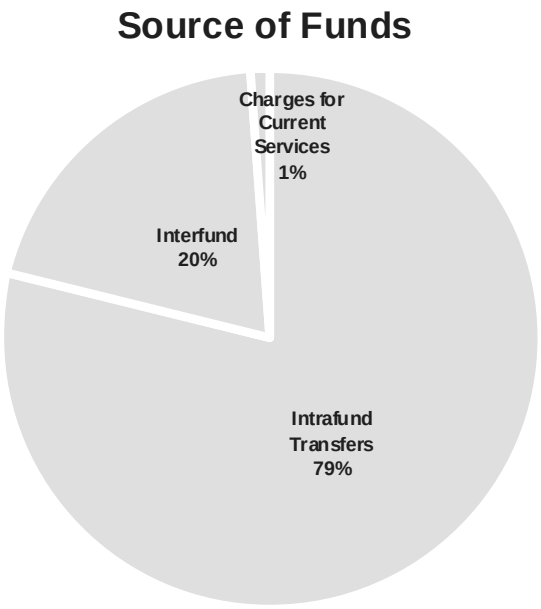
This fund center supports the long-term commitment to strategic planning as identified in the five-year Capital Improvement Plan and the Countywide Facilities Master Plan. The funding for this fund center is based upon the annual depreciation of County buildings as identified in the Cost Allocation Plan (countywide overhead).

The depreciation schedule indicates that $2,732,613 should be placed into reserves to help fund replacement and new building projects. The full amount is recommended for placement into the reserve. This is the second year that the full amount is being placed into reserves. In the prior three years, a portion of the depreciation was redirected to the General Fund in order to help balance the operating budget as part of the short-term budget balancing strategies.

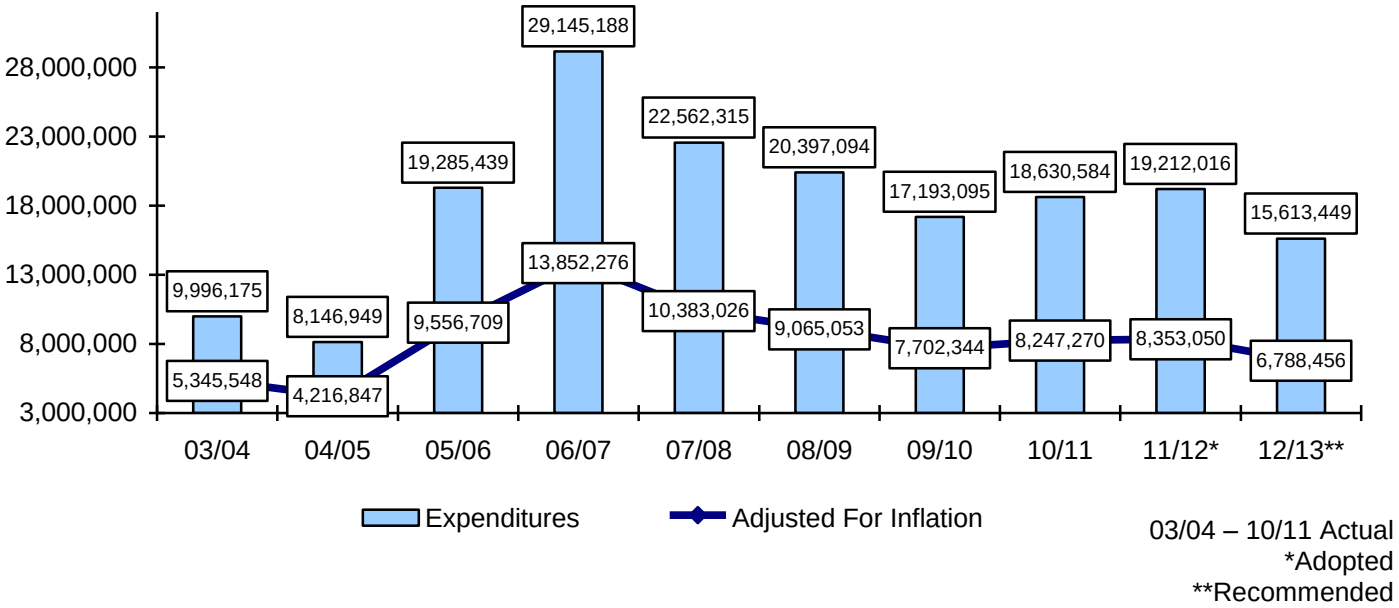
PURPOSE STATEMENT

The fund center provides General Fund support to "Other Funds" to help finance their operations. This fund center is also the receiving budget for overhead charged to County departments. There are no County operations, programs or services directly associated with this fund center.

Financial Summary	2011-12 Budget	2011-12 Projected	2012-13 Requested	2012-13 Recommended	Change From 2011-12
Charges for Current Services	$ 30,715	$ 30,715	$ 40,277	$ 40,277	$ 9,562
Other Financing Sources	1,712,000	1,712,000	0	0	(1,712,000)
Interfund	2,911,736	2,911,736	2,526,317	2,526,317	(385,419)
**Total Revenue	$ 4,654,451	$ 4,654,451	$ 2,566,594	$ 2,566,594	$ (2,087,857)
Other Charges	19,212,016	19,212,016	15,115,498	15,613,449	(3,598,567)
**Gross Expenditures	$ 19,212,016	$ 19,212,016	$ 15,115,498	$ 15,613,449	$ (3,598,567)
Less Intrafund Transfers	10,035,388	10,035,388	9,921,557	9,942,443	(92,945)
**Net Expenditures	$ 9,176,628	$ 9,176,628	$ 5,193,941	$ 5,671,006	$ (3,505,622)
General Fund Support (G.F.S.)	$ 4,522,177	$ 4,522,177	$ 2,627,347	$ 3,104,412	$ (1,417,765)



10 Year Expenditures Adjusted For Inflation



03/04 – 10/11 Actual
*Adopted
**Recommended

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 $15.6 million. The recommended contributions include:

Fund Center	FY 2011-12 Adopted	FY 2012-13 Recommended	Percent Change
Parks	$3,278,260	$3,420,055	+4%
Roads	$5,830,263	$5,931,000	+1.7%
Capital Projects Fund	$0	$0	0%
Library	$516,121	$516,121	0%
Debt Service	$484,894	$493,619	+1.8%
Organizational Development	$492,116	$450,000	-8%
Community Development	$300,936	$308,436	+2%
Automation Replacement Fund	$1,569,019	$1,761,605	+12%
Building Replacement Fund	$3,320,873	$2,732,613	-17%
TOTAL	**$15,792,482**	**$15,613,449**	**-1.1%**

- 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.
- There are few new capital projects included in the budget this year and those included are not funded by the General Fund. Note that this is one of the shorter term strategies to close the budget gap for FY 2012-13, i.e. defer capital projects requiring General Fund financing.

- 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.

- The General Fund contribution to Organizational Development (OD) is to support the operations of the Employee University and other organizational development programs.

- 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.

- The General Fund contribution to the Building Replacement Fund is to help offset the costs of new and replacement buildings. The dollar amount is also based upon the depreciation schedule for buildings per the Board Adopted Cost Allocation Plan.

For more information regarding the services and financial status of the funds noted above, please reference the specific fund centers.

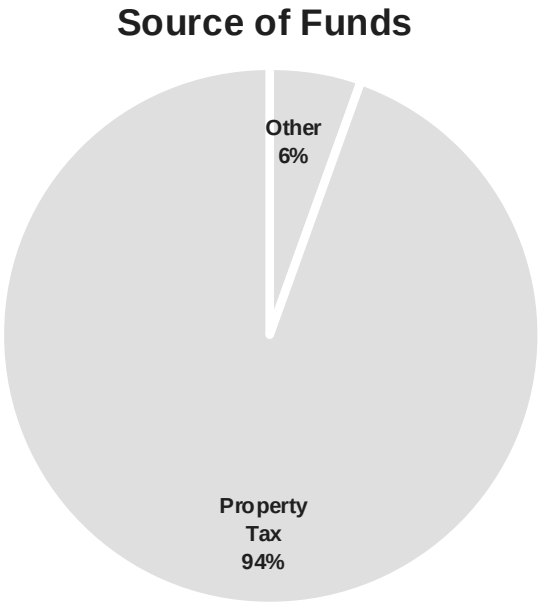
Countywide Overhead Charges

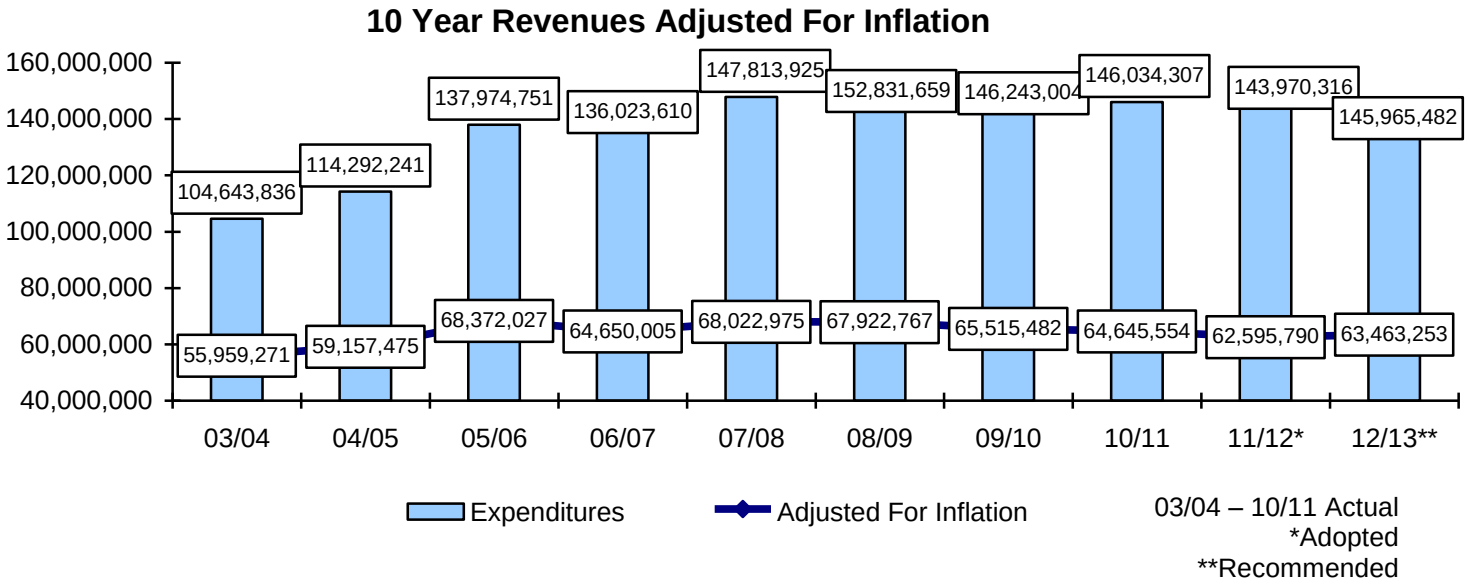
Annually, the Board of Supervisors adopts the “Cost Plan,” which allocates the costs of the central servicing departments (Human Resources, Administration, General Services, County Counsel, and Auditor-Controller) as well as depreciation charges to departments and outside agencies that receive the services. 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 $12,509,037, which is about $500,000 less than the FY 2011-12 charges.

PURPOSE STATEMENT

This fund center acts as the receiving budget for all general purpose revenues such as property and sales taxes, license and permit revenue and some state and federal aid that are not directly attributable to any single department's activities. Non-departmental revenues are used to fund the Net County Cost for General Fund supported departments. There are no County operations, programs or services directly associated with this fund center.

Financial Summary	2011-12 Budget	2011-12 Projected	2012-13 Requested	2012-13 Recommended	Change From 2011-12
Taxes	$134,868,954	$135,903,995	$135,961,538	$137,305,677	$ 2,436,723
Licenses and Permits	2,775,000	2,799,649	2,775,000	2,775,000	0
Fines, Forfeitures and Penalties	0	500,000	0	0	0
Revenue from Use of Money & Property	300,000	300,000	300,000	300,000	0
Intergovernmental Revenue	3,400,800	3,994,711	3,512,800	3,012,800	(388,000)
Charges for Current Services	2,294,944	2,422,000	2,240,000	2,240,000	(54,944)
Other Revenues	4,005	10,021	10,005	10,005	6,000
Interfund	326,613	326,613	322,000	322,000	(4,613)
**Total Revenue	$143,970,316	$146,256,989	$145,121,343	$145,965,482	$ 1,995,166
Services and Supplies	5	5	5	5	0
**Gross Expenditures	$ 5	$ 5	$ 5	$ 5	$ 0
General Fund Support (G.F.S.)	$143,970,311)	$146,256,984)	$145,121,338)	$145,965,477)	$ (1,995,166)





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 (commonly referred to as discretionary revenue or non-departmental revenue). Overall, non-departmental revenue is recommended at approximately $146 million, which is approximately $2 million or 1.5% more than the FY 2011-12 adopted amount. The primary reason for the increase is the inclusion of $1.3 million of "one-time" sales tax revenue that is anticipated to be received as a result of the two, large scale solar plants, which are being constructed in the eastern portion of the county (see below for more detail). After adjusting for this anomaly, overall non-departmental revenue is essentially flat with the prior year. In total, there are over 35 sources of revenue for this fund center. The most significant are noted below:

- Current and Secured Property taxes are budgeted at $84.5 million, which is about $250,000 more than FY 2011-12. The overall housing market continues to struggle as sales of existing homes remain sluggish and new construction is virtually non-existent.
    - Note: When comparing to FY 2007-08 and earlier, the secured property tax numbers included unitary tax revenues. As of FY 2008-09, unitary taxes were separated into their own revenue category so they could be more clearly identified.

- Unitary taxes (the property taxes on utilities such as power plants as well as pipelines throughout the county) are budgeted at $7.7 million, which is a 1% increase.

- Property Tax in Lieu of Vehicle License Fee (VLF) revenue is budgeted at $27 million, which is flat as compared to FY 2011-12. This revenue source is part of the "VLF Swap" whereby counties receive additional property tax from the State in lieu of VLF revenue.

- Supplemental Property taxes are budgeted at $750,000, which is $250,000 or 25% less than FY 2011-12. This is a direct reflection of the continued soft housing market.

- Sales and Use taxes are budgeted at $6.8 million, which is $1.3 million higher than the FY 2011-12 amount. However, $1.3 million is attributable to the sales tax associated with the two, large scale solar plants as noted above. After adjusting for this anomaly, sales tax is budgeted to remain flat. During the construction period of these projects (3 – 5 years), it is anticipated that the County will receive $20 million

to $25 million of sales tax (attributable to these two projects). The $1.3 million that is budgeted is equal to the expenditure amounts included for the additional Fire, Sheriff, and Code Enforcement services being provided by the County in support of these projects. The plan is to use this sales tax revenue to offset any costs of providing additional services to the area for the next several years. Any remaining funds would be considered "one-time" funding and used for "one-time" or short-term projects or programs.

- Transient Occupancy Tax (TOT) (commonly referred to as the bed tax charged on hotel and motel rooms) is budgeted at $6.2 million, which is $200,000 or 3% more than the FY 2011-12 adopted amount.

PURPOSE STATEMENT

This fund center accounts for the payment of retiree health benefits, otherwise referred to as Other Post Employment Benefits. Funding for payments related to Other Post Employment Benefits comes from payroll charges to departments which are transferred into this fund center before payments are made. There are no County operations, programs or services directly associated with this fund center.

OPERATING DETAIL (1)	2010-11 ACTUAL (2)	2011-12 ESTIMATED (3)	2012-13 PROPOSED ESTIMATES (4)	2012-13 RECOMMENDED ESTIMATES (5)
OPERATING REVENUES				
Charges to Department	1,472,190	1,446,380	1,428,000	1,428,000
TOTAL OPERATING REVENUES	1,472,190	1,446,380	1,428,000	1,428,000
OPERATING EXPENSES				
Insurance Benefit Payments	896,736	963,000	900,000	900,000
TOTAL OPERATING EXPENSES	896,736	963,000	900,000	900,000
OPERATING INCOME (LOSS)	575,454	483,380	528,000	528,000
NON-OPERATING REVENUES (EXPENSES)				
Interest	990	50	0	0
Fed Aid Medicare Part D	342,312	0	0	0
Special Dept Expense	(918,476)	(483,710)	(528,000)	(528,000)
TOTAL NON-OPERATING REVENUES (EXPENSES)	(575,174)	(483,660)	(528,000)	(528,000)
INCOME BEF. CAPITAL CONTRBS. & TRANSFERS	280	(280)	0	0
CHANGE IN NET ASSETS	280	(280)	0	0
Net assets - beginning	0	280	0	0
Net assets - ending	280	0	0	0

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

During FY 2006-07, accounting changes required local governments to account for the cost of health care benefits promised to employees who would 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 is $25 million- the Auditor-Controller recommended that the County set aside funds to pay for these future expenses (FY 2007-08 was the first year the County set aside funds).

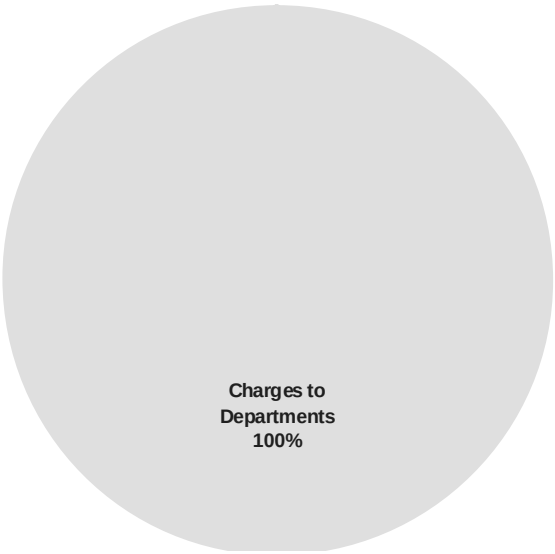
Departments are charged via payroll costs in order to fund this liability and the total amount to be set aside for FY 2012-13 is $1.5 million (roughly the same as FY 2011-12). This amount is about $800,000 less than the years prior to FY 2010-11. In April of 2010, the Board of Supervisors adopted the Auditor-Controller's recommendation to deposit and invest these funds in an irrevocable trust. It is anticipated that this trust will earn a higher investment return as compared to the County Treasury and as a result of these additional earnings; the charges to departments are reduced (compared to fiscal years 2007-08 through 2009-10).

PURPOSE STATEMENT

This fund center accounts for debt service payments towards Pension Obligation Bonds that have been issued to help cover unfunded pension costs. Funding for debt service payments comes from payroll charges to departments which are transferred into this fund center before payments are made. The refinancing of unfunded pension obligations of the Pension Trust resulted in an annual savings. There are no County operations, programs or services directly associated with this fund center.

Financial Summary	2011-12 Budget	2011-12 Projected	2012-13 Requested	2012-13 Recommended	Change from 2011-12
Revenue from Use of Money & Property	$ 12,000	$ 16,000	$ 18,000	$ 18,000	$ 6,000
Other Revenues	8,062,000	7,700,000	8,293,800	8,293,800	231,800
Total Revenue	$ 8,074,000	$ 7,716,000	$ 8,311,800	$ 8,311,800	$ 237,800
Fund Balance Available	$ (250,950)	$ (250,950)	$ 135,000	$ 135,000	$ 385,950
Cancelled Reserves	743,915	743,915	0	0	(743,915)
Total Financing Sources	$ 8,566,965	$ 8,208,965	$ 8,446,800	$ 8,446,800	$ (120,165)
Salary and Benefits	$ 0	$ 0	$ 0	$ 0	$ 0
Services and Supplies	30,000	30,000	30,000	30,000	0
Other Charges	7,963,469	8,101,691	8,313,956	8,313,956	350,487
Fixed Assets	0	0	0	0	0
Gross Expenditures	$ 7,993,469	$ 8,131,691	$ 8,343,956	$ 8,343,956	$ 350,487
Contingencies	0	0	0	0	0
New Reserves	573,496	573,496	102,844	102,844	(470,652)
Total Financing Requirements	$ 8,566,965	$ 8,705,187	$ 8,446,800	$ 8,446,800	$ (120,165)

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 2004-05 to address unfunded pension liability costs. The bonds are amortized over a 30 year period and created an annual savings of over $1 million (i.e. compared to what would have otherwise been paid). The bonds are paid 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.

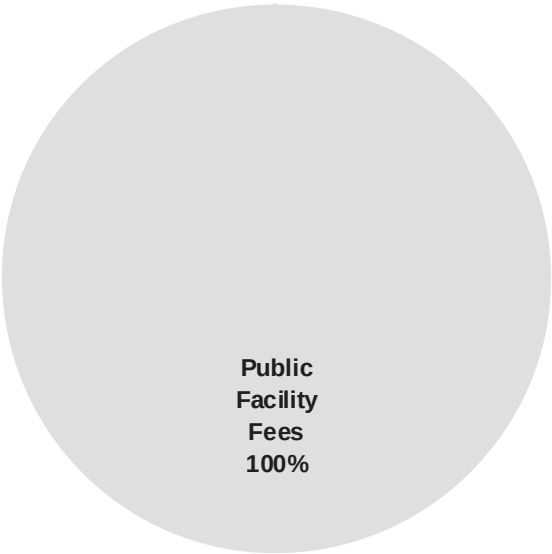
A portion of this debt was issued at a variable rate and during FY 2009-10 the lock period on the rate expired and the rate increased. In order to avoid significant cost increases, these variable rate bonds were refinanced with fixed rate securities. The fixed rate is higher than the original rate issued but not nearly as high as what the variable rate increase would have been. As a result, this annual debt payment increased by about $700,000 per year beginning with FY 2010-11, but the refinance avoided an additional increase of approximately $1.5 million per year.

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).

Financial Summary	2011-12 Budget	2011-12 Projected	2012-13 Requested	2012-13 Recommended	Change from 2011-12
Charges for Current Services	$ 1,019,904	$ 0	$ 675,742	$ 675,742	$ (344,162)
Total Revenue	$ 1,019,904	$ 0	$ 675,742	$ 675,742	$ (344,162)
Fund Balance Available	$ 155,781	$ 155,781	$ 0	$ 0	$ (155,781)
Cancelled Reserves	360,771	360,771	383,200	383,200	22,429
Total Financing Sources	$ 1,536,456	$ 516,552	$ 1,058,942	$ 1,058,942	$ (477,514)
Salary and Benefits	$ 0	$ 0	$ 0	$ 0	$ 0
Services and Supplies	0	0	0	0	0
Other Charges	500,000	0	500,000	500,000	0
Fixed Assets	0	0	0	0	0
Gross Expenditures	$ 500,000	$ 0	$ 500,000	$ 500,000	$ 0
Contingencies	0	0	0	0	0
New Reserves	1,036,456	1,036,456	558,942	558,942	(477,514)
Total Financing Requirements	$ 1,536,456	$ 1,036,456	$ 1,058,942	$ 1,058,942	$ (477,514)

Source of Funds



COUNTY ADMINSITRATOR'S COMMENTS AND RECOPMMENDATIONS

This fund center tracks the revenues and expenditures associated with Public Facility Fees (PFF). The Board of Supervisors established the PFF program in1991 to help ensure 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 to the development of a number of County facilities.

Total financing sources for the PFF budget are recommended to be $675,742. This is a decrease of $344,162 or 33% as compared to the revenues in the FY 2011-12 adopted budget. The recommended budget decreases the financing for all five categories of PFF. In August of 2011, the Board of Supervisors approved a process where 80% of the Public Facility Fee could be deferred until the final building permit. Prior to this change, the full fee was required to be paid at the issuance of the construction permit. Only a small percentage of individuals are using the allowed deferral of fees. However, when the effect of the deferrals are combined with flat or slightly declining numbers for development permits the result is the reduced PFF revenue amounts shown in the FY 2012-13 budget.

PFF Categories:

Library
Revenue is budgeted at $50,300, a decrease of $37,856, or 38%. All of the Library revenue is recommended to be added to reserves and will be used to pay off the loan from General Government Building Reserves for the Cambria Library building.

Fire
Revenue is budgeted at $306,090, a decrease of $112,196 or 26%. All of the Fire revenue will be added to reserves.

Parks
Revenue is budgeted at $131,700, a decrease of $161,127 or 55%. All of the Parks revenue will be added to reserves.

General Government
Revenue is budgeted at $116,800, a decrease of $22,429 or 16%. Expenditures are budgeted at $500,000 in order to help pay a portion of the debt service for the New County Government Center. The difference of $383,200 will come from reserves.

Law Enforcement
Revenue is budgeted at $61,852, a decrease of $10,554 or 14%. All of the Law Enforcement revenue will be added to reserves.

Capital and Maintenance Projects

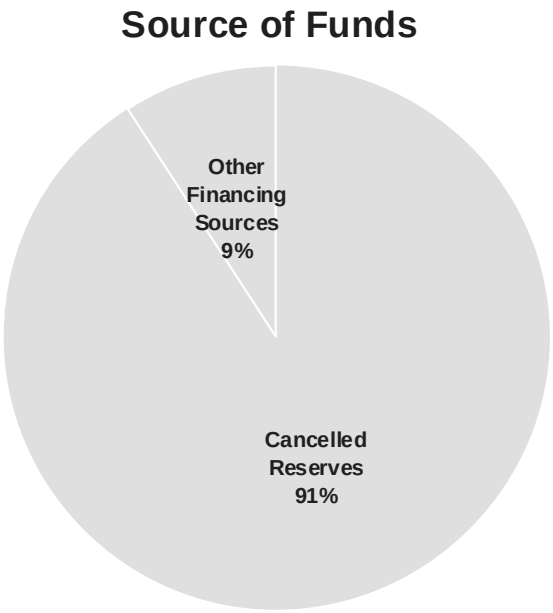
Capital Projects

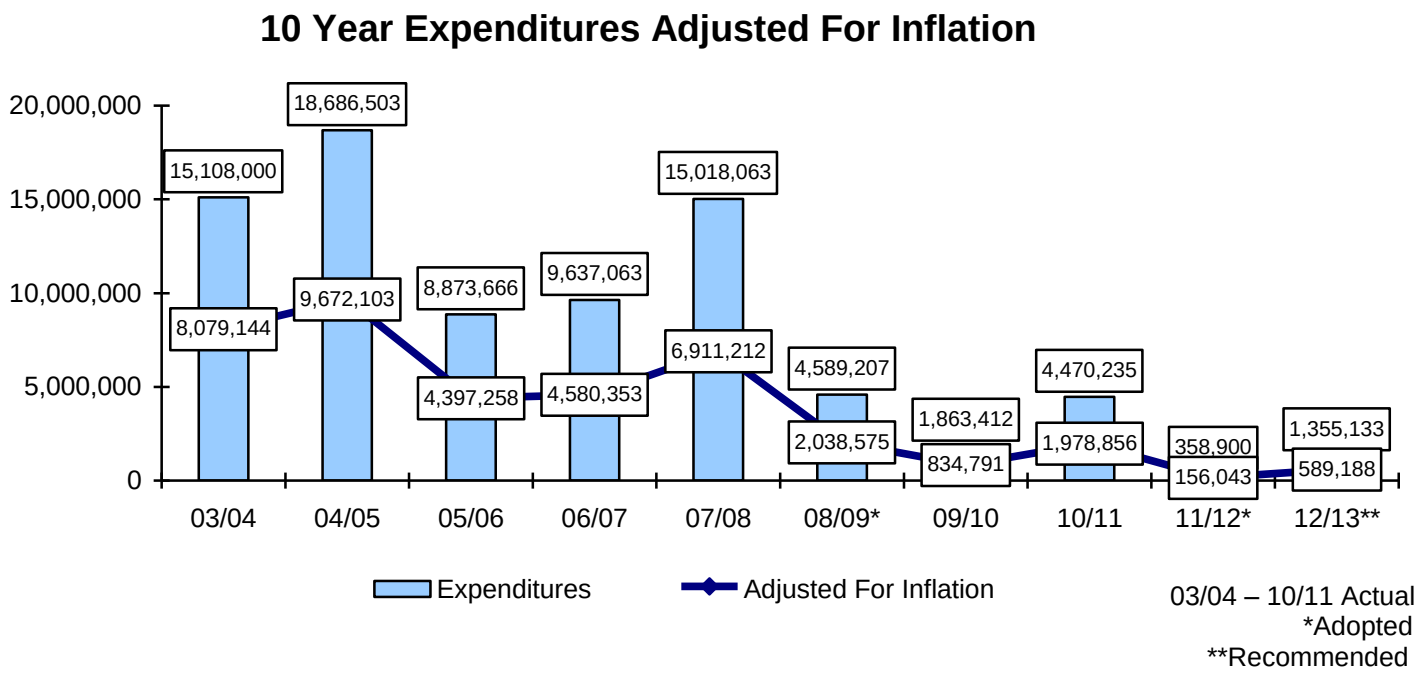
Maintenance Projects

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.

Financial Summary	2011-12 Budget	2011-12 Projected	2012-13 Requested	2012-13 Recommended	Change from 2011-12
Other Financing Sources	$ 384,375	$ 384,375	$ 125,000	$ 125,000	$ (259,375)
Total Revenue	$ 384,375	$ 384,375	$ 125,000	$ 125,000	$ (259,375)
Fund Balance Available	$ 95,138	$ 95,138	$ 0	$ 0	$ (95,138)
Cancelled Reserves	358,900	1,406,900	1,230,133	1,230,133	871,233
Total Financing Sources	$ 838,413	$ 1,886,413	$ 1,355,133	$ 1,355,133	$ 516,720
Salary and Benefits	$ 0	$ 0	$ 0	$ 0	$ 0
Services and Supplies	0	0	0	0	0
Other Charges	65,000	65,000	232,713	232,713	167,713
Fixed Assets	293,900	293,900	1,122,420	1,122,420	828,520
Gross Expenditures	$ 358,900	$ 358,900	$ 1,355,133	$ 1,355,133	$ 996,233
Contingencies	0	0	0	0	0
New Reserves	479,513	479,513	0	0	(479,513)
Total Financing Requirements	$ 838,413	$ 838,413	$ 1,355,133	$ 1,355,133	$ 516,720





SERVICE PROGRAMS

Capital Projects has a total expenditure level of $1,355,133 and a total staffing level of 0.00 FTE to provide the following services.

Capital Projects (Fund 003)

Funding of Board adopted capital projects in conformance with established policies. Staffing for Capital Projects is reflected in Fund Center 113 - General Services.

Total Expenditures: $1,355,133 Total Staffing (FTE): 0.00

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 for Parks or Airports often have their own funding source and may be evaluated separately and funded during the fiscal year as part of a Board of Supervisors agenda item.

The Capital Projects budget contains financing for major, one-time capital projects such as the acquisition of land and buildings, construction of buildings, structures and improvements to facilities. Other capital expenditures that may include the purchase of vehicles, equipment and technology projects are contained in departmental budgets included in other sections of the document:

- Fund Center 407- Fleet Services contains information about countywide vehicle replacements.
- Fund Center 200- Maintenance Projects contains information about countywide maintenance projects that are necessary to maintain the County's facilities.
- Fund Center 266 - Countywide Automation Replacement contains information about countywide automation systems projects that are needed to support County activities.
- The Fixed Assets section of the document provides a listing by department, of all fixed assets (an asset of long-term character, such as land, buildings and equipment, which typically has a value of $5,000 or greater) for the current budget year.

- Capital infrastructure improvements such as roads, water and wastewater systems are found in the Public Works Fund Center 405 and in the budget for special districts.

The recommended total financing requirements for the Capital Improvement Project (CIP) budget is $1,355,133. This represents an increase of $516,720 or 61% over the adopted FY 2011-12 budget. There are seven capital projects in the recommended budget.

Along with the seven capital projects discussed below, the recommended budget also provides $232,713 for the Public Works Department to address several projects related to compliance with regulatory requirements associated with the Wasteload Allocation Attainment Plan, Stormwater Management Plan and the closed Los Osos Landfill. This funding will be used to address ongoing regulatory requirements of the Regional Water Quality Control Board and Environmental Protection Agency related to the prevention of groundwater contamination. The projects which will use this funding are described in the Fund Center 130 Waste Management budget.

FY 2012-13 Recommended Capital Projects

The following is an overview of the recommended major projects for FY 2012-13.

Project Title: Lopez Lake Communications Vault Replacement

Recommended Funding Level: $231,500

Funding Source(s): Facilities Planning Reserves

Project Description:

Public safety communications equipment and radios are installed and housed in communications vaults located throughout the county. Communications vaults are structures that house and protect equipment and electrical power supplies from the elements. They are an essential component of the County's radio communication system. These facilities have an estimated lifespan of 40 years. The communications vault at the Lopez Lake communication site was constructed in 1966 and has been in service for over 45 years.

Project Justification:

Replacement of the communication vault at the Lopez Lake communication site is needed due to ongoing issues with the integrity of structure. Maintenance requirements have significantly increased over the last several years. Roof leaks have damaged communication equipment. The electrical infrastructure is insufficient for the load generated by the radio equipment and this has been addressed by adding circuits over the years. The overall structure has reached the end of its useful life.

Intended Outcomes:

The County Sheriff's Office, County Fire Department, emergency medical providers, County Public Works, Office of Emergency Services and a variety of other county entities rely on the public safety radio communications to provide essential radio communications with staff deployed throughout the county. Replacement of the communications vault at the Lopez Lake communication site will:

- Protect essential County radio and electrical equipment housed at the site.
- Ensure the communications equipment at this site will reliably serve the public safety entities that depend upon radio communications for routine and emergency operations.
- Reduce staff time and expense for the maintenance and ongoing repairs associated with the aging existing communication vault.

Operating Cost Impacts:

Replacing the communication vault will reduce the costs associated with maintaining the aging structure. The remote site requires long travel times for staff maintaining the site. Reducing the frequency of maintenance will allow maintenance staff to apply their efforts to other needs.

Project Title: Consolidate and Replace Existing Communications Towers at the County Communications Shop on Kansas Avenue in the County Operational Area off of Highway 1

Recommended Funding Level: $107,800

Funding Source(s): Facilities Planning Reserves

Project Description:
The County Communications shop is located on Kansas Avenue in the County Operational Area location off Highway 1 between San Luis Obispo and Morro Bay. The tower at the communications shop is an integral part of the County's public safety radio communications system. There are currently two towers at this site. Numerous radio antennae and microwave dishes are installed on the towers. The proposed project will replace the two towers with a single tower.

Project Justification:

The two towers at this site have been in use for over 20 years. The towers require continual maintenance to keep the units operational and are nearing the end of their useful life. Consolidating two towers into a single tower is a better configuration for the antennas and microwave dishes. Replacement of the towers will contribute to maintaining an essential component of the public safety radio system.

Intended Outcomes:

The County Sheriff's Office, County Fire Department, emergency medical providers, County Public Works, Office of Emergency Services and a variety of other county entities rely on the public safety radio communications to provide essential radio communications with staff deployed throughout the county. Replacement of the communications towers with a new single tower will:

- Ensure the communications equipment at this site will reliably serve the public safety entities that depend upon radio communications for routine and emergency operations.
- Reduce staff time and expense for the maintenance and ongoing repairs associated with the aging existing communication towers.
- Create a better configuration for the antennas and microwave dishes in use at this location.

Operating Cost Impacts:

This project is not expected to impact operating costs.

Project Title: Extend Level 3 Fiber Optic Cable to the New Atascadero Library/North County Services Center and the Public Health Mental Health Clinic in Atascadero.

Recommended Funding Level: $291,700

Funding Source(s): Facilities Planning Reserves

Project Description:

This project is on the County's Five Year Infrastructure and Facilities Capital Improvement Plan. The project will extend fiber optic cable from the splice point on Capistrano Avenue in Atascadero to the Public Health/Mental Health Clinic and the new Atascadero Library/North County Services Center. The extension of the fiber optic cable will provide broadband data connections to the County facilities identified above.

Project Justification:

The extension of fiber optic connection to the two locations identified above is identified as being the top two objectives of the 2011 Fiber Optic Strategic Plan. The existing data connection to the facilities uses T-1 lines that have limited capacity. Large data files take a considerable time to upload and download. The fiber optic connection will substantially improve the speed and quality of data connection to the facilities. The increased speed and capacity will also benefit the public that use computers at in the new Atascadero library building.

Intended outcomes:

The extension of the fiber optic broadband connection to the Public Health/Mental Health clinic and the Atascadero Library and North County Services Center will:

- Improve the speed and capacity of data connections for the six County departments operating in the two facilities as well as for the public using computers in the new Atascadero Library.
- Eliminate $5,000 in annual costs for T-1 lines which are currently provided through a contract with a telecommunications company.
- Meet the two highest priorities identified in the County's 2011 Fiber Optic Strategic Plan.

Operating Cost Impacts:

- Annual savings of $5,000 through the elimination of contract T-1 data lines.

Project Title: Continue Renovation of the Public Health Laboratory

Recommended Funding Level: $143,700
Funding Source(s): Facilities Planning Reserves

Project Description:

This project continues the phased renovation of the Public Health Laboratory Facility located at 2191 Johnson Avenue in San Luis Obispo. The remodel of Public Health Laboratory will renovate rooms 115 and 116 in the Public Health Lab. The project includes removal of a bearing wall and subsequent structural construction to create a more efficient space. The project will also update old cabinetry and countertops, incorporating electrical and plumbing needs.

Justification:

The San Luis Obispo Public Health lab is part of the Laboratory Response Network established by the Center for Disease Control (CDC) to ensure an effective response to bioterrorism. The lab is fully equipped to respond quickly to acts of chemical or biological terrorism, emerging infectious diseases and other public health threats. The facility that houses the lab was constructed in 1953. The facility was modified to become the Public Health Laboratory in 1961. The project will eliminate one or more interior walls to create a more open and efficient space that provides greater separation between lab equipment and creates space that better accommodates work flow operations for lab staff. The project replaces work benches and cabinetry that currently do not meet code requirements. The project will also abate non-friable asbestos that is in the floor tiles of the areas being modified.

Intended Outcomes:

This project will:

- Modify space to improve the safety of staff by opening up the floor space to accommodate the movement of staff and increasing the separation of equipment in the lab.
- Eliminate a potential source of asbestos in the floor tiles.
- Improvement of the work benches and cabinets will bring these facilities into compliance with codes.

Operating Cost Impacts:

The project is not expected to impact operating costs.

Project Title: Remodel of Public Works Water Laboratory

Recommended Funding Level: $237,700
Funding Source(s): **$**112,600 Facilities Planning Reserves $125,000 Water Lab Revenues

Project Description:

This project will renovate existing spaces to include Herman Miller workstations, hard wall offices, create ADA compliant restrooms, and install a permanent HVAC system at the Public Works Water Lab located on Kansas Avenue in the County Operational Area between San Luis Obispo and Morro Bay.

Project Justification:

The Public Works Water Lab tests water quality for County and Special District water systems to assure that the water quality in domestic water supplies meets all appropriate water quality standards. The facility was constructed in 1979 and was designed with a single office to accommodate two staff. The facility was expanded in 1988 with the construction of one additional office to accommodate additional staff. The facility currently has nine staff. The design of the lab does not provide adequate desk and office space for the staff in the facility. The building does not have air conditioning and summertime temperatures can be in excess of 80 degrees inside the building. The recommended changes are being made to improve usability of the space in the lab, add an ADA compliant restroom for the lab and add a HVAC system to regulate temperature. This project will create a more efficient space that will better accommodate staff working in the water lab, bring the restroom facilities into compliance with disabled access requirements and will regulate temperatures creating a better work environment.

Intended Outcomes:

- Modify work space to create a more efficient work environment for staff.
- Install an ADA compliant bathroom bringing the facility into compliance with the American Disability Act.
- Install a new HAVC system which will regulate temperature to create a better working environment.

Operating Cost Impacts:

The project is not expected to impact operating costs.

Project Title: Installation of Remote Controls for HVAC Systems at Several County Facilities

Recommended Funding Level: $110,000 for FY 2012-13
$440,000 Total Project cost over 4 years

Funding Source(s): Facility Planning Reserves

Project Description:

This project is on the County's Five Year Infrastructure and Facilities Capital Improvement Plan. This is the first phase of a four year project to upgrade existing County facilities with remote electronic control of HVAC units through installation of Delta Controls, a County standard controls package. Remote electronic control allows maintenance staff to respond to requests for control adjustments through a computerized system that can operate from a remote location. This eliminates the need for maintenance mechanics to travel to the buildings to make adjustments.

Project Justification:

Currently, requests to adjust heating or cooling require county maintenance staff to travel to the site to adjust controls for heating and cooling. The remote electronic control project will allow maintenance staff to make these adjustments remotely without traveling to the site. Request to adjust heating and cooling is one of the most common maintenance requests, and redirects staff from other maintenance activities. Establishing remote controls provides better control of heating and cooling in building and reduces staff time and travel required to respond to heating and cooling complaints. It also provides improved capacity to align heating and cooling system cycles with the presence of staff potentially resulting in improved energy use. Facilities which receive the new control system include, the Department of Social Services Building on South Higuera Street, The Main County Jail and Honor Farm, Juvenile Services Center and Animal Services on Kansas Avenue in the County Operational Area.

Intended Outcomes:

- Reduced maintenance staff time spent addressing routine requests to adjust heating and cooling.
- Faster response to requests related to heating and cooling issues.
- Minor potential savings in energy

Operating Cost Impacts:

- There may be minor savings in utility expense.
- Reducing the frequency of maintenance response for heating and cooling adjustments will allow maintenance staff to apply their efforts to other needs.

Status of Facility Projects on the County's Five Year Infrastructure and Facilities Capital Improvement Plan

The County Infrastructure and Facilities Five Year Plan identifies potential capital projects with an estimated expense of $250,000 or greater and which are planned to be considered for development during the FY 2012-13 through FY 2016-17 time frame. The Five Year Plan lists the Fiber Optic Cable project in Atascadero and the remote HVAC control as beginning in FY 2012-13. These projects are two of the seven projects recommended for funding in the FY 2012-13 Capital Project budget. The County Infrastructure and Facilities Five Year Plan and the complete listing of projects can be found at the following internet address:

http://www.slocounty.ca.gov/GSA/CIP_5_Year_Plan.htm

The following section identifies projects on the County Infrastructure and Facilities Five Year Plan that are already in process. This listing addresses those projects which have an estimated total expense of $1 million or more and have already received full or partial allocation of funding.

Cambria Library

Location: 1043 Main Street Cambria

Expense: $4 million

Sources of Funding: The sale of the existing library building and a parcel of vacant land owned by the library is expected to provide $1.1 to $1.4 million of funding for this project. The remainder of the funding will be 50% Library Public Facilities Fees and 50% funding from the Cambria Friends of the Library. Interim funding will be used to bridge project funding needs during project development and be repaid with the proceeds of the sale of the existing library.

Operational impacts: The currently planned operational staffing costs for this facility are not anticipated to increase as Library intends to use existing staff and volunteers. The annual increase in maintenance and utility expense is anticipated to be less than $10,000.

Project Summary and Status:
The County purchased a shell building for a new library in Cambria. This project is being developed as a joint effort with the County and the Cambria Friends of the Library. The Cambria Friends of the Library are currently procuring funding through donations for their share of the cost of the building and tenant improvements needed for a new Library. Preliminary design work will continue in FY 2012-13. Completion of all design and construction will occur when the Cambria Friends of the Library complete raising their share of funding.

Women's Jail

Location: 1585 Kansas Avenue – County Operational Center off Highway 1 between Morro Bay and San Luis Obispo

Expense: $36.4 million

Sources of Funding: $25.1 million State AB 900 funds; $9.4 million in Capital Project Reserves; $700,000 General Fund; $1.3 non-cash grant matching funds (existing staff expense).

Operational impacts: When fully operational, the facility will require up to 11 additional staff with an estimated expense of $1.4 million and additional operational expense for utilities, inmate food and clothing and maintenance of $200,000. Operational expense will be phased in based upon the inmate population level.

Project Summary and Status:
The project consists of three components. The first component is a 38,000 square foot women's jail housing unit which will be capable of housing 198 female inmates. The second component is a new 8,300 square foot medical/programming facility which will serve both the men's and women's jail units. The third component is a new security system to serve the entire jail. The total cost of all three required components is estimated to be $36.4 million. Construction drawings have been completed and two of the required five contracts with state have been approved by the Board of Supervisors. The remainder of the contracts is anticipated in late FY 2011-12 or early 2012-13. Construction is anticipated to begin in mid FY 2012-13

Juvenile Hall Expansion

Location: 1065 Kansas Avenue, San Luis Obispo

Expense: $17.5 million

Source of Funding: $13.1 million State SB 81 funds; $3.1 Million in Juvenile Hall Detention Reserves and $1.3 million in In-Kind Match Funds

Location: 1065 Kansas Avenue, San Luis Obispo

Operational Impacts: When fully operational, the Juvenile Hall expansion will require 6 additional positions to staff the expanded facility. Annual staffing costs are estimated at approximately $550,000. Additional annual expense for counseling services is estimated at $100,000 and operational costs for utilities, maintenance and food and clothing are $143,000. The total annual additional operational expense is estimated at approximately $793,000. Probation plans to offset this expense by annual savings in group home placements which are estimated to be $665,000 and additional annual revenues from Public Safety Realignment estimated to be $100,000.

Project Summary and Status:
This project will expand the County Juvenile Hall by adding 20 high security beds, classrooms, and indoor multipurpose/recreational space to the existing 45 bed facility. In addition, 15 of the existing 45 detention beds will be converted to an in-custody treatment facility for habitual offenders. The completed facility will have a 65 bed capacity. The in-custody treatment program will reduce the number of juvenile offenders that are sent out of County/State for treatment at residential treatment facilities. The project is currently in design with completion of design anticipated in early to mid FY 2012-13.

Atascadero Library

Location: 655 Capistrano Avenue, Atascadero

Expense: $5.8 million

Sources of Funding: The sale of the existing library building is expected to provide $1.2 to $1.6 million of funding for this project. The remainder of the funding will be 50% Library Public Facilities Fees and 50% funding from the Atascadero Friends of the Library. Interim funding will be used to bridge project funding needs during project development and be repaid with the proceeds of the sale of the existing library.

Operational Impacts: As compared to the existing library, the increase in annual facility maintenance and utility expense may increase by approximately $15,000. The currently planned operational staffing costs for this facility are not anticipated to increase as Library intends to use existing staff and volunteers.

Project Summary and Status:
In December of 2010, the County purchased a 22,000 square foot shell building. The County will construct tenant improvements to accommodate a 15,000 square foot library and community room and approximately 7,000 square feet of offices for the Assessor, Planning and Building and the County Clerk in the shell building. The project is in final design. Construction is anticipated to begin in FY 2012-13.

Animal Shelter Expansion/Remodel

Location: 885 Oklahoma Avenue, County Operational Center off Highway 1 between Morro Bay and San Luis Obispo

Expense: $1.4 million

Sources of Funding: Capital Project Reserves and General Fund

Operational Impacts: No increase in operational expense is anticipated from this remodel. Some decrease in annual maintenance expense is anticipated due to correction of building deficiencies.

Project Summary and Status:
Remodel/expansion of the Animal Shelter in the County Operational Center off Highway 1 between San Luis Obispo and Morro Bay. The remodel/expansion project was approved in FY 2007/08. The project will make several improvements to the Animal shelter, including the development of a new cattery area. This project is in final design with construction anticipated to begin in early 2012-13

Letter Designators for Status for the Capital Project Listing

A listing of individual capital projects from prior years is included in the tables that follow this section. The far right column includes a status designator. The following provides an explanation of the designators in the status column

P - Programming: This is the initial phase of the project that can include development of needs assessments, facility planning, space planning, site analysis/constraints, environmental determination, soils reports and topographic evaluations.

D - Design: This phase is for development of the project design using County staff or contracted architectural support. Depending upon the size of the project, the phase may include development of documents for conceptual, schematic, design development, and construction documents as well as identification of specifications for equipment and/or furniture and fixtures and other project components unique to the project.

B - Bidding: This phase involves requests for quotes or informal bids on smaller scale projects and the release of construction documents formal bids on larger projects. It also includes verification of contractor bonds and development of construction contracts.

C - Construction: This project phase is the actual work on construction, demolition, renovation and installation of the project.

CO - Close Out This is the concluding phase of the process and involves the formal Notice of Completion, construction warranty, the final accounting and closing of invoices and purchase orders, and the release of the retention portion of the contract once all conditions have been satisfied. At the end of this process, the project is complete.

U - Unassigned This identifies projects that have not yet been assigned to an Architectural Services Coordinator and is awaiting staffing availability to begin the process.

H - Hold Projects may be placed on hold when new conditions or situations arise that may inhibit moving forward with the project. This may include site situations discovered during

construction, changes to the laws and regulations, project costs that are considerable greater than originally identified, changes to the scope of the project and opposition from community groups or other governmental organizations.

CAPITAL PROJECTS

	WBS Project #	Project Description	Original Year Funded	Estimated Total Cost*	Total Approved Funding through 2011-12	Balance of Funds Available**	2012-13 Proposed Appropriation	2012-13 Adopted Appropriation	Total Approved Funding and 2012-13 Proposed Appropriation	Funding Source	Status***
EFS Bus Area 2300: GENERAL GOVERNMENT - AUC											
1	320050	General Services Agency, Information Technology-Lopez Lake-Replace Communications Vault	2012/2013	231,500			231,500		231,500	Facilities Planning Reserve	U
2	320049	General Services Agency, Information Technology-COC-Replace Comm shop Communication Tower	2012/2013	107,800			107,800		107,800	Facilities Planning Reserve	U
3	320053	General Services Agency, Information Technology-Atascadero-Extend Fiber to Public & Mental Health Clinic & Library/NCSC	2012/2013	291,700			291,700		291,700	Facilities Planning Reserve	U
4	320052	General Government-Various-Install or Upgrade Building Automation Controls	2012/2013	110,120			110,120		110,120	Facilities Planning Reserve	U
5	320044	General Services Agency, Information Technology - Grover Beach - Install Fiber Lateral	2011/2012	159,900	159,900	159,900			159,900	Facilities Planning Reserve	U
6	320037	General Services Agency, Information Technology - SLO - Extend Nacimiento Fiber	2010/2011	490,300	490,300	490,300			490,300	Building Replacement Reserve	U
7	320038	General Services Agency, Information Technology - SLO - Data Center Remodel	2010/2011	182,000	182,000	165,992			182,000	Building Replacement Reserve	H
8	320039	General Services Agency, Information Technology - County Operations Center - Replace Main Vault Tower	2010/2011	144,700	144,700	129,282			144,700	Building Replacement Reserve	B
9	320035	General Government - North County - "One Stop" Service Center (Extension of 300048)	2009/2010	4,359,400	4,359,400	3,150,324			4,359,400	4,359,400 Capital Projects Fund Balance (continuation of 300048). (Note: 825,762 PFF Gen Govt orig funding source eliminated in FY11-12 budget process.) (Note: Estimated Total Cost excludes 32% of Capistrano property purchase= 1,092,224.)	D

Not all projects proceed in the year they were funded due to several factors, including but not limited to, programming (master plan development and/or needs assessment), environmental determinations, community input and support, a availability of funding sources outside of County control.

* Estimated Total Cost is a professionally determined cost estimate based upon the preliminary project scope and the market conditions for financing, materials and labor at the time the cost estimate is prepared. The actual cost of projec may vary with changes that may occur in market conditions, site conditions, or project scope.

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*** Status: U/Unassigned; H/Hold; P/Programming; D/Design; B/Bidding; C/Construction; CO/Closeout

CAPITAL PROJECTS

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10	320019	General Services Agency, Information Technology - Backup Computer Facility	2007/2008	275,000	275,000	275,000			275,000	Facility Planning Reserves	U
		Sub Total:		6,352,420	5,611,300	4,370,798	741,120		6,352,420		
EFS Bus Area 2300: HEALTH AND SOCIAL SERVICES - AUC											
11	320051	Health-SLO-Public Health Laboratory Renovation, Phase I	2012/2013	143,700			143,700		143,700	Facilities Planning Reserve	U
12	320033	Health - SLO - Health Campus Renovations - Close Out (Extension of 320002)	2009/2010	265,877	265,877	50,521			265,877	Extention of project 320020 with original funding sources: 3,193,633=Teeter; 306,367 FBA; 73,000 fr finished project 300095; Fac Plan Res 1,770,000	C
13	320021	Health - Operations Center - Animal Services Expansion & Remodel	2007/2008	1,267,600	1,267,600	983,785			1,267,600	1,131,900 Facility Planning Reserves; 135,700 Building Replacement Reserve	D
		Sub Total:		1,677,177	1,533,477	1,034,306	143,700		1,677,177		
EFS Bus Area 2300: LIBRARY - AUC											
14	320030	Library - Atascadero - Atascadero Library Expansion	2008/2009	3,966,300	499,300	128,052			499,300	56,650 Public Facilities Fees - Libraries; 35,000 Library's Atascadero Building Expansion Designation; 91,650 Friends of the Libraries. (Note: Estimated Total Cost excludes 68% of Capistrano property purchase = 2,320,976.)	D
15	320028	Library - Cambria - Cambria Library Expansion	2007/2008	937,000	98,984	13,609			98,984	25,892 Library Facilities Planning Resv; 73,092 Friends of the Libraries. (Note: Estimated Total Cost excludes the 2.8 million property purchase approved 10/27/09.)	H
		Sub Total:		4,903,300	598,284	141,661			598,284		

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EFS Bus Area 2300: PUBLIC SAFETY - AUC											
16	320031	Probation - SLO - Construct Unisex ADA Restroom at Casa Loma Facility	2009/2010	120,900	120,900	9,241			120,900	Building Replacement Reserve	CO
17	320032	Probation - SLO - Juvenile Hall Expansion	2008/2009	17,494,644	1,768,000	205,620			1,768,000	75% of construction cost (13.1M) is State SB 81 funding; 3,623,661 Juvenile Hall Building Designation & in-kind match funds; 750,000 Project 320032 (Note: The State SB 81 funding yet to be formally allocated by the BOS)	D
18	320020	Probation - Juvenile Services Center - New Parking Area	2007/2008	61,500	61,500	5,763			61,500	Facility Planning Reserves	U
19	320016	Fire - Avila - Apparatus Bay Expansion	2007/2008	541,800	541,800	6,801			541,800	Public Facilities Fees Avila - Fire	C
20	320008	Fire - Creston - Fire Station and Design	2006/2007	3,919,288	3,919,288	217,475			3,919,288	3,795,538 Public Facilities Fees - Fire; 123,750 Public Facilities Fees - Law Enforcement. (Note: Estimated Total Cost excludes property purchase of 185,062)	C
21	300034	Sheriff - Women's Jail Expansion, Phase 1	1999/2000	34,788,215	2,484,000	9,246			2,484,000	75% of construction cost (25.1M) is State AB 900 funding; 694K GF (allocated); 1.29M Fac Planning Reserve (allocated); 6.4M Detention Fac Reserve (.5M allocated); 1.29M in-kind match (Note: The AB 900 funding yet to be formally allocated by the BOS)	D
22	300041	Courts - Courthouse Annex - Courtroom ADA Remediation	1995/1996	195,600	195,600	181,003			195,600	Courthouse Construction Fund	U
		Sub Total:		57,121,947	9,091,088	635,149			9,091,088		

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CAPITAL PROJECTS

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EFS Bus Area 2300: PUBLIC WORKS - AUC											
23	320057	Public Works-COC-Water Quality Lab Remodel, Phase I	2012/2013	237,600			237,600		237,600	$112,600 Facilities Planning Reserve; $125,000 Public Works Operating Budget	U
		Sub Total:		237,600	0		237,600		237,600		
EFS Bus Area 4250: AIRPORTS - AUC											
24	330017	Airport-SLO-New Terminal Design Development	2011/2012		1,147,502	1,147,502			1,147,502	$1,090,127-FAA AIP Grant, $57,375 Passenger Facility Charges	C
25	330016	Airports - SLO - Runway Safety Area Improvements	2010/2011	32,620	32,620	32,620			32,620	Airport Enterprise Fund	D
26	330015	Airports - SLO - Enclose Terminal Landing	2010/2011	135,000	135,000	9,393			135,000	Loan Tax Reduction Reserve	C
27	330014	Airports - SLO - Parking Lot Upgrades	2010/2011	700,000	700,000	283,137			700,000	Loan Tax Reduction Reserve	C
28	300015	Airports - SLO Airport - New Rental Car Facilities	2003/2004	1,969,700	1,969,700	1,596,423			1,969,700	County Financing repaid with CFC-Rental Cars revenues	D
		Sub Total:		2,837,320	3,984,822	3,069,074			3,984,822		

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CAPITAL PROJECTS

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EFS Bus Area 2300: PARKS - AUC											
29	320046	Parks - Santa Margarita Lake - Upgrade Existing Boat in Camps	2011/2012	300,000	300,000	299,335			300,000	Ca Dept of Boating and Waterways Grant	U
30	320047	Parks - Santa Margarita Lake - Construct New Boat-in Campsites	2011/2012	558,000	558,000	558,000			558,000	Ca Dept of Boating and Waterways Grant	U
31	320042	Parks - Los Osos - ADA Playground Installation	2010/2011	310,300	355,323	105,833			355,323	68,506 Tire-Derived Product Grant; 155,150 Land & Water ADA Conservation Grant; 86,644 CWADA funds UPDATE: 11/15/11 Bd Date - 68,506 Tire Grant reduced $(21,507) & $86,644 CWADA increased $66,530	D
32	320022	Parks - SLO - Bob Jones Trail Extension (Higuera St) (see 300020 & 300021)	2008/2009	1,485,000	1,485,000	1,485,000			1,485,000	Public Facilities Fees - Parks	P
33	320023	Parks - Atascadero - Construct Heilmann Park Maintenance Facility	2008/2009	550,000	799,000	254,277			799,000	Public Facilities Fees - Parks. (Note: Revised scope reduced Estimated Total Cost of construction from original estimate.)	CO
34	320013	Parks - Cayucos - Old Creek Connection Programming and Morro Bay to Cayucos Connector NEPA	2006/2007	250,000	250,000	221,116			250,000	Fed 200,000; State 37,500; 12,500 Parks Fund	P
35	320015	Parks - Avila - Avila Beach to Harford Pier Trail Connector	2006/2007	300,000	300,000	102,654			300,000	PG&E Settlement Obligation	P
36	300101	Parks - Nipomo - Park Playground Replacement	2004/2005	250,000	250,000	250,000			250,000	Public Facilities Fees - Parks	H
37	300044	Parks - Arroyo Grande - Biddle Park Master Plan	2003/2004	100,000	100,000	11,988			100,000	Public Facilities Fees - Parks	P
38	300020	Parks - Avila - Bob Jones Trail Extension (Ontario Rd) (see 320022)	2002/2003	700,000	700,000	46,818			700,000	400,000 Fish & Game/ 300,000 SLOCOG	P
39	300025	Parks - Arroyo Grande - New Biddle Park Playground Equipment	2002/2003	153,800	153,800	151,571			153,800	Public Facilities Fees - Parks	H

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CAPITAL PROJECTS

	WBS Project #	Project Description	Original Year Funded	Estimated Total Cost*	Total Approved Funding through 2011-12	Balance of Funds Available**	2012-13 Proposed Appropriation	2012-13 Adopted Appropriation	Total Approved Funding and 2012-13 Proposed Appropriation	Funding Source	Status***
40	300030	Parks - Nipomo -Park Master Plan Development	2002/2003	300,000	300,000	22,947			300,000	100,000 Public Facilities Fees - Parks; 200,000 Quimby Fees - South County Sub-Fund	P
41	300022	Parks - Avila - Cave Landing Trail	2002/2003	732,745	732,745	549,317			732,745	Fish & Game (Unocal Grant)	D
42	300032	Parks - Cayucos - Norma Rose Park Design/Development	2001/2002	600,000	600,000	339,639			600,000	Public Facilities Fees - Parks	H
		Sub Total:		6,589,845	6,883,868	4,398,496			6,883,868		
EFS Bus Area 4270: GOLF COURSES - AUC											
43	340005	Golf Courses - Morro Bay Golf Course - New Modular Office	2011/2012	46,700	46,700	25,794			46,700	Risk Mgmt Loss Prevention Initiative Fund	C
44	340002	Golf Courses - Morro Bay Golf Course - Replace Water Line	2006/2007	750,000	100,000	30,222			100,000	100,000 Facilities Planning Reserve (temporary source of funding)	U
		Sub Total:		796,700	146,700	56,016			146,700		
		Total:		80,516,309	27,849,539	13,705,500	1,122,420		28,971,959		

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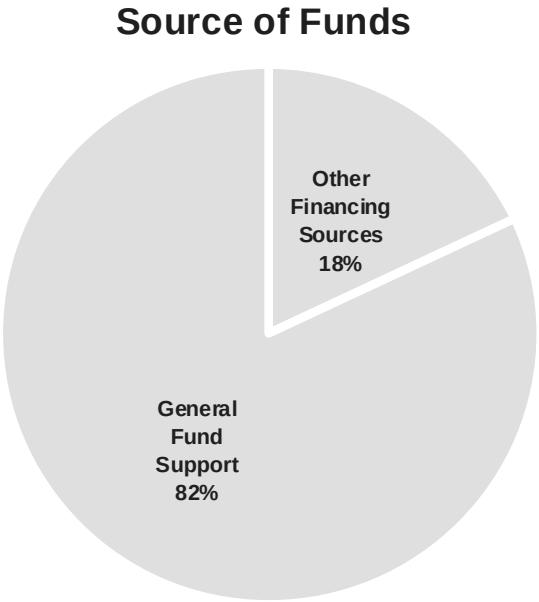
Completed Capital Projects: FY 2011-12

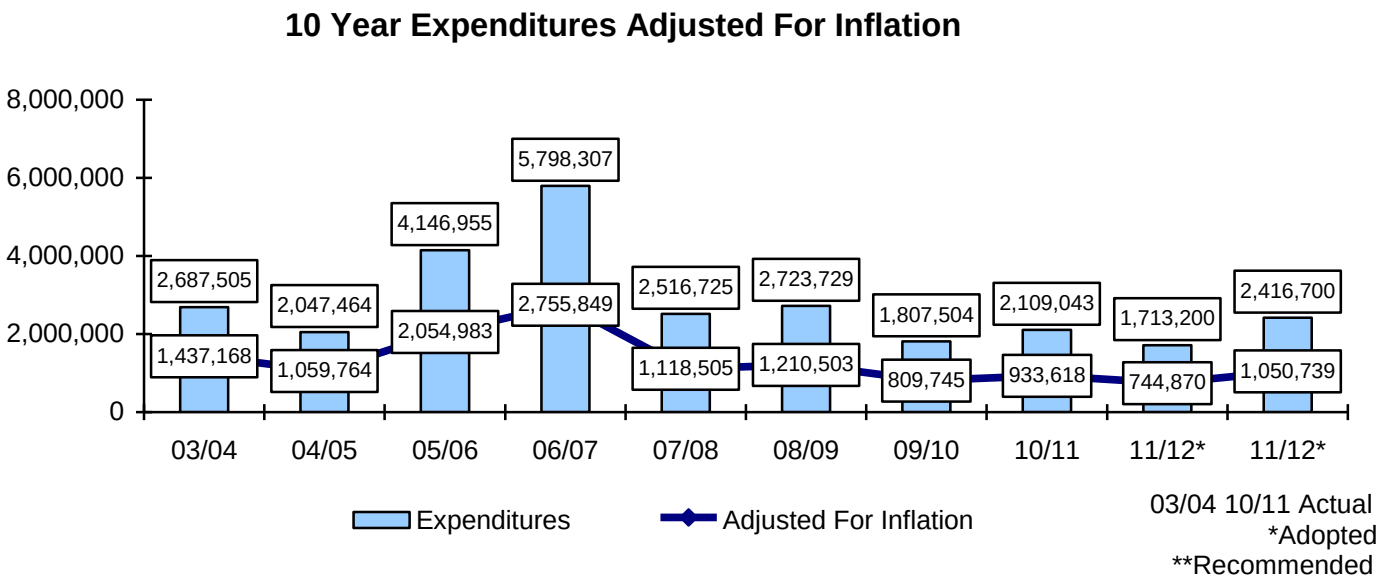
	Yr Funded	WBS Project #	Project Description	Original Funding	Amended Funding	Final Project Cost	Actual%
1	2002/2003	300021	Parks - Avila - Bob Jones Trail Extension (San Miguel/Front St) (see 320022) *Project extended approximately ¼ mile of the Bob Jones Bike Trail from existing termination at San Miguel along the Avila Bay golf Course and Avila bay Drive to Front St.*	357,000	852,000	755,441	88.7%
2	2007/2008	320026	Public Works-Operations Center-Upgrade Waterline to New Women's Jail *Project installed new 10" waterline from Chorro Creek utility bridge to the new Women's Jail facility to accommodate increased use and fire flows.*	113,400	824,900	444,521	53.9%
3	2008/2009	330012	Airports - SLO - New Terminal Aircraft Parking Ramp *Project constructed a concrete aircraft parking ramp to accommodate larger aircraft at the location designated by the Airport Master Plan for the future Terminal.*	500,000	6,481,637	6,469,691	99.8%
			Totals:	970,400	8,158,537	7,669,653	94.0%

PURPOSE

To provide funds for countywide repair, renovation and maintenance of existing county facilities.

Financial Summary	2011-12 Budget	2011-12 Projected	2012-13 Requested	2012-13 Recommended	Change From 2011-12
Other Financing Sources	$ 320,000	$ 0	$ 0	$ 433,000	$ 113,000
**Total Revenue	$ 320,000	$ 0	$ 0	$ 433,000	$ 113,000
Services and Supplies	1,713,200	0	1,500,000	2,416,700	703,500
**Gross Expenditures	$ 1,713,200	$ 0	$ 1,500,000	$ 2,416,700	$ 703,500
Less Intrafund Transfers	256,650	0	0	0	(256,650)
**Net Expenditures	$ 1,456,550	$ 0	$ 1,500,000	$ 2,416,700	$ 960,150
General Fund Support (G.F.S.)	$ 1,136,550	$ 0	$ 1,500,000	$ 1,983,700	$ 847,150





SERVICE PROGRAMS

The Maintenance Projects budget has a total expense level of $2,416,700. Staffing to implement the programs for this budget are contained in General Services Fund Center 113 and the Parks Fund Center 305.

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. Staffing for Maintenance Projects included in Fund Center 113 - General Services

Total Expenditures: $1,780,500 Total Staffing (FTE): 0.00

Facility Maintenance

Provides funding for specific maintenance projects necessary to maintain the county's facilities, excluding parks. Staffing for Maintenance Projects is reflected in Fund Center 113 - General Services.

Total Expenditures: $636,200 Total Staffing (FTE): 0.00

Park Maintenance

Provides funding for specific maintenance projects necessary to maintain the County's parks. Staffing for County Parks Maintenance is reflected in Fund Center 305- County Parks and in Fund Center 113 – General Services.

Total Expenditures: $ 0 Total Staffing (FTE): 0.00

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. This budget primarily funds activities which are considered to be routine expenditures as they maintain, remodel, and repair existing facilities.

Maintenance projects are generally funded either as one of eight categories of a countywide allocation, or as a separate stand alone project. The eight countywide categories are identified below. Also shown is the typical annual allocation for the categories.

- Countywide Maintenance Projects –Typical annual allocation $1 million in General Fund.
- Countywide Americans with Disabilities Act (ADA) Projects - Typical annual allocation $100,000 in General Fund.
- Countywide Department Relocation Projects – Typical annual allocation $100,000 in General Fund.
- Countywide Energy and Water Conservation Projects – Typical annual allocation $100,000 in General Fund.
- Countywide Master Plan Projects - Typical annual allocation $100,000 in General Fund.
- Countywide Community Building Projects – Typical annual allocation $25,000 to $50,000 in General Fund. Community Block Grant Funding and other grant funding are used to supplement this category of funding.
- Countywide Storm Water Pollution Prevention - Typical annual allocation $25,000 in General Fund.
- Countywide Library Renovations – Funding for this category is through the Library Fund and the amount varies by year and need.

The historical allocation of General Fund for the eight categories of maintenance has been approximately $1.45 million. The actual allocation varies by year and can be greater or less, dependent upon the availability of funding and specific maintenance needs in any given year. Over the past two fiscal years, the allocation of General Fund for the above maintenance categories has been reduced in response to fiscal constraints.

Stand alone projects are often larger projects or projects that are funded with sources other than the General Fund. The typical annual allocation for stand-alone projects is generally within a $300,000-$700,000 range. Again, this amount varies with needs and funding availability.

The process by which projects are evaluated selected was revised during FY 2011-12. The new process was an outgrowth of developing a consolidated Infrastructure and Facility Five Year Capital Improvement Plan. Capital and major maintenance projects were submitted for the five year plan and the annual budget. These projects were evaluated by a team comprised of representatives from Public Works, the General Services Agency, the Planning and Building Department and the County Administrative Office. Each submitted project was reviewed and ranked based on the criteria in the Budget Policies adopted by the Board of Supervisors. All of the proposed projects were presented to the Capital Improvement Executive Steering Committee, chaired by the County Administrator and comprised of 10 County department heads. This committee reviewed and proposed modifications resulting in the recommended list of standalone projects listed below. The amounts recommended for the eight countywide categories were determined with input from the General Services Agency. The recommended funding for these categories is greater than recent years and reflects an increasing effort to address deferred maintenance.

The total recommended expense for FY 2012-13 is $2,416,700. This is an increase of $960,150 or 65% greater than the amount in the FY 2011-12 adopted budget. General Fund support for the budget is recommended to be $1,983,700, an increase of $847,150 or 74%. Other funding sources in the recommended budget total $433,000 and include $100,000 from the Department of Social Services, $330,000 from funding remaining from a prior project to replace a waterline serving facilities at the County Operational Area off of Highway 1 just north of San Luis Obispo.

The Status Quo General Fund support level for this budget is $1.5 million. The recommended amount of General Fund is $483,700 more than the Status Quo amount. In prior years, funding for maintenance was reduced in response to fiscal constraints implemented by the County to bring expenditures in line with revenues which have declined as a result of the economic downturn. Reducing funding for maintenance is a short term strategy. It often results in deferral of needed maintenance which must be addressed at later time. The recommended amount for FY 2012-13 is intended to begin the process of working through deferred maintenance. The next two

sections describe the standalone projects followed by the recommended allocations for the countywide categories.

FY 2012-13 MAINTENANCE PROJECTS

There are a total of three stand alone maintenance projects the recommended maintenance projects for FY 2012-13. A brief description, amount allocated and source of funding are provided in the following section.

STAND ALONE PROJECTS

- Public Works: Replace Sewer Line at County Operational Center from Manhole #3 To the Animal Shelter
  Project Cost: $333,000
  Funding Source: Reallocation of remaining funds from a prior project in Fund Center 230 Capital Projects.
  .
- Information Technology: Communication Infrastructure
  Project Cost: $203,200
  Funding Source: General Fund
  This replaces the following communication infrastructure:
  - $14,500 - Black Mountain Communication Site HVAC Replacement
  - $14,500 - Lopez Lake Communication Site HVAC Replacement
  - $22,700 - Tassajara Peak Communication Site HVAC Replacement
  - $14,500 - Rocky Butte Communication Site HVAC Replacement
  - $22,400 - Main Vault Communication Site HVAC Replacement
  - $57,300 - Black Mountain Communication Site Emergency Generator Replacement
  - $57,300 - Cuesta Peak Communication Site Emergency Generator Replacement

- Dept of Social Services –Window Repair South Higuera St. DSS Office
  Project Cost: $100,000
  Funding Source: Department of Social Services FC 180 budget
  This is the first of several phases to repair/replace leaking windows at the DSS offices on South Higuera.

COUNTYWIDE MAINTENANCE PROJECT CATEGORIES

The following provides a brief summary of each of the countywide maintenance categories and identifies the new funding recommended for FY 2012-13. These categories of projects are entirely funded by the General Fund. A total of $1,780,500 is allocated to the following countywide categories. Substantial increases in Countywide Maintenance Projects are intended to address deferred maintenance. Increased funding in Countywide ADA (Americans with Disability Act), Energy and Water Conservation and Storm water are intended to address compliance with regulations guiding disabled persons access to facilities and pollution prevention as well as improving the County's conservation and energy reduction efforts.

Countywide Maintenance Projects $850,500
Funding in this category is used for 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.

Countywide Facilities Master Plan $100,000
Funding in this category is used to conduct needs assessments, programming and analyses for determining highest and best use for County property and facilities in planning for the future. $30,000 of funding in this category will be used for Phase 1 of the Parks Master Plan effort (see Budget for Fund Center 305).

Countywide ADA Compliance $400,000
Funding in this category is for upgrades to current facilities in order to help ensure they meet the Americans With Disabilities Act requirements. Continued work associated with the update and evaluation of County facilities with ADA requirements is planned for FY 2012-13.

Countywide Department Relocations $0
Funding in this category is utilized to move County departments from one location to another or to reconfigure existing office space. There is sufficient funding remaining from prior year allocations and no new funding is proposed for this category in FY 2012-13.

Countywide Energy & Water Conservation $230,000
Funding in this category finances projects recommended from county energy and water use audits. Investments and upgrades in this category are made when the savings from energy and water use conservation projects repays the initial expenditure in seven years or less.

Countywide Storm Water Pollution Prevention $200,000
Funding in this category finances projects, plans, improvements, and equipment necessary to comply with Federal and State storm water pollution regulations. This may be augmented by transfer of funds from the other categories as needed.

Countywide Community Buildings $0
Funding in this category finances projects to repair and maintain community buildings such as veteran's halls and community centers owned by the County. There is sufficient funding remaining from prior year allocations and no new funding is proposed for this category in FY 2012-13.

A listing of individual capital projects which include the projects and amounts identified for FY 2012-13 and those from prior years are included in the tables that follow this section. The far right column includes a project status designator. The following provides an explanation of the designators in the status column

Letter Designators for Status

P - Programming:	This is the initial phase of the project that can include development of needs assessments, facility planning, space planning, site analysis/constraints, environmental determination, soils reports and topographic evaluations.
D - Design:	This phase is for project design development using county staff or contracted architectural support. Depending upon the size of the project, the phase may include development of documents for conceptual, schematic, design development, and construction documents as well as identification of specifications for equipment and/or furniture and fixtures and other project components unique to the project.
B - Bidding:	This phase involves requests for quotes or informal bids on smaller scale projects and the release of construction documents formal bids on larger projects. It also includes verification of contractor bonds and development of construction contracts.
C - Construction:	This project phase is the actual work on construction, demolition, renovation and installation of projects.
CO – Close Out	This is the concluding phase of the process and involves the formal Notice of Completion, construction warranty, the final accounting and closing of invoices and purchase orders, and the release of the retention portion of the contract once all conditions have been satisfied. At the end of this process, the project is complete.
U - Unassigned	This identifies projects that have not yet been assigned to an Architectural Services Coordinator and is awaiting staffing availability to begin the process.

H - Hold

Projects may be placed on hold when new conditions or situations arise that may inhibit moving forward with the project. This may include site situations discovered during construction, changes to the laws and regulations, project costs that are considerable greater than originally identified, changes to the scope of the project and opposition from community groups or other governmental organizations.

MAINTENANCE PROJECTS

	WBS Project #	Project Description	Original Year Funded	Estimated Total Cost*	Total Approved Funding through 2011-12	Balance of Funds Available**	2012-13 Proposed Appropriation	2012-13 Adopted Appropriation	Total Approved Funding and 2012-13 Proposed Appropriation	Funding Source	Status***
EFS Bus Area 2000: GENERAL GOVERNMENT - MAINT											
1	350098	General Services Agency, Information Technology - Various - Communication Infrastructure Replacement	2012/2013	203,200			203,200		203,200	General Fund	U
2	350095	General Services Agency, Information Technology - Rocky Butte - Replace Generator Set	2011/2012	60,400	60,400	60,400			60,400	General Fund	U
3	350084	General Government - ARRA - EECBG - HVAC - Various Facilities	2009/2010	742,420	742,420	262			742,420	American Recovery and Reinvestment Act (ARRA) - EECBG	C
4	350082	General Government - ARRA - EECBG - Lighting - Various Facilities Exterior and Interior	2009/2010	341,702	341,702	0			341,702	American Recovery and Reinvestment Act (ARRA) - EECBG	CO
5	350069	General Government - Courthouse Annex - Upgrade Public Elevator	2008/2009	200,000	200,000	138,356			200,000	General Fund	P
6	350051	General Services Agency, Information Technology - Old Courthouse - Data Center Reorganization	2007/2008	58,400	58,400	28,995			58,400	General Fund	H
7	350022	General Government - Old Courthouse - Exterior Paint	2006/2007	102,700	102,700	93,823			102,700	General Fund	U
8	350002	General Government - Courthouse Annex - Implement Office Consolidation	2005/2006	1,674,400	1,674,400	125,122			1,674,400	General Fund	C
9	300128	SLO - Johnson Avenue Property Analysis	2004/2005	354,000	354,000	163,511			354,000	Facilities Planning Reserve	P
10	300080	General Government - SLO - 1144 Monterey St. Monitoring Wells Abandonment and Remediation	2003/2004	180,567	180,567	493			180,567	General Fund	P
		Sub Total:		3,917,789	3,714,589	610,962	203,200		3,917,789		

Not all projects proceed in the year they were funded due to several factors, including but not limited to, programming (master plan development and/or needs assessment), environmental determinations, community input and support, a availability of funding sources outside of County control.

* Estimated Total Cost is a professionally determined cost estimate based upon the preliminary project scope and the market conditions for financing, materials and labor at the time the cost estimate is prepared. The actual cost of projects may vary with changes that may occur in market conditions, site conditions, or project scope.

** Prior Year(s) Balance of Funds Available as of 3/31/12. As work continues, the balance of available funding will continue to reduce through the fiscal year and project duration.

*** Status: U/Unassigned; H/Hold; P/Programming; D/Design; B/Bidding; C/Construction; CO/Closeout

MAINTENANCE PROJECTS

	WBS Project #	Project Description	Original Year Funded	Estimated Total Cost*	Total Approved Funding through 2011-12	Balance of Funds Available**	2012-13 Proposed Appropriation	2012-13 Adopted Appropriation	Total Approved Funding and 2012-13 Proposed Appropriation	Funding Source	Status***
EFS Bus Area 2000: HEALTH AND SOCIAL SERVICES -MAINT											
11	350099	Department of Social Services - SLO - Higuera Facility Window Repair	2012/2013	100,000			100,000		100,000	Department of Social Services Operating Budget	U
12	350097	Department of Social Services - SLO - Higuera St Carpet Install, Phase 2	2011/2012	202,900	202,900	87,489			202,900	202,900 Department of Social Services Operating Budget	C
13	350078	Health - SLO - Lab Expansion, Phase 3	2009/2010	329,670	329,670	16,372			329,670	HRSA Grant	C
14	350034	Health - Operations Center - Animal Services - Roof Replacement	2006/2007	141,700	141,700	141,460			141,700	General Fund	P
			Sub Total:	774,270	674,270	245,321	100,000		774,270		
EFS Bus Area 2000: PUBLIC WORKS - MAINT											
15	350102	Public Works-COC-Replace Sewer Line from Manhole #3 to Animal Shelter	2012/2013	333,000			333,000		333,000	FBA available; savings from Waterline Project 320026	U
			Sub Total:	333,000	0		333,000		333,000		

Not all projects proceed in the year they were funded due to several factors, including but not limited to, programming (master plan development and/or needs assessment), environmental determinations, community input and support, a availability of funding sources outside of County control.

* Estimated Total Cost is a professionally determined cost estimate based upon the preliminary project scope and the market conditions for financing, materials and labor at the time the cost estimate is prepared. The actual cost of projects may vary with changes that may occur in market conditions, site conditions, or project scope.

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MAINTENANCE PROJECTS

	WBS Project #	Project Description	Original Year Funded	Estimated Total Cost*	Total Approved Funding through 2011-12	Balance of Funds Available**	2012-13 Proposed Appropriation	2012-13 Adopted Appropriation	Total Approved Funding and 2012-13 Proposed Appropriation	Funding Source	Status***
EFS Bus Area 2000: PUBLIC SAFETY - MAINT											
16	350096	Probation - Juvenile Services Center - Replace JSC Sinks and Toilets	2011/2012	201,900	201,900	101,580			201,900	General Fund	C
17	350092	Sheriff - County Operations Center - Construct Main Jail Evidence Storage Room	2011/2012	107,500	107,500	107,500			107,500	53,750 General Fund; 53,750 Sheriff Ops (Asset Forfeiture Trust)	U
18	350087	Probation - Juvenile Services Center - Replace Juvenile Hall West and Center Unit Doors	2010/2011	291,300	291,300	102,199			291,300	General Fund	C
19	350088	Sheriff - County Operations Center - Replace Main Jail Mechanical Room Plumbing and Pumps	2010/2011	120,000	120,000	120,000			120,000	General Fund	U
20	350053	Sheriff - Operations Center - Honor Farm Kitchen Renovation	2007/2008	233,500	233,500	32,804			233,500	General Fund	C
21	350042	Sheriff - West Jail - Security Screens	2006/2007	29,500	29,500	20,066			29,500	General Fund	D
		Sub Total:		983,700	983,700	484,149			983,700		

Not all projects proceed in the year they were funded due to several factors, including but not limited to, programming (master plan development and/or needs assessment), environmental determinations, community input and support, a availability of funding sources outside of County control.

* Estimated Total Cost is a professionally determined cost estimate based upon the preliminary project scope and the market conditions for financing, materials and labor at the time the cost estimate is prepared. The actual cost of projects may vary with changes that may occur in market conditions, site conditions, or project scope.

** Prior Year(s) Balance of Funds Available as of 3/31/12. As work continues, the balance of available funding will continue to reduce through the fiscal year and project duration.

*** Status: U/Unassigned; H/Hold; P/Programming; D/Design; B/Bidding; C/Construction; CO/Closeout

MAINTENANCE PROJECTS

	WBS Project #	Project Description	Original Year Funded	Estimated Total Cost*	Total Approved Funding through 2011-12	Balance of Funds Available**	2012-13 Proposed Appropriation	2012-13 Adopted Appropriation	Total Approved Funding and 2012-13 Proposed Appropriation	Funding Source	Status***
EFS Bus Area 2000: PARKS - MAINT											
22	350035	Parks - Central County - Park Maintenance (Roll Up)	2006/2007		250,000	216,223			250,000	250,000 Quimby Fees - Central County Sub-Fund	C
23	350038	Parks - Coastal - Park Maintenance (Roll Up)	2006/2007		80,000	186			80,000	40,000 GF; 40,000 Parks Fund	C
24	350039	Parks - East County - Park Maintenance (Roll Up)	2006/2007		61,500	32,679			61,500	21,500 GF; 40,000 Quimby Fees - East County Sub-Fund	C
25	350036	Parks - North County - Park Maintenance (Roll Up)	2006/2007		180,000	37,487			180,000	180,000 Quimby Fees - North County Sub-Fund	C
26	350037	Parks - South County - Park Maintenance (Roll Up)	2006/2007		250,000	228,602			250,000	250,000 Quimby Fees - South County Sub-Fund	C
27	350081	Parks - Coastal Dunes - Renovate Restroom Roofs	2009/2010	75,000	75,000	37,653			75,000	45,000 Off Highway Motor Vehicle Fund; 30,000 Parks Ops	U
28	350080	Parks - Los Osos - Elfin Forest Restoration	2009/2010	27,000	27,000	1,742			27,000	25,000 Coastal Impact Assistant Program (CIAP) Federal Grant; 2,000 Parks fund match	C
29	350066	Parks - Lopez Lake - Infrastructure Upgrades	2007/2008	184,480	184,480	27,221			184,480	96,055 Prop 40 Grant; 66,987 Parks Ops; 2,938 Prop 40 Grant; 18,500 Gen Fund (transfer from 350039)	H
		Sub Total:		286,480	1,107,980	581,793			1,107,980		
		Total:		6,295,239	6,480,539	1,922,225	636,200		7,116,739		

Not all projects proceed in the year they were funded due to several factors, including but not limited to, programming (master plan development and/or needs assessment), environmental determinations, community input and support, a availability of funding sources outside of County control.

* Estimated Total Cost is a professionally determined cost estimate based upon the preliminary project scope and the market conditions for financing, materials and labor at the time the cost estimate is prepared. The actual cost of projects may vary with changes that may occur in market conditions, site conditions, or project scope.

** Prior Year(s) Balance of Funds Available as of 3/31/12. As work continues, the balance of available funding will continue to reduce through the fiscal year and project duration.

*** Status: U/Unassigned; H/Hold; P/Programming; D/Design; B/Bidding; C/Construction; CO/Closeout

COUNTYWIDE MAINTENANCE PROJECTS

	WBS Project #	Project Description	Balance of Funds Available*	2012-13 Proposed Appropriation	2012-13 Adopted Appropriation	Balance of Funds Available and 2012-13 Proposed Appropriation	Funding Source	Status**
EFS Bus Area 2000: GENERAL GOVERNMENT - MAINT								
1	350077	Countywide Maintenance Projects	434,036	850,500		1,284,536	General Fund	C
2	350070	Countywide Facilities Master Plan	218,774	100,000		318,774	General Fund	C
3	350074	Countywide Energy and Water Conservation	149,595	230,000		379,595	General Fund	C
4	350072	Countywide Department Relocations	237,528			237,528	General Fund	C
5	350071	Countywide ADA Compliance	270,194	400,000		670,194	General Fund	C
6	350050	Countywide Stormwater Pollution Prevention	12,874	200,000		212,874	General Fund	C
		Subtotal:	1,323,003	1,780,500		3,103,501		
EFS Bus Area 2000: LIBRARY - MAINT								
7	350073	Countywide Library Renovations	231,972			231,972	Library Funds	C
		Subtotal:	231,972			231,972		
EFS Bus Area 2000: COMMUNITY SERVICES - MAINT								
8	350010	Countywide Community Buildings Renovations	457,650			457,650	General Fund; Grant Funds	C
		Subtotal:	457,650			457,650		
		Total:	2,012,625	1,780,500		3,793,123		

* Prior Year(s) Balance of Funds Available as of 3/31/12. As work continues, the balance of available funding will continue to reduce through the fiscal year and project duration.

** Status: U/Unassigned; H/Hold; P/Programming; D/Design; B/Bidding; C/Construction; CO/Closeout

Completed Maintenance Projects: FY 2011-12

	Yr Funded	WBS Project #	Project Description	Original Funding	Amended Funding	Final Project Cost	Actual%
1	2006/2007	350029	Library - SLO - Remodel Circulation Desk/Self Checkout *Project reconfigured circulation desk to accommodate new self-checkout equipment.*	83,600	133,600	132,894	99.5%
2	2007/2008	350052	Public Works -Operations Center - Water Quality Lab Improvements *Project retrofitted lighting with energy efficient ballast and lamps, replaced aging ceiling insulation, reconfigured storage, and provided air conditioning.*	37,200	37,200	37,203	100.0%
3	2009/2010	350086	General Government - ARRA - CDBG - Arroyo Grande Vets Hall Restrooms ADA (see 350010.09 & 350071.05) *Project renovated existing men and women's restrooms to comply with current ADA regulations.*	85,033	85,033	85,005	100.0%
			Totals:	205,833	255,833	255,102	99.7%

Completed Countywide Projects: FY 2011-12

	Project Description	*Completed or Cancelled*	*Cost*
Countywide ADA Compliance			180,575
1	Sheriff - County Operations Center - Construct Main Jail ADA Compliant Shower	COMPLETE	
2	Sheriff - County Operations Center - Construct Main Jail ADA Compliant Cell	COMPLETE	
3	General Government - Arroyo Grande - Construct Vets Hall Restrooms ADA	COMPLETE	
4	Library - SLO - Construct ADA Compliant Circulation Desk	COMPLETE	
Countywide Department Relocations			6,207
5	Planning - SLO - Install Operable Conference Room Windows	COMPLETE	
Countywide Energy and Water Conservation			2,940
6	Health - Atascadero - Install Window Tint	COMPLETE	
Countywide Maintenance Projects			169,029
7	Gen Govt-Paso Robles-Replace Water Service Line	COMPLETE	
8	Sheriff - COC - Replace Honor Farm Storage Containers	COMPLETE	
9	General Government - COC - Remediate Asbestos at Old Muni Court Storage	COMPLETE	
10	Department of Social Services - SLO - Program Systemwide FOBs	COMPLETE	
11	General Government - Nipomo - Replace Senior Center Roof	COMPLETE	
12	Probation - SLO - Repair JSC Waterline	COMPLETE	
13	AGCOMM-SLO- Repair Sierra Way Stair Landing	COMPLETE	
14	GSA-IT-COC-Repair Kansas Ave Fiber Optic	COMPLETE	
15	Health-SLO-Replc Inpatient MH Patio	COMPLETE	
16	Gen Govt - SLO - Courts ADA Accessible Entry Signs	COMPLETE	
Parks - Cental County - Park Maintenance			1,698
17	Oceano - Community Park Playground Safety Improvements	COMPLETE	
Parks - North County - Park Maintenance			28,480

Completed Countywide Projects: FY 2011-12

	Project Description	*Completed or Cancelled*	*Cost*
18	Creston Pool Upgrade Contribution to Atascadero Unified School District	COMPLETE	
19	Templeton - Resurface Tot Pool	COMPLETE	
20	San Miguel - Replace Pool Controller	CANCELLED	
		Total:	388,929

Budget Augmentation Requests

The following section tracks the results of budget augmentations approved by the Board of Supervisors in past fiscal years. A budget augmentation is any request by a department for additional resources, such as the addition of staff positions, major information technology purchases, major professional service contracts and other substantial expenses related to the maintenance or expansion of programs and services.

Budget augmentations are tracked to monitor whether departments are achieving the results intended by the Board's approval of the request. When requesting a budget augmentation, departments are required to state the results that will be achieved in terms of efficiency, quality of service, or outcome performance measures.

Two types of budget augmentations are tracked. The first type is any augmentation granted as part of the annual budget development process. These augmentations are recorded in the adopted budget in the section for the requesting Fund Center, under the heading "Budget Augmentation Requests Recommended." The second type of budget augmentation tracked is any request approved mid-year, after the adoption of the budget. Mid-year augmentations are tracked if they result in the addition of positions to the Position Allocation List (PAL) or add $100,000 or more to a department's budget.

2007-08 Budget Augmentation Results

Countywide Automation Fund Center 266

Summary Information	Intended Results	Actual Results FY 09-10	Admin Office Comments	Actual Results FY 10-11	Admin Office Comments	Updated Actual Results	Admin Office Comments
Unit /Amount: Gross: $450,000 General Fund support: $188,525 ($261,475 from the Public Works Internal Service Fund) Description: Fiber Optic Cable as part of the Nacimiento Water Project to provide building connectivity (between facilities in San Luis Obispo and various north county locations)	▪ Provide backbone (infrastructure) for network connections to north county facilities for the next 30 years. ▪ Potential savings from paying 3rd party vendors of potentially $77,112 per year or $2,313,360 over the life of the project (assumes replacing 17 T-1 lines in North County.)	This project is funded and implementation is expected to be complete 2010.	This is a multi-year project and as such, the result has not yet been achieved. The Department will report on this project as part of the FY 2010-11 budget process and subsequent years.	This project is funded and implementation is expected to be complete 2010.	The results for this project have not yet been achieved. The department will report on this project as part of the FY 2011-12 budget.	▪ A fiber backbone (infrastructure) for network connections to North County facilities has been created that provides the County with the ability to offer redundant connectivity. ▪ Connections to fiber backbone began realizing savings of $4,800 in FY 2010-11 as the first 2 T-1 lines were removed. ▪ A CIP project approved in FY 2010-11 to connect the fiber backbone to the County data center has not begun yet.	The results have been partially achieved. The main focus of this augmentation was the development of the backbone fiber connection which was constructed with the allocated funding. The construction of laterals from the fiber backbone to County facilities is being phased in over several years based on available funding. The construction of laterals will result in the replacement of 17 – T-1 lines. To date, 2 of the 17 T-1 lines have been replaced. Additional lines will be replaced as future laterals are constructed and go in operation. Funding for a lateral to connect to the new Atascadero Library and County offices is proposed for FY 2012-13.

Public Health Fund Center 160

Summary Information	Intended Results	Results Provided in FY 10-11 Budget	Results Provided in FY 11-12 Budget	Admin Office Comments	Updated Actual Results	Admin Office Comments
Unit /Amount: Gross Expense: $91,860 General Fund Support: $0 (Funded from fee revenue.) Description: 1.0 Environmental Health Specialist I/II in order to keep up with demand for inspection services. This position is recommended to be added to the position allocation list for FY 2007-08 but not funded or filled until FY 2008-09. The reason being is that these services are revenue offset with fee revenue (charge for services). The fee schedule for FY 2008-09 will be updated during the fall of 2007 in order to reflect this additional position.	Starting FY 2008-09: The frequency of food safety inspections will change from 1 inspection every 12 months to 1 inspection every 9 months. The frequency of swimming pool inspections will change from 1 inspection every 18 months to 1 inspection every 12 months. Annual water well seal inspections will increase from 25% of new water wells installed to 100% of new water wells installed. (The Intended Results as originally drafted were incorrect. The language has been corrected to be consistent with the original request.)	In FY 2005-06, Environmental Health (EH) had a food safety inspection frequency of 1 inspection every 21 months. In the three years prior to FY 2005-06 the inspection frequency was 1 inspection every 12 months. Food safety depends, in part, upon frequent food safety inspections. It is our goal to improve the frequency of food safety inspections from 1 inspection every 12 months to 1 inspection every 9 months. The actual inspection frequency in FY 2008-09 was 1 inspection per 8.6 months. Environmental Health met this goal.	The amount of time spent in the Water Well Construction program decreased by 356 hours when compared to FY 2007-08. This was due to the recession which resulted in a decrease of 255 well applications. The well seals inspection rates increased from 12% (53 well seal inspections out of 447 well applications) in FY 2007-08 to 44% (85 well seals out of 192 well applications) in FY 2009-10.	The intended results have been partially achieved. In addition the Administrative Office agrees that the goal to inspect 100% of all new water seals should be reduced to 80% due to the factors noted by the department. This item (specifically the rate of inspection of water well seals) will be revisited in the FY 2012-13 budget.	In FY 2010-11 EH met the amended goal of 80% for annual water well seal inspections. 119 water wells were constructed and EH made 99 well seal inspections. Therefore, annual water well seal inspections were 83.2% of new water wells installed.	The adjusted results have been achieved. (Note: Actual Results for FY 2009-10 have been deleted from this report due to space constrictions. Program results had not yet been achieved at that time because the new position was hired and trained during that year.)

Summary Information	Intended Results	Results Provided in FY 10-11 Budget	Results Provided in FY 11-12 Budget	Admin Office Comments	Updated Actual Results	Admin Office Comments
		Given the high usage rate of public pools by tourists and county residents and the inherent safety and health risks associated with the use of the pools, it is our goal to improve the public swimming pool inspection frequency from 1 inspection every 18 months to 1 inspection every 12 months. The actual public swimming pool inspection frequency in FY 2008-09 was 1 inspection per 11.2 months. Environmental Health met this goal. In order to better protect the limited ground water supply in San Luis Obispo County, it is our goal to increase water well seal inspections from 25% of water wells installed to 100% of wells installed.	Through the first quarter of FY 2010-11, 16 of 22 permits or 73% of the wells had well seal inspections. EH requests to change the goal to a more realistic percentage from 100% to 80%. The following barriers prevent EH from meeting the goal of 100%. 1) County ordinance requires 24 hr notice of a well seal. 2) Well Seals are scheduled after work hours (i.e. weekends, holidays, after work hours) 3) Conflicts with other inspection priorities 4) Well driller doesn't notify EH. 5) Miscommunication regarding well location.			

Summary Information	Intended Results	Results Provided in FY 10-11 Budget	Results Provided in FY 11-12 Budget	Admin Office Comments	Updated Actual Results	Admin Office Comments
		In FY 2008-09 well seal inspections increased from 25% of new water wells installed to 28% of new wells installed. Staff was not hired until September. The first two priorities for Environmental Health were to train the new staff in the food and pool programs. Once staff was trained in these two programs and ready to perform well inspections, the new employee began training in the well inspection program later in the year. Therefore, Environmental Health was not able to meet this goal.				

Summary Information	Intended Results	Results Provided in FY 09-10 Budget	Results Provided in FY 10-11 Budget	Results Provided in FY 11-12 Budget	Updated Actual Results	Admin Office Comments
Unit /Amount: Gross: $62,829 General Fund Support: $0 Description: Add 1.0 Financial Analyst I/II/III position due to the increased workload resulting from the implementation of the County's financial system (SAP), debt issuance, and the increasing complexity of banking services and County banking needs.	By separating Treasury/Banking management from the Investment function, the following results will be achieved: 1. Increase investment portfolio yield by 3 basis points in FY 2007-08 3rd and 4th quarters, utilizing the following methods: Review Investment strategy quarterly; Analyze a minimum of 3 new investment securities and funds; Daily market analysis; 2. Reduce increasing costs of bank services (costs for FY 2005-06 were $176,475) by 2% ($3,530); 3. Analyze current banking services, along with new technology and services available, to meet the County's needs with appropriate level and type of service.	The position was filled approximately 8 months of FY 2007-08 with the incumbent vacating the position in June 2008 (position has subsequently been filled). The time the position was filled contributed to the following results: 1. In FY 2007-08, beginning with the 2nd quarter, the Investment Manager's focus was on the problems in the financial market and the potential impact to the County's portfolio. These difficulties have affected the pool's yield, but not the amount invested. 2. In FY 2008-09, a 12% ($19,000) reduction in the cost of banking services was realized. 3. By the end of FY 2008-09, a new service to process the checks to the bank by utilizing	1. Intended results have not been achieved yet. The Financial Analyst position was vacant at various times during the fiscal years 2007-08 and 2008-09, and the Investment Manager had to cover the Treasury Manager position and had to train the person hired for this position during these times. The investment strategy was reviewed, however, not with the purpose of increasing yield, but to safeguard principal (the priority objective by law.) With the problems in the financial market and the economy in crisis, all focus went to ensuring that stable principal values could be returned to Pool Participants. Investment analysis efforts focused on the Pool's exposure to loss; first to investment types in the portfolio, second to investment types that were approved for purchase. No new	1. The Financial Analyst position has been consistently filled since June 2010. As a result, additional investment options are being analyzed. A Public Investment Money Market Account was implemented in November 2010. It earns 15 basis points (bps) over the State's Local Agency Investment Fund and will have an incremental earning of approximately $195k per year at the current rate. It is estimated that the increase in earnings from this account will achieve the intended result of 3 bps by year end.	1. Six different investment security options were analyzed, and of these, two were selected and implemented in FY 2010-11, specifically the Public Investment Money Market Account (PIMMA) and the Certificate of Deposit Account Registry Service (CDARS). As of the end of FY 2010-11, the County Treasury investments in PIMMAs and CDARs were earning incremental returns of $864k per year. This equates to an improvement of 0.16%, or 16 basis points, to the total County Treasury investment pool. In addition, bank balances that earn fee credits at 0.18% and 0.33%, offset banking costs of approximately $146k per year, effectively improving the yield of the County Treasury	Intended results have been achieved.

Summary Information	Intended Results	Results Provided in FY 09-10 Budget	Results Provided in FY 10-11 Budget	Results Provided in FY 11-12 Budget	Updated Actual Results	Admin Office Comments
		electronic image should be implemented This will increase efficiency and the availability of the funds.	investment types were approved for purchase. There were no changes made during that time to increase yield and no new yield performance measures put in place. Because of the focus on safety, the Pool did not experience any loss unlike some counties that experienced some losses due to exposure to investments directly related to entities that financially failed. The financial market is not expected to drastically improve in FY 2010-11. With the approval by the Board of the Investment Policy for 2010, which opened up some criteria to allow local banks to qualify for interest bearing deposits, Treasury will be looking into local banks as to types of investments that would meet the needs of the pool.		Overall, the investment alternatives and the fee credits more than achieve the intended results of 3 basis points.	

2009-10 Budget Augmentation Results

Planning and Building Fund Center 142

Unit /Amount	Description	Intended Results	Results Provided in FY 11-12 Budget	Updated Actual Results	Admin Office Comments
Gross amount: $220,000 General Fund: $220,000	Consultant services for development of an Environmental Impact Report (EIR) and community outreach for the Countywide Rural Plan.	The Draft EIR for the Countywide Rural Plan will be completed by September 2010 and will describe and analyze the significant environmental effects of the proposed policies and programs of the Countywide Rural Plan, identify alternatives and discuss ways to reduce or avoid the possible environmental damage. Development of the EIR will allow the Board to approve the Countywide Rural Plan as a comprehensive, regional approach to addressing growth, resources, infrastructure, employment and economic issues as a step toward implementation of AB32 (The Global Warming Solutions Act of 2006) and SB375 (Sustainable Communities Strategy).	A consultant was selected to perform the community outreach portion of this effort. This portion of the description is complete. Regarding the Draft EIR (DEIR); in November 2009, the Board approved a work plan for the Land Use and Circulation Elements (LUCE) update (formerly the Countywide Rural Plan) that calls for DEIR completion in July 2011. In January 2011, Planning staff will take a revised work plan to the Board indicating a release of a DEIR no sooner than January 2012 due to delays in the production of the draft plan which is needed in order to prepare the DEIR.	In March 2011, the Board directed staff to undertake a two-phased approach to the LUCE, including a revised time line. The first phase will focus on consolidation and reorganization of the Land Use Element and Land Use Ordinance and will include preparation of countywide viewshed standards. A draft of those items is planned for summer 2012. Phase II is to focus on rural policies, programs and standards, and is to begin in late 2012. Phase II will require preparation of an EIR. A public review draft and Draft EIR for the Phase II work is planned for 2013 (though the exact time of year is difficult to predict at this time).	The intended results have not yet been achieved. This item will be revisited in the FY 2013-14 budget.

Planning and Building Fund Center 142

Unit /Amount	Description	Intended Results	Results Provided in FY 11-12 Budget	Updated Actual Results	Admin Office Comments
Gross amount: $150,000 General Fund: $0 Funding Source: Grant - EECBG (ARRA) $150,000	Consultant assistance to prepare a Climate Action Plan.	The Climate Action Plan, to be completed by June 2011, will result in setting specific Greenhouse Gas (GHG) emission reduction targets and implementation measures needed to meet those targets to bring the County into compliance with State mandates to reduce GHG emissions in accordance with AB 32.	The draft Climate Action Plan and environmental document are expected to be released in Spring 2011. Completion is expected in Summer 2011.	The intended results have been achieved. The Climate Action Plan and environmental document were approved by the Board on November 23, 2011. This document contains targets that will comply with the State AB32 GHG emission reduction and will include implementation measures to meet those targets. Actual cost is $169,500 from grant funds.	The intended results were achieved, although the Climate Action Plan was completed later than the Summer 2011 target timeframe and the cost for the project was $19,500 more than originally budgeted.

Summary Information	Description	Intended Results	Results Provided in FY 11-12 Budget	Admin Office Comments	Updated Actual Results	Admin Office Comments
Agenda Date and Item #: 1/5/10, A-8 Unit / Amount: $646,948 (funded with state grant funds) General Fund: $0 FTE: +2.50 (Limited Term	The State Women, Infants, and Children (WIC) Program has allocated additional funding to the County's WIC program to add 2.50 FTE of new limited term positions to enhance and improve the County's current program.	• Full compliance with the new State WIC Quality Improvement Standards. • Expansion of WIC program services to the city of San Miguel. • Improved customer service by enhancing the program's ability to respond to customer inquiries. • 100% compliance with the increased WIC caseload allocation mandated by the State.	The hire dates for the new positions were on January 25, 2010, June 1, 2010 and September 7, 2010. The positions were added to refocus attention on delivering quality program services to improve and enhance the effectiveness of the WIC Program by assessing staff work performance and compliance to State and Federal policies. A Quality Improvement Monitoring Plan was developed and implemented in January 2010 which included a schedule of services to be monitored, the method and frequency of monitoring, development of the monitoring tool, and how will trends be addressed with employees. During the annual Performance audit conducted by the State WIC Branch in March 2010, the WIC Program's Quality Improvement Plan was recognized as an "Area of Noteworthy Activity". The expansion of WIC program services to the city of San Miguel will be researched in FY 2010-11. The new positions have greatly enhanced customer service. Responses to telephone inquiries are now made the same day. Prior to the new staff, responses were provided within 24 hours. Appointment reminder calls and missed appointment calls are now made daily. These activities were only being performed occasionally prior to the new positions. The new	Intended results have been partially achieved. This item will be revisited in the FY 2012-13 budget.	In FY 2010-11, all results were met with the exception of expansion of services to San Miguel. During FY 2010-11, the State notified the Department that the funds to expand services to San Miguel would be eliminated (approx.. $65,000). To mitigate the funding reduction impact, temporary help and contract staff were eliminated in the breastfeeding peer counseling program. Permanent staff were redirected to perform these peer counseling activities. .	The intended results were not fully achieved due to the reduction in State funding. As noted, due to this reduction, services will not be expanded to San Miguel. Given this, no further reporting on this budget augmentation will be necessary.

Summary Information	Description	Intended Results	Results Provided in FY 11-12 Budget	Admin Office Comments	Updated Actual Results	Admin Office Comments
		•	positions have also greatly enhanced customer service by providing consistent site coverage during staff absenteeism. Previously, at least one or more WIC sites would operate at a 67% staff capacity during days of staff absenteeism which greatly compromised the quality and timeliness of program services. The State increased the caseload requirements 6% (4,700 to 4,975) in FY 2009-10. The new staff ensures the ability of the WIC program to be in compliance 100%. State WIC compliance standards are maintaining monthly caseload at 97% or above the caseload allocation. In FY 2009-10, the average monthly caseload was 4,695 out of 4,844 or 97% of caseload. In FY 2010-11, the WIC Program projects to be at 99% of caseload. Beginning federal fiscal year 2010-11, these new funds will be included in the annual base allocation. Originally, these funds were one time grant funds ending September 2011.			

Roads Fund Center 245

Unit /Amount	Description	Intended Results	Results Provided in FY 11-12 Budget	Admin Office Comments	Updated Actual Results	Admin Office Comments
Gross: $103,000 (Off- Highway Vehicle Restricted Revenue funds) General Fund Support: $0	Removal of sand drifts in several public rights of way in the Oceano area (between Strand Way paved street and the Strand Avenue right of way, McCarthy Avenue, Juanita Avenue, Sandpiper Lane, Surf Street, York Street and Utah Avenue).	1. Removal of sand drifts in the public rights of way; 2. Reduction of sand migration on properties adjacent to the Oceano Dunes Recreational Area (OSVRA); 3. Improved accessibility to the OSVRA for pedestrians by installing barriers/bollards to prevent vehicular traffic in these areas; 4. Reduction in complaints from the surrounding neighbors.	1. Sand has been removed from two of the six locations. Public Works has not been able to secure permits from the Coastal Commission for the remaining four locations, however efforts continue. 2. There has been a reduction in sand passing from the beach onto Strand Way which has reduced the frequency in which our Mainten-ance crews must respond. 3. The removal of sand has provided a flat surface that is now traversable by foot. Barriers have been installed to prevent vehicles from using the improved surface. 4. Surrounding residents continue to complain about a secondary emergency access, and the sand.	1. The department will be requested to report back on the remaining 4 locations as part of the FY 2012-13 budget process. 2. and 3. Intended results have been achieved.	1. Public Works has not received concurrence from the Coastal Commission on pursuing sand removal from the remaining four public rights of way. No further sand removal will be done under this funding by Public Works. Planning Department continues to work with area residents on issuing use permit for sand removal under a Coastal Development Permit. The permit may provide mitigation to sand removal or minimize sand drifting by planting the Strand Avenue right of way which may serve as a more viable means to reduce sand accumulation. Directing remaining funding for this work is a possible option.	1. Due to the inability of staff to obtain permits from the Coastal Commission no further work will be done. Approximately $38,000 of the $103,000 has been allocated. At this time, the Planning Depart-ment is working with residents on issuing use permits for sand removal under a Coastal Develop-ment. It is possible the remaining funds may be used for this activity until that time they will be returned to the Off-Highway Vehicle Restricted Revenue accounts.

2010-11 Budget Augmentation Results

Agricultural Commissioner Fund Center 141

Unit/Amount	Description	Intended Results	Actual Results	Admin Office Comments
Gross: $49,884 General Fund: $0	• One .50 FTE Agricultural Weights and Measures Technician I or II and • Increase the temporary status Agricultural/Weights and Measures Technician allocation by .27 FTE	Improve detection of Glassy Winged Sharp Shooter and Pierce's disease. Percent of shipments with infestation detected by San Luis Obispo County (as opposed to other counties) would increase from 25% to 30%. Reference performance measure #3 in the Ag Commissioner's budget.	The Ag Commissioner's Office met and exceeded the 30% detection rate for FY 2010-11, finishing the fiscal year with 44.4% of the statewide Glassy-winged Sharpshooter rejected shipments.	Intended results have been achieved.

Airports Fund Center 425

Unit/Amount	Description	Intended Results	Actual Results	Admin Office Comments
Gross: $116,025 General Fund Support: $116,025 Source of Funding: $9.25 million in Tax Reduction Reserve established in FY 2007-08 as loan to the Airport as funding designated to assist with the develop-ment of parking improve-ments and a new passenger terminal.	The requested amount is a loan to fund the FY 2010-11 Airport operational budget. The revenues in the Airport FY 2010-11 budget are insufficient to cover the expense for operations to maintain services at the Airport. The loan will provide the funding needed to cover the gap in revenues and fund operational expenses necessary to maintain services at the San Luis Obispo and Oceano Airports.	The funding will allow the Airport to meet required fiscal obli-gations for maintaining both general aviation and commercial passenger service at the San Luis Obispo Airport and general aviation service at the Oceano Airport.	It was not necessary for Airport Services to utilize the funding because operating revenues and expenditures were more favorable than forecasted for the FY 2010-11 budget.	The intended result was achieved without need the for the General Fund dollars requested in the Budget Augmentation Request. The Airport did not receive or use the $116,025 in General Fund as revenues were greater than projected when the budget was developed.

Child Support Services Fund Center 134

Unit/Amount	Description	Intended Results	Actual Results	Admin Office Comments
Gross:$222,450 General Fund: $56,254	• General Fund contribution to help fund salary and benefits for 3 FTE Legal Clerks. • State matching revenue is available to pay $166,197 if the County contributes $56,254.	• Losing 3 employees would represent a loss of 7% of work force. • Performance would be expected to drop accordingly (less child support money collected.) • Retaining 3 FTE Legal Clerks would help to ensure that work is done by classifications at the appropriate level. If the positions were eliminated, staff in higher paid classifications would be tasked with performing the work that the Legal Clerks perform, which would increase the cost of getting the work done and possibly delay higher level work.	The Department of Child Support Services (DCSS) continues to maintain the top performance level in the State. Retaining staffing levels allowed the department to maintain performance and even increase collections on current support by 1% and 2% on arrears over FY 2009-10 levels. In addition, DCSS achieved a lower than budged net county cost through the use of Voluntary Time Off (VTO), saving $14,825 in general fund contribution.	The intended results have been achieved.

Public Defender Fund Center 135

Unit/Amount	Description	Intended Results	Actual Results	Admin Office Comments
Gross: $60,090 General Fund Amount: $60,090	The Primary Public Defender firm has requested funds to purchase hardware and software to digitize 25 years worth of records on past cases. In addition they have requested funds for approximately 4,000 hours in temporary help to scan the many records the firm currently houses in storage facilities.	Digitizing such a large number of records could take a year or longer to complete. Once completed, access to these records will be almost immediate (versus driving to a storage facility to retrieve). The firm expects to save $2,400 annually in fuel costs required to retrieve and then return paper records held in storage units off site. (Time to retrieve and then return records has not been tracked.) The firm also expects to save up to $10,000 annually in storage unit rental costs once all historical records have been digitized.	The firm reports that digit-ization has been underway since last year, but is going more slowly than expected. Once all historical records have been digitized the firm will report on actual savings.	Intended results have not yet been achieved. This item will be revisited in the FY 2013-14 budget.

Public Health Fund Center 160

Unit/Amount	Description	Intended Results	Actual Results	Admin Office Comments
Gross: $118,129 General Fund Support: $0	Create an Oral Health Coordinator position in the Public Health Department of the Health Agency.	▪ At least 1,200 children will receive three fluoride varnish applications per year. According to a 2006 article in the Journal of Dental Research, "Fluoride Varnish Efficacy in Preventing Early Childhood Caries", children receiving no fluoride varnish were more than twice as likely to have dental caries (also known as tooth decay) as those who had annual varnish treatments, and nearly four times more likely to have cavities than children who received fluoride varnish at six-month intervals. ▪ At least 100 parents annually will receive help from the Oral Health Coordinator in locating a dentist to treat their child, and in "convincing" a dentist to accept their child into the dental practice (dental home). ▪ At last 500 parents annually will be educated about preventive dental care for their children. ▪ Schools, community organizations, and other County departments will have a person to contact when they have dental issues. Low-income children who are at risk for dental disease will be identified, and agencies will collaborate to find resources to facilitate oral health treatment.	The Oral Health Coordinator did not start until the 1st week of April 2011. In June 2011, 20 children received one varnish application. In the first five months of FY 2011-12, 86 children received fluoride applications. However, beginning November 2011, dental events have been added to multiple Women Infants and Children (WIC) clinic sites and at local California Pre-Schools and head start sites. Each WIC site can potentially serve up to 137 children per month, and the pre-school sites (35 sites) can serve up to 20 children per month. By the end of FY 2011-12, it is projected that the target of 1,200 children will be met. By June 30, 15 parents had been assisted to find a dentist. Through the first quarter of FY 2011-12, 47 parents received assistance from the Oral Health Coordinator. We expect to meet the original target by the end of FY 2011-12. No group educational meetings were held in FY	The intended results have been partially achieved to date. While the department anticipates meeting intended targets by the end of the fiscal year, this item will be revisited in the FY 2013-14 budget to verify actual results.

Public Health Fund Center 160

Unit/Amount	Description	Intended Results	Actual Results	Admin Office Comments
			2010-11. In the first quarter of FY 2011-12, 198 parents were educated on preventive dental care for their children. It is projected that the target will be met at year end. In FY 2010-11, the Oral Health Coordinator was available to assist schools, county and community programs in dealing with dental issues. This target was met in FY 2010-11.	

Unit/Amount	Description	Intended Results	Actual Results	Admin Office Comments
Gross: $360,108 General Fund Support: $0 Funding Source: FC 408 – Workers Compensation and FC 409 – Liability.	Add a 1.00 FTE Principal Human Resources Analyst and create a Loss Prevention program to avoid employee injuries and reduce Workers' Compensation costs. To date, the County has placed the majority of its loss control emphasis on reacting to incurred losses, and a lesser amount of staffing and time has been applied to loss prevention. While significant gains have been made in reducing the County's losses through a vigorous focus on safety awareness and the Return to Work Program, the rate of those gains appears to be leveling off. The purpose of this program will be to increase preventative evaluations (e.g., ergonomic and other assessments) and provide funding for improvements and interventions that County departments would otherwise have been required to fund out of their own budgets.	1. Reduce Workers' Compensation claims by 20 (approximately 10%) in the first year of program operations. 2. Reduce cost of claims in the first year of program operations, as measured by (a) cost per claim, and (b) total Workers' Compensation liability. 3. Perform 300 ergonomic evaluations per year. 4. Improve workstations for 225 County employees per year. 5. Complete three special projects in the first year of program operations. 6. Provide one wellness health screening event per month. 7. Increase the number of Automated External Defibrillators (AED's) purchased from 2 to 3 per year, and train an additional 55 County employees (a 50% increase) in First Aid/CPR/AED use each year.	1. Although overall claims increased in FY 2010-11 (likely a slight, normal deviation from the low rate of claims that the County has reached in recent years), claims for ergonomic and repetitive motion injuries, the type targeted by the first year of the Loss Prevention Initiative, were reduced by 8% and 24% respectively. Note that overall severity of claims has been reduced (see below). 2. (a) Claim costs were reduced by an average of $613 (~10%) per claim (b) Overall the County incurred $38,312 less in total liabilities. The County incurred $113,149 less in ergonomically-related injury liabilities. . 3. 304 ergonomic evaluations were completed in FY 2010-11. 4. 301 workstations were improved in FY 2010-11. 5. Staff completed four special projects in the first year, including: (1) installation of fencing in the Social Services	The majority of the intended results have been met or exceeded. However, the County has not seen a 10% decrease in the number of Workers' Compensation claims. Because the overall number of claims increased in FY 2010-11, the department will report back in the FY 2013-14 budget, once the Loss Prevention Initiative has been in place for an additional year.

Unit/Amount	Description	Intended Results	Actual Results	Admin Office Comments
			the Social Services parking lot to direct employees away from a known trip hazard; (2) installation of secure doors at the Mental Health facility in Atascadero, replacing previously unsecured doors; (3) installation of touch screen controls in the Juvenile Hall to reduce user fatigue from older button-style control panel; and (4) implementation of a new paperless Material Safety Data Sheet management program which eliminates approximately 0.25 FTE of staff time previously required to manage the program. 6. Wellness health screenings were provided each month since program inception. 7. Purchased four AEDs and trained 75 additional employees. In December 2011, one of the AEDs purchased through the Loss Prevention Initiative aided in saving a life.	

Sheriff-Coroner Fund Center 136

Unit/Amount	Description	Intended Results	Actual Results	Admin Office Comments
Gross: $389,739 General Fund support: $0 Cal-ID Trust: $389,739	An Automated Fingerprint identification system with a terminal for each of the four fingerprint identification operators in the County. This system will contain only local data and make the search for finger-print matches much faster and more accurate than the current system, which requires a search of a state-wide database. This equipment will be funded from Vehicle Registration fees deposited in the Cal-ID trust.	Reduce the processing time on an initial search of fingerprint matches to a set of fingerprints by 20 minutes (66%) for a total savings of approximately 200 hours per year. This enables more suspects who are already in the system to be identified more quickly.	Implementation and planning took place in FY 2010-11; the equipment is being custom developed to the Sheriff's Office specifications and it is expected that the system will be implemented and in use by March 1, 2012.	Intended results have not yet been achieved. This item will be revisited as part of the FY 2013-14 budget.
Gross: $17,000 General Fund support: $0	To purchase a scene scope that is used to process fingerprints on porous and semi porous surfaces (many of which cannot be processed with the alternative methods due to potential damage to victim's property). This equipment will be funded from Vehicle Registration fees deposited in the Cal-ID trust.	This technology will permit processing more surfaces for fingerprint evidence with less risk and mess. By expanding the types of surfaces that can be processed, this increases the amount of evidence that can be collected, which increases the possibility of solving the crime.	The scene scope was purchased in September of 2010 and is in full use.	Intended results have been achieved.

Social Service Administration Fund Center 180

Unit/Amount	Description	Intended Results	Actual Results	Admin Office Comments
Gross: $231,840 General Fund: $0	• Add 1.0 FTE Administrative Services Manager (a new position for the growing admin needs associated with the Workforce Investment Act Program) and • 2.0 FTE Social Services Program Review Specialists to the PAL.	• Workforce Investment Act (WIA) programs will be implemented in accordance with required deadlines, regulations and statutes. • The County will meet contractual requirements associated with the acceptance of WIA grant funds. • A contract position will be eliminated.	All results have been achieved and the program continues to operate efficiently and effectively. In FY 2010-11, Social Services received $3,577,912 of WIA Grant Funding. The contract position was eliminated on August 30, 2010.	All of the intended results have been achieved.

Summary Schedules

The County Budget Act, Government Code Section 29000-29144, outlines the process and format by which counties submit their annual financial documents to the State Controller's Office. The Budget Act was most recently amended in 2009 and subsequently, the State Controller's Office worked with county Auditor-Controllers and Administrative Officers to update the State's County Budget Guide to reflect amendments to the Budget Act.

The updated schedules resulting from the 2009 amendments to the County Budget Act were included in the Fiscal Year 2010-11 Final budget document for the first time. The schedules meet the content and formatting requirements set forth in the "Accounting Standards and Procedures for Counties" guidelines which are promulgated by the State Controller, and present the appropriations adopted by the Board of Supervisors for each departmental fund center.

Also included in this section are three revenue reports used by the County which summarize revenue by department, account and source. Revenue reports are a detailed listing of funding source(s) used by the County to fund its appropriations (expenditures) at the fund, fund center and account level. The three reports following the financial schedules are not required by the Budget Act referred to above, but are included in the budget document to provide readers with additional information about revenues included in the budget.

Schedule 1
All Funds Summary

This schedule is a summary of financing sources and financing uses for all funds, including governmental-type funds (general, special revenue, capital projects, and debt service) as well as enterprise, internal service, special districts and other agencies governed by the Board of Supervisors. Enterprise, internal service, special district and other agency funds are included in Schedule 1 as a result of recent changes to the State Controller's required schedules.

STATE CONTROLLER SCHEDULES
COUNTY BUDGET ACT
January 2010

COUNTY OF SAN LUIS OBISPO
State of California

COUNTY BUDGET FORM
SCHEDULE 1

All Funds Summary
FOR FISCAL YEAR 2012-13

	TOTAL FINANCING SOURCES				TOTAL FINANCING USES		
Fund Name (1)	Fund Balance Unreserved/ Undesignated June 30,2012 (2)	Decreases to Reserves/ Designations/ Net Assets (3)	Additional Financing Sources (4)	Total Financing Sources (5)	Financing Uses (6)	Increases to Reserves/ Designations/ Net Assets (7)	Total Financing Uses (8)
Governmental Funds							
General Fund	20,700,000	274,161	370,837,880	391,812,041	391,123,384	688,657	391,812,041
Special Revenue Funds	811,936	2,111,520	62,616,384	65,539,840	61,182,908	4,356,932	65,539,840
Capital Projects Funds	0	1,230,133	125,000	1,355,133	1,355,133	0	1,355,133
Debt Service Funds	135,000	0	10,568,288	10,703,288	10,600,444	102,844	10,703,288
Total Governmental Funds	21,646,936	3,615,814	444,147,552	469,410,302	464,261,869	5,148,433	469,410,302
Other Funds							
Internal Service Funds	0	1.159,001	44,010,823	45,169,824	45,169,824	0	45,169,824
Enterprise Funds	0	2,392,460	5,665,288	8,057,748	8,057,748	0	8,057,748
Special Districts	12,525,925	11,108,991	98,170,896	121,805,812	110,624,911	11,180,901	121,805,812
Total Other Funds	12,525,925	14,660,452	147,847,007	175,033,384	163,852,483	11,180,901	175,033,384
Total All Funds	34,172,861	18,276,266	591,994,559	644,443,686	628,114,352	16,329,334	644,443,686

Schedule 2
Governmental Funds Summary
(previously Schedule 1)

This schedule is a summary of financing sources and financing uses of only County governmental funds consisting of general, special revenue, capital projects, and debt service funds. Fiduciary, enterprise, internal service funds, special districts and other agencies are excluded from Schedule 2.

STATE CONTROLLER SCHEDULES
COUNTY BUDGET ACT
January 2010

COUNTY OF SAN LUIS OBISPO
State of California

COUNTY BUDGET FORM
SCHEDULE 2

GOVERNMENTAL FUNDS SUMMARY
FOR FISCAL YEAR 2012-13

		TOTAL FINANCING SOURCES				TOTAL FINANCING USES		
COUNTY FUNDS (1)	Fund Number	Estimated Fund Balance Unreserved/ Undesignated June 30,2012 (2)	Decreases to Reserves/ Designations (3)	Additional Financing Sources (4)	Total Financing Sources (5)	Financing Uses (6)	Increases to Reserves/ Designations (7)	Total Financing Uses (8)
General Fund	1000000000	20,700,000	274,161	370,837,880	391,812,041	391,123,384	688,657	391,812,041
Capital Projects	1100000000	0	1,230,133	125,000	1,355,133	1,355,133	0	1,355,133
Special Revenue Funds								
Road Fund	1200000000	0	847,000	25,827,317	26,674,317	26,674,317	0	26,674,317
Comm Dev Pgm	1200500000	0	0	4,015,303	4,015,303	4,015,303	0	4,015,303
Pub Fac Fees	1201000000	0	383,200	675,742	1,058,942	500,000	558,942	1,058,942
Parks Spl Rev	1201500000	264,995	127,000	7,926,102	8,318,097	8,318,097	0	8,318,097
Automtn Replc	1202000000	0	0	4,259,105	4,259,105	3,348,585	910,520	4,259,105
Building Replcmt	1202500000	0	0	2,732,613	2,732,613	0	2,732,613	2,732,613
Impact Fee	1203500000	0	529,320	1,753,500	2,282,820	2,282,820	0	2,282,820
Wildlife Grazing	1204000000	0	0	3,500	3,500	3,500	0	3,500
DUI	1204500000	66,184	0	1,373,406	1,439,590	1,439,590	0	1,439,590
Library	1205000000	278,657	225,000	7,672,819	8,176,476	8,176,476	0	8,176,476
Fish & Game	1205500000	0	0	20,000	20,000	20,000	0	20,000
Org Development	1206000000	202,100	0	460,000	662,100	507,243	154,857	662,100
Co Med Svcs Prog	1206500000	0	0	5,095,977	5,095,977	5,095,977	0	5,095,977
Emergcy Med Svcs	1207000000	0	0	801,000	801,000	801,000	0	801,000
TOTAL Special Rev. Funds		811,936	2,111,520	62,616,384	65,539,840	61,182,908	4,356,932	65,539,840
Debt Service Funds								
Cop Loan DS	1208000000	0	0	2,256,488	2,256,488	2,256,488	0	2,256,488
POB- DSF	1801000000	135,000	0	8,311,800	8,446,800	8,343,956	102,844	8,446,800
TOTAL Debt Service Funds		135,000	0	10,568,288	10,703,288	10,600,444	102,844	10,703,288
TOTAL GOVERNMENTAL FUNDS		21,646,936	3,615,814	444,147,552	469,410,302	464,261,869	5,148,433	469,410,302

Schedule 3
Fund Balance- Governmental Funds

This schedule presents the various components of actual or estimated fund balance. Encumbrances, reserves and designations are subtracted from actual or estimated total fund balance to determine the amount of fund balance that is unreserved and undesignated as of June 30th of the preceding budget year, and therefore available for budgetary requirements.

STATE CONTROLLER SCHEDULES
COUNTY BUDGET ACT
January 2010

COUNTY OF SAN LUIS OBISPO
State of California

COUNTY BUDGET FORM
SCHEDULE 3

FUND BALANCE - GOVERNMENTAL FUNDS
FOR FISCAL YEAR 2012-13

COUNTY FUNDS (1)	Fund Number	TOTAL FUND BALANCE as of June 30, 2012 Estimated (2)	LESS: FUND BALANCE-RESERVED/DESIGNATED Encumbrances (3)	General & Other Reserves (4)	Designations (5)	FUND BALANCE Unreserved/ Undesignated June 30, 2012 Estimated (6)
General Fund	1000000000	35,035,469	0	8,000,000	6,335,469	20,700,000
Capital Projects	1100000000	12,270,173	0	0	12,270,173	0
Special Revenue Funds						
Road Fund	1200000000	3,700,000	0	0	3,700,000	0
Public Facility Fees	1201000000	5,020,393	0	0	5,020,393	0
Parks	1201500000	539,763	0	0	274,768	264,995
Co-Wide Automation Replacement	1202000000	9,153,295	0	0	9,153,295	0
Gen Gov Building Replacement	1202500000	11,314,171	0	0	11,314,171	0
Tax Reduction Resrv	1203000000	12,124,483	0	0	12,124,483	0
Impact Fee-Traffic	1203500000	4,676,539	0	0	4,676,539	0
Wildlife And Grazing	1204000000	5,966	0	377	5,589	0
Driving Under the Influence	1204500000	608,567	0	200,459	341,924	66,184
Library	1205000000	1,435,988	0	74,690	1,082,641	278,657
Fish And Game	1205500000	156,172	0	54,583	101,589	0
Organizational Development	1206000000	1,923,071	0	396,052	1,324,919	202,100
TOTAL Special Rev. Funds		50,658,408	0	726,161	49,120,311	811,936
Debt Service Funds						
Debt Service-Cert of Participa	1208000000	16,373	0	0	16,373	0
Pension Obligation Bond DSF	1801000000	7,119,700	0	0	6,984,700	135,000
TOTAL Debt Service Funds		7,136,073	0	0	7,001,073	135,000
TOTAL GOVERNMENTAL FUNDS		105,100,123	0	8,726,161	74,727,026	21,646,936

Schedule 4
Reserves/Designations by Governmental Funds

This schedule lists reserves and designations sorted by fund. The schedule also presents new reserves and designations and recommended amounts, as well as reserves and designations recommended to increase, decrease or be canceled. Use of general reserves is limited to emergency situations. The use of designations is allowed throughout the fiscal year. Mid-year adjustments are subject to a 4/5th's vote by the Board of Supervisors, and a simple majority is required if the use of additional designations is approved by the Board during budget hearings.

STATE CONTROLLER SCHEDULES
COUNTY BUDGET ACT
January 2010

COUNTY OF SAN LUIS OBISPO
State of California

COUNTY BUDGET FORM
SCHEDULE 4

RESERVES/DESIGNATIONS - BY GOVERNMENTAL FUNDS
FOR FISCAL YEAR 2012-13

X Encumbrances excluded

COUNTY FUNDS (1)	RESERVES/ DESIGNATIONS as of June 30, 2012 (2)	DECREASES OR CANCELLATION RECOMMENDED (3)	DECREASES OR CANCELLATION ADOPTED BY THE BOARD OF SUPERVISORS (4)	INCREASES OR NEW RECOMMENDED (5)	INCREASES OR NEW ADOPTED BY THE BOARD OF SUPERVISORS (6)	TOTAL RESERVES/ DESIGNATIONS FOR BUDGET YEAR (7)	Fund ___(8)___
General Fund							1000000000
General Reserve	8,000,000	0	0	0	0	8,000,000	
Designations							
Co. Fire Equip. Replace	991,083	274,161	0	0	0	716,922	
Designated FB-2020 POB	0	0	0	688,657	0	688,657	
Internal Financing	5,343,419	0	0	0	0	5,343,419	
Willow Rd Interchange	967	0	0	0	0	967	
TOTAL General Fund	14,335,469	274,161	0	688,657	0	14,749,965	
Capital Projects							1100000000
Designations							
Detention Facilities	6,500,000	0	0	0	0	6,500,000	
Facilities Planning	3,652,728	997,420	0	0	0	2,655,308	
Juvenile Hall Bldg	1,732,000	0	0	0	0	1,732,000	
LO Landfill Closure	385,445	232,713	0	0	0	152,732	
TOTAL Capital Projects	12,270,173	1,230,133	0	0	0	11,040,040	
SPECIAL REVENUE FUNDS							
Road Fund							1200000000
Designations							
Future Road Projects	3,617,000	847,000	0	0	0	2,770,000	
N. River Mine Reserve	83,000	0	0	0	0	83,000	
TOTAL Road Fund	3,700,000	847,000	0	0	0	2,853,000	
Public Facility Fees							1201000000
Designations							
Reserve for County Fire	1,607,073	0	0	306,090	0	1,913,163	
Reserve for General Gov't	807,454	383,200	0	0	0	424,254	
Reserve for Law Enforcmnt	1,047,217	0	0	61,852	0	1,109,069	
Reserve for Library	167,131	0	0	59,300	0	226,431	
Reserve for Parks	1,391,518	0	0	131,700	0	1,523,218	
TOTAL Public Facility Fees	5,020,393	383,200	0	558,942	0	5,196,135	
Parks							1201500000
Designations							
Lopez Park's Projects	60,000	0	0	0	0	60,000	
Parks Projects	214,768	127,000	0	0	0	87,768	
TOTAL Parks	274,768	127,000	0	0	0	147,768	

COUNTY OF SAN LUIS OBISPO
State of California

RESERVES/DESIGNATIONS - BY GOVERNMENTAL FUNDS
FOR FISCAL YEAR 2012-13

X Encumbrances excluded

COUNTY FUNDS (1)	RESERVES/ DESIGNATIONS as of June 30, 2012 (2)	DECREASES OR CANCELLATION RECOMMENDED (3)	DECREASES OR CANCELLATION ADOPTED BY THE BOARD OF SUPERVISORS (4)	INCREASES OR NEW RECOMMENDED (5)	INCREASES OR NEW ADOPTED BY THE BOARD OF SUPERVISORS (6)	TOTAL RESERVES/ DESIGNATIONS FOR BUDGET YEAR (7)	Fund (8)
Co-Wide Automation Replacement							1202000000
Designations							
Automation Replacement	8,383,021	0	0	910,520	0	9,293,541	
Budget System Developm	770,274	0	0	0	0	770,274	
TOTAL Co-Wide Automation Repla	9,153,295	0	0	910,520	0	10,063,815	
Gen Gov Building Replacement							1202500000
Designations							
Gov. Building Rpl	11,157,795	0	0	2,732,613	0	13,890,408	
Library - Cambria	156,376	0	0	0	0	156,376	
TOTAL Gen Gov Building Replace	11,314,171	0	0	2,732,613	0	14,046,784	
Tax Reduction Resrv							1203000000
Designations							
Desig-Prop Tax Litigation	797,952	0	0	0	0	797,952	
Tax Reduction Reserves	11,326,531	0	0	0	0	11,326,531	
TOTAL Tax Reduction Resrv	12,124,483	0	0	0	0	12,124,483	
Impact Fee-Traffic							1203500000
Designations							
Improvement Fees	4,676,539	529,320	0	0	0	4,147,219	
TOTAL Impact Fee-Traffic	4,676,539	529,320	0	0	0	4,147,219	
Wildlife And Grazing							1204000000
General Reserve	377	0	0	0	0	377	
Designations							
Wildlife Projects	5,589	0	0	0	0	5,589	
TOTAL Wildlife And Grazing	5,966	0	0	0	0	5,966	
Driving Under the Influence							1204500000
General Reserve	200,459	0	0	0	0	200,459	
Designations							
Systems Development	341,924	0	0	0	0	341,924	
TOTAL Driving Under the Influe	542,383	0	0	0	0	542,383	

STATE CONTROLLER SCHEDULES
COUNTY BUDGET ACT
January 2010

COUNTY OF SAN LUIS OBISPO
State of California

COUNTY BUDGET FORM
SCHEDULE 4

RESERVES/DESIGNATIONS - BY GOVERNMENTAL FUNDS
FOR FISCAL YEAR 2012-13

X Encumbrances excluded

COUNTY FUNDS (1)	RESERVES/ DESIGNATIONS as of June 30, 2012 (2)	DECREASES OR CANCELLATION RECOMMENDED (3)	DECREASES OR CANCELLATION ADOPTED BY THE BOARD OF SUPERVISORS (4)	INCREASES OR NEW RECOMMENDED (5)	INCREASES OR NEW ADOPTED BY THE BOARD OF SUPERVISORS (6)	TOTAL RESERVES/ DESIGNATIONS FOR BUDGET YEAR (7)	Fund (8)
Library							1205000000
General Reserve	74,690	25,000	0	0	0	49,690	
Designations							
Atascadero Building Expan	105,131	0	0	0	0	105,131	
Facilities Planning	977,510	200,000	0	0	0	777,510	
TOTAL Library	1,157,331	225,000	0	0	0	932,331	
Fish And Game							1205500000
General Reserve	54,583	0	0	0	0	54,583	
Designations							
Environmental Settlemt	15,502	0	0	0	0	15,502	
Fish and Game Projects	86,087	0	0	0	0	86,087	
TOTAL Fish And Game	156,172	0	0	0	0	156,172	
Organizational Development							1206000000
General Reserve	396,052	0	0	0	0	396,052	
Designations							
Countywide Training	1,324,919	0	0	154,857	0	1,479,776	
TOTAL Organizational Developme	1,720,971	0	0	154,857	0	1,875,828	
TOTAL SPECIAL REV. FUNDS	49,846,472	2,111,520	0	4,356,932	0	52,091,884	
DEBT SERVICE FUNDS							
Debt Service-Cert of Participa							1208000000
Designations							
Loan Payment Reserve	16,373	0	0	0	0	16,373	
TOTAL Debt Service-Cert of Par	16,373	0	0	0	0	16,373	
Pension Obligation Bond DSF							1801000000
Designations							
Desig - POB Debt Service	6,984,700	0	0	102,844	0	7,087,544	
TOTAL Pension Obligation Bond	6,984,700	0	0	102,844	0	7,087,544	
TOTAL DEBT SERVICE FUNDS	7,001,073	0	0	102,844	0	7,103,917	
TOTAL GOVERNMENTAL FUNDS	83,453,187	3,615,814	0	5,148,433	0	84,985,806	

Schedule 5

Summary of Additional Financing Sources by Source and Fund

This schedule provides information about the County's financing sources other than fund balance and cancelled reserves and designations. Schedule 5 consists of two sections. The first section summarizes the additional financing sources by revenue category (sorted by revenue type) for the governmental funds and the second section summarizes the additional financing sources (sorted by fund) within the governmental funds.

STATE CONTROLLER SCHEDULES | COUNTY OF SAN LUIS OBISPO | COUNTY BUDGET FORM
COUNTY BUDGET ACT | State of California | SCHEDULE 5
January 2010

SUMMARY OF ADDITIONAL FINANCING SOURCES BY SOURCE AND FUND
GOVERNMENTAL FUNDS
FOR THE FISCAL YEAR ENDED 2012-13

DESCRIPTION (1)	2010-11 ACTUAL (2)	2011-12 ESTIMATED (3)	2012-13 RECOMMENDED (4)	2012-13 ADOPTED BY BOS (5)
SUMMARIZATION BY SOURCE				
CURRENT SECURED PROPERTY TAX	97,901,229	96,673,903	97,103,879	
CURRENT UNSECURED PROPERTY TAX	2,437,716	2,350,396	2,422,365	
SUPPLEMENTAL PROPERTY TAX	1,135,570	1,064,859	800,166	
OTHER TAX (NON-CURRENT/SUPPL PROP TAX)	44,118,953	45,163,518	48,492,989	
Total	145,593,468	145,252,676	148,819,399	
LICENSES AND PERMITS	7,453,615	7,833,066	8,221,826	
FINES, FORFEITURES AND PENALTIES	5,138,073	5,376,798	4,935,249	
REVENUE FROM USE OF MONEY AND PROPERTY	1,038,257	845,522	830,650	
INTERGOVERNMENTAL REVENUES - STATE	123,073,598	119,936,655	140,242,253	
- FEDERAL	56,180,947	57,223,616	64,929,054	
- OTHER	15,524,434	15,815,606	2,904,342	
CHARGES FOR SERVICES	39,077,099	34,090,725	28,326,345	
OTHER REVENUES	26,892,852	22,728,342	23,230,687	
OTHER FINANCING SOURCES	41,452,522	24,482,571	21,707,747	
TOTAL SUMMARIZATION BY SOURCE	461,424,865	433,585,577	444,147,552	
SUMMARIZATION BY FUND				
1000000000 General Fund	369,223,049	360,746,029	370,837,880	
1100000000 Capital Projects	4,283,844	384,375	125,000	
1200000000 Road Fund	33,079,260	21,897,925	25,827,317	
1200500000 Community Devel Pgm	5,314,411	4,459,202	4,015,303	
1201000000 Public Facility Fees	1,127,401	1,019,904	675,742	
1201500000 Parks	7,136,042	7,469,198	7,926,102	
1202000000 Co-Wide Automation Replacement	3,180,957	2,865,754	4,259,105	
1202500000 Gen Gov Building Replacement	2,702,459	3,320,873	2,732,613	
1203000000 Tax Reduction Resrv	1,552,421	3,035,109	0	
1203500000 Impact Fee-Traffic	8,458,539	2,434,600	1,753,500	
1204000000 Wildlife And Grazing	4,848	3,500	3,500	
1204500000 Driving Under the Influence	1,502,916	1,412,707	1,373,406	
1205000000 Library	8,414,877	7,773,408	7,672,819	
1205500000 Fish And Game	12,748	20,000	20,000	
1206000000 Organizational Development	7,686	512,166	460,000	
1206500000 County Med Svcs Prog	3,582,290	5,086,264	5,095,977	
1207000000 Emergency Med Svcs	841,208	820,400	801,000	
1207500000 Cal Hlth Indig Prog	705,905	0	0	
1208000000 Debt Service-Cert of Participation	2,966,127	2,250,163	2,256,488	
1801000000 Pension Obligation Bond DSF	7,327,877	8,074,000	8,311,800	
TOTAL SUMMARIZATION BY FUND	461,424,865	433,585,577	444,147,552	

Schedule 6

Detail of Additional Financing Sources by Fund and Account

This schedule provides information about the County's financing sources other than fund balance and cancelled reserves and designations. Schedule 6 presents the additional financing sources for each governmental fund (sorted by fund and account) in accordance with the Chart of Accounts.

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
GOVERNMENTAL FUNDS
FOR THE FISCAL YEAR ENDED 2012-13

Fund Name (1)	Financing Source Category (2)	Financing Source Account (3)	2010-11 Actual (4)	2011-12 Estimated (5)	2012-13 Recommended (6)	2012-13 Adopted By BOS (7)
General Fund						
	Taxes					
	4000005	PROP. TAXES CURR. SECURED	85,585,577	84,291,670	84,541,381	
	4000007	PROPERTY TAX-UNITARY	7,457,672	7,558,284	7,695,240	
	4000010	SUPPLEMENTAL-CURR.SECURED	1,048,651	1,000,000	750,000	
	4000015	REDEVELOPMENT AGENCY TAX	(3,182,737)	(3,200,000)	(3,119,083)	
	4000025	PROP. TAXES CURR. UNSEC.	2,250,468	2,175,000	2,250,000	
	4000030	SUPPLEMENTAL-CURR.UNSEC.	18,321	15,000	15,000	
		Total - Taxes	93,177,952	91,839,954	92,132,538	
	Other Taxes					
	4010005	PROP. TAXES PRIOR SECURED	(317,865)	(230,000)	(300,000)	
	4010010	SUPPLEMENTL-PRIOR SECURED	(11,318)	(20,000)	(11,000)	
	4010015	PROP. TAXES PRIOR UNSEC.	78,462	60,000	125,000	
	4010020	SUPPLEMENTAL-PRIOR UNSEC	11,412	15,000	15,000	
	4010025	REDEMPTION FEES	28,580	30,000	30,000	
	4010030	DELINQUENT/COST REIMBRSMT	95,561	115,000	139,600	
	4010035	PENALTIES-DELINQUENT TAX	141,796	156,000	160,000	
	4010040	PENALTIES-C O F	1,792	0	0	
	4010045	TLRF PROCEEDS	750,000	1,250,000	1,250,000	
	4010050	SALES AND USE TAXES	6,164,590	5,500,000	5,500,000	
	4010051	SALES TAX - SOLAR PLANTS	0	0	1,344,139	
	4010065	AIRCRAFT TAX	312,966	300,000	300,000	
	4010070	PROPERTY TRANSFER TAX	1,403,790	1,400,000	1,600,000	
	4010073	RACEHORSE TAX	8,699	18,000	10,000	
	4010075	TRANSIENT OCCUPANCY TAX	6,341,996	6,000,000	6,200,000	
	4010076	SALE OF TAX DEEDED PROP.	0	24,000	25,500	
	4010077	PROPERTY TAX IN-LIEU OF SALES TAX	1,687,130	1,800,000	2,200,000	
	4010078	PROPERTY TAX IN-LIEU OF VLF	26,959,517	27,000,000	27,000,000	
		Total - Other Taxes	43,657,108	43,418,000	45,588,239	
	Licenses and Permits					
	4050005	FRANCHISES-CABLE	912,048	750,000	750,000	
	4050006	FRANCHISE FEES-PUB UTIL	1,299,169	1,300,000	1,300,000	
	4050010	FRANCHISE FEES-GARBAGE	701,934	725,000	725,000	
	4050011	FRANCHISE FEES-PETROLEUM	52	0	0	
	4050015	ANIMAL LICENSES	507,607	508,310	558,627	
	4050020	BUSINESS LICENSES	104,290	112,467	137,203	
	4050025	BUILDING PERMITS	1,460,183	1,613,611	1,943,793	
	4050030	GRADING PERMITS	1,714	0	0	
	4050035	PLAN CHECK FEES	852,493	986,808	1,035,044	
	4050040	SUB PERMITS-MECH EL PLUMB	231,266	226,000	266,700	
	4050043	BLDG STANDARDS ADMIN	663	0	0	

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
GOVERNMENTAL FUNDS
FOR THE FISCAL YEAR ENDED 2012-13

Fund Name (1)	Financing Source Category (2)	Financing Source Account (3)	2010-11 Actual (4)	2011-12 Estimated (5)	2012-13 Recommended (6)	2012-13 Adopted By BOS (7)
	4050045	MINOR USE PERMIT APPLICATION	23,401	27,138	44,215	
	4050065	LAND USE PERMITS	508,555	576,092	563,210	
	4050070	PLOT PLANS	157,790	190,073	177,456	
	4050075	GENERAL PLAN AMENDMENTS	11,416	47,256	34,104	
	4050080	AGRICULTURAL PRESERVE FEE	55,581	64,831	66,654	
	4050085	SUBDIVISION PERMITS	169,119	235,238	165,620	
	4050095	FINGER PRINTING FEES	10,037	11,000	9,500	
	4050100	EXPLOSIVE PERMITS	2,139	680	2,500	
	4050105	OTHER LICENSES AND PERMIT	251,430	264,346	249,099	
	4050110	GUN PERMITS	7,172	4,000	9,800	
	4050111	DOMESTIC VIOLENCE FEES	57,673	59,544	45,000	
	4050120	BURIAL PERMITS	11,180	9,080	10,358	
	4050130	MISC PERMITS	89,839	99,207	107,882	
	4050145	SUBPOENA DUCES TECUM GC 1563	2,435	3,000	2,000	
	4050150	TOBACCO RETAILERS LICENSES	21,479	17,135	16,961	
	4050165	NOTARY FEE GC 8211	940	900	450	
	4050170	REPOSSESSION OF VEHICLE GC 26751	1,095	1,350	650	
		Total - Licenses and Permits	7,452,700	7,833,066	8,221,826	
	Fines and Forfeitures					
	4100000	FINES/FORF/PENALTIES	48,092	0	0	
	4100005	50% EXCESS MOE REVENUE-ST	(632,932)	(632,932)	(480,000)	
	4100010	LAND USE FINES	5,200	1,900	3,400	
	4100015	RED LIGHT - VC21453, 54, 57	4,257	1,300	3,000	
	4100045	VEHICLE FORFEITURES-VC14607.6	100	2,000	500	
	4100055	PROBA DRUG FEE-PC1203.1AB	1,649	3,360	3,360	
	4100065	CHILD RESTRNT FEE-COUNTY	3,205	1,600	4,000	
	4100070	CHILD RESTRAINT FEE-CITY	2,128	1,200	2,000	
	4100080	BATTRD WM SHEL-PC1203.097	117	0	0	
	4100085	TRAFFIC SCH-VC42007.1($24)	279,344	312,000	245,000	
	4100090	CNTY FIX IT-VC 40611	41,890	55,000	30,000	
	4100100	CO-FAILURE TO APPEAR(FTA)	13,784	14,000	6,000	
	4100105	CO MOTOR VEH/CRIM FINES	949,176	1,000,000	774,000	
	4100130	LAB FEE-PC1463.14	60,306	63,000	67,100	
	4100135	CITIES FIX IT-VC40611	20,174	18,000	13,000	
	4100140	SMALL CLAIMS ADVISORY FEE	8,123	10,000	8,400	
	4100155	SUPERIOR COURT FINES-BASE	89,910	93,965	93,965	
	4100165	SETTLEMENTS/JUDGEMENTS	84,000	432,093	491,000	
	4100180	BLDG CODE INVESTIG FEES	52,388	73,758	47,477	
	4100195	TRAFFIC SCHOOL FEES	1,218,285	1,100,000	1,100,000	
	4100206	ASSET FORFEITURES	197,057	135,784	105,532	
	4100220	BLOOD ALCOHOL FINES	238,544	195,000	141,500	
	4100225	AIDS EDUCATION FINE-PC264	115	0	0	

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
GOVERNMENTAL FUNDS
FOR THE FISCAL YEAR ENDED 2012-13

Fund Name (1)	Financing Source Category (2)	Financing Source Account (3)	2010-11 Actual (4)	2011-12 Estimated (5)	2012-13 Recommended (6)	2012-13 Adopted By BOS (7)
	4100230	PENALTY AS-FINGERPRINT ID	164,310	161,076	298,176	
	4100260	AGRICULTURE FINES	17,380	0	0	
	4100265	BUSINESS & PROFESSIONS	(5,156)	(4,300)	(5,000)	
	4100270	HEALTH/SAFETY FINES/FORFT	2,413	8,000	1,600	
	4100285	CITIES- ALL MISDEMEANORS	17,872	22,000	17,000	
	4100290	FEES -ALCOHOL ABUSE & EDU	181,000	104,000	35,000	
	4100295	CITIES PARKING	3,618	1,200	4,500	
	4100300	CITY MOTOR VEHICLE FINES	87,632	80,000	59,000	
	4100340	ST PENALTY ASSMNTS-PC1464	526,538	530,000	440,000	
	4100354	COUNTY PORTION GC 76000	110,157	115,000	92,000	
	4100366	ADM PENALTY-HS 25187	137,000	220,000	154,000	
	4100390	TRAFFIC SCHOOL FEES - CITY	19,521	18,000	13,500	
	4100465	DNA Database	30,294	42,567	10,000	
		Total - Fines and Forfeitures	3,977,491	4,178,571	3,779,010	
	Use of Money and Property					
	4150000	INTEREST	249,347	300,216	300,000	
	4150015	COMMUNICATION LEASE FACIL	9,800	7,450	11,300	
	4150020	RENT-LAND/BLDG-SHORT TERM	10,979	11,200	11,715	
	4150025	RENT-LAND/BLDG-LONG TERM	214,268	237,671	246,173	
	4150035	RENTAL OF VETERANS BLDGS.	66,784	64,800	59,000	
		Total - Use of Money and Property	551,178	621,337	628,188	
	State Aid					
	4200005	ST RLGN-SALES TX-SOC SRVC	6,294,898	6,729,436	7,615,390	
	4200010	ST RLGN-SALES TAX-M H	3,701,680	3,639,781	10,974,033	
	4200015	ST RLGN-SALES TAX-HEALTH	1,531,325	1,505,718	1,546,000	
	4200020	ST REALGN- VLF	3,423,606	3,764,186	2,130,309	
	4200022	ST AID REALIGNMENT	38,500	0	181,738	
	4200023	ST AID REALIGNMENT-VLF	99,273	99,273	0	
	4200035	SB90 STATE MANDATED COSTS	689,579	554,303	299,398	
	4200040	ST AID- DRUG/MENTL HEALTH	868,611	660,000	568,993	
	4200045	STATE AID- EXTRADITION	16,610	44,000	48,000	
	4200055	STATE AID FOR AGRICULTURE	749,195	748,046	723,108	
	4200065	STATE AID-NUCLEAR PLANNG	1,654,681	1,711,255	1,823,579	
	4200070	STATE AID VETERAN AFFAIRS	93,978	65,000	65,000	
	4200075	HOMEOWNER PROP TAX RELIEF	790,444	800,000	800,000	
	4200080	STATE REIMB-CMC/ASH CASES	1,266,292	1,455,000	1,474,900	
	4200085	ST AID-DRUG AND ALCOHOL	48,734	48,734	0	
	4200090	ST AID-INS FRAUD INVESTIG	0	0	130,976	
	4200095	ST AID-DMV-VEH CRIME INV	294,718	308,700	299,000	
	4200100	ST AID-PERINATAL T E F	217,334	217,334	0	
	4200105	STATE AWARDED GRANTS	2,404,266	2,171,116	558,355	

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
GOVERNMENTAL FUNDS
FOR THE FISCAL YEAR ENDED 2012-13

Fund Name (1)	Financing Source Category (2)	Financing Source Account (3)	2010-11 Actual (4)	2011-12 Estimated (5)	2012-13 Recommended (6)	2012-13 Adopted By BOS (7)
	4200110	ST AID-MANGD CARE-INPATNT	417,817	415,000	0	
	4200125	STATE REIMB FOR DNA TESTING	70,846	75,115	75,144	
	4200137	STATE AID PROP 40 CLEAN WATER CLEAN AIR	23,908	0	0	
	4200140	ST REV-PAROLE HOLDS	204,912	240,000	0	
	4200150	ST AID - CHILD SUP ADMIN	1,644,312	1,515,090	1,583,819	
	4200170	STATE AID - OTHER	1,794,277	2,099,241	2,068,774	
	4200175	STATE - WELFARE ADMIN.	32,155,742	33,104,519	17,924,813	
	4200185	STATE AID-PRIOR YEAR	1,750,743	100,000	0	
	4200190	STATE AID - ABATEMENT	40,182	42,731	38,000	
	4200195	ST AID-CS COLL-FOSTR CARE	61,727	60,362	55,000	
	4200200	MEDI-CAL:PATIENTS-ST +FED	10,073,537	9,533,390	12,397,105	
	4200205	ST AID - REIMB	0	0	0	
	4200210	ST AID-CALIF CHILDRN SRVC	1,245,850	1,289,988	1,403,355	
	4200215	STATE - HEALTH ADMIN.	337,795	436,515	324,372	
	4200220	ST AID-EPSDT-MENTAL HEALTH	2,850,251	3,852,001	0	
	4200226	ST AID-GAS TAX-UNCLAIMED	1,082,185	1,068,427	1,045,956	
	4200235	STATE OFF HWY MTR VH FEES	29,818	0	0	
	4200255	ST AID-PUBLIC SAFETY SRVC	17,664,096	17,481,260	19,766,019	
	4200270	STATE-MOTOR VEH LIC FEE	0	0	112,000	
	4200275	OTHER STATE IN-LIEU TAXES	649	800	800	
	4200295	ST-10% SBOC VOC REBATE	7,085	8,000	8,000	
	4200305	ST AID - SLESF	982,376	630,297	630,297	
	4200320	ST AID-PASS THRU GRANTS	0	0	0	
	4200325	ST AID-INCENIVES	0	0	237,000	
	4200330	STATE AID FOR DISASTER	29,232	0	0	
	4200335	ST-WELFARE ADMIN-PRIOR YR	1,602,383	0	0	
	4200340	ST AID - MHSA	8,953,635	10,566,637	9,997,262	
	4200350	ST RLGN-2011 COURT SECURITY	0	0	3,551,825	
	4200351	ST RLGN-2011 LOCAL COMM	0	0	4,049,095	
	4200353	ST RLGN-2011 JUVENILE JUSTICE	0	0	0	
	4200354	ST RLGN-2011 HLTH & HUMAN SVCS	0	0	14,722,354	
	4200355	ST RLGN-2011 SLESF	0	0	1,062,512	
	4200356	ST RLGN-2011 CALWORKS MOE	0	0	5,282,132	
		Total - State Aid	107,207,082	107,041,255	125,574,413	
	Federal Aid					
	4250005	FED AID ENTITLEMNT LAND	1,048,323	1,000,000	1,000,000	
	4250010	FEDERAL AID-STORM DAMAGE	45,776	0	0	
	4250015	FEDERAL - HEALTH ADMIN	3,442,376	3,705,827	3,607,837	
	4250035	FED AID-DRUG FREE SCH/COM	189,175	0	0	
	4250055	FED AID - REIMB	58,209	56,000	49,000	
	4250061	FED AID - IDEA FUNDS	543,212	493,186	0	
	4250067	FED AID - CDBG RECOVERY AND REINV FNDS	106,821	0	0	

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
GOVERNMENTAL FUNDS
FOR THE FISCAL YEAR ENDED 2012-13

Fund Name (1)	Financing Source Category (2)	Financing Source Account (3)	2010-11 Actual (4)	2011-12 Estimated (5)	2012-13 Recommended (6)	2012-13 Adopted By BOS (7)
	4250085	FEDERAL AID - SECURITY	0	10,000	10,000	
	4250086	FED AID - SCAAP PASS THRU	275,000	353,990	225,001	
	4250090	FED AID-DRUG AND ALCOHOL	1,584,340	1,555,692	1,555,692	
	4250095	FEDERAL-GRANTS	2,277,803	2,860,714	3,179,498	
	4250105	FEDERAL AID - OTHER	2,339,563	1,395,059	1,221,171	
	4250110	FEDERAL - WELFARE ADMIN	25,581,576	31,214,074	39,415,537	
	4250115	FEDERAL AID - ABATEMENT	23,247	26,000	26,000	
	4250120	FEDERAL AID-PRIOR YEAR	(643,950)	100,000	0	
	4250130	FED AID-PERINTL SETASIDE	72,201	72,201	72,201	
	4250136	FED AID - PUBLIC HEALTH SECURITY	865,255	815,276	663,597	
	4250140	FED AID-CHILD SUP ADMIN	2,914,927	2,808,127	3,074,474	
	4250141	FED-WELFARE ADMN-PRIOR YR	487,470	0	0	
	4250145	FED AID-INCENTIVES	276,974	266,347	0	
	4250160	FED AID WORKFORCE INVESTMENT ACT	1,446,608	2,368,743	2,672,958	
	4250205	FEDERAL AID-ARRA/PRIME RECIPIENT	543,658	161,178	61,925	
	4250206	FEDERAL AID-ARRA/STATE SUB RECIPIENT	1,612,677	235,532	40,000	
	4250210	FED AID ARRA/STATE PASS THROUGH WIA	2,131,304	0	0	
		Total - Federal Aid	47,222,545	49,497,946	56,874,891	
	Other Governmental Aid					
	4300005	OTHER GOVT AGENCY REVENUE	1,855,278	1,735,854	1,754,381	
	4300010	COMBINED FED/ST CALWORKS	11,935,017	12,429,791	0	
	4300015	OTHER GOV'T: RDA PASS THRU	1,674,183	1,600,000	1,100,000	
		Total - Other Governmental Aid	15,464,478	15,765,645	2,854,381	
		TOTAL AID FROM GOVERNMENTAL AGENCIES	169,894,105	172,304,846	185,303,685	
	Charges for Services					
	4350101	AFFORDABLE HOUSNG IN-LIEU	334	0	0	
	4350106	APPEAL FEE	13,764	8,883	8,670	
	4350109	AFFORDABLE HOUSING IMPACT FEE	1,096	1,500	1,500	
	4350209	REVENUE TRANSFER FROM TRUST FUNDS	123,814	159,468	0	
	4350235	BILLINGS OH-OUTSIDE AGENCIES	35,383	30,715	40,277	
	4350245	OTHER BILLINGS TO COURTS	1,411,581	1,381,997	931,927	
	4350250	SHERIFF BLNGS - COURT SECUR	3,323,433	3,570,750	0	
	4350255	BILLINGS TO OUTSIDE AGENCIES	206,636	207,021	805,902	
	4350295	PREAPPLICATION PROCESS	24,637	22,638	27,168	
	4350305	FLOOD HAZARD PROPERTY REPORTS	0	722	746	
	4350310	FIRE SUPPRESSION/COST REI	59,520	200,000	200,000	
	4350315	AMBULANCE REIMBURSEMENT	170,837	175,000	175,000	
	4350320	INMATE ASSISTANCE REIMBRS	922	1,000	800	
	4350325	BOOKING FEES-INDIVIDUALS	197	0	0	
	4350330	PUBLIC EDUCATION GOV'T ACCESS FEE	0	0	0	

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
GOVERNMENTAL FUNDS
FOR THE FISCAL YEAR ENDED 2012-13

Fund Name (1)	Financing Source Category (2)	Financing Source Account (3)	2010-11 Actual (4)	2011-12 Estimated (5)	2012-13 Recommended (6)	2012-13 Adopted By BOS (7)
	4350335	MONITORING FEE-PC1203.1B	76,771	132,995	132,995	
	4350340	JUVENILE INFORMAL SUPERVISION	58,000	58,000	58,000	
	4350345	DIVERSN MONITRG-PC1001.53	24	0	0	
	4350350	MITIGATION FEE-AIR	171	240	400	
	4350365	CHANGE OF PLEA	207	800	400	
	4350370	PROBA MGMNT FEE-ADULTS	6,856	7,834	7,834	
	4350380	SENTENCING REPORT FEE	30,958	43,719	43,719	
	4350385	RESTITN COLL FEE-PC1203.1	22,625	121,542	65,000	
	4350390	RECORD SEALING FEE	359	824	824	
	4350395	RED INSTALLMENT PLAN FEE	6,463	5,050	7,080	
	4350400	ADMINISTRATIVE SERVICES	2,487,089	2,406,999	2,326,076	
	4350402	ADMIN FEE-SLO CTBID	27,911	26,416	26,416	
	4350404	ADMIN FEE - GC 29412	44,297	44,200	43,000	
	4350405	SPECIAL ASSESSMENT FEES	143,836	143,640	143,200	
	4350410	ASSESSMNT APPORTNMNT FEES	301	1,389	300	
	4350415	PROP.REDEMPT.SEARCH FEES	1,312	26,240	13,940	
	4350430	ELECTION SERVICES	548,705	31,000	445,000	
	4350435	DEFERRED ENTRY OF JUDGMENT	137,651	141,000	111,000	
	4350441	SEGREGATIONS FEE	0	152	152	
	4350445	DMV DELINQUENT VESSEL FEE	976	1,050	1,118	
	4350450	UNSEC DELINQUENT COLL FEE	19,389	19,825	22,355	
	4350457	PUBLIC DEFENDER REIMBURSEMENT FEES	412,481	628,526	378,912	
	4350460	LEGAL SERVICES	43,960	30,000	30,000	
	4350465	INVOLUNTARY LIEN NOTICES	16,740	10,000	14,000	
	4350470	INSTALLMENT FEES	31	0	0	
	4350475	PROCESSING FEES	95,241	73,212	73,212	
	4350480	ENVIRONMNTL ASSESSMT FEES	110,660	237,147	110,496	
	4350485	LAFCO PROCESSING FEES	0	1,877	1,877	
	4350490	PUBLICATION FEES	0	322	0	
	4350505	FILING FEES-CORNER RECORD	1,217	2,302	1,966	
	4350515	ALLOCATION ADMIN FEE	11,516	11,750	6,580	
	4350520	ITD BILL OUTSIDE AGENCIES	69,724	59,409	50,671	
	4350525	ITD BILL OUTSIDE AGENCIES COMM	7,471	17,298	5,692	
	4350530	FIRE PROTECTION SERVICES	1,819,388	1,941,838	1,827,704	
	4350535	RECORDERS FEE GC27361.4	26	0	0	
	4350540	AGRICULTURAL SERVICES	135,446	166,400	150,200	
	4350550	HOME DETENTION PROGRAM	305,989	312,000	412,000	
	4350555	STANDARDIZATION INSPECTS	4,130	6,650	6,825	
	4350560	ALTERNATIVE WORK PROG REV	88,784	90,000	90,000	
	4350570	CIVIL PROCESS SERVICE	107,968	118,000	97,500	
	4350580	REIMB JUV COURT PROF FEES	36,078	27,000	40,000	
	4350581	ESTATE FEES	22,868	9,675	16,793	
	4350585	CONSERVATORSHIP FEES	288,923	145,000	112,500	

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
GOVERNMENTAL FUNDS
FOR THE FISCAL YEAR ENDED 2012-13

Fund Name (1)	Financing Source Category (2)	Financing Source Account (3)	2010-11 Actual (4)	2011-12 Estimated (5)	2012-13 Recommended (6)	2012-13 Adopted By BOS (7)
	4350590	REPRESENTATIVE PAYEE FEES	33,328	31,080	37,392	
	4350595	HUMANE SERVICES	11,694	17,327	10,035	
	4350600	IMPOUND FEES	34,787	45,274	44,259	
	4350605	BOARDING FEES	71,790	101,180	85,385	
	4350610	ANIMAL PLACEMENT	170,476	225,260	212,880	
	4350616	LAW ENFORCEMENT SERVICES	63,291	55,000	65,000	
	4350620	BOOKING FEES (SB 2557)	363,787	328,544	456,312	
	4350625	RECORDER'S SPECL PROJECTS	438,139	718,983	458,362	
	4350630	RECORDG FEE-MICROGRAPHICS	42,410	39,110	89,973	
	4350632	Rec Fees-Real Estate Fraud GC 27388	6,675	183,000	183,000	
	4350633	RECORDING FEES-SSN REDACTION	0	0	34,510	
	4350635	RECORDING FEES	1,412,945	1,462,079	1,442,066	
	4350640	RECORDING FEES-VHS	2,754	13,466	6,450	
	4350641	CIVIL SPECIAL FEE GC26746	117,634	66,692	208,200	
	4350650	DEVELOPMENT FEE- ADMIN	22,355	29,000	25,000	
	4350655	SEPARATE TAX BILL COSTS	63,662	82,000	80,000	
	4350656	REIMB FOR PROJ COSTS	7,500	0	0	
	4350665	ROAD ABANDONMENT FEE	30,258	26,613	27,090	
	4350675	CURB & GUTTER WAIVERS	1,752	2,253	1,150	
	4350690	MEDICAL RECORDS FEE	4,133	12,000	12,000	
	4350705	NURSING FEES	434,264	317,500	273,000	
	4350715	LABORATORY SERVICES	1,166,501	1,226,980	204,211	
	4350720	SUPPLEMENTAL ROLL-5% ADMN	357,451	200,000	120,000	
	4350725	MENTAL HEALTH SVCS-MEDICARE	35,986	168,000	168,000	
	4350735	ALCOHOLISM SERVICES	137,739	112,500	103,000	
	4350740	COBRA MED INS ADMIN FEE	645	800	800	
	4350745	ENVIRONMENTAL HEALTH SERVICES	1,933,982	1,881,100	2,051,000	
	4350760	INST CARE/SV-MEDICALSB855	27,769	42,863	42,863	
	4350765	MEDICAL REMB SERV/PAT CAR	640,699	718,404	739,800	
	4350770	CUTS & COMBINATN REQUESTS	870	2,500	5,000	
	4350775	ADOPTION FEES	3,750	2,560	2,560	
	4350785	CALIF CHILDREN SERVICES	1,185	500	1,600	
	4350790	INST.CARE-JUVENILE HALL	18,183	18,557	18,557	
	4350795	MENTAL HLTH SVCS-INSURANCE	253,348	200,000	200,000	
	4350820	WASTE TIPPING FEES-AB 939	13,592	14,736	14,736	
	4350835	COPYING FEES	13,569	12,000	12,000	
	4350870	GROUP ENTRANCE FEES	0	0	0	
	4350890	INCOME FROM CONCESSIONS	7,342	7,200	7,000	
	4350920	MOBL HOME DUP TX CLEARNCE	25	150	42	
	4350925	PARKLAND FEE (QUIMBY FEE)	56,241	0	0	
	4350935	OTHER CLERK FEES	469,413	460,000	503,300	
	4350950	MISCELLANEOUS FEES	193,675	230,638	214,180	
	4350953	COMM ACKNOWLEDGEMENT FORM FEE	0	0	3,434	

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
GOVERNMENTAL FUNDS
FOR THE FISCAL YEAR ENDED 2012-13

Fund Name (1)	Financing Source Category (2)	Financing Source Account (3)	2010-11 Actual (4)	2011-12 Estimated (5)	2012-13 Recommended (6)	2012-13 Adopted By BOS (7)
	4350960	MONUMENTATION FEES	51,815	149,774	144,535	
	4350965	BLDG PRMT REVIEW-DRAINAGE	54,880	45,869	38,939	
	4350966	BLDG PRMT REVIEW-FLD HZD	11,880	18,812	4,342	
	4350990	DEVELOPMENT PLAN INSPECTN	13,725	32,090	29,744	
	4350995	PAR MAP CHECKING THRU T/A	38,282	55,821	14,896	
	4351000	TR MAP CHECKING THRU T/A	2,838	2,845	0	
	4351005	RECORDS OF SURVEY FEES	20,167	28,892	26,877	
	4351010	OTHER SERVICE CHARGES	2,639	3,640	5,040	
	4351040	MENTAL HLTH SVCS-SELF PAY	24,804	20,000	20,000	
	4351045	PROGRAM REV - CHILD&FAMILIES	239,093	247,854	209,641	
	4351055	BOOK,PAMPHLT,BROCHR SALES	2,856	2,200	1,700	
	4351060	MAP SALES	506	2,694	574	
	4351065	PUB INFO SALE-COMP FILES	18,076	20,124	15,124	
	4351070	PM INSPECT-IMP PLANS P11E	32,575	54,651	106,189	
	4351075	TM INSPECT-IMP PLANS P11D	202,191	132,601	116,131	
	4351080	TOBACCO SETTLEMENT	0	89,185	0	
	4351095	LOT LINE ADJUST APPLICATION	2,890	5,304	8,003	
	4351100	COND USE PMT/DEV PLAN APP	20,916	21,753	34,179	
	4351105	CERT COMPLIANCE APP	444	3,076	0	
	4351110	CERT OF CORRECTION	716	1,593	237	
	4351115	MAP AMENDMENTS	111	0	0	
	4351120	CERT COMPLIANCE-NON LLA	2,580	0	902	
	4351125	LOT LINE ADJUST CHECKING	8,310	4,653	10,583	
	4351130	ANNEXATION MAP REVIEW	1,034	0	1,074	
	4352240	SB2557 PROPERTY TAX ADMIN FEE	2,015,519	1,972,944	2,000,000	
	4352255	BULK TRANSFER FEE	638	1,150	792	
	4352260	SUBDIVISION/PARCEL TRACT MAP	3,033	4,453	2,706	
	4400020	WATER SALES FOR RESALE	19,191	100,869	101,058	
		Total - Charges for Services	24,022,004	24,939,711	20,125,140	
	Other Revenues					
	4550000	OTHER REVENUE	582,778	340,802	200,015	
	4550010	SEMINAR/CONF/WORKSHOP FEE	109,710	95,000	95,000	
	4550011	SETTLEMENTS-ENVIRONMENTAL	41,476	214,000	150,000	
	4550015	CARD FEES	4,725	0	0	
	4550020	REV APPLICABLE PRIOR YRS	18,735	0	0	
	4550030	REIMBURSEMENTS-ASSISTANCE	543,492	573,883	330,000	
	4550045	REFUNDS/EXCISE TAX	164	100	0	
	4550050	TAX DEPT RETRND CHECK FEE	4,178	6,000	4,125	
	4550055	SALE OF FIXED ASSETS	31,577	20,000	21,641	
	4550062	ADV COSTS TX DEEDED PROP	0	1,920	1,020	
	4550065	OTHER REIMBURSEMENTS	345,496	195,154	180,234	
	4550070	EMPLOYEE REIMBURSEMENTS	0	250	250	

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
GOVERNMENTAL FUNDS
FOR THE FISCAL YEAR ENDED 2012-13

Fund Name (1)	Financing Source Category (2)	Financing Source Account (3)	2010-11 Actual (4)	2011-12 Estimated (5)	2012-13 Recommended (6)	2012-13 Adopted By BOS (7)
	4550075	EMPL MEALS/IN-HOUSE FOOD	3,337	3,200	2,300	
	4550080	OTHER SALES	6,825	7,000	6,675	
	4550085	NUISANCE ABATEMENT	37,199	33,130	33,145	
	4550090	SERVICE CHGE RETRND CHKS	22,379	7,960	6,013	
	4550100	1915 BOND ACT ASSESSMENT	7,690	27,000	30,000	
	4550120	CONTRIBUTIONS - NON GOVTL	475,428	95,963	95,963	
	4550125	GRANTS: NON-GOVERNMENTAL	140,792	187,250	290,260	
	4550150	MICROFILM	(160)	0	0	
	4550160	CASH OVERAGES	4,707	2,300	2,300	
	4550170	SETTLEMNTS,DAMAGES,&REST.	427,899	100,000	100,000	
	4550200	INVOICE VARIANCES	4,436	5	1,280	
	4550210	TOBACCO SETTLEMENT	1,668,449	1,621,826	1,640,099	
	4900010	IFR-ADMIN DEPT SUPPORT	16,921	12,500	9,500	
	4900080	IFR-INT SETT-ITD NETWORK SVCS	215,991	254,299	283,747	
	4900090	IFR-INT SETT-PLANNING	2,994	0	0	
	4900100	IFR-INT SETT-GEN SRVS S/S BILLINGS	1,168,757	1,161,418	896,922	
	4900110	IFR-INT SETT-HEALTH BILLINGS	188,967	75,969	74,502	
	4900140	IFR-INT SETT-ITD ENTERPRISE SVCS	331,345	417,882	521,224	
	4900170	IFR-INT SETT-DRUG & ALCOHOL	131,021	136,349	119,534	
	4900190	IFR-INT SETT-ITD DPTMTL SVCS	555,957	99,711	298,458	
	4900200	IFR-INT SETT-ITD RADIO COMM	24,175	35,188	16,812	
	4900220	IFR-INT SETT-SHERIFF SUPPORT	521,730	543,070	542,707	
	4900250	IFR-INT SETT-MENTAL HEALTH	427,130	428,899	403,481	
	4900299	IFR-INT SETT-ALL OTHER DEPTS	791	0	0	
	4901000	IFR-OVERHEAD-OH ALLOCATIONS	289,055	271,255	376,761	
	4901020	IFR-OVERHEAD-AGR	308	0	0	
	4902010	IFR-MANUAL COST ALLOC-ITD VOICE	157,577	166,847	151,579	
	4902030	IFR-MANUAL COST ALLOC-POSTAGE	50,823	70,405	49,512	
	4903010	IFR-IAA-LABOR-REG	331,258	330,701	429,796	
	4904000	IFR-IS-W/O SETTLEMENT	21,056	4,603	0	
	4909000	IFR-JOURNAL ENTRY ALLOCATIONS	3,767	1,000	1,700	
	4909001	IFR-JE-ADMIN OFFICE	64,997	65,085	65,112	
	4909005	IFR-JE-RISK MGMT	929,747	990,117	985,045	
	4909010	IFR-JE-AUDITOR/CONTROLLER	30,000	30,000	30,000	
	4909015	IFR-JE-ITD	(2,157)	0	0	
	4909020	IFR-JE-MAINTENANCE PROJ	221,261	0	0	
	4909025	IFR-JE-GENERAL SERVICES	227,211	492,143	1,172,568	
	4909030	IFR-JE-PERSONNEL	86,663	121,321	120,411	
	4909035	IFR-JE-COUNTY COUNSEL	146,475	75,000	190,017	
	4909040	IFR-JE ALLOC-PUBLIC HEALTH	135,553	140,402	137,516	
	4909045	IFR-JE ALLOC-MENTAL HEALTH	2,692	0	0	
	4909055	IFR-JE-SHERIFF	1,448	0	575	
	4909070	IFR-JE-CDF	467,470	464,822	506,115	

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
GOVERNMENTAL FUNDS
FOR THE FISCAL YEAR ENDED 2012-13

Fund Name (1)	Financing Source Category (2)	Financing Source Account (3)	2010-11 Actual (4)	2011-12 Estimated (5)	2012-13 Recommended (6)	2012-13 Adopted By BOS (7)
	4909080	IFR-JE-PLANNING	438,381	353,466	262,000	
	4909085	IFR-JE-SB 2557	322,818	326,613	322,000	
	4909090	IFR-JE ALLOC-CO-WIDE OVERHEAD	3,535,283	2,911,736	2,526,317	
	4909099	IFR-JE-UTILITY CHARGES-OPR CENTER	61,683	0	0	
		Total - Other Revenues	15,590,460	13,513,544	13,684,231	
		Total Fund Revenues	358,322,998	358,649,029	369,462,857	
	Other Financing Sources					
	6000000	OPERATING TRANSFERS IN	1,897,036	1,777,000	665,713	
	6000005	OTI PROCEEDS INTRAFUND	38,496	0	0	
	6000130	TRANSFER IN FR AUTOMATION REPL FUND	0	0	709,310	
	6000140	OPR TRF IN - PFF LIBRARY	1,984,776	0	0	
	6000210	OP TRANS IN - QUIMBY FEES	0	320,000	0	
	6001000	INTERNAL LOAN REPAYMENT-PRIN	6,688,145	0	0	
	6001001	INTERNAL LOAN REPAYMENT-INT	291,598	0	0	
		Total - Other Financing Sources	10,900,051	2,097,000	1,375,023	
		Total - General Fund Financing Sources	369,223,049	360,746,029	370,837,880	
Capital Projects						
	Use of Money and Property					
	4150000	INTEREST	82,331	0	0	
		Total - Use of Money and Property	82,331	0	0	
	State Aid					
	4200105	STATE AWARDED GRANTS	49,983	0	0	
	4200260	ST AID-BICYCLE LANE ACCT	64,670	0	0	
		Total - State Aid	114,653	0	0	
	Federal Aid					
	4250020	FEDERAL AID CONSTRUCTION	2,708	0	0	
	4250095	FEDERAL-GRANTS	116,831	0	0	
	4250105	FEDERAL AID - OTHER	(773)	0	0	
		Total - Federal Aid	118,766	0	0	
		TOTAL AID FROM GOVERNMENTAL AGENCIES	233,419	0	0	

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
GOVERNMENTAL FUNDS
FOR THE FISCAL YEAR ENDED 2012-13

Fund Name (1)	Financing Source Category (2)	Financing Source Account (3)	2010-11 Actual (4)	2011-12 Estimated (5)	2012-13 Recommended (6)	2012-13 Adopted By BOS (7)
	Charges for Services					
	4350925	PARKLAND FEE (QUIMBY FEE)	5,879	0	0	
		Total - Charges for Services	5,879	0	0	
	Other Revenues					
	4902055	IFR-JE CAPITAL ASSETS FUNDING	437,163	0	0	
		Total - Other Revenues	437,163	0	0	
		Total Fund Revenues	758,792	0	0	
	Other Financing Sources					
	6000000	OPERATING TRANSFERS IN	301,407	0	125,000	
	6000120	TRANSFERS IN FROM GEN FND	1,500,000	384,375	0	
	6000140	OPR TRF IN - PFF LIBRARY	44,648	0	0	
	6000145	OPR TRF IN - PFF FIRE	1,018,056	0	0	
	6000150	OPR TRF IN - PFF PARKS	660,941	0	0	
		Total - Other Financing Sources	3,525,052	384,375	125,000	
		Total - Capital Projects Funds Fin. Srcs	4,283,844	384,375	125,000	
Special Revenue Funds						
Road Fund						
	Taxes					
	4000005	PROP. TAXES CURR. SECURED	1,094,950	1,098,361	1,082,522	
	4000007	PROPERTY TAX-UNITARY	324,087	328,822	334,780	
	4000010	SUPPLEMENTAL-CURR.SECURED	10,087	3,600	2,520	
	4000025	PROP. TAXES CURR. UNSEC.	28,011	25,054	25,785	
	4000030	SUPPLEMENTAL-CURR.UNSEC.	176	115	115	
		Total - Taxes	1,457,311	1,455,952	1,445,722	
	Other Taxes					
	4010005	PROP. TAXES PRIOR SECURED	(7,762)	(6,062)	(6,062)	
	4010010	SUPPLEMENTL-PRIOR SECURED	(107)	0	0	
	4010015	PROP. TAXES PRIOR UNSEC.	976	0	0	
	4010020	SUPPLEMENTAL-PRIOR UNSEC	139	0	0	
	4010035	PENALTIES-DELINQUENT TAX	187	0	0	
		Total - Other Taxes	(6,567)	(6,062)	(6,062)	
	Use of Money and Property					
	4150000	INTEREST	31,970	60,000	40,000	
		Total - Use of Money and Property	31,970	60,000	40,000	

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
GOVERNMENTAL FUNDS
FOR THE FISCAL YEAR ENDED 2012-13

Fund Name (1)	Financing Source Category (2)	Financing Source Account (3)	2010-11 Actual (4)	2011-12 Estimated (5)	2012-13 Recommended (6)	2012-13 Adopted By BOS (7)
State Aid						
	4200075	HOMEOWNER PROP TAX RELIEF	9,811	9,811	9,811	
	4200105	STATE AWARDED GRANTS	12,748	0	0	
	4200121	ST AID-PROP 1B ST & LOCAL	1,000,000	0	235,000	
	4200230	STATE - HIGHWAY USERS TAX	8,320,359	8,600,000	9,800,000	
	4200240	STATE AID CONSTRUCTION	79,682	569,700	0	
	4200241	STATE AID - URBAN STATE HWY ACCOUNT	(44,999)	0	60,000	
	4200242	STATE AID - REGIONAL STATE HWY ACCOUNT	880,285	0	485,194	
	4200245	TRANS DEV ACT SB 325	405,602	405,600	1,000,000	
	4200250	ST AID-ISTEA EXCHANGE	578,060	578,060	578,060	
	4200330	STATE AID FOR DISASTER	0	0	0	
		Total - State Aid	11,241,548	10,163,171	12,168,065	
Federal Aid						
	4250010	FEDERAL AID-STORM DAMAGE	0	0	0	
	4250020	FEDERAL AID CONSTRUCTION	1,872,994	3,502,500	2,813,259	
	4250021	FEDERAL AID-BRIDGE TOLLS	69,616	0	0	
	4250022	FED AID STIP	1,634,263	0	0	
	4250026	FEDERAL AID FOREST RESERVE	8,383	11,500	11,500	
	4250150	FEDERAL AID FHWA	0	0	1,468,513	
	4250205	FEDERAL AID-ARRA/PRIME RECIPIENT	182,369	0	0	
	4250206	FEDERAL AID-ARRA/STATE SUB RECIPIENT	1,709,000	0	0	
		Total - Federal Aid	5,476,625	3,514,000	4,293,272	
		TOTAL AID FROM GOVERNMENTAL AGENCIES	16,718,173	13,677,171	16,461,337	
Charges for Services						
	4350106	APPEAL FEE	765	0	0	
	4350265	ROAD TRANSVERSE CUT FEE	583	1,500	0	
	4350266	ROAD LONGITUDE CUT FEE	1,089	2,000	0	
	4350495	PLANNING/ENGINEERING SVCS	4,775	5,000	3,500	
	4350500	ROAD PERMIT FEES	11,730	10,000	10,000	
	4350660	ENCROACHMENT PERMIT FEES	122,605	98,106	92,000	
	4350675	CURB & GUTTER WAIVERS	436	0	0	
	4350676	CURB & GUTTER PERMIT WITH DESIGN	4,150	8,000	5,000	
	4350677	CURB & GUTTER PERMIT W/O DESIGN	20,580	18,000	17,000	
	4350950	MISCELLANEOUS FEES	262	0	0	
		Total - Charges for Services	166,975	142,606	127,500	
Other Revenues						
	4550000	OTHER REVENUE	12,464	0	0	
	4550065	OTHER REIMBURSEMENTS	739,399	0	0	
	4550090	SERVICE CHGE RETRND CHKS	0	0	0	

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
GOVERNMENTAL FUNDS
FOR THE FISCAL YEAR ENDED 2012-13

Fund Name (1)	Financing Source Category (2)	Financing Source Account (3)	2010-11 Actual (4)	2011-12 Estimated (5)	2012-13 Recommended (6)	2012-13 Adopted By BOS (7)
	4550120	CONTRIBUTIONS - NON GOVTL	0	0	0	
	4550200	INVOICE VARIANCES	1,239	0	0	
	4900200	IFR-INT SETT-ITD RADIO COMM	589	0	0	
	4902055	IFR-JE CAPITAL ASSETS FUNDING	97,192	248,995	0	
	4909000	IFR-JOURNAL ENTRY ALLOCATIONS	79,739	0	0	
		Total - Other Revenues	930,622	248,995	0	
		Total Fund Revenues	19,298,484	15,578,662	18,068,497	
	Other Financing Sources					
	6000000	OPERATING TRANSFERS IN	2,355,000	0	0	
	6000011	OTI PROCEEDS BOND - COP	3,375	0	0	
	6000100	ROADS IMPACT FEES	5,862,761	489,000	1,827,820	
	6000120	TRANSFERS IN FROM GEN FND	5,544,577	5,830,263	5,931,000	
	6001001	INTERNAL LOAN REPAYMENT-INT	15,063	0	0	
		Total - Other Financing Sources	13,780,776	6,319,263	7,758,820	
		Total - Road Fund	33,079,260	21,897,925	25,827,317	
Community Devel Pgm						
	Use of Money and Property					
	4150000	INTEREST	393	0	0	
		Total - Use of Money and Property	393	0	0	
	State Aid					
	4200170	STATE AID - OTHER	75,061	0	0	
		Total - State Aid	75,061	0	0	
	Federal Aid					
	4250065	FEDERAL FUNDS - CDBG	1,724,369	1,929,130	1,654,260	
	4250067	FED AID - CDBG RECOVERY AND REINV FNDS	110,236	0	0	
	4250070	FEDERAL FUNDS - HOME	1,713,717	1,253,283	823,357	
	4250075	FEDERAL FUNDS - ESG	91,837	127,386	163,420	
	4250076	FEDERAL AID-HPRP FUNDS	433,610	0	0	
	4250080	FEDERAL FUNDS - SNAP	833,940	848,467	1,065,830	
		Total - Federal Aid	4,907,709	4,158,266	3,706,867	
	Other Governmental Aid					
	4300005	OTHER GOVT AGENCY REVENUE	7,683	0	0	
		Total - Other Governmental Aid	7,683	0	0	
		TOTAL AID FROM GOVERNMENTAL AGENCIES	4,990,453	4,158,266	3,706,867	

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
GOVERNMENTAL FUNDS
FOR THE FISCAL YEAR ENDED 2012-13

Fund Name (1)	Financing Source Category (2)	Financing Source Account (3)	2010-11 Actual (4)	2011-12 Estimated (5)	2012-13 Recommended (6)	2012-13 Adopted By BOS (7)
	Other Revenues					
	4550065	OTHER REIMBURSEMENTS	10,000	0	0	
	4550180	SUPPORT BLNG TO NON-GOVTL	10,515	0	0	
	4909000	IFR-JOURNAL ENTRY ALLOCATIONS	0	0	0	
		Total - Other Revenues	20,515	0	0	
		Total Fund Revenues	5,011,361	4,158,266	3,706,867	
	Other Financing Sources					
	6000120	TRANSFERS IN FROM GEN FND	303,050	300,936	308,436	
		Total - Other Financing Sources	303,050	300,936	308,436	
		Total - Community Devel Pgm	5,314,411	4,459,202	4,015,303	
Public Facility Fees						
	Use of Money and Property					
	4150000	INTEREST	53,699	0	0	
		Total - Use of Money and Property	53,699	0	0	
	Charges for Services					
	4350100	AFFORDABLE HOUSING FEE TRANSFERRED	(16,853)	20,000	(700)	
	4350101	AFFORDABLE HOUSNG IN-LIEU	16,854	(20,000)	700	
	4350102	PUB FAC FEE-LIBRARY	91,093	97,156	59,300	
	4350103	PUB FACIL FEE-FIRE	462,970	418,286	306,090	
	4350104	PUB FACIL FEE-PARKS	271,796	292,827	131,700	
	4350105	PUB FACIL FEE-GEN GOVT	162,363	139,229	116,800	
	4350107	PUB FAC FEE-LAW ENFORCE	85,479	72,406	61,852	
		Total - Charges for Services	1,073,702	1,019,904	675,742	
		Total Fund Revenues	1,127,401	1,019,904	675,742	
		Total - Public Facility Fees	1,127,401	1,019,904	675,742	
Parks						
	Licenses and Permits					
	4050130	MISC PERMITS	915	0	0	
		Total - Licenses and Permits	915	0	0	
	Fines and Forfeitures					
	4100255	OFF-HIGHWAY MOTOR FINES	0	30,000	25,420	
	4100275	LITTER CLEANUP	0	20,108	0	
		Total - Fines and Forfeitures	0	50,108	25,420	

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
GOVERNMENTAL FUNDS
FOR THE FISCAL YEAR ENDED 2012-13

Fund Name (1)	Financing Source Category (2)	Financing Source Account (3)	2010-11 Actual (4)	2011-12 Estimated (5)	2012-13 Recommended (6)	2012-13 Adopted By BOS (7)
Use of Money and Property						
	4150000	INTEREST	3,213	5,000	4,000	
	4150020	RENT-LAND/BLDG-SHORT TERM	57,634	29,648	35,504	
	4150025	RENT-LAND/BLDG-LONG TERM	56,145	57,237	54,658	
	4150030	FARM LAND RENT	1,800	1,800	1,800	
		Total - Use of Money and Property	118,792	93,685	95,962	
State Aid						
	4200065	STATE AID-NUCLEAR PLANNG	3,115	5,000	5,000	
	4200105	STATE AWARDED GRANTS	20,951	0	0	
	4200170	STATE AID - OTHER	0	0	0	
	4200330	STATE AID FOR DISASTER	0	0	0	
		Total - State Aid	24,066	5,000	5,000	
Federal Aid						
	4250010	FEDERAL AID-STORM DAMAGE	0	0	0	
		Total - Federal Aid	0	0	0	
		TOTAL AID FROM GOVERNMENTAL AGENCIES	24,066	5,000	5,000	
Charges for Services						
	4350245	OTHER BILLINGS TO COURTS	0	0	6,191	
	4350255	BILLINGS TO OUTSIDE AGENCIES	38,710	35,000	39,352	
	4350650	DEVELOPMENT FEE- ADMIN	1,430	742	3,000	
	4350860	CAMPING FEES	2,356,850	2,627,455	2,641,008	
	4350865	DAILY PASSES	310,507	338,835	381,881	
	4350870	GROUP ENTRANCE FEES	170,966	198,433	199,192	
	4350875	SEASON PASSES	105,097	149,145	155,682	
	4350880	SEASON BOAT LICENSES	65,725	85,001	84,790	
	4350885	DAILY BOAT PASSES	85,587	109,620	104,569	
	4350890	INCOME FROM CONCESSIONS	71,448	94,191	86,676	
	4350895	SWIMMING POOL FEES	94,732	67,746	56,000	
	4350905	DOG/DAY USE	48,193	55,143	63,737	
	4350910	SHOWERS/LOCKERS	47,635	51,375	51,938	
	4350950	MISCELLANEOUS FEES	860	0	0	
	4350970	RECREATIONAL PROGRAMS	22,149	14,918	15,216	
	4350971	SKATE PARK FEES	5,976	6,179	4,930	
	4350980	OTHER RECREATIONAL FEES	30,657	34,514	35,895	
		Total - Charges for Services	3,456,522	3,868,297	3,930,057	
Other Revenues						
	4550000	OTHER REVENUE	1,503	0	0	
	4550014	REV - ADJ CHARGEBACKS	619	0	0	

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
GOVERNMENTAL FUNDS
FOR THE FISCAL YEAR ENDED 2012-13

Fund Name (1)	Financing Source Category (2)	Financing Source Account (3)	2010-11 Actual (4)	2011-12 Estimated (5)	2012-13 Recommended (6)	2012-13 Adopted By BOS (7)
	4550020	REV APPLICABLE PRIOR YRS	0	0	0	
	4550065	OTHER REIMBURSEMENTS	1,812	0	3,000	
	4550080	OTHER SALES	1,354	0	0	
	4550090	SERVICE CHGE RETRND CHKS	8	0	0	
	4550120	CONTRIBUTIONS - NON GOVTL	18,069	0	35,000	
	4550125	GRANTS: NON-GOVERNMENTAL	0	0	0	
	4550130	BAD DEBT RECOVERY	60	0	0	
	4550160	CASH OVERAGES	922	0	0	
	4550170	SETTLEMNTS,DAMAGES,&REST.	42,153	0	0	
	4550200	INVOICE VARIANCES	2,291	0	0	
	4900100	IFR-INT SETT-GEN SRVS S/S BILLINGS	200	0	0	
	4900260	IFR-INT SETT-PARKS BILLINGS	147,985	134,067	292,687	
	4901020	IFR-OVERHEAD-AGR	5,596	4,781	5,068	
	4903010	IFR-IAA-LABOR-REG	32,228	35,000	35,500	
	4909025	IFR-JE-GENERAL SERVICES	0	0	75,997	
	4909200	IFR-JE-PARKS	2,687	0	2,356	
		Total - Other Revenues	257,487	173,848	449,608	
		Total Fund Revenues	3,857,782	4,190,938	4,506,047	
	Other Financing Sources					
	6000120	TRANSFERS IN FROM GEN FND	3,278,260	3,278,260	3,420,055	
		Total - Other Financing Sources	3,278,260	3,278,260	3,420,055	
		Total - Parks	7,136,042	7,469,198	7,926,102	
Co-Wide Automation Replacement						
	Other Taxes					
	4010045	TLRF PROCEEDS	0	1,296,735	2,477,500	
		Total - Other Taxes	0	1,296,735	2,477,500	
	Use of Money and Property					
	4150000	INTEREST	36,679	0	0	
	4150010	RENTS AND CONCESSIONS	0	0	0	
		Total - Use of Money and Property	36,679	0	0	
	Charges for Services					
	4350209	REVENUE TRANSFER FROM TRUST FUNDS	182,000	0	0	
	4350330	PUBLIC EDUCATION GOV'T ACCESS FEE	0	0	20,000	
		Total - Charges for Services	182,000	0	20,000	

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
GOVERNMENTAL FUNDS
FOR THE FISCAL YEAR ENDED 2012-13

Fund Name (1)	Financing Source Category (2)	Financing Source Account (3)	2010-11 Actual (4)	2011-12 Estimated (5)	2012-13 Recommended (6)	2012-13 Adopted By BOS (7)
	Other Revenues					
	4550200	INVOICE VARIANCES	105	0	0	
	4909100	IFR-JE-MAJOR SYSTEM DEV	819,728	0	0	
	4909105	IDC-JE COWIDE O&M CHARGES	378,809	0	0	
		Total - Other Revenues	1,198,642	0	0	
		Total Fund Revenues	1,417,321	1,296,735	2,497,500	
	Other Financing Sources					
	6000120	TRANSFERS IN FROM GEN FND	1,763,636	1,569,019	1,761,605	
		Total - Other Financing Sources	1,763,636	1,569,019	1,761,605	
		Total - Co-Wide Automation Replacement	3,180,957	2,865,754	4,259,105	
Gen Gov Building Replacement						
	Use of Money and Property					
	4150000	INTEREST	24,540	0	0	
		Total - Use of Money and Property	24,540	0	0	
		Total Fund Revenues	24,540	0	0	
	Other Financing Sources					
	6000120	TRANSFERS IN FROM GEN FND	2,521,543	3,320,873	2,732,613	
	6001000	INTERNAL LOAN REPAYMENT-PRIN	156,376	0	0	
		Total - Other Financing Sources	2,677,919	3,320,873	2,732,613	
		Total - Gen Gov Building Replacement	2,702,459	3,320,873	2,732,613	
Tax Reduction Resrv						
	Use of Money and Property					
	4150000	INTEREST	52,458	0	0	
		Total - Use of Money and Property	52,458	0	0	
		Total Fund Revenues	52,458	0	0	
	Other Financing Sources					
	6000120	TRANSFERS IN FROM GEN FND	1,000,000	3,035,109	0	
	6001000	INTERNAL LOAN REPAYMENT-PRIN	499,963	0	0	
		Total - Other Financing Sources	1,499,963	3,035,109	0	
		Total - Tax Reduction Resrv	1,552,421	3,035,109	0	

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
GOVERNMENTAL FUNDS
FOR THE FISCAL YEAR ENDED 2012-13

Fund Name (1)	Financing Source Category (2)	Financing Source Account (3)	2010-11 Actual (4)	2011-12 Estimated (5)	2012-13 Recommended (6)	2012-13 Adopted By BOS (7)
Impact Fee-Traffic						
	Use of Money and Property					
	4150000	INTEREST	48,286	24,600	22,000	
		Total - Use of Money and Property	48,286	24,600	22,000	
	Charges for Services					
	4350108	ROAD IMPACT FEES	8,410,253	2,410,000	1,731,500	
		Total - Charges for Services	8,410,253	2,410,000	1,731,500	
		Total Fund Revenues	8,458,539	2,434,600	1,753,500	
		Total - Impact Fee-Traffic	8,458,539	2,434,600	1,753,500	
Wildlife And Grazing						
	Use of Money and Property					
	4150000	INTEREST	19	0	0	
		Total - Use of Money and Property	19	0	0	
	Federal Aid					
	4250025	FEDERAL GRAZING FEES	4,829	3,500	3,500	
		Total - Federal Aid	4,829	3,500	3,500	
		TOTAL AID FROM GOVERNMENTAL AGENCIES	4,829	3,500	3,500	
		Total Fund Revenues	4,848	3,500	3,500	
		Total - Wildlife And Grazing	4,848	3,500	3,500	
Driving Under the Influence						
	Use of Money and Property					
	4150000	INTEREST	2,220	3,500	3,500	
		Total - Use of Money and Property	2,220	3,500	3,500	
	Charges for Services					
	4350260	FEES-YOUNG ADULTS PROGRAM	65,532	80,977	67,804	
	4350285	EXTD FIRST OFFENDER FEES	177,866	178,065	214,559	
	4350730	SECOND CHANCE CHARGES-ALC	572,974	628,467	626,660	
	4350815	FIRST OFFENDER FEES	566,410	477,296	433,303	
	4350950	MISCELLANEOUS FEES	720	0	0	
	4352265	WET & RECKLESS	37,387	44,402	27,580	
		Total - Charges for Services	1,420,889	1,409,207	1,369,906	

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
GOVERNMENTAL FUNDS
FOR THE FISCAL YEAR ENDED 2012-13

Fund Name (1)	Financing Source Category (2)	Financing Source Account (3)	2010-11 Actual (4)	2011-12 Estimated (5)	2012-13 Recommended (6)	2012-13 Adopted By BOS (7)
	Other Revenues					
	4900170	IFR-INT SETT-DRUG & ALCOHOL	1,230	0	0	
	4900299	IFR-INT SETT-ALL OTHER DEPTS	78,577	0	0	
		Total - Other Revenues	79,807	0	0	
		Total Fund Revenues	1,502,916	1,412,707	1,373,406	
		Total - Driving Under the Influence	1,502,916	1,412,707	1,373,406	
Library						
	Taxes					
	4000005	PROP. TAXES CURR. SECURED	6,226,666	6,191,532	6,153,913	
	4000007	PROPERTY TAX-UNITARY	538,529	545,880	555,772	
	4000010	SUPPLEMENTAL-CURR.SECURED	57,333	45,044	31,531	
	4000015	REDEVELOPMENT AGENCY TAX	(143,515)	(140,646)	(140,646)	
	4000025	PROP. TAXES CURR. UNSEC.	159,237	150,342	146,580	
	4000030	SUPPLEMENTAL-CURR.UNSEC.	1,002	1,100	1,000	
		Total - Taxes	6,839,252	6,793,252	6,748,150	
	Other Taxes					
	4010005	PROP. TAXES PRIOR SECURED	(34,097)	(48,125)	(72,188)	
	4010010	SUPPLEMENTL-PRIOR SECURED	(617)	(2,000)	(600)	
	4010015	PROP. TAXES PRIOR UNSEC.	5,550	4,070	5,500	
	4010020	SUPPLEMENTAL-PRIOR UNSEC	633	900	600	
	4010035	PENALTIES-DELINQUENT TAX	1,063	0	0	
		Total - Other Taxes	(27,468)	(45,155)	(66,688)	
	Use of Money and Property					
	4150000	INTEREST	8,188	6,000	7,000	
		Total - Use of Money and Property	8,188	6,000	7,000	
	State Aid					
	4200075	HOMEOWNER PROP TAX RELIEF	55,775	55,775	55,775	
	4200105	STATE AWARDED GRANTS	48,723	39,954	0	
	4200170	STATE AID - OTHER	83,173	41,500	0	
		Total - State Aid	187,671	137,229	55,775	
	Federal Aid					
	4250105	FEDERAL AID - OTHER	34,827	0	0	
		Total - Federal Aid	34,827	0	0	

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
GOVERNMENTAL FUNDS
FOR THE FISCAL YEAR ENDED 2012-13

Fund Name (1)	Financing Source Category (2)	Financing Source Account (3)	2010-11 Actual (4)	2011-12 Estimated (5)	2012-13 Recommended (6)	2012-13 Adopted By BOS (7)
	Other Governmental Aid					
	4300015	OTHER GOV'T: RDA PASS THRU	52,273	49,961	49,961	
		Total - Other Governmental Aid	52,273	49,961	49,961	
		TOTAL AID FROM GOVERNMENTAL AGENCIES	274,771	187,190	105,736	
	Charges for Services					
	4350805	LOST-DAMAGED MATERIALS	11,728	12,000	13,000	
	4350810	LIBRARY SERVICES	243,924	210,000	234,000	
	4350835	COPYING FEES	19,011	17,000	16,500	
	4350840	LIBRARY REQUEST FEES	64,212	62,000	83,000	
		Total - Charges for Services	338,875	301,000	346,500	
	Other Revenues					
	4550000	OTHER REVENUE	32,169	15,000	16,000	
	4550090	SERVICE CHGE RETRND CHKS	(42)	0	0	
	4550120	CONTRIBUTIONS - NON GOVTL	263,307	0	0	
	4550160	CASH OVERAGES	88	0	0	
		Total - Other Revenues	295,522	15,000	16,000	
		Total Fund Revenues	7,729,140	7,257,287	7,156,698	
	Other Financing Sources					
	6000120	TRANSFERS IN FROM GEN FND	529,361	516,121	516,121	
	6000140	OPR TRF IN - PFF LIBRARY	156,376	0	0	
		Total - Other Financing Sources	685,737	516,121	516,121	
		Total - Library	8,414,877	7,773,408	7,672,819	
Fish And Game						
	Fines and Forfeitures					
	4100250	FISH AND GAME FINES	10,490	20,000	20,000	
	4100310	ST PENALTY F&GAME-PC1464	2,258	0	0	
		Total - Fines and Forfeitures	12,748	20,000	20,000	
		Total Fund Revenues	12,748	20,000	20,000	
		Total - Fish And Game	12,748	20,000	20,000	

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
GOVERNMENTAL FUNDS
FOR THE FISCAL YEAR ENDED 2012-13

Fund Name (1)	Financing Source Category (2)	Financing Source Account (3)	2010-11 Actual (4)	2011-12 Estimated (5)	2012-13 Recommended (6)	2012-13 Adopted By BOS (7)
Organizational Development						
	Use of Money and Property					
	4150000	INTEREST	7,686	20,000	10,000	
		Total - Use of Money and Property	7,686	20,000	10,000	
		Total Fund Revenues	7,686	20,000	10,000	
	Other Financing Sources					
	6000120	TRANSFERS IN FROM GEN FND	0	492,166	450,000	
		Total - Other Financing Sources	0	492,166	450,000	
		Total - Organizational Development	7,686	512,166	460,000	
County Med Svcs Prog						
	Use of Money and Property					
	4150000	INTEREST	1,599	4,000	5,000	
		Total - Use of Money and Property	1,599	4,000	5,000	
	State Aid					
	4200020	ST REALGN- VLF	2,589,254	2,590,000	2,439,000	
		Total - State Aid	2,589,254	2,590,000	2,439,000	
	Federal Aid					
	4250015	FEDERAL - HEALTH ADMIN	49,909	49,904	50,524	
		Total - Federal Aid	49,909	49,904	50,524	
		TOTAL AID FROM GOVERNMENTAL AGENCIES	2,639,163	2,639,904	2,489,524	
	Other Revenues					
	4550000	OTHER REVENUE	577	0	0	
	4550125	GRANTS: NON-GOVERNMENTAL	50,264	0	0	
	4550210	TOBACCO SETTLEMENT	0	698,864	669,900	
	4900110	IFR-INT SETT-HEALTH BILLINGS	5,032	0	74,819	
	4900299	IFR-INT SETT-ALL OTHER DEPTS	1,946	0	0	
	4909000	IFR-JOURNAL ENTRY ALLOCATIONS	8,709	0	0	
	4909999	IFR-CONVERSION ACCOUNT	0	16,091	42,329	
		Total - Other Revenues	66,528	714,955	787,048	
		Total Fund Revenues	2,707,290	3,358,859	3,281,572	

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
GOVERNMENTAL FUNDS
FOR THE FISCAL YEAR ENDED 2012-13

Fund Name (1)	Financing Source Category (2)	Financing Source Account (3)	2010-11 Actual (4)	2011-12 Estimated (5)	2012-13 Recommended (6)	2012-13 Adopted By BOS (7)
	Other Financing Sources					
	6000000	OPERATING TRANSFERS IN	0	0	0	
	6000105	TRANSFER IN - GF MED ASST PROG	0	1,727,405	1,814,405	
	6000120	TRANSFERS IN FROM GEN FND	725,000	0	0	
	6000205	PROCEEDS OF GF INTERNAL LOAN	150,000	0	0	
		Total - Other Financing Sources	875,000	1,727,405	1,814,405	
		Total - County Med Svcs Prog	3,582,290	5,086,264	5,095,977	
Emergency Med Svcs						
	Fines and Forfeitures					
	4100150	PA-EMERGENCY MED SERVICES	353,342	360,000	350,000	
	4100152	PA-SB1773 RICHIE'S FUND	391,532	360,000	350,000	
	4100365	TRAFFIC SCH FEES-MADDY FUND	95,791	100,000	100,000	
		Total - Fines and Forfeitures	840,665	820,000	800,000	
	Use of Money and Property					
	4150000	INTEREST	543	400	1,000	
		Total - Use of Money and Property	543	400	1,000	
		Total Fund Revenues	841,208	820,400	801,000	
		Total - Emergency Med Svcs	841,208	820,400	801,000	
Cal Hlth Indig Prog						
	Use of Money and Property					
	4150000	INTEREST	1,986	0	0	
		Total - Use of Money and Property	1,986	0	0	
	Other Revenues					
	4550210	TOBACCO SETTLEMENT	681,480	0	0	
	4909000	IFR-JOURNAL ENTRY ALLOCATIONS	22,439	0	0	
		Total - Other Revenues	703,919	0	0	
		Total Fund Revenues	705,905	0	0	
		Total - Cal Hlth Indig Prog	705,905	0	0	
		TOTAL Special Revenue Funds Fin. Srcs	77,623,968	62,131,010	62,616,384	

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
GOVERNMENTAL FUNDS
FOR THE FISCAL YEAR ENDED 2012-13

Fund Name (1)	Financing Source Category (2)	Financing Source Account (3)	2010-11 Actual (4)	2011-12 Estimated (5)	2012-13 Recommended (6)	2012-13 Adopted By BOS (7)
Debt Service Funds						
Debt Service-Cert of Participation						
	Other Taxes					
	4010045	TLRF PROCEEDS	495,880	500,000	500,000	
		Total - Other Taxes	495,880	500,000	500,000	
	Fines and Forfeitures					
	4100320	PENALTY AS-CTHS TEMP CONS	307,169	308,119	310,819	
		Total - Fines and Forfeitures	307,169	308,119	310,819	
		Total Fund Revenues	803,049	808,119	810,819	
	Other Financing Sources					
	6000120	TRANSFERS IN FROM GEN FND	487,948	0	0	
	6000135	TRFR IN FOR DEBT SERVICE	1,179,250	942,044	945,669	
	6000160	OPR TRF IN - PFF GEN GOV'T	495,880	500,000	500,000	
		Total - Other Financing Sources	2,163,078	1,442,044	1,445,669	
		Total - Debt Service-Cert of Participati	2,966,127	2,250,163	2,256,488	
Pension Obligation Bond DSF						
	Use of Money and Property					
	4150000	INTEREST	15,690	12,000	18,000	
		Total - Use of Money and Property	15,690	12,000	18,000	
	Other Revenues					
	4550140	COUNTY CONTRIBUTIONS	7,312,187	8,062,000	8,293,800	
		Total - Other Revenues	7,312,187	8,062,000	8,293,800	
		Total Fund Revenues	7,327,877	8,074,000	8,311,800	
		Total - Pension Obligation Bond DSF	7,327,877	8,074,000	8,311,800	
		TOTAL Debt Service Funds Fin. Sources	10,294,004	10,324,163	10,568,288	
		TOTAL ALL FUNDS	461,424,865	433,585,577	444,147,552	

Schedule 7
Summary of Financing Uses by Function and Fund

Schedule 7 consists of two sections. The first section summarizes the total financing uses (sorted by function), appropriations for contingencies and provisions for new or increased reserves and designations for the governmental funds. The second section summarizes the financing uses (sorted by fund).

STATE CONTROLLER SCHEDULES
COUNTY BUDGET ACT
January 2010

COUNTY OF SAN LUIS OBISPO
State of California

COUNTY BUDGET FORM
SCHEDULE 7

SUMMARY OF FINANCING USES BY FUNCTION AND FUND
GOVERNMENTAL FUNDS
FOR FISCAL YEAR 2012-13

DESCRIPTION (1)	2010-11 ACTUAL (2)	2011-12 ESTIMATED (3)	2012-13 RECOMMENDED (4)	2012-13 ADOPTED (BOS) (5)
SUMMARIZATION BY FUNCTION				
General Government	70,767,353	66,930,103	64,328,510	
Public Protection	136,215,545	137,495,856	144,441,410	
Public Ways & Facilities	45,435,501	22,846,372	29,457,137	
Health & Sanitation	64,313,515	66,568,691	69,107,379	
Public Assistance	104,005,676	106,439,271	107,203,381	
Education	10,548,563	10,381,405	10,025,114	
Recreation & Cultural Services	7,363,741	7,181,922	8,053,529	
Debt Service	10,503,873	10,243,632	10,600,444	
Financing Uses	7,171,074	9,176,628	5,671,006	
Total Financing Uses by Function	456,324,841	437,263,880	448,887,910	
APPROPRIATIONS FOR CONTINGENCIES				
1000000000 General Fund		14,567,086	15,043,207	
1200500000 Community Devel Pgm		35,135	0	
1201500000 Parks		397,251	264,568	
1204500000 Driving Under the Influence		50,000	66,184	
1205000000 Library		47,389	0	
Total Appropriations for Contingencies		15,096,861	15,373,959	
Subtotal Financing Uses	456,324,841	452,360,741	464,261,869	
PROVISIONS FOR RESERVES AND DESIGNATIONS				
1000000000 General Fund		0	688,657	
1100000000 Capital Projects		479,513	0	
1200000000 Road Fund		500,000	0	
1201000000 Public Facility Fees		1,036,456	558,942	
1202000000 Co-Wide Automation Replacement		788,067	910,520	
1202500000 Gen Gov Building Replacement		3,330,773	2,732,613	
1203000000 Tax Reduction Resrv		235,109	0	
1203500000 Impact Fee-Traffic		4,676,539	0	
1204000000 Wildlife And Grazing		5,382	0	
1204500000 Driving Under the Influence		66,265	0	
1205000000 Library		55,000	0	
1205500000 Fish And Game		9,436	0	
1206000000 Organizational Development		311,686	154,857	
1801000000 Pension Obligation Bond DSF		573,496	102,844	
Total Reserves and Designations		12,067,722	5,148,433	
Total Financing Uses	456,324,841	464,428,463	469,410,302	

COUNTY OF SAN LUIS OBISPO
State of California

SUMMARY OF FINANCING USES BY FUNCTION AND FUND
GOVERNMENTAL FUNDS
FOR FISCAL YEAR 2012-13

DESCRIPTION (1)	2010-11 ACTUAL (2)	2011-12 ESTIMATED (3)	2012-13 RECOMMENDED (4)	2012-13 ADOPTED (BOS) (5)
SUMMARIZATION BY FUND				
1000000000 General Fund	364,105,158	383,347,164	391,812,041	
1100000000 Capital Projects	4,470,235	838,413	1,355,133	
1200000000 Road Fund	34,758,963	21,902,372	26,674,317	
1200500000 Community Devel Pgm	5,296,260	4,494,337	4,015,303	
1201000000 Public Facility Fees	4,360,677	1,536,456	1,058,942	
1201500000 Parks	7,363,741	7,579,173	8,318,097	
1202000000 Co-Wide Automation Replacement	2,542,610	3,205,067	4,259,105	
1202500000 Gen Gov Building Replacement	233,343	3,330,773	2,732,613	
1203000000 Tax Reduction Resrv	44,308	4,747,109	0	
1203500000 Impact Fee-Traffic	6,315,861	5,620,539	2,282,820	
1204000000 Wildlife And Grazing	3,466	8,882	3,500	
1204500000 Driving Under the Influence	1,490,101	1,540,028	1,439,590	
1205000000 Library	8,629,281	8,591,855	8,176,476	
1205500000 Fish And Game	16,843	37,137	20,000	
1206000000 Organizational Development	328,426	837,671	662,100	
1206500000 County Med Svcs Prog	4,434,510	5,173,959	5,095,977	
1207000000 Emergency Med Svcs	760,996	820,400	801,000	
1207500000 Cal Hlth Indig Prog	666,189	0	0	
1208000000 Debt Service-Cert of Participation	2,966,126	2,250,163	2,256,488	
1801000000 Pension Obligation Bond DSF	7,537,747	8,566,965	8,446,800	
Total Financing Uses	456,324,841	464,428,463	469,410,302	

Schedule 8

Detail of Financing Uses by Function, Activity and Budget Unit (aka Fund Center)

This schedule summarizes the financing uses by function, activity and fund center for the governmental funds. Every fund center with a financing use is listed under the appropriate function and activity.

COUNTY OF SAN LUIS OBISPO
State of California

DETAIL OF FINANCING USES BY FUNCTION, ACTIVITY AND BUDGET UNIT
GOVERNMENTAL FUNDS
FOR FISCAL YEAR 2012-13

(1)	2010-11 ACTUAL (2)	2011-12 ESTIMATED (3)	2012-13 RECOMMENDED (4)	2012-13 ADOPTED (BOS) (5)
General Government				
Legislative & Administrative				
100 BOARD OF SUPERVISORS	1,626,726	1,656,006	1,656,006	
104 ADMINISTRATIVE OFFICE	1,519,071	1,731,212	1,697,199	
110 CLERK/RECORDER	3,096,001	3,182,621	3,058,962	
275 ORGANIZATIONAL DEVELOPMENT	328,426	525,985	507,243	
290 COMMUNITY DEVELOPMENT PROGRAM	5,296,260	4,459,202	4,015,303	
TOTAL Legislative & Administrative	11,866,484	11,555,026	10,934,713	
Finance				
101 NON-DEPARTMENTAL REVENUES	3	5	5	
107 AUDITOR-CONTROLLER	4,539,399	4,605,657	4,846,573	
108 TREAS-TAX COLL-PUBLIC ADM	2,668,899	2,892,687	3,136,994	
109 ASSESSOR	8,185,996	8,507,090	8,942,354	
268 TAX REDUCTION RESERVE	44,308	4,512,000	0	
TOTAL Finance	15,438,605	20,517,439	16,925,926	
Counsel				
111 COUNTY COUNSEL	3,826,655	3,466,482	3,526,264	
TOTAL Counsel	3,826,655	3,466,482	3,526,264	
Personnel				
112 HUMAN RESOURCES	2,270,448	2,340,083	2,354,265	
TOTAL Personnel	2,270,448	2,340,083	2,354,265	
Property Management				
113 GENERAL SERVICES	13,866,259	10,582,526	9,613,319	
200 MAINTENANCE PROJECTS	1,656,996	1,456,550	2,416,700	
TOTAL Property Management	15,523,255	12,039,076	12,030,019	
Plant Acquisition				
230 CAPITAL PROJECTS FUND	4,470,235	358,900	1,355,133	
267 GEN GOVT BUILDING REPLACEMENT	233,343	0	0	
TOTAL Plant Acquisition	4,703,578	358,900	1,355,133	
Other General				
105 RISK MANAGEMENT	1,447,881	1,587,747	1,537,549	

COUNTY OF SAN LUIS OBISPO
State of California

DETAIL OF FINANCING USES BY FUNCTION, ACTIVITY AND BUDGET UNIT
GOVERNMENTAL FUNDS
FOR FISCAL YEAR 2012-13

(1)	2010-11 ACTUAL (2)	2011-12 ESTIMATED (3)	2012-13 RECOMMENDED (4)	2012-13 ADOPTED (BOS) (5)
114 INFORMATION TECHNOLOGY DEPARTMENT	10,816,571	10,424,141	10,140,458	
201 PUBLIC WORKS SPECIAL SERVICES	2,331,266	2,224,209	2,175,598	
266 COUNTYWIDE AUTOMATION REPLACEMENT	2,542,610	2,417,000	3,348,585	
TOTAL Other General	17,138,328	16,653,097	17,202,190	
TOTAL General Government	70,767,353	66,930,103	64,328,510	
Public Protection				
Judicial				
131 GRAND JURY	132,484	138,038	138,425	
132 DISTRICT ATTORNEY	13,838,464	14,266,063	14,386,409	
134 CHILD SUPPORT SERVICES	4,892,262	4,766,002	4,658,293	
135 PUBLIC DEFENDER	5,592,866	5,435,803	5,369,029	
143 COURT OPERATIONS	2,349,780	2,490,773	2,434,612	
TOTAL Judicial	26,805,856	27,096,679	26,986,768	
Police Protection				
136 SHERIFF-CORONER	56,076,780	55,591,427	60,074,262	
TOTAL Police Protection	56,076,780	55,591,427	60,074,262	
Detention & Correction				
139 PROBATION DEPARTMENT	16,598,366	17,840,535	18,903,540	
TOTAL Detention & Correction	16,598,366	17,840,535	18,903,540	
Fire Protection				
140 COUNTY FIRE	15,511,626	15,695,875	17,371,496	
TOTAL Fire Protection	15,511,626	15,695,875	17,371,496	
Flood Control, Soil & Water Conservation				
330 WILDLIFE AND GRAZING	3,466	3,500	3,500	
TOTAL Flood Control, Soil & Water Conservation	3,466	3,500	3,500	
Protective Inspection				
141 AGRICULTURAL COMMISSIONER	5,400,641	5,419,010	5,133,677	
TOTAL Protective Inspection	5,400,641	5,419,010	5,133,677	

DETAIL OF FINANCING USES BY FUNCTION, ACTIVITY AND BUDGET UNIT
GOVERNMENTAL FUNDS
FOR FISCAL YEAR 2012-13

(1)	2010-11 ACTUAL (2)	2011-12 ESTIMATED (3)	2012-13 RECOMMENDED (4)	2012-13 ADOPTED (BOS) (5)
Other Protection				
130 WASTE MANAGEMNT	701,747	715,115	890,274	
137 ANIMAL SERVICES	2,354,188	2,407,262	2,409,096	
138 EMERGENCY SERVICES	1,429,317	1,580,601	1,533,090	
142 PLANNING & BUILDING DEPARTMENT	11,316,715	11,118,151	11,115,707	
331 FISH AND GAME	16,843	27,701	20,000	
TOTAL Other Protection	15,818,810	15,848,830	15,968,167	
TOTAL Public Protection	136,215,545	137,495,856	144,441,410	
Public Ways & Facilities				
Public Ways				
245 ROADS	34,758,963	21,402,372	26,674,317	
247 PUBLIC FACILITIES FEES	4,360,677	500,000	500,000	
248 ROADS - IMPACT FEES	6,315,861	944,000	2,282,820	
TOTAL Public Ways	45,435,501	22,846,372	29,457,137	
TOTAL Public Ways & Facilities	45,435,501	22,846,372	29,457,137	
Health & Sanitation				
Health				
160 HEALTH AGENCY	20,257,911	21,166,548	20,924,752	
161 MENTAL HEALTH	28,668,988	0	0	
162 DRUG & ALCOHOL SERVICES	5,073,837	0	0	
165 MENTAL HEALTH SERVICES ACT	10,312,779	0	0	
166 BEHAVIORAL HEALTH	0	45,402,143	48,182,627	
TOTAL Health	64,313,515	66,568,691	69,107,379	
TOTAL Health & Sanitation	64,313,515	66,568,691	69,107,379	
Public Assistance				
Administration				
180 SOCIAL SERVICES ADMINISTRATION	58,521,200	58,576,902	59,471,509	
TOTAL Administration	58,521,200	58,576,902	59,471,509	
Aid Programs				
181 FOSTER CARE-SOCIAL SERVICES	17,672,384	18,121,602	18,890,825	

COUNTY OF SAN LUIS OBISPO
State of California

DETAIL OF FINANCING USES BY FUNCTION, ACTIVITY AND BUDGET UNIT
GOVERNMENTAL FUNDS
FOR FISCAL YEAR 2012-13

(1)	2010-11 ACTUAL (2)	2011-12 ESTIMATED (3)	2012-13 RECOMMENDED (4)	2012-13 ADOPTED (BOS) (5)
182 CALWORKS	14,020,083	14,544,746	13,118,782	
TOTAL Aid Programs	31,692,467	32,666,348	32,009,607	
Medical Services				
183 MEDICAL ASSISTANCE PROG	3,000,000	3,927,405	4,314,405	
350 CO MEDICAL SERVICES PROG	4,434,510	5,173,959	5,095,977	
351 EMERGENCY MEDICAL SRVS FUND	760,996	820,400	801,000	
352 CAL HEALTHCARE INDIG PROG	666,189	0	0	
TOTAL Medical Services	8,861,695	9,921,764	10,211,382	
General Relief				
185 GENERAL ASSISTANCE	1,025,313	1,172,875	1,074,151	
TOTAL General Relief	1,025,313	1,172,875	1,074,151	
Veterans Services				
186 VETERANS SERVICES	351,198	398,530	405,571	
TOTAL Veterans Services	351,198	398,530	405,571	
Other Assistance				
106 CONTRIBUTIONS TO OTHER AGENCIES	1,840,624	1,927,019	1,841,069	
184 LAW ENFORCEMENT MED CARE	1,713,179	1,775,833	2,190,092	
TOTAL Other Assistance	3,553,803	3,702,852	4,031,161	
TOTAL Public Assistance	104,005,676	106,439,271	107,203,381	
Education				
Library Services				
377 LIBRARY	8,629,281	8,489,466	8,176,476	
TOTAL Library Services	8,629,281	8,489,466	8,176,476	
Agricultural Education				
215 FARM ADVISOR	429,181	468,176	475,232	
TOTAL Agricultural Education	429,181	468,176	475,232	
Other Education				
375 DRIVING UNDER THE INFLUENCE	1,490,101	1,423,763	1,373,406	
TOTAL Other Education	1,490,101	1,423,763	1,373,406	
TOTAL Education	10,548,563	10,381,405	10,025,114	

COUNTY OF SAN LUIS OBISPO
State of California

DETAIL OF FINANCING USES BY FUNCTION, ACTIVITY AND BUDGET UNIT
GOVERNMENTAL FUNDS
FOR FISCAL YEAR 2012-13

(1)	2010-11 ACTUAL (2)	2011-12 ESTIMATED (3)	2012-13 RECOMMENDED (4)	2012-13 ADOPTED (BOS) (5)
Recreation & Cultural Services				
Recreation Facilities				
305 PARKS	7,363,741	7,181,922	8,053,529	
TOTAL Recreation Facilities	7,363,741	7,181,922	8,053,529	
TOTAL Recreation & Cultural Services	7,363,741	7,181,922	8,053,529	
Debt Service				
Retirement Of Long-Term Debt				
277 DEBT SERVICE	2,966,126	2,250,163	2,256,488	
392 PENSION OBLIGATION BOND DSF	7,537,747	7,993,469	8,343,956	
TOTAL Retirement Of Long-Term Debt	10,503,873	10,243,632	10,600,444	
TOTAL Debt Service	10,503,873	10,243,632	10,600,444	
Financing Uses				
Transfers Out				
102 NON-DEPTL-OTHR FINCNG USE	7,171,074	9,176,628	5,671,006	
TOTAL Transfers Out	7,171,074	9,176,628	5,671,006	
TOTAL Financing Uses	7,171,074	9,176,628	5,671,006	
GRAND TOTAL FINANCING USES BY FUNCTION	456,324,841	437,263,880	448,887,910	

Schedule 9

Financing Sources and Uses by Budget Unit (aka Fund Center) by Object

Schedule 9 is a summary schedule for Governmental Funds. Individual Schedule 9s can be found with each fund center in the Departmental Budget sections of this document (with the exception of Internal Service Funds and Enterprise Funds which are displayed in Schedule 10s and Schedule 11s).

STATE CONTROLLER SCHEDULES
COUNTY BUDGET ACT

COUNTY OF SAN LUIS OBISPO
State of California
TOTAL COUNTY FINANCING USES DETAIL

COUNTY BUDGET FORM
SCHEDULE 9

DESCRIPTION (1)	2010-11 ACTUAL (2)	2011-12 BUDGET (3)	2012-13 REQUESTED (4)	2012-13 PROPOSED (5)	2012-13 ADOPTED (6)
Salary and Benefits	222,669,163	230,597,915	234,921,917	236,088,489	
Services and Supplies	133,741,722	130,959,180	140,039,109	140,342,619	
Other Charges	91,641,653	85,987,312	79,965,100	80,405,158	
Fixed Assets	28,638,638	9,120,673	11,888,480	11,907,946	
Transfers	(20,366,335)	(19,401,200)	(19,807,331)	(19,856,302)	
Contingencies	0	15,096,861	15,302,536	15,373,959	
TOTAL FINANCING REQUIREMENTS	456,324,841	452,360,741	462,309,811	464,261,869	

Analysis of Financing Sources by Source by Fund

This report lists all revenues, other financing sources, and transfers. It is inferred that the item is part of the General Fund if no identification is provided. This report was originally Schedule 5 in the State Controller's required schedules (in the prior version of required schedules).

ACCT	REVENUE CLASSIFICATION (1)	2010-11 ACTUAL (2)	2011-12 BUDGET (3)	2012-13 PROPOSED (4)	2012-13 ADOPTED (5)	FUND (6)
	CURRENT PROPERTY TAXES					
4000005	PROP. TAXES CURR. SECURED	85,585,577	84,291,670	84,541,381		
4000005	PROP. TAXES CURR. SECURED	1,094,950	1,098,361	1,082,522		Road Fund
4000005	PROP. TAXES CURR. SECURED	6,226,666	6,191,532	6,153,913		Library
4000007	PROPERTY TAX-UNITARY	7,457,672	7,558,284	7,695,240		
4000007	PROPERTY TAX-UNITARY	324,087	328,822	334,780		Road Fund
4000007	PROPERTY TAX-UNITARY	538,529	545,880	555,772		Library
4000010	SUPPLEMENTAL-CURR.SECURED	1,048,651	1,000,000	750,000		
4000010	SUPPLEMENTAL-CURR.SECURED	10,087	3,600	2,520		Road Fund
4000010	SUPPLEMENTAL-CURR.SECURED	57,333	45,044	31,531		Library
4000015	REDEVELOPMENT AGENCY TAX	(3,182,737)	(3,200,000)	(3,119,083)		
4000015	REDEVELOPMENT AGENCY TAX	(143,515)	(140,646)	(140,646)		Library
4000025	PROP. TAXES CURR. UNSEC.	2,250,468	2,175,000	2,250,000		
4000025	PROP. TAXES CURR. UNSEC.	28,011	25,054	25,785		Road Fund
4000025	PROP. TAXES CURR. UNSEC.	159,237	150,342	146,580		Library
4000030	SUPPLEMENTAL-CURR.UNSEC.	18,321	15,000	15,000		
4000030	SUPPLEMENTAL-CURR.UNSEC.	176	115	115		Road Fund
4000030	SUPPLEMENTAL-CURR.UNSEC.	1,002	1,100	1,000		Library
	Total - CURRENT PROPERTY TAXES	101,474,515	100,089,158	100,326,410		
	TAXES OTHER THAN CURRENT PROP					
4010005	PROP. TAXES PRIOR SECURED	(317,865)	(230,000)	(300,000)		
4010005	PROP. TAXES PRIOR SECURED	(7,762)	(6,062)	(6,062)		Road Fund
4010005	PROP. TAXES PRIOR SECURED	(34,097)	(48,125)	(72,188)		Library
4010010	SUPPLEMENTL-PRIOR SECURED	(11,318)	(20,000)	(11,000)		
4010010	SUPPLEMENTL-PRIOR SECURED	(107)	0	0		Road Fund
4010010	SUPPLEMENTL-PRIOR SECURED	(617)	(2,000)	(600)		Library
4010015	PROP. TAXES PRIOR UNSEC.	78,462	60,000	125,000		
4010015	PROP. TAXES PRIOR UNSEC.	976	0	0		Road Fund
4010015	PROP. TAXES PRIOR UNSEC.	5,550	4,070	5,500		Library
4010020	SUPPLEMENTAL-PRIOR UNSEC	11,412	15,000	15,000		
4010020	SUPPLEMENTAL-PRIOR UNSEC	139	0	0		Road Fund
4010020	SUPPLEMENTAL-PRIOR UNSEC	633	900	600		Library
4010025	REDEMPTION FEES	28,580	30,000	30,000		
4010030	DELINQUENT/COST REIMBRSMT	95,561	115,000	139,600		
4010035	PENALTIES-DELINQUENT TAX	141,796	156,000	160,000		
4010035	PENALTIES-DELINQUENT TAX	187	0	0		Road Fund
4010035	PENALTIES-DELINQUENT TAX	1,063	0	0		Library
4010040	PENALTIES-C O F	1,792	0	0		
4010045	TLRF PROCEEDS	750,000	1,250,000	1,250,000		
4010045	TLRF PROCEEDS	0	1,296,735	2,477,500		Automtn Replc
4010045	TLRF PROCEEDS	495,880	500,000	500,000		Cop Loan DS
4010050	SALES AND USE TAXES	6,164,590	5,500,000	5,500,000		
4010051	SALES TAX - SOLAR PLANTS	0	0	1,344,139		
4010065	AIRCRAFT TAX	312,966	300,000	300,000		
4010070	PROPERTY TRANSFER TAX	1,403,790	1,400,000	1,600,000		

ACCT	REVENUE CLASSIFICATION (1)	2010-11 ACTUAL (2)	2011-12 BUDGET (3)	2012-13 PROPOSED (4)	2012-13 ADOPTED (5)	FUND (6)
4010073	RACEHORSE TAX	8,699	18,000	10,000		
4010075	TRANSIENT OCCUPANCY TAX	6,341,996	6,000,000	6,200,000		
4010076	SALE OF TAX DEEDED PROP.	0	24,000	25,500		
4010077	PROPERTY TAX IN-LIEU OF SALES TAX	1,687,130	1,800,000	2,200,000		
4010078	PROPERTY TAX IN-LIEU OF VLF	26,959,517	27,000,000	27,000,000		
	Total - TAXES OTHER THAN CURRENT PROP	44,118,953	45,163,518	48,492,989		
	LICENSES AND PERMITS					
4050005	FRANCHISES-CABLE	912,048	750,000	750,000		
4050006	FRANCHISE FEES-PUB UTIL	1,299,169	1,300,000	1,300,000		
4050010	FRANCHISE FEES-GARBAGE	701,934	725,000	725,000		
4050011	FRANCHISE FEES-PETROLEUM	52	0	0		
4050015	ANIMAL LICENSES	507,607	508,310	558,627		
4050020	BUSINESS LICENSES	104,290	112,467	137,203		
4050025	BUILDING PERMITS	1,460,183	1,613,611	1,943,793		
4050030	GRADING PERMITS	1,714	0	0		
4050035	PLAN CHECK FEES	852,493	986,808	1,035,044		
4050040	SUB PERMITS-MECH EL PLUMB	231,266	226,000	266,700		
4050043	BLDG STANDARDS ADMIN	663	0	0		
4050045	MINOR USE PERMIT APPLICATION	23,401	27,138	44,215		
4050065	LAND USE PERMITS	508,555	576,092	563,210		
4050070	PLOT PLANS	157,790	190,073	177,456		
4050075	GENERAL PLAN AMENDMENTS	11,416	47,256	34,104		
4050080	AGRICULTURAL PRESERVE FEE	55,581	64,831	66,654		
4050085	SUBDIVISION PERMITS	169,119	235,238	165,620		
4050095	FINGER PRINTING FEES	10,037	11,000	9,500		
4050100	EXPLOSIVE PERMITS	2,139	680	2,500		
4050105	OTHER LICENSES AND PERMIT	251,430	264,346	249,099		
4050110	GUN PERMITS	7,172	4,000	9,800		
4050111	DOMESTIC VIOLENCE FEES	57,673	59,544	45,000		
4050120	BURIAL PERMITS	11,180	9,080	10,358		
4050130	MISC PERMITS	89,839	99,207	107,882		
4050130	MISC PERMITS	915	0	0		Parks Spl Rev
4050145	SUBPOENA DUCES TECUM GC 1563	2,435	3,000	2,000		
4050150	TOBACCO RETAILERS LICENSES	21,479	17,135	16,961		
4050165	NOTARY FEE GC 8211	940	900	450		
4050170	REPOSSESSION OF VEHICLE GC 26751	1,095	1,350	650		
	Total - LICENSES AND PERMITS	7,453,615	7,833,066	8,221,826		
	FINES, FORFEITURES AND PENALTIES					
4100000	FINES/FORF/PENALTIES	48,092	0	0		
4100005	50% EXCESS MOE REVENUE-ST	(632,932)	(632,932)	(480,000)		
4100010	LAND USE FINES	5,200	1,900	3,400		
4100015	RED LIGHT - VC21453, 54, 57	4,257	1,300	3,000		
4100045	VEHICLE FORFEITURES-VC14607.6	100	2,000	500		
4100055	PROBA DRUG FEE-PC1203.1AB	1,649	3,360	3,360		

ACCT	REVENUE CLASSIFICATION (1)	2010-11 ACTUAL (2)	2011-12 BUDGET (3)	2012-13 PROPOSED (4)	2012-13 ADOPTED (5)	FUND (6)
4100065	CHILD RESTRNT FEE-COUNTY	3,205	1,600	4,000		
4100070	CHILD RESTRAINT FEE-CITY	2,128	1,200	2,000		
4100080	BATTRD WM SHEL-PC1203.097	117	0	0		
4100085	TRAFFIC SCH-VC42007.1($24)	279,344	312,000	245,000		
4100090	CNTY FIX IT-VC 40611	41,890	55,000	30,000		
4100100	CO-FAILURE TO APPEAR(FTA)	13,784	14,000	6,000		
4100105	CO MOTOR VEH/CRIM FINES	949,176	1,000,000	774,000		
4100130	LAB FEE-PC1463.14	60,306	63,000	67,100		
4100135	CITIES FIX IT-VC40611	20,174	18,000	13,000		
4100140	SMALL CLAIMS ADVISORY FEE	8,123	10,000	8,400		
4100150	PA-EMERGENCY MED SERVICES	353,342	360,000	350,000		Emergcy Med Svcs
4100152	PA-SB1773 RICHIE'S FUND	391,532	360,000	350,000		Emergcy Med Svcs
4100155	SUPERIOR COURT FINES-BASE	89,910	93,965	93,965		
4100165	SETTLEMENTS/JUDGEMENTS	84,000	432,093	491,000		
4100180	BLDG CODE INVESTIG FEES	52,388	73,758	47,477		
4100195	TRAFFIC SCHOOL FEES	1,218,285	1,100,000	1,100,000		
4100206	ASSET FORFEITURES	197,057	135,784	105,532		
4100220	BLOOD ALCOHOL FINES	238,544	195,000	141,500		
4100225	AIDS EDUCATION FINE-PC264	115	0	0		
4100230	PENALTY AS-FINGERPRINT ID	164,310	161,076	298,176		
4100250	FISH AND GAME FINES	10,490	20,000	20,000		Fish & Game
4100255	OFF-HIGHWAY MOTOR FINES	0	30,000	25,420		Parks Spl Rev
4100260	AGRICULTURE FINES	17,380	0	0		
4100265	BUSINESS & PROFESSIONS	(5,156)	(4,300)	(5,000)		
4100270	HEALTH/SAFETY FINES/FORFT	2,413	8,000	1,600		
4100275	LITTER CLEANUP	0	20,108	0		Parks Spl Rev
4100285	CITIES- ALL MISDEMEANORS	17,872	22,000	17,000		
4100290	FEES -ALCOHOL ABUSE & EDU	181,000	104,000	35,000		
4100295	CITIES PARKING	3,618	1,200	4,500		
4100300	CITY MOTOR VEHICLE FINES	87,632	80,000	59,000		
4100310	ST PENALTY F&GAME-PC1464	2,258	0	0		Fish & Game
4100320	PENALTY AS-CTHS TEMP CONS	307,169	308,119	310,819		Cop Loan DS
4100340	ST PENALTY ASSMNTS-PC1464	526,538	530,000	440,000		
4100354	COUNTY PORTION GC 76000	110,157	115,000	92,000		
4100365	TRAFFIC SCH FEES-MADDY FUND	95,791	100,000	100,000		Emergcy Med Svcs
4100366	ADM PENALTY-HS 25187	137,000	220,000	154,000		
4100390	TRAFFIC SCHOOL FEES - CITY	19,521	18,000	13,500		
4100465	DNA Database	30,294	42,567	10,000		
	Total - FINES, FORFEITURES AND PENALT	5,138,073	5,376,798	4,935,249		
	USE OF MONEY AND PROPERTY					
4150000	INTEREST	249,347	300,216	300,000		
4150000	INTEREST	82,331	0	0		Capital Projects
4150000	INTEREST	31,970	60,000	40,000		Road Fund
4150000	INTEREST	393	0	0		Comm Dev Pgm
4150000	INTEREST	53,699	0	0		Pub Fac Fees

ACCT	REVENUE CLASSIFICATION (1)	2010-11 ACTUAL (2)	2011-12 BUDGET (3)	2012-13 PROPOSED (4)	2012-13 ADOPTED (5)	FUND (6)
4150000	INTEREST	3,213	5,000	4,000		Parks Spl Rev
4150000	INTEREST	36,679	0	0		Automtn Replc
4150000	INTEREST	24,540	0	0		Building Replcmt
4150000	INTEREST	52,458	0	0		Tax Reductn Res
4150000	INTEREST	48,286	24,600	22,000		Impact Fee
4150000	INTEREST	19	0	0		Wildlife Grazing
4150000	INTEREST	2,220	3,500	3,500		DUI
4150000	INTEREST	8,188	6,000	7,000		Library
4150000	INTEREST	7,686	20,000	10,000		Org Development
4150000	INTEREST	1,599	4,000	5,000		Co Med Svcs Prog
4150000	INTEREST	543	400	1,000		Emergcy Med Svcs
4150000	INTEREST	1,986	0	0		Cal Hlth Ind Pgm
4150000	INTEREST	15,690	12,000	18,000		POB- DSF
4150015	COMMUNICATION LEASE FACIL	9,800	7,450	11,300		
4150020	RENT-LAND/BLDG-SHORT TERM	10,979	11,200	11,715		
4150020	RENT-LAND/BLDG-SHORT TERM	57,634	29,648	35,504		Parks Spl Rev
4150025	RENT-LAND/BLDG-LONG TERM	214,268	237,671	246,173		
4150025	RENT-LAND/BLDG-LONG TERM	56,145	57,237	54,658		Parks Spl Rev
4150030	FARM LAND RENT	1,800	1,800	1,800		Parks Spl Rev
4150035	RENTAL OF VETERANS BLDGS.	66,784	64,800	59,000		
	Total - USE OF MONEY AND PROPERTY	1,038,257	845,522	830,650		
	AID FROM STATE GOVERNMENT					
4200005	ST RLGN-SALES TX-SOC SRVC	6,294,898	6,729,436	7,615,390		
4200010	ST RLGN-SALES TAX-M H	3,701,680	3,639,781	10,974,033		
4200015	ST RLGN-SALES TAX-HEALTH	1,531,325	1,505,718	1,546,000		
4200020	ST REALGN- VLF	3,423,606	3,764,186	2,130,309		
4200020	ST REALGN- VLF	2,589,254	2,590,000	2,439,000		Co Med Svcs Prog
4200022	ST AID REALIGNMENT	38,500	0	181,738		
4200023	ST AID REALIGNMENT-VLF	99,273	99,273	0		
4200035	SB90 STATE MANDATED COSTS	689,579	554,303	299,398		
4200040	ST AID- DRUG/MENTL HEALTH	868,611	660,000	568,993		
4200045	STATE AID- EXTRADITION	16,610	44,000	48,000		
4200055	STATE AID FOR AGRICULTURE	749,195	748,046	723,108		
4200065	STATE AID-NUCLEAR PLANNG	1,654,681	1,711,255	1,823,579		
4200065	STATE AID-NUCLEAR PLANNG	3,115	5,000	5,000		Parks Spl Rev
4200070	STATE AID VETERAN AFFAIRS	93,978	65,000	65,000		
4200075	HOMEOWNER PROP TAX RELIEF	790,444	800,000	800,000		
4200075	HOMEOWNER PROP TAX RELIEF	9,811	9,811	9,811		Road Fund
4200075	HOMEOWNER PROP TAX RELIEF	55,775	55,775	55,775		Library
4200080	STATE REIMB-CMC/ASH CASES	1,266,292	1,455,000	1,474,900		
4200085	ST AID-DRUG AND ALCOHOL	48,734	48,734	0		
4200090	ST AID-INS FRAUD INVESTIG	0	0	130,976		
4200095	ST AID-DMV-VEH CRIME INV	294,718	308,700	299,000		
4200100	ST AID-PERINATAL T E F	217,334	217,334	0		
4200105	STATE AWARDED GRANTS	2,404,266	2,171,116	558,355		

ACCT	REVENUE CLASSIFICATION (1)	2010-11 ACTUAL (2)	2011-12 BUDGET (3)	2012-13 PROPOSED (4)	2012-13 ADOPTED (5)	FUND (6)
4200105	STATE AWARDED GRANTS	49,983	0	0		Capital Projects
4200105	STATE AWARDED GRANTS	12,748	0	0		Road Fund
4200105	STATE AWARDED GRANTS	20,951	0	0		Parks Spl Rev
4200105	STATE AWARDED GRANTS	48,723	39,954	0		Library
4200110	ST AID-MANGD CARE-INPATNT	417,817	415,000	0		
4200121	ST AID-PROP 1B ST & LOCAL	1,000,000	0	235,000		Road Fund
4200125	STATE REIMB FOR DNA TESTING	70,846	75,115	75,144		
4200137	STATE AID PROP 40 CLEAN WATER CLEAN A	23,908	0	0		
4200140	ST REV-PAROLE HOLDS	204,912	240,000	0		
4200150	ST AID - CHILD SUP ADMIN	1,644,312	1,515,090	1,583,819		
4200170	STATE AID - OTHER	1,794,277	2,099,241	2,068,774		
4200170	STATE AID - OTHER	75,061	0	0		Comm Dev Pgm
4200170	STATE AID - OTHER	83,173	41,500	0		Library
4200175	STATE - WELFARE ADMIN.	32,155,742	33,104,519	17,924,813		
4200185	STATE AID-PRIOR YEAR	1,750,743	100,000	0		
4200190	STATE AID - ABATEMENT	40,182	42,731	38,000		
4200195	ST AID-CS COLL-FOSTR CARE	61,727	60,362	55,000		
4200200	MEDI-CAL:PATIENTS-ST +FED	10,073,537	9,533,390	12,397,105		
4200210	ST AID-CALIF CHILDRN SRVC	1,245,850	1,289,988	1,403,355		
4200215	STATE - HEALTH ADMIN.	337,795	436,515	324,372		
4200220	ST AID-EPSDT-MENTAL HEALTH	2,850,251	3,852,001	0		
4200226	ST AID-GAS TAX-UNCLAIMED	1,082,185	1,068,427	1,045,956		
4200230	STATE - HIGHWAY USERS TAX	8,320,359	8,600,000	9,800,000		Road Fund
4200235	STATE OFF HWY MTR VH FEES	29,818	0	0		
4200240	STATE AID CONSTRUCTION	79,682	569,700	0		Road Fund
4200241	STATE AID - URBAN STATE HWY ACCOUNT	(44,999)	0	60,000		Road Fund
4200242	STATE AID - REGIONAL STATE HWY ACCOUN	880,285	0	485,194		Road Fund
4200245	TRANS DEV ACT SB 325	405,602	405,600	1,000,000		Road Fund
4200250	ST AID-ISTEA EXCHANGE	578,060	578,060	578,060		Road Fund
4200255	ST AID-PUBLIC SAFETY SRVC	17,664,096	17,481,260	19,766,019		
4200260	ST AID-BICYCLE LANE ACCT	64,670	0	0		Capital Projects
4200270	STATE-MOTOR VEH LIC FEE	0	0	112,000		
4200275	OTHER STATE IN-LIEU TAXES	649	800	800		
4200295	ST-10% SBOC VOC REBATE	7,085	8,000	8,000		
4200305	ST AID - SLESF	982,376	630,297	630,297		
4200325	ST AID-INCENIVES	0	0	237,000		
4200330	STATE AID FOR DISASTER	29,232	0	0		
4200335	ST-WELFARE ADMIN-PRIOR YR	1,602,383	0	0		
4200340	ST AID - MHSA	8,953,635	10,566,637	9,997,262		
4200350	ST RLGN-2011 COURT SECURITY	0	0	3,551,825		
4200351	ST RLGN-2011 LOCAL COMM	0	0	4,049,095		
4200354	ST RLGN-2011 HLTH & HUMAN SVCS	0	0	14,722,354		
4200355	ST RLGN-2011 SLESF	0	0	1,062,512		
4200356	ST RLGN-2011 CALWORKS MOE	0	0	5,282,132		
4250022	FED AID STIP	1,634,263	0	0		Road Fund
	Total - AID FROM STATE GOVERNMENT	123,073,598	119,936,655	140,242,253		

ACCT	REVENUE CLASSIFICATION (1)	2010-11 ACTUAL (2)	2011-12 BUDGET (3)	2012-13 PROPOSED (4)	2012-13 ADOPTED (5)	FUND (6)
	AID FROM FEDERAL GOVERNMENT					
4250005	FED AID ENTITLEMNT LAND	1,048,323	1,000,000	1,000,000		
4250010	FEDERAL AID-STORM DAMAGE	45,776	0	0		
4250015	FEDERAL - HEALTH ADMIN	3,442,376	3,705,827	3,607,837		
4250015	FEDERAL - HEALTH ADMIN	49,909	49,904	50,524		Co Med Svcs Prog
4250020	FEDERAL AID CONSTRUCTION	2,708	0	0		Capital Projects
4250020	FEDERAL AID CONSTRUCTION	1,872,994	3,502,500	2,813,259		Road Fund
4250021	FEDERAL AID-BRIDGE TOLLS	69,616	0	0		Road Fund
4250025	FEDERAL GRAZING FEES	4,829	3,500	3,500		Wildlife Grazing
4250026	FEDERAL AID FOREST RESERVE	8,383	11,500	11,500		Road Fund
4250035	FED AID-DRUG FREE SCH/COM	189,175	0	0		
4250055	FED AID - REIMB	58,209	56,000	49,000		
4250061	FED AID - IDEA FUNDS	543,212	493,186	0		
4250065	FEDERAL FUNDS - CDBG	1,724,369	1,929,130	1,654,260		Comm Dev Pgm
4250067	FED AID - CDBG RECOVERY AND REINV FND	106,821	0	0		
4250067	FED AID - CDBG RECOVERY AND REINV FND	110,236	0	0		Comm Dev Pgm
4250070	FEDERAL FUNDS - HOME	1,713,717	1,253,283	823,357		Comm Dev Pgm
4250075	FEDERAL FUNDS - ESG	91,837	127,386	163,420		Comm Dev Pgm
4250076	FEDERAL AID-HPRP FUNDS	433,610	0	0		Comm Dev Pgm
4250080	FEDERAL FUNDS - SNAP	833,940	848,467	1,065,830		Comm Dev Pgm
4250085	FEDERAL AID - SECURITY	0	10,000	10,000		
4250086	FED AID - SCAAP PASS THRU	275,000	353,990	225,001		
4250090	FED AID-DRUG AND ALCOHOL	1,584,340	1,555,692	1,555,692		
4250095	FEDERAL-GRANTS	2,277,803	2,860,714	3,179,498		
4250095	FEDERAL-GRANTS	116,831	0	0		Capital Projects
4250105	FEDERAL AID - OTHER	2,339,563	1,395,059	1,221,171		
4250105	FEDERAL AID - OTHER	(773)	0	0		Capital Projects
4250105	FEDERAL AID - OTHER	34,827	0	0		Library
4250110	FEDERAL - WELFARE ADMIN	25,581,576	31,214,074	39,415,537		
4250115	FEDERAL AID - ABATEMENT	23,247	26,000	26,000		
4250120	FEDERAL AID-PRIOR YEAR	(643,950)	100,000	0		
4250130	FED AID-PERINTL SETASIDE	72,201	72,201	72,201		
4250136	FED AID - PUBLIC HEALTH SECURITY	865,255	815,276	663,597		
4250140	FED AID-CHILD SUP ADMIN	2,914,927	2,808,127	3,074,474		
4250141	FED-WELFARE ADMN-PRIOR YR	487,470	0	0		
4250145	FED AID-INCENTIVES	276,974	266,347	0		
4250150	FEDERAL AID FHWA	0	0	1,468,513		Road Fund
4250160	FED AID WORKFORCE INVESTMENT ACT	1,446,608	2,368,743	2,672,958		
4250205	FEDERAL AID-ARRA/PRIME RECIPIENT	543,658	161,178	61,925		
4250205	FEDERAL AID-ARRA/PRIME RECIPIENT	182,369	0	0		Road Fund
4250206	FEDERAL AID-ARRA/STATE SUB RECIPIENT	1,612,677	235,532	40,000		
4250206	FEDERAL AID-ARRA/STATE SUB RECIPIENT	1,709,000	0	0		Road Fund
4250210	FED AID ARRA/STATE PASS THROUGH WIA	2,131,304	0	0		
	Total - AID FROM FEDERAL GOVERNMENT	56,180,947	57,223,616	64,929,054		

ACCT	REVENUE CLASSIFICATION (1)	2010-11 ACTUAL (2)	2011-12 BUDGET (3)	2012-13 PROPOSED (4)	2012-13 ADOPTED (5)	FUND (6)
	AID FROM OTHER GOVERNMENT AGENCIES					
4300005	OTHER GOVT AGENCY REVENUE	1,855,278	1,735,854	1,754,381		
4300005	OTHER GOVT AGENCY REVENUE	7,683	0	0		Comm Dev Pgm
4300010	COMBINED FED/ST CALWORKS	11,935,017	12,429,791	0		
4300015	OTHER GOV'T: RDA PASS THRU	1,674,183	1,600,000	1,100,000		
4300015	OTHER GOV'T: RDA PASS THRU	52,273	49,961	49,961		Library
	Total - AID FROM OTHER GOVERNMENT AGE	15,524,434	15,815,606	2,904,342		
	TOTAL AID FROM GOVERNMENTAL AGENCIES	194,778,979	192,975,877	208,075,649		
	CHARGES FOR CURRENT SERVICES					
4350100	AFFORDABLE HOUSING FEE TRANSFERRED	(16,853)	20,000	(700)		Pub Fac Fees
4350101	AFFORDABLE HOUSNG IN-LIEU	334	0	0		
4350101	AFFORDABLE HOUSNG IN-LIEU	16,854	(20,000)	700		Pub Fac Fees
4350102	PUB FAC FEE-LIBRARY	91,093	97,156	59,300		Pub Fac Fees
4350103	PUB FACIL FEE-FIRE	462,970	418,286	306,090		Pub Fac Fees
4350104	PUB FACIL FEE-PARKS	271,796	292,827	131,700		Pub Fac Fees
4350105	PUB FACIL FEE-GEN GOVT	162,363	139,229	116,800		Pub Fac Fees
4350106	APPEAL FEE	13,764	8,883	8,670		
4350106	APPEAL FEE	765	0	0		Road Fund
4350107	PUB FAC FEE-LAW ENFORCE	85,479	72,406	61,852		Pub Fac Fees
4350108	ROAD IMPACT FEES	8,410,253	2,410,000	1,731,500		Impact Fee
4350109	AFFORDABLE HOUSING IMPACT FEE	1,096	1,500	1,500		
4350209	REVENUE TRANSFER FROM TRUST FUNDS	123,814	159,468	0		
4350209	REVENUE TRANSFER FROM TRUST FUNDS	182,000	0	0		Automtn Replc
4350235	BILLINGS OH-OUTSIDE AGENCIES	35,383	30,715	40,277		
4350245	OTHER BILLINGS TO COURTS	1,411,581	1,381,997	931,927		
4350245	OTHER BILLINGS TO COURTS	0	0	6,191		Parks Spl Rev
4350250	SHERIFF BLNGS - COURT SECUR	3,323,433	3,570,750	0		
4350255	BILLINGS TO OUTSIDE AGENCIES	206,636	207,021	805,902		
4350255	BILLINGS TO OUTSIDE AGENCIES	38,710	35,000	39,352		Parks Spl Rev
4350260	FEES-YOUNG ADULTS PROGRAM	65,532	80,977	67,804		DUI
4350265	ROAD TRANSVERSE CUT FEE	583	1,500	0		Road Fund
4350266	ROAD LONGITUDE CUT FEE	1,089	2,000	0		Road Fund
4350285	EXTD FIRST OFFENDER FEES	177,866	178,065	214,559		DUI
4350295	PREAPPLICATION PROCESS	24,637	22,638	27,168		
4350305	FLOOD HAZARD PROPERTY REPORTS	0	722	746		
4350310	FIRE SUPPRESSION/COST REI	59,520	200,000	200,000		
4350315	AMBULANCE REIMBURSEMENT	170,837	175,000	175,000		
4350320	INMATE ASSISTANCE REIMBRS	922	1,000	800		
4350325	BOOKING FEES-INDIVIDUALS	197	0	0		
4350330	PUBLIC EDUCATION GOV'T ACCESS FEE	0	0	20,000		Automtn Replc
4350335	MONITORING FEE-PC1203.1B	76,771	132,995	132,995		
4350340	JUVENILE INFORMAL SUPERVISION	58,000	58,000	58,000		
4350345	DIVERSN MONITRG-PC1001.53	24	0	0		
4350350	MITIGATION FEE-AIR	171	240	400		

ACCT	REVENUE CLASSIFICATION (1)	2010-11 ACTUAL (2)	2011-12 BUDGET (3)	2012-13 PROPOSED (4)	2012-13 ADOPTED (5)	FUND (6)
4350365	CHANGE OF PLEA	207	800	400		
4350370	PROBA MGMNT FEE-ADULTS	6,856	7,834	7,834		
4350380	SENTENCING REPORT FEE	30,958	43,719	43,719		
4350385	RESTITN COLL FEE-PC1203.1	22,625	121,542	65,000		
4350390	RECORD SEALING FEE	359	824	824		
4350395	RED INSTALLMENT PLAN FEE	6,463	5,050	7,080		
4350400	ADMINISTRATIVE SERVICES	2,487,089	2,406,999	2,326,076		
4350402	ADMIN FEE-SLO CTBID	27,911	26,416	26,416		
4350404	ADMIN FEE - GC 29412	44,297	44,200	43,000		
4350405	SPECIAL ASSESSMENT FEES	143,836	143,640	143,200		
4350410	ASSESSMNT APPORTNMNT FEES	301	1,389	300		
4350415	PROP.REDEMPT.SEARCH FEES	1,312	26,240	13,940		
4350430	ELECTION SERVICES	548,705	31,000	445,000		
4350435	DEFERRED ENTRY OF JUDGMENT	137,651	141,000	111,000		
4350441	SEGREGATIONS FEE	0	152	152		
4350445	DMV DELINQUENT VESSEL FEE	976	1,050	1,118		
4350450	UNSEC DELINQUENT COLL FEE	19,389	19,825	22,355		
4350457	PUBLIC DEFENDER REIMBURSEMENT FEES	412,481	628,526	378,912		
4350460	LEGAL SERVICES	43,960	30,000	30,000		
4350465	INVOLUNTARY LIEN NOTICES	16,740	10,000	14,000		
4350470	INSTALLMENT FEES	31	0	0		
4350475	PROCESSING FEES	95,241	73,212	73,212		
4350480	ENVIRONMNTL ASSESSMT FEES	110,660	237,147	110,496		
4350485	LAFCO PROCESSING FEES	0	1,877	1,877		
4350490	PUBLICATION FEES	0	322	0		
4350495	PLANNING/ENGINEERING SVCS	4,775	5,000	3,500		Road Fund
4350500	ROAD PERMIT FEES	11,730	10,000	10,000		Road Fund
4350505	FILING FEES-CORNER RECORD	1,217	2,302	1,966		
4350515	ALLOCATION ADMIN FEE	11,516	11,750	6,580		
4350520	ITD BILL OUTSIDE AGENCIES	69,724	59,409	50,671		
4350525	ITD BILL OUTSIDE AGENCIES COMM	7,471	17,298	5,692		
4350530	FIRE PROTECTION SERVICES	1,819,388	1,941,838	1,827,704		
4350535	RECORDERS FEE GC27361.4	26	0	0		
4350540	AGRICULTURAL SERVICES	135,446	166,400	150,200		
4350550	HOME DETENTION PROGRAM	305,989	312,000	412,000		
4350555	STANDARDIZATION INSPECTS	4,130	6,650	6,825		
4350560	ALTERNATIVE WORK PROG REV	88,784	90,000	90,000		
4350570	CIVIL PROCESS SERVICE	107,968	118,000	97,500		
4350580	REIMB JUV COURT PROF FEES	36,078	27,000	40,000		
4350581	ESTATE FEES	22,868	9,675	16,793		
4350585	CONSERVATORSHIP FEES	288,923	145,000	112,500		
4350590	REPRESENTATIVE PAYEE FEES	33,328	31,080	37,392		
4350595	HUMANE SERVICES	11,694	17,327	10,035		
4350600	IMPOUND FEES	34,787	45,274	44,259		
4350605	BOARDING FEES	71,790	101,180	85,385		
4350610	ANIMAL PLACEMENT	170,476	225,260	212,880		

ACCT	REVENUE CLASSIFICATION (1)	2010-11 ACTUAL (2)	2011-12 BUDGET (3)	2012-13 PROPOSED (4)	2012-13 ADOPTED (5)	FUND (6)
4350616	LAW ENFORCEMENT SERVICES	63,291	55,000	65,000		
4350620	BOOKING FEES (SB 2557)	363,787	328,544	456,312		
4350625	RECORDER'S SPECL PROJECTS	438,139	718,983	458,362		
4350630	RECORDG FEE-MICROGRAPHICS	42,410	39,110	89,973		
4350632	Rec Fees-Real Estate Fraud GC 27388	6,675	183,000	183,000		
4350633	RECORDING FEES-SSN REDACTION	0	0	34,510		
4350635	RECORDING FEES	1,412,945	1,462,079	1,442,066		
4350640	RECORDING FEES-VHS	2,754	13,466	6,450		
4350641	CIVIL SPECIAL FEE GC26746	117,634	66,692	208,200		
4350650	DEVELOPMENT FEE- ADMIN	22,355	29,000	25,000		
4350650	DEVELOPMENT FEE- ADMIN	1,430	742	3,000		Parks Spl Rev
4350655	SEPARATE TAX BILL COSTS	63,662	82,000	80,000		
4350656	REIMB FOR PROJ COSTS	7,500	0	0		
4350660	ENCROACHMENT PERMIT FEES	122,605	98,106	92,000		Road Fund
4350665	ROAD ABANDONMENT FEE	30,258	26,613	27,090		
4350675	CURB & GUTTER WAIVERS	1,752	2,253	1,150		
4350675	CURB & GUTTER WAIVERS	436	0	0		Road Fund
4350676	CURB & GUTTER PERMIT WITH DESIGN	4,150	8,000	5,000		Road Fund
4350677	CURB & GUTTER PERMIT W/O DESIGN	20,580	18,000	17,000		Road Fund
4350690	MEDICAL RECORDS FEE	4,133	12,000	12,000		
4350705	NURSING FEES	434,264	317,500	273,000		
4350715	LABORATORY SERVICES	1,166,501	1,226,980	204,211		
4350720	SUPPLEMENTAL ROLL-5% ADMN	357,451	200,000	120,000		
4350725	MENTAL HEALTH SVCS-MEDICARE	35,986	168,000	168,000		
4350730	SECOND CHANCE CHARGES-ALC	572,974	628,467	626,660		DUI
4350735	ALCOHOLISM SERVICES	137,739	112,500	103,000		
4350740	COBRA MED INS ADMIN FEE	645	800	800		
4350745	ENVIRONMENTAL HEALTH SERVICES	1,933,982	1,881,100	2,051,000		
4350760	INST CARE/SV-MEDICALSB855	27,769	42,863	42,863		
4350765	MEDICAL REMB SERV/PAT CAR	640,699	718,404	739,800		
4350770	CUTS & COMBINATN REQUESTS	870	2,500	5,000		
4350775	ADOPTION FEES	3,750	2,560	2,560		
4350785	CALIF CHILDREN SERVICES	1,185	500	1,600		
4350790	INST.CARE-JUVENILE HALL	18,183	18,557	18,557		
4350795	MENTAL HLTH SVCS-INSURANCE	253,348	200,000	200,000		
4350805	LOST-DAMAGED MATERIALS	11,728	12,000	13,000		Library
4350810	LIBRARY SERVICES	243,924	210,000	234,000		Library
4350815	FIRST OFFENDER FEES	566,410	477,296	433,303		DUI
4350820	WASTE TIPPING FEES-AB 939	13,592	14,736	14,736		
4350835	COPYING FEES	13,569	12,000	12,000		
4350835	COPYING FEES	19,011	17,000	16,500		Library
4350840	LIBRARY REQUEST FEES	64,212	62,000	83,000		Library
4350860	CAMPING FEES	2,356,850	2,627,455	2,641,008		Parks Spl Rev
4350865	DAILY PASSES	310,507	338,835	381,881		Parks Spl Rev
4350870	GROUP ENTRANCE FEES	170,966	198,433	199,192		Parks Spl Rev
4350875	SEASON PASSES	105,097	149,145	155,682		Parks Spl Rev

ACCT	REVENUE CLASSIFICATION (1)	2010-11 ACTUAL (2)	2011-12 BUDGET (3)	2012-13 PROPOSED (4)	2012-13 ADOPTED (5)	FUND (6)
4350880	SEASON BOAT LICENSES	65,725	85,001	84,790		Parks Spl Rev
4350885	DAILY BOAT PASSES	85,587	109,620	104,569		Parks Spl Rev
4350890	INCOME FROM CONCESSIONS	7,342	7,200	7,000		
4350890	INCOME FROM CONCESSIONS	71,448	94,191	86,676		Parks Spl Rev
4350895	SWIMMING POOL FEES	94,732	67,746	56,000		Parks Spl Rev
4350905	DOG/DAY USE	48,193	55,143	63,737		Parks Spl Rev
4350910	SHOWERS/LOCKERS	47,635	51,375	51,938		Parks Spl Rev
4350920	MOBL HOME DUP TX CLEARNCE	25	150	42		
4350925	PARKLAND FEE (QUIMBY FEE)	56,241	0	0		
4350925	PARKLAND FEE (QUIMBY FEE)	5,879	0	0		Capital Projects
4350935	OTHER CLERK FEES	469,413	460,000	503,300		
4350950	MISCELLANEOUS FEES	193,675	230,638	214,180		
4350950	MISCELLANEOUS FEES	262	0	0		Road Fund
4350950	MISCELLANEOUS FEES	860	0	0		Parks Spl Rev
4350950	MISCELLANEOUS FEES	720	0	0		DUI
4350953	COMM ACKNOWLEDGEMENT FORM FEE	0	0	3,434		
4350960	MONUMENTATION FEES	51,815	149,774	144,535		
4350965	BLDG PRMT REVIEW-DRAINAGE	54,880	45,869	38,939		
4350966	BLDG PRMT REVIEW-FLD HZD	11,880	18,812	4,342		
4350970	RECREATIONAL PROGRAMS	22,149	14,918	15,216		Parks Spl Rev
4350971	SKATE PARK FEES	5,976	6,179	4,930		Parks Spl Rev
4350980	OTHER RECREATIONAL FEES	30,657	34,514	35,895		Parks Spl Rev
4350990	DEVELOPMENT PLAN INSPECTN	13,725	32,090	29,744		
4350995	PAR MAP CHECKING THRU T/A	38,282	55,821	14,896		
4351000	TR MAP CHECKING THRU T/A	2,838	2,845	0		
4351005	RECORDS OF SURVEY FEES	20,167	28,892	26,877		
4351010	OTHER SERVICE CHARGES	2,639	3,640	5,040		
4351040	MENTAL HLTH SVCS-SELF PAY	24,804	20,000	20,000		
4351045	PROGRAM REV - CHILD&FAMILIES	239,093	247,854	209,641		
4351055	BOOK,PAMPHLT,BROCHR SALES	2,856	2,200	1,700		
4351060	MAP SALES	506	2,694	574		
4351065	PUB INFO SALE-COMP FILES	18,076	20,124	15,124		
4351070	PM INSPECT-IMP PLANS P11E	32,575	54,651	106,189		
4351075	TM INSPECT-IMP PLANS P11D	202,191	132,601	116,131		
4351080	TOBACCO SETTLEMENT	0	89,185	0		
4351095	LOT LINE ADJUST APPLICATION	2,890	5,304	8,003		
4351100	COND USE PMT/DEV PLAN APP	20,916	21,753	34,179		
4351105	CERT COMPLIANCE APP	444	3,076	0		
4351110	CERT OF CORRECTION	716	1,593	237		
4351115	MAP AMENDMENTS	111	0	0		
4351120	CERT COMPLIANCE-NON LLA	2,580	0	902		
4351125	LOT LINE ADJUST CHECKING	8,310	4,653	10,583		
4351130	ANNEXATION MAP REVIEW	1,034	0	1,074		
4352240	SB2557 PROPERTY TAX ADMIN FEE	2,015,519	1,972,944	2,000,000		
4352255	BULK TRANSFER FEE	638	1,150	792		
4352260	SUBDIVISION/PARCEL TRACT MAP	3,033	4,453	2,706		

ACCT	REVENUE CLASSIFICATION (1)	2010-11 ACTUAL (2)	2011-12 BUDGET (3)	2012-13 PROPOSED (4)	2012-13 ADOPTED (5)	FUND (6)
4352265	WET & RECKLESS	37,387	44,402	27,580		DUI
4400020	WATER SALES FOR RESALE	19,191	100,869	101,058		
	Total - CHARGES FOR CURRENT SERVICES	39,077,099	34,090,725	28,326,345		
	OTHER REVENUES					
4550000	OTHER REVENUE	582,778	340,802	200,015		
4550000	OTHER REVENUE	12,464	0	0		Road Fund
4550000	OTHER REVENUE	1,503	0	0		Parks Spl Rev
4550000	OTHER REVENUE	32,169	15,000	16,000		Library
4550000	OTHER REVENUE	577	0	0		Co Med Svcs Prog
4550010	SEMINAR/CONF/WORKSHOP FEE	109,710	95,000	95,000		
4550011	SETTLEMENTS-ENVIRONMENTAL	41,476	214,000	150,000		
4550014	REV - ADJ CHARGEBACKS	619	0	0		Parks Spl Rev
4550015	CARD FEES	4,725	0	0		
4550020	REV APPLICABLE PRIOR YRS	18,735	0	0		
4550030	REIMBURSEMENTS-ASSISTANCE	543,492	573,883	330,000		
4550045	REFUNDS/EXCISE TAX	164	100	0		
4550050	TAX DEPT RETRND CHECK FEE	4,178	6,000	4,125		
4550055	SALE OF FIXED ASSETS	31,577	20,000	21,641		
4550062	ADV COSTS TX DEEDED PROP	0	1,920	1,020		
4550065	OTHER REIMBURSEMENTS	345,496	195,154	180,234		
4550065	OTHER REIMBURSEMENTS	739,399	0	0		Road Fund
4550065	OTHER REIMBURSEMENTS	10,000	0	0		Comm Dev Pgm
4550065	OTHER REIMBURSEMENTS	1,812	0	3,000		Parks Spl Rev
4550070	EMPLOYEE REIMBURSEMENTS	0	250	250		
4550075	EMPL MEALS/IN-HOUSE FOOD	3,337	3,200	2,300		
4550080	OTHER SALES	6,825	7,000	6,675		
4550080	OTHER SALES	1,354	0	0		Parks Spl Rev
4550085	NUISANCE ABATEMENT	37,199	33,130	33,145		
4550090	SERVICE CHGE RETRND CHKS	22,379	7,960	6,013		
4550090	SERVICE CHGE RETRND CHKS	8	0	0		Parks Spl Rev
4550090	SERVICE CHGE RETRND CHKS	(42)	0	0		Library
4550100	1915 BOND ACT ASSESSMENT	7,690	27,000	30,000		
4550120	CONTRIBUTIONS - NON GOVTL	475,428	95,963	95,963		
4550120	CONTRIBUTIONS - NON GOVTL	18,069	0	35,000		Parks Spl Rev
4550120	CONTRIBUTIONS - NON GOVTL	263,307	0	0		Library
4550125	GRANTS: NON-GOVERNMENTAL	140,792	187,250	290,260		
4550125	GRANTS: NON-GOVERNMENTAL	50,264	0	0		Co Med Svcs Prog
4550130	BAD DEBT RECOVERY	60	0	0		Parks Spl Rev
4550140	COUNTY CONTRIBUTIONS	7,312,187	8,062,000	8,293,800		POB- DSF
4550150	MICROFILM	(160)	0	0		
4550160	CASH OVERAGES	4,707	2,300	2,300		
4550160	CASH OVERAGES	922	0	0		Parks Spl Rev
4550160	CASH OVERAGES	88	0	0		Library
4550170	SETTLEMNTS,DAMAGES,&REST.	427,899	100,000	100,000		
4550170	SETTLEMNTS,DAMAGES,&REST.	42,153	0	0		Parks Spl Rev

ACCT (1)	REVENUE CLASSIFICATION (1)	2010-11 ACTUAL (2)	2011-12 BUDGET (3)	2012-13 PROPOSED (4)	2012-13 ADOPTED (5)	FUND (6)
4550180	SUPPORT BLNG TO NON-GOVTL	10,515	0	0		Comm Dev Pgm
4550200	INVOICE VARIANCES	4,436	5	1,280		
4550200	INVOICE VARIANCES	1,239	0	0		Road Fund
4550200	INVOICE VARIANCES	2,291	0	0		Parks Spl Rev
4550200	INVOICE VARIANCES	105	0	0		Automtn Replc
4550210	TOBACCO SETTLEMENT	1,668,449	1,621,826	1,640,099		
4550210	TOBACCO SETTLEMENT	0	698,864	669,900		Co Med Svcs Prog
4550210	TOBACCO SETTLEMENT	681,480	0	0		Cal Hlth Ind Pgm
4900010	IFR-ADMIN DEPT SUPPORT	16,921	12,500	9,500		
4900080	IFR-INT SETT-ITD NETWORK SVCS	215,991	254,299	283,747		
4900090	IFR-INT SETT-PLANNING	2,994	0	0		
4900100	IFR-INT SETT-GEN SRVS S/S BILLINGS	1,168,757	1,161,418	896,922		
4900100	IFR-INT SETT-GEN SRVS S/S BILLINGS	200	0	0		Parks Spl Rev
4900110	IFR-INT SETT-HEALTH BILLINGS	188,967	75,969	74,502		
4900110	IFR-INT SETT-HEALTH BILLINGS	5,032	0	74,819		Co Med Svcs Prog
4900140	IFR-INT SETT-ITD ENTERPRISE SVCS	331,345	417,882	521,224		
4900170	IFR-INT SETT-DRUG & ALCOHOL	131,021	136,349	119,534		
4900170	IFR-INT SETT-DRUG & ALCOHOL	1,230	0	0		DUI
4900190	IFR-INT SETT-ITD DPTMTL SVCS	555,957	99,711	298,458		
4900200	IFR-INT SETT-ITD RADIO COMM	24,175	35,188	16,812		
4900200	IFR-INT SETT-ITD RADIO COMM	589	0	0		Road Fund
4900220	IFR-INT SETT-SHERIFF SUPPORT	521,730	543,070	542,707		
4900250	IFR-INT SETT-MENTAL HEALTH	427,130	428,899	403,481		
4900260	IFR-INT SETT-PARKS BILLINGS	147,985	134,067	292,687		Parks Spl Rev
4900299	IFR-INT SETT-ALL OTHER DEPTS	791	0	0		
4900299	IFR-INT SETT-ALL OTHER DEPTS	78,577	0	0		DUI
4900299	IFR-INT SETT-ALL OTHER DEPTS	1,946	0	0		Co Med Svcs Prog
4901000	IFR-OVERHEAD-OH ALLOCATIONS	289,055	271,255	376,761		
4901020	IFR-OVERHEAD-AGR	308	0	0		
4901020	IFR-OVERHEAD-AGR	5,596	4,781	5,068		Parks Spl Rev
4902010	IFR-MANUAL COST ALLOC-ITD VOICE	157,577	166,847	151,579		
4902030	IFR-MANUAL COST ALLOC-POSTAGE	50,823	70,405	49,512		
4902055	IFR-JE CAPITAL ASSETS FUNDING	437,163	0	0		Capital Projects
4902055	IFR-JE CAPITAL ASSETS FUNDING	97,192	248,995	0		Road Fund
4903010	IFR-IAA-LABOR-REG	331,258	330,701	429,796		
4903010	IFR-IAA-LABOR-REG	32,228	35,000	35,500		Parks Spl Rev
4904000	IFR-IS-W/O SETTLEMENT	21,056	4,603	0		
4909000	IFR-JOURNAL ENTRY ALLOCATIONS	3,767	1,000	1,700		
4909000	IFR-JOURNAL ENTRY ALLOCATIONS	79,739	0	0		Road Fund
4909000	IFR-JOURNAL ENTRY ALLOCATIONS	8,709	0	0		Co Med Svcs Prog
4909000	IFR-JOURNAL ENTRY ALLOCATIONS	22,439	0	0		Cal Hlth Ind Pgm
4909001	IFR-JE-ADMIN OFFICE	64,997	65,085	65,112		
4909005	IFR-JE-RISK MGMT	929,747	990,117	985,045		
4909010	IFR-JE-AUDITOR/CONTROLLER	30,000	30,000	30,000		
4909015	IFR-JE-ITD	(2,157)	0	0		
4909020	IFR-JE-MAINTENANCE PROJ	221,261	0	0		

ACCT	REVENUE CLASSIFICATION (1)	2010-11 ACTUAL (2)	2011-12 BUDGET (3)	2012-13 PROPOSED (4)	2012-13 ADOPTED (5)	FUND (6)
4909025	IFR-JE-GENERAL SERVICES	227,211	492,143	1,172,568		
4909025	IFR-JE-GENERAL SERVICES	0	0	75,997		Parks Spl Rev
4909030	IFR-JE-PERSONNEL	86,663	121,321	120,411		
4909035	IFR-JE-COUNTY COUNSEL	146,475	75,000	190,017		
4909040	IFR-JE ALLOC-PUBLIC HEALTH	135,553	140,402	137,516		
4909045	IFR-JE ALLOC-MENTAL HEALTH	2,692	0	0		
4909055	IFR-JE-SHERIFF	1,448	0	575		
4909070	IFR-JE-CDF	467,470	464,822	506,115		
4909080	IFR-JE-PLANNING	438,381	353,466	262,000		
4909085	IFR-JE-SB 2557	322,818	326,613	322,000		
4909090	IFR-JE ALLOC-CO-WIDE OVERHEAD	3,535,283	2,911,736	2,526,317		
4909099	IFR-JE-UTILITY CHARGES-OPR CENTER	61,683	0	0		
4909100	IFR-JE-MAJOR SYSTEM DEV	819,728	0	0		Automtn Replc
4909105	IDC-JE COWIDE O&M CHARGES	378,809	0	0		Automtn Replc
4909200	IFR-JE-PARKS	2,687	0	2,356		Parks Spl Rev
4909999	IFR-CONVERSION ACCOUNT	0	16,091	42,329		Co Med Svcs Prog
	Total - OTHER REVENUES	26,892,852	22,728,342	23,230,687		
	TOTAL COUNTY REVENUES	419,972,343	409,103,006	422,439,805		
	OTHER FINANCING SOURCES					
6000000	OPERATING TRANSFERS IN	1,897,036	1,777,000	665,713		
6000000	OPERATING TRANSFERS IN	301,407	0	125,000		Capital Projects
6000000	OPERATING TRANSFERS IN	2,355,000	0	0		Road Fund
6000005	OTI PROCEEDS INTRAFUND	38,496	0	0		
6000011	OTI PROCEEDS BOND - COP	3,375	0	0		Road Fund
6000100	ROADS IMPACT FEES	5,862,761	489,000	1,827,820		Road Fund
6000105	TRANSFER IN - GF MED ASST PROG	0	1,727,405	1,814,405		Co Med Svcs Prog
6000120	TRANSFERS IN FROM GEN FND	1,500,000	384,375	0		Capital Projects
6000120	TRANSFERS IN FROM GEN FND	5,544,577	5,830,263	5,931,000		Road Fund
6000120	TRANSFERS IN FROM GEN FND	303,050	300,936	308,436		Comm Dev Pgm
6000120	TRANSFERS IN FROM GEN FND	3,278,260	3,278,260	3,420,055		Parks Spl Rev
6000120	TRANSFERS IN FROM GEN FND	1,763,636	1,569,019	1,761,605		Automtn Replc
6000120	TRANSFERS IN FROM GEN FND	2,521,543	3,320,873	2,732,613		Building Replcmt
6000120	TRANSFERS IN FROM GEN FND	1,000,000	3,035,109	0		Tax Reductn Res
6000120	TRANSFERS IN FROM GEN FND	529,361	516,121	516,121		Library
6000120	TRANSFERS IN FROM GEN FND	0	492,166	450,000		Org Development
6000120	TRANSFERS IN FROM GEN FND	725,000	0	0		Co Med Svcs Prog
6000120	TRANSFERS IN FROM GEN FND	487,948	0	0		Cop Loan DS
6000130	TRANSFER IN FR AUTOMATION REPL FUND	0	0	709,310		
6000135	TRFR IN FOR DEBT SERVICE	1,179,250	942,044	945,669		Cop Loan DS
6000140	OPR TRF IN - PFF LIBRARY	1,984,776	0	0		
6000140	OPR TRF IN - PFF LIBRARY	44,648	0	0		Capital Projects
6000140	OPR TRF IN - PFF LIBRARY	156,376	0	0		Library
6000145	OPR TRF IN - PFF FIRE	1,018,056	0	0		Capital Projects
6000150	OPR TRF IN - PFF PARKS	660,941	0	0		Capital Projects

ACCT	REVENUE CLASSIFICATION (1)	2010-11 ACTUAL (2)	2011-12 BUDGET (3)	2012-13 PROPOSED (4)	2012-13 ADOPTED (5)	FUND (6)
6000160	OPR TRF IN - PFF GEN GOV'T	495,880	500,000	500,000		Cop Loan DS
6000205	PROCEEDS OF GF INTERNAL LOAN	150,000	0	0		Co Med Svcs Prog
6000210	OP TRANS IN - QUIMBY FEES	0	320,000	0		
6001000	INTERNAL LOAN REPAYMENT-PRIN	6,688,145	0	0		
6001000	INTERNAL LOAN REPAYMENT-PRIN	156,376	0	0		Building Replcmt
6001000	INTERNAL LOAN REPAYMENT-PRIN	499,963	0	0		Tax Reductn Res
6001001	INTERNAL LOAN REPAYMENT-INT	291,598	0	0		
6001001	INTERNAL LOAN REPAYMENT-INT	15,063	0	0		Road Fund
	Total - OTHER FINANCING SOURCES	41,452,522	24,482,571	21,707,747		
	OVERALL COUNTY TOTALS	461,424,865	433,585,577	444,147,552		

Revenue Detail by Department

This report details revenue, other financing sources and transfers by governmental fund center and by account number.

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY DEPARTMENT

DEPARTMENT		REVENUE TYPE		2011-12 ADOPTED	2012-13 REQUESTED	2012-13 RECOMMENDED
101	NON-DEPARTMENTAL REVENUES	4000005	PROP. TAXES CURR. SECURED	84,291,670	84,541,381	84,541,381
		4000007	PROPERTY TAX-UNITARY	7,558,284	7,695,240	7,695,240
		4000010	SUPPLEMENTAL-CURR.SECURED	1,000,000	750,000	750,000
		4000015	REDEVELOPMENT AGENCY TAX	(3,200,000)	(3,119,083)	(3,119,083)
		4000025	PROP. TAXES CURR. UNSEC.	2,175,000	2,250,000	2,250,000
		4000030	SUPPLEMENTAL-CURR.UNSEC.	15,000	15,000	15,000
		4010005	PROP. TAXES PRIOR SECURED	(230,000)	(300,000)	(300,000)
		4010010	SUPPLEMENTL-PRIOR SECURED	(20,000)	(11,000)	(11,000)
		4010015	PROP. TAXES PRIOR UNSEC.	60,000	125,000	125,000
		4010020	SUPPLEMENTAL-PRIOR UNSEC	15,000	15,000	15,000
		4010025	REDEMPTION FEES	30,000	30,000	30,000
		4010035	PENALTIES-DELINQUENT TAX	156,000	160,000	160,000
		4010045	TLRF PROCEEDS	1,000,000	1,000,000	1,000,000
		4010050	SALES AND USE TAXES	5,500,000	5,500,000	5,500,000
		4010051	SALES TAX - SOLAR PLANTS	0	0	1,344,139
		4010065	AIRCRAFT TAX	300,000	300,000	300,000
		4010070	PROPERTY TRANSFER TAX	1,400,000	1,600,000	1,600,000
		4010073	RACEHORSE TAX	18,000	10,000	10,000
		4010075	TRANSIENT OCCUPANCY TAX	6,000,000	6,200,000	6,200,000
		4010077	PROPERTY TAX IN-LIEU OF SALES	1,800,000	2,200,000	2,200,000
		4010078	PROPERTY TAX IN-LIEU OF VLF	27,000,000	27,000,000	27,000,000
		4050005	FRANCHISES-CABLE	750,000	750,000	750,000
		4050006	FRANCHISE FEES-PUB UTIL	1,300,000	1,300,000	1,300,000
		4050010	FRANCHISE FEES-GARBAGE	725,000	725,000	725,000
		4150000	INTEREST	300,000	300,000	300,000
		4200075	HOMEOWNER PROP TAX RELIEF	800,000	800,000	800,000
		4200270	STATE-MOTOR VEH LIC FEE	0	112,000	112,000
		4200275	OTHER STATE IN-LIEU TAXES	800	800	800
		4250005	FED AID ENTITLEMNT LAND	1,000,000	1,000,000	1,000,000
		4300015	OTHER GOV'T: RDA PASS THRU	1,600,000	1,600,000	1,100,000
		4350315	AMBULANCE REIMBURSEMENT	40,000	40,000	40,000
		4350655	SEPARATE TAX BILL COSTS	82,000	80,000	80,000
		4350720	SUPPLEMENTAL ROLL-5% ADMN	200,000	120,000	120,000
		4352240	SB2557 PROPERTY TAX ADMIN FEE	1,972,944	2,000,000	2,000,000
		4550000	OTHER REVENUE	4,000	10,000	10,000
		4550200	INVOICE VARIANCES	5	5	5
		4909085	IFR-JE-SB 2557	326,613	322,000	322,000
			TOTAL:	143,970,316	145,121,343	145,965,482
102	NON-DEPTL-OTHR FINCNG USE	4350235	BILLINGS OH-OUTSIDE AGENCIES	30,715	40,277	40,277
		4909090	IFR-JE ALLOC-CO-WIDE OVERHEAD	2,911,736	2,526,317	2,526,317
		6000000	OPERATING TRANSFERS IN	1,712,000	0	0
			TOTAL:	4,654,451	2,566,594	2,566,594
104	ADMINISTRATIVE OFFICE	4351065	PUB INFO SALE-COMP FILES	124	124	124
		4909001	IFR-JE-ADMIN OFFICE	29,085	29,112	29,112
			TOTAL:	29,209	29,236	29,236

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY DEPARTMENT

DEPARTMENT		REVENUE TYPE		2011-12 ADOPTED	2012-13 REQUESTED	2012-13 RECOMMENDED
105	RISK MANAGEMENT	4909005	IFR-JE-RISK MGMT	990,117	985,045	985,045
			TOTAL:	990,117	985,045	985,045
106	CONTRIBUTIONS TO OTHER AGENCIE	4350209	REVENUE TRANSFER FROM TRUST FU	90,000	0	0
		4550210	TOBACCO SETTLEMENT	361,481	346,500	346,500
		4909001	IFR-JE-ADMIN OFFICE	36,000	0	36,000
			TOTAL:	487,481	346,500	382,500
107	AUDITOR-CONTROLLER	4010045	TLRF PROCEEDS	250,000	250,000	250,000
		4100165	SETTLEMENTS/JUDGEMENTS	0	0	75,000
		4100295	CITIES PARKING	1,200	4,500	4,500
		4100354	COUNTY PORTION GC 76000	25,000	22,000	22,000
		4200035	SB90 STATE MANDATED COSTS	14,000	14,000	14,000
		4200065	STATE AID-NUCLEAR PLANNG	3,000	3,000	3,000
		4350255	BILLINGS TO OUTSIDE AGENCIES	300	2,400	2,400
		4350400	ADMINISTRATIVE SERVICES	213,432	236,792	236,792
		4350404	ADMIN FEE - GC 29412	44,200	43,000	43,000
		4350405	SPECIAL ASSESSMENT FEES	143,640	143,200	143,200
		4350740	COBRA MED INS ADMIN FEE	800	800	800
		4350820	WASTE TIPPING FEES-AB 939	14,736	14,736	14,736
		4351055	BOOK,PAMPHLT,BROCHR SALES	200	200	200
		4550000	OTHER REVENUE	3,300	3,300	3,300
		4550100	1915 BOND ACT ASSESSMENT	27,000	30,000	30,000
		4909010	IFR-JE-AUDITOR/CONTROLLER	30,000	30,000	30,000
		6000130	TRANSFER IN FR AUTOMATION REPL	0	0	212,000
			TOTAL:	770,808	797,928	1,084,928
108	TREAS-TAX COLL-PUBLIC ADM	4010030	DELINQUENT/COST REIMBRSMT	115,000	139,600	139,600
		4010076	SALE OF TAX DEEDED PROP.	24,000	25,500	25,500
		4050020	BUSINESS LICENSES	105,663	130,903	130,903
		4050150	TOBACCO RETAILERS LICENSES	3,630	3,456	3,456
		4350395	RED INSTALLMENT PLAN FEE	5,050	7,080	7,080
		4350400	ADMINISTRATIVE SERVICES	926,169	970,120	967,597
		4350402	ADMIN FEE-SLO CTBID	26,416	26,416	26,416
		4350415	PROP.REDEMPT.SEARCH FEES	26,240	13,940	13,940
		4350441	SEGREGATIONS FEE	152	152	152
		4350445	DMV DELINQUENT VESSEL FEE	1,050	1,118	1,118
		4350450	UNSEC DELINQUENT COLL FEE	19,825	22,355	22,355
		4350581	ESTATE FEES	9,675	16,793	16,793
		4350920	MOBL HOME DUP TX CLEARNCE	150	42	42
		4350950	MISCELLANEOUS FEES	0	3,360	3,360
		4352255	BULK TRANSFER FEE	1,150	792	792
		4352260	SUBDIVISION/PARCEL TRACT MAP	4,453	2,706	2,706
		4550000	OTHER REVENUE	5,950	5,950	5,950
		4550050	TAX DEPT RETRND CHECK FEE	6,000	4,125	4,125
		4550062	ADV COSTS TX DEEDED PROP	1,920	1,020	1,020
		4550090	SERVICE CHGE RETRND CHKS	7,960	6,013	6,013
		4550160	CASH OVERAGES	2,300	2,300	2,300
		6000130	TRANSFER IN FR AUTOMATION REPL	0	0	124,397
			TOTAL:	1,292,753	1,383,741	1,505,615

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY DEPARTMENT

DEPARTMENT		REVENUE TYPE		2011-12 ADOPTED	2012-13 REQUESTED	2012-13 RECOMMENDED
109	ASSESSOR	4200065	STATE AID-NUCLEAR PLANNG	8,437	4,800	4,800
		4350770	CUTS & COMBINATN REQUESTS	2,500	5,000	5,000
		4350950	MISCELLANEOUS FEES	0	3,500	3,500
		4351010	OTHER SERVICE CHARGES	0	4,000	4,000
		4351060	MAP SALES	500	500	500
		4351065	PUB INFO SALE-COMP FILES	20,000	15,000	15,000
		6000130	TRANSFER IN FR AUTOMATION REPL	0	0	372,913
			TOTAL:	31,437	32,800	405,713
110	CLERK/RECORDER	4200170	STATE AID - OTHER	14,000	19,000	19,000
		4350255	BILLINGS TO OUTSIDE AGENCIES	9,770	3,600	3,600
		4350430	ELECTION SERVICES	31,000	445,000	445,000
		4350465	INVOLUNTARY LIEN NOTICES	10,000	14,000	14,000
		4350625	RECORDER'S SPECL PROJECTS	718,983	458,362	458,362
		4350630	RECORDG FEE-MICROGRAPHICS	39,110	89,973	89,973
		4350632	Rec Fees-Real Estate Fraud GC	7,000	7,000	7,000
		4350633	RECORDING FEES-SSN REDACTION	0	34,510	34,510
		4350635	RECORDING FEES	1,100,000	1,060,000	1,060,000
		4350640	RECORDING FEES-VHS	13,466	6,450	6,450
		4350935	OTHER CLERK FEES	460,000	503,300	503,300
			TOTAL:	2,403,329	2,641,195	2,641,195
111	COUNTY COUNSEL	4200065	STATE AID-NUCLEAR PLANNG	4,112	2,483	2,483
		4350460	LEGAL SERVICES	30,000	30,000	30,000
		4350585	CONSERVATORSHIP FEES	5,000	2,500	2,500
		4909035	IFR-JE-COUNTY COUNSEL	75,000	82,500	190,017
			TOTAL:	114,112	117,483	225,000
112	HUMAN RESOURCES	4200065	STATE AID-NUCLEAR PLANNG	6,252	5,269	5,269
		4350255	BILLINGS TO OUTSIDE AGENCIES	49,025	49,025	49,025
		4550170	SETTLEMNTS,DAMAGES,&REST.	100,000	100,000	100,000
		4909030	IFR-JE-PERSONNEL	121,321	120,411	120,411
			TOTAL:	276,598	274,705	274,705
113	GENERAL SERVICES	4050130	MISC PERMITS	10,000	14,000	14,000
		4150015	COMMUNICATION LEASE FACIL	7,450	11,300	11,300
		4150020	RENT-LAND/BLDG-SHORT TERM	11,200	11,715	11,715
		4150025	RENT-LAND/BLDG-LONG TERM	162,941	165,389	165,389
		4150035	RENTAL OF VETERANS BLDGS.	64,800	59,000	59,000
		4200065	STATE AID-NUCLEAR PLANNG	4,527	0	9,600
		4350245	OTHER BILLINGS TO COURTS	568,788	407,429	407,429
		4350890	INCOME FROM CONCESSIONS	7,200	7,000	7,000
		4550000	OTHER REVENUE	0	11,053	11,053
		4550055	SALE OF FIXED ASSETS	20,000	21,641	21,641
		4550065	OTHER REIMBURSEMENTS	59,337	56,705	56,705
		4550080	OTHER SALES	7,000	6,675	6,675
		4550200	INVOICE VARIANCES	0	1,275	1,275
		4900100	IFR-INT SETT-GEN SRVS S/S BILL	1,161,418	896,922	896,922
		4901000	IFR-OVERHEAD-OH ALLOCATIONS	271,255	376,761	376,761
		4902030	IFR-MANUAL COST ALLOC-POSTAGE	70,405	49,512	49,512

DEPARTMENT		REVENUE TYPE		2011-12 ADOPTED	2012-13 REQUESTED	2012-13 RECOMMENDED
113	(Continued)	4903010	IFR-IAA-LABOR-REG	330,701	429,796	429,796
		4904000	IFR-IS-W/O SETTLEMENT	4,603	0	0
		4909025	IFR-JE-GENERAL SERVICES	492,143	1,231,852	1,172,568
			TOTAL:	3,253,768	3,758,025	3,708,341
114	INFORMATION TECHNOLOGY DEPARTM	4200065	STATE AID-NUCLEAR PLANNG	252,605	262,000	262,000
		4350245	OTHER BILLINGS TO COURTS	813,209	524,498	524,498
		4350520	ITD BILL OUTSIDE AGENCIES	59,409	50,671	50,671
		4350525	ITD BILL OUTSIDE AGENCIES COMM	17,298	5,692	5,692
		4900010	IFR-ADMIN DEPT SUPPORT	12,500	9,500	9,500
		4900080	IFR-INT SETT-ITD NETWORK SVCS	254,299	283,747	283,747
		4900140	IFR-INT SETT-ITD ENTERPRISE SV	417,882	521,224	521,224
		4900190	IFR-INT SETT-ITD DPTMTL SVCS	99,711	183,845	298,458
		4900200	IFR-INT SETT-ITD RADIO COMM	35,188	16,812	16,812
		4902010	IFR-MANUAL COST ALLOC-ITD VOIC	166,847	151,579	151,579
			TOTAL:	2,128,948	2,009,568	2,124,181
130	WASTE MANAGEMNT	4050130	MISC PERMITS	31,609	31,609	31,609
		4350950	MISCELLANEOUS FEES	26,036	26,036	26,036
		6000000	OPERATING TRANSFERS IN	39,000	39,000	232,713
			TOTAL:	96,645	96,645	290,358
132	DISTRICT ATTORNEY	4050111	DOMESTIC VIOLENCE FEES	59,544	45,000	45,000
		4100045	VEHICLE FORFEITURES-VC14607.6	2,000	500	500
		4100140	SMALL CLAIMS ADVISORY FEE	10,000	8,400	8,400
		4100165	SETTLEMENTS/JUDGEMENTS	432,093	416,000	416,000
		4100206	ASSET FORFEITURES	14,000	7,000	7,000
		4100220	BLOOD ALCOHOL FINES	68,000	61,500	61,500
		4200022	ST AID REALIGNMENT	0	92,152	92,152
		4200035	SB90 STATE MANDATED COSTS	204,500	240,398	240,398
		4200045	STATE AID- EXTRADITION	44,000	48,000	48,000
		4200080	STATE REIMB-CMC/ASH CASES	740,000	750,000	750,000
		4200090	ST AID-INS FRAUD INVESTIG	0	130,976	130,976
		4200095	ST AID-DMV-VEH CRIME INV	160,000	145,000	145,000
		4200105	STATE AWARDED GRANTS	551,112	372,316	372,316
		4200170	STATE AID - OTHER	21,000	15,000	15,000
		4200255	ST AID-PUBLIC SAFETY SRVC	2,330,820	2,636,787	2,636,787
		4250105	FEDERAL AID - OTHER	207,120	229,546	229,546
		4350255	BILLINGS TO OUTSIDE AGENCIES	67,926	8,000	8,000
		4350400	ADMINISTRATIVE SERVICES	115,000	83,000	83,000
		4350435	DEFERRED ENTRY OF JUDGMENT	62,000	46,000	46,000
		4350632	Rec Fees-Real Estate Fraud GC	176,000	176,000	176,000
		4350835	COPYING FEES	12,000	12,000	12,000
		4550000	OTHER REVENUE	81,000	40,000	40,000
		4550011	SETTLEMENTS-ENVIRONMENTAL	214,000	150,000	150,000
			TOTAL:	5,572,115	5,713,575	5,713,575
134	CHILD SUPPORT SERVICES	4200150	ST AID - CHILD SUP ADMIN	1,515,090	1,583,819	1,583,819
		4250140	FED AID-CHILD SUP ADMIN	2,808,127	3,074,474	3,074,474
		4250145	FED AID-INCENTIVES	266,347	0	0

DEPARTMENT		REVENUE TYPE		2011-12 ADOPTED	2012-13 REQUESTED	2012-13 RECOMMENDED
134	(Continued)	4550000	OTHER REVENUE	139,928	0	0
			TOTAL:	4,729,492	4,658,293	4,658,293
135	PUBLIC DEFENDER	4200080	STATE REIMB-CMC/ASH CASES	500,000	345,000	345,000
		4350457	PUBLIC DEFENDER REIMBURSEMENT	330,000	100,000	100,000
		4350580	REIMB JUV COURT PROF FEES	27,000	40,000	40,000
			TOTAL:	857,000	485,000	485,000
136	SHERIFF-CORONER	4050095	FINGER PRINTING FEES	11,000	9,500	9,500
		4050100	EXPLOSIVE PERMITS	680	2,500	2,500
		4050110	GUN PERMITS	4,000	9,800	9,800
		4050145	SUBPOENA DUCES TECUM GC 1563	3,000	2,000	2,000
		4050165	NOTARY FEE GC 8211	900	450	450
		4050170	REPOSSESSION OF VEHICLE GC 267	1,350	650	650
		4100130	LAB FEE-PC1463.14	63,000	67,100	67,100
		4100206	ASSET FORFEITURES	121,784	77,742	98,532
		4100230	PENALTY AS-FINGERPRINT ID	161,076	298,176	298,176
		4200065	STATE AID-NUCLEAR PLANNG	13,831	45,565	45,565
		4200080	STATE REIMB-CMC/ASH CASES	125,000	289,900	289,900
		4200095	ST AID-DMV-VEH CRIME INV	148,700	154,000	154,000
		4200105	STATE AWARDED GRANTS	997,352	1,218,756	156,244
		4200125	STATE REIMB FOR DNA TESTING	75,115	75,144	75,144
		4200140	ST REV-PAROLE HOLDS	240,000	0	0
		4200170	STATE AID - OTHER	144,240	177,798	165,558
		4200255	ST AID-PUBLIC SAFETY SRVC	10,508,262	11,887,284	11,887,284
		4200350	ST RLGN-2011 COURT SECURITY	0	3,551,825	3,551,825
		4200351	ST RLGN-2011 LOCAL COMM	0	2,037,614	2,037,614
		4200355	ST RLGN-2011 SLESF	0	0	1,062,512
		4250086	FED AID - SCAAP PASS THRU	353,990	215,001	225,001
		4250105	FEDERAL AID - OTHER	85,300	102,200	102,200
		4300005	OTHER GOVT AGENCY REVENUE	35,690	35,690	35,690
		4350209	REVENUE TRANSFER FROM TRUST FU	69,468	0	0
		4350250	SHERIFF BLNGS - COURT SECUR	3,570,750	0	0
		4350320	INMATE ASSISTANCE REIMBRS	1,000	800	800
		4350340	JUVENILE INFORMAL SUPERVISION	58,000	58,000	58,000
		4350550	HOME DETENTION PROGRAM	312,000	412,000	412,000
		4350560	ALTERNATIVE WORK PROG REV	90,000	90,000	90,000
		4350570	CIVIL PROCESS SERVICE	118,000	97,500	97,500
		4350616	LAW ENFORCEMENT SERVICES	55,000	65,000	65,000
		4350620	BOOKING FEES (SB 2557)	328,544	456,312	456,312
		4350641	CIVIL SPECIAL FEE GC26746	66,692	208,200	208,200
		4550000	OTHER REVENUE	6,000	5,000	5,000
		4550065	OTHER REIMBURSEMENTS	1,200	1,800	1,800
		4550075	EMPL MEALS/IN-HOUSE FOOD	3,200	2,300	2,300
		4550210	TOBACCO SETTLEMENT	120,494	115,500	115,500
		4900220	IFR-INT SETT-SHERIFF SUPPORT	543,070	542,707	542,707
		4909055	IFR-JE-SHERIFF	0	575	575
			TOTAL:	18,437,688	22,314,389	22,332,939

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY DEPARTMENT

DEPARTMENT		REVENUE TYPE		2011-12 ADOPTED	2012-13 REQUESTED	2012-13 RECOMMENDED
137	ANIMAL SERVICES	4050015	ANIMAL LICENSES	508,310	558,627	558,627
		4050130	MISC PERMITS	57,598	62,273	62,273
		4300005	OTHER GOVT AGENCY REVENUE	905,575	932,743	932,743
		4350400	ADMINISTRATIVE SERVICES	1,865	1,865	1,865
		4350595	HUMANE SERVICES	17,327	10,035	10,035
		4350600	IMPOUND FEES	45,274	44,259	44,259
		4350605	BOARDING FEES	101,180	85,385	85,385
		4350610	ANIMAL PLACEMENT	225,260	212,880	212,880
		4550120	CONTRIBUTIONS - NON GOVTL	10,400	10,400	10,400
		6000000	OPERATING TRANSFERS IN	26,000	0	0
			TOTAL:	1,898,789	1,918,467	1,918,467
138	EMERGENCY SERVICES	4200065	STATE AID-NUCLEAR PLANNG	1,171,000	1,190,000	1,197,000
		4200215	STATE - HEALTH ADMIN.	106,758	0	0
		4250085	FEDERAL AID - SECURITY	10,000	10,000	10,000
		4250095	FEDERAL-GRANTS	64,350	61,400	96,150
		4250105	FEDERAL AID - OTHER	75,725	35,000	35,000
		4550070	EMPLOYEE REIMBURSEMENTS	250	250	250
			TOTAL:	1,428,083	1,296,650	1,338,400
139	PROBATION DEPARTMENT	4100055	PROBA DRUG FEE-PC1203.1AB	3,360	3,360	3,360
		4100155	SUPERIOR COURT FINES-BASE	93,965	93,965	93,965
		4100465	DNA Database	42,567	10,000	10,000
		4200005	ST RLGN-SALES TX-SOC SRVC	240,572	240,572	240,572
		4200035	SB90 STATE MANDATED COSTS	45,000	45,000	45,000
		4200080	STATE REIMB-CMC/ASH CASES	90,000	90,000	90,000
		4200170	STATE AID - OTHER	1,243,050	1,308,972	1,308,972
		4200255	ST AID-PUBLIC SAFETY SRVC	2,738,019	3,097,335	3,097,335
		4200295	ST-10% SBOC VOC REBATE	8,000	8,000	8,000
		4200305	ST AID - SLESF	630,297	630,297	630,297
		4200325	ST AID-INCENIVES	0	237,000	237,000
		4200351	ST RLGN-2011 LOCAL COMM	0	1,184,768	1,184,768
		4250095	FEDERAL-GRANTS	15,982	0	0
		4250110	FEDERAL - WELFARE ADMIN	1,642,625	1,349,266	1,349,266
		4250206	FEDERAL AID-ARRA/STATE SUB REC	235,532	40,000	40,000
		4300005	OTHER GOVT AGENCY REVENUE	358,869	358,869	358,869
		4350335	MONITORING FEE-PC1203.1B	132,995	132,995	132,995
		4350365	CHANGE OF PLEA	800	400	400
		4350370	PROBA MGMNT FEE-ADULTS	7,834	7,834	7,834
		4350380	SENTENCING REPORT FEE	43,719	43,719	43,719
		4350385	RESTITN COLL FEE-PC1203.1	121,542	65,000	65,000
		4350390	RECORD SEALING FEE	824	824	824
		4350400	ADMINISTRATIVE SERVICES	850,533	681,822	681,822
		4350457	PUBLIC DEFENDER REIMBURSEMENT	298,526	278,912	278,912
		4350475	PROCESSING FEES	73,212	73,212	73,212
		4350790	INST.CARE-JUVENILE HALL	18,557	18,557	18,557
		4550000	OTHER REVENUE	8,575	8,575	8,575
			TOTAL:	8,944,955	10,009,254	10,009,254

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY DEPARTMENT

DEPARTMENT		REVENUE TYPE		2011-12 ADOPTED	2012-13 REQUESTED	2012-13 RECOMMENDED
140	COUNTY FIRE	4050035	PLAN CHECK FEES	200,000	230,000	210,000
		4200065	STATE AID-NUCLEAR PLANNG	56,593	62,680	62,680
		4200255	ST AID-PUBLIC SAFETY SRVC	1,904,159	2,144,613	2,144,613
		4250095	FEDERAL-GRANTS	30,000	30,000	30,000
		4350310	FIRE SUPPRESSION/COST REI	200,000	200,000	200,000
		4350315	AMBULANCE REIMBURSEMENT	135,000	135,000	135,000
		4350530	FIRE PROTECTION SERVICES	1,941,838	2,527,692	1,827,704
		4550010	SEMINAR/CONF/WORKSHOP FEE	95,000	95,000	95,000
		4909070	IFR-JE-CDF	464,822	506,115	506,115
			TOTAL:	5,027,412	5,931,100	5,211,112
141	AGRICULTURAL COMMISSIONER	4050065	LAND USE PERMITS	40,000	28,000	28,000
		4050105	OTHER LICENSES AND PERMIT	224,035	226,135	226,135
		4200055	STATE AID FOR AGRICULTURE	748,046	723,108	723,108
		4200065	STATE AID-NUCLEAR PLANNG	54,800	54,750	54,750
		4200226	ST AID-GAS TAX-UNCLAIMED	1,068,427	1,045,956	1,045,956
		4250105	FEDERAL AID - OTHER	987,254	802,353	802,353
		4350540	AGRICULTURAL SERVICES	166,400	150,200	150,200
		4350555	STANDARDIZATION INSPECTS	6,650	6,825	6,825
		4550000	OTHER REVENUE	2,500	2,500	2,500
		4909000	IFR-JOURNAL ENTRY ALLOCATIONS	1,000	1,700	1,700
			TOTAL:	3,299,112	3,041,527	3,041,527
142	PLANNING & BUILDING DEPARTMENT	4050020	BUSINESS LICENSES	6,804	6,300	6,300
		4050025	BUILDING PERMITS	1,550,194	1,887,919	1,887,919
		4050035	PLAN CHECK FEES	786,808	825,044	825,044
		4050040	SUB PERMITS-MECH EL PLUMB	226,000	266,700	266,700
		4050065	LAND USE PERMITS	536,092	535,210	535,210
		4050070	PLOT PLANS	190,073	177,456	177,456
		4050075	GENERAL PLAN AMENDMENTS	47,256	34,104	34,104
		4050080	AGRICULTURAL PRESERVE FEE	64,831	66,654	66,654
		4050085	SUBDIVISION PERMITS	235,238	165,620	165,620
		4050105	OTHER LICENSES AND PERMIT	40,311	22,964	22,964
		4100010	LAND USE FINES	1,900	3,400	3,400
		4100180	BLDG CODE INVESTIG FEES	73,758	47,477	47,477
		4200065	STATE AID-NUCLEAR PLANNG	20,541	20,541	20,541
		4250205	FEDERAL AID-ARRA/PRIME RECIPIE	161,178	61,925	61,925
		4350106	APPEAL FEE	8,883	8,670	8,670
		4350109	AFFORDABLE HOUSING IMPACT FEE	1,500	1,500	1,500
		4350295	PREAPPLICATION PROCESS	19,152	22,614	22,614
		4350350	MITIGATION FEE-AIR	240	400	400
		4350400	ADMINISTRATIVE SERVICES	300,000	355,000	355,000
		4350480	ENVIRONMNTL ASSESSMT FEES	237,147	158,286	110,496
		4350485	LAFCO PROCESSING FEES	1,877	1,877	1,877
		4350490	PUBLICATION FEES	322	0	0
		4350515	ALLOCATION ADMIN FEE	11,750	6,580	6,580
		4350650	DEVELOPMENT FEE- ADMIN	29,000	25,000	25,000
		4350665	ROAD ABANDONMENT FEE	26,613	27,090	27,090
		4350675	CURB & GUTTER WAIVERS	2,253	1,150	1,150
		4350950	MISCELLANEOUS FEES	49,602	55,284	55,284

DEPARTMENT		REVENUE TYPE		2011-12 ADOPTED	2012-13 REQUESTED	2012-13 RECOMMENDED
142	(Continued)	4351010	OTHER SERVICE CHARGES	3,640	1,040	1,040
		4351055	BOOK,PAMPHLT,BROCHR SALES	2,000	1,500	1,500
		4550000	OTHER REVENUE	3,000	4,200	4,200
		4550085	NUISANCE ABATEMENT	33,130	33,145	33,145
		4550125	GRANTS: NON-GOVERNMENTAL	57,250	53,211	166,000
		4909080	IFR-JE-PLANNING	353,466	262,000	262,000
			TOTAL:	5,081,809	5,139,861	5,204,860
143	COURT OPERATIONS	4100005	50% EXCESS MOE REVENUE-ST	(632,932)	(480,000)	(480,000)
		4100015	RED LIGHT - VC21453, 54, 57	1,300	3,000	3,000
		4100085	TRAFFIC SCH-VC42007.1($24)	312,000	245,000	245,000
		4100090	CNTY FIX IT-VC 40611	55,000	30,000	30,000
		4100100	CO-FAILURE TO APPEAR(FTA)	14,000	6,000	6,000
		4100105	CO MOTOR VEH/CRIM FINES	1,000,000	774,000	774,000
		4100135	CITIES FIX IT-VC40611	18,000	13,000	13,000
		4100195	TRAFFIC SCHOOL FEES	1,100,000	1,100,000	1,100,000
		4100220	BLOOD ALCOHOL FINES	70,000	40,000	40,000
		4100265	BUSINESS & PROFESSIONS	(4,300)	(5,000)	(5,000)
		4100270	HEALTH/SAFETY FINES/FORFT	8,000	1,600	1,600
		4100285	CITIES- ALL MISDEMEANORS	22,000	17,000	17,000
		4100300	CITY MOTOR VEHICLE FINES	80,000	59,000	59,000
		4100340	ST PENALTY ASSMNTS-PC1464	530,000	440,000	440,000
		4100354	COUNTY PORTION GC 76000	90,000	70,000	70,000
		4100390	TRAFFIC SCHOOL FEES - CITY	18,000	13,500	13,500
		4350635	RECORDING FEES	225,000	220,000	220,000
			TOTAL:	2,906,068	2,547,100	2,547,100
160	HEALTH AGENCY	4050120	BURIAL PERMITS	4,500	4,500	4,500
		4050150	TOBACCO RETAILERS LICENSES	13,505	13,505	13,505
		4100065	CHILD RESTRNT FEE-COUNTY	1,600	4,000	4,000
		4100070	CHILD RESTRAINT FEE-CITY	1,200	2,000	2,000
		4100366	ADM PENALTY-HS 25187	220,000	154,000	154,000
		4150000	INTEREST	216	0	0
		4200005	ST RLGN-SALES TX-SOC SRVC	158,700	158,700	158,700
		4200015	ST RLGN-SALES TAX-HEALTH	1,305,718	1,346,000	1,346,000
		4200020	ST REALGN- VLF	1,850,746	1,676,000	1,676,000
		4200065	STATE AID-NUCLEAR PLANNG	70,556	114,700	114,700
		4200170	STATE AID - OTHER	473,202	470,669	470,669
		4200200	MEDI-CAL:PATIENTS-ST +FED	34,725	1,015,630	1,015,630
		4200210	ST AID-CALIF CHILDRN SRVC	1,289,988	1,415,698	1,403,355
		4200215	STATE - HEALTH ADMIN.	329,757	324,372	324,372
		4250015	FEDERAL - HEALTH ADMIN	3,507,107	3,396,527	3,378,527
		4250095	FEDERAL-GRANTS	1,310,000	1,310,000	1,310,000
		4250105	FEDERAL AID - OTHER	39,660	52,072	52,072
		4250136	FED AID - PUBLIC HEALTH SECURI	815,276	663,597	663,597
		4300005	OTHER GOVT AGENCY REVENUE	124,000	133,575	133,575
		4350585	CONSERVATORSHIP FEES	140,000	110,000	110,000
		4350590	REPRESENTATIVE PAYEE FEES	31,080	37,392	37,392
		4350635	RECORDING FEES	137,079	161,000	161,000
		4350705	NURSING FEES	317,500	273,000	273,000

DEPARTMENT		REVENUE TYPE		2011-12 ADOPTED	2012-13 REQUESTED	2012-13 RECOMMENDED
160	(Continued)	4350715	LABORATORY SERVICES	1,226,980	207,611	204,211
		4350745	ENVIRONMENTAL HEALTH SERVICES	1,881,100	2,051,000	2,051,000
		4350765	MEDICAL REMB SERV/PAT CAR	718,404	739,800	739,800
		4350785	CALIF CHILDREN SERVICES	500	1,600	1,600
		4350950	MISCELLANEOUS FEES	155,000	126,000	126,000
		4351045	PROGRAM REV - CHILD&FAMILIES	247,854	209,641	209,641
		4550000	OTHER REVENUE	86,169	108,344	108,488
		4550125	GRANTS: NON-GOVERNMENTAL	130,000	124,260	124,260
		4550210	TOBACCO SETTLEMENT	379,487	363,760	363,760
		4900110	IFR-INT SETT-HEALTH BILLINGS	75,969	74,502	74,502
		4909040	IFR-JE ALLOC-PUBLIC HEALTH	140,402	137,516	137,516
			TOTAL:	17,217,980	16,980,971	16,947,372
166	BEHAVIORAL HEALTH	4100220	BLOOD ALCOHOL FINES	57,000	40,000	40,000
		4100290	FEES -ALCOHOL ABUSE & EDU	104,000	35,000	35,000
		4200010	ST RLGN-SALES TAX-M H	3,639,781	10,974,033	10,974,033
		4200020	ST REALGN- VLF	1,410,000	0	0
		4200022	ST AID REALIGNMENT	0	89,586	89,586
		4200023	ST AID REALIGNMENT-VLF	99,273	0	0
		4200035	SB90 STATE MANDATED COSTS	290,803	0	0
		4200040	ST AID- DRUG/MENTL HEALTH	660,000	568,993	568,993
		4200065	STATE AID-NUCLEAR PLANNG	6,313	3,727	3,727
		4200085	ST AID-DRUG AND ALCOHOL	48,734	0	0
		4200100	ST AID-PERINATAL T E F	217,334	0	0
		4200105	STATE AWARDED GRANTS	622,652	29,795	29,795
		4200110	ST AID-MANGD CARE-INPATNT	415,000	0	0
		4200170	STATE AID - OTHER	197,724	85,000	85,000
		4200200	MEDI-CAL:PATIENTS-ST +FED	9,498,665	11,258,799	11,381,475
		4200220	ST AID-EPSDT-MENTAL HEALTH	3,852,001	0	0
		4200340	ST AID - MHSA	10,566,637	9,933,599	9,997,262
		4200351	ST RLGN-2011 LOCAL COMM	0	644,463	644,463
		4200354	ST RLGN-2011 HLTH & HUMAN SVCS	0	1,230,879	1,230,879
		4250015	FEDERAL - HEALTH ADMIN	198,720	229,310	229,310
		4250061	FED AID - IDEA FUNDS	493,186	0	0
		4250090	FED AID-DRUG AND ALCOHOL	1,555,692	1,555,692	1,555,692
		4250095	FEDERAL-GRANTS	1,440,382	1,631,568	1,743,348
		4250130	FED AID-PERINTL SETASIDE	72,201	72,201	72,201
		4300005	OTHER GOVT AGENCY REVENUE	311,720	293,504	293,504
		4350255	BILLINGS TO OUTSIDE AGENCIES	80,000	742,877	742,877
		4350435	DEFERRED ENTRY OF JUDGMENT	79,000	65,000	65,000
		4350690	MEDICAL RECORDS FEE	12,000	12,000	12,000
		4350725	MENTAL HEALTH SVCS-MEDICARE	168,000	168,000	168,000
		4350735	ALCOHOLISM SERVICES	112,500	103,000	103,000
		4350760	INST CARE/SV-MEDICALSB855	42,863	42,863	42,863
		4350795	MENTAL HLTH SVCS-INSURANCE	200,000	200,000	200,000
		4351040	MENTAL HLTH SVCS-SELF PAY	20,000	20,000	20,000
		4351080	TOBACCO SETTLEMENT	89,185	85,488	0
		4550065	OTHER REIMBURSEMENTS	74,000	63,804	63,804
		4550120	CONTRIBUTIONS - NON GOVTL	4,500	4,500	4,500
		4550210	TOBACCO SETTLEMENT	760,364	728,851	814,339

DEPARTMENT		REVENUE TYPE		2011-12 ADOPTED	2012-13 REQUESTED	2012-13 RECOMMENDED
166	(Continued)	4900170	IFR-INT SETT-DRUG & ALCOHOL	136,349	119,534	119,534
		4900250	IFR-INT SETT-MENTAL HEALTH	428,899	358,632	403,481
			TOTAL:	37,965,478	41,390,698	41,733,666
180	SOCIAL SERVICES ADMINISTRATION	4200005	ST RLGN-SALES TX-SOC SRVC	1,214,829	1,891,310	1,891,310
		4200020	ST REALGN- VLF	278,440	254,309	254,309
		4200065	STATE AID-NUCLEAR PLANNG	21,988	17,684	17,684
		4200175	STATE - WELFARE ADMIN.	24,941,740	17,684,513	17,684,513
		4200185	STATE AID-PRIOR YEAR	100,000	0	0
		4200354	ST RLGN-2011 HLTH & HUMAN SVCS	0	6,825,571	6,825,571
		4250110	FEDERAL - WELFARE ADMIN	23,929,226	24,841,459	24,841,459
		4250120	FEDERAL AID-PRIOR YEAR	100,000	0	0
		4250160	FED AID WORKFORCE INVESTMENT A	2,368,743	2,672,958	2,672,958
		4350775	ADOPTION FEES	2,560	2,560	2,560
		4550000	OTHER REVENUE	380	0	0
		4550030	REIMBURSEMENTS-ASSISTANCE	500	0	0
		4550045	REFUNDS/EXCISE TAX	100	0	0
		4550065	OTHER REIMBURSEMENTS	11,940	9,248	9,248
			TOTAL:	52,970,446	54,199,612	54,199,612
181	FOSTER CARE-SOCIAL SERVICES	4200005	ST RLGN-SALES TX-SOC SRVC	5,115,335	5,324,808	5,324,808
		4200175	STATE - WELFARE ADMIN.	6,411,805	0	0
		4200190	STATE AID - ABATEMENT	42,731	38,000	38,000
		4200195	ST AID-CS COLL-FOSTR CARE	35,362	37,000	37,000
		4200354	ST RLGN-2011 HLTH & HUMAN SVCS	0	6,665,904	6,665,904
		4250055	FED AID - REIMB	30,000	29,000	29,000
		4250110	FEDERAL - WELFARE ADMIN	5,438,768	5,794,688	5,794,688
		4250115	FEDERAL AID - ABATEMENT	26,000	26,000	26,000
		4550030	REIMBURSEMENTS-ASSISTANCE	141,081	120,000	120,000
		4550065	OTHER REIMBURSEMENTS	44,023	44,023	44,023
			TOTAL:	17,285,105	18,079,423	18,079,423
182	CALWORKS	4200175	STATE - WELFARE ADMIN.	1,429,682	0	0
		4200195	ST AID-CS COLL-FOSTR CARE	25,000	18,000	18,000
		4200356	ST RLGN-2011 CALWORKS MOE	0	5,282,132	5,282,132
		4250055	FED AID - REIMB	26,000	20,000	20,000
		4250110	FEDERAL - WELFARE ADMIN	203,455	7,430,124	7,430,124
		4300010	COMBINED FED/ST CALWORKS	12,429,791	0	0
		4550030	REIMBURSEMENTS-ASSISTANCE	60,000	20,000	20,000
			TOTAL:	14,173,928	12,770,256	12,770,256
183	MEDICAL ASSISTANCE PROG	4150025	RENT-LAND/BLDG-LONG TERM	74,730	80,784	80,784
		4550120	CONTRIBUTIONS - NON GOVTL	81,063	81,063	81,063
			TOTAL:	155,793	161,847	161,847
184	LAW ENFORCEMENT MED CARE	4200015	ST RLGN-SALES TAX-HEALTH	200,000	200,000	200,000
		4200020	ST REALGN- VLF	225,000	200,000	200,000
		4200351	ST RLGN-2011 LOCAL COMM	0	182,250	182,250
			TOTAL:	425,000	582,250	582,250

DEPARTMENT		REVENUE TYPE		2011-12 ADOPTED	2012-13 REQUESTED	2012-13 RECOMMENDED
185	GENERAL ASSISTANCE	4050120	BURIAL PERMITS	4,580	5,858	5,858
		4200175	STATE - WELFARE ADMIN.	321,292	240,300	240,300
		4550030	REIMBURSEMENTS-ASSISTANCE	372,302	190,000	190,000
			TOTAL:	698,174	436,158	436,158
186	VETERANS SERVICES	4200070	STATE AID VETERAN AFFAIRS	65,000	65,000	65,000
			TOTAL:	65,000	65,000	65,000
200	MAINTENANCE PROJECTS	6000000	OPERATING TRANSFERS IN	0	0	433,000
		6000210	OP TRANS IN - QUIMBY FEES	320,000	0	0
			TOTAL:	320,000	0	433,000
201	PUBLIC WORKS SPECIAL SERVICES	4050025	BUILDING PERMITS	63,417	55,874	55,874
		4050045	MINOR USE PERMIT APPLICATION	27,138	44,215	44,215
		4200065	STATE AID-NUCLEAR PLANNG	16,700	19,780	19,780
		4350295	PREAPPLICATION PROCESS	3,486	4,554	4,554
		4350305	FLOOD HAZARD PROPERTY REPORTS	722	746	746
		4350410	ASSESSMNT APPORTNMNT FEES	1,389	300	300
		4350505	FILING FEES-CORNER RECORD	2,302	1,966	1,966
		4350635	RECORDING FEES	0	1,066	1,066
		4350953	COMM ACKNOWLEDGEMENT FORM FEE	0	3,434	3,434
		4350960	MONUMENTATION FEES	149,774	144,535	144,535
		4350965	BLDG PRMT REVIEW-DRAINAGE	45,869	38,939	38,939
		4350966	BLDG PRMT REVIEW-FLD HZD	18,812	4,342	4,342
		4350990	DEVELOPMENT PLAN INSPECTN	32,090	29,744	29,744
		4350995	PAR MAP CHECKING THRU T/A	55,821	14,896	14,896
		4351000	TR MAP CHECKING THRU T/A	2,845	0	0
		4351005	RECORDS OF SURVEY FEES	28,892	26,877	26,877
		4351060	MAP SALES	2,194	74	74
		4351070	PM INSPECT-IMP PLANS P11E	54,651	106,189	106,189
		4351075	TM INSPECT-IMP PLANS P11D	132,601	116,131	116,131
		4351095	LOT LINE ADJUST APPLICATION	5,304	8,003	8,003
		4351100	COND USE PMT/DEV PLAN APP	21,753	34,179	34,179
		4351105	CERT COMPLIANCE APP	3,076	0	0
		4351110	CERT OF CORRECTION	1,593	237	237
		4351120	CERT COMPLIANCE-NON LLA	0	902	902
		4351125	LOT LINE ADJUST CHECKING	4,653	10,583	10,583
		4351130	ANNEXATION MAP REVIEW	0	1,074	1,074
		4400020	WATER SALES FOR RESALE	100,869	101,058	101,058
		4550000	OTHER REVENUE	0	949	949
		4550065	OTHER REIMBURSEMENTS	4,654	4,654	4,654
			TOTAL:	780,605	775,301	775,301
215	FARM ADVISOR	4200170	STATE AID - OTHER	6,025	4,575	4,575
			TOTAL:	6,025	4,575	4,575
230	CAPITAL PROJECTS FUND	6000000	OPERATING TRANSFERS IN	0	125,000	125,000
		6000120	TRANSFERS IN FROM GEN FND	384,375	0	0
			TOTAL:	384,375	125,000	125,000

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY DEPARTMENT

DEPARTMENT		REVENUE TYPE		2011-12 ADOPTED	2012-13 REQUESTED	2012-13 RECOMMENDED
245	ROADS	4000005	PROP. TAXES CURR. SECURED	1,098,361	1,084,215	1,082,522
		4000007	PROPERTY TAX-UNITARY	328,822	327,853	334,780
		4000010	SUPPLEMENTAL-CURR.SECURED	3,600	2,520	2,520
		4000025	PROP. TAXES CURR. UNSEC.	25,054	24,302	25,785
		4000030	SUPPLEMENTAL-CURR.UNSEC.	115	115	115
		4010005	PROP. TAXES PRIOR SECURED	(6,062)	(6,062)	(6,062)
		4150000	INTEREST	60,000	40,000	40,000
		4200075	HOMEOWNER PROP TAX RELIEF	9,811	9,786	9,811
		4200121	ST AID-PROP 1B ST & LOCAL	0	235,000	235,000
		4200230	STATE - HIGHWAY USERS TAX	8,600,000	9,800,000	9,800,000
		4200240	STATE AID CONSTRUCTION	569,700	0	0
		4200241	STATE AID - URBAN STATE HWY AC	0	60,000	60,000
		4200242	STATE AID - REGIONAL STATE HWY	0	485,194	485,194
		4200245	TRANS DEV ACT SB 325	405,600	1,000,000	1,000,000
		4200250	ST AID-ISTEA EXCHANGE	578,060	578,060	578,060
		4250020	FEDERAL AID CONSTRUCTION	3,502,500	2,813,259	2,813,259
		4250026	FEDERAL AID FOREST RESERVE	11,500	11,500	11,500
		4250150	FEDERAL AID FHWA	0	1,468,513	1,468,513
		4350265	ROAD TRANSVERSE CUT FEE	1,500	0	0
		4350266	ROAD LONGITUDE CUT FEE	2,000	0	0
		4350495	PLANNING/ENGINEERING SVCS	5,000	3,500	3,500
		4350500	ROAD PERMIT FEES	10,000	10,000	10,000
		4350660	ENCROACHMENT PERMIT FEES	98,106	92,000	92,000
		4350676	CURB & GUTTER PERMIT WITH DESI	8,000	5,000	5,000
		4350677	CURB & GUTTER PERMIT W/O DESIG	18,000	17,000	17,000
		4902055	IFR-JE CAPITAL ASSETS FUNDING	248,995	0	0
		6000100	ROADS IMPACT FEES	489,000	1,827,820	1,827,820
		6000120	TRANSFERS IN FROM GEN FND	5,830,263	5,331,000	5,931,000
			TOTAL:	21,897,925	25,220,575	25,827,317
290	COMMUNITY DEVELOPMENT PROGRAM	4250065	FEDERAL FUNDS - CDBG	1,929,130	1,773,673	1,654,260
		4250070	FEDERAL FUNDS - HOME	1,253,283	823,357	823,357
		4250075	FEDERAL FUNDS - ESG	127,386	163,420	163,420
		4250080	FEDERAL FUNDS - SNAP	848,467	958,730	1,065,830
		6000120	TRANSFERS IN FROM GEN FND	300,936	300,936	308,436
			TOTAL:	4,459,202	4,020,116	4,015,303
247	PUBLIC FACILITIES FEES	4350100	AFFORDABLE HOUSING FEE TRANSFE	20,000	(700)	(700)
		4350101	AFFORDABLE HOUSNG IN-LIEU	(20,000)	700	700
		4350102	PUB FAC FEE-LIBRARY	97,156	59,300	59,300
		4350103	PUB FACIL FEE-FIRE	418,286	306,090	306,090
		4350104	PUB FACIL FEE-PARKS	292,827	131,700	131,700
		4350105	PUB FACIL FEE-GEN GOVT	139,229	116,800	116,800
		4350107	PUB FAC FEE-LAW ENFORCE	72,406	61,852	61,852
			TOTAL:	1,019,904	675,742	675,742
305	PARKS	4100255	OFF-HIGHWAY MOTOR FINES	30,000	0	25,420
		4100275	LITTER CLEANUP	20,108	0	0
		4150000	INTEREST	5,000	4,000	4,000
		4150020	RENT-LAND/BLDG-SHORT TERM	29,648	35,504	35,504

DEPARTMENT		REVENUE TYPE		2011-12 ADOPTED	2012-13 REQUESTED	2012-13 RECOMMENDED
305	(Continued)	4150025	RENT-LAND/BLDG-LONG TERM	57,237	54,658	54,658
		4150030	FARM LAND RENT	1,800	1,800	1,800
		4200065	STATE AID-NUCLEAR PLANNG	5,000	5,000	5,000
		4350245	OTHER BILLINGS TO COURTS	0	6,191	6,191
		4350255	BILLINGS TO OUTSIDE AGENCIES	35,000	39,352	39,352
		4350650	DEVELOPMENT FEE- ADMIN	742	3,000	3,000
		4350860	CAMPING FEES	2,627,455	2,641,008	2,641,008
		4350865	DAILY PASSES	338,835	381,881	381,881
		4350870	GROUP ENTRANCE FEES	198,433	199,192	199,192
		4350875	SEASON PASSES	149,145	155,682	155,682
		4350880	SEASON BOAT LICENSES	85,001	84,790	84,790
		4350885	DAILY BOAT PASSES	109,620	104,569	104,569
		4350890	INCOME FROM CONCESSIONS	94,191	86,676	86,676
		4350895	SWIMMING POOL FEES	67,746	56,000	56,000
		4350905	DOG/DAY USE	55,143	63,737	63,737
		4350910	SHOWERS/LOCKERS	51,375	51,938	51,938
		4350970	RECREATIONAL PROGRAMS	14,918	15,216	15,216
		4350971	SKATE PARK FEES	6,179	4,930	4,930
		4350980	OTHER RECREATIONAL FEES	34,514	35,895	35,895
		4550065	OTHER REIMBURSEMENTS	0	3,000	3,000
		4550120	CONTRIBUTIONS - NON GOVTL	0	35,000	35,000
		4900100	IFR-INT SETT-GEN SRVS S/S BILL	0	292,687	0
		4900260	IFR-INT SETT-PARKS BILLINGS	134,067	0	292,687
		4901020	IFR-OVERHEAD-AGR	4,781	5,068	5,068
		4903010	IFR-IAA-LABOR-REG	35,000	35,500	35,500
		4909025	IFR-JE-GENERAL SERVICES	0	75,997	75,997
		4909200	IFR-JE-PARKS	0	84,272	2,356
		6000120	TRANSFERS IN FROM GEN FND	3,278,260	3,420,055	3,420,055
			TOTAL:	7,469,198	7,982,598	7,926,102
266	COUNTYWIDE AUTOMATION REPLACEM	4010045	TLRF PROCEEDS	1,296,735	0	2,477,500
		4350330	PUBLIC EDUCATION GOV'T ACCESS	0	0	20,000
		6000120	TRANSFERS IN FROM GEN FND	1,569,019	0	1,761,605
			TOTAL:	2,865,754	0	4,259,105
267	GEN GOVT BUILDING REPLACEMENT	6000120	TRANSFERS IN FROM GEN FND	3,320,873	2,732,613	2,732,613
			TOTAL:	3,320,873	2,732,613	2,732,613
268	TAX REDUCTION RESERVE	6000120	TRANSFERS IN FROM GEN FND	3,035,109	0	0
248	ROADS - IMPACT FEES	4150000	INTEREST	24,600	22,000	22,000
		4350108	ROAD IMPACT FEES	2,410,000	1,731,500	1,731,500
			TOTAL:	2,434,600	1,753,500	1,753,500
330	WILDLIFE AND GRAZING	4250025	FEDERAL GRAZING FEES	3,500	3,500	3,500
			TOTAL:	3,500	3,500	3,500
375	DRIVING UNDER THE INFLUENCE	4150000	INTEREST	3,500	3,500	3,500
		4350260	FEES-YOUNG ADULTS PROGRAM	80,977	67,804	67,804
		4350285	EXTD FIRST OFFENDER FEES	178,065	214,559	214,559

DEPARTMENT		REVENUE TYPE		2011-12 ADOPTED	2012-13 REQUESTED	2012-13 RECOMMENDED
375	(Continued)	4350730	SECOND CHANCE CHARGES-ALC	628,467	626,660	626,660
		4350815	FIRST OFFENDER FEES	477,296	433,303	433,303
		4352265	WET & RECKLESS	44,402	27,580	27,580
			TOTAL:	1,412,707	1,373,406	1,373,406
377	LIBRARY	4000005	PROP. TAXES CURR. SECURED	6,191,532	6,191,532	6,153,913
		4000007	PROPERTY TAX-UNITARY	545,880	545,880	555,772
		4000010	SUPPLEMENTAL-CURR.SECURED	45,044	31,531	31,531
		4000015	REDEVELOPMENT AGENCY TAX	(140,646)	(140,646)	(140,646)
		4000025	PROP. TAXES CURR. UNSEC.	150,342	145,832	146,580
		4000030	SUPPLEMENTAL-CURR.UNSEC.	1,100	1,000	1,000
		4010005	PROP. TAXES PRIOR SECURED	(48,125)	(72,188)	(72,188)
		4010010	SUPPLEMENTL-PRIOR SECURED	(2,000)	(600)	(600)
		4010015	PROP. TAXES PRIOR UNSEC.	4,070	5,500	5,500
		4010020	SUPPLEMENTAL-PRIOR UNSEC	900	600	600
		4150000	INTEREST	6,000	7,000	7,000
		4200075	HOMEOWNER PROP TAX RELIEF	55,775	55,775	55,775
		4200105	STATE AWARDED GRANTS	39,954	0	0
		4200170	STATE AID - OTHER	41,500	0	0
		4300015	OTHER GOV'T: RDA PASS THRU	49,961	49,961	49,961
		4350805	LOST-DAMAGED MATERIALS	12,000	13,000	13,000
		4350810	LIBRARY SERVICES	210,000	234,000	234,000
		4350835	COPYING FEES	17,000	16,500	16,500
		4350840	LIBRARY REQUEST FEES	62,000	83,000	83,000
		4550000	OTHER REVENUE	15,000	16,000	16,000
		6000120	TRANSFERS IN FROM GEN FND	516,121	625,670	516,121
			TOTAL:	7,773,408	7,809,347	7,672,819
331	FISH AND GAME	4100250	FISH AND GAME FINES	20,000	20,000	20,000
			TOTAL:	20,000	20,000	20,000
275	ORGANIZATIONAL DEVELOPMENT	4150000	INTEREST	20,000	10,000	10,000
		6000120	TRANSFERS IN FROM GEN FND	492,166	450,000	450,000
			TOTAL:	512,166	460,000	460,000
350	CO MEDICAL SERVICES PROG	4150000	INTEREST	4,000	5,000	5,000
		4200020	ST REALGN- VLF	2,590,000	2,439,000	2,439,000
		4250015	FEDERAL - HEALTH ADMIN	49,904	50,524	50,524
		4550210	TOBACCO SETTLEMENT	698,864	669,900	669,900
		4900110	IFR-INT SETT-HEALTH BILLINGS	0	74,819	74,819
		4909999	IFR-CONVERSION ACCOUNT	16,091	42,329	42,329
		6000105	TRANSFER IN - GF MED ASST PROG	1,727,405	1,827,405	1,814,405
			TOTAL:	5,086,264	5,108,977	5,095,977
351	EMERGENCY MEDICAL SRVS FUND	4100150	PA-EMERGENCY MED SERVICES	360,000	350,000	350,000
		4100152	PA-SB1773 RICHIE'S FUND	360,000	350,000	350,000
		4100365	TRAFFIC SCH FEES-MADDY FUND	100,000	100,000	100,000
		4150000	INTEREST	400	1,000	1,000
			TOTAL:	820,400	801,000	801,000

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY DEPARTMENT

DEPARTMENT		REVENUE TYPE		2011-12 ADOPTED	2012-13 REQUESTED	2012-13 RECOMMENDED
277	DEBT SERVICE	4010045	TLRF PROCEEDS	500,000	500,000	500,000
		4100320	PENALTY AS-CTHS TEMP CONS	308,119	310,819	310,819
		6000135	TRFR IN FOR DEBT SERVICE	942,044	945,669	945,669
		6000160	OPR TRF IN - PFF GEN GOV'T	500,000	500,000	500,000
			TOTAL:	2,250,163	2,256,488	2,256,488
392	PENSION OBLIGATION BOND DSF	4150000	INTEREST	12,000	18,000	18,000
		4550140	COUNTY CONTRIBUTIONS	8,062,000	8,293,800	8,293,800
			TOTAL:	8,074,000	8,311,800	8,311,800
			TOTAL COUNTY REVENUE:	433,585,577	437,316,777	444,147,552

Revenue Detail by Account

This report provides revenue, other financing sources and transfers detail at the account level and by governmental fund center.

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT		2011-12 ADOPTED	2012-13 REQUESTED	2012-13 RECOMMENDED
4000005 PROP. TAXES CURR. SECURED	101	NON-DEPARTMENTAL REVENUES	84,291,670	84,541,381	84,541,381
	245	ROADS	1,098,361	1,084,215	1,082,522
	377	LIBRARY	6,191,532	6,191,532	6,153,913
		TOTAL:	91,581,563	91,817,128	91,777,816
4000007 PROPERTY TAX-UNITARY	101	NON-DEPARTMENTAL REVENUES	7,558,284	7,695,240	7,695,240
	245	ROADS	328,822	327,853	334,780
	377	LIBRARY	545,880	545,880	555,772
		TOTAL:	8,432,986	8,568,973	8,585,792
4000010 SUPPLEMENTAL-CURR.SECURED	101	NON-DEPARTMENTAL REVENUES	1,000,000	750,000	750,000
	245	ROADS	3,600	2,520	2,520
	377	LIBRARY	45,044	31,531	31,531
		TOTAL:	1,048,644	784,051	784,051
4000015 REDEVELOPMENT AGENCY TAX	101	NON-DEPARTMENTAL REVENUES	(3,200,000)	(3,119,083)	(3,119,083)
	377	LIBRARY	(140,646)	(140,646)	(140,646)
		TOTAL:	(3,340,646)	(3,259,729)	(3,259,729)
4000025 PROP. TAXES CURR. UNSEC.	101	NON-DEPARTMENTAL REVENUES	2,175,000	2,250,000	2,250,000
	245	ROADS	25,054	24,302	25,785
	377	LIBRARY	150,342	145,832	146,580
		TOTAL:	2,350,396	2,420,134	2,422,365
4000030 SUPPLEMENTAL-CURR.UNSEC.	101	NON-DEPARTMENTAL REVENUES	15,000	15,000	15,000
	245	ROADS	115	115	115
	377	LIBRARY	1,100	1,000	1,000
		TOTAL:	16,215	16,115	16,115
4010005 PROP. TAXES PRIOR SECURED	101	NON-DEPARTMENTAL REVENUES	(230,000)	(300,000)	(300,000)
	245	ROADS	(6,062)	(6,062)	(6,062)
	377	LIBRARY	(48,125)	(72,188)	(72,188)
		TOTAL:	(284,187)	(378,250)	(378,250)
4010010 SUPPLEMENTL-PRIOR SECURED	101	NON-DEPARTMENTAL REVENUES	(20,000)	(11,000)	(11,000)
	377	LIBRARY	(2,000)	(600)	(600)
		TOTAL:	(22,000)	(11,600)	(11,600)
4010015 PROP. TAXES PRIOR UNSEC.	101	NON-DEPARTMENTAL REVENUES	60,000	125,000	125,000
	377	LIBRARY	4,070	5,500	5,500
		TOTAL:	64,070	130,500	130,500
4010020 SUPPLEMENTAL-PRIOR UNSEC	101	NON-DEPARTMENTAL REVENUES	15,000	15,000	15,000
	377	LIBRARY	900	600	600
		TOTAL:	15,900	15,600	15,600
4010025 REDEMPTION FEES	101	NON-DEPARTMENTAL REVENUES	30,000	30,000	30,000
		TOTAL:	30,000	30,000	30,000

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE		DEPARTMENT		2011-12 ADOPTED	2012-13 REQUESTED	2012-13 RECOMMENDED
4010030	DELINQUENT/COST REIMBRSMT	108	TREAS-TAX COLL-PUBLIC ADM	115,000	139,600	139,600
			TOTAL:	115,000	139,600	139,600
4010035	PENALTIES-DELINQUENT TAX	101	NON-DEPARTMENTAL REVENUES	156,000	160,000	160,000
			TOTAL:	156,000	160,000	160,000
4010045	TLRF PROCEEDS	101	NON-DEPARTMENTAL REVENUES	1,000,000	1,000,000	1,000,000
		107	AUDITOR-CONTROLLER	250,000	250,000	250,000
		266	COUNTYWIDE AUTOMATION REPLACEM	1,296,735	0	2,477,500
		277	DEBT SERVICE	500,000	500,000	500,000
			TOTAL:	3,046,735	1,750,000	4,227,500
4010050	SALES AND USE TAXES	101	NON-DEPARTMENTAL REVENUES	5,500,000	5,500,000	5,500,000
			TOTAL:	5,500,000	5,500,000	5,500,000
4010051	SALES TAX - SOLAR PLANTS	101	NON-DEPARTMENTAL REVENUES	0	0	1,344,139
4010065	AIRCRAFT TAX	101	NON-DEPARTMENTAL REVENUES	300,000	300,000	300,000
			TOTAL:	300,000	300,000	300,000
4010070	PROPERTY TRANSFER TAX	101	NON-DEPARTMENTAL REVENUES	1,400,000	1,600,000	1,600,000
			TOTAL:	1,400,000	1,600,000	1,600,000
4010073	RACEHORSE TAX	101	NON-DEPARTMENTAL REVENUES	18,000	10,000	10,000
			TOTAL:	18,000	10,000	10,000
4010075	TRANSIENT OCCUPANCY TAX	101	NON-DEPARTMENTAL REVENUES	6,000,000	6,200,000	6,200,000
			TOTAL:	6,000,000	6,200,000	6,200,000
4010076	SALE OF TAX DEEDED PROP.	108	TREAS-TAX COLL-PUBLIC ADM	24,000	25,500	25,500
			TOTAL:	24,000	25,500	25,500
4010077	PROPERTY TAX IN-LIEU OF SALES	101	NON-DEPARTMENTAL REVENUES	1,800,000	2,200,000	2,200,000
			TOTAL:	1,800,000	2,200,000	2,200,000
4010078	PROPERTY TAX IN-LIEU OF VLF	101	NON-DEPARTMENTAL REVENUES	27,000,000	27,000,000	27,000,000
			TOTAL:	27,000,000	27,000,000	27,000,000
4050005	FRANCHISES-CABLE	101	NON-DEPARTMENTAL REVENUES	750,000	750,000	750,000
			TOTAL:	750,000	750,000	750,000
4050006	FRANCHISE FEES-PUB UTIL	101	NON-DEPARTMENTAL REVENUES	1,300,000	1,300,000	1,300,000
			TOTAL:	1,300,000	1,300,000	1,300,000
4050010	FRANCHISE FEES-GARBAGE	101	NON-DEPARTMENTAL REVENUES	725,000	725,000	725,000
			TOTAL:	725,000	725,000	725,000
4050015	ANIMAL LICENSES	137	ANIMAL SERVICES	508,310	558,627	558,627
			TOTAL:	508,310	558,627	558,627

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE		DEPARTMENT		2011-12 ADOPTED	2012-13 REQUESTED	2012-13 RECOMMENDED
4050020	BUSINESS LICENSES	108	TREAS-TAX COLL-PUBLIC ADM	105,663	130,903	130,903
		142	PLANNING & BUILDING DEPARTMENT	6,804	6,300	6,300
			TOTAL:	112,467	137,203	137,203
4050025	BUILDING PERMITS	142	PLANNING & BUILDING DEPARTMENT	1,550,194	1,887,919	1,887,919
		201	PUBLIC WORKS SPECIAL SERVICES	63,417	55,874	55,874
			TOTAL:	1,613,611	1,943,793	1,943,793
4050035	PLAN CHECK FEES	140	COUNTY FIRE	200,000	230,000	210,000
		142	PLANNING & BUILDING DEPARTMENT	786,808	825,044	825,044
			TOTAL:	986,808	1,055,044	1,035,044
4050040	SUB PERMITS-MECH EL PLUMB	142	PLANNING & BUILDING DEPARTMENT	226,000	266,700	266,700
			TOTAL:	226,000	266,700	266,700
4050045	MINOR USE PERMIT APPLICATION	201	PUBLIC WORKS SPECIAL SERVICES	27,138	44,215	44,215
			TOTAL:	27,138	44,215	44,215
4050065	LAND USE PERMITS	141	AGRICULTURAL COMMISSIONER	40,000	28,000	28,000
		142	PLANNING & BUILDING DEPARTMENT	536,092	535,210	535,210
			TOTAL:	576,092	563,210	563,210
4050070	PLOT PLANS	142	PLANNING & BUILDING DEPARTMENT	190,073	177,456	177,456
			TOTAL:	190,073	177,456	177,456
4050075	GENERAL PLAN AMENDMENTS	142	PLANNING & BUILDING DEPARTMENT	47,256	34,104	34,104
			TOTAL:	47,256	34,104	34,104
4050080	AGRICULTURAL PRESERVE FEE	142	PLANNING & BUILDING DEPARTMENT	64,831	66,654	66,654
			TOTAL:	64,831	66,654	66,654
4050085	SUBDIVISION PERMITS	142	PLANNING & BUILDING DEPARTMENT	235,238	165,620	165,620
			TOTAL:	235,238	165,620	165,620
4050095	FINGER PRINTING FEES	136	SHERIFF-CORONER	11,000	9,500	9,500
			TOTAL:	11,000	9,500	9,500
4050100	EXPLOSIVE PERMITS	136	SHERIFF-CORONER	680	2,500	2,500
			TOTAL:	680	2,500	2,500
4050105	OTHER LICENSES AND PERMIT	141	AGRICULTURAL COMMISSIONER	224,035	226,135	226,135
		142	PLANNING & BUILDING DEPARTMENT	40,311	22,964	22,964
			TOTAL:	264,346	249,099	249,099
4050110	GUN PERMITS	136	SHERIFF-CORONER	4,000	9,800	9,800
			TOTAL:	4,000	9,800	9,800
4050111	DOMESTIC VIOLENCE FEES	132	DISTRICT ATTORNEY	59,544	45,000	45,000
			TOTAL:	59,544	45,000	45,000

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE		DEPARTMENT		2011-12 ADOPTED	2012-13 REQUESTED	2012-13 RECOMMENDED
4050120	BURIAL PERMITS	160	HEALTH AGENCY	4,500	4,500	4,500
		185	GENERAL ASSISTANCE	4,580	5,858	5,858
			TOTAL:	9,080	10,358	10,358
4050130	MISC PERMITS	113	GENERAL SERVICES	10,000	14,000	14,000
		130	WASTE MANAGEMNT	31,609	31,609	31,609
		137	ANIMAL SERVICES	57,598	62,273	62,273
			TOTAL:	99,207	107,882	107,882
4050145	SUBPOENA DUCES TECUM GC 1563	136	SHERIFF-CORONER	3,000	2,000	2,000
			TOTAL:	3,000	2,000	2,000
4050150	TOBACCO RETAILERS LICENSES	108	TREAS-TAX COLL-PUBLIC ADM	3,630	3,456	3,456
		160	HEALTH AGENCY	13,505	13,505	13,505
			TOTAL:	17,135	16,961	16,961
4050165	NOTARY FEE GC 8211	136	SHERIFF-CORONER	900	450	450
			TOTAL:	900	450	450
4050170	REPOSSESSION OF VEHICLE GC 267	136	SHERIFF-CORONER	1,350	650	650
			TOTAL:	1,350	650	650
4100005	50% EXCESS MOE REVENUE-ST	143	COURT OPERATIONS	(632,932)	(480,000)	(480,000)
			TOTAL:	(632,932)	(480,000)	(480,000)
4100010	LAND USE FINES	142	PLANNING & BUILDING DEPARTMENT	1,900	3,400	3,400
			TOTAL:	1,900	3,400	3,400
4100015	RED LIGHT - VC21453, 54, 57	143	COURT OPERATIONS	1,300	3,000	3,000
			TOTAL:	1,300	3,000	3,000
4100045	VEHICLE FORFEITURES-VC14607.6	132	DISTRICT ATTORNEY	2,000	500	500
			TOTAL:	2,000	500	500
4100055	PROBA DRUG FEE-PC1203.1AB	139	PROBATION DEPARTMENT	3,360	3,360	3,360
			TOTAL:	3,360	3,360	3,360
4100065	CHILD RESTRNT FEE-COUNTY	160	HEALTH AGENCY	1,600	4,000	4,000
			TOTAL:	1,600	4,000	4,000
4100070	CHILD RESTRAINT FEE-CITY	160	HEALTH AGENCY	1,200	2,000	2,000
			TOTAL:	1,200	2,000	2,000
4100085	TRAFFIC SCH-VC42007.1($24)	143	COURT OPERATIONS	312,000	245,000	245,000
			TOTAL:	312,000	245,000	245,000
4100090	CNTY FIX IT-VC 40611	143	COURT OPERATIONS	55,000	30,000	30,000
			TOTAL:	55,000	30,000	30,000

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE		DEPARTMENT		2011-12 ADOPTED	2012-13 REQUESTED	2012-13 RECOMMENDED
4100100	CO-FAILURE TO APPEAR(FTA)	143	COURT OPERATIONS	14,000	6,000	6,000
			TOTAL:	14,000	6,000	6,000
4100105	CO MOTOR VEH/CRIM FINES	143	COURT OPERATIONS	1,000,000	774,000	774,000
			TOTAL:	1,000,000	774,000	774,000
4100130	LAB FEE-PC1463.14	136	SHERIFF-CORONER	63,000	67,100	67,100
			TOTAL:	63,000	67,100	67,100
4100135	CITIES FIX IT-VC40611	143	COURT OPERATIONS	18,000	13,000	13,000
			TOTAL:	18,000	13,000	13,000
4100140	SMALL CLAIMS ADVISORY FEE	132	DISTRICT ATTORNEY	10,000	8,400	8,400
			TOTAL:	10,000	8,400	8,400
4100150	PA-EMERGENCY MED SERVICES	351	EMERGENCY MEDICAL SRVS FUND	360,000	350,000	350,000
			TOTAL:	360,000	350,000	350,000
4100152	PA-SB1773 RICHIE'S FUND	351	EMERGENCY MEDICAL SRVS FUND	360,000	350,000	350,000
			TOTAL:	360,000	350,000	350,000
4100155	SUPERIOR COURT FINES-BASE	139	PROBATION DEPARTMENT	93,965	93,965	93,965
			TOTAL:	93,965	93,965	93,965
4100165	SETTLEMENTS/JUDGEMENTS	107	AUDITOR-CONTROLLER	0	0	75,000
		132	DISTRICT ATTORNEY	432,093	416,000	416,000
			TOTAL:	432,093	416,000	491,000
4100180	BLDG CODE INVESTIG FEES	142	PLANNING & BUILDING DEPARTMENT	73,758	47,477	47,477
			TOTAL:	73,758	47,477	47,477
4100195	TRAFFIC SCHOOL FEES	143	COURT OPERATIONS	1,100,000	1,100,000	1,100,000
			TOTAL:	1,100,000	1,100,000	1,100,000
4100206	ASSET FORFEITURES	132	DISTRICT ATTORNEY	14,000	7,000	7,000
		136	SHERIFF-CORONER	121,784	77,742	98,532
			TOTAL:	135,784	84,742	105,532
4100220	BLOOD ALCOHOL FINES	132	DISTRICT ATTORNEY	68,000	61,500	61,500
		143	COURT OPERATIONS	70,000	40,000	40,000
		166	BEHAVIORAL HEALTH	57,000	40,000	40,000
			TOTAL:	195,000	141,500	141,500
4100230	PENALTY AS-FINGERPRINT ID	136	SHERIFF-CORONER	161,076	298,176	298,176
			TOTAL:	161,076	298,176	298,176
4100250	FISH AND GAME FINES	331	FISH AND GAME	20,000	20,000	20,000
			TOTAL:	20,000	20,000	20,000

REVENUE TYPE		DEPARTMENT		2011-12 ADOPTED	2012-13 REQUESTED	2012-13 RECOMMENDED
4100255	OFF-HIGHWAY MOTOR FINES	305	PARKS	30,000	0	25,420
			TOTAL:	30,000	0	25,420
4100265	BUSINESS & PROFESSIONS	143	COURT OPERATIONS	(4,300)	(5,000)	(5,000)
			TOTAL:	(4,300)	(5,000)	(5,000)
4100270	HEALTH/SAFETY FINES/FORFT	143	COURT OPERATIONS	8,000	1,600	1,600
			TOTAL:	8,000	1,600	1,600
4100275	LITTER CLEANUP	305	PARKS	20,108	0	0
4100285	CITIES- ALL MISDEMEANORS	143	COURT OPERATIONS	22,000	17,000	17,000
			TOTAL:	22,000	17,000	17,000
4100290	FEES -ALCOHOL ABUSE & EDU	166	BEHAVIORAL HEALTH	104,000	35,000	35,000
			TOTAL:	104,000	35,000	35,000
4100295	CITIES PARKING	107	AUDITOR-CONTROLLER	1,200	4,500	4,500
			TOTAL:	1,200	4,500	4,500
4100300	CITY MOTOR VEHICLE FINES	143	COURT OPERATIONS	80,000	59,000	59,000
			TOTAL:	80,000	59,000	59,000
4100320	PENALTY AS-CTHS TEMP CONS	277	DEBT SERVICE	308,119	310,819	310,819
			TOTAL:	308,119	310,819	310,819
4100340	ST PENALTY ASSMNTS-PC1464	143	COURT OPERATIONS	530,000	440,000	440,000
			TOTAL:	530,000	440,000	440,000
4100354	COUNTY PORTION GC 76000	107	AUDITOR-CONTROLLER	25,000	22,000	22,000
		143	COURT OPERATIONS	90,000	70,000	70,000
			TOTAL:	115,000	92,000	92,000
4100365	TRAFFIC SCH FEES-MADDY FUND	351	EMERGENCY MEDICAL SRVS FUND	100,000	100,000	100,000
			TOTAL:	100,000	100,000	100,000
4100366	ADM PENALTY-HS 25187	160	HEALTH AGENCY	220,000	154,000	154,000
			TOTAL:	220,000	154,000	154,000
4100390	TRAFFIC SCHOOL FEES - CITY	143	COURT OPERATIONS	18,000	13,500	13,500
			TOTAL:	18,000	13,500	13,500
4100465	DNA Database	139	PROBATION DEPARTMENT	42,567	10,000	10,000
			TOTAL:	42,567	10,000	10,000
4150000	INTEREST	101	NON-DEPARTMENTAL REVENUES	300,000	300,000	300,000
		160	HEALTH AGENCY	216	0	0
		245	ROADS	60,000	40,000	40,000
		248	ROADS - IMPACT FEES	24,600	22,000	22,000
		275	ORGANIZATIONAL DEVELOPMENT	20,000	10,000	10,000

REVENUE TYPE		DEPARTMENT		2011-12 ADOPTED	2012-13 REQUESTED	2012-13 RECOMMENDED
4150000	(Continued)	305	PARKS	5,000	4,000	4,000
		350	CO MEDICAL SERVICES PROG	4,000	5,000	5,000
		351	EMERGENCY MEDICAL SRVS FUND	400	1,000	1,000
		375	DRIVING UNDER THE INFLUENCE	3,500	3,500	3,500
		377	LIBRARY	6,000	7,000	7,000
		392	PENSION OBLIGATION BOND DSF	12,000	18,000	18,000
			TOTAL:	435,716	410,500	410,500
4150015	COMMUNICATION LEASE FACIL	113	GENERAL SERVICES	7,450	11,300	11,300
			TOTAL:	7,450	11,300	11,300
4150020	RENT-LAND/BLDG-SHORT TERM	113	GENERAL SERVICES	11,200	11,715	11,715
		305	PARKS	29,648	35,504	35,504
			TOTAL:	40,848	47,219	47,219
4150025	RENT-LAND/BLDG-LONG TERM	113	GENERAL SERVICES	162,941	165,389	165,389
		183	MEDICAL ASSISTANCE PROG	74,730	80,784	80,784
		305	PARKS	57,237	54,658	54,658
			TOTAL:	294,908	300,831	300,831
4150030	FARM LAND RENT	305	PARKS	1,800	1,800	1,800
			TOTAL:	1,800	1,800	1,800
4150035	RENTAL OF VETERANS BLDGS.	113	GENERAL SERVICES	64,800	59,000	59,000
			TOTAL:	64,800	59,000	59,000
4200005	ST RLGN-SALES TX-SOC SRVC	139	PROBATION DEPARTMENT	240,572	240,572	240,572
		160	HEALTH AGENCY	158,700	158,700	158,700
		180	SOCIAL SERVICES ADMINISTRATION	1,214,829	1,891,310	1,891,310
		181	FOSTER CARE-SOCIAL SERVICES	5,115,335	5,324,808	5,324,808
			TOTAL:	6,729,436	7,615,390	7,615,390
4200010	ST RLGN-SALES TAX-M H	166	BEHAVIORAL HEALTH	3,639,781	10,974,033	10,974,033
			TOTAL:	3,639,781	10,974,033	10,974,033
4200015	ST RLGN-SALES TAX-HEALTH	160	HEALTH AGENCY	1,305,718	1,346,000	1,346,000
		184	LAW ENFORCEMENT MED CARE	200,000	200,000	200,000
			TOTAL:	1,505,718	1,546,000	1,546,000
4200020	ST REALGN- VLF	160	HEALTH AGENCY	1,850,746	1,676,000	1,676,000
		166	BEHAVIORAL HEALTH	1,410,000	0	0
		180	SOCIAL SERVICES ADMINISTRATION	278,440	254,309	254,309
		184	LAW ENFORCEMENT MED CARE	225,000	200,000	200,000
		350	CO MEDICAL SERVICES PROG	2,590,000	2,439,000	2,439,000
			TOTAL:	6,354,186	4,569,309	4,569,309
4200022	ST AID REALIGNMENT	132	DISTRICT ATTORNEY	0	92,152	92,152
		166	BEHAVIORAL HEALTH	0	89,586	89,586
			TOTAL:	0	181,738	181,738

REVENUE TYPE		DEPARTMENT		2011-12 ADOPTED	2012-13 REQUESTED	2012-13 RECOMMENDED
4200023	ST AID REALIGNMENT-VLF	166	BEHAVIORAL HEALTH	99,273	0	0
4200035	SB90 STATE MANDATED COSTS	107	AUDITOR-CONTROLLER	14,000	14,000	14,000
		132	DISTRICT ATTORNEY	204,500	240,398	240,398
		139	PROBATION DEPARTMENT	45,000	45,000	45,000
		166	BEHAVIORAL HEALTH	290,803	0	0
			TOTAL:	554,303	299,398	299,398
4200040	ST AID- DRUG/MENTL HEALTH	166	BEHAVIORAL HEALTH	660,000	568,993	568,993
			TOTAL:	660,000	568,993	568,993
4200045	STATE AID- EXTRADITION	132	DISTRICT ATTORNEY	44,000	48,000	48,000
			TOTAL:	44,000	48,000	48,000
4200055	STATE AID FOR AGRICULTURE	141	AGRICULTURAL COMMISSIONER	748,046	723,108	723,108
			TOTAL:	748,046	723,108	723,108
4200065	STATE AID-NUCLEAR PLANNG	107	AUDITOR-CONTROLLER	3,000	3,000	3,000
		109	ASSESSOR	8,437	4,800	4,800
		111	COUNTY COUNSEL	4,112	2,483	2,483
		112	HUMAN RESOURCES	6,252	5,269	5,269
		113	GENERAL SERVICES	4,527	0	9,600
		114	INFORMATION TECHNOLOGY DEPARTM	252,605	262,000	262,000
		136	SHERIFF-CORONER	13,831	45,565	45,565
		138	EMERGENCY SERVICES	1,171,000	1,190,000	1,197,000
		140	COUNTY FIRE	56,593	62,680	62,680
		141	AGRICULTURAL COMMISSIONER	54,800	54,750	54,750
		142	PLANNING & BUILDING DEPARTMENT	20,541	20,541	20,541
		160	HEALTH AGENCY	70,556	114,700	114,700
		166	BEHAVIORAL HEALTH	6,313	3,727	3,727
		180	SOCIAL SERVICES ADMINISTRATION	21,988	17,684	17,684
		201	PUBLIC WORKS SPECIAL SERVICES	16,700	19,780	19,780
		305	PARKS	5,000	5,000	5,000
			TOTAL:	1,716,255	1,811,979	1,828,579
4200070	STATE AID VETERAN AFFAIRS	186	VETERANS SERVICES	65,000	65,000	65,000
			TOTAL:	65,000	65,000	65,000
4200075	HOMEOWNER PROP TAX RELIEF	101	NON-DEPARTMENTAL REVENUES	800,000	800,000	800,000
		245	ROADS	9,811	9,786	9,811
		377	LIBRARY	55,775	55,775	55,775
			TOTAL:	865,586	865,561	865,586
4200080	STATE REIMB-CMC/ASH CASES	132	DISTRICT ATTORNEY	740,000	750,000	750,000
		135	PUBLIC DEFENDER	500,000	345,000	345,000
		136	SHERIFF-CORONER	125,000	289,900	289,900
		139	PROBATION DEPARTMENT	90,000	90,000	90,000
			TOTAL:	1,455,000	1,474,900	1,474,900

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE		DEPARTMENT		2011-12 ADOPTED	2012-13 REQUESTED	2012-13 RECOMMENDED
4200085	ST AID-DRUG AND ALCOHOL	166	BEHAVIORAL HEALTH	48,734	0	0
4200090	ST AID-INS FRAUD INVESTIG	132	DISTRICT ATTORNEY	0	130,976	130,976
4200095	ST AID-DMV-VEH CRIME INV	132	DISTRICT ATTORNEY	160,000	145,000	145,000
		136	SHERIFF-CORONER	148,700	154,000	154,000
			TOTAL:	308,700	299,000	299,000
4200100	ST AID-PERINATAL T E F	166	BEHAVIORAL HEALTH	217,334	0	0
4200105	STATE AWARDED GRANTS	132	DISTRICT ATTORNEY	551,112	372,316	372,316
		136	SHERIFF-CORONER	997,352	1,218,756	156,244
		166	BEHAVIORAL HEALTH	622,652	29,795	29,795
		377	LIBRARY	39,954	0	0
			TOTAL:	2,211,070	1,620,867	558,355
4200110	ST AID-MANGD CARE-INPATNT	166	BEHAVIORAL HEALTH	415,000	0	0
4200121	ST AID-PROP 1B ST & LOCAL	245	ROADS	0	235,000	235,000
4200125	STATE REIMB FOR DNA TESTING	136	SHERIFF-CORONER	75,115	75,144	75,144
			TOTAL:	75,115	75,144	75,144
4200140	ST REV-PAROLE HOLDS	136	SHERIFF-CORONER	240,000	0	0
4200150	ST AID - CHILD SUP ADMIN	134	CHILD SUPPORT SERVICES	1,515,090	1,583,819	1,583,819
			TOTAL:	1,515,090	1,583,819	1,583,819
4200170	STATE AID - OTHER	110	CLERK/RECORDER	14,000	19,000	19,000
		132	DISTRICT ATTORNEY	21,000	15,000	15,000
		136	SHERIFF-CORONER	144,240	177,798	165,558
		139	PROBATION DEPARTMENT	1,243,050	1,308,972	1,308,972
		160	HEALTH AGENCY	473,202	470,669	470,669
		166	BEHAVIORAL HEALTH	197,724	85,000	85,000
		215	FARM ADVISOR	6,025	4,575	4,575
		377	LIBRARY	41,500	0	0
			TOTAL:	2,140,741	2,081,014	2,068,774
4200175	STATE - WELFARE ADMIN.	180	SOCIAL SERVICES ADMINISTRATION	24,941,740	17,684,513	17,684,513
		181	FOSTER CARE-SOCIAL SERVICES	6,411,805	0	0
		182	CALWORKS	1,429,682	0	0
		185	GENERAL ASSISTANCE	321,292	240,300	240,300
			TOTAL:	33,104,519	17,924,813	17,924,813
4200185	STATE AID-PRIOR YEAR	180	SOCIAL SERVICES ADMINISTRATION	100,000	0	0
4200190	STATE AID - ABATEMENT	181	FOSTER CARE-SOCIAL SERVICES	42,731	38,000	38,000
			TOTAL:	42,731	38,000	38,000

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE		DEPARTMENT		2011-12 ADOPTED	2012-13 REQUESTED	2012-13 RECOMMENDED
4200195	ST AID-CS COLL-FOSTR CARE	181	FOSTER CARE-SOCIAL SERVICES	35,362	37,000	37,000
		182	CALWORKS	25,000	18,000	18,000
			TOTAL:	60,362	55,000	55,000
4200200	MEDI-CAL:PATIENTS-ST +FED	160	HEALTH AGENCY	34,725	1,015,630	1,015,630
		166	BEHAVIORAL HEALTH	9,498,665	11,258,799	11,381,475
			TOTAL:	9,533,390	12,274,429	12,397,105
4200210	ST AID-CALIF CHILDRN SRVC	160	HEALTH AGENCY	1,289,988	1,415,698	1,403,355
			TOTAL:	1,289,988	1,415,698	1,403,355
4200215	STATE - HEALTH ADMIN.	138	EMERGENCY SERVICES	106,758	0	0
		160	HEALTH AGENCY	329,757	324,372	324,372
			TOTAL:	436,515	324,372	324,372
4200220	ST AID-EPSDT-MENTAL HEALTH	166	BEHAVIORAL HEALTH	3,852,001	0	0
4200226	ST AID-GAS TAX-UNCLAIMED	141	AGRICULTURAL COMMISSIONER	1,068,427	1,045,956	1,045,956
			TOTAL:	1,068,427	1,045,956	1,045,956
4200230	STATE - HIGHWAY USERS TAX	245	ROADS	8,600,000	9,800,000	9,800,000
			TOTAL:	8,600,000	9,800,000	9,800,000
4200240	STATE AID CONSTRUCTION	245	ROADS	569,700	0	0
4200241	STATE AID - URBAN STATE HWY AC	245	ROADS	0	60,000	60,000
4200242	STATE AID - REGIONAL STATE HWY	245	ROADS	0	485,194	485,194
4200245	TRANS DEV ACT SB 325	245	ROADS	405,600	1,000,000	1,000,000
			TOTAL:	405,600	1,000,000	1,000,000
4200250	ST AID-ISTEA EXCHANGE	245	ROADS	578,060	578,060	578,060
			TOTAL:	578,060	578,060	578,060
4200255	ST AID-PUBLIC SAFETY SRVC	132	DISTRICT ATTORNEY	2,330,820	2,636,787	2,636,787
		136	SHERIFF-CORONER	10,508,262	11,887,284	11,887,284
		139	PROBATION DEPARTMENT	2,738,019	3,097,335	3,097,335
		140	COUNTY FIRE	1,904,159	2,144,613	2,144,613
			TOTAL:	17,481,260	19,766,019	19,766,019
4200270	STATE-MOTOR VEH LIC FEE	101	NON-DEPARTMENTAL REVENUES	0	112,000	112,000
4200275	OTHER STATE IN-LIEU TAXES	101	NON-DEPARTMENTAL REVENUES	800	800	800
			TOTAL:	800	800	800
4200295	ST-10% SBOC VOC REBATE	139	PROBATION DEPARTMENT	8,000	8,000	8,000
			TOTAL:	8,000	8,000	8,000

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE		DEPARTMENT		2011-12 ADOPTED	2012-13 REQUESTED	2012-13 RECOMMENDED
4200305	ST AID - SLESF	139	PROBATION DEPARTMENT	630,297	630,297	630,297
			TOTAL:	630,297	630,297	630,297
4200325	ST AID-INCENIVES	139	PROBATION DEPARTMENT	0	237,000	237,000
4200340	ST AID - MHSA	166	BEHAVIORAL HEALTH	10,566,637	9,933,599	9,997,262
			TOTAL:	10,566,637	9,933,599	9,997,262
4200350	ST RLGN-2011 COURT SECURITY	136	SHERIFF-CORONER	0	3,551,825	3,551,825
4200351	ST RLGN-2011 LOCAL COMM	136	SHERIFF-CORONER	0	2,037,614	2,037,614
		139	PROBATION DEPARTMENT	0	1,184,768	1,184,768
		166	BEHAVIORAL HEALTH	0	644,463	644,463
		184	LAW ENFORCEMENT MED CARE	0	182,250	182,250
			TOTAL:	0	4,049,095	4,049,095
4200354	ST RLGN-2011 HLTH & HUMAN SVCS	166	BEHAVIORAL HEALTH	0	1,230,879	1,230,879
		180	SOCIAL SERVICES ADMINISTRATION	0	6,825,571	6,825,571
		181	FOSTER CARE-SOCIAL SERVICES	0	6,665,904	6,665,904
			TOTAL:	0	14,722,354	14,722,354
4200355	ST RLGN-2011 SLESF	136	SHERIFF-CORONER	0	0	1,062,512
4200356	ST RLGN-2011 CALWORKS MOE	182	CALWORKS	0	5,282,132	5,282,132
4250005	FED AID ENTITLEMNT LAND	101	NON-DEPARTMENTAL REVENUES	1,000,000	1,000,000	1,000,000
			TOTAL:	1,000,000	1,000,000	1,000,000
4250015	FEDERAL - HEALTH ADMIN	160	HEALTH AGENCY	3,507,107	3,396,527	3,378,527
		166	BEHAVIORAL HEALTH	198,720	229,310	229,310
		350	CO MEDICAL SERVICES PROG	49,904	50,524	50,524
			TOTAL:	3,755,731	3,676,361	3,658,361
4250020	FEDERAL AID CONSTRUCTION	245	ROADS	3,502,500	2,813,259	2,813,259
			TOTAL:	3,502,500	2,813,259	2,813,259
4250025	FEDERAL GRAZING FEES	330	WILDLIFE AND GRAZING	3,500	3,500	3,500
			TOTAL:	3,500	3,500	3,500
4250026	FEDERAL AID FOREST RESERVE	245	ROADS	11,500	11,500	11,500
			TOTAL:	11,500	11,500	11,500
4250055	FED AID - REIMB	181	FOSTER CARE-SOCIAL SERVICES	30,000	29,000	29,000
		182	CALWORKS	26,000	20,000	20,000
			TOTAL:	56,000	49,000	49,000
4250061	FED AID - IDEA FUNDS	166	BEHAVIORAL HEALTH	493,186	0	0

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE		DEPARTMENT		2011-12 ADOPTED	2012-13 REQUESTED	2012-13 RECOMMENDED
4250065	FEDERAL FUNDS - CDBG	290	COMMUNITY DEVELOPMENT PROGRAM	1,929,130	1,773,673	1,654,260
			TOTAL:	1,929,130	1,773,673	1,654,260
4250070	FEDERAL FUNDS - HOME	290	COMMUNITY DEVELOPMENT PROGRAM	1,253,283	823,357	823,357
			TOTAL:	1,253,283	823,357	823,357
4250075	FEDERAL FUNDS - ESG	290	COMMUNITY DEVELOPMENT PROGRAM	127,386	163,420	163,420
			TOTAL:	127,386	163,420	163,420
4250080	FEDERAL FUNDS - SNAP	290	COMMUNITY DEVELOPMENT PROGRAM	848,467	958,730	1,065,830
			TOTAL:	848,467	958,730	1,065,830
4250085	FEDERAL AID - SECURITY	138	EMERGENCY SERVICES	10,000	10,000	10,000
			TOTAL:	10,000	10,000	10,000
4250086	FED AID - SCAAP PASS THRU	136	SHERIFF-CORONER	353,990	215,001	225,001
			TOTAL:	353,990	215,001	225,001
4250090	FED AID-DRUG AND ALCOHOL	166	BEHAVIORAL HEALTH	1,555,692	1,555,692	1,555,692
			TOTAL:	1,555,692	1,555,692	1,555,692
4250095	FEDERAL-GRANTS	138	EMERGENCY SERVICES	64,350	61,400	96,150
		139	PROBATION DEPARTMENT	15,982	0	0
		140	COUNTY FIRE	30,000	30,000	30,000
		160	HEALTH AGENCY	1,310,000	1,310,000	1,310,000
		166	BEHAVIORAL HEALTH	1,440,382	1,631,568	1,743,348
			TOTAL:	2,860,714	3,032,968	3,179,498
4250105	FEDERAL AID - OTHER	132	DISTRICT ATTORNEY	207,120	229,546	229,546
		136	SHERIFF-CORONER	85,300	102,200	102,200
		138	EMERGENCY SERVICES	75,725	35,000	35,000
		141	AGRICULTURAL COMMISSIONER	987,254	802,353	802,353
		160	HEALTH AGENCY	39,660	52,072	52,072
			TOTAL:	1,395,059	1,221,171	1,221,171
4250110	FEDERAL - WELFARE ADMIN	139	PROBATION DEPARTMENT	1,642,625	1,349,266	1,349,266
		180	SOCIAL SERVICES ADMINISTRATION	23,929,226	24,841,459	24,841,459
		181	FOSTER CARE-SOCIAL SERVICES	5,438,768	5,794,688	5,794,688
		182	CALWORKS	203,455	7,430,124	7,430,124
			TOTAL:	31,214,074	39,415,537	39,415,537
4250115	FEDERAL AID - ABATEMENT	181	FOSTER CARE-SOCIAL SERVICES	26,000	26,000	26,000
			TOTAL:	26,000	26,000	26,000
4250120	FEDERAL AID-PRIOR YEAR	180	SOCIAL SERVICES ADMINISTRATION	100,000	0	0
4250130	FED AID-PERINTL SETASIDE	166	BEHAVIORAL HEALTH	72,201	72,201	72,201
			TOTAL:	72,201	72,201	72,201

REVENUE TYPE		DEPARTMENT		2011-12 ADOPTED	2012-13 REQUESTED	2012-13 RECOMMENDED
4250136	FED AID - PUBLIC HEALTH SECURI	160	HEALTH AGENCY	815,276	663,597	663,597
			TOTAL:	815,276	663,597	663,597
4250140	FED AID-CHILD SUP ADMIN	134	CHILD SUPPORT SERVICES	2,808,127	3,074,474	3,074,474
			TOTAL:	2,808,127	3,074,474	3,074,474
4250145	FED AID-INCENTIVES	134	CHILD SUPPORT SERVICES	266,347	0	0
4250150	FEDERAL AID FHWA	245	ROADS	0	1,468,513	1,468,513
4250160	FED AID WORKFORCE INVESTMENT A	180	SOCIAL SERVICES ADMINISTRATION	2,368,743	2,672,958	2,672,958
			TOTAL:	2,368,743	2,672,958	2,672,958
4250205	FEDERAL AID-ARRA/PRIME RECIPIE	142	PLANNING & BUILDING DEPARTMENT	161,178	61,925	61,925
			TOTAL:	161,178	61,925	61,925
4250206	FEDERAL AID-ARRA/STATE SUB REC	139	PROBATION DEPARTMENT	235,532	40,000	40,000
			TOTAL:	235,532	40,000	40,000
4300005	OTHER GOVT AGENCY REVENUE	136	SHERIFF-CORONER	35,690	35,690	35,690
		137	ANIMAL SERVICES	905,575	932,743	932,743
		139	PROBATION DEPARTMENT	358,869	358,869	358,869
		160	HEALTH AGENCY	124,000	133,575	133,575
		166	BEHAVIORAL HEALTH	311,720	293,504	293,504
			TOTAL:	1,735,854	1,754,381	1,754,381
4300010	COMBINED FED/ST CALWORKS	182	CALWORKS	12,429,791	0	0
4300015	OTHER GOV'T: RDA PASS THRU	101	NON-DEPARTMENTAL REVENUES	1,600,000	1,600,000	1,100,000
		377	LIBRARY	49,961	49,961	49,961
			TOTAL:	1,649,961	1,649,961	1,149,961
4350100	AFFORDABLE HOUSING FEE TRANSFE	247	PUBLIC FACILITIES FEES	20,000	(700)	(700)
			TOTAL:	20,000	(700)	(700)
4350101	AFFORDABLE HOUSNG IN-LIEU	247	PUBLIC FACILITIES FEES	(20,000)	700	700
			TOTAL:	(20,000)	700	700
4350102	PUB FAC FEE-LIBRARY	247	PUBLIC FACILITIES FEES	97,156	59,300	59,300
			TOTAL:	97,156	59,300	59,300
4350103	PUB FACIL FEE-FIRE	247	PUBLIC FACILITIES FEES	418,286	306,090	306,090
			TOTAL:	418,286	306,090	306,090
4350104	PUB FACIL FEE-PARKS	247	PUBLIC FACILITIES FEES	292,827	131,700	131,700
			TOTAL:	292,827	131,700	131,700
4350105	PUB FACIL FEE-GEN GOVT	247	PUBLIC FACILITIES FEES	139,229	116,800	116,800
			TOTAL:	139,229	116,800	116,800

REVENUE TYPE		DEPARTMENT		2011-12 ADOPTED	2012-13 REQUESTED	2012-13 RECOMMENDED
4350106	APPEAL FEE	142	PLANNING & BUILDING DEPARTMENT	8,883	8,670	8,670
			TOTAL:	8,883	8,670	8,670
4350107	PUB FAC FEE-LAW ENFORCE	247	PUBLIC FACILITIES FEES	72,406	61,852	61,852
			TOTAL:	72,406	61,852	61,852
4350108	ROAD IMPACT FEES	248	ROADS - IMPACT FEES	2,410,000	1,731,500	1,731,500
			TOTAL:	2,410,000	1,731,500	1,731,500
4350109	AFFORDABLE HOUSING IMPACT FEE	142	PLANNING & BUILDING DEPARTMENT	1,500	1,500	1,500
			TOTAL:	1,500	1,500	1,500
4350209	REVENUE TRANSFER FROM TRUST FU	106	CONTRIBUTIONS TO OTHER AGENCIE	90,000	0	0
		136	SHERIFF-CORONER	69,468	0	0
			TOTAL:	159,468	0	0
4350235	BILLINGS OH-OUTSIDE AGENCIES	102	NON-DEPTL-OTHR FINCNG USE	30,715	40,277	40,277
			TOTAL:	30,715	40,277	40,277
4350245	OTHER BILLINGS TO COURTS	113	GENERAL SERVICES	568,788	407,429	407,429
		114	INFORMATION TECHNOLOGY DEPARTM	813,209	524,498	524,498
		305	PARKS	0	6,191	6,191
			TOTAL:	1,381,997	938,118	938,118
4350250	SHERIFF BLNGS - COURT SECUR	136	SHERIFF-CORONER	3,570,750	0	0
4350255	BILLINGS TO OUTSIDE AGENCIES	107	AUDITOR-CONTROLLER	300	2,400	2,400
		110	CLERK/RECORDER	9,770	3,600	3,600
		112	HUMAN RESOURCES	49,025	49,025	49,025
		132	DISTRICT ATTORNEY	67,926	8,000	8,000
		166	BEHAVIORAL HEALTH	80,000	742,877	742,877
		305	PARKS	35,000	39,352	39,352
			TOTAL:	242,021	845,254	845,254
4350260	FEES-YOUNG ADULTS PROGRAM	375	DRIVING UNDER THE INFLUENCE	80,977	67,804	67,804
			TOTAL:	80,977	67,804	67,804
4350265	ROAD TRANSVERSE CUT FEE	245	ROADS	1,500	0	0
4350266	ROAD LONGITUDE CUT FEE	245	ROADS	2,000	0	0
4350285	EXTD FIRST OFFENDER FEES	375	DRIVING UNDER THE INFLUENCE	178,065	214,559	214,559
			TOTAL:	178,065	214,559	214,559
4350295	PREAPPLICATION PROCESS	142	PLANNING & BUILDING DEPARTMENT	19,152	22,614	22,614
		201	PUBLIC WORKS SPECIAL SERVICES	3,486	4,554	4,554
			TOTAL:	22,638	27,168	27,168

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE		DEPARTMENT		2011-12 ADOPTED	2012-13 REQUESTED	2012-13 RECOMMENDED
4350305	FLOOD HAZARD PROPERTY REPORTS	201	PUBLIC WORKS SPECIAL SERVICES	722	746	746
			TOTAL:	722	746	746
4350310	FIRE SUPPRESSION/COST REI	140	COUNTY FIRE	200,000	200,000	200,000
			TOTAL:	200,000	200,000	200,000
4350315	AMBULANCE REIMBURSEMENT	101	NON-DEPARTMENTAL REVENUES	40,000	40,000	40,000
		140	COUNTY FIRE	135,000	135,000	135,000
			TOTAL:	175,000	175,000	175,000
4350320	INMATE ASSISTANCE REIMBRS	136	SHERIFF-CORONER	1,000	800	800
			TOTAL:	1,000	800	800
4350330	PUBLIC EDUCATION GOV'T ACCESS	266	COUNTYWIDE AUTOMATION REPLACEM	0	0	20,000
4350335	MONITORING FEE-PC1203.1B	139	PROBATION DEPARTMENT	132,995	132,995	132,995
			TOTAL:	132,995	132,995	132,995
4350340	JUVENILE INFORMAL SUPERVISION	136	SHERIFF-CORONER	58,000	58,000	58,000
			TOTAL:	58,000	58,000	58,000
4350350	MITIGATION FEE-AIR	142	PLANNING & BUILDING DEPARTMENT	240	400	400
			TOTAL:	240	400	400
4350365	CHANGE OF PLEA	139	PROBATION DEPARTMENT	800	400	400
			TOTAL:	800	400	400
4350370	PROBA MGMNT FEE-ADULTS	139	PROBATION DEPARTMENT	7,834	7,834	7,834
			TOTAL:	7,834	7,834	7,834
4350380	SENTENCING REPORT FEE	139	PROBATION DEPARTMENT	43,719	43,719	43,719
			TOTAL:	43,719	43,719	43,719
4350385	RESTITN COLL FEE-PC1203.1	139	PROBATION DEPARTMENT	121,542	65,000	65,000
			TOTAL:	121,542	65,000	65,000
4350390	RECORD SEALING FEE	139	PROBATION DEPARTMENT	824	824	824
			TOTAL:	824	824	824
4350395	RED INSTALLMENT PLAN FEE	108	TREAS-TAX COLL-PUBLIC ADM	5,050	7,080	7,080
			TOTAL:	5,050	7,080	7,080
4350400	ADMINISTRATIVE SERVICES	107	AUDITOR-CONTROLLER	213,432	236,792	236,792
		108	TREAS-TAX COLL-PUBLIC ADM	926,169	970,120	967,597
		132	DISTRICT ATTORNEY	115,000	83,000	83,000
		137	ANIMAL SERVICES	1,865	1,865	1,865
		139	PROBATION DEPARTMENT	850,533	681,822	681,822
		142	PLANNING & BUILDING DEPARTMENT	300,000	355,000	355,000
			TOTAL:	2,406,999	2,328,599	2,326,076

REVENUE TYPE		DEPARTMENT		2011-12 ADOPTED	2012-13 REQUESTED	2012-13 RECOMMENDED
4350402	ADMIN FEE-SLO CTBID	108	TREAS-TAX COLL-PUBLIC ADM	26,416	26,416	26,416
			TOTAL:	26,416	26,416	26,416
4350404	ADMIN FEE - GC 29412	107	AUDITOR-CONTROLLER	44,200	43,000	43,000
			TOTAL:	44,200	43,000	43,000
4350405	SPECIAL ASSESSMENT FEES	107	AUDITOR-CONTROLLER	143,640	143,200	143,200
			TOTAL:	143,640	143,200	143,200
4350410	ASSESSMNT APPORTNMNT FEES	201	PUBLIC WORKS SPECIAL SERVICES	1,389	300	300
			TOTAL:	1,389	300	300
4350415	PROP.REDEMPT.SEARCH FEES	108	TREAS-TAX COLL-PUBLIC ADM	26,240	13,940	13,940
			TOTAL:	26,240	13,940	13,940
4350430	ELECTION SERVICES	110	CLERK/RECORDER	31,000	445,000	445,000
			TOTAL:	31,000	445,000	445,000
4350435	DEFERRED ENTRY OF JUDGMENT	132	DISTRICT ATTORNEY	62,000	46,000	46,000
		166	BEHAVIORAL HEALTH	79,000	65,000	65,000
			TOTAL:	141,000	111,000	111,000
4350441	SEGREGATIONS FEE	108	TREAS-TAX COLL-PUBLIC ADM	152	152	152
			TOTAL:	152	152	152
4350445	DMV DELINQUENT VESSEL FEE	108	TREAS-TAX COLL-PUBLIC ADM	1,050	1,118	1,118
			TOTAL:	1,050	1,118	1,118
4350450	UNSEC DELINQUENT COLL FEE	108	TREAS-TAX COLL-PUBLIC ADM	19,825	22,355	22,355
			TOTAL:	19,825	22,355	22,355
4350457	PUBLIC DEFENDER REIMBURSEMENT	135	PUBLIC DEFENDER	330,000	100,000	100,000
		139	PROBATION DEPARTMENT	298,526	278,912	278,912
			TOTAL:	628,526	378,912	378,912
4350460	LEGAL SERVICES	111	COUNTY COUNSEL	30,000	30,000	30,000
			TOTAL:	30,000	30,000	30,000
4350465	INVOLUNTARY LIEN NOTICES	110	CLERK/RECORDER	10,000	14,000	14,000
			TOTAL:	10,000	14,000	14,000
4350475	PROCESSING FEES	139	PROBATION DEPARTMENT	73,212	73,212	73,212
			TOTAL:	73,212	73,212	73,212
4350480	ENVIRONMNTL ASSESSMT FEES	142	PLANNING & BUILDING DEPARTMENT	237,147	158,286	110,496
			TOTAL:	237,147	158,286	110,496
4350485	LAFCO PROCESSING FEES	142	PLANNING & BUILDING DEPARTMENT	1,877	1,877	1,877
			TOTAL:	1,877	1,877	1,877

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE		DEPARTMENT		2011-12 ADOPTED	2012-13 REQUESTED	2012-13 RECOMMENDED
4350490	PUBLICATION FEES	142	PLANNING & BUILDING DEPARTMENT	322	0	0
4350495	PLANNING/ENGINEERING SVCS	245	ROADS	5,000	3,500	3,500
			TOTAL:	5,000	3,500	3,500
4350500	ROAD PERMIT FEES	245	ROADS	10,000	10,000	10,000
			TOTAL:	10,000	10,000	10,000
4350505	FILING FEES-CORNER RECORD	201	PUBLIC WORKS SPECIAL SERVICES	2,302	1,966	1,966
			TOTAL:	2,302	1,966	1,966
4350515	ALLOCATION ADMIN FEE	142	PLANNING & BUILDING DEPARTMENT	11,750	6,580	6,580
			TOTAL:	11,750	6,580	6,580
4350520	ITD BILL OUTSIDE AGENCIES	114	INFORMATION TECHNOLOGY DEPARTM	59,409	50,671	50,671
			TOTAL:	59,409	50,671	50,671
4350525	ITD BILL OUTSIDE AGENCIES COMM	114	INFORMATION TECHNOLOGY DEPARTM	17,298	5,692	5,692
			TOTAL:	17,298	5,692	5,692
4350530	FIRE PROTECTION SERVICES	140	COUNTY FIRE	1,941,838	2,527,692	1,827,704
			TOTAL:	1,941,838	2,527,692	1,827,704
4350540	AGRICULTURAL SERVICES	141	AGRICULTURAL COMMISSIONER	166,400	150,200	150,200
			TOTAL:	166,400	150,200	150,200
4350550	HOME DETENTION PROGRAM	136	SHERIFF-CORONER	312,000	412,000	412,000
			TOTAL:	312,000	412,000	412,000
4350555	STANDARDIZATION INSPECTS	141	AGRICULTURAL COMMISSIONER	6,650	6,825	6,825
			TOTAL:	6,650	6,825	6,825
4350560	ALTERNATIVE WORK PROG REV	136	SHERIFF-CORONER	90,000	90,000	90,000
			TOTAL:	90,000	90,000	90,000
4350570	CIVIL PROCESS SERVICE	136	SHERIFF-CORONER	118,000	97,500	97,500
			TOTAL:	118,000	97,500	97,500
4350580	REIMB JUV COURT PROF FEES	135	PUBLIC DEFENDER	27,000	40,000	40,000
			TOTAL:	27,000	40,000	40,000
4350581	ESTATE FEES	108	TREAS-TAX COLL-PUBLIC ADM	9,675	16,793	16,793
			TOTAL:	9,675	16,793	16,793
4350585	CONSERVATORSHIP FEES	111	COUNTY COUNSEL	5,000	2,500	2,500
		160	HEALTH AGENCY	140,000	110,000	110,000
			TOTAL:	145,000	112,500	112,500

REVENUE TYPE		DEPARTMENT		2011-12 ADOPTED	2012-13 REQUESTED	2012-13 RECOMMENDED
4350590	REPRESENTATIVE PAYEE FEES	160	HEALTH AGENCY	31,080	37,392	37,392
			TOTAL:	31,080	37,392	37,392
4350595	HUMANE SERVICES	137	ANIMAL SERVICES	17,327	10,035	10,035
			TOTAL:	17,327	10,035	10,035
4350600	IMPOUND FEES	137	ANIMAL SERVICES	45,274	44,259	44,259
			TOTAL:	45,274	44,259	44,259
4350605	BOARDING FEES	137	ANIMAL SERVICES	101,180	85,385	85,385
			TOTAL:	101,180	85,385	85,385
4350610	ANIMAL PLACEMENT	137	ANIMAL SERVICES	225,260	212,880	212,880
			TOTAL:	225,260	212,880	212,880
4350616	LAW ENFORCEMENT SERVICES	136	SHERIFF-CORONER	55,000	65,000	65,000
			TOTAL:	55,000	65,000	65,000
4350620	BOOKING FEES (SB 2557)	136	SHERIFF-CORONER	328,544	456,312	456,312
			TOTAL:	328,544	456,312	456,312
4350625	RECORDER'S SPECL PROJECTS	110	CLERK/RECORDER	718,983	458,362	458,362
			TOTAL:	718,983	458,362	458,362
4350630	RECORDG FEE-MICROGRAPHICS	110	CLERK/RECORDER	39,110	89,973	89,973
			TOTAL:	39,110	89,973	89,973
4350632	Rec Fees-Real Estate Fraud GC	110	CLERK/RECORDER	7,000	7,000	7,000
		132	DISTRICT ATTORNEY	176,000	176,000	176,000
			TOTAL:	183,000	183,000	183,000
4350633	RECORDING FEES-SSN REDACTION	110	CLERK/RECORDER	0	34,510	34,510
4350635	RECORDING FEES	110	CLERK/RECORDER	1,100,000	1,060,000	1,060,000
		143	COURT OPERATIONS	225,000	220,000	220,000
		160	HEALTH AGENCY	137,079	161,000	161,000
		201	PUBLIC WORKS SPECIAL SERVICES	0	1,066	1,066
			TOTAL:	1,462,079	1,442,066	1,442,066
4350640	RECORDING FEES-VHS	110	CLERK/RECORDER	13,466	6,450	6,450
			TOTAL:	13,466	6,450	6,450
4350641	CIVIL SPECIAL FEE GC26746	136	SHERIFF-CORONER	66,692	208,200	208,200
			TOTAL:	66,692	208,200	208,200
4350650	DEVELOPMENT FEE- ADMIN	142	PLANNING & BUILDING DEPARTMENT	29,000	25,000	25,000
		305	PARKS	742	3,000	3,000
			TOTAL:	29,742	28,000	28,000

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE		DEPARTMENT		2011-12 ADOPTED	2012-13 REQUESTED	2012-13 RECOMMENDED
4350655	SEPARATE TAX BILL COSTS	101	NON-DEPARTMENTAL REVENUES	82,000	80,000	80,000
			TOTAL:	82,000	80,000	80,000
4350660	ENCROACHMENT PERMIT FEES	245	ROADS	98,106	92,000	92,000
			TOTAL:	98,106	92,000	92,000
4350665	ROAD ABANDONMENT FEE	142	PLANNING & BUILDING DEPARTMENT	26,613	27,090	27,090
			TOTAL:	26,613	27,090	27,090
4350675	CURB & GUTTER WAIVERS	142	PLANNING & BUILDING DEPARTMENT	2,253	1,150	1,150
			TOTAL:	2,253	1,150	1,150
4350676	CURB & GUTTER PERMIT WITH DESI	245	ROADS	8,000	5,000	5,000
			TOTAL:	8,000	5,000	5,000
4350677	CURB & GUTTER PERMIT W/O DESIG	245	ROADS	18,000	17,000	17,000
			TOTAL:	18,000	17,000	17,000
4350690	MEDICAL RECORDS FEE	166	BEHAVIORAL HEALTH	12,000	12,000	12,000
			TOTAL:	12,000	12,000	12,000
4350705	NURSING FEES	160	HEALTH AGENCY	317,500	273,000	273,000
			TOTAL:	317,500	273,000	273,000
4350715	LABORATORY SERVICES	160	HEALTH AGENCY	1,226,980	207,611	204,211
			TOTAL:	1,226,980	207,611	204,211
4350720	SUPPLEMENTAL ROLL-5% ADMN	101	NON-DEPARTMENTAL REVENUES	200,000	120,000	120,000
			TOTAL:	200,000	120,000	120,000
4350725	MENTAL HEALTH SVCS-MEDICARE	166	BEHAVIORAL HEALTH	168,000	168,000	168,000
			TOTAL:	168,000	168,000	168,000
4350730	SECOND CHANCE CHARGES-ALC	375	DRIVING UNDER THE INFLUENCE	628,467	626,660	626,660
			TOTAL:	628,467	626,660	626,660
4350735	ALCOHOLISM SERVICES	166	BEHAVIORAL HEALTH	112,500	103,000	103,000
			TOTAL:	112,500	103,000	103,000
4350740	COBRA MED INS ADMIN FEE	107	AUDITOR-CONTROLLER	800	800	800
			TOTAL:	800	800	800
4350745	ENVIRONMENTAL HEALTH SERVICES	160	HEALTH AGENCY	1,881,100	2,051,000	2,051,000
			TOTAL:	1,881,100	2,051,000	2,051,000
4350760	INST CARE/SV-MEDICALSB855	166	BEHAVIORAL HEALTH	42,863	42,863	42,863
			TOTAL:	42,863	42,863	42,863

REVENUE TYPE		DEPARTMENT		2011-12 ADOPTED	2012-13 REQUESTED	2012-13 RECOMMENDED
4350765	MEDICAL REMB SERV/PAT CAR	160	HEALTH AGENCY	718,404	739,800	739,800
			TOTAL:	718,404	739,800	739,800
4350770	CUTS & COMBINATN REQUESTS	109	ASSESSOR	2,500	5,000	5,000
			TOTAL:	2,500	5,000	5,000
4350775	ADOPTION FEES	180	SOCIAL SERVICES ADMINISTRATION	2,560	2,560	2,560
			TOTAL:	2,560	2,560	2,560
4350785	CALIF CHILDREN SERVICES	160	HEALTH AGENCY	500	1,600	1,600
			TOTAL:	500	1,600	1,600
4350790	INST.CARE-JUVENILE HALL	139	PROBATION DEPARTMENT	18,557	18,557	18,557
			TOTAL:	18,557	18,557	18,557
4350795	MENTAL HLTH SVCS-INSURANCE	166	BEHAVIORAL HEALTH	200,000	200,000	200,000
			TOTAL:	200,000	200,000	200,000
4350805	LOST-DAMAGED MATERIALS	377	LIBRARY	12,000	13,000	13,000
			TOTAL:	12,000	13,000	13,000
4350810	LIBRARY SERVICES	377	LIBRARY	210,000	234,000	234,000
			TOTAL:	210,000	234,000	234,000
4350815	FIRST OFFENDER FEES	375	DRIVING UNDER THE INFLUENCE	477,296	433,303	433,303
			TOTAL:	477,296	433,303	433,303
4350820	WASTE TIPPING FEES-AB 939	107	AUDITOR-CONTROLLER	14,736	14,736	14,736
			TOTAL:	14,736	14,736	14,736
4350835	COPYING FEES	132	DISTRICT ATTORNEY	12,000	12,000	12,000
		377	LIBRARY	17,000	16,500	16,500
			TOTAL:	29,000	28,500	28,500
4350840	LIBRARY REQUEST FEES	377	LIBRARY	62,000	83,000	83,000
			TOTAL:	62,000	83,000	83,000
4350860	CAMPING FEES	305	PARKS	2,627,455	2,641,008	2,641,008
			TOTAL:	2,627,455	2,641,008	2,641,008
4350865	DAILY PASSES	305	PARKS	338,835	381,881	381,881
			TOTAL:	338,835	381,881	381,881
4350870	GROUP ENTRANCE FEES	305	PARKS	198,433	199,192	199,192
			TOTAL:	198,433	199,192	199,192
4350875	SEASON PASSES	305	PARKS	149,145	155,682	155,682
			TOTAL:	149,145	155,682	155,682

REVENUE TYPE		DEPARTMENT		2011-12 ADOPTED	2012-13 REQUESTED	2012-13 RECOMMENDED
4350880	SEASON BOAT LICENSES	305	PARKS	85,001	84,790	84,790
			TOTAL:	85,001	84,790	84,790
4350885	DAILY BOAT PASSES	305	PARKS	109,620	104,569	104,569
			TOTAL:	109,620	104,569	104,569
4350890	INCOME FROM CONCESSIONS	113	GENERAL SERVICES	7,200	7,000	7,000
		305	PARKS	94,191	86,676	86,676
			TOTAL:	101,391	93,676	93,676
4350895	SWIMMING POOL FEES	305	PARKS	67,746	56,000	56,000
			TOTAL:	67,746	56,000	56,000
4350905	DOG/DAY USE	305	PARKS	55,143	63,737	63,737
			TOTAL:	55,143	63,737	63,737
4350910	SHOWERS/LOCKERS	305	PARKS	51,375	51,938	51,938
			TOTAL:	51,375	51,938	51,938
4350920	MOBL HOME DUP TX CLEARNCE	108	TREAS-TAX COLL-PUBLIC ADM	150	42	42
			TOTAL:	150	42	42
4350935	OTHER CLERK FEES	110	CLERK/RECORDER	460,000	503,300	503,300
			TOTAL:	460,000	503,300	503,300
4350950	MISCELLANEOUS FEES	108	TREAS-TAX COLL-PUBLIC ADM	0	3,360	3,360
		109	ASSESSOR	0	3,500	3,500
		130	WASTE MANAGEMNT	26,036	26,036	26,036
		142	PLANNING & BUILDING DEPARTMENT	49,602	55,284	55,284
		160	HEALTH AGENCY	155,000	126,000	126,000
			TOTAL:	230,638	214,180	214,180
4350953	COMM ACKNOWLEDGEMENT FORM FEE	201	PUBLIC WORKS SPECIAL SERVICES	0	3,434	3,434
4350960	MONUMENTATION FEES	201	PUBLIC WORKS SPECIAL SERVICES	149,774	144,535	144,535
			TOTAL:	149,774	144,535	144,535
4350965	BLDG PRMT REVIEW-DRAINAGE	201	PUBLIC WORKS SPECIAL SERVICES	45,869	38,939	38,939
			TOTAL:	45,869	38,939	38,939
4350966	BLDG PRMT REVIEW-FLD HZD	201	PUBLIC WORKS SPECIAL SERVICES	18,812	4,342	4,342
			TOTAL:	18,812	4,342	4,342
4350970	RECREATIONAL PROGRAMS	305	PARKS	14,918	15,216	15,216
			TOTAL:	14,918	15,216	15,216
4350971	SKATE PARK FEES	305	PARKS	6,179	4,930	4,930
			TOTAL:	6,179	4,930	4,930

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE		DEPARTMENT		2011-12 ADOPTED	2012-13 REQUESTED	2012-13 RECOMMENDED
4350980	OTHER RECREATIONAL FEES	305	PARKS	34,514	35,895	35,895
			TOTAL:	34,514	35,895	35,895
4350990	DEVELOPMENT PLAN INSPECTN	201	PUBLIC WORKS SPECIAL SERVICES	32,090	29,744	29,744
			TOTAL:	32,090	29,744	29,744
4350995	PAR MAP CHECKING THRU T/A	201	PUBLIC WORKS SPECIAL SERVICES	55,821	14,896	14,896
			TOTAL:	55,821	14,896	14,896
4351000	TR MAP CHECKING THRU T/A	201	PUBLIC WORKS SPECIAL SERVICES	2,845	0	0
4351005	RECORDS OF SURVEY FEES	201	PUBLIC WORKS SPECIAL SERVICES	28,892	26,877	26,877
			TOTAL:	28,892	26,877	26,877
4351010	OTHER SERVICE CHARGES	109	ASSESSOR	0	4,000	4,000
		142	PLANNING & BUILDING DEPARTMENT	3,640	1,040	1,040
			TOTAL:	3,640	5,040	5,040
4351040	MENTAL HLTH SVCS-SELF PAY	166	BEHAVIORAL HEALTH	20,000	20,000	20,000
			TOTAL:	20,000	20,000	20,000
4351045	PROGRAM REV - CHILD&FAMILIES	160	HEALTH AGENCY	247,854	209,641	209,641
			TOTAL:	247,854	209,641	209,641
4351055	BOOK,PAMPHLT,BROCHR SALES	107	AUDITOR-CONTROLLER	200	200	200
		142	PLANNING & BUILDING DEPARTMENT	2,000	1,500	1,500
			TOTAL:	2,200	1,700	1,700
4351060	MAP SALES	109	ASSESSOR	500	500	500
		201	PUBLIC WORKS SPECIAL SERVICES	2,194	74	74
			TOTAL:	2,694	574	574
4351065	PUB INFO SALE-COMP FILES	104	ADMINISTRATIVE OFFICE	124	124	124
		109	ASSESSOR	20,000	15,000	15,000
			TOTAL:	20,124	15,124	15,124
4351070	PM INSPECT-IMP PLANS P11E	201	PUBLIC WORKS SPECIAL SERVICES	54,651	106,189	106,189
			TOTAL:	54,651	106,189	106,189
4351075	TM INSPECT-IMP PLANS P11D	201	PUBLIC WORKS SPECIAL SERVICES	132,601	116,131	116,131
			TOTAL:	132,601	116,131	116,131
4351080	TOBACCO SETTLEMENT	166	BEHAVIORAL HEALTH	89,185	85,488	0
			TOTAL:	89,185	85,488	0
4351095	LOT LINE ADJUST APPLICATION	201	PUBLIC WORKS SPECIAL SERVICES	5,304	8,003	8,003
			TOTAL:	5,304	8,003	8,003

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE		DEPARTMENT		2011-12 ADOPTED	2012-13 REQUESTED	2012-13 RECOMMENDED
4351100	COND USE PMT/DEV PLAN APP	201	PUBLIC WORKS SPECIAL SERVICES	21,753	34,179	34,179
			TOTAL:	21,753	34,179	34,179
4351105	CERT COMPLIANCE APP	201	PUBLIC WORKS SPECIAL SERVICES	3,076	0	0
4351110	CERT OF CORRECTION	201	PUBLIC WORKS SPECIAL SERVICES	1,593	237	237
			TOTAL:	1,593	237	237
4351120	CERT COMPLIANCE-NON LLA	201	PUBLIC WORKS SPECIAL SERVICES	0	902	902
4351125	LOT LINE ADJUST CHECKING	201	PUBLIC WORKS SPECIAL SERVICES	4,653	10,583	10,583
			TOTAL:	4,653	10,583	10,583
4351130	ANNEXATION MAP REVIEW	201	PUBLIC WORKS SPECIAL SERVICES	0	1,074	1,074
4352240	SB2557 PROPERTY TAX ADMIN FEE	101	NON-DEPARTMENTAL REVENUES	1,972,944	2,000,000	2,000,000
			TOTAL:	1,972,944	2,000,000	2,000,000
4352255	BULK TRANSFER FEE	108	TREAS-TAX COLL-PUBLIC ADM	1,150	792	792
			TOTAL:	1,150	792	792
4352260	SUBDIVISION/PARCEL TRACT MAP	108	TREAS-TAX COLL-PUBLIC ADM	4,453	2,706	2,706
			TOTAL:	4,453	2,706	2,706
4352265	WET & RECKLESS	375	DRIVING UNDER THE INFLUENCE	44,402	27,580	27,580
			TOTAL:	44,402	27,580	27,580
4400020	WATER SALES FOR RESALE	201	PUBLIC WORKS SPECIAL SERVICES	100,869	101,058	101,058
			TOTAL:	100,869	101,058	101,058
4550000	OTHER REVENUE	101	NON-DEPARTMENTAL REVENUES	4,000	10,000	10,000
		107	AUDITOR-CONTROLLER	3,300	3,300	3,300
		108	TREAS-TAX COLL-PUBLIC ADM	5,950	5,950	5,950
		113	GENERAL SERVICES	0	11,053	11,053
		132	DISTRICT ATTORNEY	81,000	40,000	40,000
		134	CHILD SUPPORT SERVICES	139,928	0	0
		136	SHERIFF-CORONER	6,000	5,000	5,000
		139	PROBATION DEPARTMENT	8,575	8,575	8,575
		141	AGRICULTURAL COMMISSIONER	2,500	2,500	2,500
		142	PLANNING & BUILDING DEPARTMENT	3,000	4,200	4,200
		160	HEALTH AGENCY	86,169	108,344	108,488
		180	SOCIAL SERVICES ADMINISTRATION	380	0	0
		201	PUBLIC WORKS SPECIAL SERVICES	0	949	949
		377	LIBRARY	15,000	16,000	16,000
			TOTAL:	355,802	215,871	216,015
4550010	SEMINAR/CONF/WORKSHOP FEE	140	COUNTY FIRE	95,000	95,000	95,000
			TOTAL:	95,000	95,000	95,000

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE		DEPARTMENT		2011-12 ADOPTED	2012-13 REQUESTED	2012-13 RECOMMENDED
4550011	SETTLEMENTS-ENVIRONMENTAL	132	DISTRICT ATTORNEY	214,000	150,000	150,000
			TOTAL:	214,000	150,000	150,000
4550030	REIMBURSEMENTS-ASSISTANCE	180	SOCIAL SERVICES ADMINISTRATION	500	0	0
		181	FOSTER CARE-SOCIAL SERVICES	141,081	120,000	120,000
		182	CALWORKS	60,000	20,000	20,000
		185	GENERAL ASSISTANCE	372,302	190,000	190,000
			TOTAL:	573,883	330,000	330,000
4550045	REFUNDS/EXCISE TAX	180	SOCIAL SERVICES ADMINISTRATION	100	0	0
4550050	TAX DEPT RETRND CHECK FEE	108	TREAS-TAX COLL-PUBLIC ADM	6,000	4,125	4,125
			TOTAL:	6,000	4,125	4,125
4550055	SALE OF FIXED ASSETS	113	GENERAL SERVICES	20,000	21,641	21,641
			TOTAL:	20,000	21,641	21,641
4550062	ADV COSTS TX DEEDED PROP	108	TREAS-TAX COLL-PUBLIC ADM	1,920	1,020	1,020
			TOTAL:	1,920	1,020	1,020
4550065	OTHER REIMBURSEMENTS	113	GENERAL SERVICES	59,337	56,705	56,705
		136	SHERIFF-CORONER	1,200	1,800	1,800
		166	BEHAVIORAL HEALTH	74,000	63,804	63,804
		180	SOCIAL SERVICES ADMINISTRATION	11,940	9,248	9,248
		181	FOSTER CARE-SOCIAL SERVICES	44,023	44,023	44,023
		201	PUBLIC WORKS SPECIAL SERVICES	4,654	4,654	4,654
		305	PARKS	0	3,000	3,000
			TOTAL:	195,154	183,234	183,234
4550070	EMPLOYEE REIMBURSEMENTS	138	EMERGENCY SERVICES	250	250	250
			TOTAL:	250	250	250
4550075	EMPL MEALS/IN-HOUSE FOOD	136	SHERIFF-CORONER	3,200	2,300	2,300
			TOTAL:	3,200	2,300	2,300
4550080	OTHER SALES	113	GENERAL SERVICES	7,000	6,675	6,675
			TOTAL:	7,000	6,675	6,675
4550085	NUISANCE ABATEMENT	142	PLANNING & BUILDING DEPARTMENT	33,130	33,145	33,145
			TOTAL:	33,130	33,145	33,145
4550090	SERVICE CHGE RETRND CHKS	108	TREAS-TAX COLL-PUBLIC ADM	7,960	6,013	6,013
			TOTAL:	7,960	6,013	6,013
4550100	1915 BOND ACT ASSESSMENT	107	AUDITOR-CONTROLLER	27,000	30,000	30,000
			TOTAL:	27,000	30,000	30,000
4550120	CONTRIBUTIONS - NON GOVTL	137	ANIMAL SERVICES	10,400	10,400	10,400
		166	BEHAVIORAL HEALTH	4,500	4,500	4,500
		183	MEDICAL ASSISTANCE PROG	81,063	81,063	81,063

REVENUE TYPE		DEPARTMENT		2011-12 ADOPTED	2012-13 REQUESTED	2012-13 RECOMMENDED
4550120	(Continued)	305	PARKS	0	35,000	35,000
			TOTAL:	95,963	130,963	130,963
4550125	GRANTS: NON-GOVERNMENTAL	142	PLANNING & BUILDING DEPARTMENT	57,250	53,211	166,000
		160	HEALTH AGENCY	130,000	124,260	124,260
			TOTAL:	187,250	177,471	290,260
4550140	COUNTY CONTRIBUTIONS	392	PENSION OBLIGATION BOND DSF	8,062,000	8,293,800	8,293,800
			TOTAL:	8,062,000	8,293,800	8,293,800
4550160	CASH OVERAGES	108	TREAS-TAX COLL-PUBLIC ADM	2,300	2,300	2,300
			TOTAL:	2,300	2,300	2,300
4550170	SETTLEMNTS,DAMAGES,&REST.	112	HUMAN RESOURCES	100,000	100,000	100,000
			TOTAL:	100,000	100,000	100,000
4550200	INVOICE VARIANCES	101	NON-DEPARTMENTAL REVENUES	5	5	5
		113	GENERAL SERVICES	0	1,275	1,275
			TOTAL:	5	1,280	1,280
4550210	TOBACCO SETTLEMENT	106	CONTRIBUTIONS TO OTHER AGENCIE	361,481	346,500	346,500
		136	SHERIFF-CORONER	120,494	115,500	115,500
		160	HEALTH AGENCY	379,487	363,760	363,760
		166	BEHAVIORAL HEALTH	760,364	728,851	814,339
		350	CO MEDICAL SERVICES PROG	698,864	669,900	669,900
			TOTAL:	2,320,690	2,224,511	2,309,999
4900010	IFR-ADMIN DEPT SUPPORT	114	INFORMATION TECHNOLOGY DEPARTM	12,500	9,500	9,500
			TOTAL:	12,500	9,500	9,500
4900080	IFR-INT SETT-ITD NETWORK SVCS	114	INFORMATION TECHNOLOGY DEPARTM	254,299	283,747	283,747
			TOTAL:	254,299	283,747	283,747
4900100	IFR-INT SETT-GEN SRVS S/S BILL	113	GENERAL SERVICES	1,161,418	896,922	896,922
		305	PARKS	0	292,687	0
			TOTAL:	1,161,418	1,189,609	896,922
4900110	IFR-INT SETT-HEALTH BILLINGS	160	HEALTH AGENCY	75,969	74,502	74,502
		350	CO MEDICAL SERVICES PROG	0	74,819	74,819
			TOTAL:	75,969	149,321	149,321
4900140	IFR-INT SETT-ITD ENTERPRISE SV	114	INFORMATION TECHNOLOGY DEPARTM	417,882	521,224	521,224
			TOTAL:	417,882	521,224	521,224
4900170	IFR-INT SETT-DRUG & ALCOHOL	166	BEHAVIORAL HEALTH	136,349	119,534	119,534
			TOTAL:	136,349	119,534	119,534
4900190	IFR-INT SETT-ITD DPTMTL SVCS	114	INFORMATION TECHNOLOGY DEPARTM	99,711	183,845	298,458
			TOTAL:	99,711	183,845	298,458

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE		DEPARTMENT		2011-12 ADOPTED	2012-13 REQUESTED	2012-13 RECOMMENDED
4900200	IFR-INT SETT-ITD RADIO COMM	114	INFORMATION TECHNOLOGY DEPARTM	35,188	16,812	16,812
			TOTAL:	35,188	16,812	16,812
4900220	IFR-INT SETT-SHERIFF SUPPORT	136	SHERIFF-CORONER	543,070	542,707	542,707
			TOTAL:	543,070	542,707	542,707
4900250	IFR-INT SETT-MENTAL HEALTH	166	BEHAVIORAL HEALTH	428,899	358,632	403,481
			TOTAL:	428,899	358,632	403,481
4900260	IFR-INT SETT-PARKS BILLINGS	305	PARKS	134,067	0	292,687
			TOTAL:	134,067	0	292,687
4901000	IFR-OVERHEAD-OH ALLOCATIONS	113	GENERAL SERVICES	271,255	376,761	376,761
			TOTAL:	271,255	376,761	376,761
4901020	IFR-OVERHEAD-AGR	305	PARKS	4,781	5,068	5,068
			TOTAL:	4,781	5,068	5,068
4902010	IFR-MANUAL COST ALLOC-ITD VOIC	114	INFORMATION TECHNOLOGY DEPARTM	166,847	151,579	151,579
			TOTAL:	166,847	151,579	151,579
4902030	IFR-MANUAL COST ALLOC-POSTAGE	113	GENERAL SERVICES	70,405	49,512	49,512
			TOTAL:	70,405	49,512	49,512
4902055	IFR-JE CAPITAL ASSETS FUNDING	245	ROADS	248,995	0	0
4903010	IFR-IAA-LABOR-REG	113	GENERAL SERVICES	330,701	429,796	429,796
		305	PARKS	35,000	35,500	35,500
			TOTAL:	365,701	465,296	465,296
4904000	IFR-IS-W/O SETTLEMENT	113	GENERAL SERVICES	4,603	0	0
4909000	IFR-JOURNAL ENTRY ALLOCATIONS	141	AGRICULTURAL COMMISSIONER	1,000	1,700	1,700
			TOTAL:	1,000	1,700	1,700
4909001	IFR-JE-ADMIN OFFICE	104	ADMINISTRATIVE OFFICE	29,085	29,112	29,112
		106	CONTRIBUTIONS TO OTHER AGENCIE	36,000	0	36,000
			TOTAL:	65,085	29,112	65,112
4909005	IFR-JE-RISK MGMT	105	RISK MANAGEMENT	990,117	985,045	985,045
			TOTAL:	990,117	985,045	985,045
4909010	IFR-JE-AUDITOR/CONTROLLER	107	AUDITOR-CONTROLLER	30,000	30,000	30,000
			TOTAL:	30,000	30,000	30,000
4909025	IFR-JE-GENERAL SERVICES	113	GENERAL SERVICES	492,143	1,231,852	1,172,568
		305	PARKS	0	75,997	75,997
			TOTAL:	492,143	1,307,849	1,248,565

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE		DEPARTMENT		2011-12 ADOPTED	2012-13 REQUESTED	2012-13 RECOMMENDED
4909030	IFR-JE-PERSONNEL	112	HUMAN RESOURCES	121,321	120,411	120,411
			TOTAL:	121,321	120,411	120,411
4909035	IFR-JE-COUNTY COUNSEL	111	COUNTY COUNSEL	75,000	82,500	190,017
			TOTAL:	75,000	82,500	190,017
4909040	IFR-JE ALLOC-PUBLIC HEALTH	160	HEALTH AGENCY	140,402	137,516	137,516
			TOTAL:	140,402	137,516	137,516
4909055	IFR-JE-SHERIFF	136	SHERIFF-CORONER	0	575	575
4909070	IFR-JE-CDF	140	COUNTY FIRE	464,822	506,115	506,115
			TOTAL:	464,822	506,115	506,115
4909080	IFR-JE-PLANNING	142	PLANNING & BUILDING DEPARTMENT	353,466	262,000	262,000
			TOTAL:	353,466	262,000	262,000
4909085	IFR-JE-SB 2557	101	NON-DEPARTMENTAL REVENUES	326,613	322,000	322,000
			TOTAL:	326,613	322,000	322,000
4909090	IFR-JE ALLOC-CO-WIDE OVERHEAD	102	NON-DEPTL-OTHR FINCNG USE	2,911,736	2,526,317	2,526,317
			TOTAL:	2,911,736	2,526,317	2,526,317
4909200	IFR-JE-PARKS	305	PARKS	0	84,272	2,356
4909999	IFR-CONVERSION ACCOUNT	350	CO MEDICAL SERVICES PROG	16,091	42,329	42,329
			TOTAL:	16,091	42,329	42,329
6000000	OPERATING TRANSFERS IN	102	NON-DEPTL-OTHR FINCNG USE	1,712,000	0	0
		130	WASTE MANAGEMNT	39,000	39,000	232,713
		137	ANIMAL SERVICES	26,000	0	0
		200	MAINTENANCE PROJECTS	0	0	433,000
		230	CAPITAL PROJECTS FUND	0	125,000	125,000
			TOTAL:	1,777,000	164,000	790,713
6000100	ROADS IMPACT FEES	245	ROADS	489,000	1,827,820	1,827,820
			TOTAL:	489,000	1,827,820	1,827,820
6000105	TRANSFER IN - GF MED ASST PROG	350	CO MEDICAL SERVICES PROG	1,727,405	1,827,405	1,814,405
			TOTAL:	1,727,405	1,827,405	1,814,405
6000120	TRANSFERS IN FROM GEN FND	230	CAPITAL PROJECTS FUND	384,375	0	0
		245	ROADS	5,830,263	5,331,000	5,931,000
		266	COUNTYWIDE AUTOMATION REPLACEM	1,569,019	0	1,761,605
		267	GEN GOVT BUILDING REPLACEMENT	3,320,873	2,732,613	2,732,613
		268	TAX REDUCTION RESERVE	3,035,109	0	0
		275	ORGANIZATIONAL DEVELOPMENT	492,166	450,000	450,000
		290	COMMUNITY DEVELOPMENT PROGRAM	300,936	300,936	308,436
		305	PARKS	3,278,260	3,420,055	3,420,055
		377	LIBRARY	516,121	625,670	516,121
			TOTAL:	18,727,122	12,860,274	15,119,830

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE		DEPARTMENT		2011-12 ADOPTED	2012-13 REQUESTED	2012-13 RECOMMENDED
6000130	TRANSFER IN FR AUTOMATION REPL	107	AUDITOR-CONTROLLER	0	0	212,000
		108	TREAS-TAX COLL-PUBLIC ADM	0	0	124,397
		109	ASSESSOR	0	0	372,913
			TOTAL:	0	0	709,310
6000135	TRFR IN FOR DEBT SERVICE	277	DEBT SERVICE	942,044	945,669	945,669
			TOTAL:	942,044	945,669	945,669
6000160	OPR TRF IN - PFF GEN GOV'T	277	DEBT SERVICE	500,000	500,000	500,000
			TOTAL:	500,000	500,000	500,000
6000210	OP TRANS IN - QUIMBY FEES	200	MAINTENANCE PROJECTS	320,000	0	0
			TOTAL COUNTY REVENUE:	433,585,577	437,316,777	444,147,552

Appendix

The appendix includes the following information:

- A copy of the resolution adopting the County Budget for Fiscal Year 2012-13 (only included in the Final Budget document)
- A narrative detailing the basis of budgeting for all funds included in the County's budget
- A glossary and acronym glossary
- An index

Basis of Budgeting

The County's budget is developed on a modified accrual basis for governmental fund types (e.g. general fund, special revenue funds, debt service funds, and capital project funds), adjusted for encumbrance accounting. Appropriations for encumbrances are included; however, appropriations for expenditures against prior year encumbrances are excluded.

- Accrual: is an accounting method that records revenues and expenses when they are incurred, regardless of when cash is exchanged.

- Encumbrance: in government accounting, are commitments related to unfilled contracts for goods and services including purchase orders. The purpose of encumbrance accounting is to prevent further expenditure of funds in light of commitments already made. At year-end, encumbrances still open are not accounted for as expenditures and liabilities but, rather, as reservations of fund balance.

- Modified accrual: is when revenues are recognized when they become available and measurable and with a few exceptions, expenditures are recognized when they are incurred.

Proprietary fund types (e.g. enterprise funds such as Golf Courses, Airports, and internal service funds such as Public Works, Reprographics) are budgeted on the full accrual basis where not only are expenses recognized when incurred but revenues are also recognized when they are incurred or owed to the County.

For business-type activities, such as internal service funds and enterprise funds, the County follows GASB Statement No. 20, Accounting and Financial Reporting for Proprietary Funds and Other Governmental Entities That Use Property Fund Accounting, to apply applicable GASB pronouncements as well as any applicable pronouncements of the Financial Accounting Standards Board, the Accounting Principles Board or any Accounting Research Bulletins issued on or before November 30, 1989, unless those pronouncements conflict with or contradict GASB pronouncements.

The County's audited Governmental Fund financial statements are reported using the current financial resources measurement focus and depending on the type of financial statement, either modified or full accrual basis of accounting. Government wide financial statements are reported at full accrual while government funds financial statements are reported on the modified accrual basis.

GLOSSARY

TERMS COMMONLY USED IN THIS BUDGET DOCUMENT

Account: A detailed classification of an expenditure or revenue. For example, "Postage" is an expenditure account; "Property Taxes Secured" is a revenue account.

Activity: 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.

Appropriation: 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.

Assessed Valuation: A valuation set upon real estate or other property by government as a basis for levying taxes.

Available Financing: All the means of financing a budget including fund balance, revenues, canceled reserves and designations.

Budget: A plan of financial operation consisting of an estimate of proposed revenue and expenditures for a given period and purpose, usually one year.

Capital Assets: Land, improvements to land, easements, buildings, building improvements, vehicles, machinery, equipment, works of art and historical treasures, infrastructure and all other tangible and intangible assets that are used in operations and have useful lives extending beyond a single reporting period. Capital assets are not physically consumed by their use, though their economic usefulness typically declines over time.

Capital Expenditures: Expenditures resulting in the acquisition of or addition to the government's general capital assets.

Capital Project Program: A program itemizing the County's acquisitions, additions and improvements to buildings and land purchases. These purchases are often capital assets.

Contingency: An amount not to exceed fifteen percent of appropriations, which is set aside to meet unforeseen expenditure requirements.

Contracted Services: 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.

Cost Accounting: 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.

Communitywide Results: 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.

Debt Service Fund: 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 debt issued for and serviced by a governmental enterprise.

Department: An organizational structure used to group programs of like nature.

Department Goals: A listing of ongoing results a department desires for its customers.

GLOSSARY

TERMS COMMONLY USED IN THIS BUDGET DOCUMENT

Encumbrance: 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.

Enterprise Fund: 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.

Educational Revenue Augmentation Fund (ERAF): 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.

Expenditure: Designates the cost of goods delivered or services rendered.

Fiscal Year: Twelve-month period for which a budget is in effect. The County's fiscal year is July 1 to June 30.

Fixed Asset: An asset of a long-term character such as land, buildings, and equipment. Typically must have a value of $5,000 or greater.

Full-Time Equivalent (FTE): 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.

Function: 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.

Fund: 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.

Fund Balance: The difference between fund assets and fund liabilities of governmental funds.

Fund Balance Available: 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. California State law requires that counties balance their budget each year so that budgeted financing sources (i.e. revenues) are equal to budgeted financing uses (i.e. expenditures). When actual financing sources or financing uses vary from budgeted levels and are not equal at the end of the budget year, a fund balance exists.

Fund Center: 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.

General Fund: The main operating fund of the county accounting for expenditures and revenues for countywide activities.

General Fund Support: The amount of General Fund financial support to a given fund center after revenues and other funding are subtracted from expenditures.

GLOSSARY

TERMS COMMONLY USED IN THIS BUDGET DOCUMENT

Indicators: 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.).

Interfund Transfer: A transfer between different funds (e.g., General Fund and Parks) which cannot be classified as a revenue or expenditure.

Intergovernmental Expenditures: Payments to other governments as fiscal aids and shared taxes or as reimbursements for the performance of services.

Intergovernmental Revenue: Revenue received from other governments, such as fiscal aids, shared taxes and reimbursements for services.

Internal Service Fund (ISF): 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.

Intrafund Transfers: 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.

Mission Statement: A description of the basic purpose and responsibility of the Budget Unit or department.

Other Charges: Accounts which establish expenditures for expenses other than salary or operations, such as support and care of persons or debt service.

Per Capita: Amount per individual.

Performance Measure: A measurement that assesses progress toward achieving predetermined goals. There are three basic types of meaningful performance measures:

- 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.)
- 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.)
- 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.)

Proposed Budget: The proposed spending plan for the upcoming fiscal year.

Proposition 1A: 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. During FY 2009-10, the State borrowed approximately $2 billion from counties. The impact to our County Government was approximately $10 million.

GLOSSARY

TERMS COMMONLY USED IN THIS BUDGET DOCUMENT

Proposition 13: 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".

Proposition 63: 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.

Proposition 172: A tax measure proposed by the Legislature and approved by the voters in 1993 to provide counties and cities with 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.

Reimbursement: Payment received for services/supplies expended for another institution, agency or person.

Reserve: 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.

Results Based Decision Making (RDBM) Initiative: 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 measurable terms that the county government runs efficiently, provides high quality services, and produces results that are responsive to community desires.

Revenue: Money received to finance ongoing county governmental services. Example: Property taxes, sales taxes, user fees, etc.

Realignment: 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.

Secured Roll: Assessed value of real property such as land, building, secured personal property, or anything permanently attached to land as determined by the County Assessor.

Secured Taxes: Taxes levied on real properties in the county which are "secured" by a lien on the properties.

Services and Supplies: 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.

Special District: Independent unit of local government generally organized to perform a single function. Examples: Street lighting, waterworks, parks, fire departments.

Special Revenue Fund: A fund used to account for the proceeds of specific revenue sources (other than expendable trusts or major capital projects) that are legally restricted to expenditure for specified purposes.

GLOSSARY

TERMS COMMONLY USED IN THIS BUDGET DOCUMENT

Spending Limits: 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.

Supplemental Tax Roll: 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.

Taxes: Compulsory charges levied by a governmental unit for the purpose of financing services performed for the common benefit.

Tax Levy: Amount of tax dollars raised by the imposition of the tax rate on the assessed valuation.

Tax Rate: The rate per one hundred dollars of the assessed valuation base necessary to produce the tax levy.

Tax Relief Subventions: Funds ordinarily paid to compensate local governments for taxes lost because of tax relief measures, such as the homeowner's exemption.

Teeter Plan: 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 without 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.

Unincorporated Area: The areas of the county outside city boundaries.

Unsecured Roll: A tax on properties such as office furniture, equipment, boats and airplanes owned by the assessee.

Use Tax: 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.

ACRONYM GLOSSARY

DEFINITIONS OF ACRONYMS COMMONLY USED IN THIS BUDGET DOCUMENT

AA: Administrative Assistant
ADA: Americans with Disabilities Act
AED: Automated External Defibrillators
ALS: Advanced Life Support
APCD: Air Pollution Control District
APWA: American Public Works Association
ARRA: American Recovery and Reinvestment Act
ARC: American Red Cross
ARCA: Areas Requiring Corrective Action
ASH: Atascadero State Hospital
ASM: Administrative Services Manager
ASO: Administrative Services Officer
BAR: Budget Augmentation Request
BHEHR: Behavioral Health Electronic Health Record
BLM: Bureau of Land Management
BME: Budget Management Evaluation
BMI: Body Mass Index
BOE: Board of Equalization
CACASA: California Association of Commissioners and Sealers Association
CAD: Computer Aided Dispatch
CAFR: Comprehensive Annual Financial Report
CAL OMS: California Outcomes Measurement System
CALPERS: California Public Employee Retirement System
CAO: County Administrative Officer
CAPSLO: Community Action Partnership of San Luis Obispo
CASQA: California Storm Water Quality Association
C-CFSR: California Child and Family Services Review
CCJCC: Countywide Criminal Justice Coordination Committee
CCS: California Children's Services
CCSAS: California Child Support Automation System
CDBG: Community Development Block Grant
CDC: Centers for Disease Control and Prevention
CDSS: California Department of Social Services
CEQA: California Environmental Quality Act
CHADOC: County Health Agency Departmental Operations Center
CHC: Community Health Centers
CHIP: California Healthcare for Indigents Program
CHIS: California Health Interview Survey
CIP: Capital Improvement Plan
CMC: California Men's Colony
CMIA: Confidentiality of Medical Information Act
CMSP: County Medical Services Program
CNI: California Necessities Index
CO: Correctional Officer
COP: Certificate of Participation
COSE: Conservation and Open Space Element
COTS: Commercial off the Shelf
CPA: Certified Public Accountant
CPE: Continuing Professional Education
CPS: Contract Pharmacy Services
CSAC: California State Association of Counties
CSAC – EIA: California State Association of Counties Excess Insurance Authority
CSP: Customer Service Program
CSS: Community Services and Support
CT: Certified Tech
CTOC: County Treasury Oversight Committee
CWS: Child Welfare Services
DA: District Attorney
DAS: Drug and Alcohol Services
DCSS: Department of Child Support Services
DMH: Department of Mental Health
DMV: Department of Motor Vehicles
DOJ: Department of Justice
DRP: Disaster Recovery Planning
DSS: Department of Social Services
DSW: Disaster Service Worker
DUI: Driving Under the Influence
EAI: Excess Insurance Authority
EFS: Enterprise Financial System
EHR: Electronic Health Record
EIR: Environmental Impact Report
EMAS: Engineering Materials Arresting System
EMS: Emergency Medical Services
EMSA: Emergency Medical Services Agency
EMSP: Emergency Medical Services Program
EMTALA: Emergency Medical Treatment and Active Labor Act
EQRO: External Quality Review Organization
ER: Emergency Response
ESC: Emergency Services Coordination

ACRONYM GLOSSARY

DEFINITIONS OF ACRONYMS COMMONLY USED IN THIS BUDGET DOCUMENT

ESS: Employee Self Service
EVC: Economic Vitality Corporation
FAA: Federal Aviation Administration
FBA: Fund Balance Available
FBI: Federal Bureau of Investigation
FC: Fund Center
FEMA: Federal Emergency Management Agency
FFP: Federal Financial Participation
FM: Family Reunification
FMAP: Federal Medical Assistance Percentage
FSET: Food Stamps Employment Training
FSP: Full Service Partnership
FTE: Full Time Equivalent
FY: Fiscal Year
GFS: General Fund Support
GIS: Geographic Information System
GSA: General Services Agency
HAZMAT: Hazardous Materials
HF: Healthy Families
HHS: Health and Human Services
HIPPA: Health Insurance Portability and Accountability Act
HK: Healthy Kids
HOP: Homeless Outreach Program
HR: Human Resources
HSUS: Humane Society of the United States
HVAC: Heating Ventilation and Air Conditioning
IDM: Integrated Document Management
IHSS; In Home Supportive Services
IMD: Institutions for Mental Disease
IMR: Illness Management and Recovery
IRS: Internal Revenue Service
ISF: Internal Service Fund
ISO: International Organization for Standards
IT: Information Technology
IT – ESC: Information Technology Executive Steering Committee
ITIL: Information Technology Infrastructure Library
ITSP: Information Technology Strategic Plan
JPA: Joint Powers Authority
JSC: Juvenile Services Center
LAFCO: Local Agency Formation Commission
LAIF: Local Agency Investment Fund
LAN: Local Area Network
LBGTQ: Lesbian, Bisexual, Gay, Transgender, Questioning
LEMC: Law Enforcement Medical Care
LID: Low Impact Development
LSI: Level of Service Inventory
LVN: Licensed Vocational Nurse
MAA: Medical Administrative Activities
MDC: Mobile Data Computers
MDO: Mentally Disordered Offender
MHSA: Mental Services Act
MHT: Mental Health Therapist
MoCPOC: Model of Care Partners Oversight Committee
MOE: Maintenance of Effort Expense
NCAST: Nursing Child Assessment Satellite Training
NGF: National Golf Foundation
NPDES: National Pollutant Discharge Elimination System
OD: Organizational Development
OES: Office of Emergency Services
OPEB: Other Post Employment Benefits
OSHA: Occupational Safety & Health Act
PAL: Position Allocation List
PC: Personal Computer
PCF: Paid Call Firefighters
PCR: Payment Condition Rating
PEI: Prevention and Early Intervention
PFF: Public Facility Fees
PHD: Public Health Department
PHF: Psychiatric Health Facility
PM: Preventative Maintenance
POB: Pension Obligation Bond
PP: Permanency Placement
PQI: Performance Quality Improvement
PRS: Program Review Specialists
PTMS: Property Tax Management System
PYD: Positive Youth Development
RCL: Rate Classification Level
REHS: Registered Environmental Health Specialist
RFP: Request for Proposal
RFQ: Request for Qualifications
RN: Registered Nurse
RTA: Regional Transit Authority
SAC: Supervising Administrative Clerk
SAMHSA: Substance Abuse and Mental Health Services Administration
SART: Suspected Abuse Response Team
SCBA: Self Contained Breathing Apparatus
SIP: System Improvement Plan
SIU: Special Investigative Unit
SJSO: Supervising Juvenile Services Officers
SLOCOG: San Luis Obispo Council of Governments

ACRONYM GLOSSARY

DEFINITIONS OF ACRONYMS COMMONLY USED IN THIS BUDGET DOCUMENT

SLOCTBID:	San Luis Obispo County Tourism and Business Improvement District
SLORTA:	San Luis Obispo Regional Transit Authority
SLOVCB:	San Luis Obispo Visitors and Conference Bureau
SLVC:	School Located Vaccination Clinics
SOP:	Standard Operating Procedure
STC:	Standard in Training for Corrections
STD:	Sexually Transmitted Diseases
SWMP:	Storm Water Management System
TAY:	Transitional Age Youth
TB:	Tuberculosis
THPP:	Transitional Housing Program Plus
TMHA:	Transitions Mental Health Association
TOW:	Taxes on the Web
TPA:	Third Party Administrator
TSF:	Tobacco Settlement Fund
UCR:	Uniform Crime Reporting
UMAN:	Unified Metropolitan Area Network
USAR:	Urban Search and Rescue Vehicle
USDA:	United States Dept. of Agriculture
VA:	Veterans Administration
VBM:	Vote by Mail
VLF:	Vehicle License Fee
VOIP:	Voiceover Internet Protocol
VTO:	Voluntary Time Off
WET:	Workforce Education and Training
WIA:	Workforce Investment Act
WIC:	Women, Infants and Children
WPR:	Work Participation Rate
YAP:	Young Adult Programs

Index

-A-

Page
About San Luis Obispo County A-34
Acronym Glossary F-7
Administrative Office C-218
Agricultural Commissioner C-2
Airports C-183
Analysis of Financing Sources by Source by Fund E-48
Animal Services C-46
Assessor C-227
Auditor-Controller C-234

-B-

Behavioral Health C-119
Board of Supervisors C-242
Budget Augmentation Requests D-1
Budget Goals and Policies and Budget Balancing Strategies and Approaches A-20
Budget Development and Management Process A-48
Budget Message A-1
Basis of Budgeting F-1

-C-

CalWORKs C-169
Capital Projects C-335
Child Support Services C-52
Clerk-Recorder C-245
Community Development C-20
Contributions to Court Operations C-57
Contributions to Other Agencies C-111
County Counsel C-261
County Fire C-59
County Medical Services Program C-129
County Officers and Department Heads Salary Schedule B-23
County Organizational Values iii
Countywide Automation Replacement C-314

-D-

Debt Service C-320
Detail of Additional Financing Sources by Fund & Account (Schedule 6) E-13
Detail of Financing Uses by Function, Activity & Budget Unit (Schedule 8) E-40

Index

District Attorney C-67
Driving Under the Influence C-134

-E-

Expenditures by Function Graph A-46
Emergency Medical Services C-139
Emergency Services C-76
Employees per Population Graph B-1

-F-

Farm Advisor C-189
Fish and Game C-194
Fixed Assets B-38
Fleet Services C-279
Foster Care C-172
Total County Financing Uses Detail (Schedule 9) E-46
Fund Balance – Governmental Funds (Schedule 3) E-5

-G-

General Government Building Replacement C-322
General Assistance C-175
General Services Agency C-267
Glossary F-2
Golf Courses C-197
Governmental Funds Summary (Schedule 2) E-3
Grand Jury C-83

-H-

Human Resources C-296

-I-

Information Technology C-284

-J-

Job Class Listing B-26

-L-

Law Enforcement Medical Care C-141
Library C-203

Index

-M-

Maintenance Projects C-352
Major County-Paid Employee Benefits B-23
Medical Assistance Program C-145
Mission Statement ii

-N-

Non-Departmental Revenues C-327
Non-Departmental Revenues – Other Financing Uses C-324

-O-

Organizational Chart A-33
Organizational Development C-224
Other Post Employment Benefits C-330

-P-

Parks C-209
Pension Obligation Bond C-331
Planning and Building C-10
Position Allocation by Department B-4
Position Allocation by Functional Area B-1
Position Allocation Summary B-2
Probation C-85
Property Tax Dollar Distribution Graph A-44
Public Defender C-91
Public Facility Fees C-333
Public Health C-148
Public Works C-24
Public Works Special Services C-32

-R-

Reprographics C-291
Reserves/Designations by Governmental Funds (Schedule 4) E-7
Revenue Detail by Account E-79
Revenue Detail by Department E-63
Risk Management C-303
Roads C-38
Road Impact Fees C-44

Index

-S-

Salary Schedule....B-23
Self Insurance.... C-310
Sheriff-Coroner C-95
Social Services C-159
Summary of Additional Financing Sources by Source & Fund (Schedule 5) E-11
Summary of County Budget (Schedule 1)....E-1
Summary of Financing Uses by Function & Fund (Schedule 7)....E-37

-T-

Treasurer-Tax Collector-Public Administrator.... C-252
Total Financing by Source Chart A-43

-V-

Veterans Services.... C-178
Vision Statement & Communitywide Results ii

-W-

Waste Management.... C-105
Wildlife and Grazing.... C-216