

County of San Luis Obispo Proposed Budget



Fiscal Year 2013-2014

Prepared by the County Administrative Office

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

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For the Fiscal Year Beginning

July 1, 2012

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Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the County of San Luis Obispo, California for its annual budget for the fiscal year beginning July 1, 2012. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

County Officers

Board of Supervisors

First District.....	Frank Mecham
Second District	Bruce Gibson
Third District	Adam Hill
Fourth District	Paul Teixeira
Fifth District.....	Debbie Arnold

Department Heads

Agricultural Commissioner/Sealer of Weights & Measures.....	Marty Settevendemie
Auditor Controller.....	James P. Erb
Chief Probation Officer	Jim Salio
Child Support Services Director.....	Phil Lowe
Clerk-Recorder	Julie Rodewald
County Administrative Officer	Dan Buckshi
County Assessor	Tom Bordonaro
County Counsel	Rita L. Neal
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	Vacant
Public Works Director	Paavo Ogren
Sheriff-Coroner	Ian Parkinson
Social Services Director.....	Lee Collins
Tax Collector/Treasurer/Public Administrator	Vacant
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



DAN BUCKSHI
COUNTY ADMINISTRATOR

May 14, 2013

Honorable Board of Supervisors,

The Fiscal Year (FY) 2013-14 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 10 – 12, 2013, 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 six 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 2013-14 represents year six 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, \$2 million for FY 2012-13 and \$2.2 million for FY 2013-14. 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. As you will note, the gap for FY 2013-14 is slightly higher than the gap for FY 2012-13 but is within the range contained in the forecast presented to your Board in October 2012.

The good news is that key economic indicators are showing signs of improvement. The indicators include property, sales, and Transient Occupancy Taxes (TOT) as well as building permits and planning revenue. In fact, the slight increase in projected property tax revenue (2%) indicates a brighter outlook for the recovery of the local real estate market.

The Budget Gap

The budget gap for a Status Quo budget for the General Fund in FY 2013-14 is \$2.2 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.

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 continues to have a significant impact upon the operations of the Sheriff-Coroner, Probation, Health Agency, Public Defender, and District Attorney Departments. As reported last year, the revenues appear to be generally approximate to the associated costs, however, County staff will continue to keep 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.

In addition, there has been some discussion statewide as to whether the shifting of prisoners and parolees to the counties has resulted in an increase in serious crime. There is some anecdotal evidence to that effect, but others suggest it is too soon to arrive at a definitive conclusion. The Public Policy Institute of California (PPIC) is proposing to perform a study to assess the impact to counties as a result of Realignment. The suggestion is to examine 10 counties representing a cross-section of large and small, urban and rural. We made it known to the PPIC that San Luis Obispo County would be willing to be one of the 10 test counties.

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 three 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. As a result of the implementation of this plan, the County is saving over \$26 million annually in labor costs.

In addition, the Public Employee Pension Reform Act (PEPRA) of 2013 became effective January 1, 2013. The changes to public pension plans are applicable to all public employers and the changes resulting from PEPRA, and approved by the Board of Supervisors, have been incorporated into the San Luis Obispo County Pension Trust Plan, which is an independent retirement system administered through the Pension Trust.

PEPRA is significant legislation for San Luis Obispo County as it imposes a new tier (Tier 3) for employees entering service with San Luis Obispo County on or after January 1, 2013. There are many facets to the PEPRA legislation, but for San Luis Obispo County it essentially reduces retirement benefits below that of the existing Tiers 1 and 2 and increases the cost sharing for employees who begin employment with the County on or after January 1, 2013. By

implementing Tier 3 and increasing the amount each employee contributes toward their pension costs, the future fiscal liabilities for the County are progressively reduced as more new employees enter into the system as Tier 3 employees.

Closing the Gap

The \$2.2 million gap is closed by implementing the approaches contained in the Seven Year Pain Plan referenced above. Consistent with the Board adopted budget policies, a combination of short-term solutions and long term expenditure reductions are proposed to close the FY 2013-14 gap. The budget balancing strategies specify that as the Pain Plan progresses over the years, an ever smaller portion of short-term funding is used to close the gap. The final goal is to not rely on short-term resources at the conclusion of the Seven Year Pain Plan in FY 2014-15.

The target for FY 2013-14 is generally to use 10% of short-term funding and approximately 90% of long term solutions. The Proposed Budget for FY 2013-14 closes the gap consistent with that target, although the short-term funding is slightly higher than 10%.

The \$2.2 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). Also, 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.

It is important to note that while the budget gap continues to shrink, in order to close the gap there will be reductions to programs and services, but the impacts are considerably less 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

In contrast to prior years, there is better financial news from the State. On January 10, 2013, the Governor released his 2013-14 budget package and it reflects a significant improvement in the state's finances due to several reasons, as follows: 1.) The beginning of an economic recovery; 2.) Prior budgetary restraint; and 3.) The voters' approval of temporary tax increases with the passage of Proposition 30. Passed in November 2012, Proposition 30 increases taxes and, equally important to counties, constitutionally protects revenues associated with AB109 Realignment.

The Governor's budget package projects General Fund revenues of \$98.5 billion in 2013-14. The budget also assumes \$97.7 billion in General Fund expenditures, producing an \$851 million operating surplus in 2013-14. Specifically, the Governor proposes \$138.6 billion in General Fund and special fund spending in 2013-14, up 4.5 percent from 2012-13. The budget package estimates that the General Fund will end 2013-14 with a \$1 billion reserve.

Generally speaking, a brighter fiscal outlook for the State is good news for counties. There is a significant unknown related to the implementation of the Affordable Care Act (ACA), scheduled for January 2014. At the time of this writing, it is still unknown how the ACA will procedurally be implemented for California as it relates to the expansion of Medi-Cal. There are two options

under discussion at this time. The first option is one in which the counties take the lead in implementation. In the second option, the State would be the lead. At this time it is speculated that the State will take the lead role in implementation, but the details are unknown. In the event the State is the lead in Medi-Cal expansion implementation, the prevailing belief amongst counties is the State would look to reduce funding to the counties. The proposed FY 2013-14 budget for our county is structured as status quo until such time a decision is made and details are forthcoming. Regardless of who takes the lead in implementation of ACA, it more than likely will trigger a budget adjustment mid-year for FY 2013-14.

Summary of Expenditures

- The proposed FY 2013-14 budget for Total Government Funds is approximately \$494.8 million, which is about a \$4 million increase over the current year's adopted budget (reference the following chart for more detail). The primary reason for the increase is the continued 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 \$410.7 million, which is a \$7.7 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 2012-13 Adopted	FY 2013-14 Proposed	% Increase /Decrease
General Fund	\$ 403,014,000	\$ 410,727,044	+2%
Automation Replacement	\$ 5,252,677	\$ 2,402,980	-54%
Building Replacement	\$ 2,732,613	\$ 5,300,724	+94%
Capital Projects	\$ 6,234,746	\$ 1,574,203	-75%
Community Development	\$ 4,098,988	\$ 3,879,855	-5%
County Medical Services Program	\$ 5,095,977	\$ 5,172,096	+1%
Debt Service	\$ 2,256,488	\$ 2,079,022	-8%
Driving Under the Influence	\$ 1,530,088	\$ 1,565,761	+2%
Emergency Medical Services	\$ 801,000	\$ 801,000	-
Fish and Game	\$ 39,163	\$ 20,000	-49%
Library	\$ 8,434,871	\$ 8,665,045	+3%
Organizational Development	\$ 712,558	\$ 609,701	-14%
Parks	\$ 9,318,886	\$ 8,318,360	-11%
Pension Obligation Bonds	\$ 8,446,800	\$ 10,014,626	+19%
Public Facilities Fees	\$ 1,058,942	\$ 1,897,000	+79%
Road Fund	\$ 29,231,035	\$ 27,400,493	-6%
Tax Reduction Reserves	\$ 0	\$ 1,399,033	-
Traffic Impact Fees	\$ 2,594,908	\$ 2,982,778	+15%
Wildlife and Grazing	\$ 9,446	\$ 3,509	-63%
Total	\$ 490,863,186	\$ 494,813,230	+1%

SUMMARY OF GENERAL FUND DOLLARS ALLOCATED TO DEPARTMENTS				
Fund Center	Department Name	FY 2012-13 Adopted	FY 2013-14 Proposed	Percent Change
104	Administrative Office	\$1,667,963	\$1,687,809	+1%
141	Ag Commissioner	\$2,092,150	\$2,064,096	-1%
137	Animal Services	\$490,629	\$487,722	-1%
109	Assessor	\$8,536,641	\$8,550,579	<1%
107	Auditor-Controller	\$3,796,645	\$3,891,320	+2%
166	Behavioral Health	\$6,448,961	\$6,795,861	+5%
100	Board of Supervisors	\$1,656,006	\$1,662,044	<1%
182	CalWORKS	\$348,526	\$360,369	+3%
134	Child Support Services	\$0	\$0	-
110	Clerk-Recorder	\$417,767	\$757,322	+81%
290	Community Development	\$326,436	\$341,436	+5%
143	Contributions to Court Operations	-\$112,488	-\$471,586	+319%
106	Contributions to Other Agencies	\$1,486,069	\$1,446,069	-3%
111	County Counsel	\$3,301,264	\$3,242,662	-2%
140	County Fire	\$12,160,384	\$13,254,030	+9%
132	District Attorney (includes Victim Witness)	\$8,672,834	\$8,605,873	-1%
138	Emergency Services	\$194,690	\$155,462	-20%
215	Farm Advisor	\$470,657	\$470,256	<1%
181	Foster Care	\$811,402	\$558,758	-31%
185	General Assistance	\$637,993	\$700,290	+10%
113	General Services	\$5,904,978	\$6,129,744	+3%
131	Grand Jury	\$138,425	\$138,049	<1%
112	Human Resources	\$2,079,560	\$2,117,969	+2%
114	Information Technology	\$8,016,277	\$8,239,017	+3%
184	Law Enforcement Medical Care	\$1,607,842	\$1,561,047	-3%
377	Library	\$516,121	\$607,139	+18%
200	Maintenance Projects	\$1,983,700	\$1,983,700	-
183	Medical Assistance Program	\$4,152,558	\$4,130,479	-1%
275	Organizational Development	\$450,000	\$450,000	-
305	Parks	\$4,020,055	\$3,540,677	-12%
142	Planning and Building	\$5,910,847	\$5,785,443	-2%
139	Probation Department	\$8,894,286	\$8,942,340	+1%
135	Public Defender	\$4,884,029	\$5,011,696	+3%
160	Public Health	\$3,977,380	\$3,789,568	-5%
201	Public Works Special Services	\$1,400,297	\$1,401,988	<1%
105	Risk Management	\$552,504	\$494,623	-10%
245	Roads	\$7,431,000	\$5,831,000	-22%
136	Sheriff-Coroner	\$37,741,323	\$37,923,571	<1%
180	Social Services	\$5,271,897	\$5,100,934	-3%
108	Treasurer/Tax Collector	\$1,631,379	\$1,681,494	+3%
186	Veterans Services	\$340,571	\$402,611	+18%
130	Waste Management	\$599,916	\$880,265	+47%
TOTAL		\$160,909,474	\$160,703,726	<-1%

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.

Recommended Staffing

The Proposed Budget recommends 2,444.25 full time equivalent (FTE) permanent and limited term positions. This represents a net decrease of two positions (-0.1%) as compared to the FY 2012-13 current year budget. All of these positions are vacant. It is worth noting that 24.00 positions were added mid-year FY 2012-13. The primary reason for the mid-year increase is as a result of the 2011 Public Safety Realignment or grant funded positions.

It is also important to note that 13.5 FTE (87%) of the 15.5 FTE increase in positions are off-set by funding from the State and Federal government. The balance (2.0 FTE) are funded via local funds for Veteran Services and for Code Enforcement (Planning & Building). Equally important to note is the deleted 17.5 FTE are positions primarily funded through local discretionary funds. This dynamic highlights the juxtaposition in which counties find themselves. Counties are growing in the areas realigned by the State (i.e. transfer of responsibilities from the State to the counties) and are still shrinking in the areas in which we have local control.

POSITIONS SUMMARY		
2012-13 Adopted Budget	2,422.25	
2012-13 Current Allocation	2,446.25	
2013-14 Recommended	2,444.25	
Net Change (from Adopted)	22.00	
Net Change (from Current)	-2.00	
Percent Change (from Current)	-0.1%	
Department	Additions	Deletions
Emergency Services	0.50	
Auditor-Controller		-1.50
District Attorney		-0.50
General Services		-2.00
Information Technology		-1.00
Reprographics		-2.00
Planning & Building	1.00	-0.50
Probation	4.00	-3.00
Public Health		-1.00
Public Works ISF	1.00	-6.00
Sheriff / Coroner	1.00	
Social Services	7.00	
Veteran Services	1.00	
TOTAL	15.50	17.50

Land Based Budgets – Net Decrease of 4.50 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, \$236,767 or 1.5%, when compared to FY 2012-13 adopted levels. Revenues, overall, are expected to increase by \$1.5 million or 16.90% from FY 2012-13 adopted amounts for Land Based fund centers. This is primarily due to the \$1.6 million, or 32%, increase in revenue budgeted for the Planning and Building Department.

Agricultural Commissioner

General Fund support for the Agricultural Commissioner is recommended to decrease \$28,054 or 1%. Expenditures are recommended to increase \$113,024 or 2%, primarily due to 2% increase in salary and benefits expense. Revenues are recommended to increase by \$141,078 or 4%, mainly due to a \$99,777 or 12% increase in Federal revenue for the detection of detrimental pests, especially the Asian Citrus Psyllid, based on a recent detection in Santa Barbara County. Unclaimed Gas Tax revenue from the State is expected to increase \$19,044 or 1%. In each of the past three fiscal years, San Luis Obispo County has submitted documentation of economic hardship and obtained a waiver of this requirement, and has continued receiving Unclaimed Gas Tax revenue. Based on the General Fund support provided to the Agricultural Commissioner budget over the past five years, it is expected that a waiver request will not be necessary in FY 2013-14.

Planning and Building

The level of General Fund support for Planning and Building is recommended to decrease \$125,404 or 2% compared to the FY 2012-13 adopted budget. Overall, recommended revenues are increasing more than \$1.6 million or 32% primarily due to the two large solar plants under construction in the Carrizo Plain. An uptick in permit application activity is also being seen as the County emerges from the recession. This increase in activity has also influenced the increase in revenue, though to a much smaller extent than the large projects noted above.

Recommended expenditures are increasing approximately \$1.48 million or 13% compared to the FY 2012-13 adopted budget primarily due to a more than \$1.13 million increase in services and supplies accounts. This increase is almost entirely in the professional services account, and more than half of this increase (\$750,000), is related to a contract with a firm to conduct site inspections on the two large solar plants. Salary and benefit expenditures are increasing \$341,349 or 3% as compared to the FY 2012-13 adopted budget. Almost half of this increase is due to the addition of two full-time Limited Term Land Use Technicians funded with EnergyWatch grant funds in December 2012. In addition, the recommended budget includes the conversion of 0.50 FTE Limited Term Resource Protection Specialist to a 1.0 FTE Permanent Resource Protection Specialist to enable the department to meet its code enforcement goals.

Roads

The recommended FY 2013-14 budget for Roads provides for a decrease of General Fund support of \$100,000 or less than 2% as compared to FY 2012-13 adopted amounts. 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. Projects for FY 2013-14 include the Tefft Street/Highway 101 interchange and Buckley Road improvement projects, the River Road and the La Panza Road widening projects. A complete listing of projects to be carried out by the Roads division can be found in Fund Center 245 – Roads.

Public Protection – Net increase of 2.00 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. 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 2013-14 is \$74.9 million, an increase of \$1.2 million dollars or 1.6% compared to the FY 2012-13 adopted budget. Most of this increase is due to a \$1million increase in General Fund support in FC 140 – County Fire, the result of an increase in planned expenditures for the replacement of fire vehicles. The other significant contribution to the increase in General Fund support for Public Protection is a \$280,349 increase in FC 130 – Waste Management. This increase is primarily due to a one-time revenue increase from the Los Osos Landfill designation to offset projects budgeted in FY 2012-13. These projects are now funded with General Fund dollars.

Recommended revenues for the public protection budgets, totaling \$57.8 million, are budgeted to increase \$4.6 million or 8% compared to FY 2012-13 adopted budget. Revenue from Proposition 172, the half-cent sales tax dedicated to public safety, is on track to exceed the FY 2012-13 budgeted amount and is budgeted to increase in FY 2013-14 as well, by almost \$1.8 million or 9%, compared to the FY 2012-13 adopted amount. Prop 172 revenue is allocated to the Sheriff-Coroner, Probation, District Attorney and County Fire department and accounts for \$21.5 million or 46% of all revenue budgeted for these four departments.

A net addition of 2.00 FTE is recommended to be added to the Position Allocation List (PAL) for Public Protection in FY 2013-14:

- -0.50 FTE Economic Crimes Officer position to reduce General Fund support in FC 132 – District Attorney
- +1.00 FTE Correctional Technician position in FC 136 – Sheriff-Coroner supported by State SLESF/COPS revenue
- +0.50 FTE Emergency Services Coordinator position FC 138 – Emergency Services to help meet new Federal requirements for nuclear power plant emergency planning

- +1.00 FTE limited-term Deputy Probation Officer III position FC 139 – Probation funded by State funding received by the San Luis Obispo County Chiefs of Police to serve as a liaison between Probation and city law enforcement for three years.

County Fire

General Fund support is budgeted to increase \$1,093,646 or 8% for County Fire. The increase is the result of an increase in planned expenditures for the replacement of fire vehicles of \$1,256,312 over the amount for similar expenses in the FY 2012-13 adopted budget. The replacement of County Fire vehicles is funded from a budget designation set up for this purpose. If these expenses were removed from the budget, the amount of General Fund support recommended for FY 2013-14 would decrease \$114,040 or 1% compared to the prior year adopted budget. No service level impacts are expected to result from the decrease in General Fund support.

District Attorney

General Fund support for the District Attorney's Office in FY 2013-14 decreases \$66,961 or less than 1% from FY 2012-13. Revenues increase \$263,145 or 4%. The biggest contributor to the increase in revenue is Prop 172 (the ½ cent State sales tax for public safety). This revenue source is budgeted to increase \$239,624 or 9% over the FY 2012-13 adopted level and mitigates declining revenues in other accounts. Expenditures increase \$196,184 or 1% compared to the FY 2012-13 adopted budget as a result of increases in salary and benefit expenditures. General Fund salary and benefits expense of \$212,987 is offset by budgeted reductions including salary savings of approximately 1.25% and the elimination of a vacant half-time Economic Crimes Officer position. No service level impacts are expected from these expenditure reductions. Three positions were added to the DA's Position Allocation List in mid-year FY 2012-13: a 0.50 FTE Deputy District Attorney II position and a 0.50 FTE Victim/Witness Assistance Coordinator position, both supported by AB 109 – Public Safety Realignment funding; and a 1.00 FTE District Attorney Investigator position offset by an increase in expected revenue from the DA's Real Estate Fraud fee.

Probation Department

General Fund support for the Probation Department is recommended to increase \$48,054 or less than 1% over the FY 2012-13 adopted level. Revenues are recommended to increase only \$36,430 or less than 1% and total expenditures are recommended to increase \$84,787. Salary and benefits expense increase \$595,353 or 3%. Nearly half of this is due to an increase of \$258,538 in workers compensation charges for FY 2013-14. Services and supplies expenses decline \$516,756 or 12%, mainly due to the elimination of \$400,000 of expense budgeted in the prior year for contract expenses associated with the Day Reporting Center. This item was planned for FY 2012-13 but was not implemented. The offsetting funding from AB 109 Public Safety Realignment revenue was redistributed by the Board of Supervisor in mid-year FY 2012-13 to support priorities in other departments. The impact of the loss of this revenue on the overall budget for Probation in FY 2012-13 is offset by increases in other State funding sources, including a \$281,478 or 9% in Prop 172 revenue, the ½ cent sales tax for public safety, resulting in a small net increase in overall revenue.

Three positions were added to Probation's Position Allocation List in mid-year FY 2012-13: a 1.00 FTE Program Manager position to supported by SB 678 community corrections incentive funding from the State; and a 1.00 FTE limited-term Deputy Probation Officer III position funded by State funding received by the San Luis Obispo County Chiefs of Police to serve as a liaison between Probation and city law enforcement for three years.

Sheriff-Coroner

General Fund support is budgeted to increase \$182,248 or less than 1%. Total expenditures are recommended to increase \$2,296,272 or 3% compared to the FY 2012-13 adopted level. Salary and benefits expenditures increase \$1,829,940 or 3%. Approximately 40% of the increase is due to an increase in workers compensation charges of \$729,273. An additional \$313,941 is the result of four positions added in mid-year FY 2012-13: a 1.00 FTE Correctional Technician position, a 1.00 FTE Department Automation specialist position, and a 1.00 FTE Program Manager position to support AB 109 - 2011 Public Safety Realignment; and a 1.00 FTE Correctional Technician position supported by State SLESF/COPS revenue.

Services and supplies expense is recommended to increase \$589,5041 or 6% compared to the FY 2012-13 budget. A substantial portion of the increase is \$220,481 of increased expenses for clothing and personal, food, household expense, and medical supplies resulting from the growth in the jail population spurred by AB 109 Public Safety Realignment. Maintenance contract expenditure increases, most of which are offset by State revenue, contribute another \$123,052 to the overall increase. Most of the remainder is a \$177,527 increase in expenditures for equipment replacement, including \$47,160 for cell door replacements funded from the Countywide Maintenance Fund.

Revenues are budgeted to increase \$2,114,024 or 9% in FY 2013-14. The increase is due to two main factors. The first is a projected increase in Prop 172 revenue (the State's ½ cent sales tax for public safety), which is budgeted to increase \$1,080,284 or 9% over the FY 2012-13 budgeted level. The second is an increase in State Public Safety Realignment revenues, which are budgeted to increase \$1,157,960 or 9% overall.

Court Operations

The contribution from this budget to the General Fund is recommended to increase \$359,098 or 319% compared to the FY 2012-13 adopted budget. The increase is due to rising revenues, primarily those received from County Motor Vehicle/Criminal Fines, State Penalty Assessments, Traffic School fees, and City Motor Vehicle Fines. 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 (\$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" –i.e., delivery of summons and complaints. However, in FY 2013-14, it is again recommended that the department not receive any General Fund support. State and Federal revenue levels are consistent with FY 2012-13 adopted levels. Expenditure levels continue to be down due to the reorganization of staff that occurred in FY 2012-13. To date, it does not appear that the department's reduced budget and the reorganization has posed any service level impacts. To ensure that its performance isn't impacted, the department will continue to place a large focus on training and providing support to staff who recently moved into new positions.

Health and Human Services – Net Increase of 7.0 FTE

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. 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.

In the November 6, 2012 election, Proposition 30 was passed by the voters. Not only did this initiative increase personal income tax rates on very-high-income Californians for a seven-year period and increase the state's sales tax rate by one quarter cent for four years, this measure also put key provisions of the 2011 realignment of public safety, health and human services programs into the State Constitution. These constitutional provisions ensure that counties will receive on-going funding to support the programs that were realigned

In FY 2013-14, revenues of HHS programs increase approximately \$6.3 million or 4% while total expenditures increase more than \$6.1 million or 4% compared to the FY 2012-13 adopted budget. This results in a reduction in General Fund support of approximately \$197,000 or 1%. The most significant increase in General Fund support is in Behavioral Health largely due to an increase in workers compensation charges and other variable benefit costs. The most significant decrease in General Fund support is in the Foster Care budget, due to an increase in Social Services Realignment revenue.

It is important to note that there are important changes that are expected to occur in the coming year that have not been factored into the recommended budget. First, implementation of the Affordable Care Act (ACA) is expected to occur during FY 2013-14 and is likely to have significant implications for indigent medical care. The County should see a significant decrease in expenditures for indigent health care once the majority of low income patients obtain health insurance coverage, as early as January 1, 2014. However the exact amount is unknown and potential reductions to State funding for indigent health care through the 1991 Realignment is also unknown. Therefore the recommended budget assumes the status quo. Second, there are two programs that will likely result in significant changes to the Behavioral Health budget and potentially to the Department of Social Services budget. The first is the transition of Health Families clients to Medi-Cal and the potential expansion of mental health services required to serve this population. The second is a settlement of the Katie A. law suit which sought to improve the provision of mental health and supportive services for children and youth in, or at imminent risk of placement in, foster care in California. This may expand the mental health services these youth are entitled to but the details of the settlement implementation are still being worked out. Behavioral Health and the Department of Social Services are working together to determine the potential costs and resource needs to address these two programs. Staff will be bringing an item to the Board mid-year FY 2013-14 to provide more details on the impacts of these new initiatives and request approval of needed position allocation changes as well as budget adjustments to amend revenue and appropriation, as required.

Social Services

The overall level of General Fund support for the Department of Social Services is recommended to decrease \$349,467 or 5% compared to FY 2012-13 adopted levels. The recommended budget for Social Services sets General Fund support at the minimum contribution to leverage State and Federal programs that require matching funds from the County.

The substantial decrease in General Fund support is due largely to changes in the way that the In-Home Supportive Services (IHSS) program, which provides domestic and personal care services to elderly, blind and disabled persons is funded. In FY 2013-14, the County's share of IHSS costs will be paid through a Maintenance of Effort (MOE) rather than being based on caseload and authorized hours of care for elderly and disabled individuals. With the new MOE, the County's share of costs is capped and not impacted by an aging population. In addition to the MOE, the implementation of a "Community First Choice Option" changed cost sharing ratios and decreased the County's share of IHSS costs from 17.5% to 15.4%. The resultant savings from these changes have contributed significantly to the balancing of the overall County budget.

In FY 2013-14, 7.0 FTE new positions are recommended to be added to the department's Position Allocation List. The new positions include 3.0 FTE Social Workers, 1.0 FTE Social Services Investigator, 2.0 FTE Program Review Specialists and 1.0 FTE Administrative Assistant which will be distributed among the department's various programs to address increases in workload. The addition of these new positions will not have any impact on the department's level of General Fund support, as the incremental costs can be covered with the department's existing allocations.

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 \$3.2 million or 5% compared to the FY 2012-13 adopted levels. Total expenditures are increasing by approximately \$3.3 million or almost 4%. The recommended level of General Fund support for the Health Agency is more than \$16.27 million which is essentially flat compared to the FY 2012-13 Adopted Budget.

Behavioral Health

The recommended budget reflects an increase in revenues of approximately \$1.7 million or 4%, an increase in total expenditures of more than \$2.7 million or 5% and in increase in General Fund support of \$346,900 or 5% compared to the FY 2012-13 Adopted Budget. Several mid-year adjustments were approved by the Board in FY 2012-13, resulting in an increase of more than \$2.56 million in revenue and expenditures. These changes included an update to the Mental Health Services Act and AB 109 plans, increases to the agreements with the Kinship Center and Family Care Network, and other smaller adjustments. Compared to this adjusted FY 2012-13 budget, revenues are decreasing by \$817,945 (2%) and expenditures are decreasing \$471,050 (less than 1%).

Included in the mid-year adjustments mentioned above was the addition of 10.00 FTE associated with the MHSA and AB 109 plan updates, new mental health services for Paso Robles School District and the conversion of temporary help to permanent staff at the Psychiatric Health Facility.

One budget augmentation is recommended for Behavioral Health to increase one part-time Mental Health Therapist IV to a full time position to increase outreach and mental health services to veterans. This augmentation of staff and services was requested by the Veterans Services Officer and will be funded with Mental Health Services Act revenue.

Public Health

The recommended budget reflects a \$999,225 or 5% increase in revenues, a \$811,413 or 3% increase in total expenditures and a decrease in General Fund support of \$187,812 or 4% compared to the FY 2012-13 Adopted Budget. A portion of these increases are due to Board-approved mid-year adjustments to the FY 2012-13 Adopted Budget which added a total of \$264,804 in revenue and expenditures and 3.0 FTE. These mid-year budget adjustments were associated with increases in grant funding from various sources such as the Nutrition Education Obesity grant, Office of Traffic Safety grant and Public Health Emergency Preparedness grant.

Revenues are increasing primarily due to a net increase in Federal funding, a transfer of Realignment Growth revenue from Department of Social Services trust, an increase in Environmental Health fee revenue, and an increase in the California Children's Services allocation for FY 2013-14. Details are provided in the narrative for this fund center.

Total expenditures for this fund center are recommended at more than \$21.7 million. This reflects a reduction of \$237,596 or 1% compared to the Health Agency's requested budget due a recommended reduction in General Fund support in the salary and benefit accounts. The recommended reductions include the elimination of one vacant full-time Public Health Nurse, which is expected to reduce service levels to low-income high-risk pregnant women, first-time mothers and their infants. In addition, approximately \$162,000 in salary savings has been built into the recommended budget to reflect a typical vacancy rate and Voluntary Time Off taken by Public Health department staff.

Law Enforcement Medical Care

Revenue is recommended to increase \$359,185 or 61% and expenditures are recommended to increase \$312,390 or 14% compared to the FY 2012-13 Adopted Budget primarily due to the AB 109 Public Safety Realignment revenue that was added to the budget mid-year in FY 2012-13. Given the increase in the inmate population at the jail and an increase in actual medical expenses, the Board approved an addition of approximately \$351,000 in AB 109 revenue to cover an increase of 1.5 FTE in permanent staff and additional temp help as well as higher costs for pharmaceuticals, medical supplies and contract physician hours.

A majority of the expenditure increase is in the salary and benefits accounts, recommended to increase by \$259,481 or 14%, reflecting the mid-year addition of the 1.5 FTE and additional temp help funded by AB 109 Realignment funds. Recommended salary and benefit expenditures compared to the adjusted FY 2012-13 budget reflect a decrease of approximately \$32,800 reflecting an assumption that the law Enforcement Medical Care unit will realize a salary savings from vacant positions of approximately 2%.

The level of General Fund support for Law Enforcement Medical Care (LEMC) is recommended to decrease by \$46,795 or 2% compared to the FY 2012-13 Adopted Budget.

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.

As noted above, implementation of the Affordable Care Act is expected to have significant implications for the indigent medical care budgets. The County could see a significant decrease in expenditures for indigent health care once the majority of CMSP patients obtain health insurance coverage, beginning January 1, 2014. The County may continue to be legally responsible to provide health care for a residual indigent population that cannot obtain coverage under Medi-Cal or Health Benefits Exchange. Our current estimate is that this residual population may range from 500 – 650, significantly less than the more than 3,200 clients currently served.

These changes have not been built in to the recommended budget due to the many details regarding implementation approach, related expenditures and funding that have yet to be worked out between the Governor, legislature and counties.

Veterans Services

The position allocation list includes an increase of 1.0 FTE for an additional Assistant Veterans Services Officer (AVSO), noted above. This addition raises the total number of AVSOs to three and the total number of departmental staff to five. The additional AVSO will help to decrease the time between the filing of claims and the receipt of benefits. This addition represents \$60,766 of the \$62,040 or 18% increase in General Fund support from FY 2012-13.

Community Services - Net Change of 0.0 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.

Airports

The Airport Services budget is an Enterprise Fund and as such is supported by revenues generated through user fees. Excluding depreciation, the operating expense for FY 2013-14 is \$3,391,628, an increase of \$52.185 or 2% from the estimated amount of FY 2012-13. Operating revenue in the FY 2013-14 budget is \$3,398,415, a very slight increase of \$8,739 or less than 1%. Again this year, the Airport's recommended FY 2013-14 budget identifies expenditures exceeding revenues. The recommended budget identifies that the Airport plans to use \$268,000 of the \$750,000 in Airport's unrestricted cash balance to cover the gap between expenditures and revenues. Although the Airport's fiscal situation is more stable than it was at the height of the economic downturn, the Airport's long term fiscal stability will likely depend upon the Airport's ability to increase its revenues. Increasing passenger enplanements and the ability to maintain and expand commercial air service at the San Luis Obispo Airport is the key to revenue growth. 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.

Parks

The total expense and total revenues for the FY 2013-14 Parks budget are recommended to decrease by \$1,000,526, or 10% as compared to the FY 2012-13 adopted budget. The level of General Fund support is recommended to decrease by \$479,378 or 11% as compared to the FY 2012-13 adopted level. \$600,000 of the revenue and expenditure decrease and all of the General Fund support decrease are related to the one-time addition of \$600,000 in General Fund approved as part of the final adopted budget for FY 2012-13. This one time addition was made to assist Parks address deferred maintenance as well as support improvements at County park and recreational facilities. Adjusting for the one time addition, the General Fund support for this budget is increasing \$120,622, a 3% increase. \$80,000 of this increase is a shift of General Fund from the Fund Center 113 General Services to Parks. The shift in General Fund supports the grounds maintenance function that was transferred from General Services to Parks during FY 2012-13. \$27,500 in General Fund is being added to this fund center to assist with marketing Parks campgrounds and facilities. \$12,500 of these funds is earmarked to assist with marketing County Golf Courses, Fund Center 427. Parks revenues from fees are showing a slight improvement and the overall fiscal situation for the

Parks budget shows improvement as compared to the past several years. All existing staff positions are funded and current service levels are maintained.

Golf Courses

The Golf Course budget is an Enterprise Fund and as such does not receive General Fund support. Enterprise funds charge user fees for their services. During FY 2012-3, the number of rounds played is showing a slight improvement and revenues are projected to be higher than budgeted for the year. Golf operating revenues for FY 2013-14 are recommended for a \$66,720 or 3% increase over the projected revenues for FY 2012-13. Expenditure levels are slightly less than revenues, and for the first time in several years, Golf will not have to use any of its unallocated cash to cover its budgeted expense. A reduction in expense related to countywide overhead charges is main reason for the improvement. The reduction in countywide overhead expense is related to one-time adjustments and the relief created by the reduction in this category of expense may not continue in future years. Maintaining a positive fiscal balance will likely require continued improvement in the revenues derived from green fees and other sources. The management for Golf is focusing on expanding the number of golfers who use County courses. Management continues to use of promotions and marketing activities to attract new clients. The recommended budget maintains current staffing and service levels.

Library

The FY 2013-14 recommended budget for the Library reflects financing sources and expenditures that are increasing \$230,174 or 2%. General Fund support for the Library budget is recommended at \$607,139. This is an increase \$91,018 of 17% over the FY 2012-13 adopted amount of \$516,121 and represents 7% of the Library's total budget of \$8,665,045. The Library is primarily dependent on revenue from property taxes to fund its operation. Although the housing market remains sluggish, property tax revenues are budgeted to increase approximately \$200,000 in FY 2013-14, the first increase in five years. To achieve a balanced budget, staff recommends cancellation of \$100,000 in reserves, leaving a balance of \$932,331 in reserves. The recommended budget adds \$100,695 to the materials budget, an increase of 24% compared to the FY 2012-13 adopted budget. The recommended budget will allow the Library to sustain current open branch hours

Fiscal and Administrative- Net decrease of 1.5 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.

Administrative Office

The level of General Fund support for this budget is recommended to increase \$19,846 or 1% compared to the FY 2012-13 adopted level. The increase in General Fund support is due solely to a recommended one-time budget augmentation of \$50,000 to cover the costs of hiring a consultant to conduct an economic impact analysis of the Diablo Canyon Power Plant on San Luis Obispo County. This recommended augmentation is included in response to direction provided by the Board of Supervisors during a strategic planning session on February 19, 2013. If this augmentation had not been included, the recommended level of General

Fund support for the Administrative Office would be decreasing by \$33,359 or 2% compared to FY 2012-13 adopted levels.

Auditor-Controller

The level of General Fund support for this budget is recommended to increase \$94,675 or 2% compared to the FY 2012-13 adopted level. The increase in General Fund is due largely to various salary and benefit adjustments resulting from the department filling positions at higher levels in their career series' than had previously been budgeted. These increases are partially offset by the proposed elimination of 1.5 FTE positions. The FY 2012-13 adopted budget included the addition of 2.0 FTE limited term positions to backfill for existing staff who will be working on the Property Tax System Modernization project. In FY 2013-14, it is recommended that 1.0 FTE limited term Accounting Technician position be eliminated, as the department has determined that it does not need the position. In addition, it is recommended that a permanent Auditor-Analyst III position be reduced from 1.0 FTE to 0.5 FTE as a budget reduction strategy. It is not expected that the reductions to staffing levels will pose major service level impacts to the community.

Support to County Departments- Net decrease of 5.0 FTE positions

This functional area consists of the Office of the County Counsel, General Services Agency, including Fleet Services and Information Technology, Human Resources, Risk Management, and the County's Self Insurance programs. This functional area also included Reprographics, which will be eliminated as of the end of the current fiscal year.

General Services

The level of General Fund support for this budget is recommended to increase by \$224,766 or 3% compared to the FY 2012-13 adopted level. In FY 2012-13, the department shifted to a full cost recovery method to determine charges to departments for services. This increased departmental revenues by approximately \$1.3 million, allowing for a concurrent reduction of \$1.3 million in General Fund support to the departments FY 2012-13 budget. However, the department identified a calculation error in the methodology used to determine full cost recovery resulting in the overstatement of revenues by \$177,878, which impacted the change in General Fund support in FY 2012-13 by the same amount. The recommended increase to General Fund support in FY 2013-14 is due largely to this error.

The recommended budget includes reductions that decrease departmental expense by \$195,058. These reductions include the elimination of 2.0 FTE vacant Maintenance Mechanic positions. The reduction of these positions may result in slightly longer response time to emerging maintenance issues and some shifting of maintenance activities away from preventative maintenance. The department identified the service level impact as minimal. Other services will remain at current levels.

Information Technology

The level of General Fund support for this budget is recommended to increase \$220,740 or 2% compared to the FY 2012-13 adopted level. This increase is due largely to a decrease in revenue received from the Superior Court for hosting the Court's Criminal Justice Information System on the County mainframe. Due to State budget challenges, the Court approached the

County with a request for relief from the approximate \$440,000 in annual charges for use of the mainframe. The County agreed to defer these costs in FY 2012-13 and FY 2013-14.

The decrease in revenue is partially offset by the recommended elimination of 1.0 FTE vacant Senior Systems Administrator. The responsibilities of this position will be shifted to other existing staff and as a result, it is not expected that this reduction will pose major service level impacts.

Reprographics

In FY 2010-11 an independent consultant conducted a study and determined that the County could reduce its print and copy costs by outsourcing those functions to a private vendor. Based on this study, it was decided to eliminate Reprographics through a phased approach. In FY 2012-13, a 1.0 FTE vacant Reprographics Technician was reduced from the department's PAL. In FY 2013-14, it is recommended that the remaining 2.0 FTE positions in Reprographics be eliminated.

Overview of Financing/Revenues

State and Federal Revenue

State and Federal revenue at approximately \$216 million, represent about 44% of the County's total financing. The recommended level is about \$8.6 million more than FY 2012-13 adopted budget, which is largely a result of the 2011 Health and Human Services Realignment 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 taxes, transient occupancy, and other taxes at approximately \$150 million, represent about 30% of the County's total financing. The recommended level is up about \$1 million as compared to the FY 2012-13 adopted budget.

Other Revenues and Financing

Other revenues at approximately \$52 million represent about 11% of the County's total financing. The recommended level is approximately the same as the FY 2012-13 adopted budget.

License/Permit Fees/Charges for Services

Licenses, permits, and charges for services at approximately \$37.8 million, represent 8% of the County's total financing. The recommended level is \$1.2 million or 3% higher than the FY 2012-13 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 2012-13 budgeted amount.

Interest Earnings

At approximately \$770, 000 interest earning represents about 0.2% of the County's total financing. The recommended amount is roughly the same as the FY 2012-13 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 \$27.2 million (for all County funds not just the General Fund) and represents approximately 6% of the County's total financing and the use of reserves at \$4.3 million represents about 0.9% 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 2012-13, it is estimated that the County will have about \$96 million in total reserves and designations. Most of this amount is in designations for restricted and specific purposes (i.e. not discretionary). For FY 2013-14, it is proposed that \$4.3 million be used to help fund the budget and that \$11.1 million be added to the balances. The projected balance at the end of FY 2013-14 is \$102.7 million (a net increase of \$6.8 million). Only reserves and designations that are changing are included in the summaries below.

General Fund Reserves and Designations

The General Fund general reserve is recommended to increase \$1 million to \$9 million for FY 2013-14. It was last increased from \$7.6 million to \$8 million FY 2002-03.

Per the comprehensive depreciation and equipment replacement schedule, it is recommended that \$853,157 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 \$113,765.

FB-2020 POB, a designation established in FY 2012-13 in order to help pre-pay some of the County's Pension Obligation Bond debt is proposed to be increased by \$1.5 million. The new balance in this designation is projected to be \$6,188,657.

It is recommended that the Internal Financing designation be increased by \$250,000 to \$3.9 million.

Other (Non-General Fund) Reserves and Designations

Capital Projects: It is recommended that \$50,004 of the Facilities Planning designation be used to help fund capital projects recommended in the FY 2013-14 budget (reference capital projects budget for the details). The balance in the designation is projected to be \$6.2 million. Additionally, \$152,732 of the Los Osos Landfill designation is recommended to be used to help fund work at the landfill. This will use all the remaining funds in the designation.

Roads: It is recommended that \$944,564 be used to help fund the Roads budget. The balance in the designation is projected to be \$2.9 million.

Public Facility Fees (PFF): It is recommended that \$616,700 of the County Fire PFF be used to fund an expansion at the Meridian Fire Station and design work for a co-located dispatch center, \$380,000 of General Government PFF be utilized to help pay for debt service for the New County Government Center and that \$35,800 of Law Enforcement PFF also be utilized for the co-located dispatch center. \$326,500 is recommended to be added to the designations for future use. This would result in a net decrease of \$706,000. 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.

County-wide Automation Designation: It is recommended that \$569,875 be used to help fund automation projects. The balance in the designation is projected to be \$10.8 million.

Tax Reduction Reserves: It is recommended that \$1,399,033 be added to this designation. The balance in the designation is projected to be \$13.5 million.

Traffic Impact Fees: It is recommended that \$366,466 be used to fund Roads projects in areas of new development. The balance in the designation is projected to be \$4.5 million.

Driving Under the Influence: It is recommended that \$5,600 of the General Reserve be used to fund programs in this budget. Reference the Driving Under the Influence fund center (fund center 375) for more details.

Library: It is recommended that \$15,000 of the General Reserve and \$85,000 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 \$34,690 and \$692,510 respectively. Reference the Library fund center (fund center 377) for more details.

Organizational Development: It is recommended that \$95,787 be added to the General Reserve, which would result in a balance of approximately \$1.5 million.

Pension Obligation Bond (POB): It is recommended that \$1,251,965 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 \$8 million.

Acknowledgements

Similar to prior years, I would like to thank all County employees for their hard work this past year. There are several indicators that lead us to believe that general economic conditions are improving. We are nearing the end of the Seven Year Pain Plan and the gap is being closed in

accordance with the Plan. 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. The entire organization deserves credit for the successful progress towards the end goal of a sustainable budget.

I look forward to this next year as we continue to pursue our vision of a safe, healthy, livable, prosperous, and well-governed community.

Sincerely,

A handwritten signature in cursive script that reads "Daniel A. Buckshi".

Dan Buckshi
County Administrative Officer

2013-14 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 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 2013-14 represents year six 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 closed with short-term options
- 2013-14 10% of gap 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 #18. 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 early 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 continue 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, not 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 and grew to \$1,983,700 in FY 2012-13 in order to begin addressing deferred maintenance projects.
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, 2011-12, 2012-13 and 2013-14.

- 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, 2011-12, 2012-13 and 2013-14.

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.

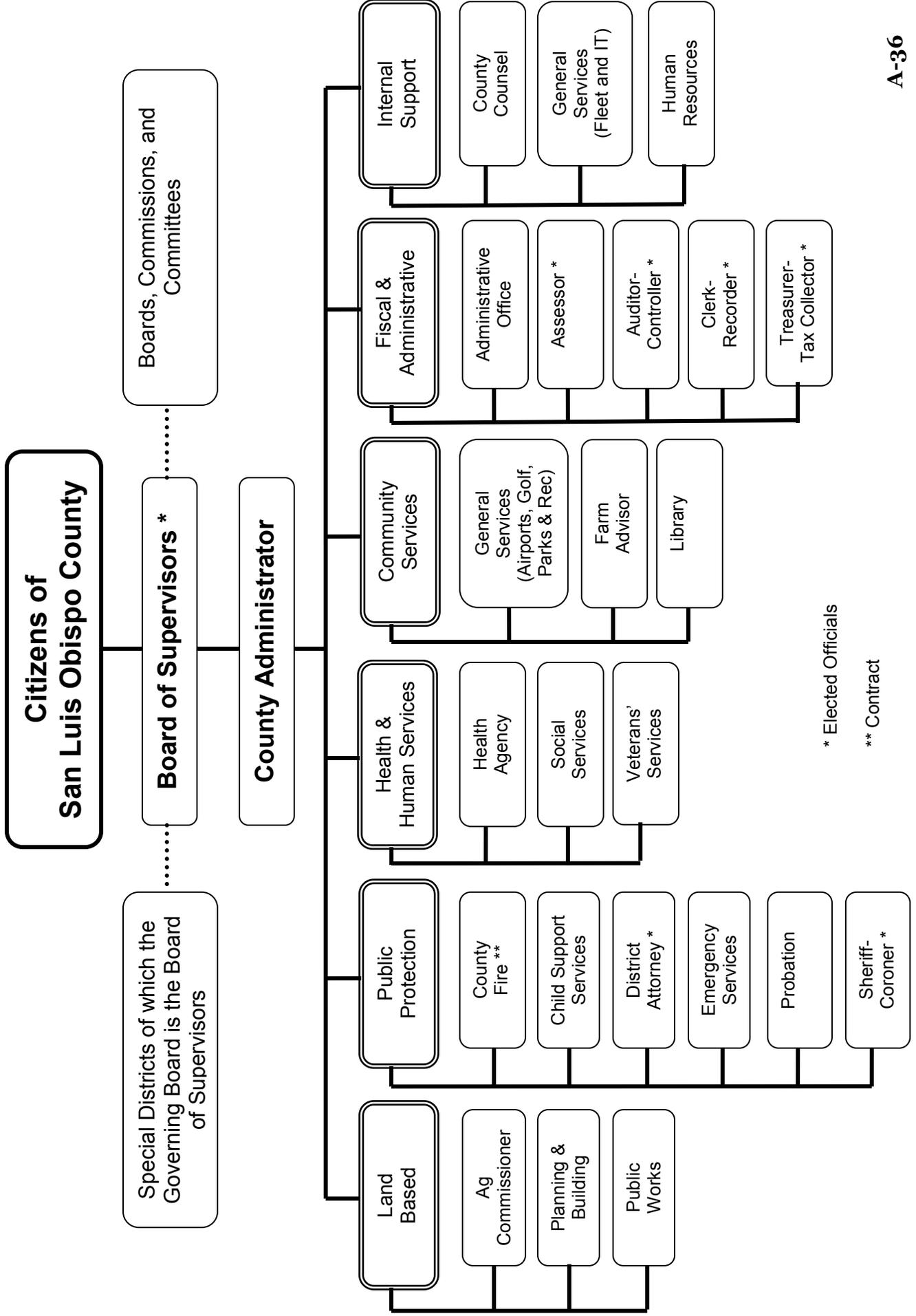
3. **Revenue (tax) increases-** In the past, tax increases such as sales taxes, transient occupancy taxes, business license taxes, and utility users taxes have been discussed. However, it was decided not to pursue these options given current economic conditions and voter sentiment.

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



* Elected Officials

** Contract

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 Mozart 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.

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.

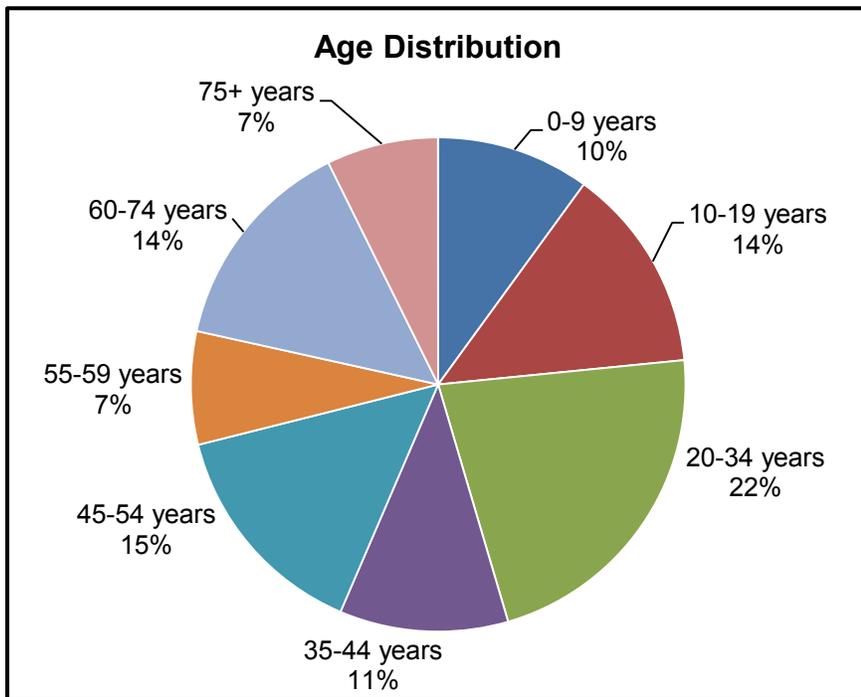
The County Administrative Officer is appointed by the Board of Supervisors and has responsibility for managing the operations of County departments, preparing the County budget and making recommendations to the Board of Supervisors to promote the efficiency and effectiveness of County operations. The 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	
<u>City</u>	<u>Population</u>
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

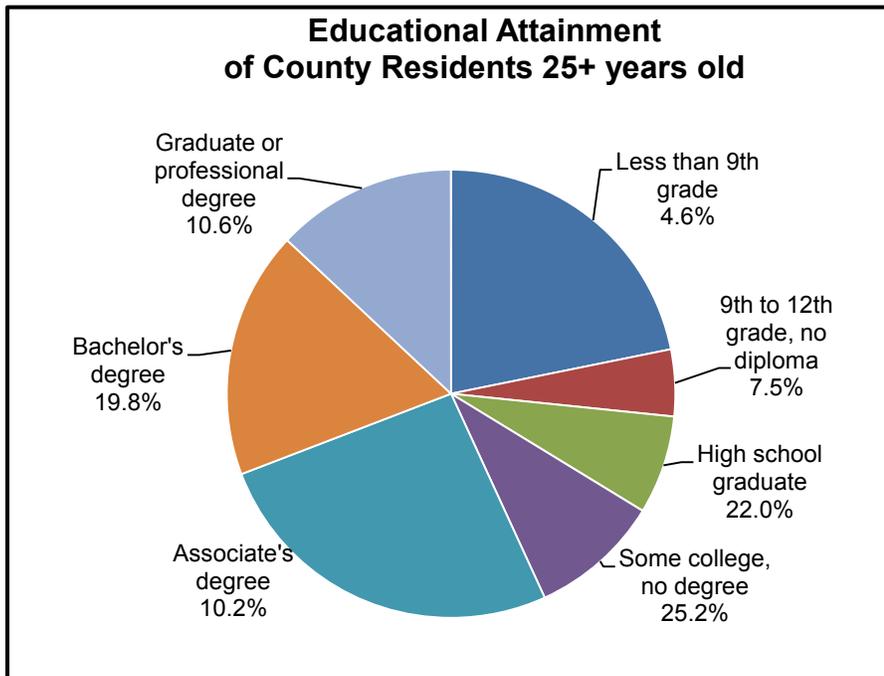
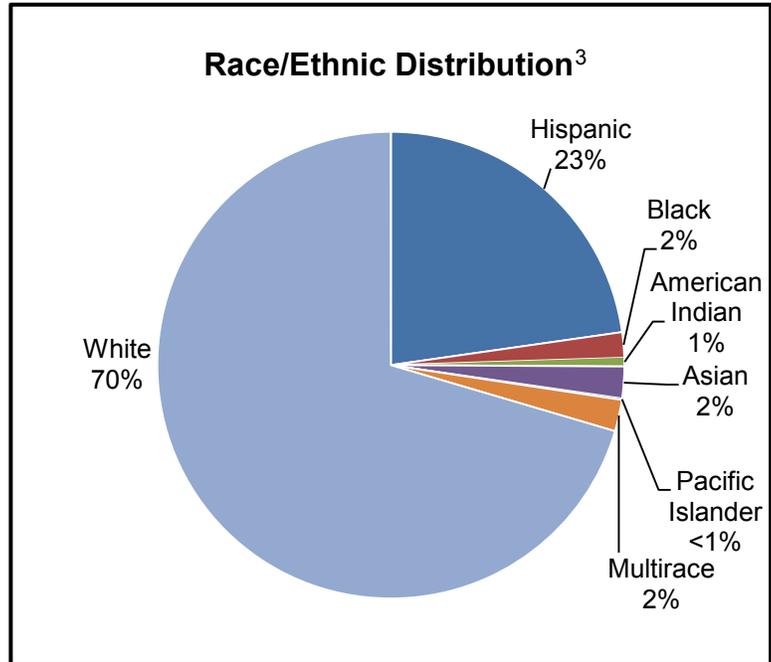


The median age of San Luis Obispo County residents was estimated at 39.4 years in 2010. This compares with 35.2 years in California and 37.2 years for the United States.²

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 County residents over the age of 25 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

	<u>2010</u>	<u>2000</u>
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

<u>City</u>	<u>Price</u>
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

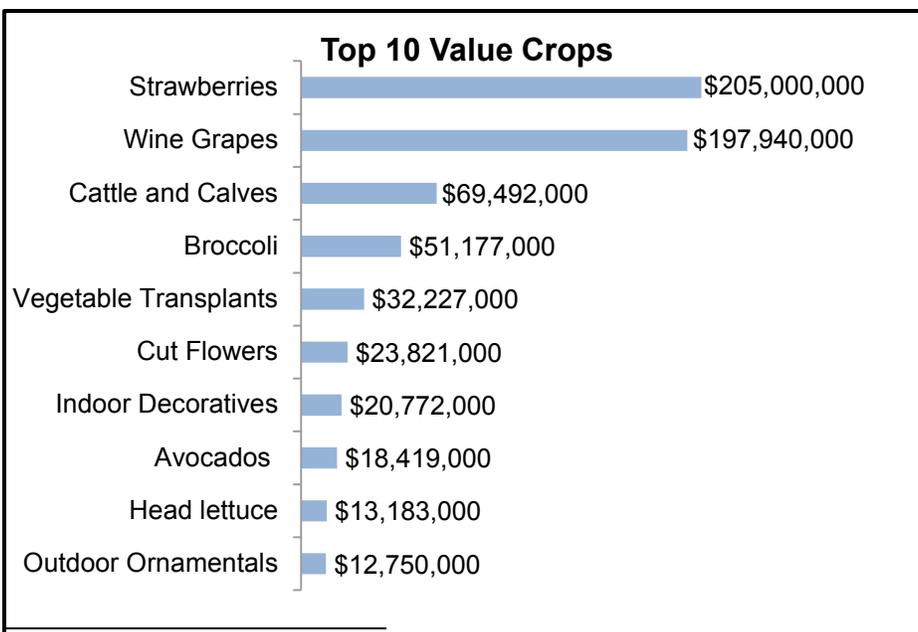
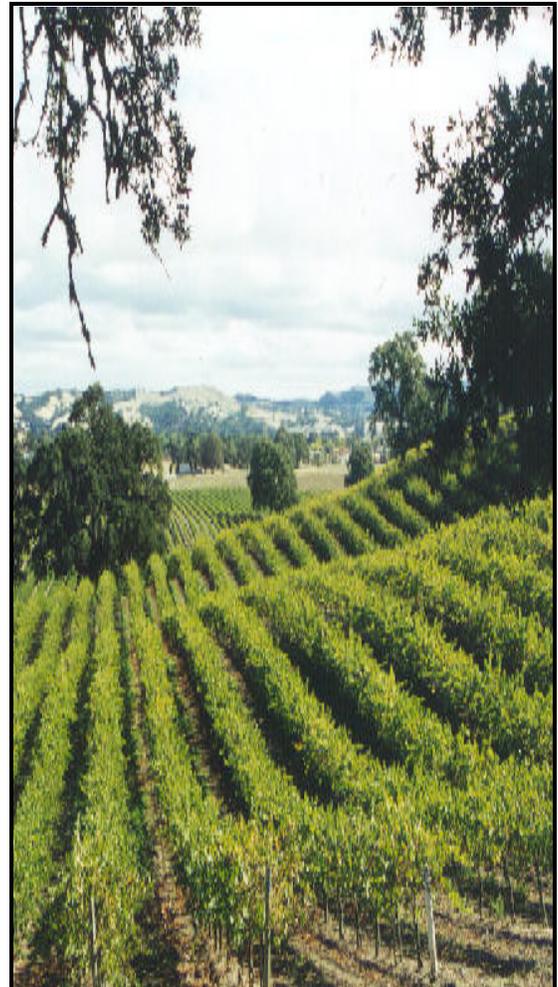
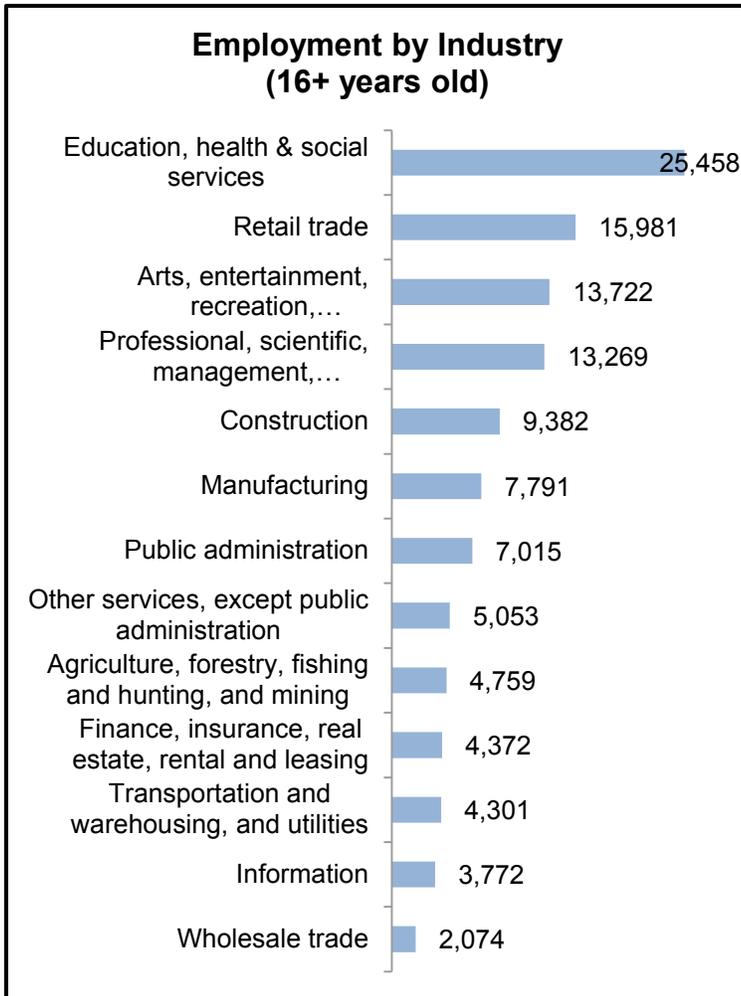
- County of San Luis Obispo
- California Polytechnic University
- Atascadero State Hospital
- California Men’s Colony
- Pacific Gas & Electric
- Tenet Healthcare
- Lucia Mar Unified School District
- Paso Robles Public Schools
- Cal Poly Corporation
- San Luis Coastal Unified School District
- Cuesta College
- Atascadero Unified School District
- Community Action Partnership of SLO
- California Department of Transportation
- California State Parks
- SLO County Office of Education
- Rabobank
- Mind Body
- City of San Luis Obispo
- Community Health Centers

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 2013 Community Economic Profile

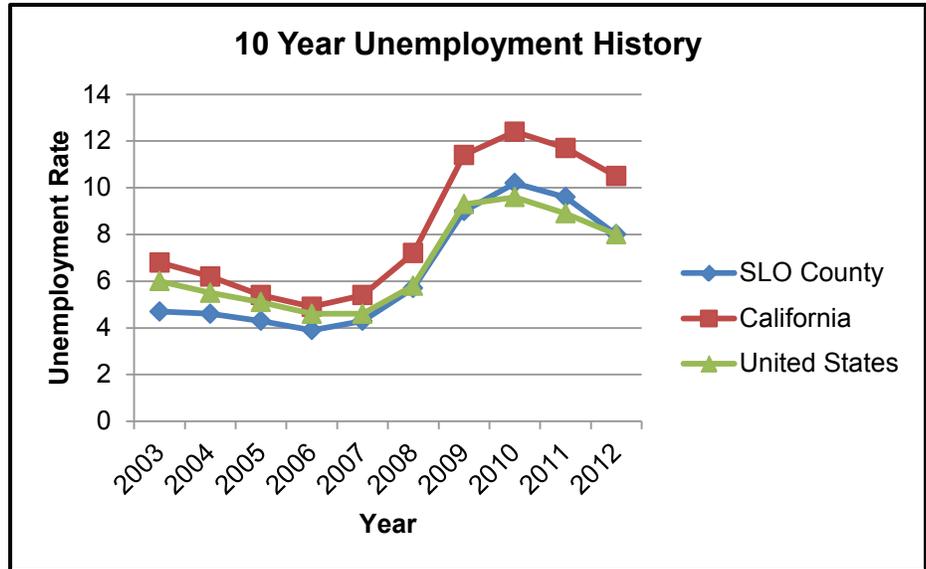
⁸ US Census Bureau 2010 American Community Survey



The County also has a productive agricultural industry. The chart to the left displays the top 10 value crops in the County in 2012.⁹

⁹ San Luis Obispo County Agricultural Commissioner 2012 Crop Report

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



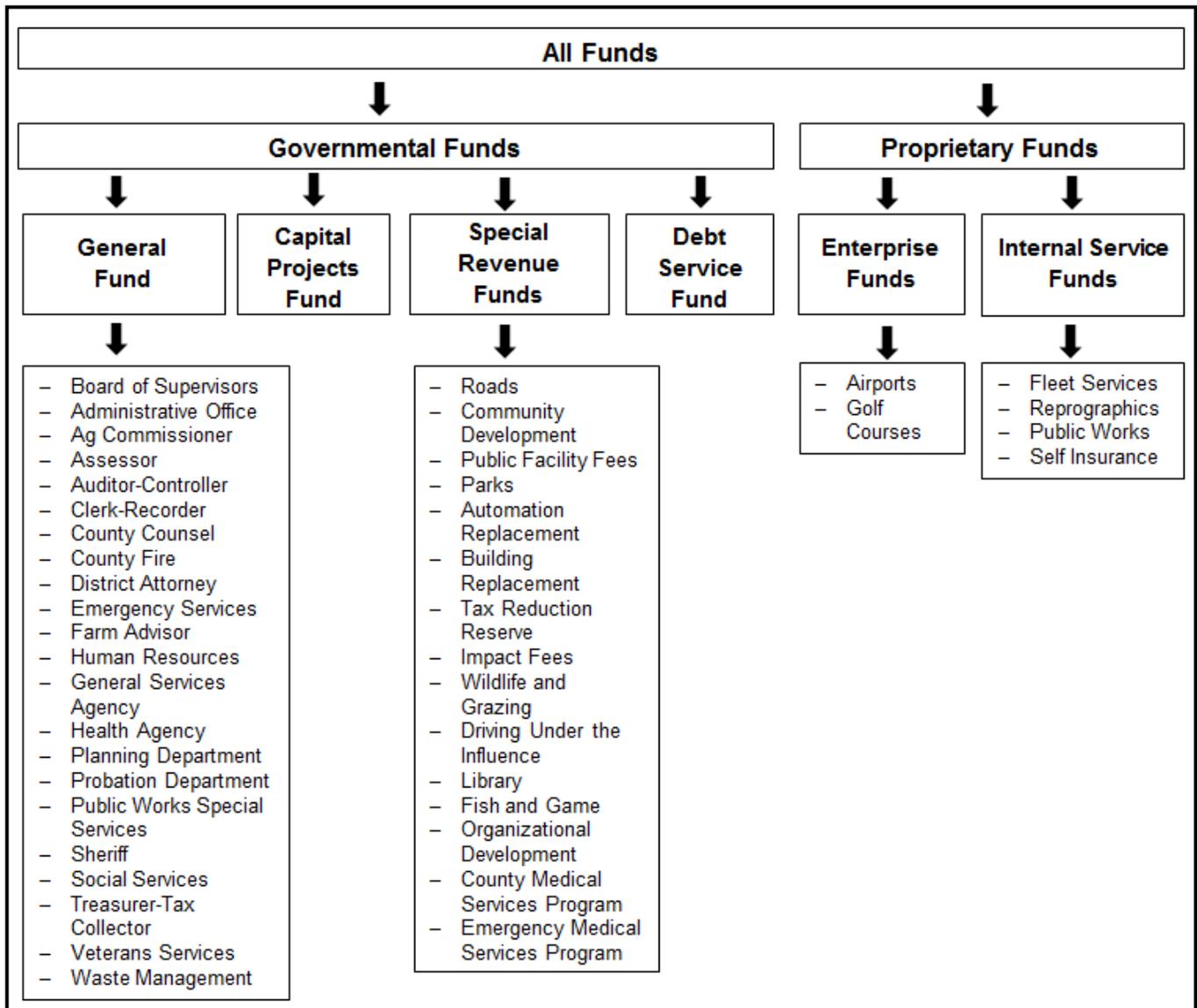
Budget Summary Information

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 for 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:

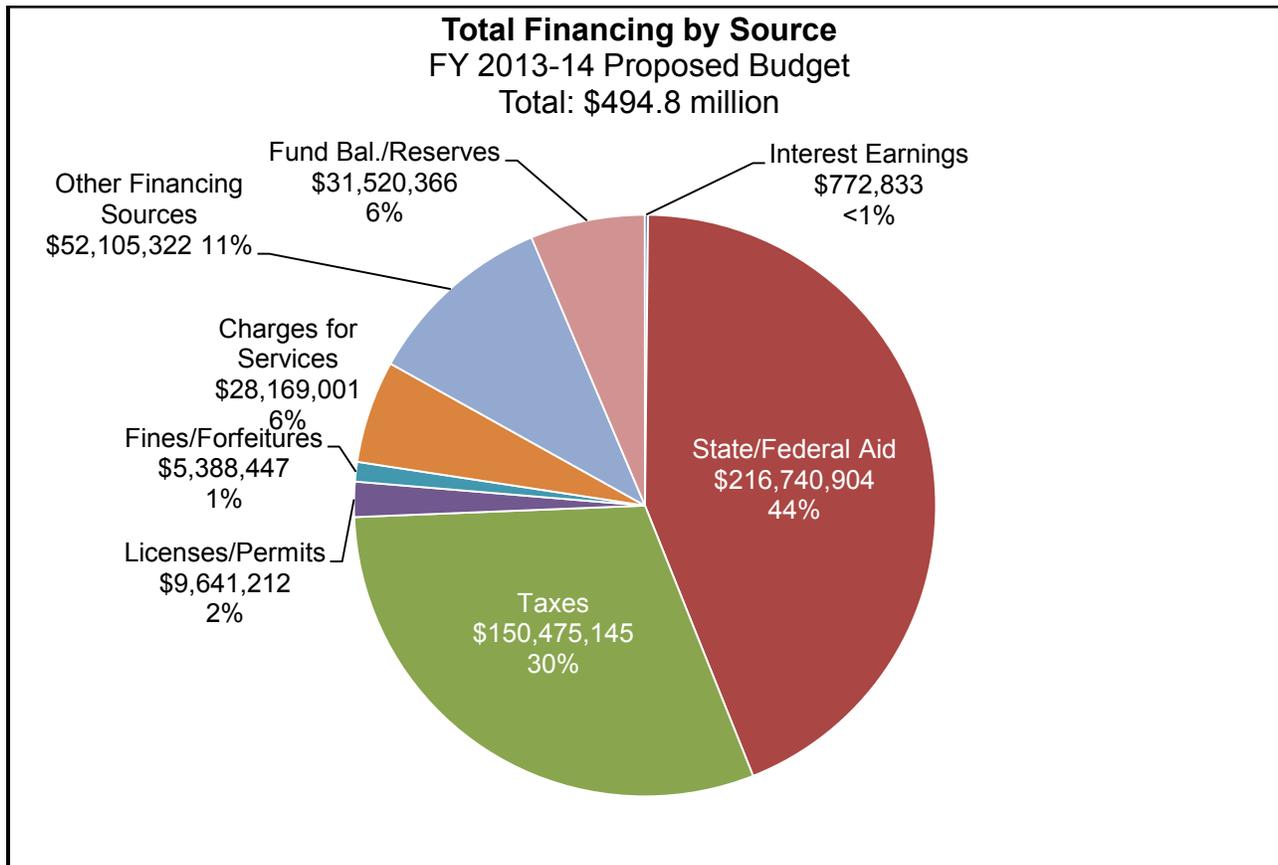
Enterprise Funds- Enterprise funds are established to finance and account for operations that are financed and operated in a manner similar to private business enterprises, where the costs (expenses including depreciation, capital and maintenance) are financed primarily through user charges. In the County,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

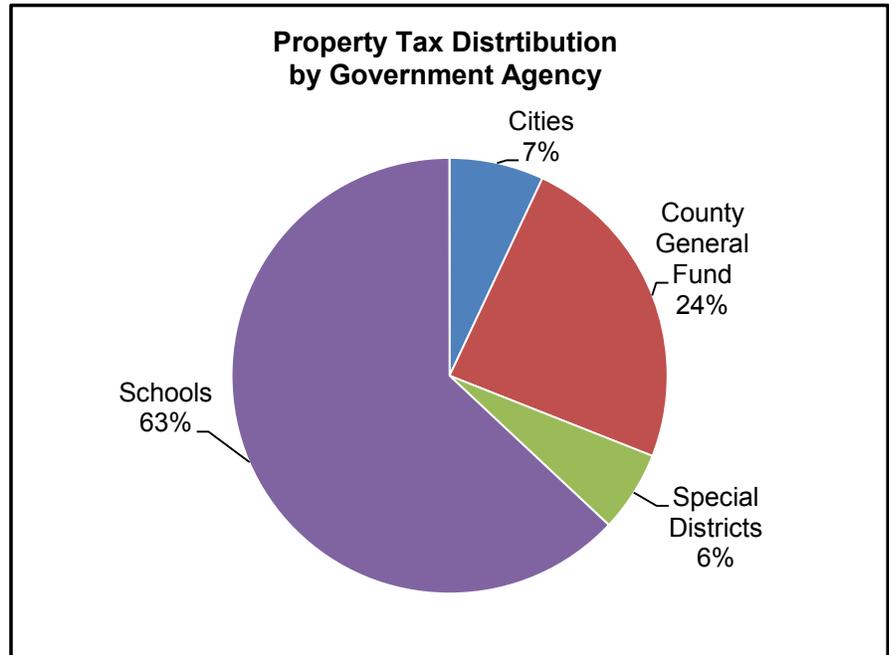


State and Federal Revenue- State and Federal revenue is the County’s single largest revenue source. The majority of these revenues are used to support statutory programs, such as health and welfare services and some criminal justice programs. These funds are generally restricted in use and are not available 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 in 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.

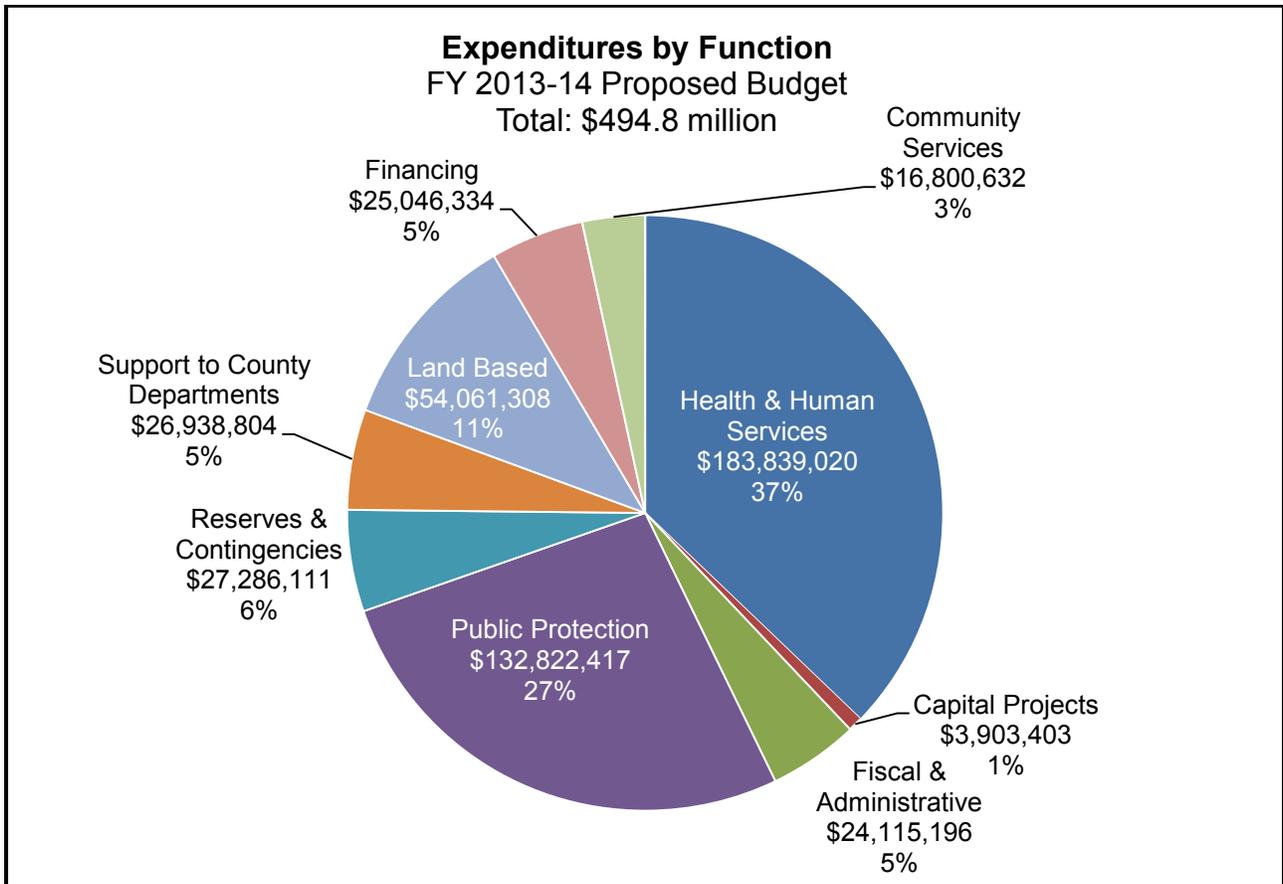
Summary of County Expenditures

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.

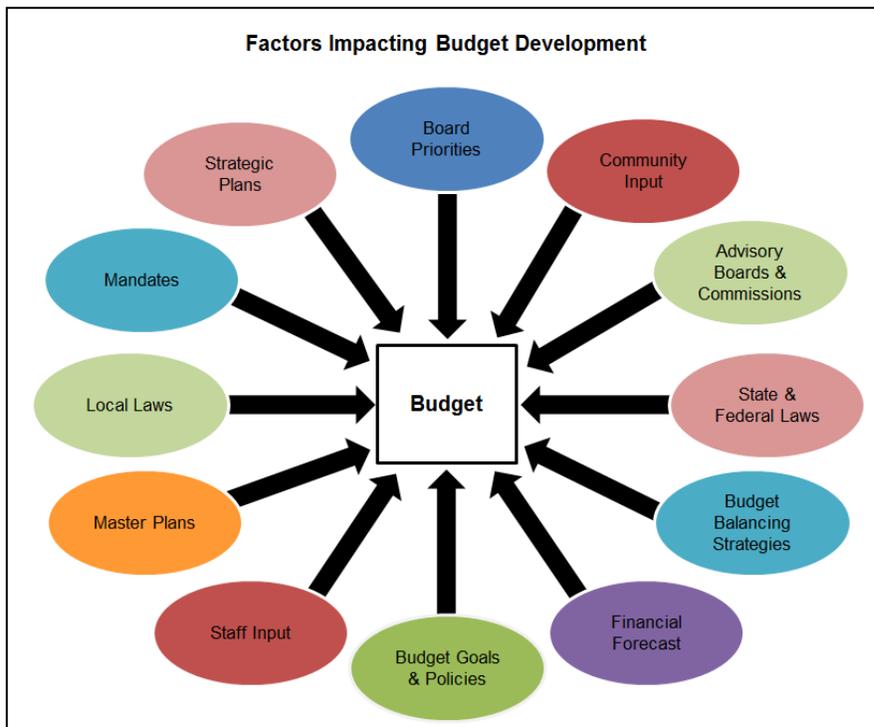
Financing Sources and Uses Summary

Description	2010-11 Actual	2011-12 Actual	2012-13 Adopted	2013-14 Proposed
<u>Financing Sources</u>				
Taxes	145,593,468	147,980,663	148,819,399	150,475,145
Licenses and Permits	7,453,615	8,056,372	8,221,826	9,641,212
Fines, Forfeitures and Penalties	5,138,073	5,949,120	4,935,249	5,388,447
Revenue from Use of Money & Property	1,038,257	2,084,459	830,650	772,833
Intergovernmental Revenues- State	123,073,598	142,081,750	140,287,530	153,562,757
- Federal	56,180,947	59,251,971	64,929,054	7,845,054
- Other	15,524,434	4,993,713	2,904,342	55,333,093
Charges for Services	39,077,099	30,321,531	28,358,945	28,169,001
Other Revenues	26,892,852	27,756,552	23,274,482	25,178,951
Fund Balance	0*	0	35,863,712	27,195,468
Use of Reserves & Designations	0*	0	3,962,463	4,324,898
Other Financing Sources	41,452,522	33,421,780	28,475,534	26,926,371
Decreases to Fund Balance	0	0	0	0
*cancellation of reserves and designations and use of fund balance included in Other Financial Sources				
Total Financing Sources	461,424,865	461,897,911	490,863,186	494,813,230
<u>Uses of Financing by Function</u>				
General Government	70,767,353	70,273,596	64,425,305	63,195,840
Public Protection	136,215,545	138,575,024	144,519,287	150,688,511
Public Ways & Facilities	45,435,501	44,078,788	30,957,137	31,953,771
Health & Sanitation	64,313,515	64,525,888	69,107,379	72,008,653
Public Assistance	104,005,676	102,862,159	107,230,881	110,422,304
Education	10,548,563	10,322,485	10,025,114	10,427,939
Recreation & Cultural Services	7,363,741	7,117,583	8,053,529	7,757,247
Debt Service	10,503,873	10,173,793	10,600,444	10,841,682
Financing Uses	7,171,074	9,623,686	12,438,793	10,231,171
Contingencies	0*	0*	15,951,985	16,137,102
Reserves & Designations	0*	0*	17,553,332	11,149,009
Increases to Fund Balance	5,100,024	4,344,909	0	0
*use of reserves and designations and contingencies reflected in individual functional areas				
Total Financing by Function	461,424,865	461,897,911	490,863,186	494,813,230
<u>Uses of Financing by Type</u>				
Salary & Benefits	222,669,163	222,628,073	236,164,884	243,170,366
Services & Supplies	133,741,722	134,510,870	141,293,396	141,729,910
Other Charges	91,641,653	89,650,861	87,117,945	89,148,522
Fixed Assets	28,638,638	30,047,511	12,637,946	14,206,526
Transfers	(20,366,335)	(19,284,313)	(19,856,302)	(20,728,205)
Increases to Reserves/Designations	0*	0*	17,553,332	11,149,009
Increases/(decreases) to Fund Balance	5,100,024	4,344,909	0	0
Contingencies	0*	0	15,951,985	16,137,102
*use of reserves and designations and contingencies are included in individual financing types				
Total Financing by Type	461,424,865	461,897,911	490,863,186	494,813,230

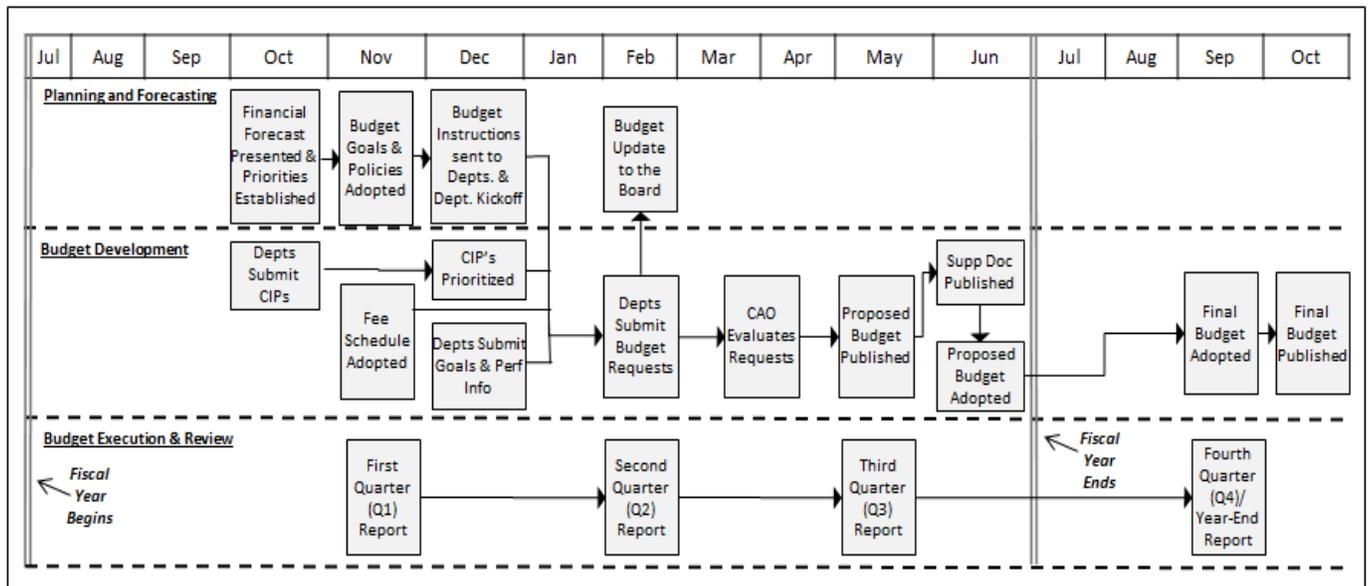
County Budget Development and Management Process

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.
November	Final budget is printed and published and sent to the State Controller's Office.

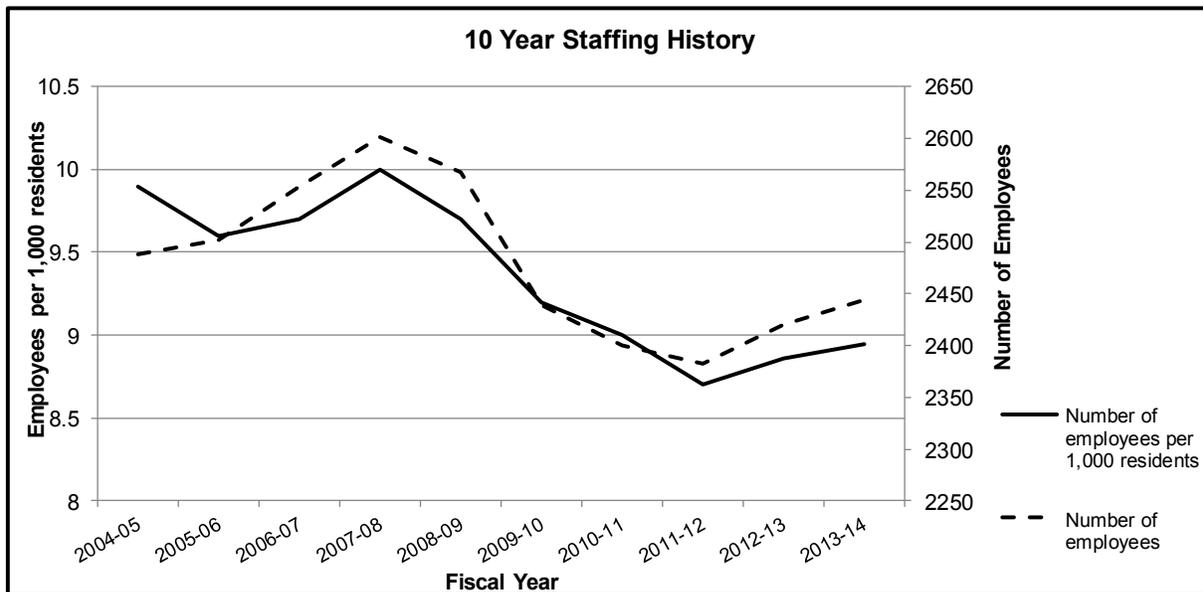
Personnel Information

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

<u>Functional Area</u>	<u>2012-13 Current Allocation</u>	<u>2013-14 Department Request</u>	<u>2013-14 C.A.O. Recommended</u>	<u>Increase (Decrease)</u>
Community Services	144.50	143.50	144.50	0.00
Fiscal & Administrative	192.25	192.25	191.75	-0.50
	7.50 *	6.50 *	6.50 *	-1.00 *
Health/Human Services	845.75	845.75	852.75	7.00
	9.00 *	9.00 *	9.00 *	0.00 *
Land Based	317.00	316.00	318.00	1.00
	7.50 *	7.50 *	2.00 *	-5.50 *
Public Protection	688.75	692.75	693.75	5.00
	15.50 *	11.50 *	12.50 *	-3.00 *
Support to County Depts	217.50	215.50	212.50	-5.00
	1.00 *	1.00 *	1.00 *	0.00 *
Total Permanent FTE's	2,405.75	2,405.75	2,413.25	7.50
Total Limited Terms	40.50	35.50	31.00	-9.50
Total Contract FTE's	0.00	0.00	0.00	0.00
Total FTE's	2,446.25	2,441.25	2,444.25	-2.00
Permanent Positions				
Full Time	2,336	2,339	2,349	13
3/4 Time	39	39	39	0
1/2 Time	79	73	69	-10
1/4 Time	4	4	2	-2
Total Permanent	2,458	2,455	2,459	1
Limited Term Positions				
Full Time	34	29	25	-9
3/4 Time	2	2	2	0
1/2 Time	10	10	9	-1
1/4 Time	0	0	0	0
Total Limited Term	46	41	36	-10

* Indicates Limited Term positions



Position Allocation Summary

<u>Dept</u>	<u>Title</u>	<u>2012-13 Budget</u>	<u>Adopted Changes</u>	<u>2012-13 Current Allocation</u>	<u>2013-14 Department Request</u>	<u>2013-14 C.A.O. Recommended</u>	<u>Increase (Decrease)</u>
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	5.50	0.00	5.50	5.50	6.00	0.50
275	ORGANIZATIONAL DEVELOPMENT	1.00	0.00	1.00	1.00	1.00	0.00
	Total	18.00	0.00	18.00	18.00	18.50	0.50
AGRICULTURAL COMMISSIONER							
141	AGRICULTURAL COMMISSIONER	41.00	0.00	41.00	41.00	41.00	0.00
ASSESSOR							
109	ASSESSOR	80.00	0.00	80.00	80.00	80.00	0.00
		4.50 *	0.00 *	4.50 *	4.50 *	4.50 *	0.00 *
	Total	84.50	0.00	84.50	84.50	84.50	0.00
AUDITOR-CONTROLLER							
107	AUDITOR-CONTROLLER	37.50	0.00	37.50	37.50	37.00	-0.50
		2.00 *	0.00 *	2.00 *	1.00 *	1.00 *	-1.00 *
	Total	39.50	0.00	39.50	38.50	38.00	-1.50
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	39.75	0.00	39.75	39.75	39.75	0.00
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	21.25	21.25	0.00
DISTRICT ATTORNEY							
132	DISTRICT ATTORNEY	92.50	1.00	93.50	93.50	93.00	-0.50
		1.50 *	1.00 *	2.50 *	2.50 *	2.50 *	0.00 *
	Total	94.00	2.00	96.00	96.00	95.50	-0.50
FARM ADVISOR							
215	FARM ADVISOR	5.00	0.00	5.00	5.00	5.00	0.00
GENERAL SERVICES							
113	GENERAL SERVICES	83.00	0.00	83.00	83.00	81.00	-2.00
		1.00 *	0.00 *	1.00 *	1.00 *	1.00 *	0.00 *
114	INFORMATION TECHNOLOGY DEPARTMENT	75.25	0.00	75.25	75.25	74.25	-1.00
305	PARKS	42.00	0.00	42.00	41.00	42.00	0.00
406	REPROGRAPHICS ISF	2.00	0.00	2.00	0.00	0.00	-2.00
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	243.25	0.00	243.25	240.25	238.25	-5.00
HUMAN RESOURCES							
105	RISK MANAGEMENT	7.00	0.00	7.00	7.00	7.00	0.00
112	HUMAN RESOURCES	16.00	0.00	16.00	16.00	16.00	0.00
	Total	23.00	0.00	23.00	23.00	23.00	0.00
LIBRARY							
377	LIBRARY	70.50	0.00	70.50	70.50	70.50	0.00
PLANNING & BUILDING DEPARTMENT							
142	PLANNING & BUILDING DEPARTMENT	87.25	0.00	87.25	87.25	88.25	1.00
		0.50 *	2.00 *	2.50 *	2.50 *	2.00 *	-0.50 *
	Total	87.75	2.00	89.75	89.75	90.25	0.50

Position Allocation Summary

<u>Dept</u>	<u>Title</u>	<u>2012-13 Budget</u>	<u>Adopted Changes</u>	<u>2012-13 Current Allocation</u>	<u>2013-14 Department Request</u>	<u>2013-14 C.A.O. Recommended</u>	<u>Increase (Decrease)</u>
PROBATION DEPARTMENT							
139	PROBATION DEPARTMENT	146.50	1.00	147.50	151.50	151.50	4.00
		5.00 *	0.00 *	5.00 *	1.00 *	2.00 *	-3.00 *
	Total	151.50	1.00	152.50	152.50	153.50	1.00
PUBLIC HEALTH							
137	ANIMAL SERVICES	18.50	0.00	18.50	18.50	18.50	0.00
160	PUBLIC HEALTH	158.00	1.00	159.00	159.00	158.00	-1.00
		0.00 *	2.00 *	2.00 *	2.00 *	2.00 *	0.00 *
166	BEHAVIORAL HEALTH	212.50	8.50	221.00	221.00	221.00	0.00
		6.00 *	1.00 *	7.00 *	7.00 *	7.00 *	0.00 *
184	LAW ENFORCEMENT MED CARE	12.50	1.50	14.00	14.00	14.00	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	431.25	14.00	445.25	445.25	444.25	-1.00
PUBLIC WORKS - ISF							
405	PUBLIC WORKS - ISF	188.75	0.00	188.75	187.75	188.75	0.00
		5.00 *	0.00 *	5.00 *	5.00 *	0.00 *	-5.00 *
	Total	193.75	0.00	193.75	192.75	188.75	-5.00
SHERIFF-CORONER							
136	SHERIFF-CORONER	380.50	3.00	383.50	383.50	384.50	1.00
		8.00 *	0.00 *	8.00 *	8.00 *	8.00 *	0.00 *
	Total	388.50	3.00	391.50	391.50	392.50	1.00
SOCIAL SERVICES ADMINISTRATION							
180	SOCIAL SERVICES ADMINISTRATION	422.00	2.00	424.00	424.00	431.00	7.00
TREAS-TAX COLL-PUBLIC ADM							
108	TREAS-TAX COLL-PUBLIC ADM	28.00	0.00	28.00	28.00	28.00	0.00
		1.00 *	0.00 *	1.00 *	1.00 *	1.00 *	0.00 *
	Total	29.00	0.00	29.00	29.00	29.00	0.00
VETERANS SERVICES							
186	VETERANS SERVICES	4.00	0.00	4.00	4.00	5.00	1.00
	Total Permanent Employees	2,387.75	18.00	2,405.75	2,405.75	2,413.25	7.50
	Total Limited Term Employees	34.50	6.00	40.50	35.50	31.00	-9.50
	GRAND TOTAL	2,422.25	24.00	2,446.25	2,441.25	2,444.25	-2.00

* Indicates Limited Term positions

Position Allocation by Department

<u>Class</u>	<u>Title</u>	<u>PT</u>	<u>2012-13 Budget</u>	<u>Adopted Changes</u>	<u>Current</u>	<u>2013-14 Requested</u>	<u>2013-14 Recommended</u>	<u>Recommended Changes</u>
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		1.00	0.00	1.00	1.00	1.00	0.00
	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	13.00	-1.00
02056	Auditor-Analyst Trainee	1/2						
02053	or Auditor-Analyst I	1/2						
02054	or Auditor-Analyst II	1/2						
02055	or Auditor-Analyst III	1/2	0.00	0.00	0.00	0.00	0.50	0.50
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	1/2						
00909	or Senior Account Clerk Limited Permanent	1/2	0.50	0.00	0.50	0.50	0.50	0.00
00914	Accounting Technician		1.00	0.00	1.00	0.00	0.00	-1.00
02056	Auditor-Analyst Trainee							
02053	or Auditor-Analyst I							
02054	or Auditor-Analyst II							
02055	or Auditor-Analyst III		1.00	0.00	1.00	1.00	1.00	0.00
	Department Totals		39.50	0.00	39.50	38.50	38.00	-1.50

Position Allocation by Department

Class	Title	2012-13		Adopted Changes	Current	2013-14		Recommended Changes
		PT	Budget			Requested	Recommended	
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 Limited Permanent		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		1.00	0.00	1.00	1.00	1.00	0.00
00770	or Principal Financial Analyst							
	Department Totals		29.00	0.00	29.00	29.00	29.00	0.00
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		22.00	0.00	22.00	22.00	22.00	0.00
08894	Assessment Analyst Trainee							
00941	or Assessment Analyst I							
00942	or Assessment Analyst II							
00943	or Assessment Analyst III		6.00	0.00	6.00	6.00	6.00	0.00
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 Limited Permanent		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		1.00	0.00	1.00	1.00	1.00	0.00
08894	Assessment Analyst Trainee							

Position Allocation by Department

<u>Class</u>	<u>Title</u>	<u>PT</u>	<u>2012-13 Budget</u>	<u>Adopted Changes</u>	<u>Current</u>	<u>2013-14 Requested</u>	<u>2013-14 Recommended</u>	<u>Recommended Changes</u>
00941	or Assessment Analyst I							
00942	or Assessment Analyst II							
00943	or Assessment Analyst III		2.00	0.00	2.00	2.00	2.00	0.00
00894	Assessment Technician I							
00895	or Assessment Technician II							
00896	or Assessment Technician III		1.00	0.00	1.00	1.00	1.00	0.00
00894	Assessment Technician I	1/2						
00895	or Assessment Technician II	1/2						
00896	or Assessment Technician III	1/2	0.50	0.00	0.50	0.50	0.50	0.00
Department Totals			84.50	0.00	84.50	84.50	84.50	0.00
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		4.00	0.00	4.00	4.00	4.00	0.00
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		2.00	0.00	2.00	2.00	2.00	0.00
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	9.00	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	21.25	21.25	0.00
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

Position Allocation by Department

Class	Title	2012-13		Adopted Changes	Current	2013-14		Recommended Changes
		PT	Budget			Requested	2013-14 Recommended	
02111	Human Resources Analyst Aide		1.00	0.00	1.00	1.00	1.00	0.00
02110	Human Resources Analyst Aide-Confidential		3.00	0.00	3.00	3.00	3.00	0.00
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		16.00	0.00	16.00	16.00	16.00	0.00
113	GENERAL SERVICES							
00905	Accountant I							
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	2.00	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		22.00	0.00	22.00	22.00	22.00	0.00
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	13.00	-2.00
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
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		1.00	0.00	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		3.00	0.00	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
	Limited Permanent							
00613	Assistant Capital Projects Coordinator							
00615	or Associate Capital Projects Coordinator		1.00	0.00	1.00	1.00	1.00	0.00
00619	or Senior Capital Projects Coordinator							
	Department Totals		84.00	0.00	84.00	84.00	82.00	-2.00
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

Position Allocation by Department

<u>Class</u>	<u>Title</u>	<u>PT</u>	<u>2012-13 Budget</u>	<u>Adopted Changes</u>	<u>Current</u>	<u>2013-14 Requested</u>	<u>2013-14 Recommended</u>	<u>Recommended Changes</u>
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		3.00	0.00	3.00	3.00	3.00	0.00
08967	Computer Systems Technician Aide							
08968	or Computer Systems Technician I		1.00	0.00	1.00	1.00	1.00	0.00
08969	or Computer Systems Technician II							
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	1.00	-1.00
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		75.25	0.00	75.25	75.25	74.25	-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
08891	Administrative Services Officer I							
08892	or Administrative Services Officer II		2.00	0.00	2.00	2.00	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
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
00308	Deputy District Attorney I							
00309	or Deputy District Attorney II							
00311	or Deputy District Attorney III							
00314	or Deputy District Attorney IV		30.00	0.00	30.00	30.00	30.00	0.00
00308	Deputy District Attorney I	1/2						
00309	or Deputy District Attorney II	1/2	0.00	0.50	0.50	0.50	0.50	0.00
00311	or Deputy District Attorney III	1/2						
00314	or Deputy District Attorney IV	1/2						

Position Allocation by Department

Class	Title	2012-13		Adopted Changes	Current	2013-14		Recommended Changes
		PT	Budget			Requested	2013-14 Recommended	
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	0.00	-0.50
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
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	0.50	1.50	1.50	1.50	0.00
	Limited Permanent							
09645	District Attorney Investigator I							
09646	or District Attorney Investigator II							
09647	or District Attorney Investigator III		0.00	1.00	1.00	1.00	1.00	0.00
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	0.00	0.00	0.00	0.00	0.00	0.00
09637	or Victim/Witness Assistance Coordinator II	1/2	1.00	0.00	1.00	1.00	1.00	0.00
	Department Totals		94.00	2.00	96.00	96.00	95.50	-0.50
134	CHILD SUPPORT SERVICES							
08891	Administrative Services Officer I							
08892	or Administrative Services Officer II		1.00	0.00	1.00	1.00	1.00	0.00
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		14.00	0.00	14.00	14.00	14.00	0.00
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		39.75	0.00	39.75	39.75	39.75	0.00
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

Position Allocation by Department

Class	Title	2012-13		Adopted Changes	Current	2013-14		Recommended Changes
		PT	Budget			Requested	Recommended	
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		7.00	0.00	7.00	7.00	7.00	0.00
00346	Correctional Technician		23.00	1.00	24.00	24.00	25.00	1.00
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	1.00	2.00	2.00	2.00	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		24.00	0.00	24.00	24.00	24.00	0.00
01583	Program Manager I		0.00	1.00	1.00	1.00	1.00	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		2.00	0.00	2.00	2.00	2.00	0.00
02593	Sheriff's Commander		6.00	0.00	6.00	6.00	6.00	0.00
00375	Sheriff's Correctional Deputy		104.00	0.00	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		13.00	0.00	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		1.00	0.00	1.00	1.00	1.00	0.00
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	0.00	0.00	-1.00
02232	Supervising Legal Clerk II		1.00	0.00	1.00	2.00	2.00	1.00
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		7.00	0.00	7.00	7.00	7.00	0.00
	Department Totals		388.50	3.00	391.50	391.50	392.50	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)							
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

Position Allocation by Department

Class	Title	2012-13		Adopted	Current	2013-14	2013-14	Recommended
		PT	Budget	Changes		Requested	Recommended	Changes
138	EMERGENCY SERVICES							
08885	Administrative Analyst Aide		0.00	1.00	1.00	1.00	1.00	0.00
02203	Administrative Assistant Series		1.00	-1.00	0.00	0.00	0.00	0.00
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	4.00	1.00
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	0.00	-0.50
08884	Administrative Analyst I							
08883	or Administrative Analyst II							
08882	or Administrative Analyst III							
08886	or Principal Administrative Analyst Limited Permanent		1.00	0.00	1.00	1.00	1.00	0.00
08885	Administrative Analyst Aide							
	Department Totals		5.50	0.00	5.50	5.50	6.00	0.50
139	PROBATION DEPARTMENT							
00911	Account Clerk		5.00	0.00	5.00	6.00	6.00	1.00
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	5.00	5.00	1.00
00346	Correctional Technician		5.00	0.00	5.00	5.00	5.00	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
00324	Deputy Probation Officer I							
00323	or Deputy Probation Officer II		56.00	-1.00	55.00	55.00	55.00	0.00
00321	Deputy Probation Officer III		3.00	1.00	4.00	4.00	4.00	0.00
00370	Juvenile Services Officer I							
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		8.00	0.00	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
01583	Program Manager I		0.00	1.00	1.00	1.00	1.00	0.00
00909	Senior Account Clerk		1.00	0.00	1.00	1.00	1.00	0.00
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 Limited Permanent		12.00	0.00	12.00	14.00	14.00	2.00
00911	Account Clerk		1.00	0.00	1.00	0.00	0.00	-1.00
03501	Collections Officer I		1.00	0.00	1.00	0.00	0.00	-1.00
03502	or Collections Officer II							
00324	Deputy Probation Officer I							
00323	or Deputy Probation Officer II		1.00	0.00	1.00	1.00	1.00	0.00
00321	Deputy Probation Officer III		0.00	0.00	0.00	0.00	1.00	1.00
00373	Supervising Deputy Probation Officer		2.00	0.00	2.00	0.00	0.00	-2.00
	Department Totals		151.50	1.00	152.50	152.50	153.50	1.00
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

Position Allocation by Department

Class	Title	2012-13		Adopted Changes	Current	2013-14		Recommended Changes
		PT	Budget			Requested	Recommended	
02731	Agr/Weights & Measures Tech I							
02732	or Agr/Weights & Measures Tech II		7.00	0.00	7.00	7.00	7.00	0.00
02732	Agr/Weights & Measures Tech II	3/4	0.75	0.00	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	0.00	1.00	1.00	1.00	0.00
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		14.00	0.00	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	1.50	0.00	1.50	1.50	1.50	0.00
00804	or Deputy Agricultural Commissioner	1/2						
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		41.00	0.00	41.00	41.00	41.00	0.00
142	PLANNING & BUILDING DEPARTMENT							
00905	Accountant I							
00906	or Accountant II							
00907	or Accountant III		1.00	1.00	2.00	2.00	2.00	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							
01702	or Building Plans Examiner II							
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		2.00	0.00	2.00	2.00	2.00	0.00
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
02806	Land Use Technician		0.00	3.00	3.00	3.00	3.00	0.00
01620	Mapping/Graphics Systems Specialist I							
01621	or Mapping/Graphics Systems Specialist II							
01622	or Mapping/Graphics Systems Specialist III		3.00	-1.00	2.00	2.00	2.00	0.00
02805	Permit Technician		3.00	-3.00	0.00	0.00	0.00	0.00

Position Allocation by Department

<u>Class</u>	<u>Title</u>	<u>PT</u>	<u>2012-13 Budget</u>	<u>Adopted Changes</u>	<u>Current</u>	<u>2013-14 Requested</u>	<u>2013-14 Recommended</u>	<u>Recommended Changes</u>
02800	Planner I							
02801	or Planner II							
02802	or Planner III		16.00	-1.00	15.00	15.00	15.00	0.00
02803	or Environmental Resource Specialist		2.00	0.00	2.00	2.00	2.00	0.00
02804	or Principal Environmental Specialist		1.00	-1.00	0.00	0.00	0.00	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	5.00	1.00
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	2.00	7.00	7.00	7.00	0.00
02261	Systems Administrator I							
02262	or Systems Administrator II							
02263	or Systems Administrator III Limited Permanent		1.00	0.00	1.00	1.00	1.00	0.00
02806	Land Use Technician		0.00	2.00	2.00	2.00	2.00	0.00
01708	Resource Protection Specialist I	1/2						
01709	or Resource Protection Specialist II	1/2	0.50	0.00	0.50	0.50	0.00	-0.50
01710	or Resource Protection Specialist III	1/2						
Department Totals			87.75	2.00	89.75	89.75	90.25	0.50

160 PUBLIC HEALTH

00905	Accountant I							
00906	or Accountant II		2.00	0.00	2.00	2.00	3.00	1.00
00907	or Accountant III		1.00	0.00	1.00	1.00	1.00	0.00
00914	Accounting Technician		3.00	0.00	3.00	3.00	2.00	-1.00
02203	Administrative Assistant Series		16.00	0.00	16.00	16.00	16.00	0.00
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		6.00	0.00	6.00	6.00	6.00	0.00
08891	Administrative Services Officer I	3/4						
08892	or Administrative Services Officer II	3/4	0.75	0.00	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
00410	Cross Connection Inspector		1.00	0.00	1.00	1.00	1.00	0.00
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		2.00	0.00	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	1.00	15.00	15.00	15.00	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	-1.00	0.00	0.00	0.00	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	-1.00	3.00	3.00	3.00	0.00
00447	Laboratory Assistant I							

Position Allocation by Department

Class	Title	2012-13		Adopted	Current	2013-14	2013-14	Recommended
		PT	Budget	Changes		Requested	Recommended	Changes
00446	or Laboratory Assistant II		2.00	0.00	2.00	2.00	2.00	0.00
08974	Lead Health Education Specialist		0.00	1.00	1.00	1.00	1.00	0.00
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	28.00	27.00	2.00
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	0.00	0.00	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	1.00	3.00	0.00	0.00	-3.00
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		4.00	0.00	4.00	4.00	4.00	0.00
00575	Physical or Occupational Therapist Aide		3.00	0.00	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	6.00	1.00
00571	Physical or Occupational Therapist I	1/2						
00572	or Physical or Occupational Therapist II	1/2	0.50	0.00	0.50	0.50	0.00	-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	0.00	-0.50
01583	Program Manager I							
01584	or Program Manager II		2.00	0.00	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							
01348	or Public Health Nutritionist II		2.00	0.00	2.00	2.00	2.00	0.00
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	1.00	0.00	1.00	1.00	1.00	0.00
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 Limited Permanent		4.00	0.00	4.00	4.00	4.00	0.00
00221	Health Education Specialist		0.00	1.00	1.00	1.00	1.00	0.00
01583	Program Manager I							

Position Allocation by Department

Class	Title	2012-13		Adopted Changes	Current	2013-14		Recommended Changes
		PT	Budget			Requested	Recommended	
01584	or Program Manager II		0.00	1.00	1.00	1.00	1.00	0.00
Department Totals			158.00	3.00	161.00	161.00	160.00	-1.00
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	1.00	16.00	16.00	16.00	0.00
02203	Administrative Assistant Series	1/2	1.00	-1.00	0.00	0.00	0.00	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		8.00	1.00	9.00	9.00	9.00	0.00
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		31.00	3.00	34.00	34.00	34.00	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	3.00	0.00	3.00	3.00	3.00	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	1.00	0.00	1.00	1.00	1.00	0.00
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	0.50	2.00	2.00	2.00	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							
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							
00458	Mental Health Nurse Practitioner		0.00	1.00	1.00	1.00	1.00	0.00
00458	Mental Health Nurse Practitioner	1/2	0.00	0.50	0.50	0.50	0.50	0.00
09785	Mental Health Nurse Practitioner		1.00	-1.00	0.00	0.00	0.00	0.00
09785	Mental Health Nurse Practitioner	1/2	0.50	-0.50	0.00	0.00	0.00	0.00
08525	Mental Health Program Supervisor		9.00	0.00	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
00543	Licensed Vocational Nurse							
08528	or Mental Health Therapist II		1.00	0.00	1.00	1.00	0.00	-1.00
08529	Mental Health Therapist I							
08527	or Mental Health Therapist III							
08526	or Mental Health Therapist IV		83.00	3.00	86.00	86.00	88.00	2.00
08529	Mental Health Therapist I	3/4						
08527	or Mental Health Therapist III	3/4						
08526	or Mental Health Therapist IV	3/4	2.25	0.00	2.25	2.25	2.25	0.00
08529	Mental Health Therapist I	1/2						
08527	or Mental Health Therapist III	1/2						
08526	or Mental Health Therapist IV	1/2	4.00	1.00	5.00	5.00	4.50	-0.50
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
00525	Psychologist		2.00	0.00	2.00	2.00	2.00	0.00

Position Allocation by Department

Class	Title	2012-13		Adopted Changes	Current	2013-14		Recommended Changes
		PT	Budget			Requested	Recommended	
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	0.00	-0.50
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 Limited Permanent		1.00	0.00	1.00	1.00	1.00	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
08621	Drug & Alcohol Services Specialist II		0.00	1.00	1.00	1.00	1.00	0.00
08620	Drug & Alcohol Services Specialist I							
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	0.75	0.00	0.75	0.75	0.75	0.00
08606	Drug & Alcohol Worker Aide	1/2						
08607	or Drug & Alcohol Worker I	1/2	1.00	0.00	1.00	1.00	1.00	0.00
08608	or Drug & Alcohol Worker II	1/2	0.50	0.00	0.50	0.50	0.50	0.00
08529	Mental Health Therapist I	3/4						
08527	or Mental Health Therapist III	3/4						
08526	or Mental Health Therapist IV	3/4	0.75	0.00	0.75	0.75	0.75	0.00
Department Totals			218.50	9.50	228.00	228.00	228.00	0.00
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	63.00	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
03501	Collections Officer I							
03502	or Collections Officer II		0.00	0.00	0.00	2.00	2.00	2.00
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		115.00	2.00	117.00	117.00	117.00	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		1.00	0.00	1.00	1.00	1.00	0.00
01560	Personal Care Aide	3/4	2.25	0.00	2.25	2.25	2.25	0.00
01583	Program Manager I							
01584	or Program Manager II		15.00	0.00	15.00	15.00	15.00	0.00
00884	Secretary II		0.00	0.00	0.00	1.00	1.00	1.00
00909	Senior Account Clerk		10.00	0.00	10.00	8.00	8.00	-2.00
02255	Senior Software Engineer		2.00	0.00	2.00	2.00	2.00	0.00
01531	Social Services Investigator		1.00	0.00	1.00	1.00	2.00	1.00
01555	Social Svcs Program Review Specialist		30.00	0.00	30.00	30.00	32.00	2.00
01536	Social Worker I							

Position Allocation by Department

<u>Class</u>	<u>Title</u>	<u>PT</u>	<u>2012-13 Budget</u>	<u>Adopted Changes</u>	<u>Current</u>	<u>2013-14 Requested</u>	<u>2013-14 Recommended</u>	<u>Recommended Changes</u>
01532	or Social Worker II							
01524	or Social Worker III							
01519	or Social Worker IV		68.00	0.00	68.00	68.00	71.00	3.00
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		7.00	-6.00	1.00	1.00	1.00	0.00
00928	Supervising Admin Clerk II		1.00	6.00	7.00	7.00	7.00	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
01537	Supervising Social Services Investigator		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
Department Totals			422.00	2.00	424.00	424.00	431.00	7.00
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							
00500	Pre-Licensed Correctional Nurse							
00527	or Correctional Nurse I							
00528	or Correctional Nurse II		7.00	0.00	7.00	7.00	7.00	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	-1.00	0.00	0.00	0.00	0.00
08528	or Mental Health Therapist II		1.00	2.00	3.00	3.00	3.00	0.00
00543	Licensed Vocational Nurse	3/4	0.00	0.00	0.00	0.00	0.00	0.00
08528	or Mental Health Therapist II	3/4	0.75	0.00	0.75	0.75	0.75	0.00
00543	Licensed Vocational Nurse	1/2						
08528	or Mental Health Therapist II	1/2	0.00	0.50	0.50	0.50	0.50	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
Department Totals			12.50	1.50	14.00	14.00	14.00	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	3.00	1.00
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	5.00	1.00
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

Position Allocation by Department

<u>Class</u>	<u>Title</u>	<u>PT</u>	<u>2012-13 Budget</u>	<u>Adopted Changes</u>	<u>Current</u>	<u>2013-14 Requested</u>	<u>2013-14 Recommended</u>	<u>Recommended Changes</u>
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
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		3.00	-3.00	0.00	0.00	0.00	0.00
01222	or Park Ranger I		1.00	-1.00	0.00	3.00	0.00	0.00
01221	or Park Ranger II		16.00	4.00	20.00	16.00	20.00	0.00
01220	or Park Ranger III		8.00	0.00	8.00	8.00	8.00	0.00
01210	Park Ranger Specialist		3.00	0.00	3.00	3.00	3.00	0.00
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		42.00	0.00	42.00	41.00	42.00	0.00
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	-1.00	0.00	0.00	0.00	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	0.00	0.00	-1.00
01541	or Eligibility Technician III		2.00	0.00	2.00	3.00	3.00	1.00
00420	Community Health Nurse							
00417	or Public Health Nurse		1.00	0.00	1.00	1.00	1.00	0.00
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
00911	Account Clerk							
00909	or Senior Account Clerk		1.00	1.00	2.00	2.00	2.00	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

Position Allocation by Department

Class	Title	2012-13		Adopted	Current	2013-14	2013-14	Recommended
		PT	Budget	Changes		Requested	Recommended	
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		31.00	0.00	31.00	31.00	31.00	0.00
02203	Administrative Assistant Series	3/4	0.75	0.00	0.75	0.75	0.75	0.00
02203	Administrative Assistant Series	1/2	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
08903	Departmental Automation Specialist I							
08904	or Departmental Automation Specialist II		0.00	0.00	0.00	1.00	1.00	1.00
08906	or Departmental Automation Specialist III							
01003	Librarian I							
01004	or Librarian II		6.00	0.00	6.00	5.00	5.00	-1.00
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		70.50	0.00	70.50	70.50	70.50	0.00
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
02204	Administrative Assistant Aide							
02201	or Administrative Assistant I							
02202	or Administrative Assistant II							
02203	or Administrative Assistant Series		5.00	0.00	5.00	5.00	6.00	1.00
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							

Position Allocation by Department

Class	Title	2012-13		Adopted Changes	Current	2013-14		Recommended Changes
		PT	Budget			Requested	2013-14 Recommended	
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	-1.00	0.00	0.00	0.00	0.00
02800	Planner I							
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							
01583	Program Manager I							
01584	or Program Manager II		0.00	1.00	1.00	1.00	1.00	0.00
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	28.00	1.00
01103	Public Works Worker IV		14.00	0.00	14.00	14.00	13.00	-1.00
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	1.00	1.00	-1.00
09629	Water Systems Worker Trainee							
09628	or Water Systems Worker I							
09627	or Water Systems Worker II							
09626	or Water Systems Worker III Limited Permanent		17.00	0.00	17.00	17.00	17.00	0.00
01112	Public Works Section Supervisor		1.00	0.00	1.00	1.00	0.00	-1.00
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	0.00	-3.00
01103	Public Works Worker IV		1.00	0.00	1.00	1.00	0.00	-1.00
Department Totals			193.75	0.00	193.75	192.75	188.75	-5.00
406	REPROGRAPHICS ISF							
01000	Reprographics Leadworker		1.00	0.00	1.00	0.00	0.00	-1.00
00996	Reprographics Technician I							
00992	or Reprographics Technician II							
00994	or Reprographics Technician III		1.00	0.00	1.00	0.00	0.00	-1.00
Department Totals			2.00	0.00	2.00	0.00	0.00	-2.00
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

Position Allocation by Department

<u>Class</u>	<u>Title</u>	<u>PT</u>	<u>2012-13 Budget</u>	<u>Adopted Changes</u>	<u>Current</u>	<u>2013-14 Requested</u>	<u>2013-14 Recommended</u>	<u>Recommended Changes</u>
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
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		<u>14.00</u>	<u>0.00</u>	<u>14.00</u>	<u>14.00</u>	<u>14.00</u>	<u>0.00</u>
427	GOLF COURSES							
01121	Equipment Mechanic I		0.00	0.00	0.00	0.00	0.00	0.00
01120	or Equipment Mechanic II		2.00	0.00	2.00	2.00	2.00	0.00
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		0.00	0.00	0.00	2.00	0.00	0.00
01243	or Greenskeeper I							
01244	or Greenskeeper II		0.00	0.00	0.00	5.00	7.00	7.00
01245	or Greenskeeper III		9.00	0.00	9.00	2.00	2.00	-7.00
	Department Totals		<u>13.00</u>	<u>0.00</u>	<u>13.00</u>	<u>13.00</u>	<u>13.00</u>	<u>0.00</u>
	County Totals		2,422.25	24.00	2,446.25	2,441.25	2,444.25	-2.00

MAJOR COUNTY PAID EMPLOYEE BENEFITS FOR FISCAL YEAR 2013-14

**COUNTY OFFICERS AND DEPARTMENT HEADS
2013-2014 SALARY SCHEDULE**

<u>Elected Officials</u>	<u>Annual Salary</u>
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

<u>Appointed Department Heads</u>	<u>Annual Salary</u>	
	<u>Minimum</u>	<u>Maximum</u>
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 2012-2013 rates as of April 2013. Actual rates may change during Fiscal Year 2013-2014. For the most current salary information, contact the County Human Resources Department.

MAJOR COUNTY PAID EMPLOYEE BENEFITS FOR FISCAL YEAR 2013-2014

- 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 2013-2014 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.

<u>Employee Group</u>	<u>County</u> <u>2013-14</u>		<u>POBs</u> <u>2013-14</u>		<u>Total</u>
Attorneys	18.40	%	6.03	%	24.43 %
Management and Confidential	18.55		6.03		24.58
Public Services, Clerical and Supervisory	17.24		6.03		23.27
Trades, Crafts and Services	17.81		6.03		23.84
Probation Management	15.44		5.99		21.43
Probation Officers/Supervisors	15.21		5.99		21.20
Law Enforcement Safety Management	21.11		4.74		25.85
Law Enforcement Safety	24.13		4.74		28.87
Law Enforcement Non-safety	14.19		6.03		20.22

MAJOR COUNTY PAID EMPLOYEE BENEFITS FOR FISCAL YEAR 2013-14

Additionally, the County pays a portion of the employee's retirement contribution (County pickup) for Tier 1 and 2:

<u>Employee Group</u>	<u>2012-13</u>	<u>2013-14</u>
Elected Officials	13.55 %	13.55 %
Attorneys, Management and Confidential	9.29	9.29
Law Enforcement, Safety	7.00	7.00
Law Enforcement Non-Safety	4.20	4.20
District Attorney Investigators	7.20	7.20
Public Services, Clerical and Supervisory	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 2013-2014 based on \$100.00 of payroll for each department:

RISK EXPOSURE:

<u>Code</u>	<u>Classification</u>	<u>Exposure Rate</u>
2	Police	\$ 1.52
3	Clerical	.33
5	Institutional	.79
7	County-Other	.60
8	County-Manual	2.80
9	Roads	2.02

LOSS EXPOSURE:

<u>Department</u>	<u>Experience Factor</u>	<u>Department</u>	<u>Experience Factor</u>
Administrative Office	1.48	Agricultural Comm.	1.36
Auditor-Controller	1.53	Planning & Building	1.08
Treasurer-Tax Collector	1.15	Animal Services	5.21
Assessor	1.81	Public Works	1.90
County Counsel	1.50	Public Health	2.31
Personnel	1.58	Mental Health	7.06
Pension Trust	1.00	Drug & Alcohol Services	7.06
General Services	2.58	Air Pollution Control	1.08
Information Technology	2.58	Law Library	1.00
Clerk-Recorder	1.20	Social Services	4.77
Board of Supervisors	1.00	Veterans Services	1.00
District Attorney	1.47	Library	7.24
Child Support Services	1.17	Farm Advisor	1.00
Victim Witness	1.47	Sheriff-Coroner	3.28
Probation	4.68		

3. Social Security. The County contribution to Social Security for the 2013 calendar year is 6.20% of wages up to \$113,700. The County also matches the employee's contribution to Medicare. The 2013 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 2013-2014 will be .314% of gross salary to a maximum monthly gross of \$13,500.

MAJOR COUNTY PAID EMPLOYEE BENEFITS FOR FISCAL YEAR 2013-14

5. Unemployment. The County's unemployment insurance program is self-insured and is funded by charging departments to maintain adequate reserves. The rate for 2013 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:

<u>Employee Group</u>	<u>Monthly Contribution per employee</u>
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:

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

Employees must complete their first probationary period before taking any vacation time off. Vacation payoffs at the time of termination are limited to 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	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
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

Job Class Listing by Title

Job Class	Title	Range	BU	Monthly Salary	
				Step 1	Step 5
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
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

Job Class Listing by Title

Job Class	Title	Range	BU	Monthly Salary	
				Step 1	Step 5
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 Specialis 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
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

Job Class Listing by Title

Job Class	Title	Range	BU	Monthly Salary	
				Step 1	Step 5
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
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

Job Class Listing by Title

Job Class	Title	Range	BU	Monthly Salary	
				Step 1	Step 5
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
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
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

Job Class Listing by Title

Job Class	Title	Range	BU	Monthly Salary	
				Step 1	Step 5
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
02806	Land Use Technician	1954	01	3,387	4,118
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
08974	Lead Health Education Specialist	2187	01	3,791	4,609
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
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

Job Class Listing by Title

Job Class	Title	Range	BU	Monthly Salary	
				Step 1	Step 5
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
00458	Mental Health Nurse Practioner	3915	01	6,786	8,251
09785	Mental Health Nurse Practioner	3915	01	6,786	8,251
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
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

Job Class Listing by Title

Job Class	Title	Range	BU	Monthly Salary	
				Step 1	Step 5
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 Liason	0823	00	1,427	1,733
01581	Program Coordinator I	2686	07	4,656	5,658
01582	Program Coordinator II	2956	07	5,124	6,228
01583	Program Manager I	2856	07	4,950	6,016
01584	Program Manager II	3143	07	5,448	6,621
00614	Property Manager	3943	07	6,835	8,306
00587	Property Transfer Tech I	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
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

Job Class Listing by Title

Job Class	Title	Range	BU	Monthly Salary	
				Step 1	Step 5
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
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

Job Class Listing by Title

Job Class	Title	Range	BU	Monthly Salary	
				Step 1	Step 5
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
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 Therapist	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	2013-14 Department Request			2013-14 CAO Recommendation		
		Qty	Per Unit	Cost	Qty	Per Unit	Cost
109	ASSESSOR						
R	Copiers	2	\$ 7,500	\$ 15,000	2	\$ 7,500	\$ 15,000
R	Large Format Scanner	1	20,000	20,000	1	20,000	20,000
	Department Totals			\$ 35,000			\$ 35,000
136	SHERIFF-CORONER						
R	Cal ID-Livescan update	1	\$ 60,000	\$ 60,000	1	\$ 60,000	\$ 60,000
R	Cal ID-Replace Photo System	1	50,000	50,000	1	50,000	50,000
R	Multivap 113 Nitrogen Evaporator	1	5,400	5,400	1	5,400	5,400
R	Net Clock	1	9,448	9,448	1	9,448	9,448
	Department Totals			\$ 124,848			\$ 124,848
138	EMERGENCY SERVICES						
A	Portable satellite internet hotspot	2	\$ 15,085	\$ 30,170	2	\$ 15,085	\$ 30,170
	Department Totals			\$ 30,170			\$ 30,170
140	COUNTY FIRE						
R	Command Vehicle #1	1	\$ 36,298	\$ 36,298	1	\$ 36,298	\$ 36,298
R	Command Vehicle #2	1	36,298	36,298	1	36,298	36,298
R	Fire Engine #1	1	514,217	514,217	1	514,217	514,217
R	Fire Engine #2	1	514,217	514,217	1	514,217	514,217
R	Heavy Rescue	1	423,473	423,473	1	423,473	423,473
R	Inflatable Rescue Boat	1	24,198	24,198	1	24,198	24,198
R	Rescue Squad	1	48,397	48,397	1	48,397	48,397
R	Rescue Water Craft #1	1	13,309	13,309	1	13,309	13,309
R	Rescue Water Craft #2	1	13,309	13,309	1	13,309	13,309
	Department Totals			\$ 1,623,716			\$ 1,623,716
142	PLANNING & BUILDING DEPARTMENT						
R	Integrated Voice Response System (IVR)	1	\$ 14,500	\$ 14,500	1	\$ 14,500	\$ 14,500
	Department Totals			\$ 14,500			\$ 14,500
180	SOCIAL SERVICES ADMINISTRATION						
A	Hard Drive Imaging Server - Windows 8	1	\$ 10,000	\$ 10,000	1	\$ 10,000	\$ 10,000
A	Livescan Fingerprint Imaging Equipment	3	15,000	45,000	3	15,000	45,000
R	Replacement Development Data Server	1	18,000	18,000	1	18,000	18,000
R	Replacement Disk Duplicator	1	6,000	6,000	1	6,000	6,000
R	Replacement Photo Copiers	4	7,000	28,000	4	7,000	28,000
	Department Totals			\$ 107,000			\$ 107,000
266	COUNTYWIDE AUTOMATION REPLACEMENT						
R	48V Power Systems	3	\$ 15,350	\$ 46,050	3	\$ 15,350	\$ 46,050
A	Atascadero One Stop bldg fiber connect	1	116,000	116,000	1	116,000	116,000
R	Board Chambers audio/video equipment	4	13,350	53,400	4	13,350	53,400
A	DS5100 Disk Drives	1	20,000	20,000	1	20,000	20,000
R	Digital Microwave System Part 1	1	591,345	591,345	1	591,345	591,345
R	Digital Microwave System Part 2	1	591,345	591,345	1	591,345	591,345
A	Geocortex software	1	22,340	22,340	1	22,340	22,340
R	Google Search Appliances	2	30,000	60,000	2	30,000	60,000
A	Grover Beach Longbranch fiber connect	1	98,000	98,000	1	98,000	98,000
R	Microsoft O365 email system	1	650,000	650,000	1	650,000	650,000
R	Piedras Blancas site relocation	1	40,000	40,000	1	40,000	40,000
	Department Totals			\$ 2,288,480			\$ 2,288,480
305	PARKS						
R	Aerifier	1	\$ 16,000	\$ 16,000	1	\$ 16,000	\$ 16,000
R	Chipper	1	30,000	30,000	1	30,000	30,000
A	Top Dresser	1	9,000	9,000	1	9,000	9,000
	Department Totals			\$ 55,000			\$ 55,000
405	PUBLIC WORKS - ISF						
R	Asphaltic Emulsion Sprayer	2	\$ 9,500	\$ 19,000	2	\$ 9,500	\$ 19,000
R	Backhoe	1	80,000	80,000	1	80,000	80,000
A	Diesel Particulate Filter	1	16,000	16,000	1	16,000	16,000
R	Grader	1	280,000	280,000	1	280,000	280,000
R	Paving Machine	1	132,000	132,000	1	132,000	132,000

Fixed Assets by Department

Code	Description	2013-14 Department Request			2013-14 CAO Recommendation		
		Qty	Per Unit	Cost	Qty	Per Unit	Cost
R	SUV, Compact	1	20,000	20,000	1	20,000	20,000
R	SUV, Compact 4 WD	2	23,000	46,000	2	23,000	46,000
R	Sedan, Mid Size	2	19,000	38,000	2	19,000	38,000
R	Sweeper	2	53,000	106,000	2	53,000	106,000
R	Truck, 1/2 Ton	3	22,000	66,000	3	22,000	66,000
R	Truck, Dump 10 Yd	3	150,000	450,000	3	150,000	450,000
R	Truck, Mid Size	2	18,000	36,000	2	18,000	36,000
	Department Totals			\$ 1,289,000			\$ 1,289,000
407	FLEET SERVICES ISF						
R	Coat Fleet Yard	1	\$ 30,000	\$ 30,000	1	\$ 30,000	\$ 30,000
R	Fleetyard repair	1	12,000	12,000	1	12,000	12,000
R	Fuel Pumps/Reader/software equip	1	40,000	40,000	1	40,000	40,000
R	Fuel Site Canopy	1	17,000	17,000	1	17,000	17,000
R	SUV-Compact	4	23,800	95,200	4	23,800	95,200
R	SUV-Compact 4x4	2	23,800	47,600	2	23,800	47,600
R	SUV-Mid size 4x4	1	39,800	39,800	1	39,800	39,800
R	Sedan-Compact	5	19,000	95,000	5	19,000	95,000
R	Sedan-Full size Patrol E-85	12	38,000	456,000	12	38,000	456,000
R	Sedan-Mid Size	2	23,980	47,960	2	23,980	47,960
R	Sedan-Mid size Patrol	17	23,980	407,660	17	23,980	407,660
R	Sedan-Mid size Patrol E-85	1	23,980	23,980	1	23,980	23,980
R	Smog Machine	1	30,000	30,000	1	30,000	30,000
R	Tractor-Mower	3	26,320	78,960	3	26,320	78,960
R	Tractor-Other	1	90,000	90,000	1	90,000	90,000
R	Trailer	1	7,800	7,800	1	7,800	7,800
R	Truck->1 Ton Crew Cab	1	120,000	120,000	1	120,000	120,000
R	Truck-Mid size Ext Cab	3	24,000	72,000	3	24,000	72,000
R	Truck-Mid size Ext Cab 4x4	1	24,000	24,000	1	24,000	24,000
R	Truck-Mid size Std Cab	9	24,000	216,000	9	24,000	216,000
R	Van-1 Ton >16 Psg	1	65,500	65,500	1	65,500	65,500
R	Van-1 Ton >9 Psg	1	24,500	24,500	1	24,500	24,500
R	Van-Sm 2P Cargo	1	22,500	22,500	1	22,500	22,500
R	Van-Sm 9 Psg or Less	1	21,000	21,000	1	21,000	21,000
R	Van-Small Cargo	2	22,500	45,000	2	22,500	45,000
R	Van-Small Psg	1	21,000	21,000	1	21,000	21,000
	Department Totals			\$ 2,150,460			\$ 2,150,460
427	GOLF COURSES						
A	Fairway Mower	1	\$ 30,000	\$ 30,000	1	\$ 30,000	\$ 30,000
A	Sprayer	1	20,000	20,000	1	20,000	20,000
	Department Totals			\$ 50,000			\$ 50,000
	County Totals			\$ 7,768,174			\$ 7,768,174

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

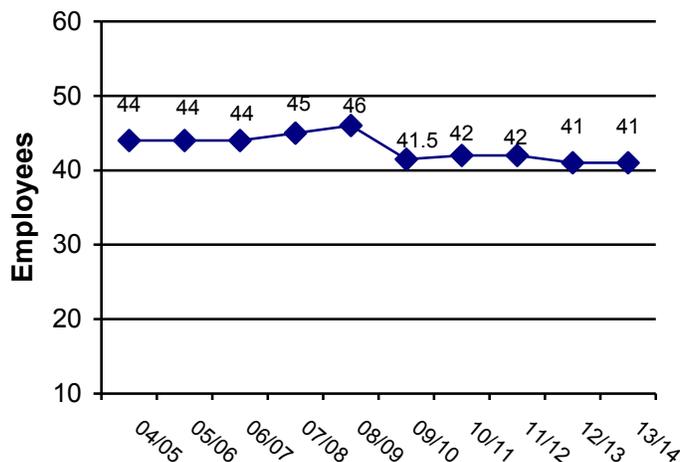
Public Works
Public Works Special Services
Roads
Road Impact Fees

MISSION STATEMENT

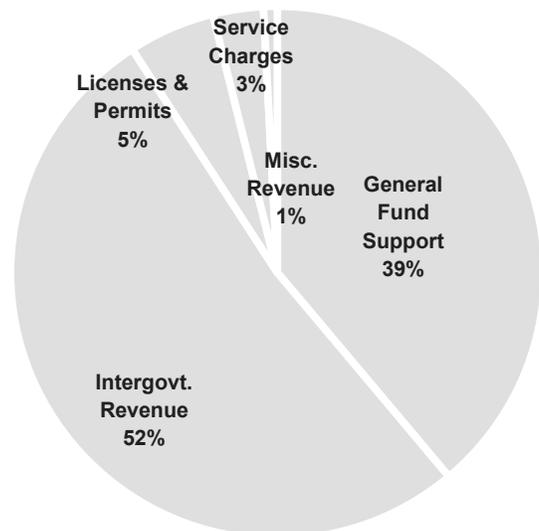
Through the effective and efficient use of resources, the Department of Agriculture/Weights and Measures is committed to serving the community by protecting agriculture, the environment, and the health and safety of its citizens, and by ensuring equity in the marketplace.

	2012-13	2012-13	2013-14	2013-14	Change From
<u>Financial Summary</u>	<u>Budget</u>	<u>Projected</u>	<u>Requested</u>	<u>Recommended</u>	<u>2012-13</u>
Licenses and Permits	\$ 254,135	\$ 253,031	\$ 281,925	\$ 281,925	\$ 27,790
Fines, Forfeitures and Penalties	0	13,150	0	0	0
Intergovernmental Revenue	2,626,167	2,693,119	2,739,980	2,739,980	113,813
Charges for Current Services	157,025	116,885	156,200	156,200	(825)
Other Revenues	2,500	3,000	2,500	2,500	0
Interfund	1,700	2,000	2,000	2,000	300
**Total Revenue	\$ 3,041,527	\$ 3,081,185	\$ 3,182,605	\$ 3,182,605	\$ 141,078
Salary and Benefits	4,425,097	4,425,019	4,501,043	4,514,365	89,268
Services and Supplies	708,580	708,561	731,869	732,336	23,756
**Gross Expenditures	\$ 5,133,677	\$ 5,133,580	\$ 5,232,912	\$ 5,246,701	\$ 113,024
General Fund Support (G.F.S.)	\$ 2,092,150	\$ 2,052,395	\$ 2,050,307	\$ 2,064,096	\$ (28,054)

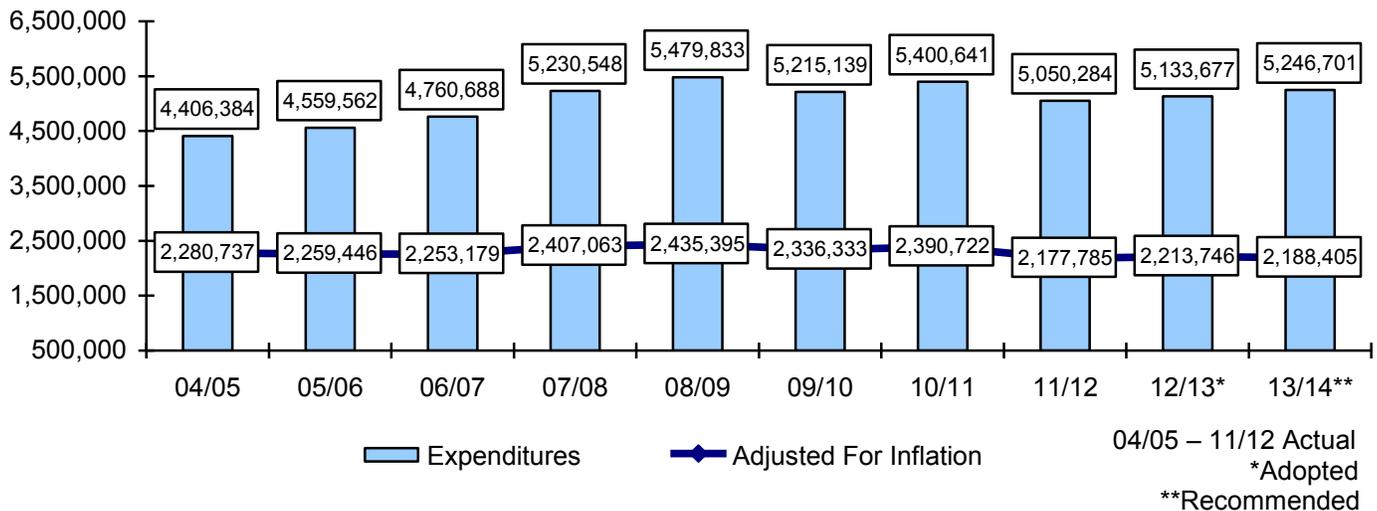
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

The Agricultural Commissioner has a total expenditure level of \$5,246,701 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: \$1,246,659 Total FTE: 10.19

Agricultural Resources Management

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

Total Expenditures: \$ 277,368 Total FTE: 2.23

Pest Management

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

Total Expenditures: \$233,404 Total FTE: 0.58

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: \$2,788,071 Total FTE: 22.42

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: \$241,979 Total FTE: 1.99

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: \$459,220 Total FTE: 3.59

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 and federal 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 2012-13 Accomplishments

- The Department met California Department of Food and Agriculture's requirement to completely transition detection insect trapping records to a statewide mapping grid system. We initiated the uploading of trap data into the Integrated Plant Health Information System, as required by the United States Department of Agriculture. These systems provide information that shippers and receivers must utilize to export local agricultural commodities worldwide.
- The Department increased inspections of producers at local Certified Farmers' Markets to verify compliance with direct marketing laws and regulations. Combined with new growing season based inspections of farm sites, producer accountability and accuracy has significantly improved. This increases the confidence of consumers and competing producers that every producer actually grows the commodities they sell.
- Inspection of organic producers to verify compliance with the National Organic Act at Farmers' Markets increased by fifty percent. The timing of inspections at organic production sites was also changed to better reflect growing seasons. These changes further assure consumers that products labeled as organic were actually produced in accordance with organic standards.

FY 2013-14 Objectives

- The Department will work collaboratively with the agricultural industry, central coast counties and the Department of Pesticide Regulation to evaluate current pesticide use restrictions for field fumigants. Recommendations for uniform fumigation use conditions will be developed for regional and statewide adoption. The intent is to provide greater consistency and clarity for use restrictions, and to adopt improved precautionary measures to safeguard people and the environment whenever field fumigants are used.
- The Department will develop and maintain with regular updates, a countywide comprehensive GIS crop information database of agricultural production sites. This will produce data useful to staff, the public and decision makers in analyzing issues such as cropping trends, agricultural water demands, potential land use conflicts and environmental constraints.
- Improvements to the operational capabilities of the Agricultural Information Center, located in the Department's Templeton District Field Office, will be made to further advance the Department's ability to inform the agricultural industry about protective actions during a nuclear power plant emergency.
- Staff will receive training which includes utilization of the Web EOC Program to communicate with the Emergency Operations Center in San Luis

- In preparing for new inspection services at an agricultural commodity fumigation treatment facility under construction in San Luis Obispo County, the Department trained staff to address the unique safety issues related to working near fumigants.
- Staff also received training for certification of fumigated produce for exportation worldwide. The department developed modified work schedules to accommodate this new work, and balanced the demands of existing mandates and departmental priorities.
- The department worked with the County Office of Emergency Services to provide presentations to three agricultural industry organizations on local disaster preparation and response to nuclear power plant emergencies.
- The department assisted staff from the California Emergency Management Agency to establish the various state and local agencies' roles and responsibilities to protect the public from the ingestion of radiation contaminated food through timely, effective communication.

Obispo for emergency response actions. The existing Agricultural Commissioner's Standard Operating Procedure will be expanded to include checklists, procedures and guidelines for the Agricultural Information Center. The Department will also incorporate simulated activation of the Agricultural Information Center during quarterly nuclear power plant emergency drills

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

General Fund support is recommended to decrease \$28,054 or 1% for the Agricultural Commissioner in FY 2013-14. Revenues increase \$141,078 or 4% compared to the FY 2012-13 adopted budget due to three main factors. First, a \$99,777 or 12% increase in Federal revenue for the detection of detrimental pests, mainly the Asian Citrus Psyllid, based on a recent detection in Santa Barbara County. Second, a \$25,790 or 11% increase in annual device registration fees. Third, a \$19,044 or 1% increase in Unclaimed Gas Tax revenue from the State due to an increase in Net County Cost for agricultural programs in the FY 2013-14 budget.

Unclaimed Gas Tax revenue is budgeted at over a \$1 million each year and makes up approximately one-third of total revenue in this budget. 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." In each of the past three fiscal years San Luis Obispo County has submitted documentation of economic hardship and obtained a waiver of this requirement, and has continued receiving Unclaimed Gas Tax revenue. Based on the General Fund support provided to the Agricultural Commissioner budget over the past five years, it is expected that a waiver request will not be necessary in FY 2013-14.

Expenditures are recommended to increase \$113,024 or 2%, primarily due to a \$89,268 or 2% increase in salary and benefits expense. This includes an additional \$25,545 for temporary help for seasonal trapping and detection staff, which is offset by State revenue. The remainder of the increase is in services and supplies account, with the largest increase resulting from a rate increase in the Department's contract with the US Department of Agriculture (USDA) for wildlife management services.

BUDGET AUGMENTATION REQUESTS NOT RECOMMENDED

Unit Amount	Description	Results
Gross: \$44,033 General Fund: \$44,033	Add 0.50 FTE to the Agricultural Commissioner's existing 0.50 FTE Department Automation Specialist (DAS) position.	The additional 0.50 FTE DAS will allow the Agricultural Commissioner to meet the increasing demand for technical services.

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: <input type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community						
1. Performance Measure: Percentage of clients that indicate they are satisfied with departmental services. (Quality measure)						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
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	100% overall satisfaction with services provided to local grape growers who participated 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	90% overall satisfaction with services provided to the local residents whose properties required pesticide treatments during the Glassy-winged Sharpshooter eradication project	95% overall satisfaction with registration assistance provided to local organic producers
<p>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.</p> <p>Why: The department is committed to excellent customer service. Customer feedback and suggestions help us achieve that goal.</p> <p>How are we doing? In January 2013, we will begin soliciting feedback from those county residents whose properties were treated in order to eradicate the county's only Glassy-winged Sharpshooter (GWSS) infestation. Results will be available in the Spring of 2013.</p> <p>In FY 2013-14, we will survey the county's organic producers' level of overall satisfaction with our assistance in the registration process of the State Organic Program.</p>						
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)						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
14	15.3	7.4	13.7	14	15	15
<p>What: San Luis Obispo County enjoys a relatively pristine environment, mostly free from quarantine agricultural pests and diseases. The Agricultural Commissioner/Sealer's staff intercepts 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.</p>						

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: For July 1, 2012 through October 27, 2012, staff inspected 458 packages at Federal Express and 12 were denied entry for an overall rejection rate of 26.2 packages per 1,000 inspected. This is higher than the adopted level due to the seasonality of the program and a significant increase in the number of cut flower shipments from Florida in violation of shipping regulations. We project by year end we will reject an average of 15 packages per 1000 packages inspected. California statewide rejection data is not readily available.

The target for FY 2013-14 is 15 package rejections per 1,000 inspected.

3. Performance Measure: The overall rate of insect specimen interceptions by pest detection staff. (Quality measure)

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
92.9%	100%	89.7%	95.7%	90.0%	92.0%	90.0%

What: San Luis Obispo County is predominantly free from exotic and invasive insect pests. To help ensure that 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 target 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? This is a new measure for FY 2012-13; however we have included the historical data for comparison. Quality control tests are conducted on Pest Detection Trappers throughout the trapping season by CDFA, including the training period for new trappers. From July 2012 through Oct 2012, trappers intercepted 25 of 27 planted insect specimens for a 92.6% interception rate.

The target for FY 2013-14 is 90% of quality control insect specimens intercepted.

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

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
96.5%	96.4%	96.9%	97.8%	97%	97.9%	98%

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 the Agricultural Commissioner/Sealer's 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 quarter of FY 2012-13 was 97.9%, and we expect this trend to continue for the remainder of this fiscal year. The overall statewide pesticide use enforcement compliance rate for 2011 was 98.2%; 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 slightly lower than the state average due to our focus on pesticide use in and near urban areas and the complexity of field fumigant regulations.

The target for FY 2013-14 is set at 98% and takes into consideration current use trends and added requirements for the field fumigants, while maintaining oversight of traditional agricultural and structural pesticide use.

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

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
50.3	75.9	79.2	68.2	79.0	60.0	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? During the first five months of FY 2012-13, the number of pesticide use report records processed decreased to 56.1 per hour. This reduction is primarily due to the transition to the new statewide permitting and reporting system (CalAgPermits) that began in October 2012. This efficiency measure will improve with time after this transitional year of learning and adjusting to the new system. We expect the number of records processed per hour to increase once the new system is fully implemented. There is no statewide or comparable county data available for this measure. The target for FY 2013-14 is 79 records per hour.

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

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
SLO County 92.0%	SLO County 94.3%	SLO County 90.9%	SLO County 91.9%	To equal or exceed the statewide compliance average	SLO County 92.0%	To equal or exceed the statewide compliance average
Statewide 93.5%	Statewide 93.9%	Statewide 93.1%	Statewide data not currently available		Statewide data not currently available	

What: California law mandates the County Agricultural 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 effectiveness of the department 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 rate for all California counties combined averaged 92.8% during the past five years. Our results averaged 91.5% during this period. During the first five months of FY 2012-13, 1,907 weighing and measuring devices were found in compliance out of 2,075 devices inspected, for a 91.9% overall compliance rate. Statewide compliance data for FY 2011-12 will be published in Spring 2013. Thoroughness of inspections results in slightly lower local compliance rates as compared to the statewide average.

The standard target for FY 2013-14 to equal or exceed the statewide compliance average is retained.

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

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
SLO County 98.0%	SLO County 99.1%	SLO County 98.7%	SLO County 99.3%	To equal or exceed the statewide compliance average	SLO County 98.0%	To equal or exceed the statewide compliance average
Statewide 98.1%	Statewide 98.2%	Statewide 98.1%	Statewide data not currently available		Statewide data not currently available	

What: Price scanner inspections compare the actual prices charged for items at retail store checkout stands with the lowest advertised, posted or quoted prices for those items. All retail stores, such as supermarkets and department stores, utilizing automated price scanners are subject to inspection. This measure represents the percentage of items tested that are charged correctly at the checkout stand and our county's compliance level compared to the statewide results for the year. This measure reflects the effectiveness of the department 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 rate for all California counties combined averaged 98.0% during the past five years. Our results averaged 98.6% during this period. In the first five months of FY 2012-13 there was minimal activity in the program due to limited staff availability. During this period, 50 out of 60 items inspected were in compliance for an 88.3% compliance rate. We anticipate a more representative compliance rate as staffing levels improve throughout the year. Statewide compliance data for FY 2011-12 will be published in Spring 2013.

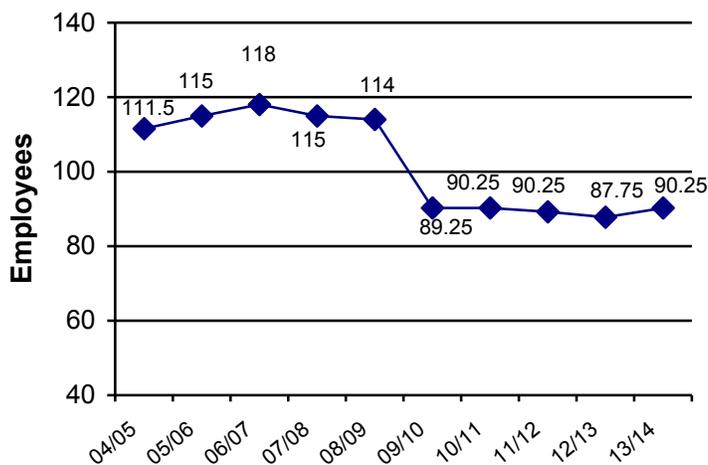
The standard target for FY 2013-14 to equal or exceed the statewide compliance average is retained.

MISSION STATEMENT

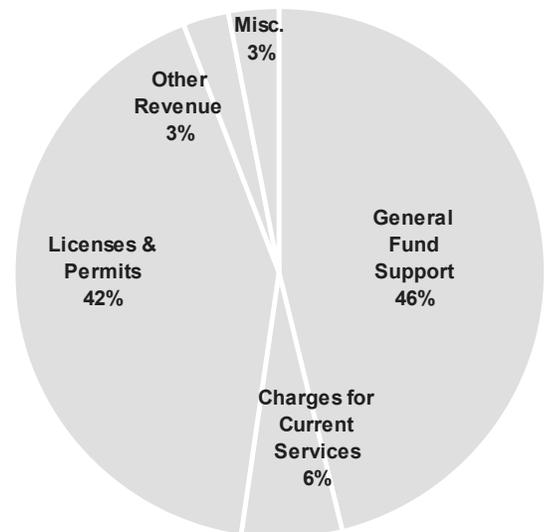
Promoting the wise use of land. Helping to build great communities.

	2012-13	2012-13	2013-14	2013-14	Change From
<u>Financial Summary</u>	<u>Budget</u>	<u>Projected</u>	<u>Requested</u>	<u>Recommended</u>	<u>2012-13</u>
Licenses and Permits	\$ 3,987,971	\$ 4,838,790	\$ 5,358,534	\$ 5,263,999	\$ 1,276,028
Fines, Forfeitures and Penalties	50,877	57,132	80,166	80,166	29,289
Intergovernmental Revenue	82,466	961,439	20,323	20,323	(62,143)
Charges for Current Services	618,201	900,118	737,993	737,993	119,792
Other Revenues	203,345	873,684	429,960	429,960	226,615
Interfund	262,000	264,836	278,000	278,000	16,000
**Total Revenue	\$ 5,204,860	\$ 7,895,999	\$ 6,904,976	\$ 6,810,441	\$ 1,605,581
Salary and Benefits	9,934,780	9,654,330	10,220,393	10,276,129	341,349
Services and Supplies	1,174,927	3,542,322	2,361,981	2,305,255	1,130,328
Other Charges	6,000	29,940	75,000	0	(6,000)
Fixed Assets	0	0	14,500	14,500	14,500
**Gross Expenditures	\$ 11,115,707	\$ 13,226,592	\$ 12,671,874	\$ 12,595,884	\$ 1,480,177
General Fund Support (G.F.S.)	<u>\$ 5,910,847</u>	<u>\$ 5,330,593</u>	<u>\$ 5,766,898</u>	<u>\$ 5,785,443</u>	<u>\$ (125,404)</u>

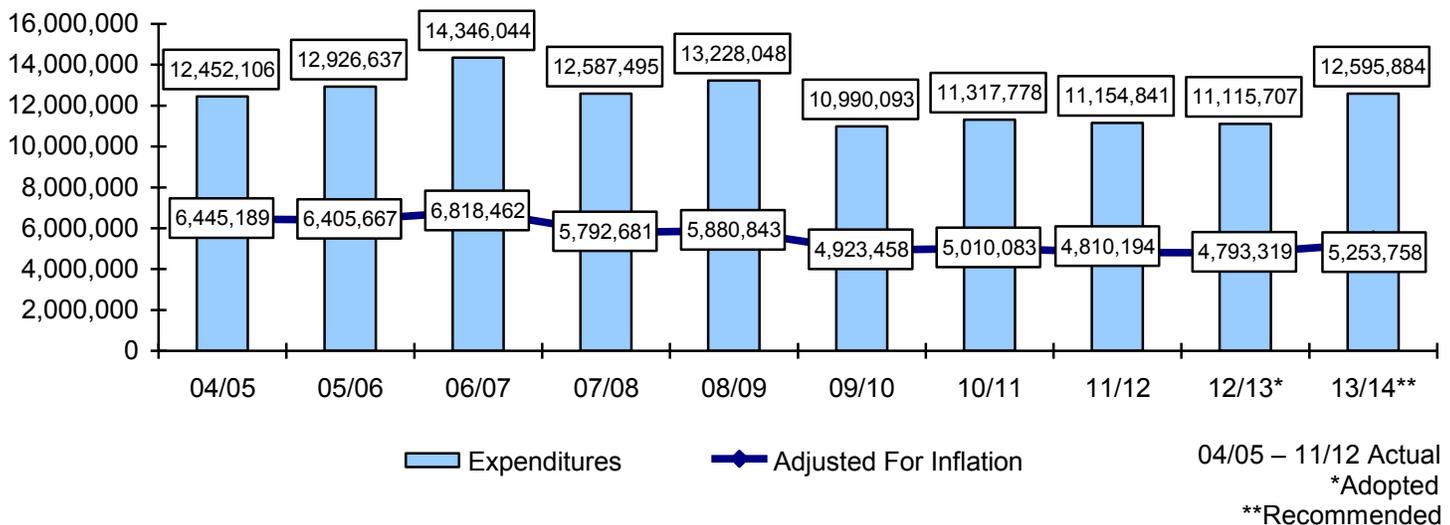
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Planning and Building has a total expenditure level of \$12,595,884 and a total staffing level of 90.25 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 Geographical Information System (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: \$3,175,872 Total Staffing (FTE): 28.50

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: \$5,681,938 Total Staffing (FTE): 38.00

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: \$1,087,698 Total Staffing (FTE): 10.25

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: \$2,650,376 Total Staffing (FTE): 13.50

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 2012-13 and the objectives for FY 2013-14 reflect the Department's Strategic Plan Key Priorities of:

- a. Balance (of human needs, growth, a safe built environmental 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 and stakeholders)

FY 2012-13 Accomplishments

- **Balance**
Completed the update to the Economic Element of the County's General Plan.
- **Education**
Completed outreach on energy efficiency programs through Energy Month, Farmer's Markets and Earth Day exhibitions.

Completed training on the County's Green Building Code.

FY 2013-14 Objectives

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

Complete amendments to implement required post construction stormwater requirements from the Regional Water Quality Control Board.

- **Leadership**
Completed a Department-wide reorganization to balance resources with service demands.
- **Service**
Adopted the update to the Shandon Community Plan.

Expanded the types of permits that can be obtained through an “e-permit”.
- **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).

Expand outreach on various energy efficiency and rebate programs in order to reach more businesses and residents.
- **Leadership**
Complete a Joint Land Use Study for the Camp Roberts facility in conjunction with the facility, Monterey County and the City of Paso Robles.

Work with the Economic Vitality Corporation (EVC) on a Pilot Economic Analysis Program that will create opportunities for the EVC to act as a referral agency to the County to engage business clusters on proposed policies and for businesses to provide quantitative project economic information.
- **Service**
Prepare an update to the San Miguel Community Plan.

Meet with User Groups (external customer groups) to develop process improvements as part of the Department’s Continuous Improvement Process program in order to simplify and streamline permit processing where appropriate.

Continue to expand the types of permits that can be obtained through an “e-permit”.

COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

Overall, expenditures are recommended to increase \$1,480,177 or 13%, revenues are recommended to increase \$1,605,581 or 30% and the level of General Fund support for Planning and Building is recommended to decrease \$125,404 or 2% compared to the FY 2012-13 Adopted Budget.

The increase in revenue comes from fees and is primarily driven by the two large solar projects being built on the Carrizo Plain. The department significantly underestimated the amount of revenue that would be realized in FY 2012-13 as a result of working on these two projects. Revenue anticipated primarily from these two large projects is estimated to exceed the amount included in the FY 2012-13 budget by more than \$488,000 or 60%. This substantial increase is due to an accelerated construction schedule for the California Valley Solar Ranch project as well as the change to “real time” billing in which actual staff costs are fully recovered. In addition, revenue from the department’s traditional customer base (i.e. the more typical projects processed) is expected to exceed budgeted amounts by approximately \$368,000 in FY 2012-13, reflecting some growth in development in the county.

The most significant increase in revenue is from Plan Check fees, which includes project inspections. This account is increasing by almost \$1.48 million driven almost entirely by the two solar projects. There is also a significant increase (\$455,239 or 85%) in Land Use fees which is also largely driven by the two solar projects.

This fee covers the cost of mitigation monitoring as well as the cost of processing land-use permits. Finally, there is a \$229,000 (137%) increase in Non Governmental Grants revenue reflecting a significant increase in EnergyWatch program funding from PG&E and the Southern California Gas Co. which was added to the department's budget in the winter of FY 2012-13.

The most significant decrease in revenue is from Building Permits, which is declining by \$669,733 or 35%. This is primarily due to the work being done on the two large solar projects shifting from processing the permits to plan check and inspection activities. Other revenue accounts are increasing or decreasing by much smaller amounts.

As noted above, recommended expenditures are increasing \$1.48 million (13%) compared to the FY 2012-13 Adopted Budget. Salary and benefit accounts are increasing \$341,349 (3%) primarily due to the addition of two Limited Term Land Use Technician positions in December 2012 (\$157,382) funded with energy grant funds and the recommendation to convert a 0.5 FTE Limited Term Resource Protection Specialist to a full-time permanent position (\$55,017) to expand code enforcement services in the county. (See the Recommended Budget Adjustment Request below.) The remaining \$129,000 increase in salaries and benefits is due to a mix of factors including increases in Worker's Comp and pension rates, step increases and the incremental cost of various Position Allocation List changes that were approved by the Board in mid FY 2012-13.

The services and supplies accounts are increasing \$1,130,328 (96%) overall. This increase is primarily in the Professional Services account – an account which fluctuates from year to year depending on the projects to be completed by the department and the need for technical experts to assist staff on these projects. More than half of this increase (\$750,000) is related to a contract to provide inspection services to the two large solar projects. The Board approved this contract in October 2012 in the amount of \$318,750. With the Topaz plant construction going at full speed, more inspection hours will be needed in the next fiscal year in order to complete these inspections in a timely manner. Also included in this \$1.13 million increase is \$250,000 to hire a consultant to prepare an Environmental Impact Report for the Los Osos Community Plan update. The conditions of approval for the Los Osos Wastewater Treatment plant permit require the Los Osos portion of the Estero Area Plan be updated before building can occur on the vacant lots in Los Osos. Additional expenditures included in the Professional Services account are \$150,000 for special technical studies to be completed for the Templeton Area Plan update (building on the work done by Cal Poly this year), \$30,000 for a consultant to prepare an update of the Airport Land Use Plan, expenditures for Geology peer reviews, an on call Archeologist, etc.

Other services and supplies accounts are increasing and decreasing by smaller amounts as compared to the FY 2012-13 Adopted Budget. The most notable variances include an increase of \$37,500 (115%) in Office Expenses for energy program supplies funded by grants, a reduction of \$45,100 (68%) in Significant Value purchases due to fewer computers being replaced compared to the prior year, a total increase of almost \$60,000 in training expenditures to restore the training budget to levels that were in place before the recession, a \$65,678 (68%) decrease in the insurance charge from Risk Management and a \$49,564 (13%) increase in Countywide Overhead due to the increase in expenditures recommended in the budget.

One Fixed Asset replacement is included in the recommended budget: the hardware and software for an improved Interactive Voice Response System (the automated phone system to set up inspection appointments) at a cost of \$14,500. The department included a request to add three new vehicles at a total cost of \$75,000 in their Status Quo budget request. The Administrative Office has not included this expense in the recommended budget in order to reduce the impact on the General Fund.

The department submitted three budget augmentation requests as detailed below. The request to increase the part time Resource Protection Specialist who works on code enforcement issues to full time is being recommended to ensure code violations are addressed in a timely manner. The Administrative Office is not recommending the other two budget augmentation requests to increase planning and building inspection resources at this time given that the significant increase in workload and revenue is primarily associated with a few very large projects that will be wrapping up in the next year or two. It is our opinion that we should allow more time to assess what the on-going workload will be as the county emerges from the Great Recession and determine staffing levels needed to sustain quality service to clients once that assessment is made. In addition, the County has contracted with a firm to complete a significant portion of the solar plant inspections.

BUDGET AUGMENTATION REQUESTS RECOMMENDED

Unit Amount	Description	Results
Gross Requested: \$55,017 General Fund: \$55,017	Delete one 0.50 FTE Limited Term Resource Protection Specialist and add 1.0 FTE Permanent Resource Protection Specialist – effectively restoring this position that was eliminated in FY 2009-10 and added back as a half time position in 2011 to full time.	To allow the department to meet code-enforcement related performance measures: <ul style="list-style-type: none"> • 100% of all complaints are reviewed within 10 days. • 40% of voluntary compliance are resolved within 45 days of initial inspection.

BUDGET AUGMENTATION REQUESTS NOT RECOMMENDED

Unit Amount	Description	Results
Gross Requested: \$44,778 General Fund: \$44,778	Convert a 0.75 FTE Senior Planner to full time to address current and future workload.	To allow the department to continue to provide the quality of service an advanced journey level planner is able to provide on complex permit applications. (This position was reduced from full-time to three quarter time as a cost cutting measure in FY 2010-11. However given the mix of large complex projects the department has dealt with recently, this position has worked almost full time since 2011-12. Thus service level impacts have not occurred.)
Gross Requested: \$44,778 General Fund: \$44,778	Add 1.0 FTE Building Inspector I, II, III	To allow the department to meet their goal that all building inspections are completed by the next day.

GOALS AND PERFORMANCE MEASURES

Department Goal: Conserve natural resources to promote a healthy environment.						
Communitywide Result Link: <input type="checkbox"/> Safe <input checked="" type="checkbox"/> Healthy <input checked="" type="checkbox"/> Livable <input checked="" type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community						
1. Performance Measure: Acres of land protected through the agricultural preserve program.						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
799,914 acres protected	792,900 acres protected	794,248 acres protected	795,328 acres protected	796,113 acres protected	796,123 acres protected	796,919 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? Based on the historical trend, a slight net increase in the actual acres protected is projected for FY 2012-13, as well as targeted for FY 2013-14. 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 contract 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.

	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
<u>Building Permit applications</u> Goal: Single-family dwelling permits - 20 days to complete plan check.	87%	96%	94%	94%	98%	97%	98%
Goal: Commercial project permits - 30 days to complete plan check	n/a	90%	95%	95%	95%	100%	95%
<u>Building Inspection</u> Goal: All building inspections requested completed by the next day	99%	98%	100%	99%	98%	98%	98%
<u>Land Use Permit & Subdivision applications</u> Goal: Exemptions from CEQA - 60 days from acceptance	64%	65%	60%	70%	75%	59%	75%
Goal: Negative Declaration - 180 days from acceptance	47%	56%	71%	76%	75%	67%	75%

<u>Code</u>							
<u>Enforcement</u>							
Goal: All complaints reviewed within 10 working days.	---	---	---	100%	100%	100%	100%
Goal: Voluntary compliance resolved within 45 days of initial inspection	---	---	---	47%	40%	33%	40%
<u>Long Range Planning</u>							
Goal: Complete annual reports and public review drafts within the timeframes set by their respective work programs	90%	90%	60%	82%	85%	57%	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. Currently we are just slightly below our target by reviewing 97% of the new dwellings within 20 days (58 out of 60 permits). For commercial projects we are currently at 100% review within 30 days (22 out of 22 projects). We project to maintain these completion rates throughout the rest of the year. The Solar projects and PXP continue to impact our workload, but we remain focused on providing excellent service to our typical customers while accommodating the time constraints of the three significantly large projects.							
For the first three months of FY 2012-13 overall permit levels are trending higher than FY 2011-12. If this trend continues, it could reflect a slight bettering of the construction industry in the county.							
Our customer service contacts are remaining steady over the past several fiscal years. The first quarter numbers 6,967, substantiate this trend (FY 2008-09: 26,173 permit center contacts, FY 2009-10: 26,980 permit center contacts, FY 2010-11: 26,623 permit center contacts, FY 2011-12: 27,548 permit center contacts, and FY2012-13 estimate: 27,868).							
We continue to devote time to: (a) in-house code training (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 waste water management program as required by the RWQCB and (e) administering the National 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. To date for FY 2012-13 we have completed 3,957 inspections out of 3,961 inspections on the date requested or more than 99% and we expect to meet target at year end.							

Land Use Permits/Subdivisions – The number of land use and subdivision applications processed in FY 2011-12 was 110. The number processed in FY 2012-13 through October 31, 2012 was 44, which projects to a total of 132 for the entire fiscal year. This projected total is 20% more than the FY 2011-12 total. The percentages of projects processed within the processing time goals are expected to decrease in FY 2012-13 due to the unexpected temporary loss of staff and vacancies (recruitments are in process). In FY 2012-13, 59% of exempt projects are projected to be processed within 60 days compared to 70% in FY 2011-12. 67% of the projects subject to Negative Declarations will be processed within 180 days compared to 76% in FY 2011-12. We expect to maintain these same rates through the end of the year given the reasons stated previously.

Code Enforcement: To date there have been 184 enforcement cases initiated in FY 2012-13. 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 at 33% due to other temporary department needs. These include (a) substantially assisting in the preparation of mandated National Storm Water Pollution Program requirements and (b) augmenting inspection staff on the large solar projects. In addition, unpermitted projects typically require professionals (e.g. engineers), special studies (e.g. geological), and additional site visits resulting in an increased time to reach compliance.

Long Range Planning: Approximately 57% of the reports and public review drafts of long range plans have been completed within the timeframes set by their work programs. We expect to maintain this same completion rate through the rest of the fiscal year. Of the 14 plans or studies either completed or in process, 8 are on schedule or have had their schedules revised to reflect changes in circumstances, as described below. The 14 long-range plans being tracked are the Annual Report on the General Plan, Paso Robles Groundwater Basin Resource Capacity Study (RCS) implementation program, Strategic Growth implementation amendments and studies (Complete Communities Survey, Infill Subdivision-Development Standards, Community Design Model, Illustrative Design Model, Land Use Economics Study), 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 and LUE amendments, the two Mobilehome Park Combining Designation Amendments, the Mobilehome Park Zoning and Standards, 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.

Long Range:

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 (completed on schedule). This was presented to the Planning Commission in September 2012 and to the Board in October 2012, in line with expected dates.

Paso Robles Groundwater Basin RCS implementation program. The Planning Commission held a public hearing on July 26, 2012, which was later than the anticipated time of spring 2012 for the start of hearings, due primarily to a longer review time by the Water Resources Advisory Committee than originally estimated. The Board of Supervisors adopted the ordinance amendments on September 25, 2012. This is later than established in the work plan.

Strategic Growth implementation amendments and studies. A package of amendments to encourage infill development and implement other aspects of Strategic Growth was authorized by the Board in 2009. Since then, Strategic Growth implementation efforts have been focused on several studies funded by a grant from the California Strategic Growth Council grant. The studies are intended to enhance unincorporated communities by encouraging infill development, planning for infrastructure, calculating the effects of strategic growth and other land use scenarios, and illustrating compatible infill development and community expansion. In November 2011, the Board approved consultant contracts, together with work programs and schedules for several Strategic Growth-related projects, including amendments to encourage infill development. Work began on these amendments in winter 2011. The status of these projects is described below.

Complete Communities Survey to identify infrastructure and facility needs, costs, funding and financing for Nipomo, Oceano, San Miguel and Templeton. The project started in December 2011 and is on schedule to be completed in spring 2013, within the work programs time frame of 15 months from the start date. A background report and a facilities inventory report have been completed. Public workshops were held in October 2012. (on schedule)

Infill Subdivision – Development Standards to revise standards and remove barriers in order to encourage in-town development. The project started in December 2011 and is on schedule to be completed early in 2014, within the work program's time frame 22 months from the start date. The background report has been completed. Public workshops were held in October 2012. (on schedule)

Community Design Model to calculate the results of different growth scenarios. The project started in December 2011. It is expected to be completed by the end of 2012, which is beyond the work program's time frame of 10 months from the start date (September 2012). This is due to changes to the scope of work requested by the Department and agreed to by the consultant. December 31, 2012 is the new completion date agreed upon by the Department and the consultant. (on schedule per new time frame)

Illustrative Design Model to clearly show how a compact, well-planned neighborhood and infill project can be integrated into an existing community. The project started in December 2011 and was completed in early July 2012, about one month later than the time frame in the work program. Refinements are being finalized by staff. (completed roughly on schedule)

Land Use Economics Study to evaluate the land use and economic effects of community-focused growth. This project started in January 2012, and the completed study was released at the beginning of July 2012, about one month later than the time frame in the work program. The study was presented to the Board of Supervisors in July 2012. (completed roughly on schedule)

LUCE Update. (Delayed) In March 2011, the Board revised the work program for the LUCE. Staff is currently working only on a consolidation and reorganization of the Land Use Element and Land Use Ordinance to streamline it and make it user-friendly, along with preparation of countywide viewshed standards (the viewshed standards has been deferred until early 2013 to get direction from the Board, and will be

processed separately from the LUCE). The revised work program shows the Public Review Draft of the first or reorganization phase of the LUCE being completed by spring 2012. Due to assigned staff having commitments to other projects that experienced delays, significant work on the LUCE started later than expected. In addition, staff resources have been shifted somewhat to complete other top priority projects. As a result, a Public Review Draft of the LUCE reorganization is now expected to be released by the end of November 2012.

RMS and GMO revisions. (delayed due to shifting staff to priority projects) The previous target of completing draft RMS and GMO revisions in 2011 was moved back to fall 2012 and then early 2013 due to workload and staff commitment to completing higher-priority projects by the end of 2012. 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 targeting completions of the Public Review Draft RMS and GMO revisions by spring 2013, with the exception of specific growth rate limits and possible significant revisions to the GMO that would likely require an Environmental Impact Report (EIR), for which funds are currently not budgeted.

San Miguel Community Plan Update. (delayed) In November 2011, the Board authorized processing a Community Plan Update, together with a work program and schedule. The work schedule estimated release of the Public Review Draft by June 2012; however, the consultant selection process took much longer than expected, and some consultant studies were late. In addition, the Department adjusted the approach to public outreach by engaging the public up-front, rather than after release of the public draft. This responds to community sentiment and formation of a sub-committee to review the community plan process and could save time in the long run. As a result, the Public Review Draft plan is expected to be released in March 2013. This will delay the release of the Public Hearing Draft Plan to the beginning of 2014.

Agricultural Cluster Ordinance and Element and LUE 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, and the final EIR is currently being prepared. The Planning Commission recommended approval on August 30, 2012. The Board of Supervisors will begin hearing on November 13, 2012. This is in line with the work schedule.

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 by 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.

There are three items that are not on-going. Two of these items on are behind schedule and one is completed.

Mobilehome park combining designation– this will create a new combining designation or overlay zone to (1) encourage expansion of existing mobilehome parks and (2) encourage development of new mobilehome parks. A draft has been prepared and environmental review is in process within the timeframes set in the revised work program. The project has fallen behind schedule because the staff member assigned to the project has had to spend more time than expected on federal grant administration.

Mobilehome Park Zoning and Standards This will amend Section 22.30.440 / 23.08.164 - Residential - Mobilehome Parks to bring county standards into conformance with California Code of Regulations regarding design and construction of mobilehome parks. This ordinance amendment continues to be behind schedule primarily because the staff member assigned to this project has had to spend more time than anticipated on federal grant administration. The Public Review Draft has not yet been completed.

Economic Element. The Board of Supervisors adopted the updated Economic Element on October 23, 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.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
90%	92%	95%	97%	95%	100%	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. Additional data has been linked to our GIS system, allowing for quicker access to more information. We have consolidated all our sections into fewer locations, this allows for quicker access to building inspectors to assist customers or staff at the front counter. For several larger projects, the Department has assigned dedicated staff to process applications in the shortest time frame possible. 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 10 minutes. To date, 100% of the individuals who completed "how are we doing" surveys rated the above satisfactory or outstanding (5 out of 5). We expect to maintain this customer satisfaction rate throughout the rest of the fiscal year given the service improvement efforts we have made.

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.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
105 housing units	82 housing units	80 housing units	39 housing units	149 housing units	44 housing units	131 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 of newly constructed units in FY 2012-13 is 44, including: 34 units in Nipomo (Oak Leaf) by People's Self Help Housing Corporation, 6 secondary dwellings countywide, and 4 farm support quarters countywide. The projected 44 units include 41 units for very low and low income households and 3 units for moderate income households. The reasons for the large variance from the adopted target in FY 2012-13 and the projected number is that the 35 homes in Arroyo Grande will now be completed in approximately July 2013 rather than in the FY 2012-13, and the 69 unit project by the Paso Robles Housing Authority (which has increased to 80 units) will now be completed in 2014. The target for the FY 2013-14 includes 6 units in Oceano, 35 units in Arroyo Grande (Courtland Homes), 80 units in Paso Robles (Oak Park) by the Paso Robles Housing Authority, 6 secondary dwellings countywide and 4 farm support quarters countywide. The targeted 131 housing units include 127 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.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
N/A	370	465	93%	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. Note: this measure was revised in FY 2011-12 to report the percentage of planned outreach and education efforts rather than the actual number of outreach and education events.

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 2012-13 is to complete certain outreach and public education efforts. The Department is proposing to continue many of the outreach and education initiatives from FY 2012-13 to FY 2013-14. However there are some that are not proposed to continue as the work associated with them is complete. We are proposing to add a User Group outreach in place of the Continuous Process Improvement Amendments outreach. Where a measurement is noted, the department will provide a report on that measure.

Will NOT Complete in FY 2012-13

Housing Element Update Outreach

Will Complete in FY 2012-13

Camp Roberts Joint Land Use Study Meetings & Outreach
Land Use and Circulation Element Outreach
Green Building Ordinance Outreach and Training
Ag Tourism Ordinance Amendment Outreach
Strategic Growth Implementation Outreach and Education
Continuous Process Improvement Amendments Outreach

Will Complete in FY 2012-13 and continue to FY 2013-14

CDBG / HOME (and other housing grant) Outreach & Public Workshops (number of grants awarded in FY 2012-13 – 8 grants)
Homeless Services Oversight Council Meetings
Energy Retrofit Training and Energy Efficiency Outreach (number of outreach events – 10 to date)
National Pollutant Discharge Elimination System (NPDES) Training & Outreach (number of grading regulation violations as compared to permits issued – 5 out of 23, many of the violations are allowed alternate review and would not require a permit)
San Miguel Community Plan Outreach
Resource Education (Water, Oak Woodlands, Mining, GIS, etc.)
Mobilehome Park Rent Stabilization Ordinance Education
Stakeholder Outreach (Building Industry, Environmental Interests, Professional Organizations, Service Organizations, etc.)

New for FY 2013-14

Housing Element Update Outreach
User Group Outreach

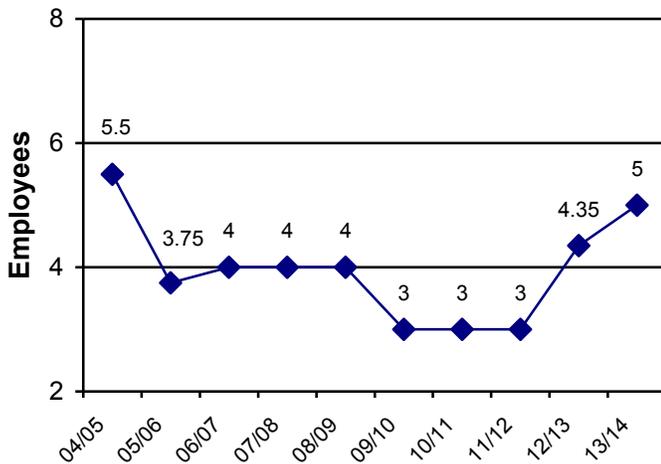
For FY 2012-13 the Department expects to meet 93% of the outreach and public education efforts identified. Only one of the identified outreach and public education efforts was not completed. The Housing Element Update Outreach is not expected to begin until July 2013, therefore it has been listed as not completed in FY 2012-13 and added as new again for FY 2013-14.

MISSION STATEMENT

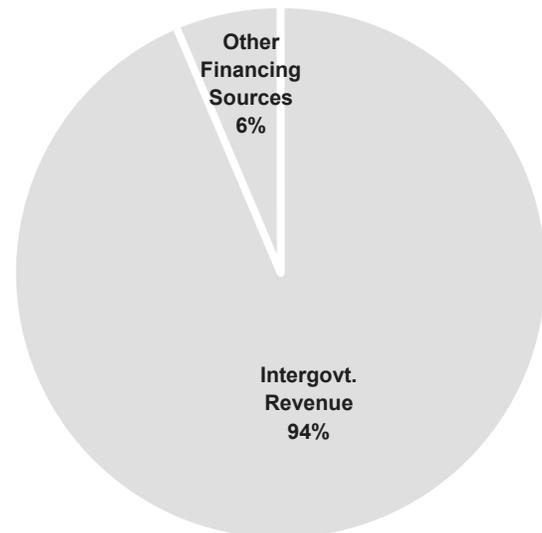
The mission of Community Development is to enhance the quality of life for San Luis Obispo County through programs that provide affordable housing, shelter and services for the homeless, economic development opportunities, and public improvements to benefit the communities that we serve.

	2012-13 <u>Budget</u>	2012-13 <u>Projected</u>	2013-14 <u>Requested</u>	2013-14 <u>Recommended</u>	Change from 2012-13
Financial Summary					
Intergovernmental Revenue	\$ 3,706,867	\$ 3,663,060	\$ 3,538,419	\$ 3,538,419	\$ (168,448)
Other Financing Sources	326,436	354,376	326,436	341,436	15,000
Total Revenue	\$ 4,033,303	\$ 4,017,436	\$ 3,864,855	\$ 3,879,855	\$ (153,448)
Fund Balance Available	\$ 65,685	\$ 65,685	\$ 0	\$ 0	\$ (65,685)
Cancelled Reserves	0	0	0	0	0
Total Financing Sources	\$ 4,098,988	\$ 4,083,121	\$ 3,864,855	\$ 3,879,855	\$ (219,133)
Salary and Benefits	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Services and Supplies	664,874	653,798	586,436	601,436	(63,438)
Other Charges	3,368,429	3,363,639	3,278,419	3,278,419	(90,010)
Fixed Assets	0	0	0	0	0
Gross Expenditures	\$ 4,033,303	\$ 4,017,437	\$ 3,864,855	\$ 3,879,855	\$ (153,448)
Contingencies	65,685	0	0	0	(65,685)
New Reserves	0	0	0	0	0
Total Financing Requirements	\$ 4,098,988	\$ 4,017,437	\$ 3,864,855	\$ 3,879,855	\$ (219,133)

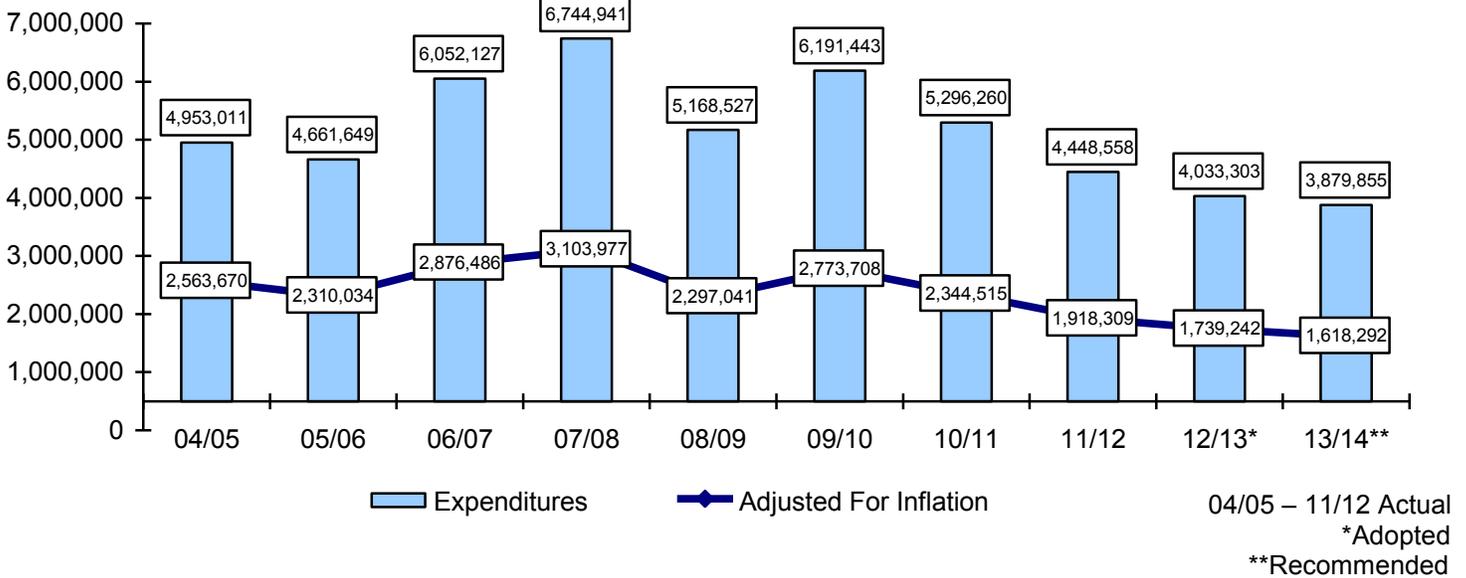
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Community Development has a total expenditure level of \$3,879,855 and a total staffing level of 5.00 FTE to provide the following services. (Notes: 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: \$1,488,836 Total Staffing (FTE): 2.00

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: \$750,000 Total Staffing (FTE): 1.20

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: \$1,136,163 Total Staffing (FTE): 1.20

General Fund Support for Programs Benefiting the Homeless

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

Total Expenditures: \$202,500 Total Staffing (FTE): 0.10

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: \$98,775 Total Staffing (FTE): 0.10

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): 0.10

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 by the Economic Vitality Corporation and operating costs for the San Luis Obispo County Housing Trust Fund.

During the first quarter of FY 2012-13, the U.S. Department of Housing and Urban Development (HUD) directed the County to implement additional administrative tasks, including more frequent monitoring of cities and nonprofit groups receiving federal funds through the County, preparing more detailed procedures for all of the federal grants, and preparing more detailed documentation relating to federal environmental review of funded activities. As a result, the Planning and Building Department shifted its staffing assignments in order to enable staff trained in HUD grants to implement the additional work as directed by HUD. Overall, this has resulted in an increase in staff commitment for Fund Center 290, which was shifted away from the Planning and Building Department's lower priority programs.

FY 2012-13 Accomplishments

- Distributed approximately \$4 million in federal grant funds (including some American Recovery and Reinvestment Act 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 Atascadero and Paso Robles.
- Provided shelter and other services for more than 1,000 homeless persons countywide.
- Provided \$1.5 million of HOME funds to construct the 36-unit Courtland Street Apartments in Arroyo Grande.
- Provided \$300,000 to the Paso Robles Housing Authority for site acquisition in Oak Park housing redevelopment.

FY 2013-14 Objectives

- Distribute approximately \$3.9 million 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 sewerline replacement on 16th Street in San Miguel.
- Use General Fund support to provide shelter and other services for the homeless persons and families.
- Provide \$315,000 to Morro Del Mar in City of Morro Bay.
- Provide additional \$200,000 to the ROEM Corporation for development of affordable apartments on South Street in San Luis

- Provided \$564,000 to the ROEM Corporation for development of affordable apartments on South Street in San Luis Obispo.
- Complete design work for drainage improvements in Oceano.

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 \$219,133 or 5% and expenditures are recommended to decrease \$153,448 or 3% compared to the FY 2012-13 Adopted Budget. Contingencies in the amount of \$65,685 were included in the FY 2012-13 Adopted budget due to a Fund Balance Available of this amount at year end. The recommended FY 2013-14 budget does not include any Contingencies or Fund Balance Available.

Approximately \$3.5 million of the total \$3.9 million in revenue budgeted in FY 2013-14 represents grant funding from the U.S. Department of Housing and Urban Development (HUD) and include the following:

• Community Development Block Grant (CDBG)	\$1,488,836
• HOME grant	\$750,000
• Emergency Shelter Grant (ESG)	\$163,420
• Continuum of Care grants (CoC)	\$1,136,163

These are estimated amounts because HUD has not yet released the allocations for next year. The estimates reflect an expected 10% decrease in CDBG funding, a 9% decrease in HOME funds, no change in the ESG grant and a slight increase (<1%) in the CoC funding compared to the FY 2012-13 Adopted budget. The Federal expenditure reductions resulting from sequestration may impact these grant programs, reducing allocations to our County even further than what is estimated in the recommended budget for FY 2013-14. Specific service level impacts will not be known until final allocations are known and specific plans are developed for the expenditure of the grant funds. Generally, fewer projects can be completed and fewer clients can be served when these program grant funds decline.

The reduction in expenditures reflects the reduced grant funding noted above. More than \$836,000 in CDBG funds will be distributed to five incorporated cities, with the largest shares going to the City of San Luis Obispo (\$455,929) and the City of Paso Robles (\$150,998). In addition, approximately \$2.0 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 \$15,000 (4%) to provide additional funding for services to the homeless population including warming centers in the north and south counties and/or safe parking programs. The recommended General Fund support includes: \$202,500 for Homeless Programs reflecting an 8% increase compared to the FY 2012-13 Adopted budget, \$98,775 for the Economic Vitality Commission (EVC) reflecting a 22% increase compared to the FY 2012-13 Adopted budget, and \$40,161 for the San Luis Obispo Housing Trust Fund, which is the same level as FY 2012-13.

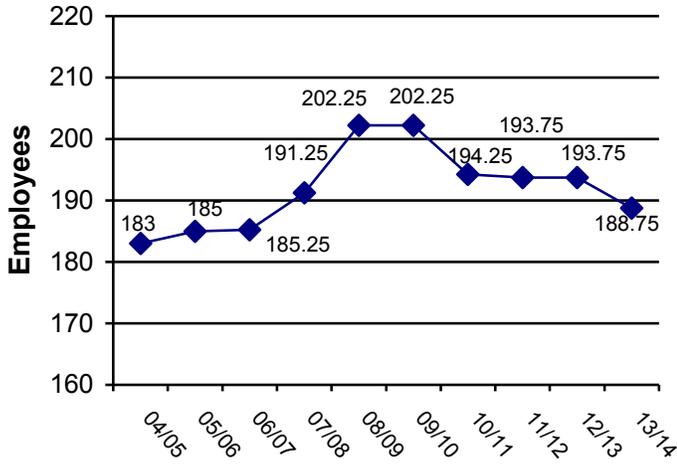
Staffing to administer the HUD grant programs and contracts funded with General Fund support is funded in Fund Center – 142 - Planning and Building. In FY 2013-14, \$260,000 in funding will be transferred to Fund Center 142 to support the cost of administering these programs. This is a reduction of almost \$7,362 or 3% compared to the FY 2012-13 Adopted budget. As previously reported to the Board of Supervisors, 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 \$240,000 in FY 2013-14. Staff continues to pursue options to reduce administrative workload in order to limit the impact to the General Fund and will keep the Board as more is known.

MISSION STATEMENT

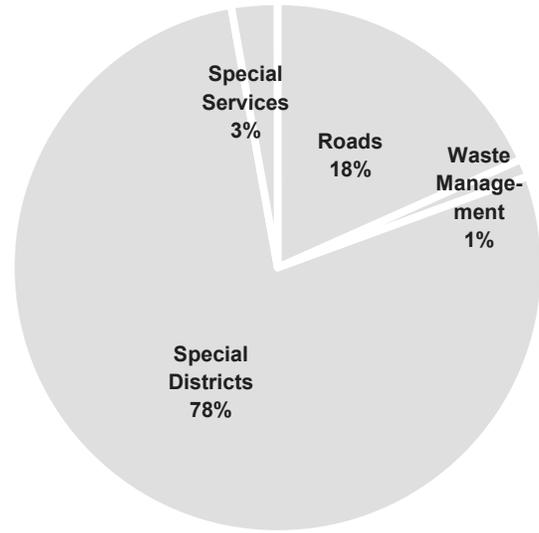
Provide public services related to the safe and efficient movement of traffic on County maintained roadways; engineering and surveying review of proposed land development; administration and operation of various water and waste water wholesale and retail facilities; long term master water planning; and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

OPERATING DETAIL (1)	2011-12 ACTUAL (2)	2012-13 ESTIMATED (3)	2013-14 PROPOSED ESTIMATES (4)	2013-14 RECOMMENDED ESTIMATES (5)
OPERATING REVENUES				
Charges for Services	33,914,298	30,446,011	30,968,028	30,611,794
TOTAL OPERATING REVENUES	33,914,298	30,446,011	30,968,028	30,611,794
OPERATING EXPENSES				
Salaries and Benefits	20,255,939	21,597,387	21,888,859	21,532,625
Services and Supplies	11,311,991	7,817,408	8,162,779	8,162,779
Insurance Benefit Payment	316,324	230,595	161,087	161,087
Depreciation	654,193	705,713	706,528	706,528
Countywide Overhead Allocation	42,303	94,908	48,775	48,775
TOTAL OPERATING EXPENSES	32,580,750	30,446,011	30,968,028	30,611,794
OPERATING INCOME (LOSS)	1,333,548	0	0	0
NON-OPERATING REVENUES (EXPENSES)				
Interest	56,250	50,000	50,000	50,000
Gain (Loss) on sale of Asset	(9,302)	0	0	0
Other	51,735	125,000	0	0
TOTAL NON-OPERATING REVENUES (EXPENSES)	98,683	175,000	50,000	50,000
INCOME BEF. CAPITAL CONTRBS. & TRANSFERS	1,432,231	175,000	50,000	50,000
Contributions in (Out)	0	(125,000)	0	0
CHANGE IN NET ASSETS	1,432,231	50,000	50,000	50,000
Net assets - beginning	15,967,151	16,078,131	16,128,131	16,128,131
Net assets - ending	17,399,382	16,128,131	16,178,131	16,178,131
FIXED ASSET EXPENDITURES				
Equipment	945,617	1,173,000	1,289,000	1,289,000
TOTAL FIXED ASSET EXPENDITURES	945,617	1,173,000	1,289,000	1,289,000

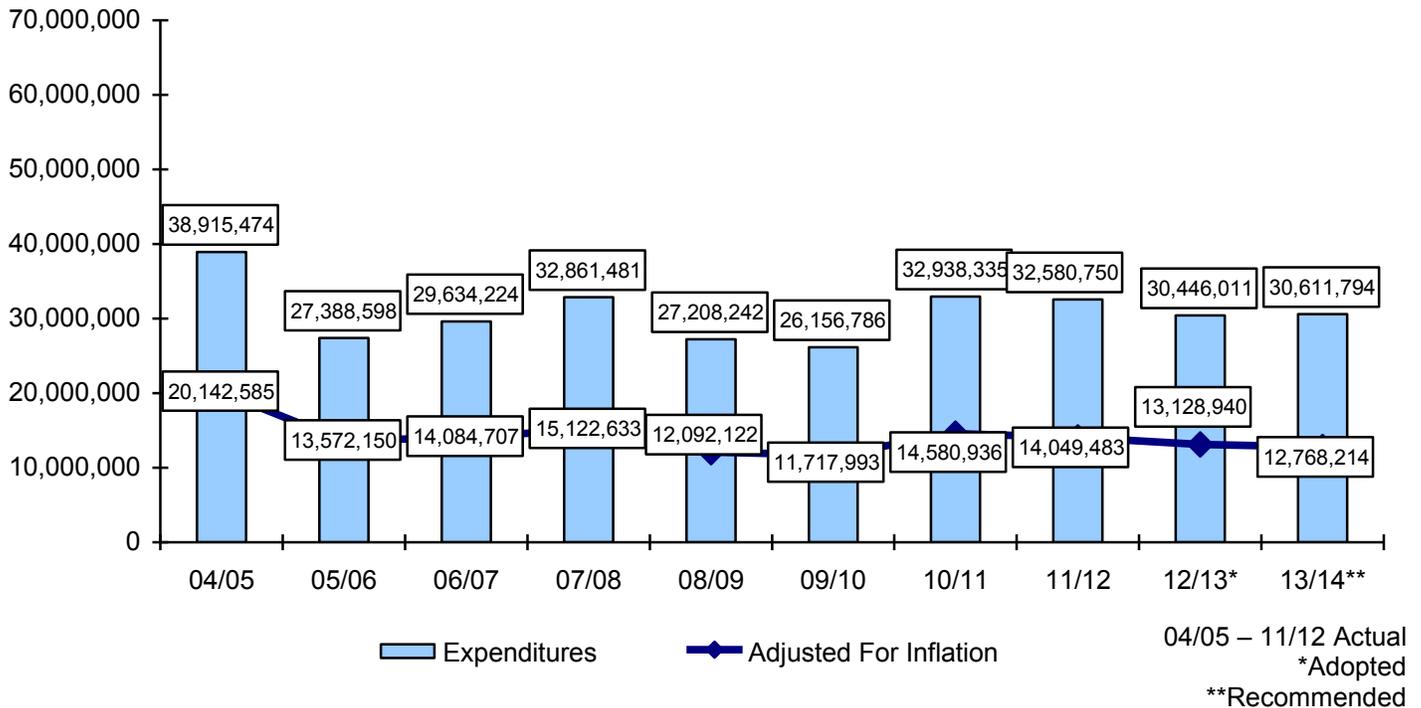
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

The Public Works Internal Services Fund has a total expenditure level of \$30,611,794 and a total staffing level of 188.75 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: \$491,003 Total Staffing (FTE): 3.45

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: \$87,270 Total Staffing (FTE): .68

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: \$5,615,442 Total Staffing (FTE): 87.00

Services to Special Districts

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

Total Expenditures: \$272,310 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: \$23,775,747 Total Staffing (FTE): 92.11

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: \$352,916 Total Staffing (FTE): 2.9

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: \$17,106 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 Internal Service Fund in FY 2012-2013 and some specific objectives for FY 2013-2014.

FY 2012-13 Accomplishments

- Commenced construction of the Los Osos Wastewater Project collection system. Completed the contract restoration work at the Mid-Town site. Construction bids have come in \$17 million less than budgeted amounts. This has contributed to reducing the estimated average cost of the project to \$140 per month from the original estimate of \$200 per month.
- Delivered over \$30 million in Public Works infrastructure projects.
- Reorganized the Utilities Division by consolidating all operations under one superintendent to realize efficiencies and provide more cost effective service.
- Continued to revise and refine policies and procedures in line with recommended practices from the American Public Works Association with the goal of becoming accredited by October 2014.

FY 2013-14 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 by October 2014.

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 department 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 2013-14 recommended estimated numbers to FY 2012-13 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 2013-14 budget of \$30,611,794 is an increase of \$166,783 or less than 1% compared to the estimated FY 2012-13 amount of \$30,446,011. Salary and benefit accounts are decreasing slightly - \$64,762 or less than 1% when compared to FY 2012-13 levels due to a combination of factors. It is recommended that five (5) vacant limited term Public Works Workers I/III/IV/Section Supervisor positions be deleted and a vacant Public

Works Worker IV position be converted to a Public Works Worker III. The ISF is also reorganizing their water systems division consolidating all operations under one Water Systems Superintendent and eliminating a vacant Water Systems Superintendent. In light of these changes, an Administrative Assistant I/II position is being recommended to be added to assume some of the more administrative duties previously handled by the Water Systems Superintendent. Additionally, salary and benefit accounts reflect the Board's approved on April 5, 2013 of the conversion of a Hydraulic Operations Administrator to Program Manager.

Services and supplies accounts are increasing by 4% or \$345,371. Budgeting for these accounts is based on a combination of increases in equipment and labor charges to the divisions within the ISF, a reduction in countywide overhead as well as decrease in matrix charges.

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 (78% or \$23.8 million) is comprised of charges to Special Districts; charges to Special Districts are projected to increase by \$1.1 million or 5% as compared to FY 2012-13 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 decrease by 14% or \$921,645 from FY 2012-13 levels; Special Services (FC 201) is decreasing by \$79,403 or 9% as compared to the FY 2012-13 adopted budget; and Waste Management (FC 130) is recommended to increase by \$25,425 or 8% from FY 2012-13 amounts.

Fixed assets are recommended in the amount of \$1,289,000 which is an \$116,000 or 10% increase from FY 2012-13 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. A total of \$775,670 from the equipment replacement program will be used to offset the cost of the recommended fixed assets. The Roads fund will contribute the remaining \$513,330 towards the purchase of the equipment noted below.

There are no new vehicles or equipment being requested. The following replacement vehicles and equipment is recommended to be purchased in FY 2013-14:

- 1 – Diesel Particulate Filter: A sewer vacuum cleaner will be retrofitted in accordance with the California Air Resources Board mandate to retrofit all 2006 or older diesel engine equipment by January 2023; The cost for one diesel particulate filter is \$16,000;
- 2 – Asphaltic Emulsion Sprayers: This purchase will replace two sprayers that were purchased in 1991 and are 11 years past their useful life and are no longer used by the department. The cost is \$19,000 (\$9,500 each);
- 1 – Backhoe: This backhoe will replace a 1998 backhoe that is at the end of its useful life of 15 years. The engine is not compliant with current emission standards and it is more cost effective to replacement the backhoe than fix it any longer. The cost is \$80,000;
- 1 – Grader: This purchase of this grader will replace a 20 year old grader that is two years past its useful life; it does not meet current emission standards and it is more cost effective to replace the grader than fix it any longer. The cost is \$280,000;
- 1 – Paving Machine: This purchase will replace a 2002 machine that is at the end of its useful life; the engine is not compliant with current emission standards and it is more cost effective to replace the paving machine than fix it. The cost is \$132,000;

**Public Works
Fiscal Year 2013 - 14 Proposed Budget**

Fund Center 405

- 1 – SUV, compact: This vehicle will replace a 1998 GMC van that is 6 years past its useful life; this purchase has been deferred for several years and maintenance continues to increase. The cost is \$20,000;
- 2 – SUV, compact 4 WD: These two vehicles will replace a 2002 ford Explorer and 2004 Chevy Trailblazer that are 3 and 2 years, respectively, past their useful life; operating and maintenance costs continue to become excessive and it is more effective to replace it than fix it. The cost is \$46,000 (\$23,000 each);
- 2 – Sedan, mid-size: These two vehicles will replace a 2003 Chevy and a 2004 Ford Taurus that are past their useful life; the van no longer meets the needs of the department. The cost is \$38,000 (\$19,000 each);
- 2 – Sweeper: These sweepers will replace a 2000 sweeper that has over 2,200 hours of use and a 2002 sweeper that has over 2,100 of use; both are at the end of their useful lives. The cost is \$106,000 (\$53,000 each);
- 3- ½ ton truck: The purchase of these three trucks will replace 3 1/3 ton trucks that are several years past their useful lives. The cost is \$66,000 (\$22,000 each);
- 3 – 10-yard dump truck: This purchase will replace three 10 yard dump trucks purchased several years ago and that are past their useful lives. Additionally, they no longer meet current emission standards and it is not cost effective to continue to maintain them. The cost is \$450,000 (\$150,000 each);
- 2 – Truck, mid-size: This will replace two Ford Ranger trucks past their useful lives. The cost is \$36,000 (\$18,000 each).

Below is a listing of the major projects to be carried out by the Public Works Internal Service Fund Center as required by the State Budget Act. The major projects that will be carried out by Public Works in FY 2013-14 include those for roads (including new construction, reconstruction, repair, pavement management, and traffic light replacements), drainage improvement projects and bridge updates as well as other Special Districts projects. A listing of projects specific to Roads can be found in FC 245-Roads while a listing of projects carried out on behalf of Special Districts can be found in the Special Districts' budget printed under separate cover.

Project No.	Project Description	Phase Completion at 6/30/14	Funding Requirements for 2013-14	Previous Years Balance to be Encumbered	New Funding to be Appropriated 2013-14
	County Operations Center				
350102	Rep.Sewer Line - Manhole #3 to Animal Shelter	CONST	333,000	333,000	0
	Total County Operations Center		333,000	333,000	0
	Development Services				
300451	Oak Shores Tract 2162 Ph 1 Road Repair	PARTIAL CONST	189,973	189,973	0
	Total Development Services		189,973	189,973	0
	Los Osos Wastewater Project				
300448	Los Osos Wastewater Project	PARTIAL CONST	150,575,410	150,575,410	0
	Total Los Osos Wastewater Project		150,575,410	150,575,410	0
	TOTAL		151,098,383	151,098,383	0

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).

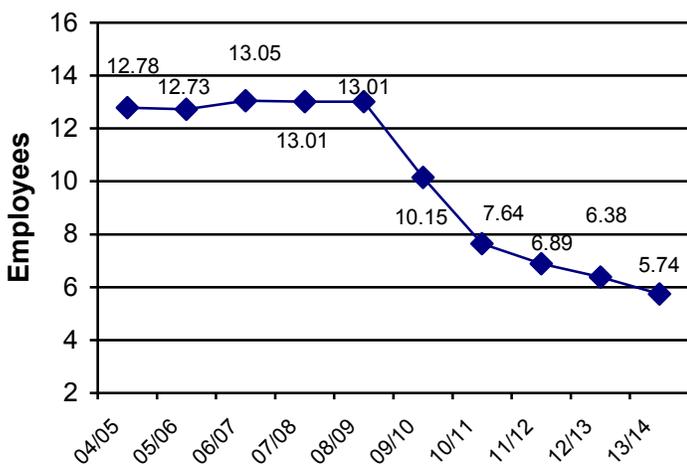
Department Goal: Deliver Capital Projects on time and on budget.						
Communitywide Result Link: <input checked="" type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community						
1. Performance Measure: Percentage of capital projects that are completed on time.						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
56%	64%	78%	78%	85%	95%	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? For FY 2012-13, the department is projecting a favorable result of 95%. We anticipate 52 out of 55 approved phases will be completed on-schedule. There are three projects that are expected to be delayed for the following reasons: one project has a funding agency delay and two projects require multi-year design. There is no standardized comparable data available.						
2. Performance Measure: Percentage of capital projects that are completed at or under budget.						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
89%	86%	89%	87%	90%	96%	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? A favorable result of 96% is projected for FY 2012-13. Of the 52 project phases anticipated to be completed on-schedule, it's estimated that 50 phases will be completed within the allocated budget. Two projects are expected to exceed their allocated budget for the following reasons: one project had a change in scope and another project had a utility delay. There is no standardized comparable data available.						

MISSION STATEMENT

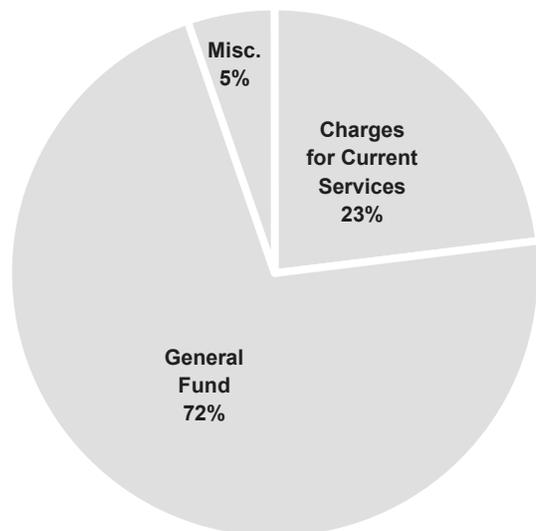
Provide public services related to engineering and surveying review of proposed land development; administration and operation of water and waste water service at the County Operations Center; engineering support to special districts; and franchise administration for the unincorporated areas in a manner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

	2012-13	2012-13	2013-14	2013-14	Change From
<u>Financial Summary</u>	<u>Budget</u>	<u>Projected</u>	<u>Requested</u>	<u>Recommended</u>	<u>2012-13</u>
Licenses and Permits	\$ 100,089	\$ 100,568	\$ 74,464	\$ 74,464	\$ (25,625)
Intergovernmental Revenue	19,780	10,524	19,780	19,780	0
Charges for Current Services	649,829	456,147	452,156	452,156	(197,673)
Other Revenues	5,603	1,860,227	7,209	7,209	1,606
Interfund	0	50,234	0	0	0
**Total Revenue	\$ 775,301	\$ 2,477,700	\$ 553,609	\$ 553,609	\$ (221,692)
Services and Supplies	2,155,598	2,161,741	1,995,122	1,955,597	(200,001)
Other Charges	20,000	20,000	0	0	(20,000)
Fixed Assets	0	1,825,616	0	0	0
**Gross Expenditures	\$ 2,175,598	\$ 4,007,357	\$ 1,995,122	\$ 1,955,597	\$ (220,001)
General Fund Support (G.F.S.)	<u>\$ 1,400,297</u>	<u>\$ 1,529,657</u>	<u>\$ 1,441,513</u>	<u>\$ 1,401,988</u>	<u>\$ 1,691</u>

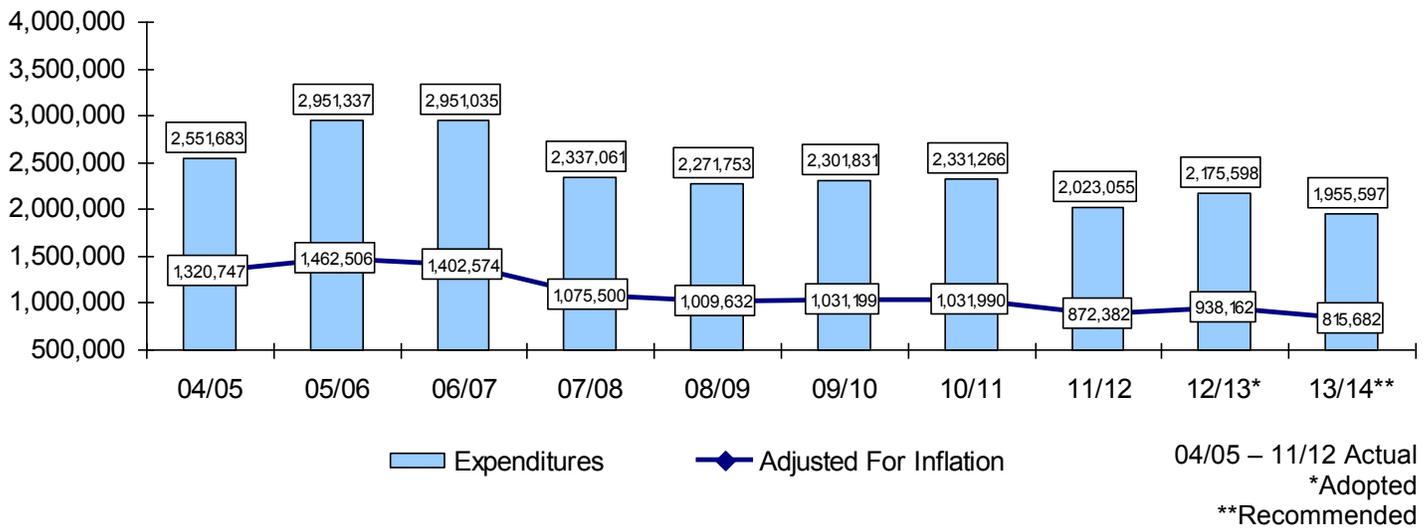
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Public Works Special Services has a total expenditure level of \$ 1,955,597 and a total staffing level of 5.74 FTE to provide the following services.

Note: Staff is budgeted in Fund center (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: \$721,488 Total Staffing (FTE): 3.45

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: \$885,114 Total Staffing (FTE): 0.68

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: \$348,995 Total Staffing (FTE): 1.61

DEPARTMENT COMMENTS

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

Following are some of the notable accomplishments for FY 2012-13 and some specific objectives for FY 2013-14.

FY 2012-13 Accomplishments

- Continued to meet all water quality regulations for the Operations Center system.
- Completed the last phase of infrastructure improvements required for the Maria Vista Estates development. This included further road repair and the completion of sidewalks and gutters. This was funded by settlement funds from the developer's bonding company.
- Completed the first phase of infrastructure improvements required for the Oak Shores development. This involved the construction of a sewer lift station. This was funded by settlement funds from the developer's bonding company.
- Completed a feasibility study for the Gilbert Avenue extension in Cayucos.
- Achieved an average 1 week turn around time for permit processing and map checking services which is well under the statutory 4 week limit.
- Achieved an overall Development Services Customer Satisfaction rating of 4.4 out of 5 which is in the "very good" category.

FY 2013-14 Objectives

- Continue to work with the Administrative Office on the franchise renewal with Southern California Gas Company.
- Complete the last phase of infrastructure improvements required for the Oak Shores development. This will include road repair.
- Complete construction of the sewer line along Oklahoma Avenue serving the County Operations Center.

COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

The Public Works Special Services budget functions under the umbrella of the Public Works 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 2013-14 General Fund support for the programs within this fund center is recommended to remain relatively flat, increasing slightly by \$1,691 or less than 1% when compared to FY 2012-13 adopted amounts. Revenues are projected to decrease by 28% or \$221,692 from FY 2012-13 levels. With exception of revenue from water sales, the majority of the revenue for this fund center is budgeted to decrease. The largest decreases occur in parcel maps and tract maps accounts which are budgeted to decrease \$96,397 or 90% and \$85,389 or 73% respectively. These decreases are attributed to the slow economy which continues to affect these activities. Revenue from water sales is anticipated to increase by 12% or \$12,323 as compared to FY 2012-13 adopted amounts.

Overall, expenditures for FY 2013-14 are recommended to decrease by \$220,001 or 10% compared to the FY 2012-13 adopted amount. Services and supplies accounts are decreasing by \$9% or \$200,001. The majority of the decrease can be attributed to reduced charges by the ISF for: 1) department overhead, \$73,745 or 20%; 2) labor, \$79,403 or 8%; 3) \$24,287 or 32% reduction in Countywide Overhead; and 4) an \$18,658, or 48%, decrease in the portion of the ISF Countywide Overhead that is charged to the Fund Center. Special department expense accounts are increasing by \$35,605 or 6% due to fluctuations in State water charges. There are no service level impacts associated with the recommended budget.

GOALS AND PERFORMANCE MEASURES

<p>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.</p>						
<p>Communitywide Result Link: <input checked="" type="checkbox"/> Safe <input checked="" type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input type="checkbox"/> Well-Governed Community</p>						
<p>1. Performance Measure: Percentage of days per year that the water system is able to meet mandated water quality standards.</p>						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
100%	100%	100%	100%	100%	100%	100%
<p>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.</p>						
<p>Why: To insure that the water system provides safe drinking water.</p>						
<p>How are we doing? As in the recent past there are no issues to report and the water system continues to meet all Federal, State and local safe drinking water requirements. There is not any standardized comparable data available.</p>						

2. Performance Measure: Number of wastewater collection system and water system failures per year.						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
2	0	0	0	0	0	0
<p>What: A count of all incidents of blockages, spills and unscheduled interruption in wastewater service and water system failures.</p> <p>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.</p> <p>How are we doing? As in the past 3 reporting periods, no system failures occurred during FY 2011-12.</p> <p>Construction of the new 10-inch waterline between Chorro Creek Bridge and the new jail facility was completed in FY 2011-12 and included new service lateral installations and replacement of old fire hydrants. The only original piping that remains in the system is on property not owned by the County between the new jail facility and the connection to the State water main on the west end of the County Operations Center.</p> <p>As previously reported, the sewer line in Oklahoma Avenue at the County Operations Center continues to be an on-going concern with several areas of sewer line with dips that 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. The replacement project is funded at \$330,000 for FY 2012-13. It is anticipated that design of the project will be completed by the end of FY 2012-13 and construction will take place in FY 2013-14. There is not any standardized comparable data available.</p>						
<p>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.</p> <p>Communitywide Result Link: <input checked="" type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community</p>						
3. Performance Measure: Annual number of improvement plan reviews per Full Time Equivalent (FTE) employee.						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
69	69	90	84	85	60	78
<p>What: Total number of Improvement Plan reviews by Plan Check Unit divided by the number of Full Time Equivalent (FTE) employees.</p> <p>Why: Measures the efficiency of the Plan Check Unit in reviewing improvement plans.</p> <p>How are we doing? The number of new plan checks is projected to decrease by approximately 12% this fiscal year (41 in FY 2011-12 versus 36 projected in FY 2012-13). Conversely, we have experienced an increase in inspection requests on previously permitted projects that are restarting construction. Because this performance measure is based on the number of plans received divided by the staff time associated with office plan checking and field inspections the additional inspection time suggests a decreased efficiency. This is not the case because it must be noted that the projected results better reflect the actual results in past reporting years when construction was booming within the County. As a result we are proposing to adjust the FY 2013-14 target based on averaging the previous four year actual results to account for the increased inspection. No standardized comparable county data available.</p>						
4. Performance Measure: Number of weeks to review improvement plans.						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
2.0 weeks 1st submittals	2.5 weeks 1st submittals	1.1 weeks 1st submittals	1.3 weeks 1st submittals	2.5 weeks 1st submittals	1.1 weeks 1st submittals	2.5 weeks 1st submittals
1.2 weeks re-submittals	2.2 weeks re-submittals	1.0 weeks re-submittals	1.1 weeks re-submittals	2.0 weeks re-submittals	0.7 weeks re-submittals	2.0 weeks re-submittals
<p>What: Average time it takes to review public improvement construction plans associated with development after receipt from engineers.</p> <p>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.</p>						

How are we doing? Over the past four years staff has consistently provided our clients very favorable response times in commencing first submittal and resubmittal plan checks when compared to State law requirements. The economic climate in the development industry appears to have leveled off albeit at a significantly lower level of permit applications. Fewer permits to process should equate to quicker processing times and this is reflected in our projections. No change is being proposed for the FY 2013-14 targets.

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

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
1,122	1,330	1,178	1,212	1,215	1,008	1,200

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) reviewed by the 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? Mid-year projections indicate that a decrease in our map checking efficiency could be expected by the end of the current fiscal year. Actuals from FY 2011-12 showed 412 map checks required review by 0.34 FTE. Projections for FY 2012-13 estimate 504 map checks will require 0.50 FTE. The projected efficiency of 1,008 remains above the nine year efficiency average of 890 maps checked per FTE. Regardless of this projection we continue to show a very favorable efficiency rating that can be attributed to our highly experienced map check staff. We are proposing a slight adjustment to the FY 2013-14 target by rounding it to the nearest 100th. No standardized comparable county data available.

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

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
1.0 weeks	1.1 weeks	1.3 weeks	1.3 weeks	1.0 Weeks	1.2 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 last four fiscal years our performance continues to fluctuate about 1-week, but remains well below the statutory requirement of processing maps within 20 working days (4 weeks). This consistency can be attributed to our experienced map check staff. No change is being proposed for the FY 2013-14 targets. 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.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
87%	88%	85%	89%	90%	90%	90%

What: Measures customer satisfaction with Development Services.

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

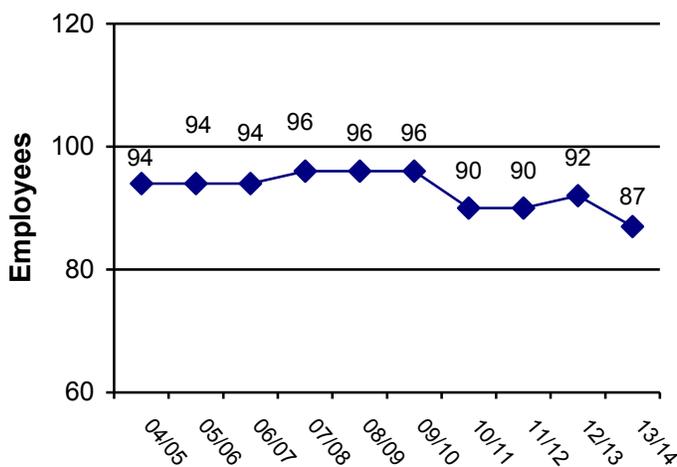
How are we doing? Our next annual customer survey will be conducted in May 2013 when we will again solicit customer feedback in at least five areas of Development Services' work. These areas include Surveying Services, Plan Check Services, Inspection Services, Permit Services and response to Public Inquiries. Of the 153 surveys electronically distributed in May 2012 we received 8 responses. Of those respondents we achieved 89% satisfaction, which is just shy of our 90% target. All respondents continue to favorably comment on our staff's excellent customer service.

MISSION STATEMENT

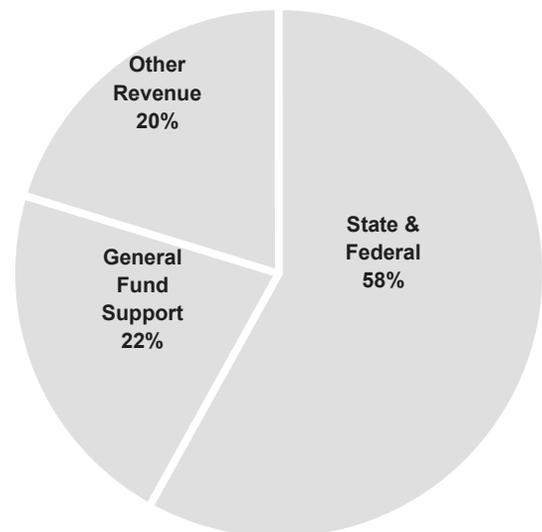
Provide public services related to the safe and efficient movement of traffic on the County maintained roadways.

	2012-13	2012-13	2013-14	2013-14	Change from
<u>Financial Summary</u>	<u>Budget</u>	<u>Projected</u>	<u>Requested</u>	<u>Recommended</u>	<u>2012-13</u>
Taxes	\$ 1,439,660	\$ 1,439,660	\$ 1,460,920	\$ 1,460,920	\$ 21,260
Revenue from Use of Money & Property	40,000	40,000	25,000	25,000	(15,000)
Intergovernmental Revenue	16,461,337	16,006,120	15,973,731	15,973,731	(487,606)
Charges for Current Services	127,500	129,335	127,500	127,500	0
Other Revenues	0	2,374	90,000	90,000	90,000
Other Financing Sources	9,258,820	9,258,820	8,461,778	8,361,778	(897,042)
Interfund	0	0	417,000	417,000	417,000
Total Revenue	\$ 27,327,317	\$ 26,876,309	\$ 26,555,929	\$ 26,455,929	\$ (871,388)
Fund Balance Available	\$ 1,056,718	\$ 1,056,718	\$ 0	\$ 0	\$ (1,056,718)
Cancelled Reserves	847,000	847,000	944,564	944,564	97,564
Total Financing Sources	\$ 29,231,035	\$ 28,780,027	\$ 27,500,493	\$ 27,400,493	\$ (1,830,542)
Salary and Benefits	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Services and Supplies	17,901,399	17,558,991	18,052,867	17,602,867	(298,532)
Other Charges	616,923	616,923	1,240,414	1,240,414	623,491
Fixed Assets	9,655,995	9,547,395	8,207,212	8,557,212	(1,098,783)
Gross Expenditures	\$ 28,174,317	\$ 27,723,309	\$ 27,500,493	\$ 27,400,493	\$ (773,824)
Contingencies	0	0	0	0	0
New Reserves	1,056,718	1,056,718	0	0	(1,056,718)
Total Financing Requirements	\$ 29,231,035	\$ 28,780,027	\$ 27,500,493	\$ 27,400,493	\$ (1,830,542)

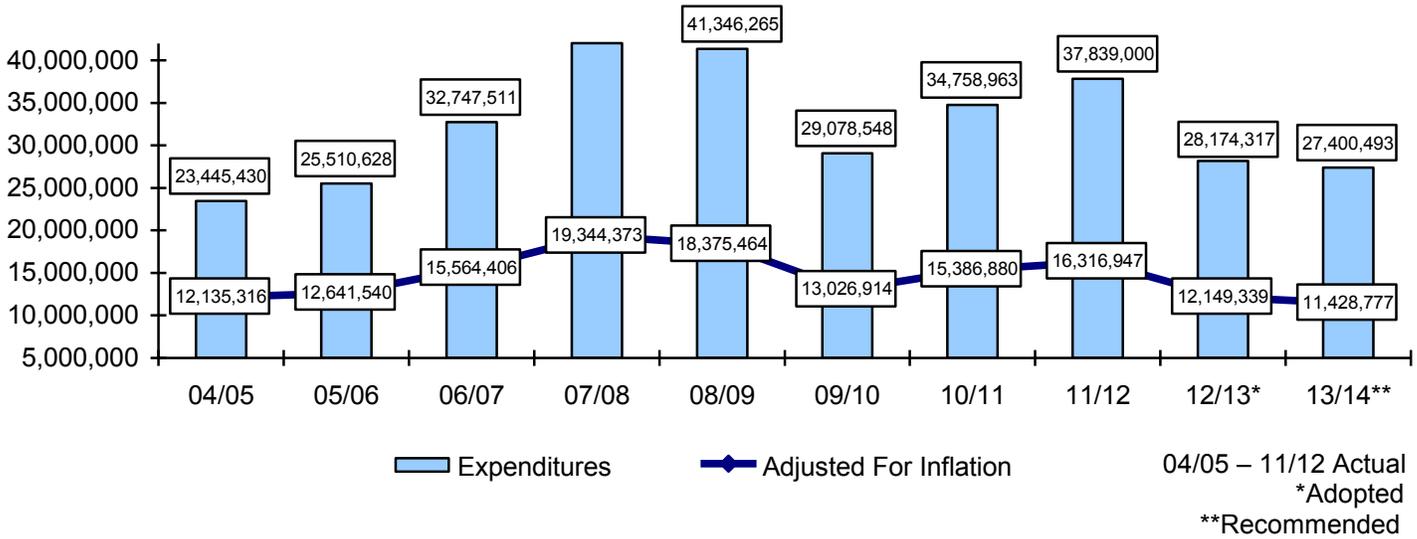
Number of Employees
 (Full Time Equivalent)



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Roads have a total expenditure level of \$27,400,493 and a total staffing level of 87.00 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: \$8,571,859 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: \$18,828,634 Total Staffing (FTE): 68.00

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, 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 for 194 bridges countywide.

Following are some of the notable accomplishments for FY 2012-13 and some specific objectives for FY 2013-14.

FY 2012-13 Accomplishments

- Completed 35 miles of chip sealing and 10 miles of asphalt overlay which improves pavement preservation.
- Delivered over \$18 million in capital projects to address safety, capacity, and drainage concerns. This included the completion of the Willow Road Interchange in Nipomo which will reduce overall trip mileage on the mesa, improve congestion on Tefft Street, and provide a secondary access to Nipomo high school from the west side of Highway 101.
- Widening of two bridges on Price Canyon Road between San Luis Obispo and Pismo Beach was also completed which will improve both vehicle and bicycle safety.
- Performed major maintenance repairs on 8 County bridges to improve safety.
- Performed major drainage improvements in conjunction with the Los Osos Wastewater Project.
- Replaced 16 drainage culverts throughout the County.

FY 2013-14 Objectives

- Chip seal or surface treat approximately 60 miles of roadway.
- Asphalt overlay approximately 5 miles of high use arterial roadway.
- Continue to partner with the Los Osos Wastewater Project to resolve over 50 local drainage issues and address road rehabilitation issues.
- Replace 20 drainage culverts throughout the County.
- Complete construction of the Templeton Road Widening Project.
- Begin construction of the La Panza Road Widening Project to enhance vehicle and bicycle safety.
- Complete class II bicycle lanes on Vineyard Drive in Templeton.
- Begin construction of the Cambria Main Street Bridge Project over Santa Rosa Creek.

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 2013-14 budget for Roads provides for General Fund support in the amount of \$5,831,000, which equates to a \$100,000 decrease, or approximately 2% as compared to FY 2012-13 adopted amounts. The overall Roads budget is recommended to decrease by \$1.8 million or 6% including \$944,564 in cancelled reserves. Intergovernmental revenue (State and Federal aid) is decreasing by 2% or \$487,606 compared to FY 2012-13 levels. Revenue from fees, and taxes are projected to decrease by 3% or \$383,782 as compared to FY 2012-13. The following describes changes in notable accounts from FY 2012-13 adopted levels include:

- State Highway Users Tax (gas tax) is budgeted to decrease by \$100,000 or 1% based on FY 2012-13 actual amounts; however it should be noted that this revenue does fluctuate depending on the demand for fuel;
- Transportation Development Act revenue is projected to increase by \$500,000 or 50% based on FY 2012-13 actual amounts;
- Federal Aid-Construction revenue is decreasing by \$903,741 or 32%; Federal funding fluctuates primarily due the multi-year, multi-phase nature of capital projects;
- State Aid-Regional State Highway revenue is projected based upon grant funding anticipated from the San Luis Obispo Council of Governments (SLOCOG) and fluctuates year to year; \$40,000 has been budgeted for the Tefft Street/Highway 101 Interchange improvement project;

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- Federal Aid-Federal Highway Administration revenue is budgeted in the amount of \$1.8 million for the Buckley Road improvement project and the River Road widening project;
- Road Impact Fees revenue is increasing by \$703,958 or 38% primarily due to an increase in developer fees for the Nipomo Road Impact Areas 1 and 2.

Services and supplies account are decreasing by 1% or \$298,532 when compared to FY 2012-13. Notable accounts changes from FY 2012-13 adopted amounts include:

- Maintenance accounts are decreasing by 13% or \$2.6 million primarily due to increases in the work order settlement accounts;
- Labor charged by the ISF is decreasing by \$660,392 or 29% due to the increases in the work order settlement accounts;
- Work Order accounts are increasing by \$596,062 or 6%; these accounts include expenses associated with materials, equipment and staff labor for various projects, such as the Los Osos Sewer project;
- Insurance charges are decreasing by \$214,084 or 71%.

Overall, countywide overhead is budgeted to decrease by \$57,063 or 10% due to the combination of factors. The Roads fund center’s countywide overhead is increasing by \$69,782 or 36% while the portion of countywide overhead charged to Roads by the ISF is decreasing by \$127,014 or 34%.

The Road Fund has budgeted \$513,330 for the purchase and replacement of equipment and vehicles in FY 2013-14. This requested funding represents a \$99,579 or 16% decrease from FY 2012-13 budgeted amount. A list of the specific equipment and vehicles to be replaced can be found in ISF budget.

Capital project expenditures are budgeted to decrease by \$1 million or 11% compared to FY 2012-13. Similar to revenue, expenditures fluctuates primarily due the multi-year, multi-phase nature of capital projects.

The following work program statement and listing of major projects being carried out by the Roads fund is required as part of the State Budget Act.

FY 2013-14- Road Fund		
Work Program Statement		
1	Administration	\$ 3,004,518
2	Construction	\$ 8,571,859
3	Maintenance	\$ 15,310,786
4	Aid to Other Governmental Agencies	\$ -
5	Acquisition of Equipment	\$ 513,330
6	Plant Acquisition	\$ -
7	Reimbursable Work	\$ -
8	Cost Transfers and Reimbursements	\$ -
	Total	\$ 27,400,493

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Project No.	Project Description	Phase Completion at 6/30/14	Funding Requirements for 2013/14	Previous Years Balance to be Encumbered	New Funding to be Appropriated 2013/14
	ROADS				
	New Road Construction				
300129	Willow Rd Extension	PARTIAL ENV MIT	3,716,310	3,716,310	0
300140	So Oakglen Op Study	PARTIAL PE	90,000	0	90,000
300142	Willow Road Interchange	PARTIAL ENV MIT	7,277,468	5,190,600	2,086,868
300348	LTL on Nacimiento Lake Dr @ Adelaide Rd	PARTIAL DESIGN	81,624	81,624	0
300372	Halcyon/Rt 1 Realignment Phase 1	PARTIAL DESIGN	394,879	394,879	0
	Total New Road Construction		11,560,281	9,383,413	2,176,868
	Road Reconstruction				
300147	Tefft Street & Hwy 101 Ramp Relocation	PARTIAL PE	40,000	0	40,000
300150	Main Street Hwy 101 PSR/PDS	PARTIAL DESIGN	473,176	473,176	0
300273	Small Safety Betterments	N/A	192,083	142,083	50,000
300289	South Frontage Road Construction	ON HOLD	0	0	0
300321	Channel & LT Ln Los Berros/Thompson	CONST	400,000	148,585	251,415
300352	Orcutt Rd Widen & Vert. Curve Corr.	ON HOLD	0	0	0
300364	San Luis Bay Dr. Interchange Imp.	ON HOLD	197,082	197,082	0
300380	Orchard Ave Two Way LTL s/o Southland	ON HOLD	0	0	0
300384	Los Berros at Dale Left Turn Lane	ON HOLD	0	0	0
300386	Templeton Rd Safety Imp SR 41 to S El Pomar	PARTIAL ENV MIT	476,965	476,965	0
300397	La Panza Road Widening	PARTIAL CONST	2,031,852	2,031,852	0
300415	Pomeroy Rd & Augusta	DESIGN	246,518	194,823	51,695
300464	Price Canyon Road Widening Phase II	PARTIAL DESIGN	464,674	464,674	0
300469	Widen LOVR to 3 Lanes Pine to Doris	CONST	526,391	526,391	0
300474	Los Osos Road Rehab & Storm Drain Imp	PARTIAL CONST	361,998	361,998	0
300476	Nipomo Park-n-Ride	CONST	10,000	10,000	0
300488	Cambria Park-n-Ride	CONST	0	0	0
300489	Widen River Rd Magdalena to Mission	PARTIAL DESIGN	1,150,000	0	1,150,000
300490	Buckley TWLTL Thread to Buttonwood	PARTIAL DESIGN	925,000	0	925,000

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Project No.	Project Description	Phase Completion at 6/30/14	Funding Requirements for 2013/14	Previous Years Balance to be Encumbered	New Funding to be Appropriated 2013/14
New	Avila Beach Hwy 101 Oper Imp	PARTIAL PE	241,300	0	241,300
	Total Road Reconstruction		7,737,039	5,027,629	2,709,410
	Drainage Improvements				
300465	Oceano Drainage	PARTIAL R/W	1,619,360	1,202,360	417,000
300468	Avila Beach Dr Drainage near Ontario	PARTIAL PE	0	0	0
	Total Drainage Improvements		1,619,360	1,202,360	417,000
	Pedestrian Ways & Bike Paths				
300404	16th St Ped RR Xing San Miguel	CONST	192,997	192,997	0
300437	Vineyard Drive Bike Lanes	CONST	572,749	572,749	0
300470	Mission St Phase IV Improvements	PARTIAL CONST	640,837	640,837	0
300472	ADA Ramp Construction 2013	CONST	60,000	60,000	0
300473	Cambria East Village Pedestrian Improvements	CONST	133,411	133,411	0
New	ADA Ramp Construction 2013/14	PARTIAL CONST	60,000	0	60,000
New	Safe Routes to Schools (SRTS) Crocker St	AD-15	200,600	0	200,600
	Total Pedestrian Ways & Bike Paths		1,860,594	1,599,994	260,600
	Pavement Management System				
300482	A/C Overlay 12-13	PARTIAL CONST	1,978,194	1,978,194	0
New	A/C Overlay 13-14	DESIGN	1,980,626	0	1,980,626
	Total Pavement Management System		3,958,820	1,978,194	1,980,626
	Bridges				
300180	Main Street Br @ Santa Rosa Ck	PARTIAL CONST	4,955,179	4,613,179	342,000
300382	River Grove Drive Bridge	PARTIAL DESIGN	549,223	549,223	0
300385	Branch Mill Road Bridge	PARTIAL R/W	632,976	612,976	20,000
300387	Geneseo Road Low Water Crossing	PARTIAL DESIGN	909,123	909,123	0
300430	Air Park Drive Br @ Ocean Beach Lagoon	PARTIAL DESIGN	851,630	851,630	0
300432	Cypress Mountain Rd Br @ Klau Creek	PARTIAL DESIGN	388,046	279,691	108,355
300434	Huasna River Bridge Replacement	PARTIAL PE	25,000	25,000	0
300439	El Camino Real at Santa Margarita Creek Br	PARTIAL DESIGN	651,968	228,968	423,000
300452	Lopez Dr Bridge No 2 Seismic Retrofit	PARTIAL DESIGN	323,828	189,828	134,000

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Project No.	Project Description	Phase Completion at 6/30/14	Funding Requirements for 2013/14	Previous Years Balance to be Encumbered	New Funding to be Appropriated 2013/14
300455	South Bay Blvd Br Seismic Retrofit	PARTIAL DESIGN	555,030	555,030	0
300456	Avila Beach Dr Br Seismic Retrofit	PARTIAL DESIGN	441,557	441,557	0
	Total Bridges		10,283,560	9,256,205	1,027,355
TOTAL ROADS			37,019,654	28,447,795	8,571,859

BUDGET AUGMENTATION REQUESTS RECOMMENDED

Unit Amount	Description	Intended Results
Gross: \$25,000 Reallocated of Off-Highway Vehicle (OHV) Restricted Revenue funds from a sand removal project approved in FY 2009-10. General Fund Support: \$0	Funds are requested to address illegal OHV access in the Salinas River by fencing a portion of property on N. River Road, south of Wellsona Road, near the City of Paso Robles.	1. The incidents of OHV access at the location would be restricted and thus a noticeable reduction in trespassing. 2. There would be a reduction in complaints from the surrounding property owners.

GOALS AND PERFORMANCE MEASURES

Department Goal: Maintain a good quality county-road system.							
Communitywide Result Link: <input checked="" type="checkbox"/> Safe <input type="checkbox"/> Healthy <input checked="" type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input type="checkbox"/> Well-Governed Community							
1. Performance Measure: Pavement Condition Index (PCI) for ALL county roads.							
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target	
62	65	60	58	60	58	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? Public Works resurfaced approximately 36 miles with a chip seal coating. Approximately three miles were overlaid with a structural layer of asphalt and seven miles were overlaid with a thin overlay to upgrade certain areas of road. This work reflects a new maintenance strategy to target the most effective use of available funds. This strategy utilizes seal coating; chip sealing and thin pavement overlay treatments. These treatments will not repair the most deteriorated roads but will arrest deterioration and help prolong the life of roads in fair to good condition.							
As of November 2012, the major arterial roads averaged 64 PCI, the average for all collector roads is 58 and the minor roads are at an average of 58 PCI, down from 62 last year. North County collector roads remain the lowest category of roads with an average PCI of 54.							
There has been no significant change in the County Maintained road mileage of 1,092 miles, (note that this is only "paved" roads, there are 1,335 miles of paved and unpaved county maintained roads). The paved roads consist of 84 miles of arterial roads, 414 miles of major and minor collector Roads, and 594 miles of local roads.							

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2. Performance Measure: Collisions per 100 million entering vehicles at non-signalized intersection.						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
29	28	26	27	26	26	26
<p>What: Number of collisions per 100 million entering vehicles within the unincorporated area of the County (5-year average).</p> <p>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.</p> <p>How are we doing? Collisions in unsignalized intersections continue to be significantly below the statewide average of 29 per 100 million vehicles entering the intersection.</p>						
3. Performance Measure: Collisions per 100 million entering vehicles at signalized intersections.						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
30	27	25	27	25	25	25
<p>What: Number of signalized intersection collisions per 100 million entering vehicles within the unincorporated area of the County (5-year average).</p> <p>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.</p> <p>How are we doing? Collisions at signalized intersections continue to remain below the statewide average of 53 per 100 million vehicles entering the intersection. It is anticipated that the collision rate overall will remain constant. However, Public Works continues to focus efforts on improving those intersections with a higher than average collision rates, mainly by reviewing signal timings.</p>						
4. Performance Measure: Collisions per 100 million miles on rural roads.						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
172	166	172	164	170	170	170
<p>What: Number of rural road collisions per 100 million miles traveled within the unincorporated area of the County (5-year average).</p> <p>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.</p> <p>How are we doing? Based on the collision reports received for the 2011 analysis period and current roadway project, the County's rate remains below the statewide average of 189 per 100 million vehicle miles traveled. Public Works is developing plans to make improvements to Templeton and La Panza Roads. These projects are set for construction in 2013 and 2014 respectively. Public Works also just secured Federal Safety funding to make improvements to River Road just south of San Miguel and Buckley Road south of the City of San Luis Obispo.</p>						

5. Performance Measure: Collisions per 100 million miles on suburban roads.						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
248	250	289	263	248	248	248
<p>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.</p> <p>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.</p> <p>How are we doing? The collision rate on suburban roads decreased from what it was in the 2010 calendar year and is lower than the statewide average of 278 per 100 million vehicle miles traveled. The lower collision rates could be the result of continued attention to improved signage, striping and traffic signal adjustments. Public Works will continue to focus attention on those individual roadways with a higher collision concentration and evaluate opportunities for improvement.</p>						
6. Performance Measure: Bridge sufficiency rating.						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
91%	91%	90%	92%	92%	93%	93%
<p>What: Percentage of bridges with State assigned sufficiency rating (SR) over 50.0 (bridges below 50 are eligible for Federal grant replacement funding)</p> <p>Why: To review maintenance and funding needs in order to keep the structures in a good state of repair.</p> <p>How are we doing? FY 2012-13 projected are slightly higher than adopted due to updates (County replaced bridges in 2011) on the Eligible Bridge List administered by Caltrans. Construction has been completed for the two bridges replaced on San Simeon Creek Road. Construction on the Main Street Bridge at Santa Rosa Creek in Cambria is scheduled to begin spring 2013. Preliminary Engineering has begun for the replacement of the following four bridges: 1 - Cypress Mountain Drive at Klau Creek, 2 - Branch Mill Road at Tar Springs Creek, 3 - El Camino Real at Santa Margarita Creek, and 4 - Air Park Drive at Ocean Beach Lagoon; and seismic retrofit design is underway at three bridges; 1 - Lopez Drive over Lopez Lake, 2 - South Bay Boulevard over Los Osos Creek and 3 - Avila Beach Drive over San Luis Obispo Creek. Three additional bridges with SR below 50 have also been submitted for replacement in future years beyond 2017.</p>						

**Road Impact Fees
Fiscal Year 2013-14 Proposed Budget**

Fund Center 248

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.

	2012-13 Budget	2012-13 Projected	2013-14 Requested	2013-14 Recommended	Change from 2012-13
Financial Summary					
Revenue from Use of Money & Property	\$ 22,000	\$ 22,000	\$ 19,000	\$ 19,000	\$ (3,000)
Charges for Current Services	1,731,500	1,731,500	2,582,665	2,582,665	851,165
Other Financing Sources	0	0	14,647	14,647	14,647
Total Revenue	\$ 1,753,500	\$ 1,753,500	\$ 2,616,312	\$ 2,616,312	\$ 862,812
Fund Balance Available	\$ 312,088	\$ 312,088	\$ 0	\$ 0	\$ (312,088)
Cancelled Reserves	529,320	529,320	366,466	366,466	(162,854)
Total Financing Sources	\$ 2,594,908	\$ 2,594,908	\$ 2,982,778	\$ 2,982,778	\$ 387,870
Salary and Benefits	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Services and Supplies	0	0	0	0	0
Other Charges	2,282,820	2,282,820	2,982,778	2,982,778	699,958
Fixed Assets	0	0	0	0	0
Gross Expenditures	\$ 2,282,820	\$ 2,282,820	\$ 2,982,778	\$ 2,982,778	\$ 699,958
Contingencies	0	0	0	0	0
New Reserves	312,088	312,088	0	0	(312,088)
Total Financing Requirements	\$ 2,594,908	\$ 2,594,908	\$ 2,982,778	\$ 2,982,778	\$ 387,870

Source of Funds



**Road Impact Fees
Fiscal Year 2013-14 Proposed Budget**

Fund Center 248

DEPARTMENT COMMENTS

The Road Impact Fees is a special revenue fund and 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 \$2,982,778 represent 11 projects that are reflected in the department's FY 2013-14 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	\$78,000
2. Avila Traffic Study	\$1,500
3. Templeton Traffic Study	\$1,500
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	\$2,086,868
9. Avila Beach Dr/Hwy 101 Oper Impv	\$241,300
10. Berros/Thompson Channel & LT Lane	\$51,415
11. Pomeroy/Augusta Impv	\$51,695
Debt Service Pmt Due from Templeton Area for Vineyard Drive	\$452,000
Total Fees Allocated	\$2,982,778

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 2013-14 is recommended to increase by \$387,870 or 14% as compared to adopted FY 2012-13 levels.

The budget is funded through road impact fees and overall revenues are projected to increase \$862,812 or 49% from FY 2012-13 adopted levels. Interest income is budgeted to decrease by \$3,000 or 13%. Road impact fees are anticipated to increase by \$851,165 or 49%. The increase is associated with revenue received in the Nipomo Road Improvement Fee Areas 1 and 2. In addition to the approximate \$1.3 million annual Woodlands Project payment, the department received approximately \$820,000 in miscellaneous (non-Woodlands) developer fee revenue. It should be noted that revenue for this fund center is not projected but rather is budgeted based upon actual amounts received. To balance this budget, \$366,466 will be cancelled from reserves.

Budgeted expenditures of approximately \$3.0 million is an increase of \$699,958 or 30% when compared to FY 2012-13 adopted amounts. This increase is partially due to a planned reimbursement to the Nipomo Road Improvement Fee Area 2 of \$1.8 million that was borrowed as part of the funding for the Willow Road interchange project. The debt service payment for the Vineyard Drive interchange project has been budgeted at \$452,000. The debt service payment is made in two installments – July and February. While both payments have been made for FY 2012-13, it is anticipated that the Templeton Road Improvement Fee Area, at year end, may not be able to cover the cost and would require a loan from the Roads Fund. Road improvement fees continue to be

collected and it won't be known until June how much of a loan they would need in order for the fund center to remain in balance.

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

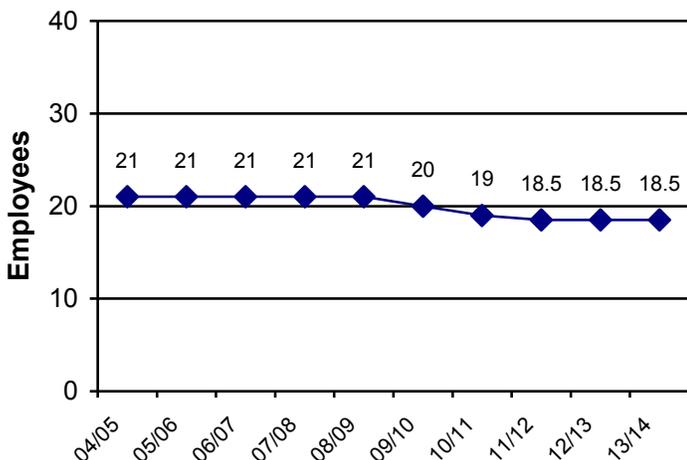
Waste Management

MISSION STATEMENT

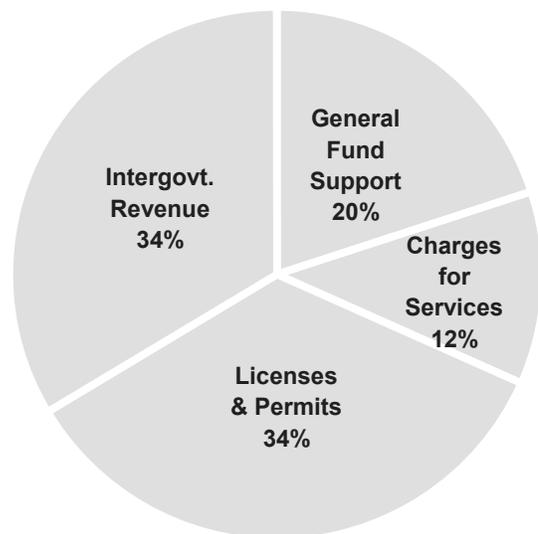
The mission of the San Luis Obispo County Division of Animal Services is to ensure the health, safety, and welfare of domestic animals and the people we serve through public education, enforcement of applicable laws, and the humane care and rehoming of impounded and sheltered animals.

<u>Financial Summary</u>	2012-13	2012-13	2013-14	2013-14	Change From 2012-13
	<u>Budget</u>	<u>Projected</u>	<u>Requested</u>	<u>Recommended</u>	
Licenses and Permits	\$ 620,900	\$ 725,180	\$ 849,437	\$ 849,437	\$ 228,537
Intergovernmental Revenue	932,743	932,743	830,311	830,311	(102,432)
Charges for Current Services	354,424	252,784	291,405	291,405	(63,019)
Other Revenues	10,400	29,343	18,123	18,123	7,723
**Total Revenue	\$ 1,918,467	\$ 1,940,050	\$ 1,989,276	\$ 1,989,276	\$ 70,809
Salary and Benefits	1,524,521	1,525,802	1,571,325	1,580,664	56,143
Services and Supplies	884,575	929,348	896,057	896,384	11,809
**Gross Expenditures	\$ 2,409,096	\$ 2,455,150	\$ 2,467,382	\$ 2,477,048	\$ 67,952
General Fund Support (G.F.S.)	<u>\$ 490,629</u>	<u>\$ 515,100</u>	<u>\$ 478,106</u>	<u>\$ 487,772</u>	<u>\$ (2,857)</u>

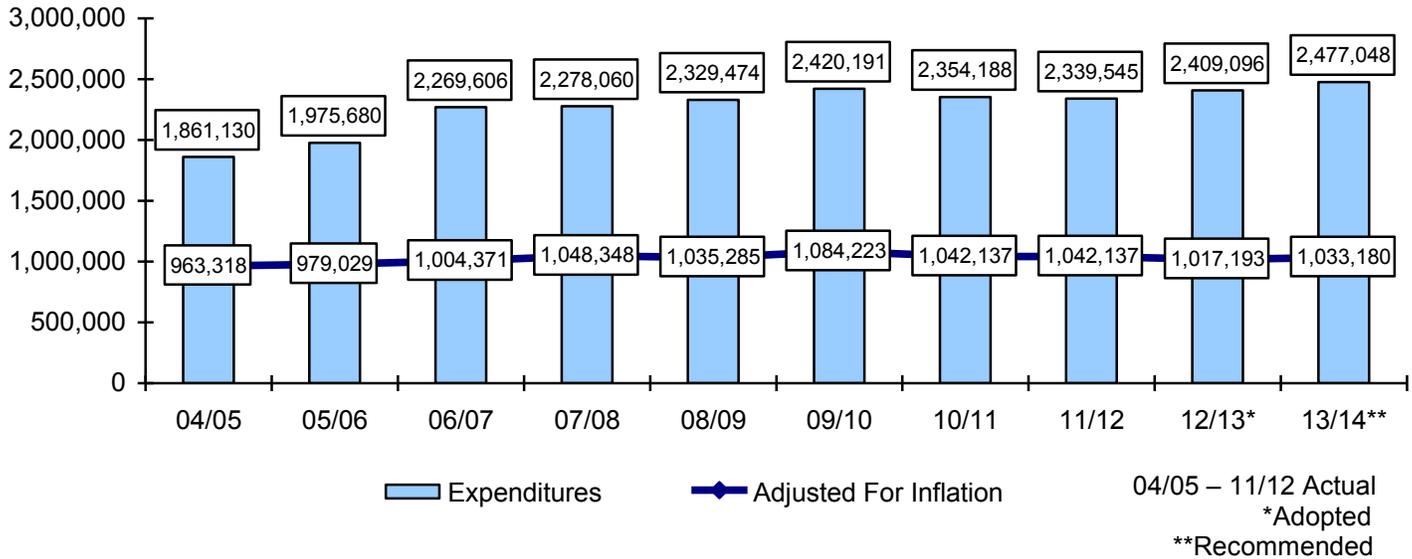
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Animal Services has a total expenditure level of \$2,477,048 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; and provide dispatch support to field personnel.

Total Expenditures: \$1,223,063 Total Staffing (FTE): 11.00

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: \$17,033 Total Staffing (FTE): 0.00

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; and 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: \$1,236,952 Total Staffing (FTE): 7.50

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.

For the last several years, Animal Services has experienced increased animal intake numbers as well as declines in return to owner and adoption rates for impounded animals. Similar trends have been reported around California, as well as most other areas of the country. This dynamic has been generally attributed to the impacts of an uncertain economic climate. This trend appears to be dampening during FY 2012-13, with intake and euthanasia rates returning to levels more closely aligned with historic norms. However, adoption and return to owner rates remain depressed. Though improvements in these areas are anticipated, it is likely that they will be moderated by the rate of general economic recovery.

FY 2012-13 Accomplishments

- Continued to provide strong customer service and satisfaction as indicated by 72% favorable responses in broad based sampling of citizens with Animal Services contact.
- Expanded statistical information regarding Animal Services operations and community animal population trends available to the public on-line including total animal intakes and type of intake, return to owner rate, live outcome rates for dogs and cats, and euthanasia rates for dogs and cats.
- Developed and implemented detailed permitting standards for commercial animal operations

FY 2013-14 Objectives

- Continue to maintain high customer service satisfaction ratings.
- Revise and streamline nuisance abatement procedures to increase efficiency of processing and appeal process.
- 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

Overall, expenditures are recommended to increase \$67,952 or 2%, revenues are recommended to increase \$70,809 or 3% and the level of General Fund support for Animal Services is recommended to decrease \$2,857 or less than 1% compared to the FY 2012-13 Adopted Budget.

The most significant revenue increase is from animal license fees in the amount of \$217,245 or 38%, due to a combination of a Board-approved increase in these fees of between 1-4% (depending on the type of license purchased) and an increase in the number of licenses that are expected to be renewed or purchased in FY 2013-14. This increase in animal license fee revenue helps to offset a reduction in other revenue sources. The most significant revenue reductions include fee revenue from animal adoptions (decreasing \$65,353 or 30% based on current year activity) and in payments from the seven incorporated cities that contract with Animal Services (decreasing \$102,432 or 10%). The cities pay their proportional share of animal service costs, minus the amount of fees collected on their behalf by Animal Services. Since the majority of the increase in animal license fees collected is within the incorporated cities, the overall effect is a larger reduction in the cities' proportional share of payment to Animal Services.

**Animal Services
Fiscal Year 2013-14 Proposed Budget**

Total expenditures for this fund center are budgeted to increase by almost \$68,000 compared to the FY 2012-13 Adopted Budget primarily due to a \$56,765 (or 3%) increase in the salary and benefit accounts. This increase is attributed to an increase in variable costs such as Workers Compensation and the pension rate as well as planned step increases for various employees. Services and supplies expenditures are budgeted to increase \$11,809 or 1%. The most significant variances in the services and supplies accounts include a \$16,780 or 88% increase in Special Department Expense to reflect a more realistic cost for microchips than what was included in the FY 2012-13 budget, a \$10,000 or 42% decrease in software maintenance costs due to the elimination of a charge to synchronize software systems used by the department, and a \$9,835 or 69% decrease in liability insurance charges from Risk Management. Other accounts are increasing or decreasing by smaller amounts.

There were no changes requested to the Animal Services Position Allocation List. The budget is recommended essentially as requested and therefore no service level impacts are anticipated for FY 2013-14.

GOALS AND PERFORMANCE MEASURES

Department Goal: Promote the health, safety, and welfare of domestic animals and of the general public.						
Communitywide Result Link: <input checked="" type="checkbox"/> Safe <input checked="" type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community						
1. Performance Measure: Average response time to priority service calls.						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
New Measure	New Measure	23 minutes	20 minutes	20 minutes	20 minutes	20 minutes
<p>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).</p> <p>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.</p> <p>How are we doing? The average response time of 15 minutes for 3 high priority calls from July 1st through October 31st 2012 is to date under target with the budget and favorable to last year's result. However, it is too early to project a sustained decline in the response time based on the limited number of calls. Comparable statistics from other counties are not available at this time.</p>						
2. Performance Measure: Percentage of county-wide dog population which is licensed.						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
New Measure	34%	33%	34%	33%	33%	33%
<p>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 data.</p> <p>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.</p> <p>How are we doing? The percentage of dogs licensed throughout the County was 37% during the first quarter of FY 2012-13 (23,535 against a total calculated population of 68,754 dogs). Historically the number of licensed dogs fluctuates throughout the year dependant upon renewal rates and therefore we are not projecting to be above target. For example, the rate dropped to 35% in October and 34% in November of this year.</p> <p>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.</p>						

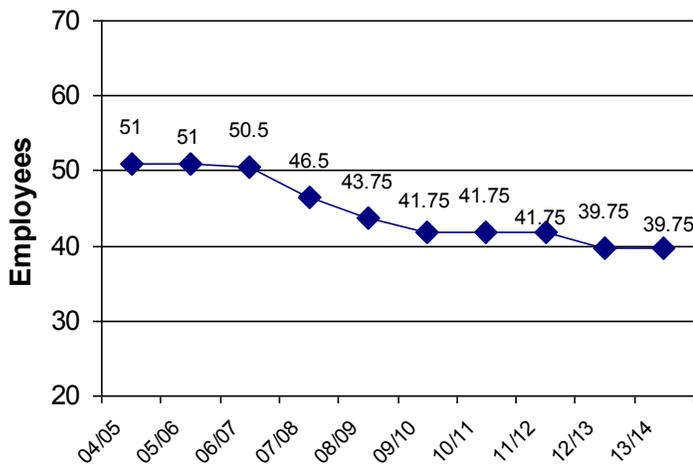
3. Performance Measure: Live animal outcome rate.						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
New Measure	New Measure	80%	81%	80%	80%	80%
<p>What: The percentage of animals discharged from Animal Services' shelter alive. Live Animal Outcome Rate is calculated in accordance with definitions established by Maddies' Fund and the Asilomar Accords.</p> <p>Why: This measure reflects Animal Services' success in reuniting lost pets with their owners and in placing adoptable animals into new homes.</p> <p>How are we doing? During the first quarter of FY 2012-13, the live outcome rate was 82% and was based upon a total of 1,213 animals discharged, of which 999 were discharged alive from the shelter. Of those, 477 were dogs resulting in a live outcome rate of 87% and 488 were cats resulting in a live outcome rate of 82%. The remaining 34 animals include birds, rabbits and various livestock resulted in a live outcome rate of 36%.</p> <p>Animal Services originally adopted a live outcome rate of 80% 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 comparison, live animal outcome rates were published (most recent was calendar year 2010) by Asilomar for the following California counties: Contra Costa – 57%, Santa Clara – 58%, Monterey – 41%.</p>						
4. Performance Measure: Percentage of customer survey respondents who rated their overall contact and exposure to Animal Services as "satisfactory" or "excellent."						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
91%	79%	93%	88%	100%	100%	100%
<p>What: Animal Services distributes random quarterly mailings of customer service satisfaction surveys to approximately 200 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", "above satisfactory", or "excellent".</p> <p>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.</p> <p>How are we doing? The surveys covering the first quarter will be sent out to customers in December and therefore current data for this performance measure is not yet available.</p>						
5. Performance Measure: Kennel operation expenditures per animal kennel day.						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
\$5.25	\$7.04	\$8.57	\$9.10	\$8.25	\$8.25	\$8.25
<p>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).</p> <p>Why: Monitoring and promotion of cost effective kenneling functions encourages responsible fiscal management of shelter operations.</p> <p>How are we doing? Animal Services has continued to operate at full shelter capacity throughout the first quarter of FY 2012-13. This, together with large bulk initial purchases for food and household needs and an increase in microchip purchases, resulted in greater than anticipated kennel expenditure per day of \$9.09 in the first quarter of FY 2012-13. We are continuing to project a kennel operation cost of \$8.25 for FY 2012-13. This is due to the fact that purchases will not be as large throughout the remaining months as they were within the first quarter and we continue to project that expenditures remain on target.</p>						

MISSION STATEMENT

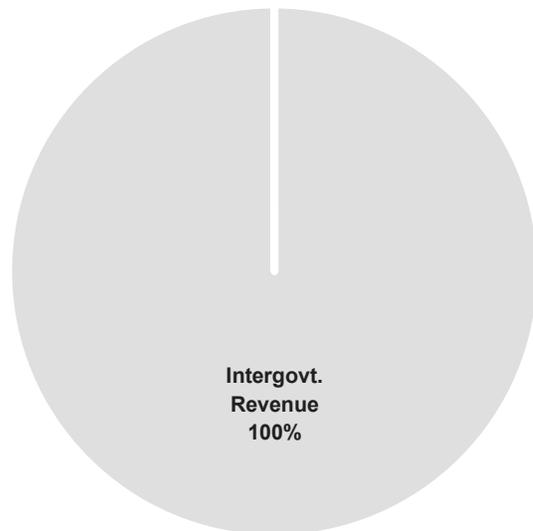
Enhance the well-being of children and the self-sufficiency of families by delivering professional child support establishment and enforcement services.

<u>Financial Summary</u>	2012-13	2012-13	2013-14	2013-14	Change From
	<u>Budget</u>	<u>Projected</u>	<u>Requested</u>	<u>Recommended</u>	<u>2012-13</u>
Intergovernmental Revenue	\$ 4,658,293	\$ 4,574,539	\$ 4,681,684	\$ 4,673,116	\$ 14,823
Other Revenues	0	3,341	3,000	3,000	3,000
**Total Revenue	\$ 4,658,293	\$ 4,577,880	\$ 4,684,684	\$ 4,676,116	\$ 17,823
Salary and Benefits	3,601,354	3,511,249	3,608,308	3,622,242	20,888
Services and Supplies	1,056,939	1,036,294	1,053,874	1,053,874	(3,065)
**Gross Expenditures	\$ 4,658,293	\$ 4,547,543	\$ 4,662,182	\$ 4,676,116	\$ 17,823
General Fund Support (G.F.S.)	\$ 0	\$ (30,337)	\$ (22,502)	\$ 0	\$ 0

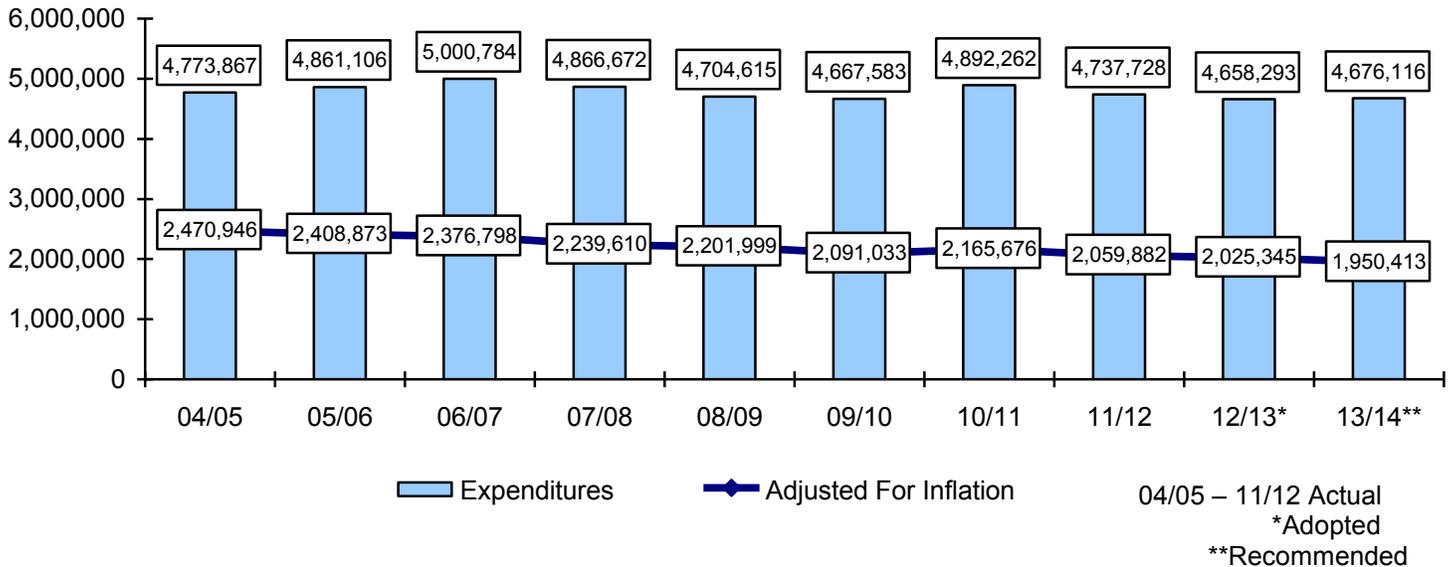
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Child Support Services has a total expenditure level of \$4,676,116 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: \$4,676,116 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. We were the number one performing small county Child Support Department in the State during the most recent Federal Fiscal Year, ending September 30, 2012.

The biggest challenge the department will face in FY 2013-14 will be to keep its cost to collection ratio in check, which means increasing child support collections and keeping operating costs down. To meet this goal, the department did a minor reorganization of staff in FY 2012-13, which included the elimination of two half time positions and resulted in substantial salary savings. To date, this reorganization has not impacted the level of service that the department provides. In FY 2013-14 and moving forward, the department will continue to focus on providing training and a high level of support to staff to ensure that service levels will not be impacted as a result of reductions to the department's operating costs.

Following are some of the department's notable accomplishments for FY 2012-13, and some specific objectives for FY 2013-14:

FY 2012-13 Accomplishments

- Established court orders for child and medical support in 95.3% of cases to better ensure that families and children are able to receive the support to which they were entitled.
- Collected 75.3% of current child support owed, so that families and children are able to receive the support to which they were entitled.
- Collected past due child support for 77.1% of cases in which past due support was owed, so that families and children are able to receive the support to which they were entitled.
- Effectively managed a minor departmental reorganization by realigning staff, shifting duties, cross-training staff for back-up, and hiring temporary help to assist in training efforts.
- Utilized technology by working monthly reports to target performance goals, and designated specific staff to manage the process.

FY 2013-14 Objectives

- Establish court orders for child and medical support for 96% 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 75.5% 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 77% 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.
- Continue to improve performance by working on special projects that focus on collection of current and past due support, and court order establishment.
- Reduce the department's cost to collection ratio to \$3.10 by collecting more support and reducing operating costs.

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 delivery of summons and complaints. In FY 2010-11, a budget augmentation request in the amount of \$56,254 was approved by the Board of Supervisors to help fund the salary and benefits for 3.00 FTE Legal Clerk positions (matched with \$166,197 of State funds) was, bringing the departments' 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, the department did not receive any General Fund support, due to a minor reorganization of staff which reduced expenditure levels.

In FY 2013-14, it is again recommended that the department not receive any General Fund support. State and Federal revenue levels are consistent with FY 2012-13 adopted levels. Expenditure levels continue to be down due to the reorganization of staff that occurred in FY 2012-13. To date, it does not appear that the department's reduced budget and the reorganization has posed any service level impacts. To ensure that its performance isn't impacted, the department will continue to place a large focus on training and providing support to staff who recently moved into new positions.

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.

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.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
93.72%	94.3%	94.7%	95.3%	94.8%	96%	96%

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 2011-12, 95.3% (4,249 of 4,457) of our cases had a court order for child support. San Luis Obispo County ranked 6th in number of child support cases with court orders when compared to other local child support agencies. The statewide average is 87.9%. The projection for FFY 2012-13 is higher than the target, in part because we reorganized our Court Order Establishment Unit to be more specialized. We now have one full-time Family Support Officer managing the bulk of the caseload; and split out the Responding Interstate cases to be managed by our Interstate Family Support Officer; and we established a Locate Family Support Officer, who can focus on locating non-custodial parents in order to affect more timely service of process to establish an order.

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.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
68%	70%	71.3%	75.2%	71.5%	75.5%	75.5%

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 2011-12, the department collected 75.2% (\$10,408,800 of \$13,849,123) of current support owed. San Luis Obispo County ranked 1st in percentage of current support collected when compared to other local child support agencies. The statewide average is 61.4%. Our distributed collections for FFY 2011-12 increased when compared to the prior year by \$105,181. The projection for FFY 2012-13 is higher, in part because more of the non-custodial parents in our caseload appear to be gainfully employed. We are also doing more upward modifications of support, which has not been the case for several years. Also, in July 2012 we started using a delinquent auto phone dialer to call non-custodial parents that are delinquent with support; and hired a retired Family Support Officer as temp help to work special projects, which include working delinquency reports, with the goal to collect support.

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

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
72.73%	71.6%	74%	77.1%	74.5%	77%	77%

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 2011-12, payment of past due support was collected for 77.1% (3,035 of 3,938) 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. The statewide average is 63.5%. The projection for FFY 2012-13 is higher than targeted, in part because more non-custodial parents in our caseload appear to be gainfully employed. Also, in July 2012 we started using a delinquent auto phone dialer to call non-custodial parents that are delinquent with support; and hired a retired Family Support Officer as temp help to work special projects, which include working delinquency reports, with the goal of increasing collections.

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

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
\$3.01	\$3.10	\$2.84	\$3.01	\$3.10	\$3.10	\$3.10

What: This is an efficiency measure relating to the cost effectiveness of collection activities, measuring the total child support dollars collected per \$1.00 of total expenditure.

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

How are we doing? We improved our ranking from 25th in the prior year to 23rd. Our actual results have also improved from the prior year from \$2.84 to \$3.01. The statewide average for FFY 2011-12 was \$2.47. We believe that our FFY 2012-13 target will be met, because we are seeing an increase in collections based on the reasons cited under performance measures 2 & 3. We also anticipate lower costs due to a reduction of two full-time positions, and hiring staff at entry level positions to replace staff that retired.

**Contributions to Court Operations
Fiscal Year 2013-14 Proposed Budget**

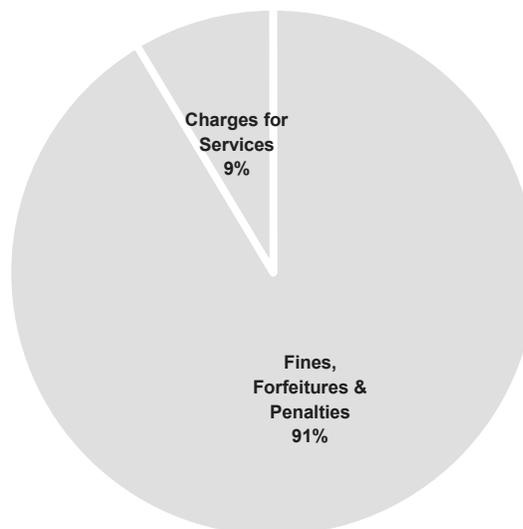
Fund Center 143

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.

	2012-13	2012-13	2013-14	2013-14	Change From
<u>Financial Summary</u>	<u>Budget</u>	<u>Projected</u>	<u>Requested</u>	<u>Recommended</u>	<u>2012-13</u>
Fines, Forfeitures and Penalties	\$ 2,327,100	\$ 2,723,109	\$ 2,575,600	\$ 2,535,600	\$ 208,500
Charges for Current Services	220,000	229,000	220,000	220,000	0
**Total Revenue	\$ 2,547,100	\$ 2,952,109	\$ 2,795,600	\$ 2,755,600	\$ 208,500
Services and Supplies	140,000	115,000	115,000	0	(140,000)
Other Charges	2,294,612	2,284,014	2,284,014	2,284,014	(10,598)
**Gross Expenditures	\$ 2,434,612	\$ 2,399,014	\$ 2,399,014	\$ 2,284,014	\$ (150,598)
General Fund Support (G.F.S.)	<u>\$ (112,488)</u>	<u>\$ (553,095)</u>	<u>\$ (396,586)</u>	<u>\$ (471,586)</u>	<u>\$ (359,098)</u>

Source of Funds



SERVICE PROGRAMS

Contributions to Court Operations has a total expenditure level \$2,284,014 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 \$2,284,014 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 \$150,598 or 6% and revenues are recommended to increase \$208,500 or 8%, resulting in a net increase to this budget's contribution to the General Fund of \$359,098 or 319% compared to the FY 2012-13 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 \$529,882, which is based on the FY 2012-13 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.

Services and supplies expense is budgeted to decrease \$140,000 in FY 2013-14. Between FY 2009-10 and FY 2013-14, expense for the County's contract for forensic blood alcohol testing was budgeted in this fund center. In FY 2013-14 this expense was reduced to \$115,000 based on prior years' actuals and is now budgeted in FC 136 – Sheriff-Coroner. Partially offsetting revenue from Blood Alcohol Fines in the amount of \$40,000 has also been transferred to the Sheriff's budget.

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 increase \$208,500 or 8%. The main funding streams responsible for the increase in revenue are County Motor Vehicle/Criminal Fines, which are up \$126,000 or 18%, State Penalty Assessments, up \$20,000 or 4%, Traffic School fees, up \$100,000 or 9%; and City Motor Vehicle Fines, up \$19,000 or 32%.

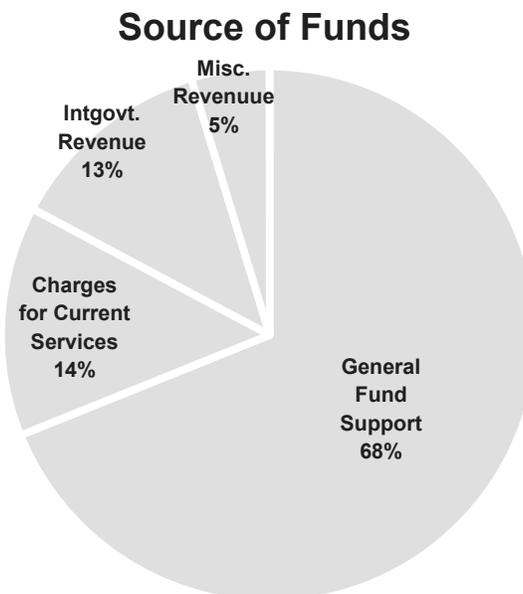
The Court-related expenses listed below are included in other fund centers and are not covered by the revenue reflected in the Court Operations budget. These include:

- County Sheriff's Office expenses related to court security, which are supported by State funding as part of the 2011 Public Safety Realignment passed by the Legislature in FY 2011-12. These expenses were formerly funded 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 expenses 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.

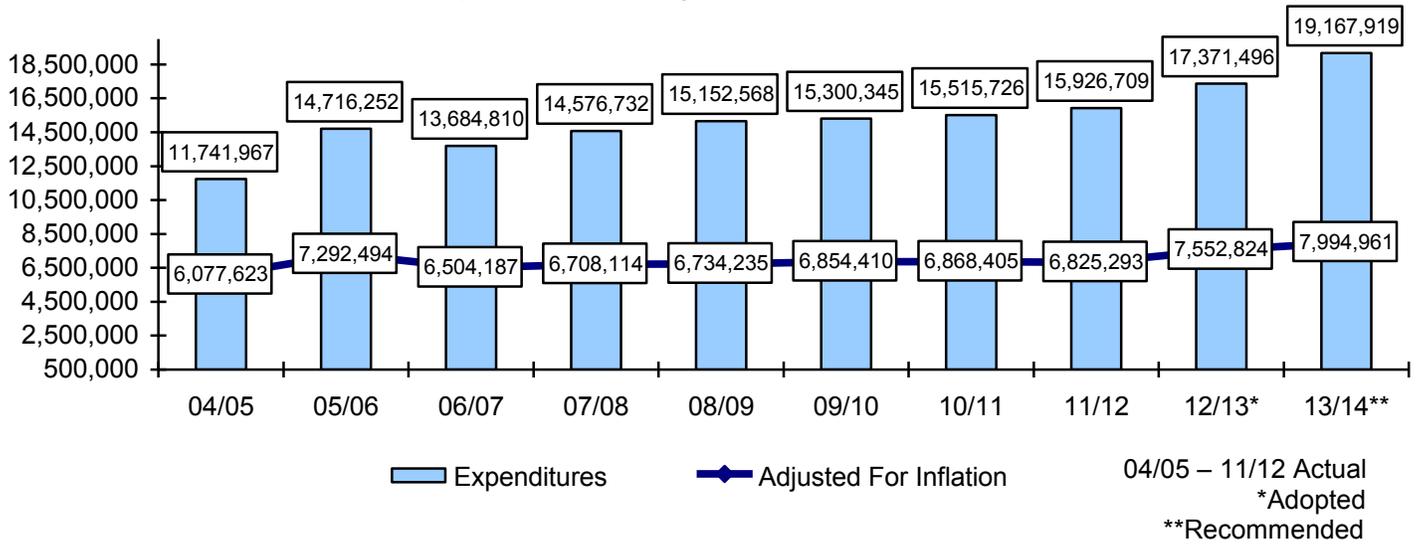
MISSION STATEMENT

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.

<u>Financial Summary</u>	2012-13 <u>Budget</u>	2012-13 <u>Projected</u>	2013-14 <u>Requested</u>	2013-14 <u>Recommended</u>	Change From <u>2012-13</u>
Licenses and Permits	\$ 210,000	\$ 210,000	\$ 210,000	\$ 210,000	\$ 0
Intergovernmental Revenue	2,237,293	2,802,757	2,412,190	2,412,190	174,897
Charges for Current Services	2,162,704	2,692,040	2,690,584	2,690,584	527,880
Other Revenues	95,000	118,163	95,000	95,000	0
Interfund	<u>506,115</u>	<u>506,115</u>	<u>520,500</u>	<u>506,115</u>	<u>0</u>
**Total Revenue	\$ 5,211,112	\$ 6,329,075	\$ 5,928,274	\$ 5,913,889	\$ 702,777
Services and Supplies	16,574,570	17,130,256	17,787,472	17,544,203	969,633
Fixed Assets	<u>796,926</u>	<u>1,272,697</u>	<u>1,623,716</u>	<u>1,623,716</u>	<u>826,790</u>
**Gross Expenditures	\$ 17,371,496	\$ 18,402,953	\$ 19,411,188	\$ 19,167,919	\$ 1,796,423
General Fund Support (G.F.S.)	<u>\$ 12,160,384</u>	<u>\$ 12,073,878</u>	<u>\$ 13,482,914</u>	<u>\$ 13,254,030</u>	<u>\$ 1,093,646</u>



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

County Fire has a total expenditure level of \$19,167,919 and a total staffing level of 99.50 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: \$15,430,254 Total Staffing (FTE): 78.50

Preparation for Emergencies

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

Total Expenditures: \$1,398,058 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: \$826,651 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: \$1,512,956 Total Staffing (FTE): 8.00

Public Protection

DEPARTMENT COMMENTS

The County Fire Department provides emergency services to County residents and visitors, including medical aid, fire fighting, 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 maximizing the capabilities and resources of both agencies.

FY 2012-13 Accomplishments

- Met or exceeded response time targets established for all stations.
- Minimized fire-related deaths and property losses, averaging 0.0 deaths/10,000 population and \$28,845 in property losses/1,000 population.
- Developed and updated pre-fire and tsunami plans for at-risk County areas.
- Completed development of the Fire Service Level Analysis (aka, the Fire Protection Strategic Plan).
- Controlled operating costs and carried out Department operations as efficiently as possible, averaging \$177 in operating costs per capita, and generating non-General Fund revenues totaling 34% of the Department's budget.
- Continued enforcement of residential sprinkler and other fire-related ordinances.
- Completed occupation of the new Creston Station 43 and expanded staffing to better serve the community.
- Significantly increased skills and safety training provided to Department staff and volunteer 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 Automatic Vehicle Locator software.
- Expanded training programs at South Bay Training Center in Los Osos.
- Obtained grant funds and began design of training props at Training Drill Grounds at Camp San Luis Obispo.

FY 2013-14 Objectives

- Increase County areas covered by pre-fire, evacuation and tsunami plans.
- Pursue additional grant funding to offset operating costs and improve customer service.
- Re-direct Department resources to improve efficiency and cost-effectiveness of operations, based on the Fire Service Level Analysis.
- Utilize Homeland Security Grant funding to improve technical and operational capabilities of the Department.
- Pursue additional employee development opportunities.
- Implement next phase of Computer Assisted Dispatch (CAD) to CAD Mobile Data Computing (MDC) system with rollout of two-way data communications capabilities.
- Improve off-highway response capabilities in the Nipomo Oceano dunes area and throughout the County.
- Address issues with declining volunteer 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.
- Continue to work with the County Sheriff to establish a co-located Emergency Dispatch Center.
- Improve inventory management processes through automation.
- Designate inventory custodians at each Department facility.
- Formalize procedures to implement the Vehicle Replacement Schedule.

- Increased staffing at Station 42 (Carrizo Plain) with the addition of paramedics, funded by a contract with First Solar.
- Made significant progress in scoping and preliminary planning for a co-located Emergency Dispatch Center with the County Sheriff.
- Identify non-vehicle assets requiring replacement plans.
- Improve vehicle maintenance tracking and record-keeping.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

FY 2013-14 County Fire revenues are recommended to increase \$702,777 or 13% compared to the FY 2012-13 adopted budget. Expenditures are recommended to increase \$1,796,423 or 10%. General Fund support is budgeted to increase \$1,093,646 or 8%. The increase in General Fund support is the result of an increase in planned expenditures for the replacement of fire vehicles of \$1,256,312 over the amount for similar expenses in the FY 2012-13 adopted budget. The replacement of County Fire vehicles is funded from a budget designation set up for this purpose. If these expenses were removed from the budget, the amount of General Fund support recommended for FY 2013-14 would decline \$114,040 or 1% compared to the prior year adopted budget. No service level impacts are expected to result from the decrease in General Fund support.

Overall expenditures are recommended to increase \$1,796,423 or 10%. The majority of the increase is due to the \$1,256,312 increase in expense for vehicle replacement: \$826,790 in fixed assets, and \$429,522 in services and supplies to purchase equipment to outfit the new vehicles. The remainder of the overall increase in expenditures is the result of a \$523,880 fee for service contract entered into with First Solar in the California Valley area of the county to provide paramedic services to the community during the construction of First Solar's large-scale solar energy generation project.

The recommended budget includes a total of \$2 million of expense for the replacement of fire vehicles, including two fire engines, two rescue vehicles, two command vehicles and three boats. Funding for these purchases is provided by General Fund dollars canceled from the County Fire Equipment Replacement designation. Funding for the Fire Vehicle Replacement designation is added each year based on a 30-year replacement schedule. The Fire Vehicle Replacement 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. Based on the replacement schedule, new General Fund dollars added to the designation each year now a consistent annual amount of just over \$1 million. In addition to the smoothing of the General Fund impact from fire vehicle replacements, the schedule also helps limit the possibility that the County might defer replacement of Fire vehicles past their useful lives.

The County Fire budget also includes approximately \$594,000 of expense in FY 2013-14 to support full time staffing of Fire Station 42 – Carrizo Plain (separate from the additional cost of paramedic level capabilities, supported by the contract mentioned above). This increase has been temporarily added during the construction phase of the two large-scale solar projects being built 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 \$594,000 has been budgeted in FC 101 – Non-Departmental Revenue to offset this cost based on the sales tax that will be received from these two projects. A total of \$594,000 of the increase in County Fire's General Fund support for FY 2013-14 is therefore offset by a non-General Fund source in another fund center.

The CAL FIRE contract is recommended to increase \$593,785 or 4% over the FY 2012-13 adopted amount. The increase is primarily due to the addition of the staffing costs associated with the paramedic services contract with First Solar, which total approximately \$475,000. The remaining increase to the contract with CAL FIRE represents growth of less than 1% over the previous year. Labor costs make up approximately 87% of the recommended County Fire budget for FY 2013-14. The total recommended contract cost for FY 2013-14 is \$14,977,530. Of this amount, \$1,775,000 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 \$702,777 or 13%. The majority of the increase is associated with the First Solar paramedic contract. The remainder is due to an increase in Prop 172 revenue, the ½ cent State sales tax for public safety, which is budgeted to increase of \$194,897 or 9% over the FY 2012-13 adopted amount.

BUDGET AUGMENTATION REQUESTS NOT RECOMMENDED

Unit Amount	Description	Intended Results
Gross: \$183,396 General Fund support: \$163,396	Add a Fire and Arson Investigator position to the County contract with CAL FIRE.	The position would help meet the need for fire investigations and fire-related law enforcement activities. The addition of this position would help reduce the likelihood and severity of future fires. A portion of the cost of this position would be reimbursed through cost recovery.

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: <input checked="" type="checkbox"/> Safe <input checked="" type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input type="checkbox"/> Well-Governed Community						
DELETED: 1. Performance Measure: Average time elapsed from receiving a request for assistance until 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 (there are no longer any fire stations with part-time staffing).						
(c) From stations with full-time staffing (Airport, Avila Valley, Carrizo Plain, Creston, Heritage Ranch, Meridian, Nipomo, Nipomo Mesa, Parkhill, and Paso Robles stations).						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
(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) 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	(a) N/A (b1) 5.7 minutes (b2) N/A (c) 5.9 minutes	Discontinued
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? Performance during the year was significantly better than adopted targets and prior years. A number of ongoing strategies have been employed to reduce response times, including 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. Additionally, and probably most importantly, staffing at the last two part-time-staffed stations was increased to full time. As a result, there is no data to report for measure b2, and the additional staffing has increased performance for measure c, which evaluates full-time staffed stations. Also of interest is measure a, for which there is also no data to report. This is because there were no responses to County Fire calls from volunteer stations. There were responses to non-County Fire calls, but those calls are not included in the data analyzed.						
Response times are tracked and reported on a calendar year (CY) basis, for the calendar year ending during the fiscal year (FY) reported. FY 2012-13 results, therefore, are from CY 2012. Each result shown is the average of all first-arriving units to County Fire calls, grouped by station type. For CY 2012, the average time taken for the first unit to arrive at an incident was as follows:						
a) No data to report – there were no calls to County Fire incidents;						
b1) 5.7 minutes from Amador stations, which responded to a total of 157 calls and were first on scene for 112 of those calls;						
b2) No data to report – there are no longer any part-time staffed stations; and,						
c) 5.9 minutes from full-time-staffed stations, which responded to a total of 3,700 calls and were first on scene for 2,493 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 and Amador stations face additional challenges, such as recruiting, training and retaining volunteers.						
In 2013, both performance targets and results will be validated using the recently-completed County Fire Department Service Level Analysis. As recommended by the Analysis, this performance measure is being replaced by new measures #1 And #2. The new measures evaluate response times according to the community demographic of the location of the emergency call, as opposed to the historic system of evaluating response time according to the staffing model at the responding fire station.						

<p>NEW: 1. Performance Measure: Average time elapsed from receiving a request for assistance until the <u>first</u> unit arrives on scene:</p> <p>(a) To calls in areas designated Urban. (b) To calls in areas designated Suburban. (c) To calls in areas designated Rural. (d) To calls in areas designated Remote. (e) To calls in areas designated Undeveloped.</p> <p style="text-align: right;">This is a new performance measure based on recommendations from the 2012 Service Level Analysis.</p>						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
New Performance Measure FY 13-14	New Performance Measure FY 13-14	New Performance Measure FY 13-14	New Performance Measure FY 13-14	New Performance Measure FY 13-14	New Performance Measure FY 13-14	(a) 7 min/90% (b) 8 min/90% (c) 15 min/85% (d) 20 min/80% (e) 30 min/75%
<p>What: These measures evaluate the Department's ability to provide assistance within acceptable timeframes.</p> <p>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.</p> <p>How are we doing? FY 2013-14 is the first year during which data will be analyzed according to this performance measure, which is based on the community demographic for the location of the call. Response times were previously analyzed according to the staffing level at the responding station. Success for these performance measures will be based on meeting or exceeding the performance time target, on a percentage of calls equal or greater to the percentage target. For example, success on measure (a), for calls in areas designated Urban, would be first units arriving within seven minutes or less, on 90% or more of calls.</p> <p>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.</p> <p>Response times are tracked and reported on a calendar year (CY) basis, for the calendar year ending during the fiscal year (FY) reported. FY 2013-14 results, therefore, will be from CY 2013, and will be reported during the FY 2014-15 budget process.</p> <p>These performance targets listed above are consistent with existing response time standards for urban areas adopted on state and national levels, and are consistent with County policy recommendations. Additional information on performance standards, and details on the community demographic for all areas of the County, can be found in the department's 2012 Service Level Analysis, which is available at www.slocountyfire.org.</p>						
<p>New: 2. Performance Measure: Average time elapsed from receiving a request for assistance until <u>second</u> unit arrives on scene:</p> <p>(a) To calls in areas designated Urban. (b) To calls in areas designated Suburban. (c) To calls in areas designated Rural. (d) To calls in areas designated Remote. (e) To calls in areas designated Undeveloped.</p> <p style="text-align: right;">This is a new performance measure based on recommendations from the 2012 Service Level Analysis.</p>						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
New Performance Measure FY 13-14	New Performance Measure FY 13-14	New Performance Measure FY 13-14	New Performance Measure FY 13-14	New Performance Measure FY 13-14	New Performance Measure FY 13-14	(a) 11 min/90% (b) 13 min/90% (c) 18 min/85% (d) 28 min/80% (e) 45 min/75%
<p>What: These measures evaluate the Department's ability to provide assistance within acceptable timeframes.</p> <p>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.</p>						

How are we doing? FY 2013-14 is the first year during which data will be analyzed according to this performance measure, which is based on the community demographic for the location of the call. Response times were previously analyzed according to the staffing level at the responding station. Success for these performance measures will be based on meeting or exceeding the performance time target, on a percentage of calls equal or greater to the percentage target. For example, success on measure (a), for calls in areas designated Urban, would be other responding units (the balance of the first alarm) arriving within eleven minutes or less, on 90% or more of calls.

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. Response times are tracked and reported on a calendar year (CY) basis, for the calendar year ending during the fiscal year (FY) reported. FY 2013-14 results, therefore, will be from CY 2013, and will be reported during the FY 2014-15 budget process.

These performance targets listed above are consistent with existing response time standards for urban areas adopted on state and national levels, and are consistent with County policy recommendations. Additional information on performance standards, and details on the community demographic for all areas of the County, can be found in the department's 2012 Service Level Analysis, which is available at www.slocountyfire.org.

Department Goal: Reduce damage, injuries and deaths caused by fires and other incidents.

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

3. Performance Measure: Average dollar value, per thousand population, of all property damaged or destroyed by fire in the area protected by the department. (Formerly performance measure #2.)

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
\$32,267	\$28,250	\$30,968	\$30,930	No more than \$30,000	\$28,845	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 2012-13 results, therefore, are from CY 2012. Each result shown is the 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 12-13 is \$28,845.

This number represents a decrease of 6.7% compared to CY 2011-12. Fire loss details for the year included: vegetation fires \$200,500; vehicle fires \$549,470; structure fires \$1,381,010; total fire losses \$2,130,980. Nationwide fire-related property losses totaled \$11.7 billion in 2011, or \$36,994 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.

4. Performance Measure: Average number of deaths, per ten thousand population, from fire-related causes within the area protected by the department. (Formerly performance measure #3.)

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
0.110	0.132	0.129	0.840	0	0	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 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 2012-13 results, therefore, are from CY 2012. Each result shown is the mean number 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 2012-13 is 0.065. This number represents a decrease of 22.6% compared to CY 2011-12.

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 the response time performance measures above.

Nationwide fire-related deaths totaled 3,005 in 2011, or 0.095 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

5. Performance Measure: Number of full-time emergency responders per thousand population. (Formerly performance measure #6.)

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
0.80	0.80	0.80	0.80	0.80	0.90	0.90

What: This measure evaluates the number of emergency responders employed by the Department.

Why: The number of emergency responders per thousand population is useful when evaluating two questions. First, do we have enough emergency responders to successfully deliver services to the community. Second, are our emergency responders being utilized as efficiently as possible, in order to keep labor costs as low as possible.

How are we doing? For FY 2012-13, the Department utilized 82.5 full-time equivalent emergency responders, for a rate of 0.90 per thousand population. This increase over prior year levels is the result of increased staffing at Creston Station 43 and at Carrizo Plain Station 42 (the latter is funded through a contract with First Solar during construction of their industrial solar project in California Valley). 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 2011, the National Fire Protection Association estimated that nationally there were 1.09 career firefighters per thousand population. For FY 2013-14, the target has increased to 0.90, which is in line with current staffing levels. 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.

6. Performance Measure: Annual cost of Department operations, on a per resident basis. (Formerly performance measure #5.)

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
\$147.55	\$156.64	\$159.16	\$161.85	No more than \$165.00	\$177.18	No more than \$175.00

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 FY 2012-13, costs increased to \$177.18 per capita, as a result of increased staffing at Creston Station 43 and at Carrizo Plain Station 42 (the latter is funded through a contract with First Solar during construction of their industrial solar project in California Valley). Inflation increased by a total of approximately 8.1% over the past five years. 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 pressures, until this year's staffing level increases.

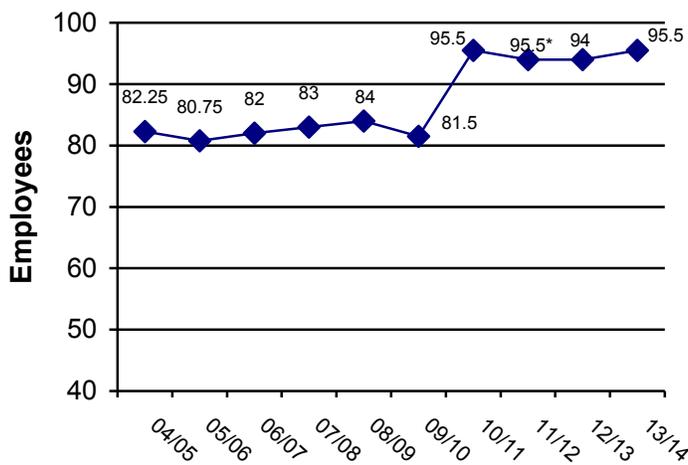
7. Performance Measure: Portion of the cost of Department operations which is paid for with non-General Fund dollars. (Formerly performance measure #6.)						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
35%	33%	31%	33%	No less than 35%	34.35%	No less than 35%
<p>What: This measure evaluates the Department's ability to fund operations from sources other than the General Fund.</p> <p>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.</p> <p>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, but 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.</p>						

MISSION STATEMENT

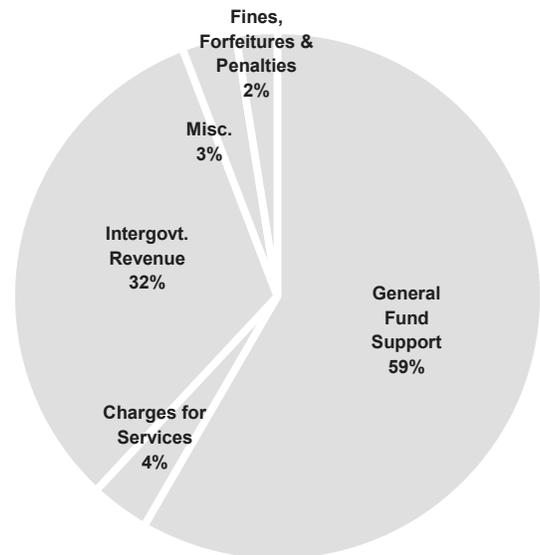
Our mission is to bring justice and safety to our community by aggressively and fairly prosecuting crime and protecting the rights of victims.

	2012-13 <u>Budget</u>	2012-13 <u>Projected</u>	2013-14 <u>Requested</u>	2013-14 <u>Recommended</u>	Change From 2012-13
Financial Summary					
Licenses and Permits	\$ 45,000	\$ 76,000	\$ 65,000	\$ 65,000	\$ 20,000
Fines, Forfeitures and Penalties	493,400	222,435	353,900	353,900	(139,500)
Intergovernmental Revenue	4,660,175	4,891,591	4,836,583	4,830,057	169,882
Charges for Current Services	325,000	298,000	318,300	554,140	229,140
Other Revenues	190,000	512,780	173,623	173,623	(16,377)
Other Financing Sources	0	3,200	0	0	0
**Total Revenue	\$ 5,713,575	\$ 6,004,006	\$ 5,747,406	\$ 5,976,720	\$ 263,145
Salary and Benefits	13,250,028	12,986,847	13,332,458	13,475,579	225,551
Services and Supplies	1,402,623	1,978,173	1,364,028	1,369,037	(33,586)
Other Charges	0	24,735	0	0	0
**Gross Expenditures	\$ 14,652,651	\$ 14,989,755	\$ 14,696,486	\$ 14,844,616	\$ 191,965
Less Intrafund Transfers	266,242	252,249	262,023	262,023	(4,219)
**Net Expenditures	\$ 14,386,409	\$ 14,737,506	\$ 14,434,463	\$ 14,582,593	\$ 196,184
General Fund Support (G.F.S.)	<u>\$ 8,672,834</u>	<u>\$ 8,733,500</u>	<u>\$ 8,687,057</u>	<u>\$ 8,605,873</u>	<u>\$ (66,961)</u>

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

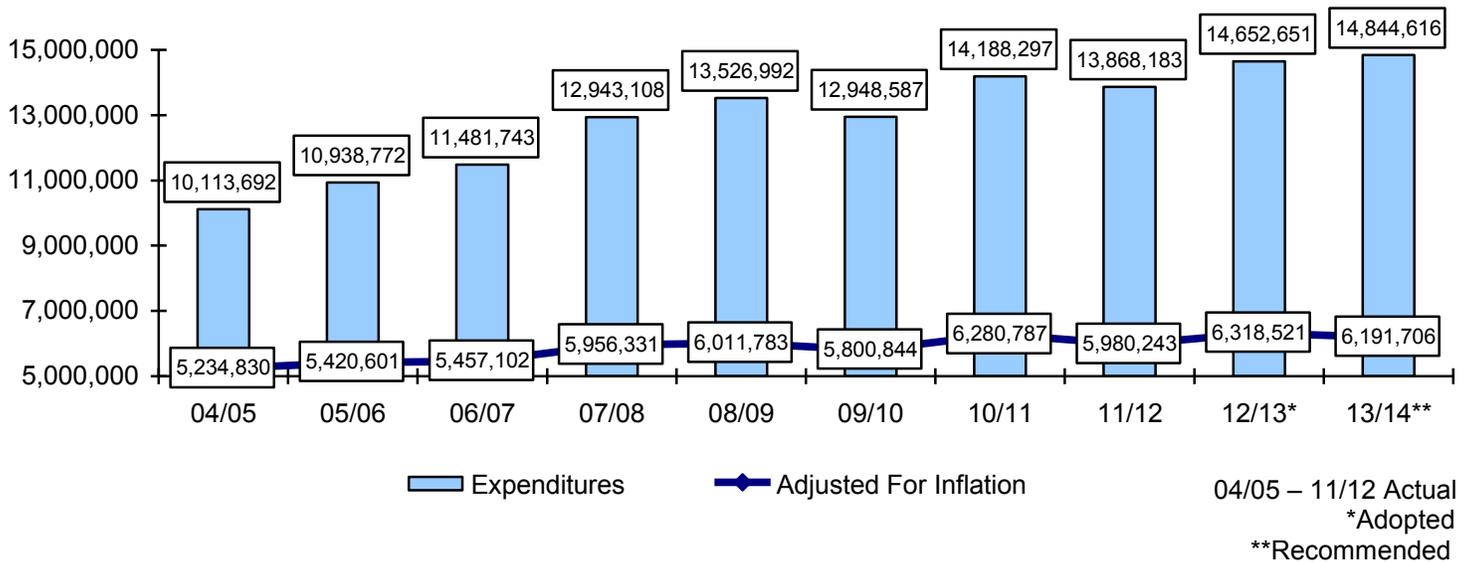


Source of Funds



* 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.

10 Year Expenditures Adjusted For Inflation



Note: 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 \$14,844,616 and a total staffing level of 95.50 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: \$1,088,087 Total Staffing (FTE): 7.00

Consumer/Environmental

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

Total Expenditures: \$1,088,087 Total Staffing (FTE): 7.00

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: \$2,253,895 Total Staffing (FTE): 14.50

Prosecutions

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

Total Expenditures: \$10,414,547 Total Staffing (FTE): 67.00

DEPARTMENT COMMENTS

In Fiscal Year 2012-13, the department was again faced with a number of case-related challenges. A struggling U.S. economy has led to many of our county's residents falling victim to prevalent types of real estate fraud, including foreclosure rescue and related schemes. Last fiscal year alone, six major mortgage real estate fraud cases were investigated by the District Attorney's Office which included in excess of four hundred potential victims. These white collar crime investigations take hundreds of investigative hours before they are complete, due to their complexity, and once criminal proceedings began, extensive asset seizure work took place, in addition to numerous pre- and post-court hours spent by the attorney, investigators and Victim/Witness Unit staff meeting with victims. On-going, lengthy pending litigation of existing cases, along with additional fraud claims and newly filed cases of yet more unsuspecting victims, have strained the District Attorney's hard working Real Estate Fraud Unit consisting of a less than full-time Deputy District Attorney and Investigator.

The volume of murder cases occurring in San Luis Obispo County and submitted to the District Attorney's Office for prosecution continued to surpass previous record numbers. Having reached a number of 12 murder cases involving 21 defendants in FY 2011-12, crimes of murder remained consistent at 11 in FY 2012-13. These extremely time-intensive cases, many in which the defendant claimed a Not Guilty by Reason of Insanity defense, stretched prosecutorial, investigative, support, and victim/witness assistance manpower. They also significantly impacted departmental costs due to the increased incidence of expert testimony in meeting the Peoples' burden of proof and litigating issues related to defendants' competency.

As a result of the implementation of the State's 2011 Public Safety Realignment legislation (AB 109), the department was tasked with handling Post-Release Community Supervision (PRCS) "parole" revocation hearings. Initially staff required training and business procedural practices established and put in to effect, yet the department felt the weight of this additional caseload. The ongoing volume of these case types necessitated creation of an AB 109 "Realignment" Violation Prosecution Unit consisting of two half-time personnel to provide prosecution and victim assistance services required for the parole, PRCS, and probation revocation hearings conducted in San Luis Obispo County Superior Court.

Lastly, the awarding of the contract for the District Attorney's Office new Case Management System (CMS) took place in September 2012 and a series of business practice and technological changes will continue to impact the department throughout the next 18 to 24 months. Data conversion, early stages of interface and software development, customization, testing, and business role configuration have all taken place with many staff hours dedicated to each of these milestones ensuring the system's successful implementation.

Following are some of the department's notable accomplishments for FY 2012-13 and some specific objectives for FY 2013-14:

FY 2012-13 Accomplishments

- Awarding of the prestigious and coveted Anti-Defamation League's Helene and Joseph Sherwood Prize to a District Attorney Assistant Chief Investigator and Deputy District Attorney for their work on the Kahn, et al April 2011 Arroyo Grande cross burning case. The work performed on this case by the District Attorney's Office was instrumental in promoting acceptance and sending the message that hate crimes in our community will not be tolerated.
- Convictions achieved in a number of high profile cases, e.g., unprovoked murder in Paso Robles with Not Guilty by Reason of Insanity defense; and an Oceano homicide by 21-year-old gang member.
- Participation in the second annual Domestic Violence Awareness Month "Ask, Listen and Act"

FY 2013-14 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 mainframe system. Ongoing coordination will also be had with Superior Court as they, too, move toward full integration.
- Collaboration between the District Attorney's Real Estate Fraud Unit and San Luis Obispo County's organization of real estate professionals known as RESAFE: Real Estate Scam and Fraud Exposure. This provides for an increased awareness and ease in ability to report a real estate fraud crime, particularly for the elderly and minority victims who may otherwise go unreported.

- conference, in partnership with the San Luis Obispo Women's Shelters, CAPSLO, the County Health Agency and Department of Social Services.
- Presentations to over 200 members of community groups, law enforcement, medical professionals, and allied victim service agencies on the role and services of the Victim/Witness Assistance Center, including services specially designed and targeted for elder and dependent adult victims.
 - Mailing of informational workers compensation brochures to local Chambers of Commerce and county business licensees to heighten awareness of Workers' Compensation fraud and the District Attorney's Office investigation and prosecution of these cases.
 - Hosting of Identifying, Investigating and Prosecuting Domestic Violence and Sexual Assault Strangulation Cases Seminar to law enforcement and local service agency partners.
 - Mailing to county-wide business licensees information regarding the free restitution services available to victims of bad check crime.
 - Economic Crime Division was assigned felony property crime cases for the purposes of victim outreach and assistance and notification of victims' constitutional and statutory rights.
 - Development and implementation of a 2013-2016 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 on court holidays so as to not interrupt the course of business.
 - Offer VTO (Voluntary Time Off) to enhance salary savings with care being given not to impair existing service levels.
 - Through collaboration with criminal justice partners, develop and implement procedures related to Public Safety Realignment (AB 109) that affect crime victims' rights or services, including procedures for parole revocation hearings, Sheriff's parole hearings, and restitution collection and disbursement.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

General Fund support for the District Attorney's Office in FY 2013-14 decreases \$66,961 or less than 1% from the FY 2012-13. Revenues increase \$263,145 or 4%. The biggest contributor to the increase in revenue is Prop 172 (the ½ cent State sales tax for public safety). This revenue source is budgeted to increase \$239,624 or 9% over the FY 2012-13 adopted level and mitigates declining revenues in other accounts. Expenditures increase \$196,184 or 1% compared to the FY 2012-13 adopted budget as a result of increases in salary and benefit expenditures. General Fund salary and benefits expense of \$212,987 is offset by budgeted reductions including salary savings of approximately 1.25% and the elimination of a vacant half-time Economic Crimes Officer position. No service level impacts are expected from these expenditure reductions.

The FY 2013-14 recommended Position Allocation List (PAL) for the District Attorney includes a net increase of 1.50 FTE compared to the FY 2012-13 adopted PAL.

FY 2012-13 Mid-Year PAL Changes

- +0.50 FTE Deputy District Attorney II position to support AB 109 (Public Safety Realignment)
- +0.50 FTE Victim/Witness Assistance Coordinator position to support AB 109 (Public Safety Realignment)
- +1.00 District Attorney Investigator position offset by Real Estate Fraud fee revenue

FY 2013-14 Recommended PAL Changes

- -0.50 FTE Economic Crimes Officer position to reduce General Fund support

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 state and local law enforcement agencies that serve county populations over 100,000 in the State of California

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
Crime rate lower than 100% of comparable counties (2008)* -	Crime rate lower than 85% of comparable counties (2009)* -	Crime rate lower than 100% of comparable counties (2010)* -	Crime rate lower than 80% of counties statewide serving populations of 100,000 or more (2011)	Crime rate lower than 80% of counties statewide serving populations of 100,000 or more (2012)	Crime rate lower than 80% of counties statewide serving populations of 100,000 or more (2012)	Crime rate lower than 80% of counties statewide serving populations of 100,000 or more (2013)
Crime rate lower than 83% of counties statewide serving populations of 100,000 or more	Crime rate lower than 83% of counties statewide serving populations of 100,000 or more	Crime rate lower than 80% of counties statewide serving populations of 100,000 or more				

What: This measure tracks the number of serious crimes reported each year to all law enforcement agencies in counties within the State of California with a population of 100,000 or more, inclusive of both incorporated and unincorporated areas. Comparisons in prior years have been expanded to include not only comparable benchmark counties (Monterey, Santa Barbara, Santa Cruz, Marin, Kern and Placer), but statewide comparisons, as well.

* Beginning FY 2011-12 the data source for this performance measure changed. The previous source, *Preliminary Report-Crime in Selected California Jurisdictions*, was replaced by *California Criminal Justice Profile Statewide and by County*, both produced annually by the California Department of Justice. As advised by the California Department of Justice (DOJ) on November 20, 2012, due to staffing and budgetary constraints, *Preliminary Report-Crime in Selected California Jurisdictions* will no longer be published. (Last data release for this report was calendar year 2010.)

Why: This compares the number of serious violent (homicide, forcible rape, robbery and aggravated assault), property (burglary and motor vehicle theft) and arson offenses in the incorporated and unincorporated areas of those counties with a total population of 100,000 or more. Inclusive data for statewide comparisons as opposed to benchmark counties reflects the most accurate capturing of countywide law enforcement reporting data.

How are we doing? Calendar year 2011 DOJ statistics for the expanded reporting criteria reflect that of the 35 counties in the State of California with a population of 100,000 or more, San Luis Obispo County ranked seventh with a total of 948.6 serious violent, property, and arson offenses per 100,000 population, a figure lower than the statewide rate (1,436.6) for all 58 counties. As a point of reference, San Luis Obispo County ranked 6th among 35 counties in years 2008 and 2009, 7th in 2010, and has consistently ranked below the statewide average in years 2008, 2009, 2010 and 2011, as well.

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.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
97.2%	95%	94.8%	93.5%	97%	92%	93%

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 FY 2012-13 projected and 2013-14 target figures reflect that the vast majority of misdemeanor cases continue to be brought to a final disposition in a timely fashion, serving the interests of justice, victims and witnesses. Reported slight decreases from prior FY 2011-12 actual and FY 2012-13 adopted figures are largely attributable to out of county visiting judges sitting on assignment in the misdemeanor court. Lengthier disposition of cases is evidenced through the continuation of scheduled proceedings by visiting judges due to factors such as case complexity involving a difficult legal issue, among others. 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.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
14	14	16	19	18	19	19

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. Domestic Violence Task Force
2. First Responder Group for Elderly and Dependent Adults
3. Child Abduction Investigation Program*
4. Sheriff's Special Operations Unit (gang and narcotics)
5. Environmental Enforcement Group
6. Worker's Compensation Fraud*
7. Auto Insurance Fraud Program*
8. Anti-Gang Coordinating Commission
9. Real Estate Fraud*
10. Sexual Assault (Closed) Case Review Team
11. Domestic Violence Death & Elder Death Review
12. Adult Abuse Prevention Council (AAPC)
13. Adult Services Policy Council (ASPC)
14. Cal Poly Safety Committee
15. SART Advisory Board
16. Forensic Coordinating Team
17. Criminal Justice Administrators Association
18. California Identification (CAL-ID) Board
19. Crime Stoppers Program

The District Attorney's Office continues to work cooperatively with a number of community and law enforcement partners in an ongoing dedicated effort to protect the rights and ensure the safety of the citizens of San Luis Obispo County. Additional opportunities for lending expertise and availing resources to further community and multi-agency collaborative initiatives are, and will continue to be, ongoing and viewed as critically important for protecting and enhancing public safety.

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.						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
644	561	702	658	700	744	744
<p>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.</p> <p>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.</p> <p>How are we doing? The Workload Statistics Report for first quarter FY 2012-13 reported 186 new juvenile filings which if projected to year-end would measure a 13% increase (744) above the prior year's actual results (658). This increase is reflective of increased juvenile theft and vandalism due to a struggling economy and increased threats and cyber-bullying on various social media. 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.</p>						
<p>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.</p> <p>Communitywide Result Link: <input checked="" type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input type="checkbox"/> Well-Governed Community</p>						
5. Performance Measure: Bad check restitution recovery.						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
68%	67%	80%	69%	65%	65%	65%
<p>What: Percentage of recovery on bad check cases processed by the Bad Check Unit.</p> <p>Why: The higher the collection percentage the more effective the program.</p> <p>How are we doing? Continued diligent efforts toward victim recovery have proven effective in collections as evidenced by consistent annual results that exceed private agency rates which typically range from 33% to 55%. FY 2012-13 year-end and FY 2013-14 projections are a reflection of the anticipated continued success of this meaningful method of resolution. A diversion opportunity is afforded the bad check writer while local business and community partnerships are formed through effective, no cost restitution efforts on behalf of the victim. Along with providing a valuable recovery and restitution service, the Bad Check Unit's increased emphasis on collections has greatly assisted prosecution efforts by targeting outstanding warrant cases of bad check defendants.</p>						
6. Performance Measure: Average restitution recovery period from case opening.						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
52 Days	55 Days	38 Days	57 Days	55 Days	55 Days	55 Days
<p>What: The average number of business days required to recover restitution for victims of bad check crime.</p> <p>Why: The more rapid the case initiation and restitution recovery, the more prosperous and safe the community.</p> <p>How are we doing? Consistency in proven recovery practices reflect continued year-end and projected annual results with an average restitution recovery period of less than 60 days. Each bad check case begins with processing a 30 day notice to the check writer, followed by continued contact and investigation by bad check staff, concluding with the bad check writer's participation in an intervention course or face possible prosecution, if necessary. Stated Year-End and Target results are obtainable with the return of staff which created significant shortages and despite smaller check cases with more difficult recoveries.</p>						
<p>Department Goal: Assisting victims to recover from the aftermath of crime and minimizing the inconvenience to witnesses involved in the criminal justice system.</p> <p>Communitywide Result Link: <input checked="" type="checkbox"/> Safe <input checked="" type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input type="checkbox"/> Well-Governed Community</p>						

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.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
77%	77%	84%	85%	85%	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 the first quarter of FY 2012-13, Victim/Witness advocates assisted 490 victims in crimes against persons cases charged by our office, and 84% of those victims were contacted for services within the 8 day target for outreach. Actual results reflected that victims were in fact contacted on average within 6 days, which is 2 days faster than the 8 day target for outreach and exceeds current FY 2012-13 performance levels. Such responsiveness exhibits the advocates' continued dedication to minimizing the trauma and negative impacts of crime.

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.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
100%	100%	100%	Final State Data Unavailable	100%	97%	97%

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? The State of California Victim Compensation and Government Claims Board has provided figures for FY 2011-12 which reflect 562 total victim compensation claims verified and submitted to the state by the Victim/Witness claims verification unit, 498 of which have been processed and 64 claims pending processing. This is comparable to historical figures and was achieved despite reduced staffing in the Victim/Witness Claims Unit due to a medical leave during the last quarter of FY 2011-12. First quarter results for FY 2012-13 reflect an error rate of 3% which is just marginally short of the 100% accuracy rate for recommending claims for approval and payment that are also then approved by the State.

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.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
95%	91%	93%	94%	95%	94%	94%

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 4,184 civilian subpoenas that were mailed and then confirmed by telephone rather than personally served, the estimated savings to the County in FY 2011-12 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 quarter of FY 2012-13, 881 civilian subpoenas were confirmed by Victim/Witness staff, comprising 94% of the total 939 civilian witnesses who were subpoenaed, which is consistent with FY 2011-12 results. These figures reflect an ongoing commitment by Victim/Witness staff to reduce the inconveniences and costs associated with court appearances and to enhance the efficient operations of criminal court hearings by ensuring, to the extent possible, that civilian witnesses appear at the date, time and place that they are required to testify. A 100% confirmation of mailed subpoenas is not feasible due to incorrect addresses or lack of availability of correct witness contact information.

10. Performance Measure: The annual number of direct, coordinated services to victims and the coordination of subpoenaed witnesses.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
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	3,801 victims; 11,090 subpoenaed witness court appearances	3,800 victims; 11,500 subpoenaed witness court appearances	3,800 victims; 11,000 subpoenaed witness court appearances	3,800 victims; 11,000 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 that has held steady during FY 2011-12. Assistance to crime victims and the coordination of subpoenaed witnesses in criminal cases enhances public safety and confidence in the criminal justice system.

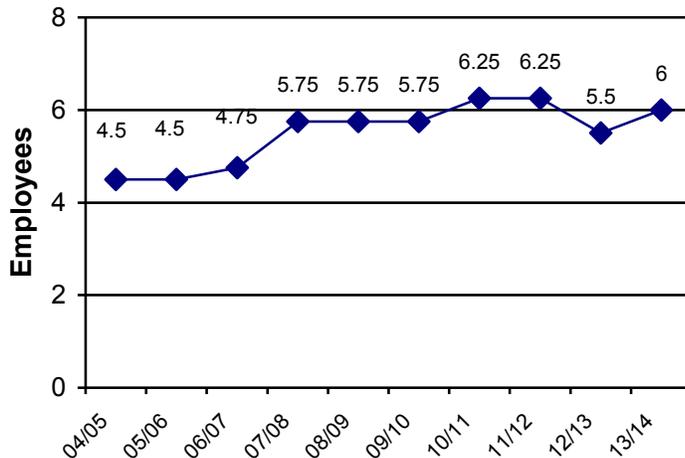
How are we doing? During the first quarter of FY 2012-13, the Victim/Witness Division served 1,449 victims of crime and their family members, reflecting a significant increase over the prior year's data. This increase is attributable, in part, to an update to the Victim/Witness automated victim data collection system which added family members of victims to the "victim" count. This change is consistent with the redefinition of victims in Marsy's Law and is a more accurate reflection of the services provided by Victim/Witness advocates than prior figures that did not routinely reflect contact with victims' family members. While we expect this change to increase the total number of victims served by Victim/Witness during FY 2012-13, we are reluctant to increase the projected number for FY 2012-13 until future data confirms the trend. Also during the first quarter, the Victim/Witness Division coordinated 2,690 total subpoenas of officers, civilians, and experts, including coordinating court appearances for 881 civilian witnesses. This continues to be an essential responsibility of the District Attorney's Victim/Witness Division as it promotes efficient criminal court operations and increases citizens' satisfaction with their experiences with the criminal justice system.

MISSION STATEMENT

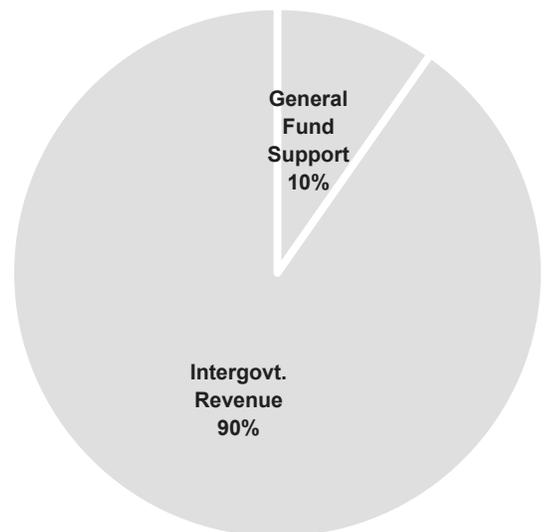
The County Office of Emergency Services is committed to serving the public before, during and after times of emergency and disaster by promoting effective coordination between agencies and encouraging emergency preparedness of the public and organizations involved in emergency response.

	2012-13	2012-13	2013-14	2013-14	Change From
<u>Financial Summary</u>	<u>Budget</u>	<u>Projected</u>	<u>Requested</u>	<u>Recommended</u>	<u>2012-13</u>
Intergovernmental Revenue	\$ 1,338,150	\$ 1,475,000	\$ 1,409,570	\$ 1,449,870	\$ 111,720
Other Revenues	250	0	250	250	0
**Total Revenue	\$ 1,338,400	\$ 1,475,000	\$ 1,409,820	\$ 1,450,120	\$ 111,720
Salary and Benefits	669,955	649,469	733,534	772,414	102,459
Services and Supplies	516,135	455,834	395,545	397,998	(118,137)
Other Charges	335,000	547,000	405,000	405,000	70,000
Fixed Assets	12,000	12,000	30,170	30,170	18,170
**Gross Expenditures	\$ 1,533,090	\$ 1,664,303	\$ 1,564,249	\$ 1,605,582	\$ 72,492
General Fund Support (G.F.S.)	<u>\$ 194,690</u>	<u>\$ 189,303</u>	<u>\$ 154,429</u>	<u>\$ 155,462</u>	<u>\$ (39,228)</u>

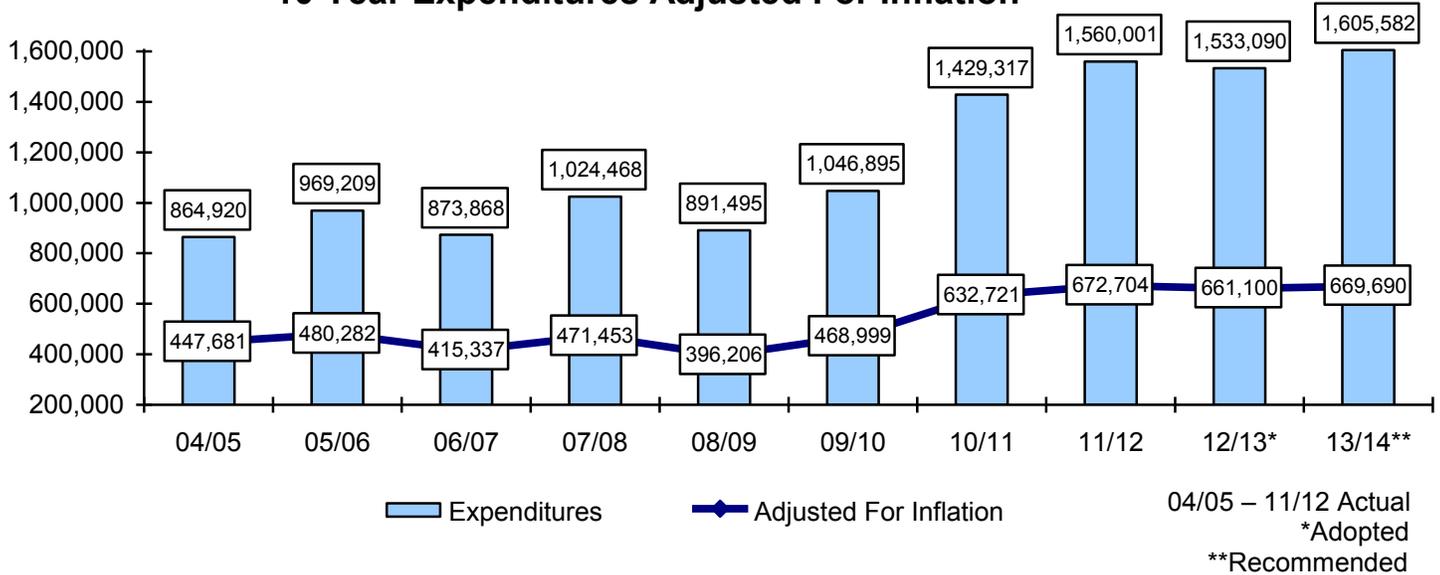
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

The Office of Emergency Services has a total expenditure level of \$1,605,582 and a total staffing level of 6.00 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: \$283,421 Total Staffing (FTE): 1.20

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: \$809,551 Total Staffing (FTE): 2.18

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: \$301,256 Total Staffing (FTE): 1.31

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: \$183,601 Total Staffing (FTE): 1.09

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: \$17,804 Total Staffing (FTE): 0.11

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: \$9,949 Total Staffing (FTE): 0.11

DEPARTMENT COMMENTS

The Office of Emergency Services (OES) continued to efficiently coordinate emergency management and planning efforts between various local government, public safety, and other agencies throughout the county during FY 2012-13.

FY 2012-13 Accomplishments

- Developed and hosted a full scale emergency exercise involving various agencies, jurisdictions, and hundreds of personnel responding to simulated emergency conditions at Diablo Canyon. This exercise was evaluated by the Federal Emergency Management Agency with zero Areas Requiring Corrective Action (ARCA).
- Worked with PG&E and a private contractor on an extensive project to update the Evacuation Times Estimate. This is a tool and document used by emergency managers in various jurisdictions to determine estimated times it would take to evacuate the public under a wide variety of circumstances and affected areas in the event of an emergency at Diablo Canyon Power Plant.
- Revised and updated the County Hazardous Materials Emergency Response Plan, which is used countywide. Revised various other plans and procedures, including almost all 55 Standard Operating Procedures (SOPs) related to nuclear power plant emergency response. These SOPs are essentially individual response plans for agencies such as cities, county departments, locally based state agencies.

FY 2013-14 Objectives

- Hold a federally evaluated full scale nuclear power plant exercise based on new Federal Emergency Management Agency requirements. This will include a hostile action based scenario related to the Diablo Canyon Power Plant and will involve a multitude of agencies, jurisdictions, and hundreds of personnel.
- Complete the update of the Local Hazard Mitigation Plan. Link it by reference to the General Plan Safety Element, thus ensuring compliance with a state requirement and consistent future updates with the Safety Element and Hazard Mitigation Plan. Both documents provide an overview of threats and hazards the county faces.
- Continue to oversee, distribute, and maintain 2,700 radiation protection devices countywide and train emergency responders on their use.
- Complete a revision of the Emergency Operations Plan (EOP) which is the master emergency plan. The EOP includes policies for effective response and provides authorities for continuity of key county operations.

- 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 \$155,462. This is a decrease of \$39,228 or 20% from FY 2012-13 adopted levels. This decrease is the result of the completion of one-time General Fund supported projects, including Access and Functional needs planning, and a stand-alone storm emergency response plan. Updates to the Local Hazard Mitigation plan, and developing a Tsunami Ready program were also supported by increased General Fund in FY 2012-13 and are projected to be completed in FY 2013-14 with no need for additional General Fund. As a result, in FY 2013-14, an increased emphasis will be placed on Homeland Security and Nuclear Preparedness and Planning. Total revenue is projected to increase by \$111,720 or 8% from FY 2012-13 due to increases in Homeland Security Grant funds (\$20,000), Emergency Management Performance Grants (\$21,738) as well state aid received for nuclear planning (\$69,982). Gross expenditures are recommended to increase by \$72,492 or 4% from FY 2012-13 adopted levels to \$1,605,582.

The recommended budget includes a fixed asset expense of \$30,170 for two portable satellite internet hotspots. These will allow communication between emergency responders in outlying areas that normally would not have access to internet or cellular telephone communications.

The position allocation list for the recommended budget includes an increase of .50 FTE which reflects a part-time Emergency Services Coordinator moving to 1.0 FTE in the FY 2013-14 budget. This position is outlined in the recommended budget augmentation request below and is due to a partial reorganization of the department to better respond to increasing regulatory requirements from the Federal Emergency Management Agency (FEMA). There is no additional General Fund required as a result of this increase.

BUDGET AUGMENTATION REQUESTS RECOMMENDED

Unit Amount	Description	Results
Gross Amount: \$37,299 \$18,650 – Emergency Management Performance Grant \$18,649 – Nuclear Preparedness and Planning Revenue	Delete .5 FTE Emergency Services Coordinator Add 1.0 FTE Emergency Services Coordinator	Will help meet newly imposed Federal requirements related to nuclear power plant emergency planning and enhance overall emergency readiness as demonstrated to FEMA through their evaluation process and supports the Communitywide result of a Safe Community.

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.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
0	0	0	0	0	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 2012-13 had no deficiencies. As for the rating criteria, during each exercise FEMA evaluates a number of specific activities and functions, both with County agencies and many other participating jurisdictions. For the FY 2012-13 exercise 168 separate areas and activities were evaluated by FEMA, including County, city, and special districts activities.

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.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
3	1	0	1	0	0	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? Out of 168 areas evaluated by FEMA, we received no ARCAs as a result of the evaluation of our full scale exercise in FY 2012-13. This demonstrates a high level of readiness and preparedness not only by OES, but with and among the many agencies we work with to coordinate emergency management and planning activities with throughout the county.

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.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
84%	96%	96%	80%	95%	85%	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 22 feedback documents returned to OES, 85% 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 new exercise and drill procedures related to preparing responders for their roles and responsibilities were implemented in FY 2012-13. As is often and generally is the case, these were learning exercises and drills. 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 2013-14.

4. Performance Measure: Percentage of survey results rating training done by the Office of Emergency Services as "good" to "excellent".

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
96%	95%	94%	94%	95%	93%	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 30 feedback documents returned to OES, 93% 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. While slightly below our goal of 95%, the received feedback indicates that in general the training provided by OES is effective.

5. Performance Measure: General Fund support costs per capita for emergency management services (excluding nuclear power planning activities).

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
33¢	54¢	40¢	34¢	71¢	71¢	65¢

What: This measure provides a baseline for comparing the costs of emergency services to other like agencies.

Why: In order to demonstrate that emergency management costs are reasonable for the value and services received.

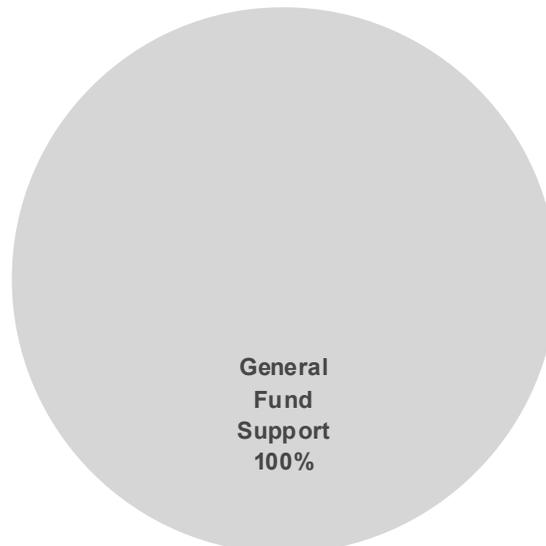
How are we doing? During FY 2012-13, the County Office of Emergency Services had as-projected General Fund support costs. As with past years, much effort is put into nuclear power plant emergency planning, which also helps be ready for other potential emergencies. The nuclear power plant preparedness is revenue offset. As a result, our General Fund support costs are generally lower than comparable counties. Comparable counties spent, on average, an estimated \$1.43 in General Fund Support per capita for emergency management services during FY 2012-13. Target costs for 2013-14 reflect a reduction in the increase of ongoing general emergency planning needs and requirements in order to maintain effective emergency planning and preparedness efforts.

MISSION STATEMENT

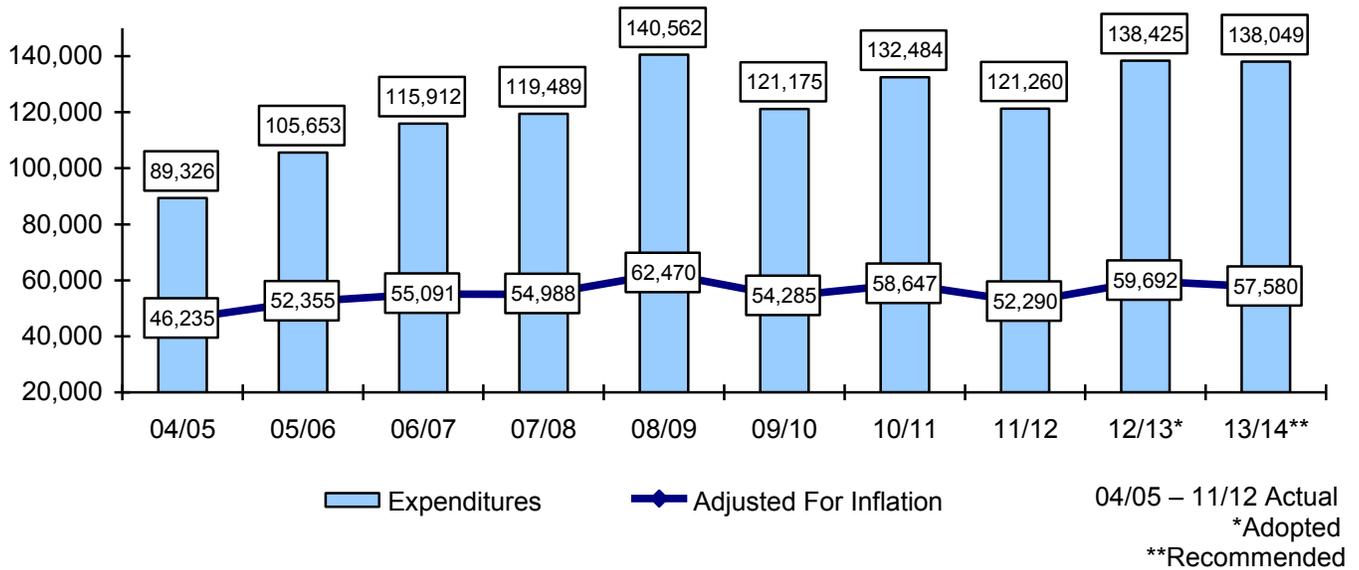
To objectively examine all aspects of local government and recommend corrective action where appropriate to ensure that the county is being governed honestly and efficiently and that county monies are being handled judiciously.

	2012-13	2012-13	2013-14	2013-14	Change From
<u>Financial Summary</u>	<u>Budget</u>	<u>Projected</u>	<u>Requested</u>	<u>Recommended</u>	<u>2012-13</u>
Salary and Benefits	\$ 38,970	\$ 38,970	\$ 39,087	\$ 39,295	\$ 325
Services and Supplies	99,455	92,216	98,747	98,754	(701)
**Gross Expenditures	\$ 138,425	\$ 131,186	\$ 137,834	\$ 138,049	\$ (376)
General Fund Support (G.F.S.)	<u>\$ 138,425</u>	<u>\$ 131,186</u>	<u>\$ 137,834</u>	<u>\$ 138,049</u>	<u>\$ (376)</u>

Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

The Grand Jury has a total expenditure level of \$138,049 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: \$113,200 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: \$24,849 Total Staffing (FTE): .09

COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

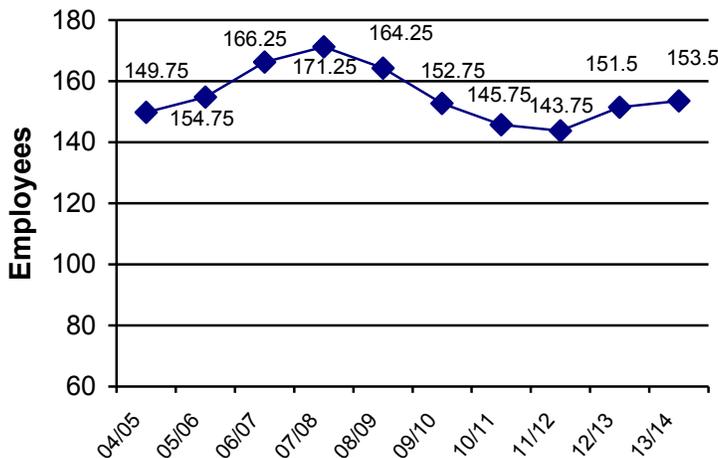
The Superior Court appoints the Grand Jury members and oversees its operation. However, State law requires the County to fund the Grand Jury function. The recommended budget maintains current support and service levels. Total expenditures for Fiscal Year 2013-14 are expected to decrease by \$376, or less than 1% from the FY 2012-13 adopted levels. Salary and benefit accounts for the half-time Administrative Assistant are increasing slightly by \$325, while service and supply accounts are decreasing \$701 from FY 2012-13 budgeted amounts. The decrease in services and supplies is due to a reduction in the Significant Value Purchase (computer replacement costs) and minimal decreases in postage, telephone, insurance and printing accounts.

MISSION STATEMENT

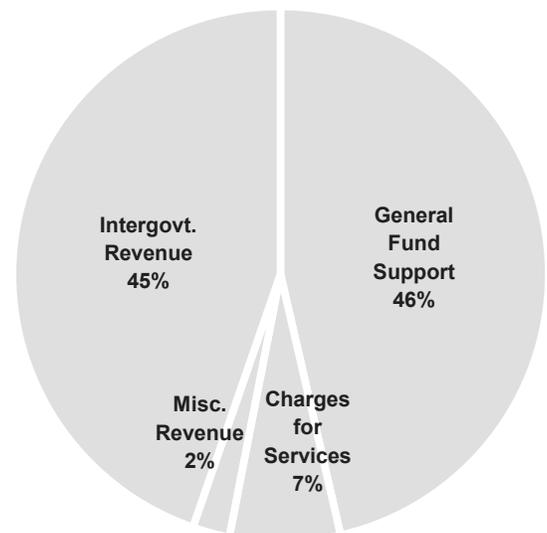
The Probation Department contributes to the safety of the community by conducting investigations for the Court; enforcing orders of the Courts through community supervision; assisting victims; operating a safe and secure juvenile hall; and facilitating the socialization of offenders.

	2012-13 <u>Budget</u>	2012-13 <u>Projected</u>	2013-14 <u>Requested</u>	2013-14 <u>Recommended</u>	Change From <u>2012-13</u>
Financial Summary					
Fines, Forfeitures and Penalties	\$ 107,325	\$ 37,336	\$ 107,325	\$ 107,325	\$ 0
Intergovernmental Revenue	8,590,079	8,345,177	8,514,321	8,626,509	36,430
Charges for Current Services	1,303,275	1,102,708	1,303,275	1,303,275	0
Other Revenues	8,575	6,651	8,575	8,575	0
**Total Revenue	\$ 10,009,254	\$ 9,491,872	\$ 9,933,496	\$ 10,045,684	\$ 36,430
Salary and Benefits	15,074,803	14,142,448	15,515,333	15,670,156	595,353
Services and Supplies	4,119,930	3,659,583	3,597,755	3,603,174	(516,756)
Fixed Assets	0	108,400	0	0	0
**Gross Expenditures	\$ 19,194,733	\$ 17,910,431	\$ 19,113,088	\$ 19,273,330	\$ 78,597
Less Intrafund Transfers	291,193	283,997	285,306	285,306	(5,887)
**Net Expenditures	\$ 18,903,540	\$ 17,626,434	\$ 18,827,782	\$ 18,988,024	\$ 84,484
General Fund Support (G.F.S.)	<u>\$ 8,894,286</u>	<u>\$ 8,134,562</u>	<u>\$ 8,894,286</u>	<u>\$ 8,942,340</u>	<u>\$ 48,054</u>

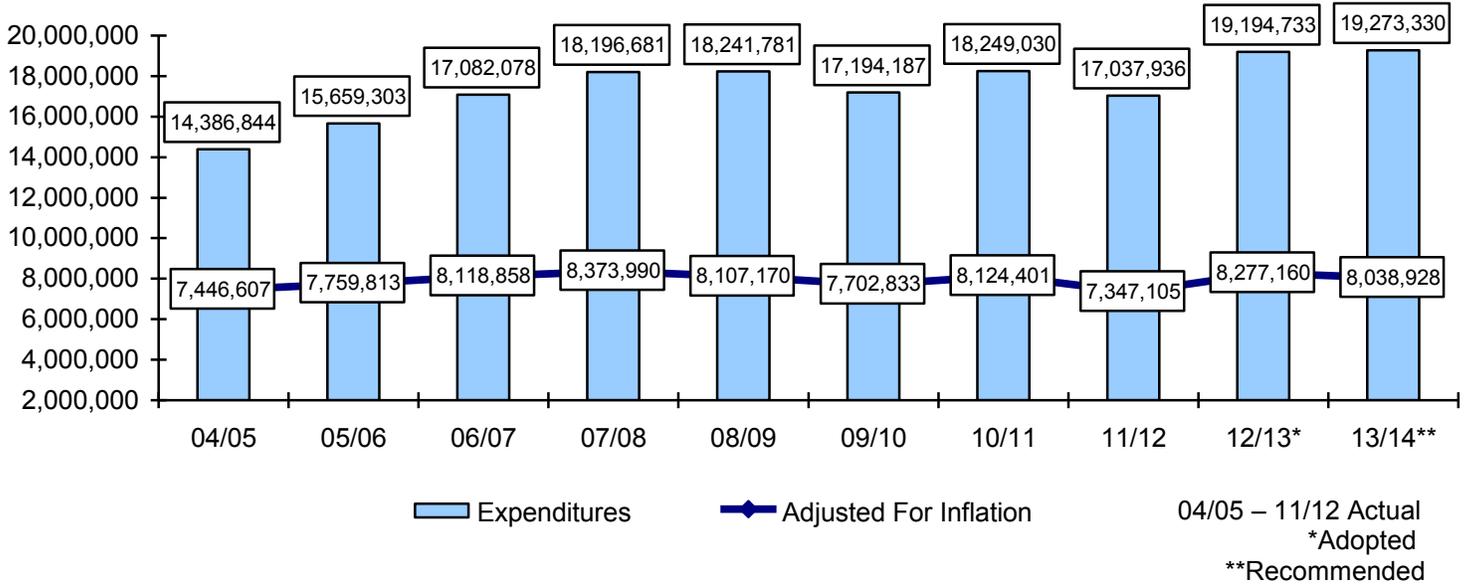
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

The Probation Department has a total expenditure level of \$19,273,330 and a total staffing level of 153.50 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: \$1,328,258 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: \$1,401,620 Total Staffing (FTE): 7.00

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: \$1,158,544 Total Staffing (FTE): 14.00

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: \$5,226,671 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: \$4,489,122 Total Staffing (FTE): 36.00

Adult Services

Adult Services conducts 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: \$5,669,115 Total Staffing (FTE): 54.50

DEPARTMENT COMMENTS

The Probation Department is responsible for providing community corrections services that are mandated by law. To meet these mandates the Department is organized into four areas of services.

- Adult Services is responsible for the supervision of offenders placed on probation by the Court or released from prison under Post Release Community Supervision and for making sentencing recommendations to the Court.
- Juvenile Services is responsible for supervision of minors placed on probation by the Court, school based prevention services, and making dispositional recommendations to the Juvenile Court.
- Juvenile Custody is responsible for the staffing and operation of the 45 bed County Juvenile Hall and the juvenile home detention program
- Revenue Recovery is responsible for the collection of fees for the Court and the County as well as restitution for victims of offenders on probation.

In order to deliver quality community corrections services, the Probation Department utilizes evidence based practices in our commitment to public safety. The Probation Department supervises offenders based upon the risk, need and responsivity principle. Supervision levels are based upon the defendant's risk to re-offend. Treatment is targeted at criminogenic needs and is delivered in a methodology and dosage shown by the research to reduce recidivism.

The Probation Department is in its third phase of the Juvenile Hall remodel. Through a state grant under SB81 the Department plans to add a 20-bed addition to the existing Juvenile Hall.

The following are some of the department's notable accomplishments for FY 2012-13, and some specific objectives for FY 2013-14.

FY 2012-13 Accomplishments

- Implementation of phase two of the County 2011 Public Safety Realignment (AB 109) Plan.
- Added a new Program Manager position dedicated to evaluation of treatment programs and services. This will allow the County to assess the effectiveness of criminal justice strategies being implemented post-Public Safety Realignment.
- Established a Juvenile Hall volunteer program overseen by Restorative Partners, a community based non-profit. The volunteers provide pro-social activities to the minors detained at the Juvenile Hall. There are over a 130 community volunteers providing 14 different types of programs.
- Reduction of caseloads size in adult offender supervision through the use of risk based supervision.

FY 2013-14 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 phase three of the juvenile hall remodel, tentatively scheduled to begin in January of 2014.
- Addition of a Deputy Probation Officer to act as a liaison with other law enforcement jurisdictions in the county. This liaison position will increase communication between Probation and Police Departments resulting in enhanced public safety.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

General Fund support for the Probation Department is recommended to increase \$48,054 or less than 1% over the FY 2012-13 adopted level. Revenues are recommended to increase only \$36,430 or less than 1% and total expenditures are recommended to increase \$84,787.

Salary and benefits expense increase \$595,353 or 3%. Nearly half of this is due to an increase of \$258,538 in workers compensation charges for FY 2013-14. Services and supplies expenses decline \$516,756 or 12%, mainly due to the elimination of \$400,000 of expense budgeted in the prior year for contract expenses associated with the Day Reporting Center. This item was planned for FY 2012-13 but was not implemented. The offsetting funding from AB 109 Public Safety Realignment revenue was redistributed by the Board of Supervisor in mid-year FY 2012-13 to support priorities in other departments. The impact of the loss of this revenue on the overall budget for Probation in FY 2012-13 is offset by increases in other State funding sources, including a \$281,478 or 9% in Prop 172 revenue, the ½ cent sales tax for public safety, resulting in a small net increase in overall revenue.

The FY 2013-14 recommended Position Allocation List (PAL) for the Probation Department includes a net increase of 2.00 FTE over the FY 2012-13 adopted PAL.

FY 2012-13 Mid-Year PAL Changes

- +1.00 FTE Program Manager position supported by SB 678 community corrections incentive funding from the State.

FY 2013-14 Recommended PAL Changes

- +1.00 FTE limited-term Deputy Probation Officer III position funded by State funding received by the San Luis Obispo County Chiefs of Police to serve as a liaison between Probation and city law enforcement for three years.

RECOMMENDED BUDGET AUGMENTATION REQUESTS

Unit Amount	Description	Intended Results
Gross: \$112,188 General Fund support: \$0	Add a limited term 1.00 FTE Deputy Probation Officer III position for three years.	The Deputy Probation Officer III (DPO III) will increase communication between city police departments and the Probation Department as measured in an annual evaluation of the DPO III position.

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

DELETED: 1. Performance Measure: Annual cost per probationer to provide supervision services.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
\$2,022	\$2,004	\$2,099	\$2,155	\$2,100	\$2,100	Discontinued

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 2,571 adults being supervised by the Department. The cost of supervision for FY 2011-12 was \$5,539,340. The cost for supervision for the first four months of the current fiscal year is \$1,933,749. This is on track to meet our projected outcome. 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 FY 2011-12 we collected \$219,741 in Monthly Monitoring Fees. This offset approximately 3% of the cost of supervision. For the first four months of FY 2012-13 we have collected \$66,260, which we project will offset approximately 3% of the cost of supervision at the conclusion of FY 2012 -13. Other Probation Departments in California are not tracking or reporting this outcome, so we do not have comparison outcomes at this time.

The Probation Department will continue to track this measurement internally, but will not report on it beginning in FY 2013-14.

NEW: 1. Performance Measure: Cost avoided by supervising felons on probation instead of sending them to prison.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
N/A	N/A	\$32,980,710	\$36,545,707	\$36,545,707	\$36,545,707	\$36,545,707

What: An estimate of the cost avoided by supervising felons in the community and providing appropriate services rather than sending them to prison.

Why: To demonstrate that Probation is a cost effective alternative to incarceration.

How are we doing? There are currently 858 adult felons being supervised by the Probation Department who would otherwise be eligible for a prison term. The California Department of Corrections reports that the current annual cost to incarcerate an adult in State prison is \$49,000. If all 858 of these felons were to be sentenced to prison, the total annual cost would be \$42,042,000. The total annual cost for Probation to supervise those felons in the community is \$5,496,292. This represents an annual savings or cost avoidance of \$36,545,707.

**Probation
Fiscal Year 2013-14 Proposed Budget**

DELETED: 2. Performance Measure: Recidivism rate of assigned probationers, both adult and juvenile.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
Adult – 11.7% Juvenile – 6%	Adult – 11.4% Juvenile – 10%	Adult – 9% Juvenile – 13%	Adult – 14% Juvenile – 13%	Adlt High–9% Adlt MedHi-4% Adlt MedLo-3% Adlt Low-2% Juv High–12% Juv Med-4% Juv Low-3%	Adlt High–9% Adlt MedHi-4% Adlt MedLo-3% Adlt Low-2% Juv High–12% Juv Med-4% Juv Low-3%	Discontinued

What: 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. The recidivism rate measures those probationers, assigned to field supervision that are found to be convicted of a new crime if adult, or the filing of a new W&IC 602 petition if juvenile in San Luis Obispo County. Beginning in FY 2011-12, the recidivism rate began being calculated for each risk level based upon the result of our validated risk and needs assessment tool.

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? The department continues to expand the reporting capabilities of the new case management system, and to refine and redefine how the data for recidivism is collected and reported. Therefore the recidivism rates as they are more accurately reported may fluctuate from year to year. The goal of the department is to determine a base line recidivism which we can compare from year to year.

Probation continues to utilize Evidence Based Practices to provide appropriate treatment for offenders, while increasing supervision of high and medium risk offenders. We continue to inquire about recidivism from other Probation Departments in California; however no like sized counties are currently able to provide this data.

The San Luis Obispo Probation Department and probation departments throughout the state continue to refine the definition of recidivism. Until we have a uniformed definition of recidivism and a standardized methodology to measure recidivism, this outcome will not be reported in the budget. It is hoped that in the near future we will be able to report a more accurate recidivism rate.

NEW: 2. Performance Measure: Percentage of felons that returned to prison.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
N/A	N/A	N/A	3.91%	2.6%	2.6%	2.6%

What: Percentage of adult felons assigned to the Probation Department who did not go to prison.

Why: Probation is an effective alternative to incarceration. This measure allows us to evaluate the success of our programs in keeping offenders out of prison. The intent of the State's Community Corrections Performance Incentives legislation (SB 678) is to reduce the population in prisons, to incentivize counties to utilize evidence based practices in the supervision of offenders, and to encourage the provision of comprehensive supervision and appropriate services and interventions to offenders on probation. The Probation Department strives to provide targeted services and resources to probationers, based upon risks and needs identified in the screening. If offenders do not go to prison during their term of probation, it indicates that the department has successfully provided an alternative to incarceration, facilitated the resocialization of the offenders, and has ensured public safety.

How are we doing? Our base rate calculation of probationers returned to prison is 3.45%, as calculated from a weighted average of years 2006, 2007 and 2008. In FY 2012-13 we are projecting a rate of 2.6% of probationers assigned to the Department returning to prison. The Statewide rate is 5.37%. As we continue to enhance and evaluate evidence based supervision strategies for the supervision of offenders, we believe we can meet our projected outcomes for this year and next.

DELETED: 3. Performance Measure: Percentage of Adult and Juvenile offenders who successfully complete the terms and condition of their probation.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
Adult – 80% Juvenile – 81%	Adult – 65% Juvenile – 81%	Adult – 65% Juvenile – 71%	Adult – 76% Juvenile – 78%	Adult – 65% Juvenile – 81%	Adult – 65% Juvenile – 81%	Discontinued

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? The Department has consistently reported successful completion rates for Adults that exceed our targets. 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.

The successful completion rate for Juveniles however falls short of our target. The department has implemented a risk assessment tool for juveniles which more appropriately determines which juveniles are appropriate for probation supervision. As a result of this assessment, the juveniles we are now supervising are a more difficult population, with a higher risk to reoffend. We continue to work towards improving by using evidence based practices to provide appropriate supervision levels, programming and treatment to juvenile offenders.

The Department continues to inquire about successful completion rates from other Probation Departments in California; however no like sized counties are currently able to provide this data.

After examining this performance measure the Department has determined that the definition was too arbitrary and lacked consistency from case to case. Beginning in FY 2013-14 the Department will no longer track this performance measure.

NEW: 3. Performance Measure: Percentage of Post Release Community Supervision (PRCS) offenders that returned to prison.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
N/A	N/A	N/A	N/A	30%	30%	30%

What: PRCS offenders are adult felons who were convicted of non-violent, non-serious, non-sex offenses and have been released from State prison to serve their term of parole under the supervision of the County Probation Department. This performance measure tracks the number of PRCS offenders that returned to prison.

Why: Supervision provided by the Probation department is an effective alternative to incarceration. This measure allows us to evaluate the success of our programs in keeping offenders out of prison. The intent of AB 109, commonly referred to as Realignment, was to reduce the population at the prisons and realign that population to the counties for local supervision. The Probation Department provides comprehensive supervision, targeted services and resources to offenders, based upon risks and needs identified through screening. If offenders do not return to prison, it indicates that the department has successfully provided alternatives to incarceration, facilitated the resocialization of offenders, and ensured public safety.

How are we doing? This is a new measure and a new population we have previously not supervised. Based upon the parole recidivism rate we believe that 30% is a reasonable target to achieve. The Department began supervising the PRCS population in October of FY 2011-12. It is too early in the life of the program to obtain comparable outcomes from other counties. The Department continues to evaluate the efficacy of the programs and services provided to the PRCS defendants and make adjustments as appropriate, in order to reduce the number of PRCS returning to prison.

NEW: Department Goal: Provide efficient and cost effective alternatives based on evidence informed practices to address juvenile delinquency.

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

NEW: 4. Performance Measure: Percentage of juveniles who were diverted from the court system.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
N/A	N/A	68%	60%	60%	60%	60%

What: Of the total number of crime reports sent to Probation for an application for petition, the percentage that were not filed by the District Attorney and were diverted from the Court system.

Why: The Probation department screens juvenile crime reports and considers the risks and needs of each juvenile offender. This allows the Probation Department to divert the low risk offenders out of the court system. The Department provides cost effective, low level interventions for these juveniles, and limits the low risk juveniles' exposure to higher risk and more criminally sophisticated juveniles in the system. Diversion also increases the likelihood that the low risk juvenile offenders will not be removed from their homes, as no court petition is filed on them. This outcome is a good way of measuring the efficacy of the Probation Department's prevention and intervention programs for low risk juvenile offenders in the community. It also insures that limited resources are being used appropriately on the most dangerous offenders. A study in Minnesota showed a return on investment of \$4.89 for every \$1 spent on youth intervention programs.

**Probation
Fiscal Year 2013-14 Proposed Budget**

Fund Center 139

How are we doing? The Department has enhanced its diversion program to include the Change Company® evidence based journaling program for the minors on diversion. With these enhanced services, we expect to meet our projections for FY 2012-13 and FY 2013-14.

NEW: Department Goal: Provide an efficient and cost effective supervision of juvenile offenders 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

NEW: 5. Performance Measure: Percentage of juveniles under court ordered supervision who were able to remain in their homes.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
N/A	N/A	N/A	90%	90%	90%	90%

What: Of the total number of juveniles with a court petition filed who are on court ordered supervision, the percentage that remained in their homes.

Why: If a court petition is filed on a juvenile and the juvenile is ordered to be supervised by the Probation Department, the ultimate goal of the Department is to ensure the juvenile remains in his or her home. The average cost for San Luis Obispo County juveniles in out of home placement in FY 2012-13 was \$120,000 per month, or \$1,440,000 annually. Keeping juveniles in their home and community not only saves the County money, it also allows families to remain intact and address delinquency issues in a multi-systemic approach.

How are we doing? The Department continues to use and expand evidence based practices in the supervision strategies of juvenile offenders. As we evaluate and expand treatment services for these minors, we believe we will be able to meet our projections for this year and next.

Department Goal: Support crime victims by collecting court-ordered restitution from offenders.

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

6. Performance Measure: Cost to collect victim restitution, fines and fees. (Formerly performance measure #4.)

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
\$.25 for every dollar collected	\$.24 for every dollar collected	\$.32 for every dollar collected	\$.33 for every dollar collected	\$.30 for every dollar collected	\$.35 for every dollar collected	\$.30 for every dollar collected

What: Cost to collect court-ordered victim restitution, fines and fees.

Why: This is an efficiency measure demonstrating cost effectiveness of collecting criminal debt internally while maintaining confidentiality of sensitive victim identification information.

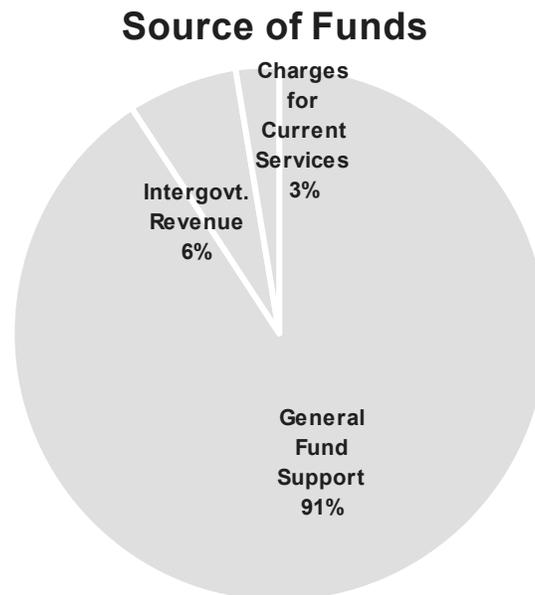
How are we doing? In FY 2010-11 we collected \$2,819,729 in fines, fees and restitution and spent \$908,475 to collect this money. In FY 2011-12 we collected \$2,810,051 in fines, fees and restitution and spent \$951,620 to collect this money. In the first six months of FY 2012-13 we have collected \$1,209,536.54 in fines, fees and restitution and spent \$495,865.17 to collect this money. 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. 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.

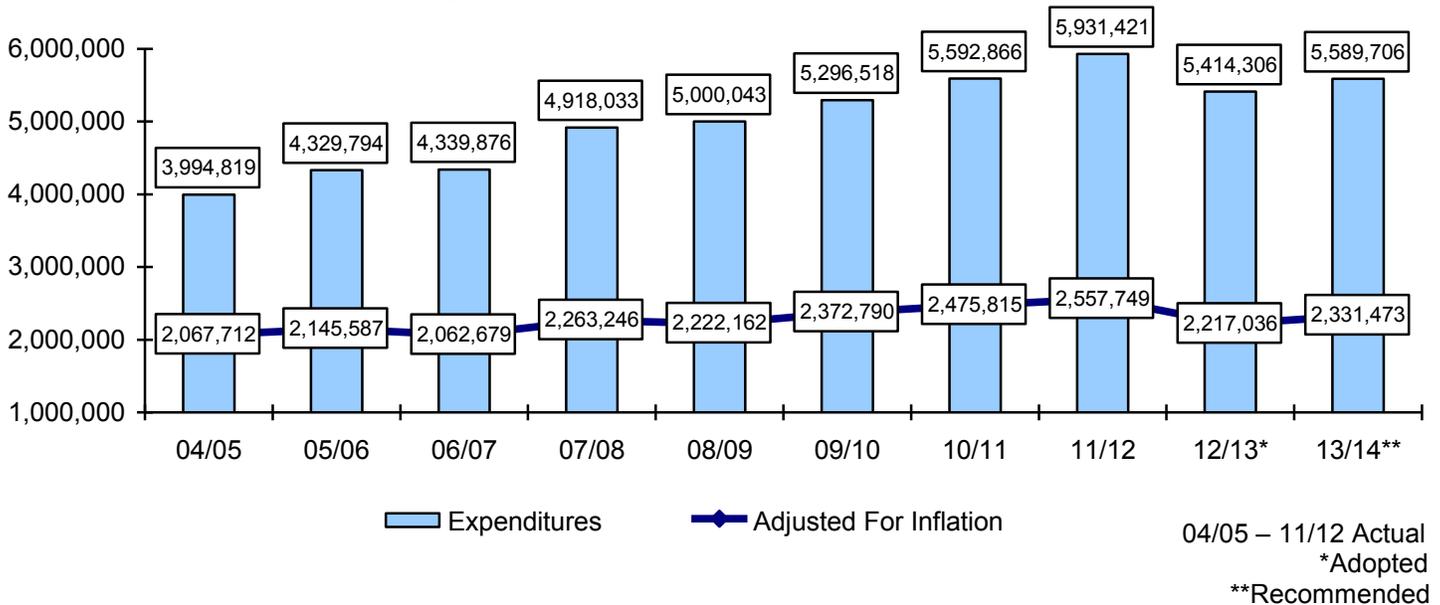
PURPOSE

To provide cost effective mandated legal defense services to defendants unable to afford private attorneys.

<u>Financial Summary</u>	<u>2012-13 Budget</u>	<u>2012-13 Projected</u>	<u>2013-14 Requested</u>	<u>2013-14 Recommended</u>	<u>Change From 2012-13</u>
Intergovernmental Revenue	\$ 390,277	\$ 437,796	\$ 438,010	\$ 438,010	\$ 47,733
Charges for Current Services	140,000	105,000	140,000	140,000	0
**Total Revenue	\$ 530,277	\$ 542,796	\$ 578,010	\$ 578,010	\$ 47,733
Services and Supplies	5,414,306	6,079,307	5,589,706	5,589,706	175,400
**Gross Expenditures	\$ 5,414,306	\$ 6,079,307	\$ 5,589,706	\$ 5,589,706	\$ 175,400
General Fund Support (G.F.S.)	<u>\$ 4,884,029</u>	<u>\$ 5,536,511</u>	<u>\$ 5,011,696</u>	<u>\$ 5,011,696</u>	<u>\$ 127,667</u>



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

The Public Defender has a total expenditure level of \$5,589,706 to provide the following services. No County staff are allocated to this budget.

Primary Public Defender

To contract at a competitive cost for public defender services.

Total Expenditures \$3,637,481 Total Staffing (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 \$646,670 Total Staffing (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 \$343,903 Total Staffing (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 Staffing (FTE): 0.00

State Institutional Legal Defense

Provides for Court contracted and appointed attorneys to defend institutionalized indigents in criminal matters which occur at the Atascadero State Hospital (ASH) and California Men’s Colony (CMC).

Total Expenditures \$342,652 Total Staffing (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 in FY 2013-14 is recommended to increase \$127,667 or 2% compared to the FY 2012-13 adopted budget. Overall revenues are budgeted to increase \$47,733 or 9% based on expected State reimbursements for costs associated with the defense of individuals accused 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.

Expenditures are increasing \$175,400 or 3%. The County’s four contracts with the law firms that provide public defender services include a consumer price index (CPI) inflator of 1.9%, the annual CPI for 2012, for a total increase of \$87,667. Annual payments to these firms, totaling more than \$4.7 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: <input checked="" type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community						
1. Performance Measure: Annual number of cases reversed based on the allegation of inadequate defense.						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 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 San Luis Obispo Public Defender attorneys meet legally required standards each year and are expected to continue to do so.						
2. Performance Measure: Per capita costs for public defender services.						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
\$18.56	\$20.55	\$20.74	\$21.97	\$20.00	\$20.35	\$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? Actual per capita costs for public defender services over the last three fiscal years have exceeded \$20 per capita. This has mainly been driven by uncontrollable expense from unusually expensive jury trials. These expenses are continuing to skew this performance measure in FY 2012-13, but are not expected to continue into FY 2013-14. Therefore, the FY 2013-14 target has been set at \$20 per capita, which was the average per capita cost over the five years prior to FY 2009-10.

Although costs have been trending higher, San Luis Obispo continues to fare better than comparison counties. The per capita cost for public defender services in FY 2011-12 was \$21.27. This figure is based on the adjusted budget for public defender expenses of \$5,975,243 and an estimated 2011 population of 271,969 (source: U.S. Census Bureau). The County's per capital cost in FY 2011-12 was lower than all five of our comparison counties: Marin: \$26.85, Monterey: \$21.87, Napa: \$34.11, Santa Barbara: \$22.88, Santa Cruz: \$33.36.

Note that the results for comparable counties are based on FY 2011-12 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.

**Sheriff – Coroner
Fiscal Year 2013-14 Proposed Budget**

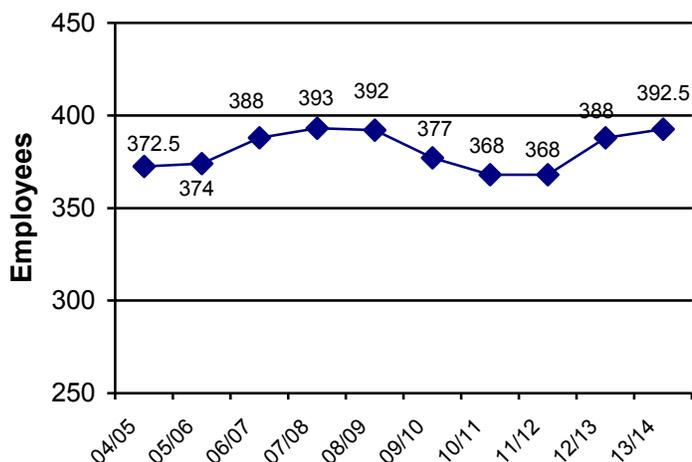
Fund Center 136

MISSION STATEMENT

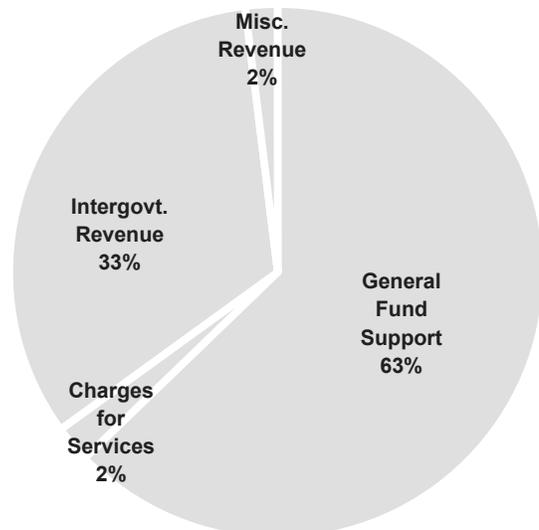
The Mission of the San Luis Obispo County Sheriff's Office is to protect all life and property and to provide service, security and safety to our community.

	2012-13	2012-13	2013-14	2013-14	Change From
<u>Financial Summary</u>	<u>Budget</u>	<u>Projected</u>	<u>Requested</u>	<u>Recommended</u>	<u>2012-13</u>
Licenses and Permits	\$ 24,900	\$ 24,900	\$ 23,700	\$ 23,700	\$ (1,200)
Fines, Forfeitures and Penalties	463,808	637,451	600,637	640,637	176,829
Intergovernmental Revenue	19,788,537	21,412,027	21,932,598	21,742,898	1,954,361
Charges for Current Services	1,420,412	1,740,412	1,351,933	1,351,933	(68,479)
Other Revenues	124,600	144,600	128,150	128,150	3,550
Other Financing Sources	0	0	0	47,160	47,160
Interfund	543,282	543,282	545,085	545,085	1,803
**Total Revenue	\$ 22,365,539	\$ 24,502,672	\$ 24,582,103	\$ 24,479,563	\$ 2,114,024
Salary and Benefits	50,874,961	49,564,159	52,551,881	52,704,901	1,829,940
Services and Supplies	9,193,031	9,610,177	9,699,442	9,782,535	589,504
Other Charges	60,000	292,876	0	0	(60,000)
Fixed Assets	186,070	1,329,715	124,848	124,848	(61,222)
**Gross Expenditures	\$ 60,314,062	\$ 60,796,927	\$ 62,376,171	\$ 62,612,284	\$ 2,298,222
Less Intrafund Transfers	207,200	207,200	209,150	209,150	1,950
**Net Expenditures	\$ 60,106,862	\$ 60,589,727	\$ 62,167,021	\$ 62,403,134	\$ 2,296,272
General Fund Support (G.F.S.)	<u>\$ 37,741,323</u>	<u>\$ 36,087,055</u>	<u>\$ 37,584,918</u>	<u>\$ 37,923,571</u>	<u>\$ 182,248</u>

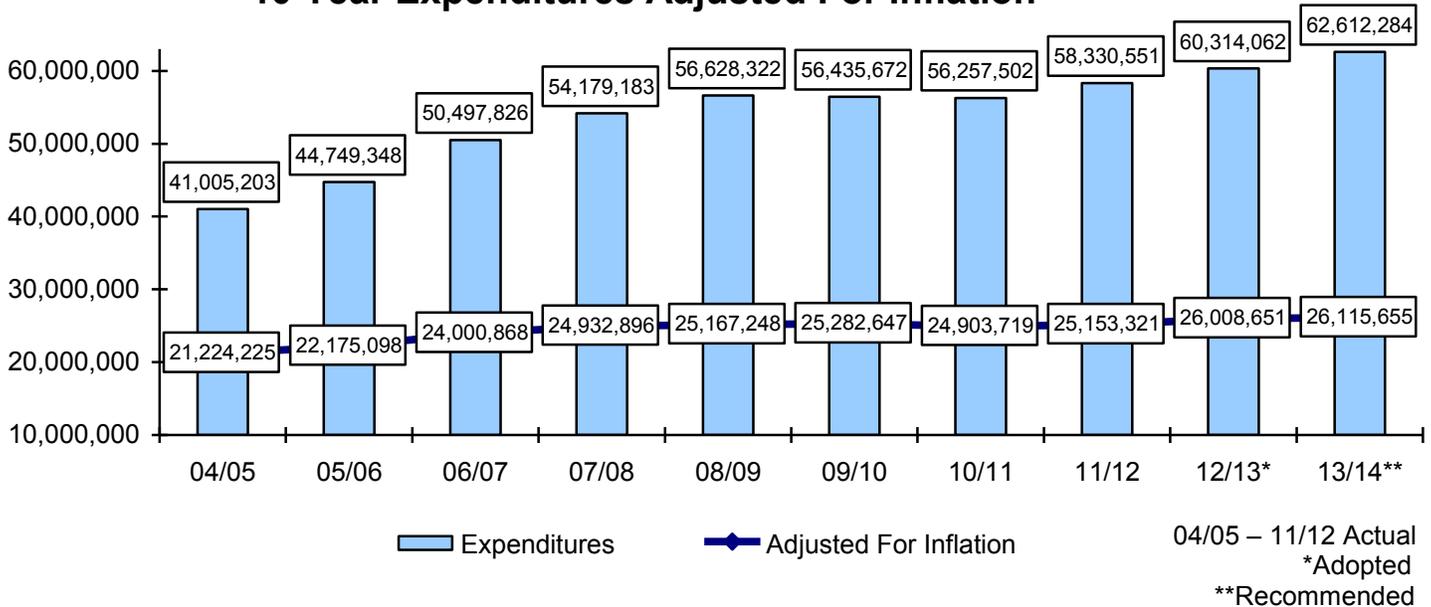
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS Fiscal Year 2012-13

The Sheriff-Coroner has a total expenditure level of \$62,612,284 and a total staffing level of 392.50 FTE to provide the following services.

Administration

Administration provides executive management, which develops policies and directs, coordinates and controls the functions of the Sheriff’s Office. Administration Division includes Fiscal Services, which includes accounting, preparation of the annual budget, quarterly reporting, monthly fiscal monitoring, as well as Automation Services, which maintains the Sheriff’s Office information systems, and provides automation support and statistical information to all divisions within the Sheriff’s Office.

Total Expenditures: \$7,798,280 Total Staffing (FTE): 14.00

Field Operations

Field Operations includes: The Patrol Division, which responds to emergencies, crimes in progress, and disasters; preserves the peace, responds to citizen’s requests for assistance, and prevents criminal activity; the Crime Prevention Unit, which coordinates a countywide crime prevention program designed to educate the residents of the County in security, precautions and prevention techniques; the Auxiliary Unit, which searches for missing persons, conducts high visibility patrols and assists in disasters; the Special Operations Unit, which conducts investigations involving illegal drug possession and sales, unlawful activity associated with criminal street gangs countywide, and augments Patrol in addressing special problems within communities; the Detective Division, which investigates criminal activities and prepares for prosecutions where indicated; the Cal ID Program, which manages the Sheriff’s participation in the statewide automated fingerprint system; the Crime Lab, which provides forensic services; and the Coroners Unit, which investigates and determines the circumstances, manner, and cause of all violent deaths within the county.

Total Expenditures: \$25,286,517 Total Staffing (FTE): 160.00

Support Services

Support Services organizes the recruitment of all Sheriff's personnel, coordinates personnel investigations and civil litigation, coordinates training and continuing education, maintains the Property/Evidence area and coordinates and manages capital improvement projects. Support Services also includes Records and Warrants, which processes, stores, and maintains the Sheriff's Office 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: \$1,864,608 Total Staffing (FTE): 15.00

Custody/Civil

Custody/Civil includes: The Custody Division, which operates the County Jail and provides 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; and the Civil Division, which receives and serves all civil processes and notices, including summons, complaints, attachments, garnishments, and subpoenas, as well as providing bailiff services to the Courts.

Total Expenditures: \$27,662,879 Total Staffing (FTE): 203.50

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.

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 800 inmates. Each year the jail staff serves over 695,274 meals, 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 implemented a K-9 program with 4 dogs and handlers (3 patrol, 1 detection). 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 has enhanced the investigative abilities of both units and provided the opportunity for pro-active enforcement.

The County had four 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. Managing rising costs within funding constraints continues to be a challenge. A significant increase in average daily inmate population in the jail has also strained the budget, adding a projected \$300,000 in FY 2012-13 for food, clothing and household costs. Both fuel expenditures, a significant cost to the department, 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 2012-13 Accomplishments

- The Property Room building will be completed by early March 2013. This will provide better security and organization of evidence and property stored for criminal cases.
- The Coroner's Office/Morgue facility was opened in August 2012 and is fully operational.
- A modular jail housing unit was completed and an honor farm for female inmates was established.
- The Sheriff's Office continues to develop jail programs and inmate services that will reduce recidivism.
- Funding has been secured for the women's jail expansion project and progress toward ground breaking by the end of calendar year 2013.
- All School Resource Deputies have been trained in the Gang Resistance Education And Training (GREAT) program and are teaching throughout the county.

FY 2013-14 Objectives

- Add a Resident Deputy and K9 in the California Valley/Creston/Shandon area.
- Replace obsolete dispatch radio system with new state-of-the-art system.
- Continue Community outreach through "Town Hall" meetings.
- Continue to look at new technology and procedures to improve efficiencies and effectiveness.
- Complete a two year strategic plan for the Sheriff's Office, with employee, County government, and public input.
- Complete study and scoping on a new co-located dispatch center on Kansas Ave. This center will be designed to provide dispatching for the Sheriff's Office, Cal Fire and Med-Comm.
- Continue to move forward with women's jail expansion project and commence with ground breaking by the end of calendar year 2013.
- Continue to monitor impacts from AB 109 Public Safety Realignment and research alternatives to reduce the growing jail population and reduce recidivism rates.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

FY 2013-14 revenues for the Sheriff-Coroner are recommended to increase \$2,114,024 or 9% compared to the FY 2012-13 adopted budget. Expenditures are recommended to increase \$2,296,272 or 3%. General Fund support is budgeted to increase \$182,248 or less than 1%.

Revenues are budgeted to increase \$2,114,024 or 9% in FY 2013-14. The increase is due to two main factors. The first is a projected increase in Prop 172 revenue (the State's ½ cent sales tax for public safety), which is budgeted to increase \$1,080,284 or 9% over the FY 2012-13 budgeted level. The second is an increase in State Public Safety Realignment revenues, which are budgeted to increase \$1,157,960 or 9% overall. This class of revenue includes Court Security (formerly the responsibility of the Superior Court), which increases \$336,372 or 9%; AB 109 Community Corrections revenue, which increases \$706,470 or 34%; and Supplemental Law Enforcement Services Funds (SLESF)/Citizens Option for Public Safety (COPS) funding, which increases \$115,118 or 10%.

Total expenditures are recommended to increase \$2,296,272 or 3% compared to the FY 2012-13 adopted level. Salary and benefits expenditures increase \$1,829,940 or 3%. Approximately 40% of the increase is due to an increase in workers compensation charges of \$729,273. An additional \$313,941 is the result of adding positions not in the FY 2012-13 adopted budget (see below).

The Sheriff's budget also includes approximately \$621,793 of expense in FY 2013-14 to support 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 \$621,793 has been budgeted in FC 101 – Non-Departmental Revenue based on the sales tax that will be received from these two projects.

Services and supplies expense is recommended to increase \$589,504 or 6% compared to the FY 2012-13 budget. The most substantial portion of the increase is \$220,481 of increased expenses resulting from the growth in the jail population spurred by AB 109 Public Safety Realignment. The accounts impacted include clothing and personal, food, household expense, and medical supplies. These expenses are offset by State AB 109 revenue. Maintenance contract expenditures contribute another \$123,052 or 41%, most of which is offset by State Cal ID revenue. The largest portion of the remainder is a \$177,527 increase in expenditures for equipment replacement, including \$47,160 for cell door replacements funded from the Countywide Maintenance Fund.

A total of \$226,631 is recommended to be transferred to the Health Agency to support the cost of medical care provided in the jail. This includes \$119,450 of Tobacco Settlement revenue, which is budgeted to grow 3% compared to FY 2012-13, and \$107,181 of General Fund support added in FY 2013-14 to support an existing Mental Health Therapist position in the jail. This position was formerly supported by revenue from the Sheriff's State Criminal Alien Assistance Program (SCAAP) reimbursement trust fund, but this funding source is no longer available for this purpose. The addition of General Fund to support the therapist position is intended to be temporary while the Sheriff's Office considers other funding sources for this position.

A net addition of 4.00 FTE is recommended to be added to the Sheriff's Position Allocation List (PAL) for FY 2013-14:

FY 2012-13 Mid-Year PAL Changes

- +1.00 FTE Correctional Technician position to support AB 109 (2011 Public Safety Realignment).
- +1.00 FTE Department Automation specialist position to support AB 109.
- +1.00 FTE Program Manager to support AB 109.

FY 2013-14 Recommended PAL Changes

- +1.00 FTE Correctional Technician position supported by State SLESF/COPS revenue from the jail allocation.

BUDGET AUGMENTATION REQUESTS NOT RECOMMENDED

Unit Amount	Description	Intended Results
Gross: \$35,106 General Fund support: \$35,106	Add a 0.50 FTE Laboratory Assistant II position to replace half-time temp help in the same classification.	Crime Laboratory would be able to maintain the current workflow and prepare for the expected FY 2013-14 increase in volume.

GOALS AND PERFORMANCE MEASURES

Department Goal: Perform all mandates of the Office of Sheriff-Coroner, investigate crime, enforce laws, prevent criminal activities, maintain a safe and secure jail, provide security for the courts, plan for and implement emergency response for disasters and acts of terrorism.						
Communitywide Result Link: A Safe Community						
1. Performance Measure: Crime rate for law enforcement agencies that serve populations over 100,000 in the State.						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
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 80% of comparable counties	Crime rate lower than 80% of comparable counties	Crime rate lower than 80% of comparable counties	Crime rate lower than 80% 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). Based on the 2010 FBI population table, San Luis Obispo has grown to over 250,000 people. This puts the county in the Group 1 population subset of 250,000 to 499,999. Our comparable counties are Monterey, Santa Barbara, Santa Cruz, Placer and Marin. (Note that Napa County is no longer included because its population is less than 250,000.)

Why: This compares the crime rate for serious violent and property offenses in the unincorporated area of the county with that of other law enforcement agencies that serve populations of 250,000 or more.

How are we doing? Sheriff's Office personnel are trained to be very proactive in crime 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 the 2010 California statistics, the San Luis Obispo crime rate was lower than four of the five comparable counties. The violent crimes, property and arson crimes reported for San Luis Obispo and comparable counties are: Marin 596; Monterey 1,195; Placer 1,561; San Luis Obispo 983; Santa Barbara 1,727; Santa Cruz 1,712. This information is from January 2010 through December 2010 and is the most current data 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.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
77%	59%	65%	71%	75%	72%	72%

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 average response time was 7:46 minutes for July 2012 through November 2012. The Coast Patrol received 46 high priority calls and of those calls 33 or 72% were responded to in the targeted 10 minute time frame. While this is an average response time for the entire coast area, it includes responses in very remote portions 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 changes based on call volume, time of day and number of cars in a beat, times will vary in any given month or year.

3. Performance Measure: Percentage of high priority, life threatening calls for service that receive a 15 minute response time in the North Station area of the county.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
85%	64%	38%	66%	75%	67%	67%

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 11:53 minutes for July 2012 through November 2012. This patrol station has the largest geographical area, but is the least populated area of the three patrol stations. The North Station received 49 high priority calls and of those calls 33 or 67% 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.

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.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
93%	73%	72%	75%	75%	73%	73%

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 average response time was 11:41 minutes in July 2012 through November 2012. This patrol area has a growing population and deputies here respond to as many calls for service as the other two stations. The South Station received 76 high priority calls and of those calls 55 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 changes based on call volume, time of day and number of cars in a beat, times will vary in any given month or year.

5. Performance Measure: Arrest rate for crimes classified as homicide.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
50%	100%	100%	100%	100%	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 had three homicides that occurred and were cleared between July 1, 2012 and November 30, 2012. The national clearance rate for population groups between 255,000 to 499,999 for 2010 was 41.0% and statewide clearance for 2010 was 63.8%. The most recent UCR data available at this time is from 2010.

6. Performance Measure: Arrest rate for crimes classified as forcible rape.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
60%	15%	23%	42%	40%	40%	40%

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? Five rapes were reported during the period from July 1, 2012 through November 30, 2012. During that same time frame six rape cases were cleared. Often times the clearance of a rape will fall into a different reporting period than the crime itself. This is the case during this reporting period. The national clearance rate for the population groups between 250,000 to 499,999 for 2010 is 39.8%. The statewide clearance rate for 2010 is 40%. San Luis Obispo County has a higher incident of "non-stranger sexual assault" compared to "stranger sexual assault." With "non-stranger sexual assaults" 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 reported. The most current UCR data available is from 2010.

7. Performance Measure: Arrest rate for crimes classified as robbery.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
44%	69%	35%	53%	55%	56%	56%

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 nine robbery offenses for the period from July 2012 through November 30, 2012, arrests were made for six of these or 67%. The national clearance rate for population groups between 250,000 to 499,999 for 2010 was 25.3%. The statewide clearance rate for 2011 was 26.4%. The most current UCR data available is from 2010.

8. Performance Measure: Arrest rate for crimes classified as aggravated assault.						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
70%	73%	77%	77%	70%	78%	78%

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 148 assault offenses that occurred during the period from July 2012 through November 2012, arrests were made for 125 or 84%. The national clearance rate for population groups between 250,000 to 499,999 for 2010 was 51.1% and a statewide clearance rate for 2011 was 52.7%. November 2012 figures have not yet confirmed and no current Federal UCR data is available for this measure.

9. Performance Measure: Average physical altercation on inmates per month at the Main Jail.						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
4/(539)	5/(551)	8/(558)	10/(604)	10/(720)	10/(730)	11/(750)

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 right (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) it demonstrates the degree to which we effectively manage the inmate population. There is no comparison data available from other counties.

How are we doing? For July 2012 through November 2012, the number of inmate assaults was 52 or an average of 10 assaults per month. This is in line with the prior year actual results and the adopted FY 2012-13 target. The average daily population in the Jail for the first five months of FY 2012-13 was 727. The Jail hit the highest ever monthly average daily population of 746 in November 2012.

It is presumed that one of the reasons the number of assaults are up in the past two years is because there is a larger population and the jail is overcrowded. Space is very limited and some inmates sleep on the floor. These conditions contribute to inmates becoming agitated. The implementation of AB 109 – Public Safety Realignment is one of the main drivers behind the increase in population. Since October 2011, AB 109 has redirected lower level felons and parole violators that previously would have served time in State prison to now serve their time in county jail. As of November 2012, an average of 240 of the inmates in the Jail were serving time under AB 109.

The number of staff assaulted by inmates has fluctuated over the past four years, with 14 staff assaulted in FY 2007-08, two in FY 2008-09, six in FY 2009-10, nine in FY 2010-11 and six in FY 2011-12. For the first five months of FY 2012-13, three staff members have been assaulted by inmates, which appears to be in line with the average number of staff assaults for the last three years. As always, our jail staff is working to keep both inmates and staff safe at all times. It is estimated that the increase in the average population will continue for the rest of the FY 2012-13. Based on this and the current assault rate through November 2012, the FY 2013-14 target is set at an average number of 11 assaults per month.

10. Performance Measure: Overtime as a percentage of the Custody Division's salaries budget.						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
2.1%	1.43%	2.6%	4.3%	2.5%	3.0%	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 maximizing the use of limited resources.

How are we doing? Overtime hours have decreased this fiscal year compared to the prior fiscal year. In FY 2011-12 overtime hours were 13,385. For FY 2012-13, overtime hours are projected to be 11,666 or a decrease of 15% from the previous year. This decrease can be attributed to an increase in Jail staffing which has helped reduce the need for overtime coverage.

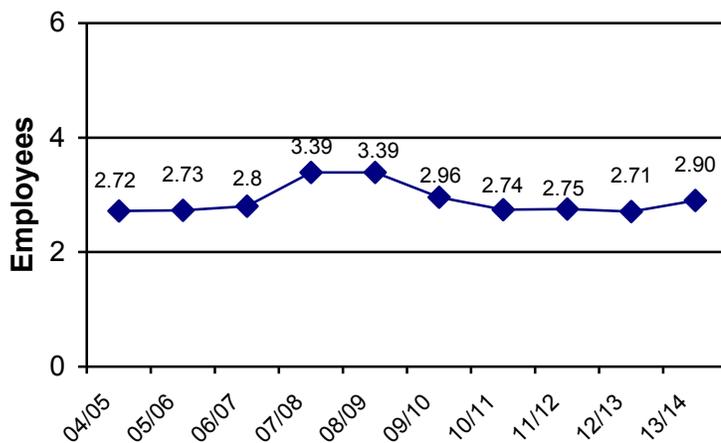
It is anticipated that overtime will continue to go down with the implementation of a scheduling software package that is due to come online by the end of FY 2012-13.

MISSION STATEMENT

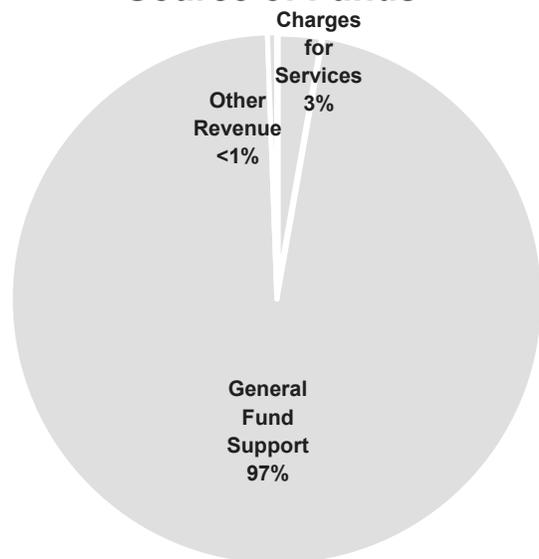
Provide post-closure monitoring and maintenance of the Los Osos Landfill; administration of Countywide National Pollutant Discharge Elimination System (NPDES) programs; and coordination of solid waste programs in the unincorporated areas of the County.

<u>Financial Summary</u>	<u>2012-13 Budget</u>	<u>2012-13 Projected</u>	<u>2013-14 Requested</u>	<u>2013-14 Recommended</u>	<u>Change From 2012-13</u>
Licenses and Permits	\$ 31,609	\$ 17,301	\$ 0	\$ 0	\$ (31,609)
Charges for Current Services	26,036	26,036	26,036	26,036	0
Other Revenues	0	0	3,931	3,931	3,931
Other Financing Sources	232,713	232,713	0	0	(232,713)
**Total Revenue	\$ 290,358	\$ 276,050	\$ 29,967	\$ 29,967	\$ (260,391)
Services and Supplies	890,274	875,966	864,268	910,232	19,958
**Gross Expenditures	\$ 890,274	\$ 875,966	\$ 864,268	\$ 910,232	\$ 19,958
General Fund Support (G.F.S.)	<u>\$ 599,916</u>	<u>\$ 599,916</u>	<u>\$ 834,301</u>	<u>\$ 880,265</u>	<u>\$ 280,349</u>

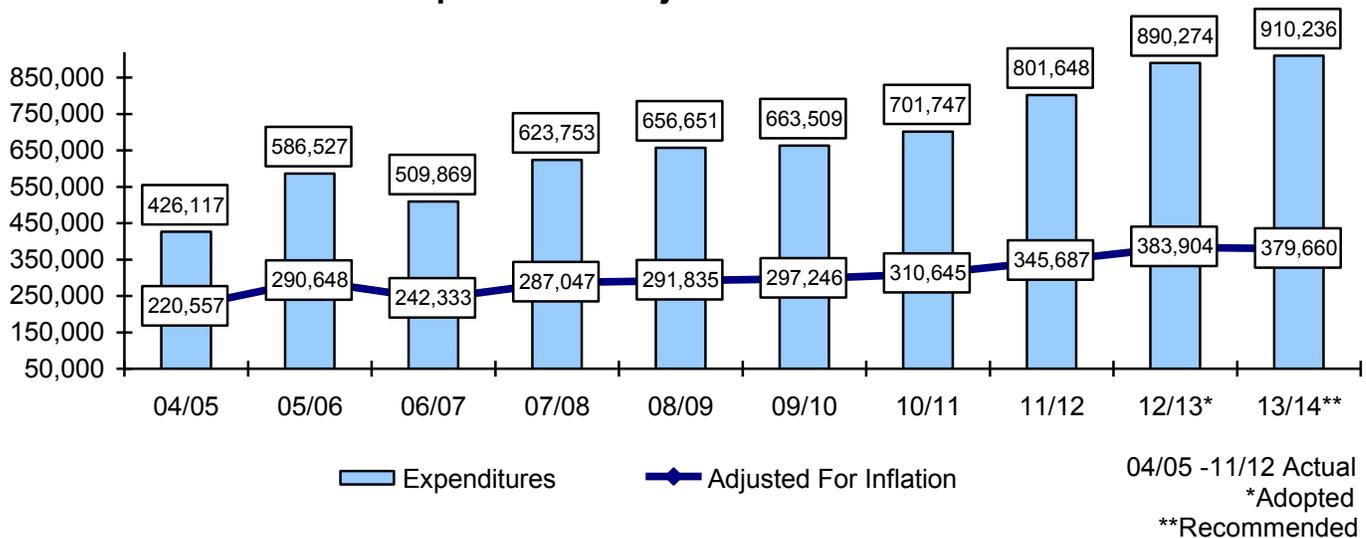
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Waste Management has a total expenditure level of \$910,232 and a total staffing level of 2.90 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: \$387,421 Total Staffing (FTE): 0.86

Solid Waste Coordination

Monitor programs to reduce solid waste and increase recycling in the unincorporated areas of the County. 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: \$32,073 Total Staffing (FTE): 0.21

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 County’s storm water coordinator and provide storm water information to other departments, agencies and the public.

Total Expenditures: \$490,738 Total Staffing (FTE): 1.83

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 2012-13 and some specific objectives for FY 2013-14.

FY 2012-13 Accomplishments

- Successfully shifted administration of programs among existing Public Works staff to more cost effectively deliver services.
- Successfully shifted responsibility for the Construction and Demolition Debris Recycling Program to the Planning and Building Department to more efficiently and cost effectively serve the public.
- Implemented the \$22,000 increased preventative maintenance program on the gas flare at the closed Los Osos Landfill.
- Completed a plan to maintain pathogens in the San Luis Creek and Morro Bay watersheds at safe levels.
- 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, potentially influencing 20,000 County residents.
- 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.
- Broadly promoted the County's fifth annual Countywide Creek Day.
- Continued the "Our Water, Our World" pesticide use reduction program in home and garden retail outlets throughout the County.
- Successfully addressed issues raised during a regulatory audit of the County's Storm Water Management Program.

FY 2013-14 Objectives

- Continue to meet all State and Federal regulatory requirements.
- Continue to work with the franchisee on the renewal of the franchise agreement with Mid-State Solid Waste & Recycling.
- Initiate a three year capital project to improve the quality of groundwater under the closed Los Osos Landfill.
- Continue to implement education programs as required by the new Phase II Storm Water Program permit.
- Conduct surveys as needed to determine the effectiveness of storm water pollution prevention education in accordance with the new Phase II Storm Water Program permit.

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 increase by \$280,349 or 46% as compared to FY 2012-13 adopted levels. The increase in General Fund support is driven primarily by the 89% or \$260,391 decrease in revenue. This decline in revenue is due to 1) transfer of the construction and demolition recycling fee program to the Planning and Building Department in January 2013. Revenue from this program averages approximately \$30,000 a year; and 2) there is no revenue budgeted from the Los Osos Landfill designation. In FY 2012-13, \$232,713 was budgeted to fund three (3) Budget Augmentation Requests (BARs). The fund center’s only revenue is from the annual franchise agreement payment from South County Sanitation District in the amount of \$26,036 and some miscellaneous revenue, \$3,931, from franchise administration.

Overall, service and supply accounts are increasing by \$19,958 or 2%; this increase is associated with the recommend BAR discussed below. Countywide overhead is budgeted to increase overall by \$4,308 or 16%. The decrease is the results of an \$8,652 increase in the department’s countywide overhead when compared to FY 2012-13 levels and a 35% or \$4,343 decrease in ISF overhead charged to the fund center.

A total of two BARs were submitted by Waste Management: 1) the request for an augmentation for the storm water public education is discussed below; and 2) the funding for Phase 1 of the groundwater and treatment (pump and treat) facility at the Los Osos Landfill was approved by the Board of Supervisors on February 26, 2013. Information for this BAR can be found in FC 230 – Capital Projects.

BUDGET AUGMENTATION REQUESTS RECOMMENDED

Unit Amount	Description	Results
Gross: \$45,964 (\$38,500 consultant and \$7,464 staff costs) General Fund Support: \$45,964	Provide funds to 1) hire a consultant to conduct and analyze a target audience survey during FY 2013-14; and 2) add additional staff hours for the Storm Water permit educational requirements.	Compliance with the new Phase II Storm Water Program permit by: 1. Surveying County residents to determine effectiveness of the past education programs and provide a baseline of knowledge for future program efforts; 2. Implementation of required education programs for the general public using Community Based Social Marketing, i.e., that will be communicated via radio, television, web-based social networks, web sites, brochures, and presentations; 3. Avoidance of Notices of Violations and/or fines for not effectively implementing the Storm Water Management General Permit 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.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
68% 4.8 lbs	70% 4.4 lbs	69% 4.6 lbs	69% 4.6lbs	68% 4.4 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? No new recycling or waste reduction programs are expected to be implemented in FY 2013-14; therefore the waste reduction and disposal quantities are expected to remain the same. The State requires a 50% diversion rate. The state average is 65% and 4.4 lbs. per capita. We continue to exceed the State average diversion rate.

Health and Human Services

Contributions to Other Agencies

Health Agency

Behavioral Health

County Medical Services Program

Driving Under the Influence

Emergency Medical Services

Law Enforcement Medical Care

Medical Assistance Program

Public Health

Social Services Administration

CalWORKs

Foster Care

General Assistance

Veterans Services

**Contributions to Other Agencies
Fiscal Year 2013-14 Proposed Budget**

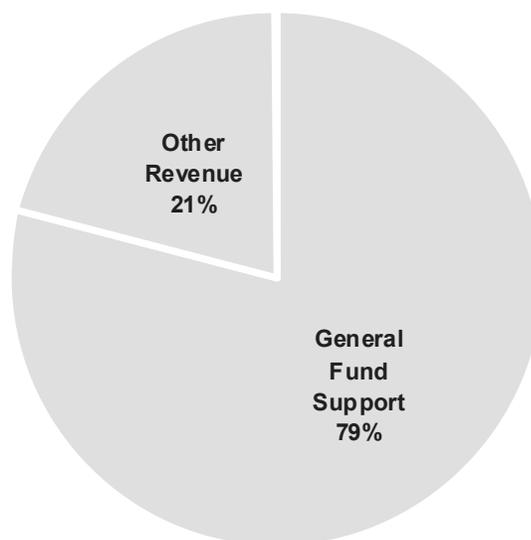
Fund Center 106

PURPOSE

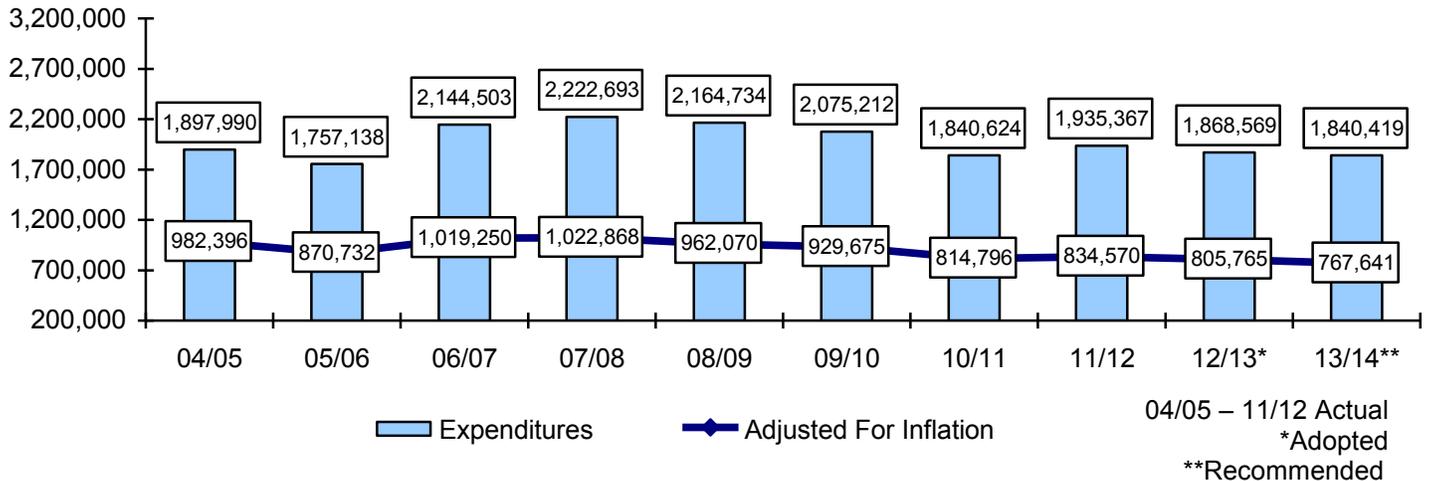
To assist non-profit agencies and organizations by providing financial support for essential services not provided by the County; and to support County recognized advisory committees and councils with their on-going operations.

	2012-13	2012-13	2013-14	2013-14	Change From
<u>Financial Summary</u>	<u>Budget</u>	<u>Projected</u>	<u>Requested</u>	<u>Recommended</u>	<u>2012-13</u>
Other Revenues	\$ 346,500	\$ 346,500	\$ 358,350	\$ 358,350	\$ 11,850
Interfund	36,000	36,000	36,000	36,000	0
**Total Revenue	\$ 382,500	\$ 382,500	\$ 394,350	\$ 394,350	\$ 11,850
Services and Supplies	1,868,569	1,844,242	1,880,419	1,840,419	(28,150)
**Gross Expenditures	\$ 1,868,569	\$ 1,844,242	\$ 1,880,419	\$ 1,840,419	\$ (28,150)
General Fund Support (G.F.S.)	<u>\$ 1,486,069</u>	<u>\$ 1,461,742</u>	<u>\$ 1,486,069</u>	<u>\$ 1,446,069</u>	<u>\$ (40,000)</u>

Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Contributions to Other Agencies has a total expenditure level of \$1,840,419 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: \$129,600 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: \$635,000 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: \$358,350 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: \$717,469 Total Staffing (FTE): 0.00

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The FY 2013-14 recommended level of General Fund support for this Fund Center, at \$1,446,069, is a decrease of \$40,000 or 2% from FY 2012-13 adopted levels. In FY 2011-12 and 2012-13, \$40,000 was budgeted for the marketing of Parks, Golf and Airports. For FY 2013-14, that funding has been reallocated to the Parks and Airports fund centers. The recommended budget provides for \$1,840,419 in grant funds, a decrease of \$28,150 or 1% from FY 2012-13 adopted amounts. The recommended decrease is due to combination of the reallocation of funds noted above and an increase in funding available for preventative health grants. The following is a description, by category, of the recommended funding distribution:

District Community Project Grants: For FY 2013-14, it is recommended that funding for District Community grants remain at FY 2012-13 levels of \$129,600. This funding would again allocate \$25,938 for each supervisorial district and, as in prior years, any District funds remaining from FY 2012-13 will be carried forward to FY 2013-14. The exact amount of funds to be carried over to FY 2013-14 will be determined at the end of FY 2012-13.

District Community Projects	2013-14 Request	2013-14 Recommendation
District 1 Community Projects	\$ 25,938 + carryover	\$ 25,938 + carryover
District 2 Community Projects	\$ 25,938 + carryover	\$ 25,938 + carryover
District 3 Community Projects	\$ 25,938 + carryover	\$ 25,938 + carryover
District 4 Community Projects	\$ 25,938 + carryover	\$ 25,938 + carryover
District 5 Community Projects	\$ 25,938 + carryover	\$ 25,938 + carryover
Total	\$129,600	\$129,600

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 59 project proposals, requesting \$1.6 million in grant funds, 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, a 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 55 proposals with projects for three organizations recommended to be funded with both preventive health and community based organization designated funds.

Funding for Community Based Organization grants are recommended at FY 2012-13 adopted level of \$635,000. The recommended funding will fund 32 projects.

Community Based Organizations	2012-13 Adopted	2013-14 Requested	2013-14 - CBO Recommendation
AIDS Support Network – Housing Assistance Program	15,000	20,000	15,000
Assistance League	5,000	6,000	5,000
Atascadero Loaves & Fishes	15,500	15,500	12,400
Big Brothers Big Sisters	8,000	15,000	8,000
Cal Poly Corporation – Bakari Mentoring Program	20,000	117,019	20,000

**Contributions to Other Agencies
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Community Based Organizations	2012-13 Adopted	2013-14 Requested	2013-14 - CBO Recommendation
Children's Resource Network of Central Coast	3,500	12,500	5,000
Community Action Partnership-Adult Day Services Centers	27,300	27,300	27,300
Community Action Partnership – Adult Wellness & Prevention Program	10,000	15,000	10,000
Court Appointed Special Advocates (CASA)	15,000	19,000	12,000
Five Cities Meals on Wheels	0	8,000	7,000
Food Bank	100,000	100,000	100,000
Literacy Program for San Luis Obispo	0	50,000	10,000
Long Term Care Ombudsman Services	12,000	12,000	12,000
North County Women's Shelter/Resource Center	30,000	30,000	30,000
Partnership for Children – Pediatric Dental Surgical Care	20,000	30,000	30,000
Paso Robles Housing Authority	7,000	7,500	7,300
People's Self Help Housing	15,000	25,000	15,000
SLO Child Abuse Prevention Council (SLOCAP)	5,000	9,000	5,000
SLO Noor Foundation	100,000	150,000	100,000
Senior Legal Services Project (SLO Legal Alternatives)	4,000	4,818	4,000
Senior Nutrition Program	34,300	40,000	40,000
Senior Volunteer Services (RSVP)	12,000	12,000	12,000
Sexual Assault Counseling Program (SARP)	22,500	22,000	22,000
The Link – First Contact/Last Resort Crisis Assistance	3,000	6,000	3,000
Transitional Food and Shelter	20,000	20,000	20,000

**Contributions to Other Agencies
Fiscal Year 2013-14 Proposed Budget**

Fund Center 106

Community Based Organizations	2012-13 Adopted	2013-14 Requested	2013-14 - CBO Recommendation
Transition-Mental Health Association – Growing Grounds Program	15,000	18,000	18,000
Transition-Mental Health Association – North County Drop In Center	10,000	10,000	10,000
Wilshire Community Services – Neighbor Helping Neighbor Program	5,000	5,000	5,000
Women's Shelter Program – Domestic Violence Counseling in Schools Program	11,000	12,000	12,000
Total		\$818,637	\$577,000

Funding for Preventive Health grants is budgeted to increase by \$11,850 or 3% as compared to FY 2012-13 due to an increase expected from Tobacco Settlement funds. The recommended funding of \$358,350 will fund 23 projects.

Preventive Health Grants	2012-13 Adopted	2013-14 Requested	2013-14 - PHG Recommendation
5 Cities Homeless Organization	0	10,000	5,000
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
Cambria Connection	20,000	27,000	20,000
Casa Solana	35,000	35,000	24,450
Coast Unified School District	25,000	72,933	22,500
Community Action Partnership – Forty Wonderful Program	7,500	7,500	7,500
Community Action Partnership – Tattoo Removal Program	5,500	6,500	6,500
Community Action Partnership – SAFE Program South County	0	15,000	15,000
Community Counseling Center	20,000	24,000	24,000
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	76,984	22,500

**Contributions to Other Agencies
Fiscal Year 2013-14 Proposed Budget**

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Preventive Health Grants	2012-13 Adopted	2013-14 Requested	2013-14 - PHG Recommendation
El Camino Homeless Organization	18,000	56,000	20,000
Gatehelp, Inc./Gryphon Place – sober living for men	16,000	20,000	20,000
Jack's Helping Hands, Inc.	5,000	7,000	7,000
Lucia Mar Unified School District (parenting program for teens)	20,000	22,000	22,000
North County Connection	20,000	35,000	20,000
SLO Alano Club	2,000	3,980	2,000
South County Youth Coalition	25,000	85,363	22,500
The Link – SAFE Program North County	0	20,500	15,000
Wilshire Community Services – Caring Callers Program	3,000	4,500	3,000
Wilshire Community Services – Senior Peer Counseling Program	4,000	4,500	4,000
Women's Shelter Program – Victims of Domestic Violence Advocate Program	20,000	23,000	23,000
Total		\$602,160	\$346,350

As noted above, three organizations' projects are recommended to be funded from both Community Based Organization and Preventive Health grant designated funds.

Community Based Organization and Preventive Health Grants	2012-13 Adopted	2013-14 Requested	2013-14 - CBO Recommendation	2013-14 - PHG Recommendation
Alpha Pregnancy and Parenting Support	8,000	10,000	8,000	2,000
Child Development Resource Center of the Central Coast (formerly known as SLO Child Development Center)	30,000	39,296	30,000	5,000
United Way – 211	35,000	40,000	20,000	5,000
Total		\$89,296	\$58,000	\$12,000

**Contributions to Other Agencies
Fiscal Year 2013-14 Proposed Budget**

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Four projects are not recommended for funding.

Not Recommended for Funding	2012-13 Adopted	2013-14 Requested	2013-14 - CBO Recommendation	2013-14 - PHG Recommendation
Captive Hearts	0	30,000	0	0
French Hospital Foundation	5,000	10,300	0	0
Friends of the Charles Paddock Zoo	0	30,000	0	0
YMCA	0	12,000	0	0
Total		\$82,300	\$0	\$0

Other Agency Requests: Overall, funding for the "Other Agency Requests" section of this Fund Center at \$701,666 is a decrease of \$31,386 or 4% from FY 2012-13 adopted levels. Programs funded in this category cover a wide range of programs including services the County is required to contribute to per State or Federal law. When adjusted for these programs and services, the recommended grant funding of \$364,379 is a 10% decrease from FY 2012-13 adopted levels. This is primarily due to the reallocation of funding for marketing to the Parks, Golf and Airports fund centers.

- No new funding is recommended for FY 2013-14.
- The \$40,000 for Central Coast Commission for Senior Citizens – Area Agency on Aging (Triple AAA) is a required match of the Older Americans Act.
- 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 is recommending that the charges to the agencies increase by 5.9% or \$8,614 from \$146,673 in FY 2012-13 to \$155,287 in FY 2013-14. 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 \$325,854. This recommended equates to a \$40,000 or 11% decrease from FY 2012-13 adopted levels. The recommended funding includes \$50,000 for the Uniquely SLO Cluster of the Economic Strategy. After discussions with Parks, Golf and Airports staff, it recommended that the funding (\$40,000) previously approved for marketing of those agencies' programs be reallocated in order for the departments to oversee, develop and carry out their marketing programs. Parks, Golf and Airports will be required to provide the Administrative Office with marketing plans that include measurable results.
- Funding for the San Luis Obispo County Arts Council/ARTS Obispo is recommended to remain at FY 2012-13 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 Tablas Resources Conservation Districts is recommended to remain at FY 2012-13 adopted levels of \$10,000 (each).
- 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.

**Contributions to Other Agencies
Fiscal Year 2013-14 Proposed Budget**

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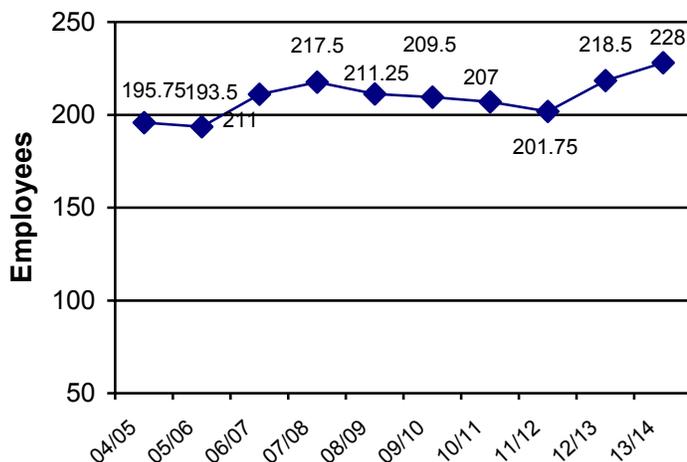
Other Agency Requests	2012-13 Adopted	2013-14 Requested	2013-14 Recommended
Action for Healthy Communities	10,000	10,000	10,000
Central Coast Commission for Senior Citizens- Area Agency on Aging	40,000	40,000	40,000
Coastal San Luis Resources Conservation District	10,000	13,000	10,000
Federal lobbyist	72,000	72,000	72,000
Local Agency Formation Commission (LAFCO)	146,673	152,540	155,287
State lobbyist	60,000	60,000	60,000
San Luis Obispo County Arts Council/Arts Obispo	18,525	20,000	18,525
San Luis Obispo Visitors & Conference Bureau	365,854	365,854	325,854
Upper Salinas-Las Tablas Resources Conservation District	10,000	15,700	10,000
Woods Human Society	0	7,500	0
Total		\$756,594	\$701,666

MISSION STATEMENT

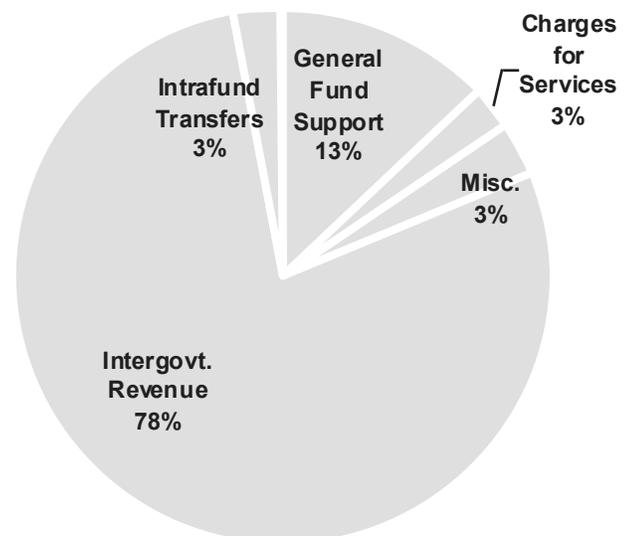
San Luis Obispo County Behavioral Health Department works in collaboration with the community to provide services necessary to improve and maintain the health and safety of individuals and families affected by mental illness and/or substance abuse. Services are designed to assist in the recovery process to achieve the highest quality of life by providing culturally competent, strength based and client and family centered strategies utilizing best practices.

	2012-13	2012-13	2013-14	2013-14	Change From
<u>Financial Summary</u>	<u>Budget</u>	<u>Projected</u>	<u>Requested</u>	<u>Recommended</u>	<u>2012-13</u>
Fines, Forfeitures and Penalties	\$ 75,000	\$ 75,000	\$ 180,000	\$ 180,000	\$ 105,000
Intergovernmental Revenue	38,899,268	39,629,561	40,533,176	40,649,408	1,750,140
Charges for Current Services	1,353,740	1,062,223	1,354,748	1,354,748	1,008
Other Revenues	882,643	884,420	911,493	911,493	28,850
Other Financing Sources	0	10,000	0	0	0
Interfund	<u>523,015</u>	<u>554,029</u>	<u>380,978</u>	<u>380,978</u>	<u>(142,037)</u>
**Total Revenue	\$ 41,733,666	\$ 42,215,233	\$ 43,360,395	\$ 43,476,627	\$ 1,742,961
Salary and Benefits	24,555,305	24,363,378	25,861,234	25,871,167	1,315,862
Services and Supplies	24,728,329	25,455,672	25,651,912	25,722,875	994,546
Other Charges	512,159	569,159	868,816	868,816	356,657
Fixed Assets	<u>0</u>	<u>38,000</u>	<u>0</u>	<u>0</u>	<u>0</u>
**Gross Expenditures	\$ 49,795,793	\$ 50,426,209	\$ 52,381,962	\$ 52,462,858	\$ 2,667,065
Less Intrafund Transfers	<u>1,613,166</u>	<u>1,826,694</u>	<u>2,108,189</u>	<u>2,190,370</u>	<u>577,204</u>
**Net Expenditures	\$ 48,182,627	\$ 48,599,515	\$ 50,273,773	\$ 50,272,488	\$ 2,089,861
General Fund Support (G.F.S.)	<u>\$ 6,448,961</u>	<u>\$ 6,384,282</u>	<u>\$ 6,913,378</u>	<u>\$ 6,795,861</u>	<u>\$ 346,900</u>

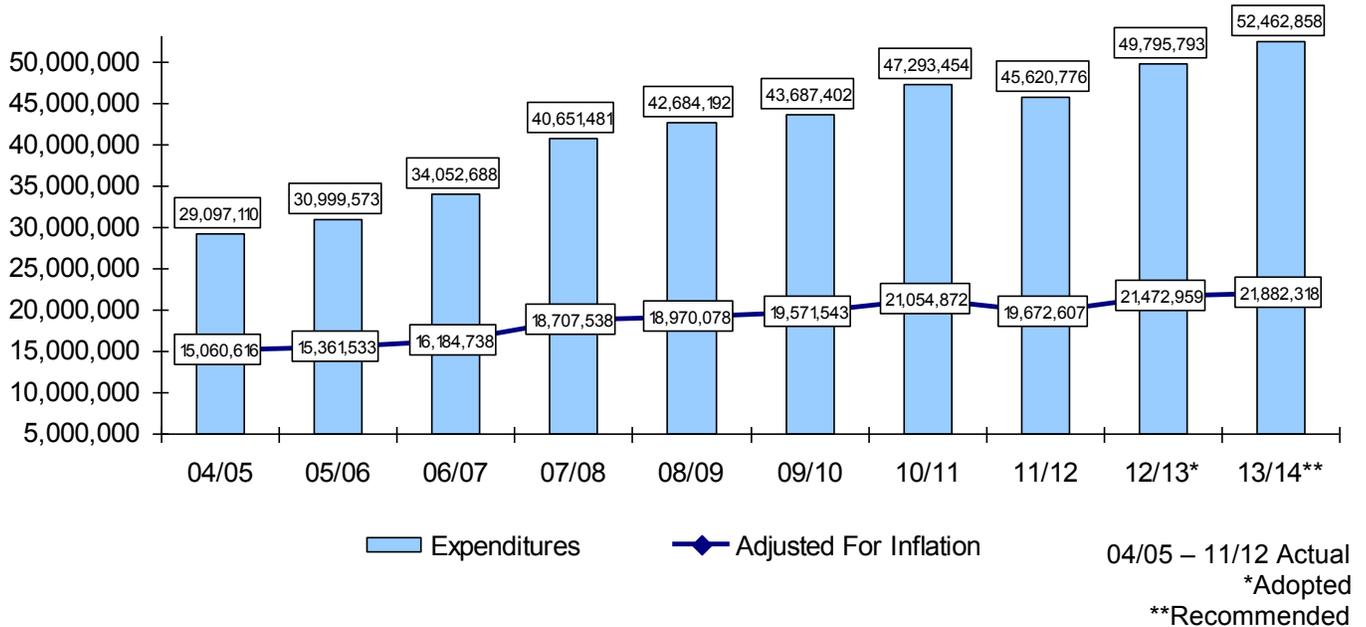
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Behavioral Health has a total expenditure level of \$52,462,858 and a total staffing level of 228.00 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: \$31,061,930 Total Staffing (FTE): 122.25

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: \$8,204,163 Total Staffing (FTE): 56.25

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: \$13,196,765 Total Staffing (FTE): 49.50

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, substance use 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 (1991 and 2011 "Realignment" legislation), client fees, and State and Federal grants. The State budget development process and related legislation greatly influences the Department's finances and operations. Since 1991, the County's share of Medi-Cal Specialty Mental Health was funded with dedicated mix of vehicle license fees and sales tax dollars. Effective October 1, 2011, those revenues were shifted to other social services programs and replaced with a portion of 2011 Realignment sales tax receipts. In the same legislative act, the State realigned to the counties the responsibilities and funding for what had been the State share of cost for the provision of mental health services to youth (under the Early and Periodic Screening, Diagnosis and Treatment—or EPSDT—program), Mental Health Medi-Cal Managed Care, Dependency Drug Court, Drug Medi-Cal, and other drug and alcohol services. One hundred percent of the non-federal share of the cost of these services must now be funded by the County with the same sales tax initiative, constitutionally guaranteed via passage of Proposition 30.

The FY 2013-14 Budget includes the effects of Assembly Bill 1297 which enables counties to certify public expenditures and claim Federal Medicaid (Medi-Cal) based on actual cost. The Federal financial participation equates to fifty percent of the cost certified and claimed. The budget also reflects a slight increase in Mental Health Services Act special revenue funds to continue to provide access to underserved populations and provided a focus on wellness and recovery by developing a more educated workforce.

Because California government—both State and local—continues to be in a fiscal crisis, the department continues to seek and implement improvements to gain efficiencies in order to conserve resources and continue providing uninterrupted service to this community. The department has, over the last several fiscal years, tried to sustain service levels with fewer resources. Great strides have been made in rethinking and restructuring how these much 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 includes increased pension and worker's compensation costs, which account for a majority of the increase in the General Fund requirement.

FY 2012-13 Accomplishments

- Completed and implemented the billing and client data phases of the Electronic Health Record software project for outpatient services.
- Managed the reduction in MHSA Prevention and Early Intervention funding by meeting with community partners, schools and other stakeholders to effectively reduce programming while maintaining a community presence.
- Increased 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".
- Transitioned after hour telephone calls from the inpatient unit to SLO Hotline.

FY 2013-14 Objectives

- Complete the implementation of the Electronic Health Record for the Psychiatric Health Facility.
- Increased school-based Prevention and Early Intervention (PEI) sites by offering contracted PEI programs to local middle and high schools and districts.
- Complete the SLO construction project in 2013 creating 8 new affordable studio units available for our clients and a new Wellness Center facility.
- Introduce Drug Medi-Cal services on school campuses by adding one additional clinic site and/or one satellite location within the school year.

- The Adult Treatment Court Collaborative grant screened 102 individuals and accepted 51 individuals with severe mental illness and severe substance use disorders in an intensive outpatient structured treatment program.
- Exceeded federal grant goal by serving 62 children affected by methamphetamine with family services, behavioral health therapy and intensive case management.
- Awarded Office of Traffic Safety Grant in partnership with Public Health to expand school-based program regarding prevention of distracted driving and youth development.
- Drug and Alcohol Services was awarded one of ten national grants to expand the Family Drug Court which included residential treatment services for women with children in San Luis Obispo County.
- Continued to participate 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.
- Opened Paso Robles Behavioral Health Satellite outpatient clinic providing both mental health and drug and alcohol services.
- Launched first Drug Medi-Cal campus clinic by assisting the County Office of Education's Sober School program.
- Obtain new grant funding to address distracted driving, underage drinking, and/or suicide prevention.
- Successfully transition children with Health Families into EPSDT services.
- Collaborate with Department of Social Services in implementing new services for Katie A clients.
- 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 the Affordable Care Act on the local level.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The recommended budget reflects an increase in revenues of approximately \$1.7 million or 4%, an increase in total expenditures of more than \$2.6 million or 5% and an increase in General Fund support of \$346,900 or 5% compared to the FY 2012-13 Adopted Budget. Several mid-year adjustments were approved by the Board in FY 2012-13, resulting in an increase of more than \$2.56 million in revenue and expenditures. These changes had no impact to the General Fund. These adjustments include the Board's approval of the updated Mental Health Services Act (MHSA) plan (adding \$759,378), the AB 109 Plan update (adding \$716,363), an increase in the Kinship contract (adding \$237,984), an increase in the Family Care Network contract (adding \$241,150) and other smaller adjustments. Compared to this adjusted FY 2012-13 budget, revenues are decreasing by \$817,945 (2%) and expenditures are decreasing \$471,050 (<1%).

It is important to note that there are two programs that will likely result in significant changes to the Behavioral Health budget but have not been included in the recommended budget because the impacts are not fully known. The first is the transition of Healthy Families clients to Medi-Cal and the potential expansion of mental health services required to serve this population. The second is a settlement of a suit filed seeking to improve the provision of mental health and supportive services for children and youth in, or at imminent risk of placement in, foster care in California. This is being referred to as the Katie A. settlement. This may expand the mental health services these youth are entitled to but the details of the settlement implementation are still being worked out.

There is additional Early Periodic Screening Diagnosis and Treatment (EPSDT) funding available for this population but it is unknown at this time if the allocation will be sufficient to offset the County's costs in delivering the services. Behavioral Health is coordinating with the Department of Social Services to determine the potential costs and resource needs to address these two programs. Staff will be bringing an item to the Board mid-year FY 2013-14 to provide more details on the impacts and request approval of a budget adjustment to increase revenue and appropriation as required.

Several revenue accounts are increasing and decreasing at various levels compared to the FY 2012-13 Adopted Budget. The most notable variances include:

- An overall increase of \$556,746 (5%) in MHSA funding. The total amount budgeted for MHSA is more than \$10.5 million and reflects the funding level for the five components of this program based on plans currently in effect.
- A \$463,977 (71%) increase in AB 109 Public Safety revenue to fund increased Drug and Alcohol Services treatment capacity in the Collaborative Re-entry Services program,
- An increase of \$408,639 (11%) in EPSDT revenue due to a change in the State's allocation methodology plus an expansion of services to Medi-Cal eligible youth,
- An increase of \$287,841 (6%) in Drug Medi-Cal revenue for the Aegis detox and the Sober Schools programs, and
- A decrease of \$225,693 (4%) in Realignment revenue from sales tax based on FY 2012-13 actual receipts.

The more than \$2.0 million increase in expenditures compared to the FY 2012-13 Adopted Budget reflects a more than \$1.3 million or 5% increase in the salary and benefits accounts combined with a \$994,546 or 4% increase in services and supplies and a \$356,657 or 69% in Other Charges. The increase in the salary and benefit accounts is primarily a result of the addition of 10.00 FTE mid-year FY 2012-13. In the first half of FY 2012-13, the Board approved the addition of the following positions, which accounts for approximately \$819,000 of the increase in expense, as follows:

- 4.00 FTE Mental Health Therapist positions - one funded by the Paso Robles School District for mental health services to students, 2.50 FTE added as part of the MHSA plan update, and 0.5 FTE added to staffing at the Psychiatric Health Facility (reducing expenditures and reliance on temporary help);
- 4.00 FTE Drug and Alcohol Specialists – 3.00 FTE for the AB 109 offender treatment services as described above and 1.00 FTE for the Office of Traffic Safety grant;
- 1.00 FTE Administrative Services Officer funded with AB 109 Realignment funds; and
- 0.50 FTE Drug and Alcohol Worker I supported by the Family Drug Court grant.

Other factors influencing the increase in the salary and benefits accounts include a significant increase in worker's comp charges and an increase in the pension rate. Expenditures for temporary help are recommended to decrease by \$158,368 (13%), which helps reduce the overall increase in salary and benefit costs.

Most services and supplies accounts are increasing or decreasing at various levels. The most notable variances include:

- a net increase of approximately \$297,000 in mental health residential housing expenses for Institutes for Mental Disease and Board and Care facilities,
- an increase of \$127,514 or 450% in Maintenance for Software due to the inadvertent omission of the the maintenance fee for the Behavioral Health Electronic Health Records (BHEHR) system in the FY 2012-13 Adopted Budget,
- a net increase of approximately \$133,000 in charges for staff time for ongoing maintenance of the BHERH system, and
- a decrease of \$109,925 or 8% for Countywide Overhead.

Expenditures in the Other Charges accounts are increasing \$356,657 or 69% compared to the FY 2012-13 Adopted Budget. This is primarily due to the \$287,841 (6%) increase in expense for the Aegis detox and the Sober Schools programs funded by Drug Medi-Cal. Also included is a new expense of \$49,416 to fund a Court Clerk for the new Family Drug Court program.

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 2013-14 recommended budget for Behavioral Health:

- The elimination of 0.50 FTE vacant Medical Records Technician for a General Fund savings of \$37,313,
- A \$30,000 reduction in the agreement with Transitions Mental Health Association (TMHA) for social rehabilitation services, and
- Salary savings of \$126,306 for department staff taking Voluntary Time Off.

There are expected to be service level impacts resulting from the reduction to the TMHA contract. The result of this reduction is that three Center Support Aides working in the socialization programs will be eliminated, thus reducing the number of days the centers in San Luis Obispo, Atascadero and Arroyo Grande are open, from five days per week to four days per week. The amount of socialization clients will receive is reduced due to these closures, which reduce the number of clients that are sufficiently prepared to be employed. Service level impacts from the other two cost saving measures are expected to be negligible.

Changes recommended in the Behavioral Health Position Allocation List (PAL) for FY 2013-14 result in no net change in total FTE. There are two PAL changes included in the recommended budget that will not have an impact on staffing levels: allocate a Mental Health Therapist II at the top level of this career series, consistent with common County practice, and convert two 0.50 FTE Mental Health Therapists to one full time Mental Health Therapist. In addition there is the elimination of the 0.50 FTE Medical Records Tech noted above as well as the addition of a 0.50 FTE Mental Health Therapist IV to provide services to veterans, as described below.

BUDGET AUGMENTATION REQUESTS RECOMMENDED

Unit Amount	Description	Results
Gross Requested: \$53,711 Mental Health Services Act: \$53,711	Convert one 0.50 FTE Mental Health Therapist IV (funded with Mental Health Services Act money) to a full time position to increase treatment support to local veterans.	Double the existing results for outreach, assessment and referral services for veterans: <ul style="list-style-type: none"> • Contact a total of 102 veterans through outreach efforts. • Assess a total of 70 veterans to determine referral needs • Provide mental health therapy to 34 veterans.

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: <input checked="" type="checkbox"/> Safe <input checked="" type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input type="checkbox"/> Well-Governed Community						
1. Performance Measure: Rate of Client Satisfaction with County Mental Health Services.						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
92%	89%	91%	N/A	89%	89%	89%
What: Centers for Medicare and Medicaid Services (CMS) require the State to provide client satisfaction surveys to Medi-Cal beneficiaries. A State provided survey is given to all clients receiving mental health services during one-week periods historically in November and May of each fiscal year. The indicators for the client satisfaction surveys are Access to Service, Cultural Sensitivity, and 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? The November 2011 and May 2012 Statewide surveys were cancelled by the State pending a review of their survey requirements; therefore there are no results available to report for FY 2011-12. The most recent Statewide Client Satisfaction Survey was administered during August 20–24, 2012, but results will not be released until January, 2013. We expect to meet our FY 2012-13 Adopted goal of 89%. Other comparable county results are not published by the State and are thus unavailable for comparison purposes.

2. Performance Measure: Day Treatment Days Provided to Youth in Out-of-County Group Home Facilities.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
2,692	2,212	2,937	1,588*	2,200	1,940	2,340

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 reported for FY 2011-12 totaled 1,588. The average clients placed in RCL 14 group homes dropped from a high of 11 at the beginning of FY 2011-12 to a low of 7 at the end of FY 2011-12. The decrease was due in part based on an effort to move clients to lower levels of care such as moving the client back home and providing wrap around services or finding a foster home for the client.

By the end of September 2012, 5 clients remained in group homes and were receiving day treatment. During October and November 2012, two additional clients were placed in group homes receiving day treatment services. Based on the November census, the projection for FY 2012-13 is 1,940 day treatment days, which is slightly below the FY 2012-13 Adopted target level of 2,200. In addition, the FY 2013-14 Target is 2,340 (9 clients times 260 treatment days). While this FY 2013-14 target is higher than the projection for the current year, it is more in line with historical averages.

A report by APS Healthcare, California's External Quality Review Organization (EQRO), found that for calendar year 2011, San Luis Obispo County provided day treatment services to 0.06% of its Medi-Cal eligible youth population compared to 0.04% for all medium sized counties and 0.07% for all counties statewide.

* The FY 2011-12 actual results were updated to include an additional youth utilizing group home services bringing the number of treatment days to 1,588 from a previously reported 1,501 result.

3. Performance Measure: Net Mental Health Services Act (MHSA) operating cost per unduplicated full service partnership enrollee.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
\$15,711	\$10,319	\$12,140	\$13,940	\$12,500	\$13,050	\$13,200

What: The Community Services and Support component of the Mental Health Services Act (MHSA) includes full service partnership (FSP) programs that are designed to provide intensive and essential support to clients. Clients participating in FSP programs experience severe mental illness and need additional support to meet their basic living requirements. MHSA FSP incorporates the Recovery Vision principle which ensures that clients receive resources and services to make sure their basic living needs are met. To accomplish this, funds can be used for food, shelter, medical, and transportation when all other payment resources have been exhausted. By meeting the clients' basic needs, it helps clients in the acceptance of mental health services, moving toward a faster recovery. The cost per FSP enrollee is determined by taking the net amount of FSP dollars used in client services, deducted by any reimbursements from Medi-Cal and Early Periodic, Screening, Diagnosis & Treatment (EPSDT), and then divided by the number of unduplicated clients served.

Why: This measure was intended to be used to monitor the amount spent per FSP enrollee and to compare to other counties. Unfortunately, the comparable data has not been available from other counties or the State.

How are we doing? In FY 2011-12, the net MHSA operating cost per FSP enrollee was \$13,940 (\$2,927,483 cost divided by 210 clients served). For FY 2012-13 we expect the cost per FSP client to decrease from the FY 2011-12 actual amount, resulting from an expected increase in the number of clients from new FSP programs started in FY 2012-13 added to existing staff caseloads.

Comparison performance outcome data is not available from the State yet. The State has contracted with the University of California, Los Angeles to look at the cost per FSP client to make comparisons. However, the method in determining the cost per FSP client varies county to county, so it may be difficult to draw any substantial or meaningful conclusions.

(Data Source: Mental Health Services Act System and Enterprise Financial System)

4. Performance Measure: Average Annual Cost of Services per Unduplicated Medi-Cal Client.						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
\$5,969	\$5,073	\$5,033	\$4,852*	\$5,060	\$5,150	\$5,220
<p>What: This measure calculates the annual cost of Medi-Cal services divided by annual Medi-Cal clients served based on Medi-Cal approved claims.</p> <p>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.</p> <p>How are we doing? The average cost per youth client in FY 2011-12 was \$6,726 (\$10,479,257/1,558 clients), while the restated average cost per adult client was \$3,416 (\$6,945,005/2,033 clients). The higher cost per youth client versus adult reflects San Luis Obispo 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. For FY 2012-13 we expect the cost per Medi-Cal client served will be \$5,150 (\$18,494,000/3,591 clients).</p> <p>1) The percent of Medi-Cal eligible individuals in the county who actually receive services is referred to as the penetration rate. For calendar year 2010, the last available California External Quality Review Organization (EQRO) report shows San Luis Obispo County's penetration rate was 8.64%, versus 5.80% for other medium size counties and 6.15% for all counties statewide.</p> <p>2) San Luis Obispo County sees more age 6-17 clients as a percentage of the total population in this age group than other counties. For 2010, EQRO reports San Luis Obispo County's penetration rate for children ages 6-17 was 11.02%, 60% higher than the average for other medium size counties at 6.88% and 42% more than the statewide county average of 7.75%.</p> <p>* In FY 2011-12 the reported cost per Medi-Cal client served was \$4,346. However, we later found services that were entered late, which resulted in a restated actual cost for FY 2011-12 of \$4,852 per Medi-Cal client served. This measure reflects the updated rate.</p>						
5. Performance Measure: Percentage of Readmission to the Psychiatric Health Facility (PHF) Within 30 Days of Discharge.						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
9%	11%	11%	9.4%	11%	9.3%	10%
<p>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.</p> <p>Why: Low readmission rates indicate that clients are being adequately stabilized prior to discharge.</p> <p>How are we doing? For FY 2011-12, the client readmission rate within 30 days of discharge to the PHF was 9.4% (112 readmissions / 1,186 admits), which reflects a steady stabilization of the rate over the past several months. For FY 2012-13 we expect this stabilization to continue, resulting in a projected rate of 9.3% (112 readmissions / 1,199 admits).</p> <p>As a comparator, Sacramento County experienced a readmission rate of 10% to 18% in previous years and reports that their rate increased due to the poor economy and decreases in outpatient services. Santa Barbara reported the readmission rate for their PHF at 10% in FY 2011-12</p>						
<p>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.</p> <p>Communitywide Result Link: <input type="checkbox"/> Safe <input checked="" type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input type="checkbox"/> Well-Governed Community</p>						
6. Performance Measure: Percentage of clients who report reduced or eliminated drug and/or alcohol use upon discharge from Drug and Alcohol Services (DAS) treatment.						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
85%	88%	86%	87%	86%	86%	86%
<p>What: Decreased or eliminated drug and alcohol use demonstrates the impact of treatment and its subsequent effect on behavior.</p> <p>Why: Successful recovery involves positive lifestyle changes.</p>						

How are we doing? In the first quarter of FY 2012-13, 204 clients were discharged from treatment services. Of those, 173 showed reduced or abstinence from drugs and/or alcohol use for a success rate of 85%. Treatment staff is asked to determine the sobriety status of their clients at discharge and enter that information into the California Outcome Measurement System (CalOMS). That determination is based on both client input and their own professional opinion regarding the client's progress.

For comparison, the average rate of reported reduction in drug/alcohol use upon discharge from treatment for all California counties during the first quarter of FY 2012-13 was 80%, which represents 16,076 out of 19,989 discharged 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".

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
90%	94%	92%	91%	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 93 treatment clients surveyed in the first quarter of FY 2012-13, 74 surveys were returned for a return rate of 80%. Of those returned surveys, 91% indicated overall high satisfaction (Very Satisfied or Extremely Satisfied rating) with the treatment program and their experience at Drug & Alcohol Services. While the survey includes 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. Because satisfaction rates are not part of any statewide 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.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
15%	11%	10%	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 2012-13, an estimated 4,000 county residents or 1.5% (4,000 out of 269,337) were reached through a variety of activities and campaigns including countywide information, education and interventions provided by the Department's Prevention Services. Historically the numbers of county residents reached by prevention campaigns and activities increases after the summer months, so the goal of 10% should be reached by the end of the fiscal year.

The State instituted the CalOMS data measurement system for County prevention providers in 2008. Based on that system, the number of individuals reached in FY 2011-12 by all California county substance abuse prevention efforts statewide was 1.5%. SLO County has made prevention a priority and has allocated proportionally more funding toward prevention than many other counties. The County has also been successful in obtaining prevention grants to increase efforts.

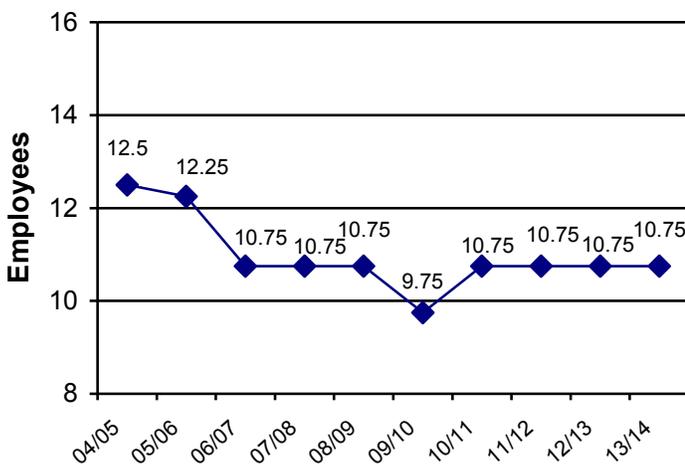
(Data Source: California Outcomes Measurement System -- Prevention)

MISSION STATEMENT

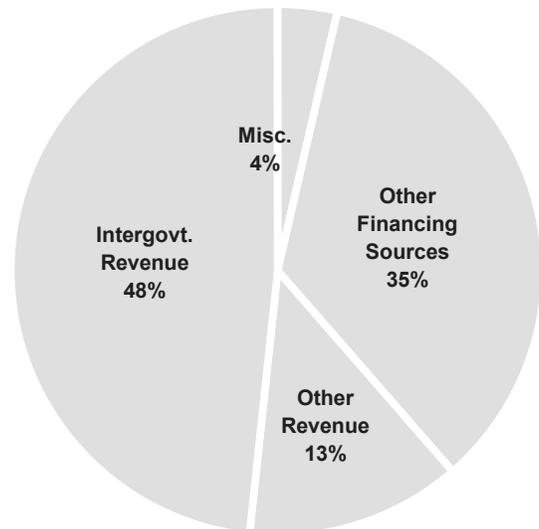
The County Medical Services Program (CMSP) is part of the Health Agency's Health Care Services Division, which determines eligibility, and provides utilization review and accounting services to ensure proper access to health care for the medically indigent.

	2012-13 <u>Budget</u>	2012-13 <u>Projected</u>	2013-14 <u>Requested</u>	2013-14 <u>Recommended</u>	Change from 2012-13
Financial Summary					
Revenue from Use of Money & Property	\$ 5,000	\$ 5,000	\$ 4,000	\$ 4,000	\$ (1,000)
Intergovernmental Revenue	2,489,524	2,489,524	2,488,672	2,488,672	(852)
Other Revenues	669,900	669,900	692,810	692,810	22,910
Other Financing Sources	1,814,405	1,814,405	1,800,544	1,797,902	(16,503)
Interfund	<u>117,148</u>	<u>117,148</u>	<u>118,712</u>	<u>118,712</u>	<u>1,564</u>
Total Revenue	\$ 5,095,977	\$ 5,095,977	\$ 5,104,738	\$ 5,102,096	\$ 6,119
Fund Balance Available	\$ 0	\$ 0	\$ 70,000	\$ 70,000	\$ 70,000
Cancelled Reserves	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Financing Sources	\$ 5,095,977	\$ 5,095,977	\$ 5,174,738	\$ 5,172,096	\$ 76,119
Salary and Benefits	\$ 985,650	\$ 985,650	\$ 979,557	\$ 976,915	\$ (8,735)
Services and Supplies	4,110,327	4,998,831	4,195,181	4,195,181	84,854
Other Charges	0	0	0	0	0
Fixed Assets	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Gross Expenditures	\$ 5,095,977	\$ 5,984,481	\$ 5,174,738	\$ 5,172,096	\$ 76,119
Contingencies	0	0	0	0	0
New Reserves	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Financing Requirements	\$ 5,095,977	\$ 5,984,481	\$ 5,174,738	\$ 5,172,096	\$ 76,119

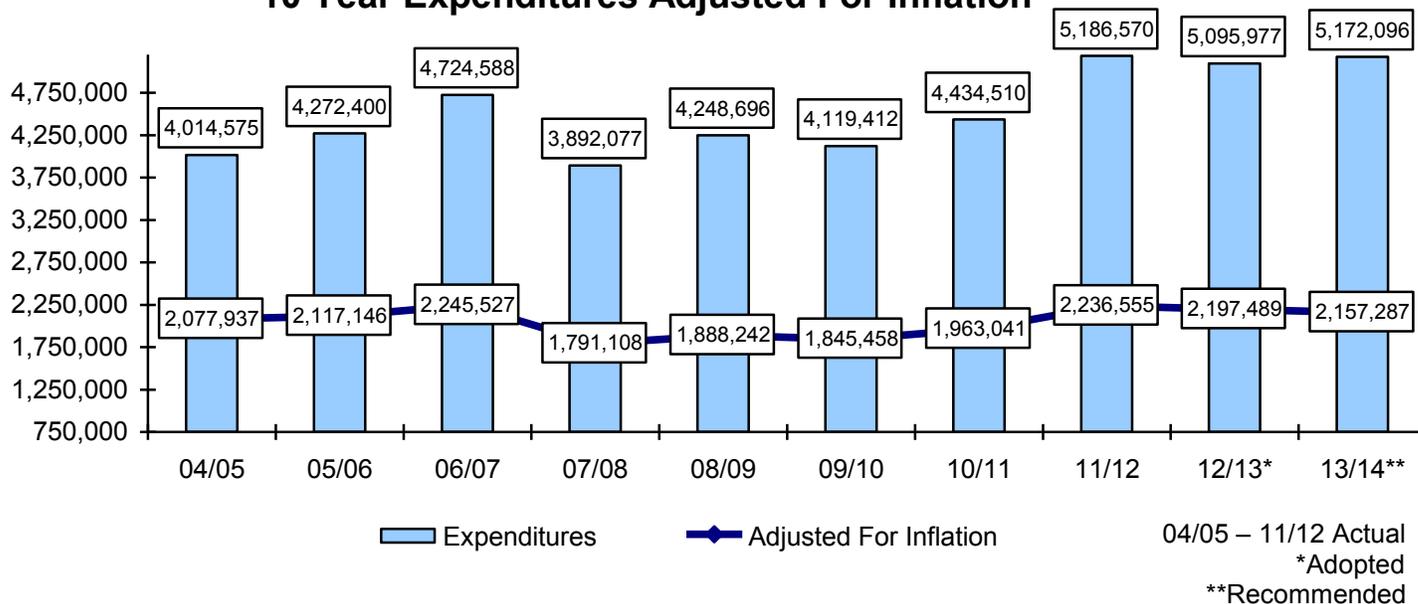
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

The County Medical Services Program has a total expenditure level of \$5,172,096 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: \$4,437,098 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: \$734,998 Total Staffing (FTE): 0.25

Department Comments

County Medical Services Program (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 utilization review for requested specialty diagnostic testing and treatment.

CMSP processed 7,643 applications and enrolled a total of 3,245 individuals in calendar year 2012. Since CMSP grants eligibility for periods as short as 30 days and as long as 90 days, many of the nearly 8000 applications represent enrollees re-applying at the end of their eligibility period. In addition, CMSP qualified (as eligible) another 504 individuals who have pending applications with Medi-Cal based on disability. The increase of 80 enrolled clients from 2011 (3,165), and the 504 "Qualified" applicants amounts to an 18.5% increase in workload.

The program managed this increase in enrollment through the use of temporary help and student interns for front office coverage, eligibility processing and utilization review. The hiring of the temp/student employees was possible fiscally due to vacancies in the accounting office of CMSP. However timely payment of provider invoices has suffered and efforts are in place to fill a full-time senior account clerk vacancy. Also, ongoing diligent utilization review has enabled medical costs to stay static.

Federal health care reform has significant implications for the County Medical Services Program (CMSP). Beginning January 2014, under the Affordable Care Act (ACA), the vast majority of the CMSP population will have alternate coverage – either through the Medi-Cal expansion for low-income childless adults or through mandated purchase of health insurance in the state’s Health Benefits Exchange (known as “Covered California”). Much of the coming year will be spent planning and implementing the transition of the CMSP clients into the new health care options available. In addition, the Health Agency will continue efforts to smoothly transition CMSP Eligibility Technicians to Employment Resource Specialists at the County Department of Social Services (DSS). Other staff will be absorbed within other positions within the Health Agency and/or County where possible. Considerable collaboration has already begun and will continue through fiscal year 2013-14 on the many health care system transitions looming under the ACA. A large group of stakeholders comprised of DSS, CenCal Health, Community Health Centers of the Central Coast, the San Luis Obispo County Medical Association, elected officials, health assistance navigators, private providers, and hospitals will continue to convene to address the needs of the existing and newly covered residents.

FY 2012-13 Accomplishments

- Standardized enrollment terms yielding consistency among eligibility technicians and their clients.
- Kept up with the influx of applications with an increase of over 500 from the previous year for CMSP services.
- Worked closely with CMSP staff to keep them updated on the Affordable Care Act, along with any new developments on the transition of CMSP.
- Established the Affordable Care Act (ACA) Planning Group of local health care stakeholders to coordinate planning efforts for implementation of state and federal health care reforms

FY 2013-14 Objectives

- Continue planning for the transition of CMSP to the Affordable Care Act (ACA).
- In collaboration with DSS develop a work plan for the transition of CMSP clients to Medi-Cal or Health Benefits Exchange.
- Work closely with CMSP staff to keep communication open and information forthcoming about the upcoming changes for the transition of CMSP in the next year.
- Continue to work on claims payments to hospitals and providers that will comply with contract specifications to pay claims within 45 days.

COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

Total financing sources and expenditures for the County Medical Services Program are recommended to increase \$76,119 or 1% compared to the FY 2012-13 Adopted Budget. 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 decreasing slightly (\$16,503 or less than 1%) due to minor salary savings.

The department noted above that the implementation of the Affordable Care Act (ACA) is expected to occur during FY 2013-14 and will have significant implications for CMSP. However, given the many unknowns associated with the timing and approach to ACA implementation and the associated benefits to, or impacts on the County, this recommended budget assumes the status quo as described below. However, the County should see a significant decrease in expenditures for indigent health care once the majority of CMSP patients obtain health insurance coverage, as early as January 1, 2014. The exact amount is unknown and potential reductions to State funding for indigent health care through the 1991 Realignment is also unknown.

**County Medical Services Program (CMSP)
Fiscal Year 2013-14 Proposed Budget**

Fund Center 350

The County may continue to be legally responsible to provide health care for a residual indigent population that cannot obtain coverage under Medi-Cal or Health Benefits Exchange (aka “Covered California”). The County may be required to continue providing health care to certain segments of the low income population including legal residents that have been in the United States less than 5 years (green card holders), citizens who cannot enroll in a plan under Covered California because there is no “affordable” plan available (and have obtained a waiver from the State for the requirement to purchase health insurance), and those who may be eligible for a subsidized insurance plan under Covered California but missed the open enrollment period. Our current estimate is that this residual population may range from 500 – 650, significantly less than the more than 3,200 clients currently served.

Highlights of the status quo budget:

The primary funding source for this budget is State 1991 Realignment revenue from Vehicle License Fees (VLF), which is budgeted to remain flat based on actual revenue receipts in the first half of FY 2012-13. 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 increasing \$22,910 or 3% based on actual revenue received in FY 2011-12. (The revenue for FY 2012-13 will not be received until April 2013.)

There is also a Fund Balance Available of \$70,000 that will be used to balance the budget and reduce the impact on the General Fund. This money is from donations made years ago to General Hospital.

The increase in overall expenditures is due to an increase in the services and supplies accounts. The most significant increase is a \$90,319 or 2% increase in the Professional Services account. Expenditures in this account are for medical payments to hospitals, physicians, ambulance providers, etc. Total costs paid to hospitals are increasing by almost \$142,000 (7%) due to fewer patients are able to pay a share of the rate (co-pay) coupled with an increase in hospital utilization. Total costs for other medical providers, however, are budgeted to decrease by approximately \$69,000 (6%). Expenditures for ambulance and transport service providers are increasing by almost \$16,000 due to an increase in actual costs occurring in the current fiscal year.

Other significant variances in the services and supplies accounts include a \$22,681 (3%) increase in the amount of Tobacco Settlement funds passed on to hospitals and physicians due to the increase in this revenue source and a decrease of \$20,193 (21%) in the Countywide Overhead charge. Other accounts are increasing or decreasing in smaller amounts.

Recommended expenditures in the salary and benefit accounts are decreasing minimally (by \$8,735 or less than 1%) reflecting salary savings from Voluntary Time Off and replacement of an accounting support position with one at a lower level. The recommended budget includes one change to the Position Allocation List, to allocate all Eligibility Technician positions to the III level, the highest level in the career series. This is consistent with common practice in the County to allocate classifications in a career series to the highest level, allowing departments the flexibility to hire employees at the appropriate level and make changes as circumstances warrant.

Service levels are expected to remain unchanged compared to FY 2012-13.

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: <input type="checkbox"/> Safe <input checked="" type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input type="checkbox"/> Well-Governed Community						
1. Performance Measure: Percentage of clients rating CMSP's overall performance as Very Satisfied or Extremely Satisfied.						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
84%	55%	80%	78%	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 provided as part of the application package and is submitted at the client's convenience.

WHY: Because the CMSP is committed to providing high quality service, client satisfaction is one such indicator and contributes to program quality and improvement. The client satisfaction survey is conducted on an ongoing basis and allows clients to select their level of satisfaction: Extremely Satisfied, Very Satisfied, Satisfied, Unsatisfied, and Very Unsatisfied.

How are we doing? CMSP has experienced staff turnover and vacancies in the first four months of FY 2012-13, which has reduced client satisfaction while demand for CMSP services continues to rise. Both longer client wait times during the normal application process, as well as additional time devoted to processing MediCal pending applications (a new policy), are contributing factors in the decline in client satisfaction. During the first four months of FY 2012-13, 2,494 applications were processed, and 210 Client Satisfaction Surveys were completed and returned for a return rate of 8.4%, and of these 73% or (153) clients rated their overall experience with CMSP as Extremely or Very Satisfied, indicating a 5% decline in overall satisfaction rate from last year. Although we see a slight decline in satisfaction rates, the number of clients completing the survey has improved from 4.6% in FY 2011-12 (319/6986) to 8.4% (210/2494) in the first four months of this year. The increase in survey completion is an important objective in rendering this performance measure more meaningful. This satisfaction rate should improve over the remaining fiscal year if we continue to stay fully staffed and can reduce the wait times. CMSP staff will continue to seek both increased consumer feedback and improved client satisfaction.

(Data Source: CMSP Client Satisfaction Survey)

2. Performance Measure: Percentage of day surgeries referred to surgery centers.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
19%	44%	31%	43%	40%	43%	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 2012-13, the percentage of day surgeries performed at local surgery centers instead of local hospitals was 43% (16 out of a total of 37 day surgeries). CMSP saved an estimated \$11,200 in the first quarter of FY 2012-13 by referring patients to licensed day surgery centers (average cost of \$500/surgery) instead of performing the surgeries at local hospitals (average cost of \$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.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
New Measure	60	35	38	40	39	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 waiting for their applications to be processed, the faster these clients can receive medical care assistance.

How are we doing? Despite the continued increase in the number of CMSP applications for the past two years, the number of monthly cases awaiting final eligibility determination on any given day has remained fairly constant at 35-39, the latter number being the average over the first 4 months of the current year. Maintaining only a modest increase in pending applications has been possible in large part due to efficiencies built into the eligibility process. Clients that 18 months ago would have been considered "CMSP Pending" for up to three weeks or more now must provide all required verifications within a 7-day time frame. This measure could potentially be improved further if we are able to stay fully staffed during this year.

There is no comparable county data available. (Data Source: MIAMI: Eligibility Update for Pending Eligibility Report and Monthly Eligibility Statistical Report).

**Driving Under the Influence (DUI) Program
Fiscal Year 2013-14 Proposed Budget**

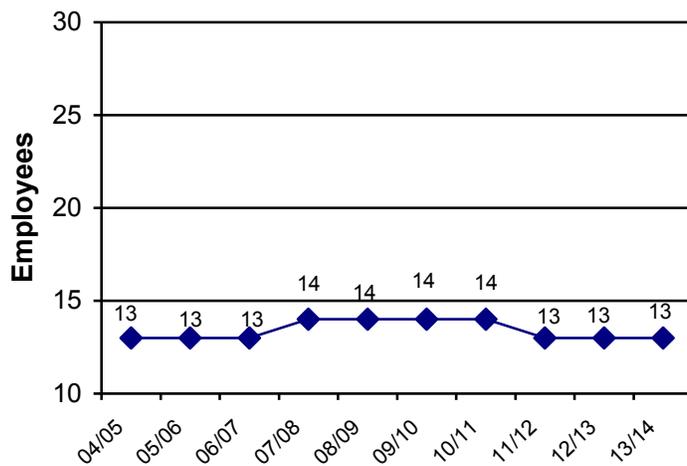
Fund Center 375

MISSION STATEMENT

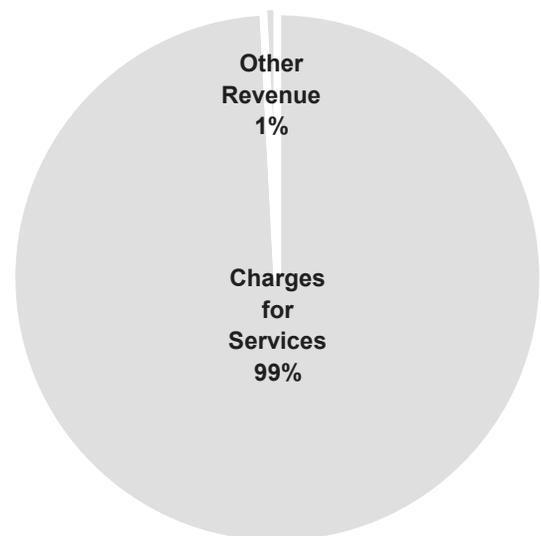
Driving Under the Influence (DUI) Programs promote safe, healthy, responsible, and informed choices concerning alcohol and other drugs through programs responsive to community needs.

	2012-13 Budget	2012-13 Projected	2013-14 Requested	2013-14 Recommended	Change from 2012-13
Financial Summary					
Revenue from Use of Money & Property	\$ 3,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ (1,000)
Charges for Current Services	1,369,906	1,412,258	1,399,963	1,399,963	30,057
Total Revenue	\$ 1,373,406	\$ 1,414,758	\$ 1,402,463	\$ 1,402,463	\$ 29,057
Fund Balance Available	\$ 156,682	\$ 156,682	\$ 157,698	\$ 157,698	\$ 1,016
Cancelled Reserves	0	0	0	5,600	5,600
Total Financing Sources	\$ 1,530,088	\$ 1,571,440	\$ 1,560,161	\$ 1,565,761	\$ 35,673
Salary and Benefits	\$ 981,969	\$ 933,646	\$ 1,008,098	\$ 1,013,698	\$ 31,729
Services and Supplies	391,437	402,755	394,365	394,365	2,928
Other Charges	0	0	0	0	0
Fixed Assets	0	0	0	0	0
Gross Expenditures	\$ 1,373,406	\$ 1,336,401	\$ 1,402,463	\$ 1,408,063	\$ 34,657
Contingencies	79,341	0	157,698	157,698	78,357
New Reserves	77,341	77,341	0	0	(77,341)
Total Financing Requirements	\$ 1,530,088	\$ 1,413,742	\$ 1,560,161	\$ 1,565,761	\$ 35,673

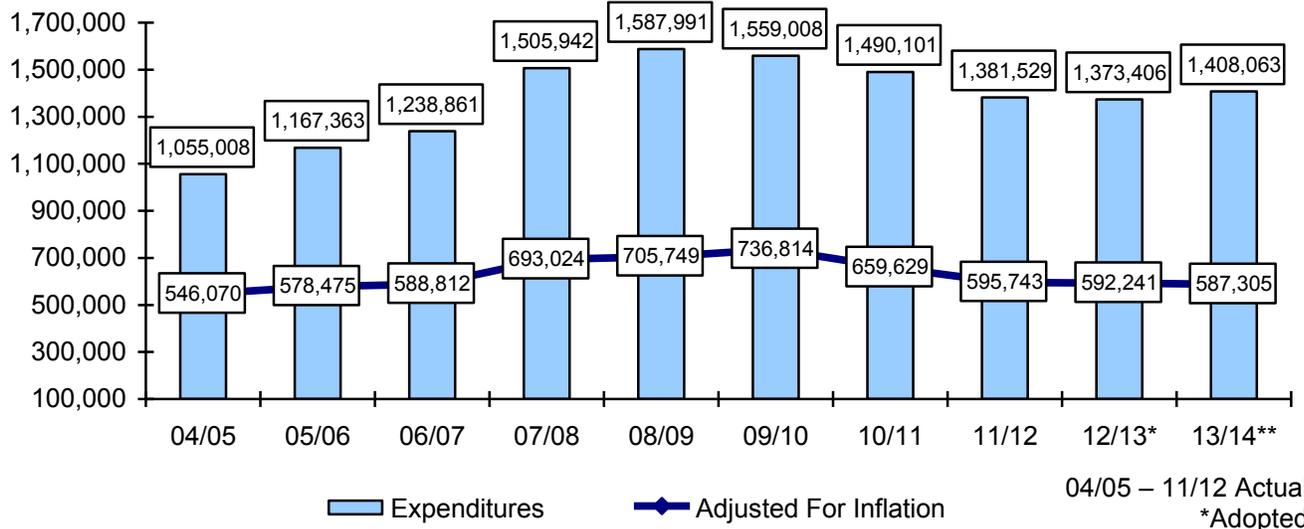
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



04/05 – 11/12 Actual
*Adopted
**Recommended

SERVICE PROGRAMS

The Driving Under the Influence fund center has a total expenditure level of \$1,408,063 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: \$724,264 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: \$605,201 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: \$32,597 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: \$46,001 Total FTE: .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, San Luis Obispo County has conducted its court-ordered DUI Program. This program is expected to enroll 1,500 participants in FY 2013-14 in First Offender, Second Chance, and other DUI programs. Eighty-six percent (86%) of clients rank their DUI program "above satisfactory" or "excellent" on the participant satisfaction survey at completion.

FY 2012-13 Accomplishments

- Although new enrollments in the DUI Program have experienced a slight decline in the first half of FY 2012-13, the number of reinstated clients has increased. The program has accomplished this by reaching out to those who have "dropped out" and encouraging them to reinstate. The program also provided more flexible payment plans for clients who can demonstrate financial hardship so they remain in program. The maintenance of active clients has the added effect of improving public safety in the community.
- Provided 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.

FY 2013-14 Objectives

- Expand existing Paso Robles services to accommodate at least 350 DUI clients serving the North County.
- Establish a public safety liaison relationship between local law enforcement agencies, the Courts, and the DUI Program.

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. Total Financing Sources are \$35,673 or 2% more than the FY 2012-13 Adopted Budget, primarily due to an increase in fee revenue from the First Offender program. Fees for this program are expected to increase \$72,720 (16%) which will help offset an expected reduction in fee revenue from other programs such as the Young Adults program (decreasing by \$21,885 or 32%) and the Second Chance program (decreasing \$22,534 or 3%). Fee revenue is the largest source of financing for this budget and is budgeted at approximately \$1.4 million. There is also a Fund Balance Available of \$157,698 as well as \$5,600 in cancelled reserves to balance the budget.

**Driving Under the Influence (DUI) Program
Fiscal Year 2013-14 Proposed Budget**

Fund Center 375

Operating expenditures are budgeted to increase \$34,657 or 2% primarily due to a \$31,729 or 3% increase in the salary and benefit accounts associated with higher variable benefit costs and expected step increases for some staff. There are no staffing level changes included in the recommended budget.

Expenditures in the services and supplies accounts are recommended to increase slightly (by \$2,928 or less than 1%) compared to the FY 2012-13 Adopted Budget.

While there are no staffing changes, service levels in the Paso Robles area are expected to improve due to an expanded presence. A total of 1.50 FTE of staff will be moving from Atascadero to Paso Robles to collocate with Drug and Alcohol Services staff in a larger office. Since most of the north county clients reside in the Paso Robles area, this move will better meet the needs of the clients.

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: <input checked="" type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input type="checkbox"/> 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.						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
New Measure	2.7%	1.65%	1%	2%	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? For the first quarter of FY 2012-13, the calculated recidivism rate for First Offender DUI program participants was 2%. The recidivism rate was calculated by reviewing each client that graduated from the First Offender DUI program during the time period from 7/1/2011 through 9/30/2011 and determining how many of these clients were remanded to the Multiple Offender DUI program within 12-months of their First Offender completion. Specifically, 138 First Offender DUI program participants completed their program between 7/1/2011 through 9/30/2011 and three (3) re-offended and were remanded to the Multiple Offender DUI Program within 12-months of their completion date, representing the re-offense rate of 2%. The CA State re-offense rate after one year is 3.75%, according to DMV data published in 2012.						
(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".						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
87%	84%	87%	85%	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 299 program participants surveyed during the first quarter of FY 2012-13, 235 client surveys were returned for a survey return rate of 79%. Based on the results, 85% (199) of survey respondents rated their experience with the program as "Very Satisfied" or "Extremely Satisfied." Because satisfaction rates are not part of a statewide database, no comparison data is available.						
(Data Source: Client Satisfaction Survey)						

**Driving Under the Influence (DUI) Program
Fiscal Year 2013-14 Proposed Budget**

Fund Center 375

3. Performance Measure: Percentage of actual Driving Under the Influence (DUI) fees collected.							
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target	
105%	94%	92%	102%	100%	100%	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 the County's ability to provide this service.

How are we doing? Budgeted DUI fees for the first quarter of FY 2012-13 were \$342,477. The actual fee amount collected for the first quarter of FY 2012-13 was \$340,764, 0.5% or \$1,713 less than targeted. The goal of 100% is still achievable.

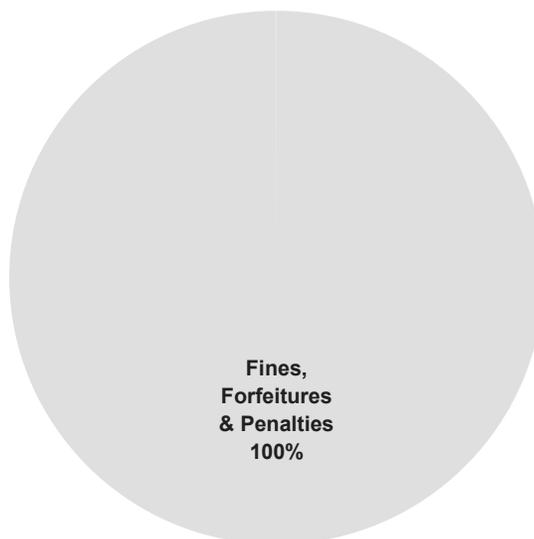
There is no statewide data on DUI Program fee collection trends.
(Data Source: Quarterly Dashboard Data Report)

PURPOSE STATEMENT

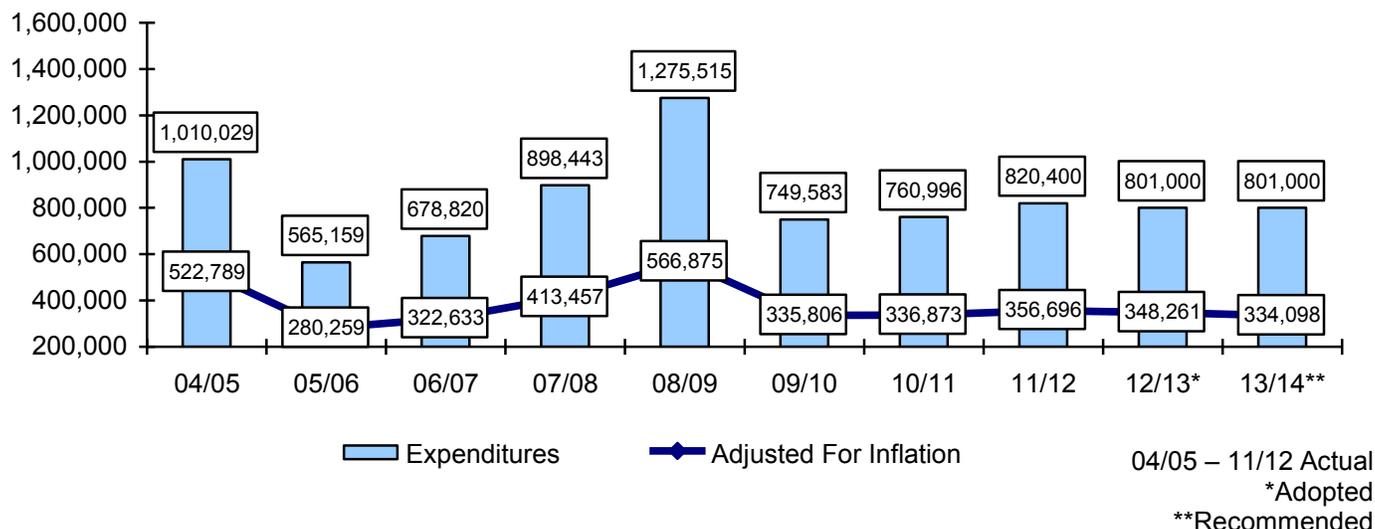
The Emergency Medical Services Fund is part of the Health Agency's Health Care Services Division. Assessments on court fines are used to compensate medical providers for uncompensated emergency room care and to offset the cost of the local Emergency Medical Services Agency.

	2012-13	2012-13	2013-14	2013-14	Change from
<u>Financial Summary</u>	<u>Budget</u>	<u>Projected</u>	<u>Requested</u>	<u>Recommended</u>	<u>2012-13</u>
Fines, Forfeitures and Penalties	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000	\$ 0
Revenue from Use of Money & Property	1,000	1,000	1,000	1,000	0
Total Revenue	\$ 801,000	\$ 801,000	\$ 801,000	\$ 801,000	\$ 0
Fund Balance Available	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Cancelled Reserves	0	0	0	0	0
Total Financing Sources	\$ 801,000	\$ 801,000	\$ 801,000	\$ 801,000	\$ 0
Salary and Benefits	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Services and Supplies	801,000	1,160,049	801,000	801,000	0
Other Charges	0	0	0	0	0
Fixed Assets	0	0	0	0	0
Gross Expenditures	\$ 801,000	\$ 1,160,049	\$ 801,000	\$ 801,000	\$ 0
Contingencies	0	0	0	0	0
New Reserves	0	0	0	0	0
Total Financing Requirements	\$ 801,000	\$ 1,160,049	\$ 801,000	\$ 801,000	\$ 0

Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

The Emergency Medical Services Program has a total expenditure level of \$801,000 and a total staffing level of 0.0 FTE* to provide the following services:

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 is 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 commingled with other similar type of funds. The Fund partially compensates physicians and surgeons for uncompensated emergency medical care. The Fund also provides funding to hospitals and the County's pre-hospital emergency medical care system.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

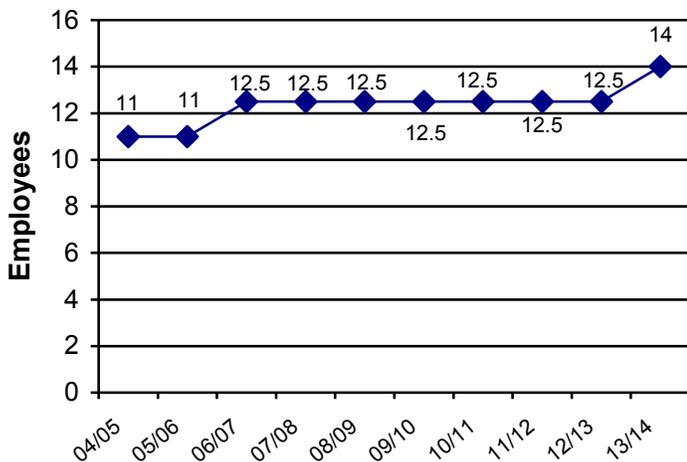
This budget is recommended as requested. Expenditures in this budget, which are used for the purposes described above, are driven by available funding. In FY 2013-14, available funding is projected to remain consistent with the FY 2012-13 Adopted Budget. Assuming the projected revenue is realized, approximately \$119,200 will be allocated to the Emergency Medical Services Agency for emergency medical services, \$176,000 to hospitals, \$408,000 to physicians, \$52,500 to pediatric trauma services and \$42,000 will be used to cover Health Agency administrative costs associated with this budget. This program does not receive any General Fund support.

MISSION STATEMENT

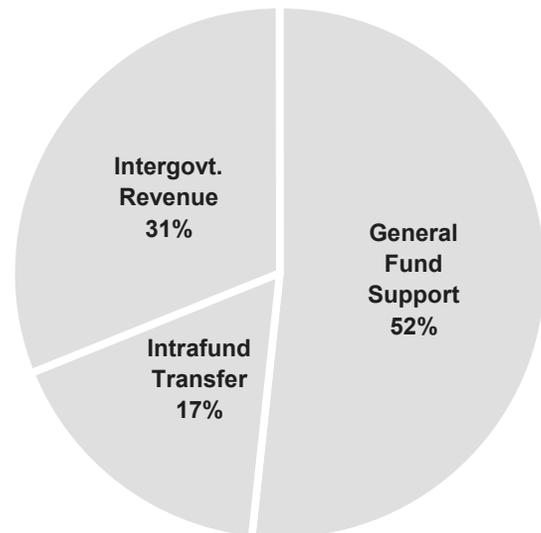
The mission of the Law Enforcement Medical Care (LEMC) Program is to provide cost effective, quality medical care for persons incarcerated at the County Jail and the Juvenile Services Center.

<u>Financial Summary</u>	<u>2012-13 Budget</u>	<u>2012-13 Projected</u>	<u>2013-14 Requested</u>	<u>2013-14 Recommended</u>	<u>Change From 2012-13</u>
Intergovernmental Revenue	\$ 582,250	\$ 904,072	\$ 941,435	\$ 941,435	\$ 359,185
**Total Revenue	\$ 582,250	\$ 904,072	\$ 941,435	\$ 941,435	\$ 359,185
Salary and Benefits	1,743,383	1,899,174	1,996,212	2,002,864	259,481
Services and Supplies	970,755	1,028,585	1,067,461	1,012,541	41,786
**Gross Expenditures	\$ 2,714,138	\$ 2,927,759	\$ 3,063,673	\$ 3,015,405	\$ 301,267
Less Intrafund Transfers	524,046	522,158	512,923	512,923	(11,123)
**Net Expenditures	\$ 2,190,092	\$ 2,405,601	\$ 2,550,750	\$ 2,502,482	\$ 312,390
General Fund Support (G.F.S.)	\$ 1,607,842	\$ 1,501,529	\$ 1,609,315	\$ 1,561,047	\$ (46,795)

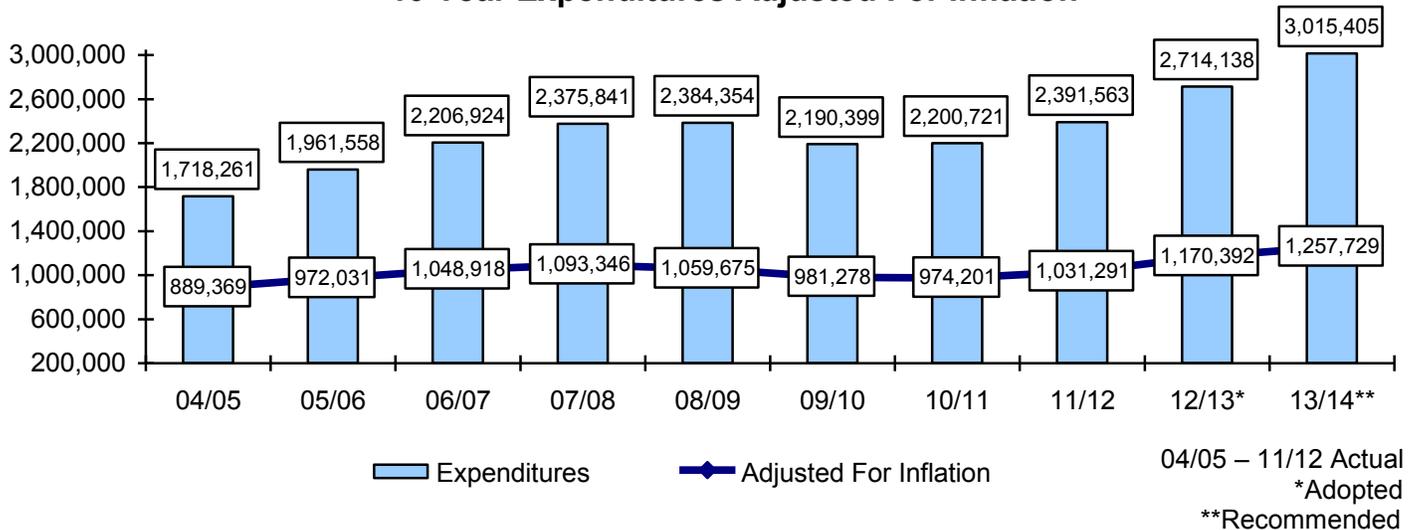
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Law Enforcement Medical Care has a total expenditure level of \$3,015,405 and a total staffing level of 14.00 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 acutely ill or injured patients to a hospital and paying for their care. 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: \$2,502,482 Total Staffing (FTE): 11.00

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: \$512,923 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 medical direction of contract physicians and the County Health Officer.

The LEMC medical unit responded to nearly 35,000 sick calls in calendar year 2012, and that number is expected to continue to rise given the continued growth in the average daily population (ADP) of inmates. The ADP at the Jail has increased more than 30% since the October 2011 implementation of AB 109, also known as the 2011 Public Safety Realignment. The ADP for the first half of fiscal year 2012-13 stood at 730 inmates per day compared to 558 for fiscal year 2010-11, the last full year of data preceding 2011 Realignment. AB 109 redirects lower-level offenders to serve out their sentences in county jails instead of state prisons. Local officials estimate the Jail will remain above 700 inmates per day through 2013-14.

The increase in inmate population has increased health care costs. LEMC is currently assessing the additional budgetary implications of caring for inmates serving longer sentences and the ensuing need for attention to chronic diseases and standard preventive health care. The Community Corrections Partnership (CCP) and San Luis Obispo Board of Supervisors approved an allocation of \$533,435 in FY 2012-13 to help offset growing expenses and provide additional staff at the medical unit to meet the increased needs. Though much of the increase in work falls to the on-duty Correctional Nurse (a licensed registered nurse), the LEMC has decided to fill the added shifts with Licensed Vocational Nurses and entry-level Mental Health Therapists almost exclusively, as a less expensive alternative to adding more Correctional Nurse hours.

FY 2012-13 Accomplishments

- Quarterly pharmacy review led to change in the psychotropic drug formulary, converting several drugs to generic for a per quarter cost reduction of \$36,549.
- Began tracking drug costs for Atascadero State Hospital (ASH) inmates transferred to County Jail. Data will allow Jail to receive state reimbursement for these costs.
- LEMC policies have now been posted electronically for ease of tracking, review and updating as needed.
- The Community Health Centers of the Central Coast Mobile Dental Clinic is now a permanent program, for both Jail and JSC, resulting in regular monthly dental clinics and eliminating the need for high-risk transports to offsite providers.
- Increased staffing hours by 9,034 hours or 30% in the medical unit to meet the increased demand for health care services due to the growing inmate population.
- Juvenile Services reinstated the free immunization program, and now includes Human Papillomavirus vaccine for prevention of cervical cancer and genital warts in both males and females.

FY 2013-14 Objectives

- Pursue opportunities to reduce the high cost of HIV medications.
- Develop and implement a formal quality assurance process to assess and improve medical care at LEMC, and to ensure compliance with Title 15 standards for healthcare in a correctional setting.
- Define criteria and best use of electronic health records (EHR) and seek funding opportunities for implementation.
- Educate 360 of juvenile wards at JSC about the importance of safe sexual practices to prevent unwanted pregnancies and sexually transmitted diseases (STD), and the value of STD testing.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The level of General Fund support for Law Enforcement Medical Care (LEMC) is recommended to decrease by \$46,795 or 2% compared to the FY 2012-13 Adopted Budget. Revenue is recommended to increase \$359,185 or 61% compared to the FY 2012-13 Adopted Budget primarily due to the AB 109 Public Safety Realignment revenue that was added to the budget mid-year in FY 2012-13. 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. The Adopted FY 2012-13 budget included \$182,250 in AB 109 revenue. However, given the increase in the inmate population at the jail and an increase in actual medical expenses, the Board approved an addition of approximately \$351,000 in AB 109 revenue to cover an increase of 1.5 FTE in permanent staff and additional temp help as well as higher costs for pharmaceuticals, medical supplies and contract physician hours. The balance of the increase in revenue is an \$8,000 or 4% increase in 1991 Realignment from Vehicle License Fees.

**Law Enforcement Medical Care (LEMC)
Fiscal Year 2013-14 Proposed Budget**

Fund Center 184

Overall, expenditures are recommended to increase \$312,390 or 14% compared to the FY 2012-13 Adopted Budget due to the increase in AB 109 related costs mentioned above. Salary and benefits expenditures are recommended to increase by \$259,481 or 14%, reflecting the mid-year addition of the 1.5 FTE and additional temp help funded by AB 109 Realignment funds. Recommended salary and benefit expenditures compared to the adjusted FY 2012-13 budget reflect a decrease of approximately \$32,800 reflecting an assumption that the law Enforcement Medical Care unit will realize a salary savings from vacant positions of approximately 2%.

Recommended expenditures for services and supplies are increasing \$41,786 (4%) compared to the FY 2012-13 Adopted Budget. The most significant variances include an increase of \$25,519 (13%) in pharmaceutical costs based on actual costs through the first half of FY 2012-13 and an \$8,878 increase in the Countywide Overhead charge due to the increase in expenditures. 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

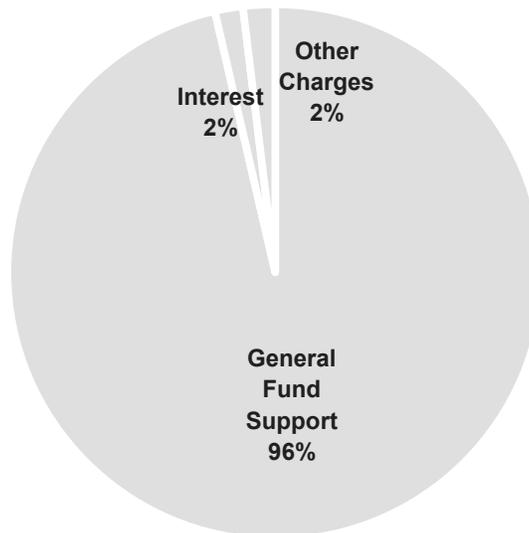
Department Goal: Provide cost effective medical care maintaining the health of County jail inmates.						
Communitywide Result Link: <input type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community						
1. Performance Measure: Medical cost per inmate day at the County Jail.						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
\$9.27	\$8.46	\$8.41	\$7.66	\$8.43	\$9.74	\$9.74
<p>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.</p> <p>Why: Medical cost per inmate day is intended to be an efficiency-oriented performance measure reflecting both the cost of providing medical care and the level of demand among jail inmates. This measure has been in place over a period of relative stability in the inmate census and as such has been helpful in monitoring the cost-efficiency of the provision of medical services for jail inmates, against an established standard, \$9/inmate day.</p> <p>How are we doing: The FY 2012-13 projected medical costs per inmate day of \$9.74 (calculated by \$2.553M costs ÷ 718/inmates + 365/days) reflects the most recent quarter's average daily inmate population and assumes the nursing capacity and resulting labor costs and medical claim costs, remain on target for the current year. This increase of \$1.31 over the adopted annual target is due to additional costs of \$500,000 not foreseen during the budget development process. The increase of \$500,000 is primarily attributed to labor, pharmaceutical, and medical claim costs for the 2011 Public Safety Realignment (AB 109) inmates.</p> <p>This performance measure is expected to stabilize for FY 2012-13 into FY 2013-14 and the cost efficiency demonstrated in FY 2011-12 is not expected to occur again since staffing capacity increased in FY 2012-13 in order to safely and effectively meet the additional inmate population demand for medical care. Remaining 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 which could have a negative effect on this cost-efficiency measure. (Data Source: Enterprise Financial System – EFS Budget Status Report and Monthly San Luis Obispo County Jail Medical Care Medical Dispensary Visits Report)</p>						

PURPOSE STATEMENT

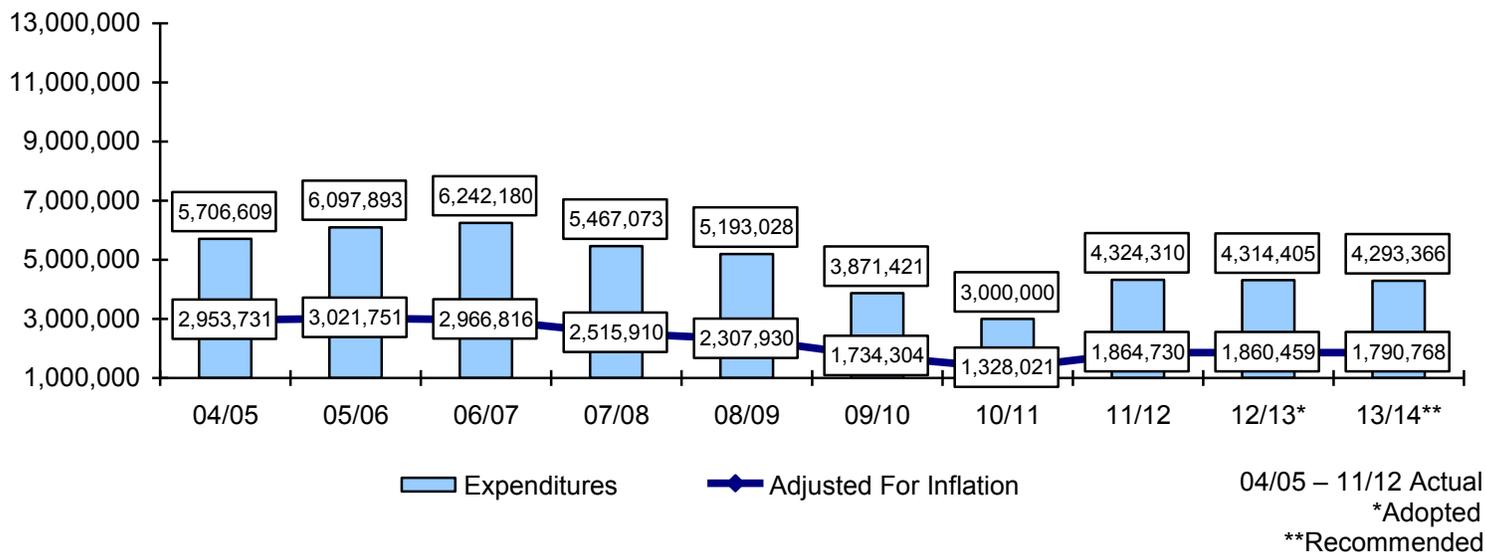
This fund center exists to transfer General Funds in the form of grant payments to the Community Health Centers of the Central Coast to provide primary health care and pharmacy services to the County's Medical Services Program clients.

<u>Financial Summary</u>	<u>2012-13 Budget</u>	<u>2012-13 Projected</u>	<u>2013-14 Requested</u>	<u>2013-14 Recommended</u>	<u>Change From 2012-13</u>
Revenue from Use of Money & Property	\$ 80,784	\$ 80,784	\$ 81,824	\$ 81,824	\$ 1,040
Other Revenues	81,063	0	81,063	81,063	0
**Total Revenue	\$ 161,847	\$ 80,784	\$ 162,887	\$ 162,887	\$ 1,040
Services and Supplies	2,500,000	2,500,000	2,500,000	2,500,000	0
Other Charges	1,814,405	1,814,405	1,800,544	1,793,366	(21,039)
**Gross Expenditures	\$ 4,314,405	\$ 4,314,405	\$ 4,300,544	\$ 4,293,366	\$ (21,039)
General Fund Support (G.F.S.)	<u>\$ 4,152,558</u>	<u>\$ 4,233,621</u>	<u>\$ 4,137,657</u>	<u>\$ 4,130,479</u>	<u>\$ (22,079)</u>

Source of Funds



10 Year Expenditures Adjusted For Inflation



COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

Overall, recommended expenditures and revenues for the Medical Assistance Program budget are expected to remain essentially the same as the FY 2012-13 Adopted budget and no service level impacts are anticipated. There is a slight reduction in General Fund support (\$22,079 or less than one percent).

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, which includes a provision to extend the agreement through December 31, 2013 on mutual agreement of the parties. Under this contract CHC provides primary care, ancillary services and pharmacy care to CMSP eligible patients only. Specialty medical care services are provided through direct contracts between the County and specialty care physicians (included in the CMSP budget). 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.

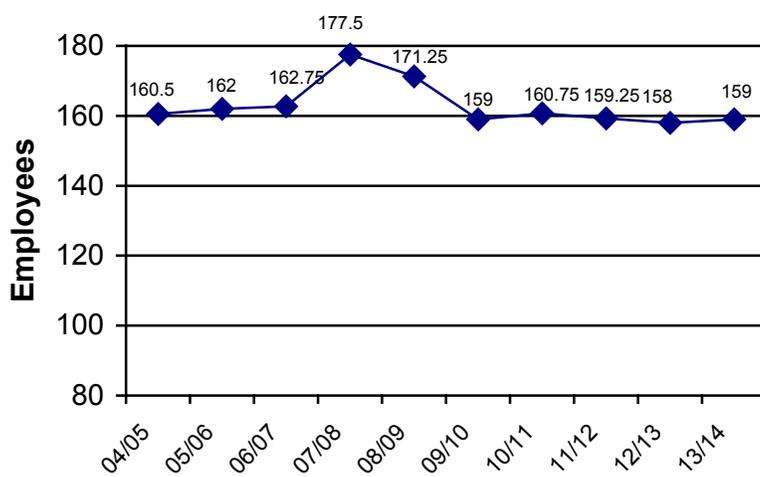
The implementation of the Affordable Care Act (ACA) is expected to occur during FY 2013-14 and is likely to provide financial savings to the County in the next year and beyond. Beginning January 2014, it is expected that the vast majority of CMSP patients will obtain alternate coverage – either through the Medi-Cal expansion for low-income childless adults or through mandated purchase of health insurance in the state’s Health Benefits Exchange (known as Covered California). This could eliminate the need for the current agreement with CHC, and reduce the amount of General Fund support transferred to the CMSP budget. However, given the many unknowns associated with the timing and approach to ACA implementation and the associated fiscal benefits to, or impacts on, the County, this recommended budget assumes the status quo with a full-year \$2.5 million contract with CHC and an almost \$1.8 million transfer of General Fund support to the CMSP budget. Once the issues related to the ACA implementation have been resolved, staff may return to the Board with a budget adjustment as needed.

MISSION STATEMENT

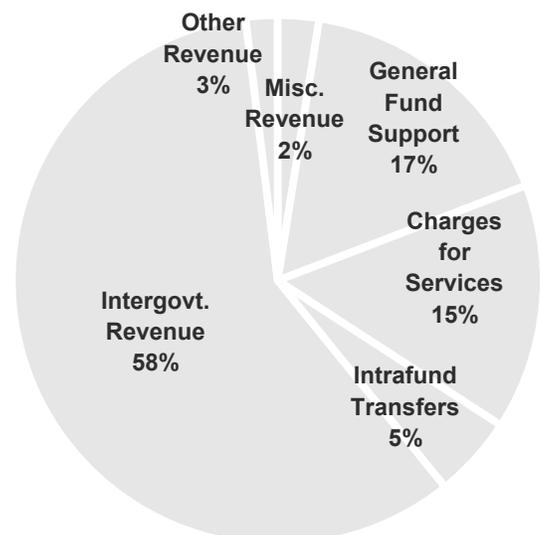
To promote, preserve and protect the health of all San Luis Obispo County residents through disease surveillance, health education, direct services, and health policy development.

	2012-13 Budget	2012-13 Projected	2013-14 Requested	2013-14 Recommended	Change From 2012-13
Financial Summary					
Licenses and Permits	\$ 18,005	\$ 18,005	\$ 20,715	\$ 20,715	\$ 2,710
Fines, Forfeitures and Penalties	160,000	130,000	152,000	152,000	(8,000)
Intergovernmental Revenue	12,047,197	13,513,681	13,387,200	13,484,425	1,437,228
Charges for Current Services	3,913,644	3,236,683	3,473,098	3,473,098	(440,546)
Other Revenues	596,508	624,878	598,418	598,418	1,910
Interfund	212,018	237,992	217,941	217,941	5,923
**Total Revenue	\$ 16,947,372	\$ 17,761,239	\$ 17,849,372	\$ 17,946,597	\$ 999,225
Salary and Benefits	16,212,104	16,124,725	16,846,962	16,608,014	395,910
Services and Supplies	4,507,525	4,577,783	4,675,486	4,675,486	167,961
Other Charges	1,410,000	2,113,395	1,610,000	1,610,000	200,000
Fixed Assets	0	80,000	0	0	0
**Gross Expenditures	\$ 22,129,629	\$ 22,895,903	\$ 23,132,448	\$ 22,893,500	\$ 763,871
Less Intrafund Transfers	1,204,877	1,067,627	1,158,687	1,157,335	(47,542)
**Net Expenditures	\$ 20,924,752	\$ 21,828,276	\$ 21,973,761	\$ 21,736,165	\$ 811,413
General Fund Support (G.F.S.)	\$ 3,977,380	\$ 4,067,037	\$ 4,124,389	\$ 3,789,568	\$ (187,812)

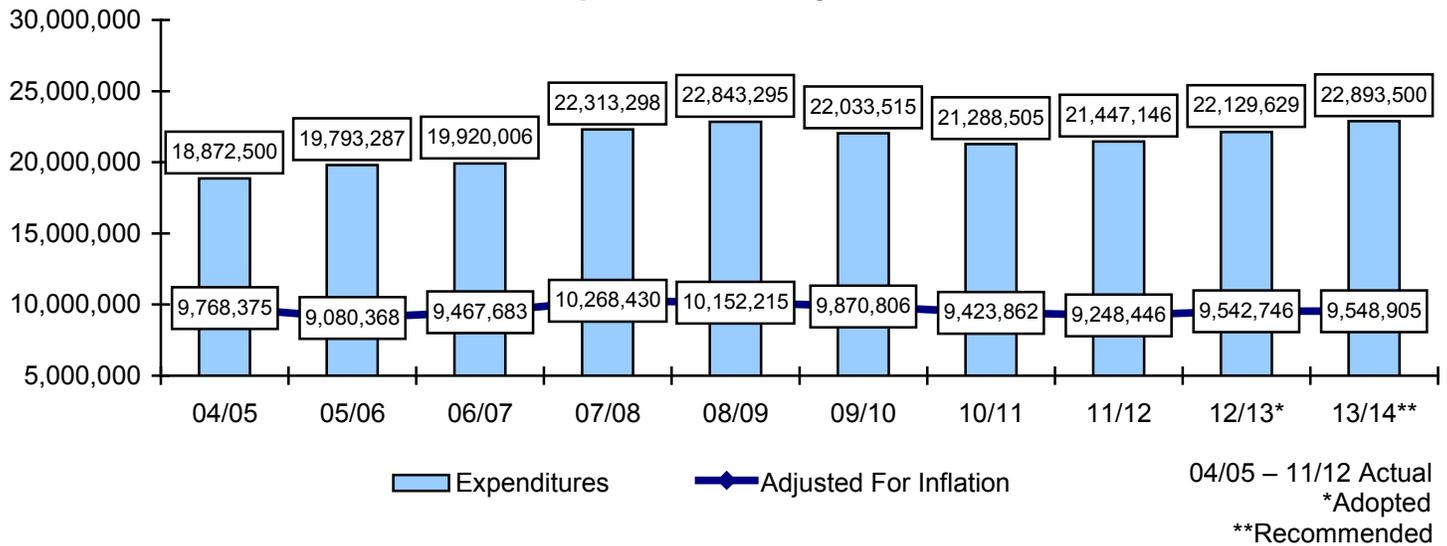
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Public Health has a total expenditure level of \$22,893,500 and a total staffing level of 159.00 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 in disaster-related events. 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: \$3,344,351 Total Staffing (FTE): 24.00

Family Health Services

The Family Health Services Division provides an extensive array of preventive and direct health services for all residents, and particularly for at-risk populations. Services include: Communicable Disease Control, Immunizations, Tuberculosis and Sexually-Transmitted Disease diagnosis and treatment, medical care for clients of the Suspected Abuse Response Team (SART), Family Planning and Women’s Cancer Screening. Maternal and Child Health services include prenatal nutrition education, screening for substance use in pregnancy, and Field Nurse Home Visits to pregnant women and new mothers to improve birth and early childhood outcomes. Medical Case Management programs include Child Health and Disability Prevention (CHDP) for medical and dental concerns, California Children’s Services (CCS) for children with serious illnesses or disabilities, and Health Care for Children in Foster Care. Other services include Epidemiology, Disease Surveillance, and Vital Records (birth and death certificates).

Total Expenditures: \$8,569,131 Total Staffing (FTE): 67.75

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: \$2,803,417 Total Staffing (FTE): 23.25

Emergency Medical Services

This Division includes 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: \$1,092,734 Total Staffing (FTE): 7.25

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: \$1,917,425 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: \$5,166,442 Total Staffing (FTE): 25.50

DEPARTMENT COMMENTS

The Public Health Department has a wide range of programs dedicated to promoting, preserving, and protecting the health of our residents. This past year was exciting and challenging as several new focus areas became prominent; and these new "headwinds" are likely to keep the Public Health Department even more stretched in the coming year, especially given a sixth round of County budget reductions planned for fiscal year 2013-14.

A recent report¹ noted that while nearly 18% of the United States Gross Domestic Product (GDP) is spent on health care, more than any other country in the world, total governmental spending on public health (federal, state and local) amounts to a mere three percent (3%) of the nation's overall spending on health. With inflationary health care costs having no end in sight, it is all the more important for Public Health to have a seat at the table of emerging health care policy discussions. Some of the evolving focus areas not only welcome public health engagement, but in fact mandate participation.

One example is the advancement of Electronic Health Records (EHR), wherein local public health is tasked with confirming attestation by health care providers of certain components of "meaningful use" of EHR. In order to meet this federal expectation, the Public Health Department will need to invest in its own EHR and Health Information Exchange (HIE) systems in the near term.

Also on the horizon is Public Health Accreditation. Currently a voluntary process, it is widely anticipated that any recognized public health department will be expected to seek, attain and retain accreditation from the national Public Health Accreditation Board (PHAB).

Other areas of noteworthy change for the Public Health Department are the Patient Protection and Affordable Care Act, also known as national health care reform, and 2011 Public Safety Realignment. These areas will be addressed in more detail under fund centers 350 and 184, respectively.

Finally, and not new, is the need to do continuous disease surveillance in order to detect the inevitable next outbreak or new disease-causing strain of a biological organism – the latest example being a particularly virulent strain of Norovirus (“cruise-ship” gastrointestinal disease) which landed in our county in late 2012, from a new variant discovered in Australia in spring 2012.

The Department has continued to actively pursue opportunities to fund operations through external sources, such as grant awards and increased fee revenue.

FY 2012-13 Accomplishments

- Completed self-assessment and initial work plan for applying for Public Health Accreditation.
- Completed Aerosolized Transmissible Diseases Plan, as required by state law, a first step in updating Employee Health guidelines.
- Implemented Safe Body Art program in accordance with the state’s 2012 Safe Body Art Act, to include practitioner registration and facility permit processes, public and industry education, site visits and inspections, and fee collection.
- Worked closely with General Services Agency and County Counsel to pass a County ordinance to ban smoking of tobacco products on most County-owned campuses and grounds.
- Awarded \$183,000 grant for injury prevention efforts on car seats for low-income families, bicycle and pedestrian safety, and drug and alcohol prevention.
- Held “*Building Healthy Communities*” Summit in which 230 community members attended to work on obesity prevention efforts.
- Introduced local government leaders to the *Buy Local* Policy and the many benefits of purchasing local fresh produce. The policy was adopted by the County and supported by four local cities, with more cities to follow.
- Collaborated with Department of Planning and Building to integrate health considerations into planning decisions through the *Health in All Policies* Program. As of 2012 year end, the program completed joint reviews of 16 projects with input on general plan updates, minor use permits, and development of open space.
- Partnered with Air Pollution Control District on “*Air Quality and Your Health*” campaign; developed and distributed educational messages for public through brochures, posters, presentations, ads, etc.
- Worked with managers of two solar farms in eastern part of county to develop educational material for workers, visitors and residents in the prevention of Valley Fever. Developed system for ongoing monitoring of elevated disease rates.

FY 2013-14 Objectives

- Complete Public Health Strategic Plan, which is one of three pre-requisite steps for seeking Public Health Accreditation.
- Build on grant-funded needs assessment conducted in autumn 2012, to seek funding and begin implementation of an electronic health records system to improve operational efficiencies, coordination with health care providers, third-party billing, and attestation of “meaningful use”.
- Work with partners toward convening health care entities for purposes of developing a county-wide Health Information Exchange.
- Collaborate with local stakeholders to transition enrolled CMSP clients and other uninsured individuals into the expanded Medi-Cal program or into the State’s Health Insurance Exchange.
- Maintain active disease surveillance efforts through epidemiology and lab to quickly identify new outbreaks of communicable disease or select agents of bioterrorism.
- Implement a system to accept online credit card payments from Environmental Health customers to improve both customer service and program efficiency.
- Conduct public outreach targeting low-income residents and provide education and services about injury prevention, nutrition, oral health, maternal child health and perinatal health. Services provided will include educating 5,000 individuals about nutrition and distributing and fitting 200 car seats.
- Complete and release an EMS field study to evaluate system design, effectiveness as measured by compliance with response time standards and patient outcomes, and opportunities for improvement
- Develop a smart phone application for Advanced Life Support (ALS) treatment protocols to make timely, current treatment protocols available to paramedics in the field.

- Launched new *Reduce the Risk of Sudden Infant Death Syndrome - Back to Sleep Campaign*; provided three local hospitals with educational packets and DVDs for staff and clients.
- Convened emergency response partners for development of an Alternate Care Site plan; and completed training and exercises for Standard Operating Procedure for Receiving, Staging and Storing of Strategic National Stockpile materials.
- Coordinated participation in National CPR Day in which local Emergency Medical Services (EMS) personnel trained 1,000 people in hands only CPR; developed enhanced registration process for Public Access AED which will eventually enable 9-1-1 dispatchers to direct callers to the closest AED.
- Renegotiated 5-year contract with CALSTAR for exclusive air ambulance operations in the county.
- Completed Phase 3 of the laboratory remodel, which expanded the water lab area by 300 sq ft.
- Increase the number of residents able to respond to a sudden cardiac event by again training more than 1,000 people during National CPR Day.
- Work with Behavioral Health and Health Agency and County Administration to update all Health Insurance Portability and Accountability Act (HIPAA) policies, to ensure all new standards are met and that the County is prepared for any possible federal audits.

1. IOM (Institute of Medicine). 2012. *For the Public's Health: Investing in a Healthier Future*. Washington, DC: The National Academies Press.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The recommended budget reflects a \$999,225 or 5% increase in revenues, a \$763,871 or 3% increase in gross expenditures and a decrease in General Fund support of \$187,812 or 4% compared to the FY 2012-13 Adopted Budget. A portion of these increases are due to Board-approved mid-year adjustments to the FY 2012-13 Adopted Budget which added a total of \$264,804 in revenue and expenditures and 3.0 FTE. The adjustments made include the addition of 1.0 FTE for the Nutrition Education Obesity (NEOP) grant, a 0.5 FTE Public Health Nurse to support Homeless programs funded by Mental Health Services Act revenue, the addition of the revenue and expenses for the Office of Traffic Safety grant (\$137,340 and 1.0 FTE), an increase in the Public Health Emergency Preparedness grant (\$107,464) and a \$20,000 increase in the California Children's Services (CCS) program along with an additional 0.5 FTE.

Revenues are increasing primarily due to an increase in Federal funding, a transfer of Realignment Growth revenue from Department of Social Services trust, an increase in Environmental Health fee revenue, and an increase in the CCS allocation for FY 2013-14.

- The net increase in Federal funding is approximately \$633,000 for a variety of grant programs (such as the new Office of Traffic Safety grant, a dental program grant, the Nutritional Education Obesity Prevention Program, Maternal and Child Health program), Medi-Cal Administrative Activities reimbursement (which is passed through to school districts) and Public Health Emergency Planning efforts. While there was a net increase in Federal revenue, some Federal funding has decreased such as the elimination of the \$116,000 AIDS grant and a decline of \$133,000 in reimbursement for Targeted Case Management activities.
- The Department of Social Services (DSS) received 1991 Realignment Growth revenue for fiscal years 2007-08 through 2011-12. A portion of this growth revenue is for the CCS program; thus \$182,887 was transferred to Public Health from the DSS trust fund. The department was unaware of this growth revenue at the time they prepared their budget and therefore did not include these funds in their request.
- Environmental Health fees were increased by approximately 7% to improve the rate of cost recovery, resulting in a net increase of \$201,100.
- The CCS allocation is increasing by \$140,647 or 10%.

There are several revenue accounts that are increasing or decreasing by various smaller amounts. One notable reduction is in Public Health Lab fees, budgeted to decrease \$114,411 or 10%. This is due to a 10% reduction in the Medi-Cal rate and a decrease in the volume of tests requested by private payers. The Health Agency plans to outreach to physicians and hospitals in the coming year to generate additional business from their private-payer patients.

Total expenditures for this fund center are recommended at almost than \$22.9 million, an increase of approximately \$764,000 or 3% compared to the FY 2012-13 Adopted Budget, as noted above. This reflects a reduction of \$237,596 or 1% compared to the Health Agency's requested budget due to the recommended General Fund support reduction strategies described below. All of the variance between the requested and recommended budget is in salary and benefit accounts.

Salary and Benefit costs are increasing \$395,910 (2%) compared to the FY 2012-13 Adopted Budget. The department's requested Status Quo budget reflected an increase of \$634,858 (3%) largely due to a mid-year Board approved increase in revenue and expenditures of approximately \$264,000 to fund the addition of 3.0 FTE to the Position Allocation List, an increase of \$117,124 or 202% in Temporary Help for the Health Promotion, Public Health Lab and Public Health Emergency Preparedness program areas, and an increase in variable benefit costs. The difference between the department's request and the recommended amount for salary and benefit expenditures is a result of General Fund support reductions built into the salary and benefit accounts in the Recommended budget as described below.

Services and supplies expenditures are recommended to increase \$167,967 or 3% overall compared to the FY 2012-13 Adopted Budget. Several accounts are increasing or decreasing by various levels. The most notable variances include:

- an increase of \$200,000 in the Payment/Distribution to Other Agencies account for the pass through of Medi-Cal Administrative Activities reimbursement to school districts (Templeton School District was added),
- an increase of \$94,030 or 13% in the Professional Services account resulting from several changes in contracts such as the end of the AIDS grant and the addition of NEOP contracts with nutrition educators,
- a new payment of \$75,297 to Behavioral Health for one Drug and Alcohol Services Specialist to work on the Traffic Safety Injury Prevention grant, and
- a decrease of \$38,352 in the Special Department Expense account due to the elimination of one-time equipment purchases and a donation to the ACTION for Healthy Communities made in FY 2012-13.

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 2013-14 recommended budget for Public Health:

- The elimination of 1.0 FTE vacant Public Health Nurse for a General Fund savings of \$61,611, and
- Salary savings of \$161,506 reflecting a typical vacancy rate in the department of Public Health staff taking Voluntary Time Off.

Service level impacts are expected to result from the elimination of the Public Health Nurse. Each full-time nurse carries a case load of 25 families and conducts approximately 400 home visits to low-income high-risk pregnant women, first-time mothers and their infants. Thus 25 families will not be served and/or will be placed on a waiting list that already contains approximately 125 families. Preventive efforts of the Field Nursing program can reduce the long-term costs of physical and mental health care, child protection services, education, the criminal justice system, and public assistance. A study by the RAND Corporation estimates a \$5.70 return on each dollar invested in a nurse-family relationship.

There is an overall reduction of 1.0 FTE on the recommended Public Health Position Allocation List (PAL) for FY 2013-14 – the elimination of the Public Health Nurse noted above. There are also several changes to the PAL including:

- The conversion of a vacant Accounting Technician position to an Accountant I based on a review of the duties by Human Resources,
- The allocation of 3.00 FTE of half time Public Nurse positions to the full-time allocation (no net change in FTE), and
- The allocation of 1.00 FTE of part time Physical or Occupational Therapist positions to the full-time allocation (also no net change in FTE),

(Note: The allocation of all Public Health Nurse and Physical or Occupational Therapist positions to full-time provides the department needed flexibility to hire these positions at the level required to meet specific shift needs.)

GOALS AND PERFORMANCE MEASURES

Department Goal: Prevent epidemics and the spread of disease or injury.						
Communitywide Result Link: <input type="checkbox"/> Safe <input checked="" type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input type="checkbox"/> Well-Governed Community						
1. Performance Measure: Annual rate of reported retail foodborne disease outbreaks per 100,000 county population.						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
0	1.50	.37	.37	.75	.75	.75
<p>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.”</p> <p>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.</p> <p>How are we doing? There was one foodborne outbreak in the first quarter of FY 2012-13 (1 divided by SLO County’s population of 269,337/100,000 = .37). This is in line with our annual projection of two for the year. 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.</p> <p>No data is available to date from the benchmark counties.</p>						
2. Performance Measure: Cost per visit for childhood immunization.						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
\$62.66/visit	\$47.95/visit	\$56.62/visit	\$45.53/visit	\$54/visit	\$54/visit	\$54/visit
<p>What: Measures the County’s net cost per visit to immunize a child. Cost per visit includes all associated child immunization costs incurred by the Family Health Services Division, less any fees that are collected for the immunization service divided by the number of visits.</p> <p>Why: To monitor the efficiency of delivering this core Public Health function. The most current data from the Centers for 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.</p>						

How are we doing? In the first quarter of FY 2012-13, Public Health immunized 336 children as compared to 1,079 children who were immunized in the first quarter of FY 2011-12. The significant difference between fiscal years was in FY 2011-12 the State required all 7th through 12th graders entering school to be vaccinated with Tdap (Pertussis). In FY 2012-13, the Department is no longer receiving requests from the public for the Tdap vaccine since the majority were vaccinated last fiscal year. Additionally, beginning October 1, 2012, Public Health Departments can only use the free State vaccine for the uninsured population. If the child has a primary care provider and has health insurance they are referred back to their health care provider.

The cost per visit in the first quarter of FY 2012-13 was \$43.87 dividing the total cost of \$14,742 by 336. The cost in the first quarter is historically lower due to the increased number of vaccines provided to children before the start of the school year. However, the FY 2012-13 cost per immunization is projected to increase after the first quarter and end the year at \$54/visit, the result of fewer immunizations in the remaining three quarters. The impact of only serving the uninsured population is still unknown and staffing levels will initially not change until the demand for services is more predictable.

Benchmark data from other counties are not available.

3. Performance Measure: Rate of newly diagnosed HIV cases per 100,000 population.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
7.5	7.9	5.6	5.2	5.9	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.

How are we doing? In the first quarter of FY 2012-13, five cases of HIV were detected, compared to three in the first quarter of FY 2011-12. This change in small numbers is not statistically significant, and a true picture of HIV rates for FY 2012-13 cannot be calculated until later in the year. Annualized, the five cases in the first quarter would result in a rate of 7.4 cases per 100,000 (annualized HIV cases divided by (SLO County's population of 269,337 divided by 100,000), as compared to a case rate of 5.2 in FY 2011-12. However, it is too early to project any changes to the annual rate. 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.

Benchmark data from other counties are not available.

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.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
9.8	12.7	11.6	11.24	12.0	11.2	12.0

What: The rate measures a three-year average of 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 quarter of FY 2012-13, eight females in the age range of 15-17 years gave birth, compared to 12 in the first quarter of FY 2011-12 (*Automated Vital Statistic System*). With only one quarters worth of data, it is too early to project an annual rate, therefore no change is projected.

The FY 2012-13 rate is derived by dividing the three year average of adolescent females ages 15 to 17 (13,707) by 1,000 to achieve a factor of 13.71, based on a population per thousand. This factor is then divided into the actual number of 15 to 17 births over the past three years (154).

Benchmark comparable data from other counties is 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.						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
6.2%	6.1%	5.6%	5.4%	6.0%	5.7%	5.7%
<p>What: Measures the three year rolling average 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.</p> <p>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.</p> <p>How are we doing? The birth rate for LBW babies born in FY's 2010-11 through 2011-12 and the 1st quarter of FY 2012-13 was 5.5 % (326 LBW babies divided by total live births of 5,949) compared to the actual three year average rate of 5.4% for FY's 2009-10 through FY 2011-12 (426 LBW divided by 7,930 live births). This data is derived from the Automated Vital Statistic System. Due to the small number of LBW babies being born it is anticipated that the actual rate in FY 2012-13 will be lower than the adopted target of 6%.</p> <p>The low rate in SLO County may be attributed in part to multiple preventative Public Health programs including <i>First-Time Mothers/Early Support Program</i> (nurse home-visiting), <i>Baby's First Breath</i> (tobacco cessation), <i>Women, Infants and Children (WIC) Program</i> and the <i>Perinatal Substance Use Program (4 P's program – Past Parents Partner and Pregnancy)</i> 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.</p> <p>Benchmark data from the 2010 Kidsdata.org website prepared by the Lucille Packard Foundation includes the following counties of: Marin-6.2%, Monterey-5.6%, Napa-6%, Placer-5.5%, Santa Barbara-5.7%, Santa Cruz-5.7%, Kern-7% and Ventura- 6.2%.</p>						
6. Performance Measure: Percentage of live born infants whose mothers received prenatal care in the first trimester.						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
78%	78%	78.5%	81.7%	78%	78%	78%
<p>What: Percentage of live-born infants, born to this County's residents, whose mothers received prenatal care in the first trimester of pregnancy.</p> <p>Why: Early, high quality prenatal care reduces the incidence of morbidity and mortality for both mother and infant.</p> <p>How are we doing? In the first quarter of FY 2012-13, 80.4% (559 women out of a total of 695) of mothers sought prenatal care in their first trimester compared to 79.6% (532 out of a total of 668) during the same period in FY 2011-12. This sample is not enough to change the projected number at this time for FY 2012-13.</p> <p>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.</p> <p>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.</p>						
7. Performance Measure: Percentage of the State allocated caseload enrolled in the Women, Infants & Children (WIC) Program.						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
97.5%	97%	100%	99%	99%	99%	99%
<p>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.</p> <p>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.</p>						

How are we doing? In the first quarter of FY 2012-13, the average number of women, infants and children participating in the WIC program was 4,875 a month or 98% of the State allocated caseload target (4,975). It is anticipated that the program will serve 99% of the FY 2012-13 allocated caseload over the course of the fiscal year.

Benchmark data for FY 2011-12 includes: Marin – 92% (3,278); Monterey – 97.0% (21,589); Napa – 96.5% (3,955); Placer – 100% (4,475); Santa Barbara – 96.3% (18,405); Santa Cruz – 96.9% (9,620); Statewide - 95% (1,474,666).

8. Performance Measure: Youth smoking rate (proportion of youth in 11th grade who have smoked cigarettes within the past 30 days).

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
Biennial Survey	16%	Biennial Survey	13%	Biennial Survey	Biennial Survey	13%

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 FY 2011-12 California Healthy Kids Survey (CHKS) data was released by the San Luis County Office of Education in October 2012. Of the 1,732 students in the sample, 13% (225) indicated they had smoked cigarettes within the past 30 days. Teen smoking rates have been in decline since 1996. The decline in smoking rates can be attributed 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.

CHKS data is prepared by West Ed for the California Department of Education. At this point, 2011-12 data from benchmark counties is not available on their web site. Data from 2009 benchmark counties 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.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
11.1% (2007 survey)	Biennial survey	10.2%* (2009 survey)	Biennial Survey	10%	10%	Biennial Survey

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? Data from the 2009 CHIS survey 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 10.2%. No new data is available at this time.

In the November 9, 2012 issue of Morbidity and Mortality Weekly (Vol. 61 / No. 44), a publication of the Centers for Disease Control and Prevention, it stated that the national smoking rate was 19%. 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. We would expect smoking rates to continue a downward trend in future years.

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%.

* The Actual Result for the FY 2010-11 performance measure was updated to reflect accurate California Health Interview Survey (CHIS) data.

<p>Department Goal: Protect against environmental hazards.</p> <p>Communitywide Result Link: <input checked="" type="checkbox"/> Safe <input checked="" type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input type="checkbox"/> Well-Governed Community</p>						
<p>10. Performance Measure: Percentage of Small Water systems in compliance with State or Federal bacteriological drinking water standards.</p>						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
96.8%	96.3%	95.7%	95.4%	96%	96%	96%
<p>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.</p> <p>Why: Water systems contaminated with fecal material can cause diseases such as typhoid fever, cholera, shigella and cryptosporidiosis. By performing routine inspections for coliform bacteria on water systems and requiring repairs and improvements to water systems that repeatedly fail bacteriologic standards, we will improve the healthfulness of the drinking water supply and reduce the risk of disease.</p> <p>How are we doing? In the first quarter of FY 2012-13, 94.6% (521 out of 551) of the routine water samples were in compliance with the drinking water standards, compared to 96.1% (489 out of 509) in the first quarter of FY 2011-12. 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.</p> <p>Benchmark data from other counties are not available.</p>						
<p>Department Goal: Promote accessible, appropriate and responsive health services to all members of the community.</p> <p>Communitywide Result Link: <input type="checkbox"/> Safe <input checked="" type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input type="checkbox"/> Well-Governed Community</p>						
<p>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.</p>						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
63.3%	66%	61%	59%	65%	60%	60%
<p>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.</p> <p>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.</p> <p>How are we doing? In the first quarter of FY 2012-13, Public Health Nursing received 15 referrals and enrolled 9 clients 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 2012-13. These low-income, high-risk pregnant women and new mothers are frequently homeless, mistrustful of agencies and present a challenge for retention after enrollment.</p>						

**Social Services
Fiscal Year 2013-14 Proposed budget**

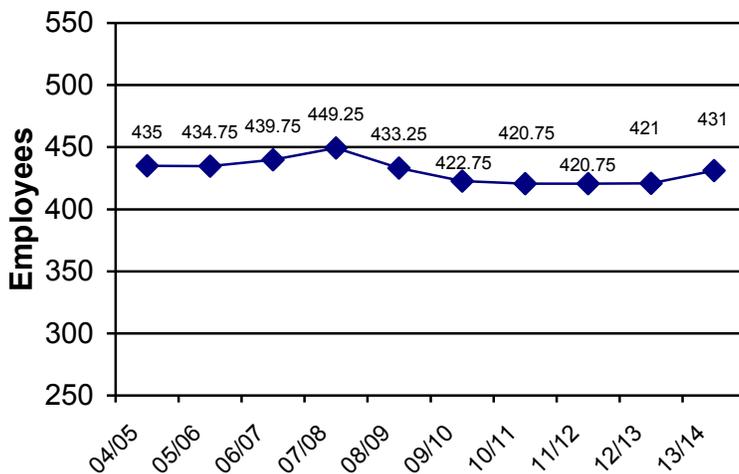
Fund Center 180

MISSION STATEMENT

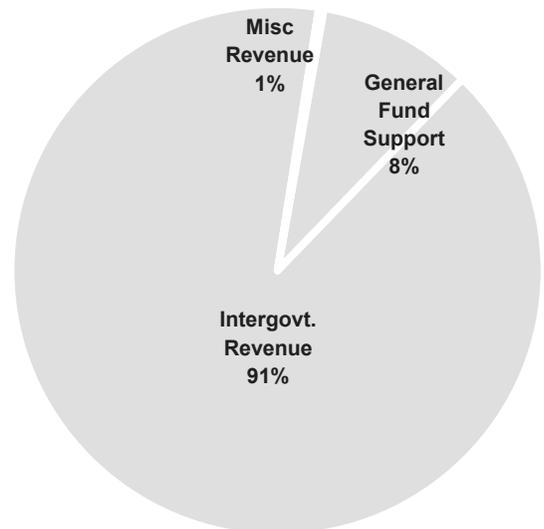
We partner with the community to enhance self-sufficiency while ensuring that safety and basic human needs are met for the people of San Luis Obispo County.

<u>Financial Summary</u>	2012-13	2012-13	2013-14	2013-14	Change From
	<u>Budget</u>	<u>Projected</u>	<u>Requested</u>	<u>Recommended</u>	<u>2012-13</u>
Intergovernmental Revenue	\$ 54,187,804	\$ 53,468,596	\$ 55,357,452	\$ 55,859,423	\$ 1,671,619
Charges for Current Services	2,560	1,600	2,560	2,560	0
Other Revenues	9,248	41,211	9,248	9,248	0
Other Financing Sources	0	0	0	200,000	200,000
**Total Revenue	\$ 54,199,612	\$ 53,511,407	\$ 55,369,260	\$ 56,071,231	\$ 1,871,619
Salary and Benefits	37,045,227	36,331,992	37,697,850	38,442,508	1,397,281
Services and Supplies	14,884,481	15,256,035	15,862,009	15,635,801	751,320
Other Charges	7,514,078	7,181,381	7,054,002	7,054,002	(460,076)
Fixed Assets	104,000	104,000	107,000	107,000	3,000
**Gross Expenditures	\$ 59,547,786	\$ 58,873,408	\$ 60,720,861	\$ 61,239,311	\$ 1,691,525
Less Intrafund Transfers	76,277	86,300	67,146	67,146	(9,131)
**Net Expenditures	\$ 59,471,509	\$ 58,787,108	\$ 60,653,715	\$ 61,172,165	\$ 1,700,656
General Fund Support (G.F.S.)	<u>\$ 5,271,897</u>	<u>\$ 5,275,701</u>	<u>\$ 5,284,455</u>	<u>\$ 5,100,934</u>	<u>\$ (170,963)</u>

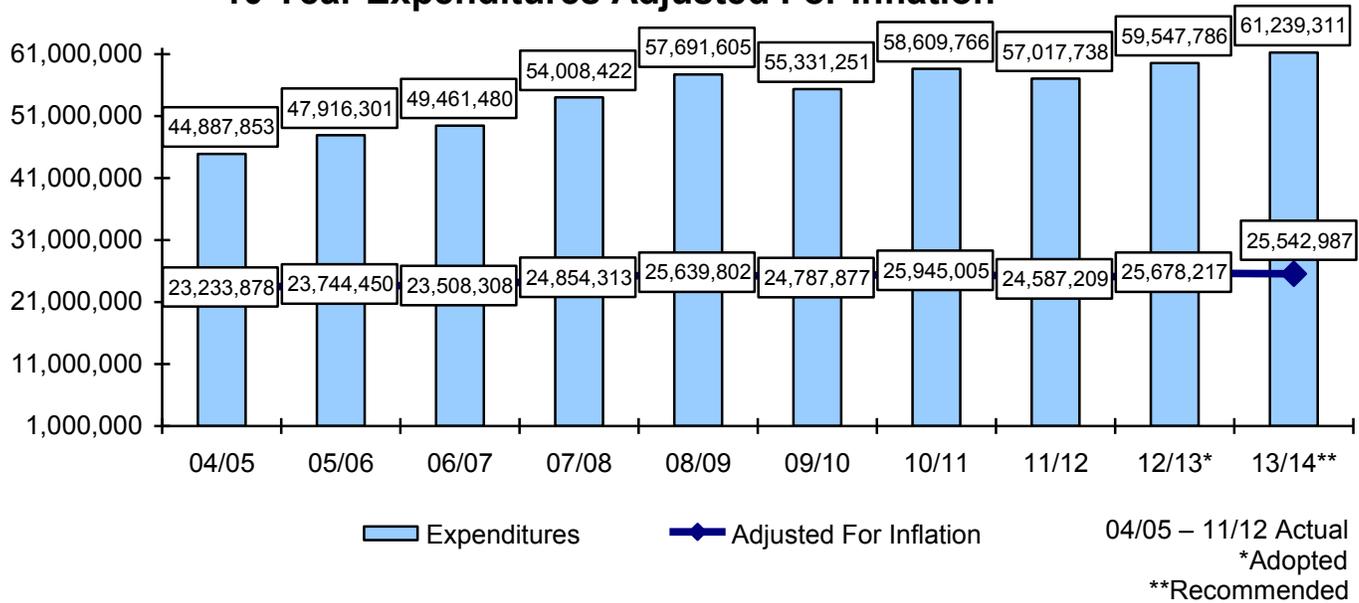
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

The Department of Social Services has a total expenditure level of \$61,239,311 and a total staffing level of 431.00 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 Supportive Services Program provides personal and domestic services that enable dependent adults to remain safely in their home.

Total Expenditures: \$8,939,597 Total Staffing: 28.25 FTE

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: \$8,625,737 Total Staffing: 43.00 FTE

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: \$11,643,512 Total Staffing: 124.00 FTE

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: \$11,979,563 Total Staffing: 101.75 FTE

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: 2.75 FTE

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: \$10,390,527 Total Staffing: 91.00 FTE

Other Programs

This includes other programs provided by the department primarily for Children's Services, but also for foster care eligibility and services, food stamp employment and training, and family preservation services.

Total Expenditures: \$7,005,724 Total Staffing: 36.00 FTE

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: \$2,303,607 Total Staffing: 4.25 FTE

DEPARTMENT COMMENTS

Social Services- Administration includes the budget necessary to administer mandated Social Services activities, including salaries, services and supplies, contracts and fixed assets, as well as transfers to other departments for various contracts, and the County's mandated share of In-Home Supportive Services program costs.

The Department of Social Services continues its efforts to meet both its statutory mandates and its performance measures, despite a continuing caseload that has risen by 43% in the last five 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 27.25 positions (about 6%) during the same time that the caseload in our largest programs has increased by over 6,700 cases.

Following are some of the department's notable accomplishments for FY 2012-13 and some specific objectives for FY 2013-14:

FY 2012-13 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 24 out of 27 categories.
- In all four composite measures for Child Welfare Services, San Luis Obispo County exceeds other counties' performance:
- Reunification Composite is 2% higher (at 90% of the State average)
 - Adoption Composite is 23% higher
 - Long Term Care Composite is 15% higher
 - Placement Stability Composite is 1% higher
- Ratio of foster children whose initial placement is with relatives instead of in group homes or shelters: At 45:1, the County exceeds the Statewide ratio of 2.3:1.
- 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: According to the most recently available report, the County's rate—at 35.1%—exceeded 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.
- Workforce Investment Act performance exceeds Federal requirements in 8 of 9 measures. Showing the most dramatic improvement is the performance for youth, where the department was at 242% of the Federal requirement.
- Sponsored a Supplemental Security Income/Social Security Disability Insurance (SSI/SSDI) Outreach Access and Recovery (SOAR) training to educate various community agencies about how to effectively secure SSI benefits for clients.

FY 2013-14 Objectives

- Collaborate effectively with the State Department of Health Care Services and the County's Health Agency in implementing the Affordable Care Act, ensuring a smooth transition of the County Medical Services Program (CMSP) population into Medi-Cal.
- No fewer than 98% of the 10-day referrals that are received by Child Welfare Services will have a timely response by a Social Worker.
- The County will continue to surpass State averages in at least 75% of performance measures related to Child Welfare Services.
- Collaborate effectively with the Health Agency to ensure implementation of the Katie A. settlement requirements, conducting an assessment and developing a plan to meet the mental health needs of children in the Child Welfare System.
- Continue to collaborate with other County departments and provide a high level of support to the Homeless Services Oversight Council (HSOC) to address homeless issues within the community.
- Continue to facilitate a smooth transition of the Healthy Families program to the County by assuming responsibility for existing cases and processing approximately 145 new applications per month to ensure that low-income children within the county have access to low-cost health insurance.

- Acquired a new facility in San Luis Obispo to:
- Provide work space for anticipated new hires for the Healthy Families program and implementation of the Affordable Care Act.
- Consolidate file storage to facilitate easier access to files, increase file security, and eliminate costs of offsite file storage.
- Provide additional space for four new family visitation rooms.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

In total, the overall General Fund support for the Department of Social Services (including its Administrative, Foster Care/Adoptions, CalWORKS and General Assistance budgets) is recommended to decrease \$349,467 or 5% compared to FY 2012-13 adopted levels. The level of General Fund support for this fund center is recommended to decrease \$170,963 or 3% compared to FY 2012-13 adopted levels. Revenues are recommended to increase \$1,871,619 or 3% and total expenditures are recommended to increase \$1,691,525 or 2% compared to FY 2012-13 adopted levels.

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. This new funding posed significant changes to the department's budget, largely with respect to how Child Welfare Services, Adult Services, CalWORKS, Foster Care and Adoptions programs are funded. In the current year and moving into FY 2013-14, the department will continue to face major changes to its programs and how they are funded. The most significant changes moving forward will be the implementation of both the Affordable Care Act and requirements resulting from the "Katie A." settlement which directs the department to work with the Health Agency to perform an assessment and if necessary, develop a plan to improve mental health services for children. At this time, there is a lot of uncertainty in both areas. As a result, the recommended budget does not adjust for any potential changes associated with either Affordable Care or "Katie A."

Revenue is recommended to increase due largely to an increase in State allocations, as well as increases in the amount of 2011 Realignment revenue that the department expects to receive. State allocations are increasing due largely to changes in the way that the In-Home Supportive Services (IHSS) program is funded (discussed in more detail below). 2011 Realignment is expected to increase 12% compared to FY 2012-13 adopted levels, based on estimates provided by the State, due largely to Child Welfare base restoration and Protective Services growth. Overall, 1991 Realignment is budgeted to increase 4% over current year estimates. In this fund center, 1991 Realignment funds are recommended to decrease, as more funds are recommended to be directed to the department's Foster Care/Adoptions budget. Workforce Investment Act (WIA) funds are decreasing by \$369,351 or 13% compared to FY 2012-13 adopted levels, based on current formula allocations. It is recommended that \$182,887 of California Children's Services (CCS) program growth funds be transferred from the department's realignment growth trust account to the Public Health department, which will reduce that fund center's need for General Fund support in FY 2013-14.

The substantial decrease in General Fund support is due largely to changes in the way that the IHSS program is funded. Based on the County's share of costs for IHSS, no other program has a greater impact on the department's budget. Changes to IHSS funding in FY 2013-14 have not only had a positive impact on the department's budget, but have also contributed to the balancing of the overall County budget. In FY 2013-14, the County's share of IHSS costs will be paid through a Maintenance of Effort (MOE) in an amount that is equal to the County's share of IHSS costs in FY 2011-12. In the past, IHSS has been budgeted based on caseload and authorized hours of care for elderly and disabled individuals. With the new MOE, the County's share of costs is capped and not impacted by an aging population and increased caseloads. In addition to the MOE, the implementation of a "Community First Choice Option" changed cost sharing ratios and decreased the County's share of costs from 17.5% to 15.4%. The net impact of these changes is an approximate \$426,208 reduction to IHSS expenditures. The United Domestic Workers of America have requested that the County open negotiations over caregiver compensation. Any increases to compensation would increase the IHSS MOE amount, however, the budget does not adjust for any potential change to caregiver compensation.

Salary and benefits are recommended to increase \$1,397,281 or 3% compared to FY 2012-13 adopted levels and includes full funding for all 424.00 FTE currently allocated positions, as well as 7.00 FTE new positions that are being recommended. The increase over FY 2012-13 adopted levels is due to regular pay step increases, the addition of 2.00 FTE positions in FY 2012-13, reclassifications, and the recommended addition of 7.0 FTE new positions. The cost of the new recommended positions can be absorbed in the department's existing allocations, without the need for additional General Fund support.

In FY 2012-13, several changes to the department's PAL were approved by the Board. In December 2012, the Board approved the reclassification of 6.00 FTE Supervising Administrative Clerk I positions to Supervising Administrative Clerk II's as a result of classification studies initiated in 2011. In February 2013, the Board approved the addition of 2.00 FTE Employment Resource Specialist I/II/III positions to accommodate the transition of the Healthy Families Program from the State to the County.

Several changes to the department's PAL are also recommended in FY 2013-14. Three reclassifications of existing positions are recommended, as well as the addition of 7.00 FTE new positions. These recommended changes result in a net addition of 7.00 FTE, which brings the department's total personnel allocation to 431.00 FTE. The details of the recommended PAL changes are as follows:

- Several requests for classification studies were submitted to Human Resources during the 2012 Classification Study Open Window Period. Based on studies conducted by Human Resources staff, it is recommended that three positions be reclassified so that the classifications more appropriately match the work that is currently being performed. Specific recommendations include: reclassifying 1.00 FTE Administrative Assistant III to a Secretary II and reclassifying 2.00 FTE Senior Account Clerks to Collections Officer II's. These reclassifications have no net impact on the department's total number of position allocations.
- The recommended addition of 7.00 FTE, submitted by the department as requested budget augmentations including:
 - 3.00 FTE Social Worker I/II/III/IV's
 - 1.00 FTE Social Services Investigator
 - 2.00 FTE Program Review Specialists
 - 1.00 FTE Administrative Assistant

The addition of these new positions will not have any impact on the department's level of General Fund support. Additional information about these positions is outlined below.

Services and supplies are recommended to increase by \$751,320 or 5% compared to FY 2012-13 adopted levels. The increase is due largely to: 1) an increase to significant value purchase to replace computers and other equipment that is past warranty and has not been replaced timely due to several years of budget difficulty, 2) an increase to maintenance projects, including funding transferred in from Countywide Maintenance to repair or replace leaking windows at the department's main offices in San Luis Obispo, and 3) a corresponding increase to countywide overhead charges. These increases are offset in part, by a significant reduction to the County's share of IHSS costs, as discussed above, as well as decreased charges for liability insurance.

Other charges, which consists mostly of contracted services for clients, is recommended to decrease by \$460,076 or 6% compared to FY 2012-13 adopted levels due largely to decreased contracts for CalWORKS and WIA programs. The department is projecting a decrease in its contract with the Community Action Partnership (CAPSLO) for childcare services due to a decline in CalWORKS caseload, associated with recent CalWORKS restructuring which limited eligibility. WIA program contracts for one-stop operators and youth services are also decreasing, commensurate with the decline in WIA funding noted earlier. These decreases are partially offset by expected increases to contracts for parent education and other family support programs.

Fixed assets are recommended to increase \$3,000 or 2% compared to FY 2012-13 adopted levels and includes funding for replacement copiers, servers and Livescan fingerprint image equipment which will help to avoid delays in home placements.

BUDGET AUGMENTATION REQUESTS RECOMMENDED

Unit Amount	Description	Results
Gross: \$69,765, funded entirely with 2011 Realignment allocations for Child Welfare Services, using protective services growth funds General Fund Support: \$0	Add 1.00 FTE Social Worker I/II/III/IV to the Child Welfare Division to coordinate and maintain recruitment and retention of foster homes	<ol style="list-style-type: none"> 1. Maintain an adequate number of licensed foster homes to provide for successful placement of all foster children 2. Increase the number of foster and adoptive parent training classes that are offered and increase attendance
Gross: \$69,765, funded entirely with 2011 Realignment allocations for Adult Protective Services (APS), using protective services growth funds General Fund Support: \$0	Add 1.00 FTE Social Worker I/II/III/IV to Adult Protective Services to provide case management services for elder and dependent adult clients	<ol style="list-style-type: none"> 1. Reduce the number of investigations that each Social Worker must complete by approximately 25% 2. Provide case management services to elderly and dependent adult clients following investigations 3. Reduce the percentage of repeat referrals that APS receives from the current of 15%
Gross: \$69,765, funded with Federal/State IHSS allocations General Fund Support: \$0	Add 1.00 FTE Social Worker I/II/III/IV to the In Home Supportive Services program to provide ongoing case management and process applications more timely	Reduce the amount of time that it takes to process applications and determine eligibility for IHSS from over two months to 45 days
Gross: \$88,082, funded entirely with Federal/State allocations for CalWORKS, CalFresh and Fraud Incentive programs General Fund Support: \$0	Add 1.00 FTE Social Services Investigator to the Special Investigative Unit to assist with eliminating investigations backlogs and provide timely response to new referrals	<ol style="list-style-type: none"> 1. Eliminate a backlog of 5,200 investigation referrals within two years 2. Increase the amount of client-caused CalWORKS overpayment recovery by 50%, from \$153,889 to \$230,834 within two years 3. Focus on early fraud detection to enhance cost avoidance by 50%, from \$773,184 to \$1,159,776 within two years
Gross: \$78,873, funded with Federal/State/county allocations, 1991 and 2011 Realignment funds General Fund Support: \$0	Add 1.00 FTE Program Review Specialist to the Special Investigative Unit to assist with eliminating investigations backlogs and provide timely response to new referrals	<ol style="list-style-type: none"> 1. Eliminate a backlog of 5,200 investigation referrals within two years 2. Increase the amount of client-caused CalWORKS overpayment recovery by 50%, from \$153,889 to \$230,834 within two years 3. Focus on early fraud detection to enhance cost avoidance by 50%, from \$773,184 to \$1,159,776 within two years

Social Services
Fiscal Year 2013-14 Proposed budget

Fund Center 180

<p>Gross: \$78,873, funded with Federal/State/county allocations, 1991 and 2011 Realignment funds</p> <p>General Fund Support: \$0</p>	<p>Add 1.00 FTE Program Review Specialist to the Department of Social Services Information Technology Division to create and maintain complex barcoded forms for the department and provide user support and training for the new Electronic Document Management Service system</p>	<ol style="list-style-type: none"> 1. Assist in automating the storage of all department documents including confidential case file records, personnel records and fiscal records 2. Improve access to files by reducing the time it takes to route documents from the department's closed files location 3. Eliminate the need for physical offsite storage, reducing storage costs by approximately \$15,600 a year
<p>Gross: \$46,848, funded with Federal/State/county allocations, 1991 and 2011 Realignment funds</p> <p>General Fund Support: \$0</p>	<p>Add 1.00 FTE Administrative Assistant to provide administrative support to staff and process a significant amount of client applications for financial assistance in the department's Arroyo Grande office</p>	<p>Reduce the amount of time it takes to perform data entry for new applications for financial assistance from several days to the same day that the application is submitted</p>

GOALS AND PERFORMANCE MEASURES

<p>Department Goal: To provide for the safety, permanence and well being of children.</p>						
<p>Communitywide Result Link: <input checked="" type="checkbox"/> Safe <input checked="" type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input type="checkbox"/> Well-Governed Community</p>						
<p>1. Performance Measure: Percentage of children reentering foster care within 12 months of being reunified with their families.</p>						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
14.05%	7.45%	14%	14.13%	10%	14.13%	10%
<p>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.</p> <p>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.</p> <p>How are we doing? The County is above the State average (11.95%) by 2.18% and below the Comparison County average (15.08%) by .95%. Due to reporting delays with the State, the available data is through the quarter ending June 2012. Actual results reflect the yearly average. In the month of June 2012, 10 out of 116 children returned to foster care. Last year's results are similar to FY 2010-11 results. Our goal in the current year is ambitious, but an increasingly challenging caseload in our Child Welfare Services program has put this goal out of our reach.</p>						
<p>2. Performance Measure: Percentage of child abuse/neglect referrals where a response is required within 10 days that were responded to timely.</p>						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
88.73%	94.1%	96.7%	97.6%	98%	97.6%	98%
<p>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.</p> <p>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.</p>						

How are we doing? The County is above the State average (92.4%) by 5.2% and above the Comparison Counties (92.55%) by 5.05%. Due to reporting delays from the State, the available data is through the quarter ending June 2012. Actual results reflect the yearly average. In the month of June 2012, 396 out of 404 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. Note that Actual Results have changed from what was shown in the Final Budget for FY 2011-12 (from 97.33% to 97.6%). The change is due to the addition of actual figures for the quarter ending June 2012, which weren't available previously.

3. Performance Measure: Percentage of children in out-of-home care who are placed with all of their siblings.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
55.5%	61%	67.8%	68.25%	65%	68.25%	68.25%

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 (55.15%) by 13.1% and above the Comparison County average (53.05%) by 15.2%. Due to reporting delays from the State, the figures are from the quarter ending June 2012. The County's results in this measure are above target by 3.25%. 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. Actual results reflect the yearly average. In the month of June 2012, 155 out of 227 children were placed with all of their siblings. Note that Actual Results have changed from what was shown in the Final Budget for FY 2011-12 (from 68.83% to 68.25%). The change is due to the addition of actual figures for the quarter ending June 2012, which weren't available previously.

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.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
26%	42%	45.49%	24.16%	40%	52.2%	45%

What: General Assistance is a County General Funded cash program of "last resort" for individuals not currently eligible for other programs. To the extent that the SSI program reimbursements or beneficiary repayments result in cost offsets, the burden on local taxpayers is reduced.

Why: The Department engages in an SSI Advocacy program, working to assist individuals who are disabled in applying for SSI and thereby improving their economic situation while reducing the burden on local taxpayers.

How are we doing? We are above the adopted target (40%) by 12.2%. The figures are through the month ending October 31, 2012. 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).

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
140 cases	207 cases	229.25 cases	223.25 cases	230 cases	172 cases	225 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, 2012. Fluctuations in actual results are due to changes in staffing levels during the year. The average for FY 2011-12 was 223.25 cases, but the actual for the quarter ending September 30, 2012 was 172 cases. State or comparable county data is not available.

6. Performance Measure: The number of cases per Social Worker in Child Welfare Services (CWS).

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
ER-13	ER-17	ER-22	ER-31	ER-11	ER-37	ER-15
FM-15	FM-14	FM-10	FM-10	FM-11	FM-11	FM-11
FR-10	FR-10	FR-11	FR-12	FR-12	FR-12	FR-12
PP-28	PP-24	PP-23	PP-24	PP-19	PP-29	PP-25

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 26 cases, and PP (19) by 10 cases. Cases are on target for FM (11) and FR (12) 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. The available data is through September 30, 2012. 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.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
33.3%	35.1%	35.1%	35.1%	30%	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.

8. Performance Measure: Percent of CalWORKs Adult Participants with earnings.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
32.8%	30.83%	29.7%	29.67%	30%	29.67%	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 4.7% and is above the Comparison Counties average (28.43%) by 1.24%. Data is through the quarter ending March 31, 2012. 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 2011-12 (from 27.3% to 29.67%). The change is due to the addition of actual figures for the quarter ending March 2012, which weren't available previously. Actual results reflect the yearly average. In the month of March 2012, 281 out of 1,029 participants had earnings.

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.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
160.35 cases	170 cases	163 cases	134.03 cases	150 cases	145.2 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 2012-13 adopted target by 4.8 cases. Data is through the quarter ending September 30, 2012. 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 increased by 8% from FY 2011-12.

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.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
85%	93%	90%	91%	93%	99%	95%

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.

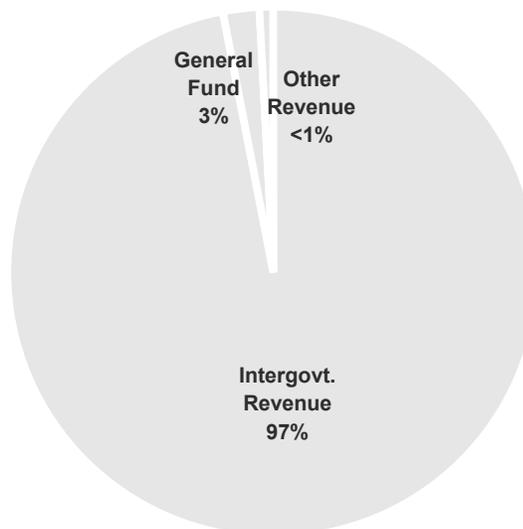
How are we doing? The Department is above the FY 2012-13 adopted target by 6%. Available data is through October 31, 2012. The results in this measure may see higher than average fluctuations due to the fact that the denominator for this measure (the number of adults with an initial abuse 12 months ago) is a small number, which varied between 4 to 28 adults over the last 6 report months. Actual results reflect the yearly average. State or comparable county data is not available.

MISSION STATEMENT

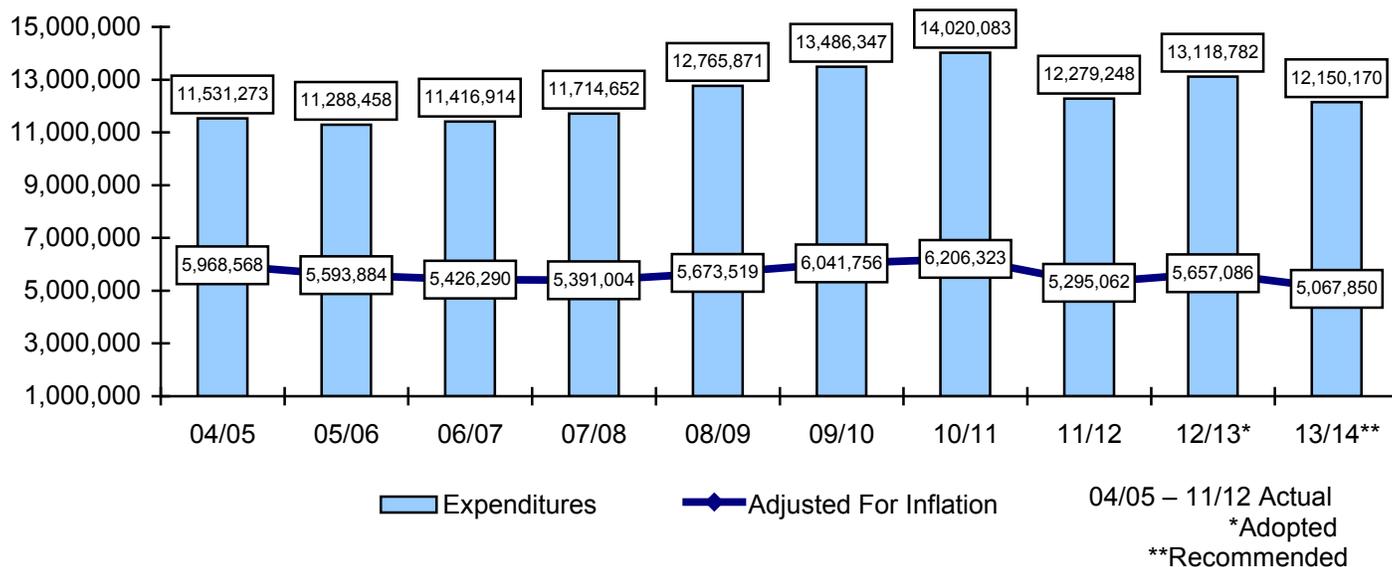
We partner with the community to enhance self-sufficiency while ensuring that safety and basic human needs are met for the people of San Luis Obispo County.

<u>Financial Summary</u>	<u>2012-13 Budget</u>	<u>2012-13 Projected</u>	<u>2013-14 Requested</u>	<u>2013-14 Recommended</u>	<u>Change From 2012-13</u>
Intergovernmental Revenue	\$ 12,750,256	\$ 11,551,165	\$ 11,788,587	\$ 11,788,587	\$ (961,669)
Other Revenues	20,000	1,214	1,214	1,214	(18,786)
**Total Revenue	\$ 12,770,256	\$ 11,552,379	\$ 11,789,801	\$ 11,789,801	\$ (980,455)
Other Charges	13,118,782	11,897,373	12,150,170	12,150,170	(968,612)
**Gross Expenditures	\$ 13,118,782	\$ 11,897,373	\$ 12,150,170	\$ 12,150,170	\$ (968,612)
General Fund Support (G.F.S.)	\$ 348,526	\$ 344,994	\$ 360,369	\$ 360,369	\$ 11,843

Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

CalWORKS has a total expenditure level of \$12,150,170 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: \$12,150,170 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 peaked in FY 2010-11. The current year caseload has fallen 7.5% from last year, and is 11.5% below the prior year.

Major revisions in the CalWORKS program are being implemented effective January 1, 2013 as a result of changes in State law. These changes could reduce this budget's expenditure trend over the course of the year.

This fund center is an assistance expenditure account only; please refer to the narrative for Fund Center 180- Social Services Administration for a discussion of departmental key results.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The level of General Fund support for this budget is recommended to increase \$11,843 or 3% compared to FY 2012-13 adopted levels. Revenues are recommended to decrease \$980,455 or 7%. Total expenditures are recommended to decrease \$968,612 or 7%.

2011 Realignment has posed some significant changes to the way that CalWORKS is funded. The most notable change was 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 through a Maintenance of Effort (MOE) in the amount of \$5,282,132.

Recommended decreases to both revenue and expenditures are the result of continued caseload decline. CalWORKS caseloads are down 7.5% in the current year, compared to FY 2011-12 levels, and down 11.5% compared to FY 2010-11 levels, due to an improving economy and the recent CalWORKS restructuring which placed greater restrictions on eligibility for low income families. Overall, expenditures are budgeted at 1% above current year estimates in most aid types. An exception to this is a budgeted increase of 62% for Kinship Guardianship Assistance Program (KinGap) expenditures which are experiencing rapid growth due to the implementation of Extended Foster Care which extends foster care benefits for youth from age 18-21. Increased expenditures due to Extended Foster Care result in a small change in the County's share of cost, increasing it from 2.7% in FY 2012-13 to 3% in FY 2013-14.

**Social Services- Foster Care
Fiscal Year 2013-14 Proposed Budget**

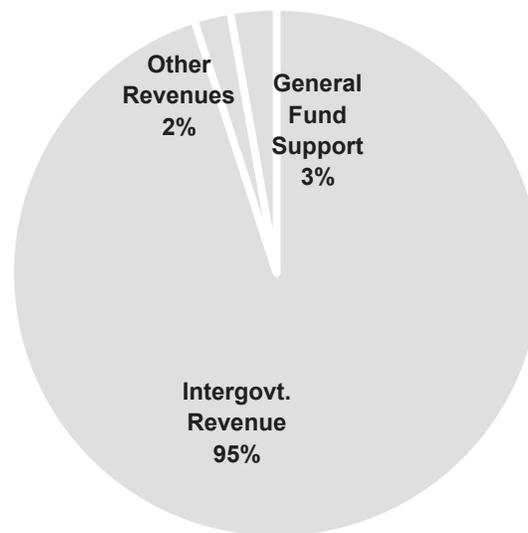
Fund Center 181

MISSION STATEMENT

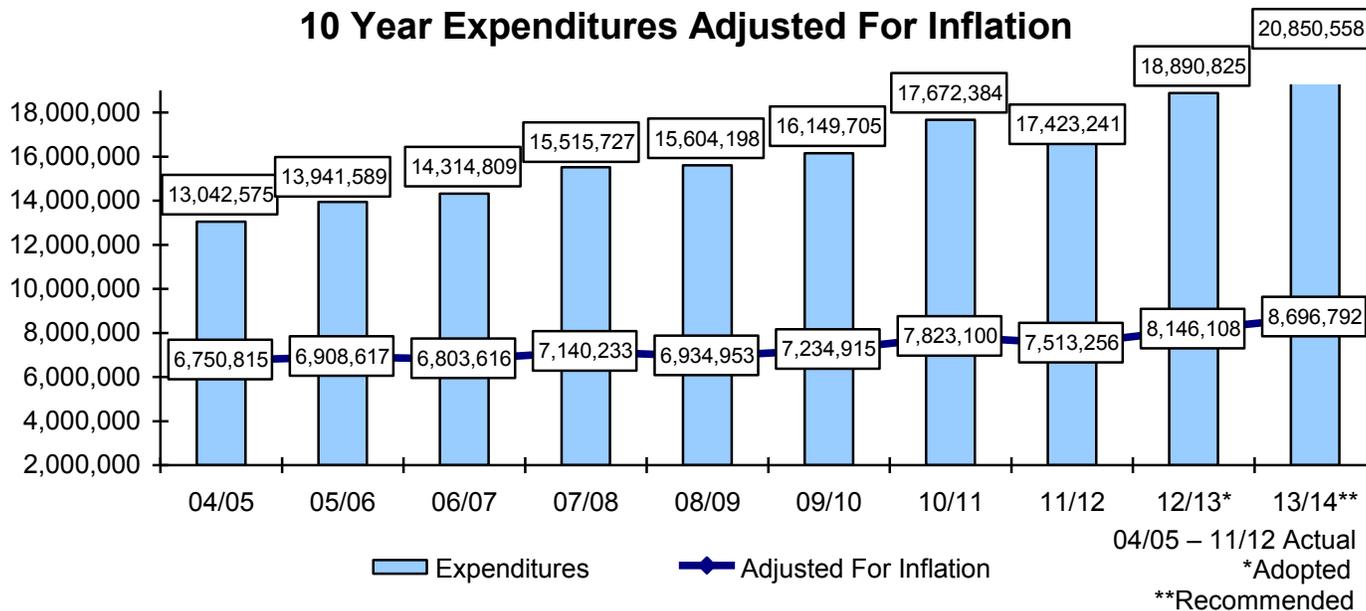
We partner with the community to enhance self-sufficiency while ensuring that safety and basic human needs are met for the people of San Luis Obispo County.

	2012-13	2012-13	2013-14	2013-14	Change From
<u>Financial Summary</u>	<u>Budget</u>	<u>Projected</u>	<u>Requested</u>	<u>Recommended</u>	<u>2012-13</u>
Intergovernmental Revenue	\$ 17,915,400	\$ 17,895,652	\$ 19,827,185	\$ 19,827,185	\$ 1,911,785
Other Revenues	<u>164,023</u>	<u>384,528</u>	<u>464,615</u>	<u>464,615</u>	<u>300,592</u>
**Total Revenue	\$ 18,079,423	\$ 18,280,180	\$ 20,291,800	\$ 20,291,800	\$ 2,212,377
Services and Supplies	44,023	67,873	67,873	67,873	23,850
Other Charges	<u>18,846,802</u>	<u>19,515,796</u>	<u>20,782,685</u>	<u>20,782,685</u>	<u>1,935,883</u>
**Gross Expenditures	\$ 18,890,825	\$ 19,583,669	\$ 20,850,558	\$ 20,850,558	\$ 1,959,733
General Fund Support (G.F.S.)	<u>\$ 811,402</u>	<u>\$ 1,303,489</u>	<u>\$ 558,758</u>	<u>\$ 558,758</u>	<u>\$ (252,644)</u>

Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Foster Care has a total expenditure level of \$20,850,558 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: \$13,661,649 Total FTE: _

Adoptions

The Adoptions Assistance Program provides ongoing support to families who have adopted children.

Total Expenditures: \$6,490,869 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: \$698,040 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.

Recent statutes established the Extended Foster Care program, in which youth aged 18-21 may continue to receive Foster Care payments to assist them in transitioning to adulthood. This program serves to reduce homelessness and to increase stability among this population.

While the Foster Care program's core caseload remains lower than it was five years ago, it has experienced some incremental growth in each of the last three years. Both the Probation and Social Services Departments work 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 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 \$252,644 or 31% compared to FY 2012-13 adopted levels. Revenues are recommended to increase \$2,212,377 or 12% and total expenditures are recommended to increase \$1,959,733 or 10%.

2011 Realignment presented 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, 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, sales tax revenues have been on the rise, which has provided the department with adequate funding to cover the increased County share.

The \$558,758 in General Fund support recommended for FY 2013-14 is based on the number and types of cases being administered through this fund center. In FY 2013-14, the level of General Fund support represents 2.7% of total expenditures, compared to 4.3% in FY 2012-13. The amount of General Fund support in this budget is recommended to decrease due to the fact that realignment revenue is increasing as the economy strengthens. Recommended realignment levels are budgeted at 4% above FY 2012-13 estimates.

Increased expenditures are due to an overall increase within aid types, which are based upon caseload growth and cost per case. In addition, the department is expecting to increase its contract with Family Care Network for wraparound services, due to an anticipated need to increase the number of program slots that the department can utilize. Several factors which are beyond the County's control contribute to the recommended increase in expenditures for various aid types:

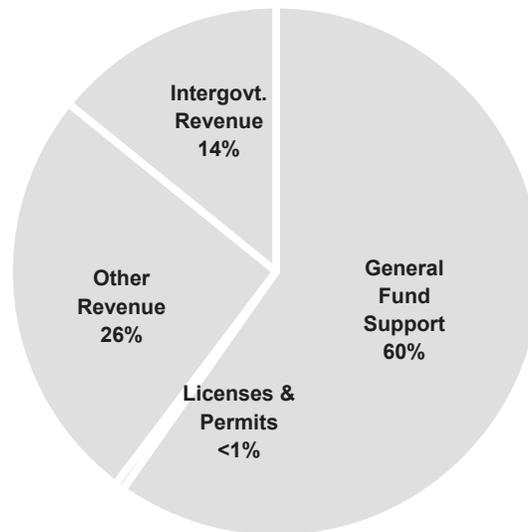
- Following several years of decline, current year Foster Care caseloads are up 4.6% compared to FY 2011-12. As a result, most aid types are budgeted at 3% above FY 2012-13 estimates.
- The implementation of Assembly Bill (AB) 12- Extended Foster Care, which extended foster care benefits for youth from age 18 to 21. This extension of benefits was not budgeted for in FY 2012-13 and is being budgeted in FY 2013-14 based on current year estimates.
- A continued decrease in the percentage of children who qualify as "federally eligible" in basic foster care. This decline is due to the fact that financial eligibility requirements for federal funding participation are the same as they were in 1996 and have not been adjusted for inflation, which means that fewer families qualify today.
- State-set rate increases for Foster Care, due to recent lawsuits which guarantee rate increases every year.

MISSION STATEMENT

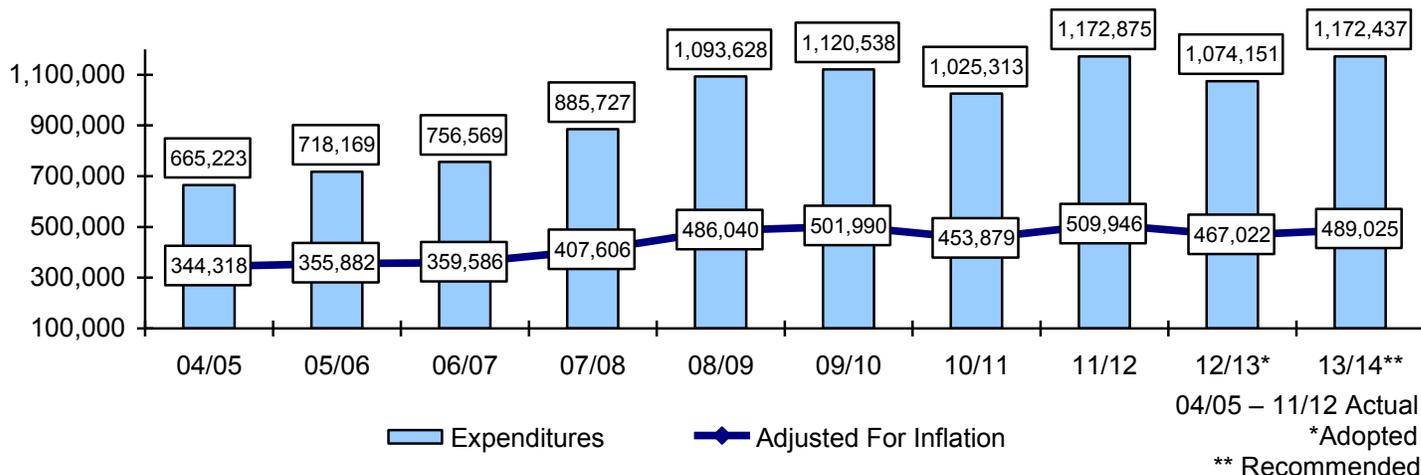
We partner with the community to enhance self-sufficiency while ensuring that safety and basic human needs are met for the people of San Luis Obispo County.

	2012-13	2012-13	2013-14	2013-14	Change From
<u>Financial Summary</u>	<u>Budget</u>	<u>Projected</u>	<u>Requested</u>	<u>Recommended</u>	<u>2012-13</u>
Licenses and Permits	\$ 5,858	\$ 6,260	\$ 6,260	\$ 6,260	\$ 402
Intergovernmental Revenue	240,300	150,852	165,887	165,887	(74,413)
Other Revenues	190,000	334,841	300,000	300,000	110,000
**Total Revenue	\$ 436,158	\$ 491,953	\$ 472,147	\$ 472,147	\$ 35,989
Other Charges	1,074,151	1,129,946	1,172,437	1,172,437	98,286
**Gross Expenditures	\$ 1,074,151	\$ 1,129,946	\$ 1,172,437	\$ 1,172,437	\$ 98,286
General Fund Support (G.F.S.)	\$ 637,993	\$ 637,993	\$ 700,290	\$ 700,290	\$ 62,297

Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

General Assistance has a total expenditure level of \$1,172,437 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: \$1,172,437 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 the Supplemental Security Income/State Supplementary Payment (SSI/SSP) program and, if 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, or “CAPI,” as well as the expenditures for indigent cremations.

After many years of gradual growth, the General Assistance average monthly caseload has jumped in the last two years, with current numbers running 19% above last year and a full 32.4% above the prior year. These increases appear to be related to a number of factors that include a continuing troubled economy and a possible influx of transients from other areas of the State. The recession has had a major impact on these individuals, 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 a discussion of departmental key results.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The level of General Fund support for this budget is recommended to increase \$62,297 or 9% compared to FY 2012-13 adopted levels. Revenues are recommended to increase \$35,989 or 8% and total expenditures are recommended to decrease \$98,286 or 9% compared to FY 2012-13 adopted levels.

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 are recommended to increase \$110,000 compared to FY 2012-13 adopted levels. This increase appears to be due to the success of the Benefits-ARCH program that the department recently initiated to assist people in applying to SSI benefits.

The recommended increase in expenditures is due largely to an expected increase in General Assistance payments. In the current year, General Assistance caseloads are up 19% over FY 2011-12 levels, due to the continued down economy, an influx of transients from other areas, as well as the success of the Benefits-ARCH program. Based on the success that the department has had in securing reimbursement for its SSI expenditures, it appears that other agencies may be referring indigent adults to the County. The result of this is that in the process of obtaining SSI benefits, these indigent adults are also applying for and begin receiving General Assistance, which increases caseloads. To mitigate the impact of this, the department recently sponsored a SSI/SSDI Outreach Access and Recovery (SOAR) training to assist other agencies in improving their ability to recoup SSI expenditures, which will hopefully serve to control General Assistance caseloads. The increase in General Assistance expense is partially offset by a decline in CAPI expenditures (which corresponds to the decline in CAPI revenue, noted above), consistent with the decline in CAPI caseloads seen in the current year.

**Veterans Services
Fiscal Year 2013-14 Proposed Budget**

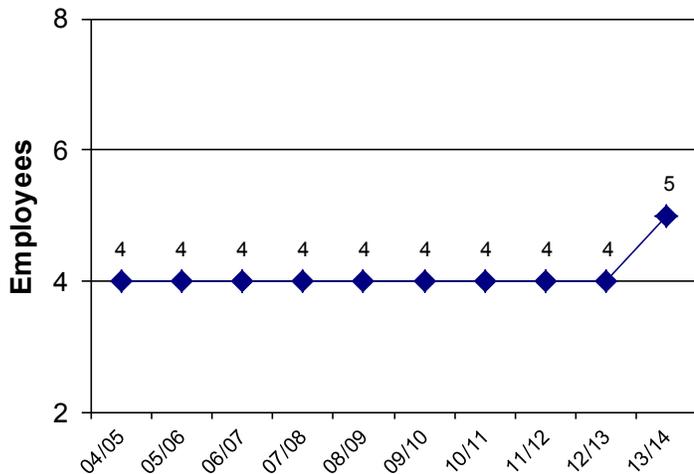
Fund Center 186

MISSION STATEMENT

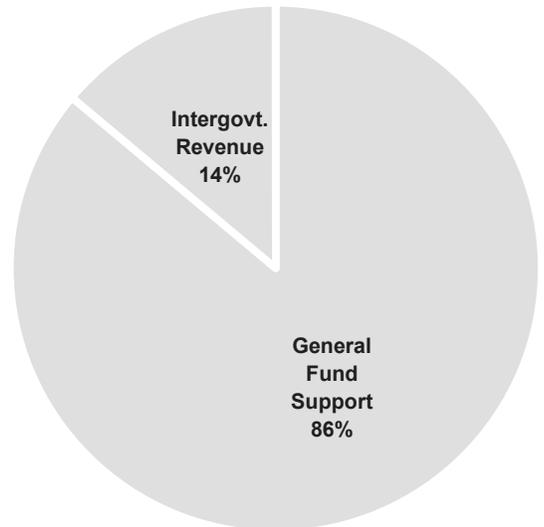
The Veterans Services department provides assistance to the men and women who serve in the Armed Forces of America, their dependents, and survivors in obtaining benefits and services from the U. S. Department of Veterans Affairs, California Department of Veterans Affairs, San Luis Obispo County and other 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.

	2012-13	2012-13	2013-14	2013-14	Change From
<u>Financial Summary</u>	<u>Budget</u>	<u>Projected</u>	<u>Requested</u>	<u>Recommended</u>	<u>2012-13</u>
Intergovernmental Revenue	\$ 65,000	\$ 94,172	\$ 65,000	\$ 65,000	\$ 0
**Total Revenue	\$ 65,000	\$ 94,172	\$ 65,000	\$ 65,000	\$ 0
Salary and Benefits	368,648	395,764	356,454	428,547	59,899
Services and Supplies	36,923	61,869	36,582	39,064	2,141
**Gross Expenditures	\$ 405,571	\$ 457,633	\$ 393,036	\$ 467,611	\$ 62,040
General Fund Support (G.F.S.)	\$ 340,571	\$ 363,461	\$ 328,036	\$ 402,611	\$ 62,040

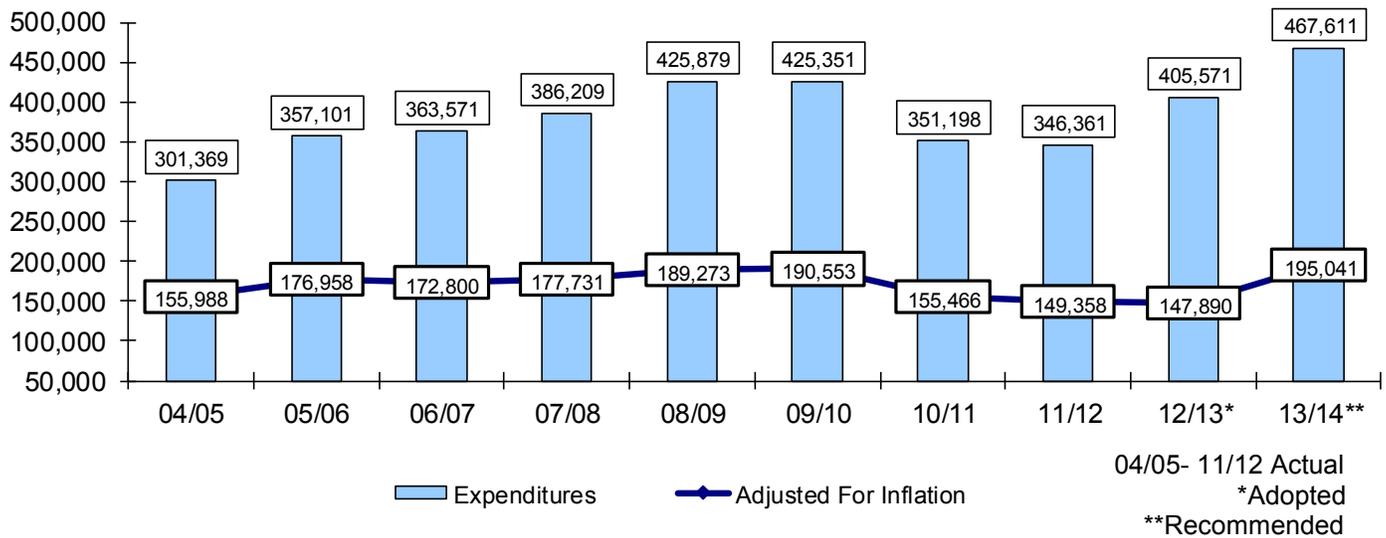
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Veterans Services has a total expenditure level of \$467,611 and a total staffing level of 5.00 FTE Employees to provide the following services.

Compensation and Pension Claim Filing and Maintenance

Interview veterans and dependents to determine eligibility for potential benefits and services. This includes the completion of forms, collection of documentations and taking statements. Assist pension recipients in reporting of income and assets, and assist widows, widowers, and children with entitlement claims.

Total Expenditures: \$280,567 Total Staffing (FTE): 3.00

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: \$9,352 Total Staffing (FTE): 0.10

Outreach and Referral

Outreach efforts include presentations to deploying troops (SRP's), veterans and civic organizations, conducting intake interviews at satellite offices in North & South County, conducting training for local veteran service organizations and the participation in events such as veteran stand downs, farmers markets, local air shows, parades etc.... At these events information is given to veterans and their families on how the claims process works, changing rules and conditions at governmental agencies including the U.S. Department of Veterans Affairs, California Department of Veterans Affairs, County agencies and other local agencies.

Total Expenditures: \$149,636 Total Staffing (FTE): 1.60

Veterans Justice Outreach

Actively working with veterans involved in the criminal court system through the Veterans Treatment Court (VTC) and other systems depending on the benefits and services the veteran(s) qualify for. This is done to treat the possible cause of his/her criminal activity, to help them adjust to civilian life and prevent recidivism.

Total Expenditures: \$9,352 Total Staffing (FTE): 0.10

Veterans Employment

In partnership with Shoreline Workforce Development helping veterans improve resumes, interview skills and secure employment.

Total Expenditures: \$4,676 Total Staffing (FTE): 0.05

Veterans Lowincome/At Risk (Homeless)

Providing opportunities for veterans who are low income/at risk to gain employment, and housing through training opportunities, access to job search systems and federal programs to help these veterans get into affordable housing.

Total Expenditures: \$9,352 Total Staffing (FTE): 0.10

VA Work Study

Providing a work opportunity for veterans pursuing a degree program and equipping them with the tools to transition back to the civilian work force.

Total Expenditures: \$4,676 Total Staffing (FTE): 0.05

DEPARTMENT COMMENTS

The Veterans Services Department provides advocacy and assistance to the county's approximate 25,000 men and women who serve(d) in the nation's armed forces, as well as their dependents and survivors. Our focus is providing excellent customer service, benefits and service counseling, claim processing and outreach. Partnering with the County Behavioral Health Department, The Veterans Clinic, and the Vets Center we are able to greatly enhance the services for the veteran, spouse and child. This collaborative effort using all available agencies allows us to help veterans and their families deal with mental health issues and receive the counseling they need.

FY 2012-13 Accomplishments

- The department processed a greater number of subvention claims during the year putting the department on target to process 19% more claims than in previous years. FY 2011-12 resulted in \$3,708,374 in annualized monthly benefits. The U.S. Department of Veterans Affairs (VA) spent a cumulative total of \$69,949,000 in the County during the same period. The department obtained our 4th grant from the California Department of Veterans affairs for \$58,000. This grant will allow us to provide mental health counseling to veterans in the community and to California National Guard soldiers at Camp Roberts who are deploying to Afghanistan.
- The office changed to the “Fully Developed Claim” process. By switching to this process and sending claims into the VA as complete packages, we are able to get veterans access to benefits and services faster with an average decision time of just 90 days. Prior to this process, an average claim could take up to 6 months.
- Staff attended 4 training sessions throughout the year to remain current on the ever-changing laws that affect veterans and their claims. This information was used to provide training for staff resulting in a consistency of claims filed by our office.

FY 2013-14 Objectives

- The department will continue advocating and assisting the County’s veterans in obtaining their benefits and services earned through military service. We will continue to work with agencies at the Federal, State, and local level to make sure our county’s community of veterans are taken care of. We will continue exploring new and more efficient ways of processing the veterans’ claims to decrease the time between application and receipt of benefits and services.
- The department has become a focal point for our veterans community for all organizations that assist veterans and their families. We will continue to work with our fellow service providers in the community to disseminate information through the veterans community in as timely a manner as possible.
- We are continuing to grow our veterans outreach services to returning service members and local veterans. We will continue to look for ways to better reach the county’s veterans where they live, work, and play and to make sure all county veterans are aware of all the benefits and services they have earned by serving our country.
- The department is working to establish a Veterans Treatment Court (VTC), and host 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 and returned home with issues they didn’t have before military service.

COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

The recommended budget for FY 2013-14 includes General Fund support of \$402,611, or an increase of \$62,040 or 18% from FY 2012-13 adopted levels. This is due to an increase in expenditures of \$74,575 that has been partially offset by \$12,535 in reductions. Salaries and benefits are increasing \$59,899 or 16% and services and supplies are increasing \$2,141 or 5% over FY 2012-13 levels. State subvention revenue is budgeted to remain the same as prior years at \$65,000.

The position allocation list includes an increase of 1.00 FTE for an additional Assistant Veterans Services Officer (AVSO), raising the total number of AVSOs to three and bringing the total number of departmental staff to five. The addition of the AVSO is outlined in the recommended budget augmentation request below and represents \$60,766 of the \$62,040 increase in General Fund support from FY 2012-13. A second AVSO was included in the augmentation request and is not being recommended at this time. Additionally, a 0.50 FTE Mental Health Technician (MHT) was requested for veterans’ outreach and is being recommended to be added to the budget in FC 166 – Behavioral Health.

BUDGET AUGMENTATION REQUESTS RECOMMENDED

Unit Amount	Description	Results
Gross: \$58,708 Funding Source: General Fund	Add 1.00 FTE Assistant Veterans Services Officer (AVSO)	Provide better service to Veterans applying for benefits by decreasing the time between initial processing of claims and receipt of benefits.

BUDGET AUGMENTATION REQUESTS NOT RECOMMENDED

Unit Amount	Description	Results
Gross: \$58,708 Funding Source: General Fund	Add 1.00 FTE Assistant Veterans Services Officer (AVSO)	Provide better service to Veterans applying for benefits by decreasing the time between initial processing of claims and receipt of benefits.

GOALS AND PERFORMANCE MEASURES

<p>Department Goal: Provide veterans, their dependents, and survivors with advice on monetary, healthcare, insurance, and other government benefits.</p> <p>Communitywide Result Link: <input type="checkbox"/> Safe <input checked="" type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input type="checkbox"/> Well-Governed Community</p>						
<p>1. Performance Measure: Percentage of customer satisfaction surveys which rated the services performed by the Veterans Services Department as "satisfied" or "very satisfied".</p>						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	12-14 Target
100%	100%	97%	99.8%	100%	99%	98%
<p>What: A customer satisfaction exit survey of randomly selected clients is conducted throughout the year to evaluate client satisfaction level.</p> <p>Why: Ensure high quality service and continually assess client needs.</p> <p>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 expects to conduct more than 3,500 office interviews and over 15,000 phone calls assisting veterans and their families in FY 2012-13. 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 2011-12 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.</p>						
<p>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.</p> <p>Communitywide Result Link: <input type="checkbox"/> Safe <input checked="" type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community</p>						
<p>2. Performance Measure: Dollar amount in cash benefits secured for new monetary claims filed (monthly disability, disability pension, death benefits).</p>						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
\$1,704,634	\$2,084,287	\$1,500,000	\$3,708,374	\$3,500,000	\$3,500,000	\$2,500,000
<p>What: The total cash received by clients as a result of the efforts of the department.</p> <p>Why: This illustrates the desired outcome of ensuring that clients receive maximum entitled benefits.</p>						

**Veterans Services
Fiscal Year 2013-14 Proposed Budget**

Fund Center 186

How are we doing? The total number of claims to date in FY 2012-13 has risen. As we work with the Department of Veterans Affairs to streamline our processes, we expect the number of claims to continue to rise though award amounts will decrease. This will be a result of claims taking less time to complete the rating process and veterans receiving benefits faster. In previous years, veterans received large retroactive payments because completing the claims rating process averaged 18-24 months. Using new streamlined programs and submitting complete packets, claims can get processed in as little as 90-120 days. 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).

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
\$402,631	\$465,425	\$570,097	\$462,114	\$465,000	\$465,000	\$450,000

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. 114 students applied for this benefit in FY 2011-12, this was a drop from 150 students in the previous fiscal year. 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 at local schools to ensure all eligible dependents are informed of this program. The California Department of Veterans Affairs will no longer be recognizing this as auditable claim information, so it is the Veterans Services Department's intent to continue to track this performance measure internally. 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.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
.065%	.065%	.076%	.070%	.065%	.069%	.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 Full Time Employee (FTE's) staff of four which includes the department head, three Veterans Service Representatives (1 temp), one Administrative Assistant and 14 Department of Veterans' Affairs (DVA) paid work studies.

Community Services

Airports

Farm Advisor

Fish and Game

Golf Courses

Library

Parks

Wildlife and Grazing

Airports
Fiscal Year 2013-14 Proposed Budget

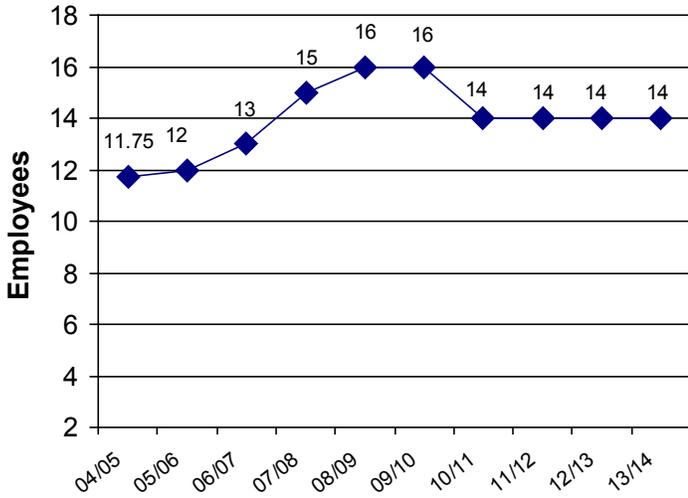
Fund Center 425

MISSION STATEMENT

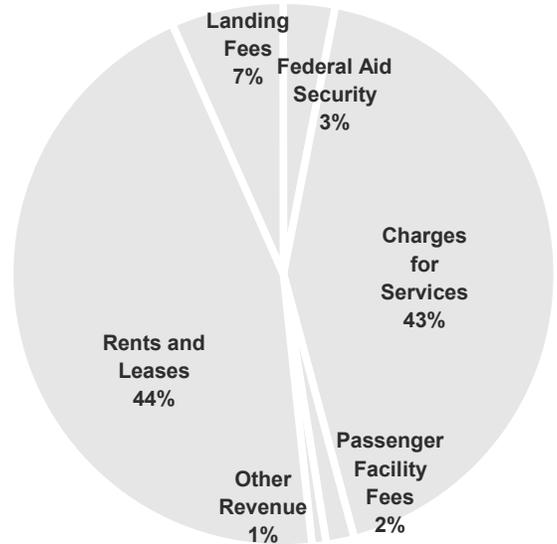
To provide for the safe and efficient operation of the County's airport system and deliver to the community aviation services through the total efforts of knowledgeable, conscientious, and dedicated staff to ensure the safety of all system users.

OPERATING DETAIL (1)	2011-12 ACTUAL (2)	2012-13 ESTIMATED (3)	2013-14 PROPOSED ESTIMATES (4)	2013-14 RECOMMENDED ESTIMATES (5)
OPERATING REVENUES				
Charges for Services	3,163,436	3,389,676	3,398,415	3,398,415
TOTAL OPERATING REVENUES	3,163,436	3,389,676	3,398,415	3,398,415
OPERATING EXPENSES				
Salaries and Benefits	1,334,989	1,330,299	1,345,369	1,345,369
Services and Supplies	1,727,908	1,881,215	1,854,262	1,854,262
Countywide Overhead	45,171	102,729	167,071	167,071
Taxes & Assessments	23,437	24,200	24,926	24,926
Depreciation	2,142,626	2,150,000	2,160,000	2,160,000
TOTAL OPERATING EXPENSES	5,274,131	5,488,443	5,551,628	5,551,628
OPERATING INCOME (LOSS)	(2,110,695)	(2,098,767)	(2,153,213)	(2,153,213)
NON-OPERATING REVENUES (EXPENSES)				
Federal & State Rev	152,897	132,143	115,000	115,000
Other Revenues	0	0	0	0
Grants-Federal/State	0	0	0	0
PFC	362,862	405,000	406,000	406,000
CFC	221,220	238,000	239,000	239,000
Other	(68,031)	0	0	0
Interest	5,412	759	3,500	3,500
Property Taxes	3,459	0	0	0
Interest Expense	(177,487)	(169,097)	(157,497)	(157,497)
General Fund Loan Payment	0	0	0	0
Prior Year Adjustment	132,379	0	0	0
TOTAL NON-OPERATING REVENUES (EXPENSES)	632,711	606,805	606,003	606,003
INCOME BEF. CAPITAL CONTRBS. & TRANSFERS	(1,477,984)	(1,491,962)	(1,547,210)	(1,547,210)
Operating Transfers Out	(77,836)	(44,722)	(50,000)	(50,000)
Operating Transfers In/Out	384,199	361,146	0	1,606,000
Capital Contribution	224,813	0	0	0
CHANGE IN NET ASSETS	(946,808)	(1,175,538)	(1,597,210)	8,790
Net Assets - beginning	82,516,247	81,569,439	81,478,575	81,478,575
Net Assets - ending	81,569,439	81,478,575	79,881,365	79,881,365
FIXED ASSET EXPENDITURES				
Capital Projects	0	1,535,064	0	0
Fixed Assets	0	0	0	0
Land	0	0	0	0
TOTAL FIXED ASSET EXPENDITURES	0	1,535,064	0	0

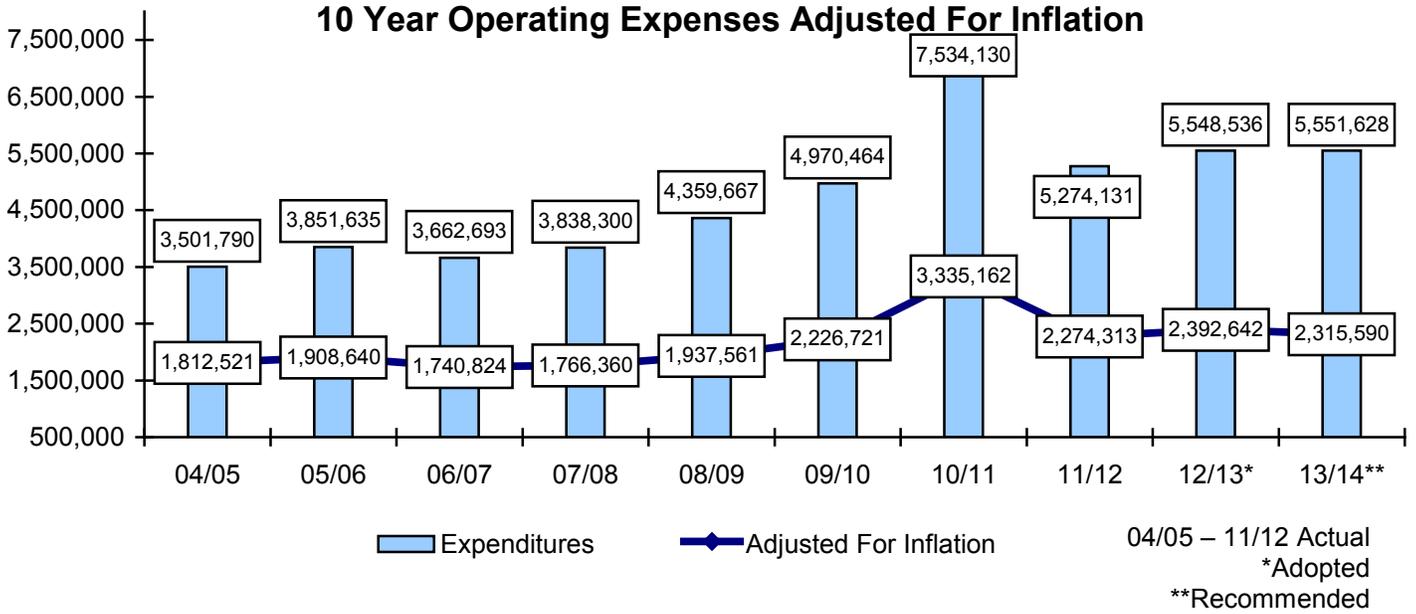
Number of Employees
 (Full Time Equivalent)



Source of Funds



10 Year Operating Expenses Adjusted For Inflation



SERVICE PROGRAMS

Airports have a total expenditure level of \$5,551,628 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 ensure 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: \$5,551,628 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 Cal Fire activities.

The Regional Airport continues to be challenged with decreased airline capacity. In recent years, Airport management's efforts have successfully increased travel in and out of the County Airport. Additional capacity cuts by incumbent airlines are beginning to be reflected in the overall enplanements downward trend in numbers. Efforts to recruit additional airline service to the County are ongoing.

Following are some of the department's notable accomplishments for FY 2012-13 and some specific objectives for FY 2013-14:

FY 12-13 Accomplishments

- Initiated drainage study at Oceano County Airport in partnership with Public Works.
- Completed baggage belt upgrade improving the reliability of baggage delivery.
- Completed Phase 1 terminal designs.
- Completed a project to upgrade runway markings improving safety for users of the airport.
- Installed new parking kiosks covers and lighting increasing convenience and safety in the parking areas.

FY 13-14 Objectives

- Complete construction of the Rental Car Quick Turnaround Area (QTA) increasing convenience and efficiency for rental car services.
- Complete revisions to Airport Layout Plans for both County Airports.
- Continue community partnership for recruiting additional commercial air service to the County.
- Obtain and implement property management software to increase the efficiency of managing airport leases
- Implement pavement management system at Regional Airport.

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. It should be noted that the State Controller's Office requires financial information for Enterprise Funds to be reported on an Operation of Enterprise Fund Schedule 11. The format of the Schedule 11, and some of the data it contains, is different from how other County department budgets are reported. The forms and budget information for General Fund budgets compare the prior year adopted budget amount to the recommended budget amount in the proposed budget. The narrative, service programs, and 10 year expenditure chart for Enterprise Funds use the financial information from the Schedule 11 and include depreciation. The narrative compares FY 2013-14 recommended estimated numbers to FY 2012-13 estimated year end numbers. As fixed assets are noted separately on the Schedule 11, they are not included as part of the comparison of total operational expense.

The total recommended operating expense in the FY 2013-14 budget is \$5,551,628, an increase of \$63,185, or 1%, compared to the estimated operating expense for FY 2012-13. Expense for depreciation comprises \$2,160,000 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 2013-14 is \$3,391,628, an increase of \$52,185 or 2% from the estimated amount of FY 2012-13.

The total recommended operating revenue in the FY 2013-14 budget is \$3,398,415, a very slight increase of \$8,739 or less than 1%. The recommended FY 2013-14 salary and benefit costs are \$1,345,369, an increase of \$15,070 or 1% as compared to the estimated amount for FY 2012-13. The increase reflects increases in workers compensation charges and normal step increases. Services and Supplies are recommended to decrease by \$26,953 or 1% as compare to the FY 2012-13 estimated amount. It is noted that Countywide Overhead charges are increasing by \$64,342, a 63% increase over the FY 2012-13 estimated amount. Reduced expense for utilities, significant value purchases, insurance, maintenance and charges from other departments offset the increased overhead charges noted above.

Again this year, the Airport's recommended FY 2013-14 budget identifies expenditures exceeding revenues. The recommended budget identifies that the Airport plans to use \$268,000 of the \$750,000 in Airport's unrestricted cash balance to cover the gap between expenditures and revenues. The Airport cash balance can support a continued budget deficit of approximately \$300,000 per year for an additional 2.5 years, including FY 2013-14. The Airport recommended budget fully funds the operational services at current services levels

The Airport's budget gap is largely related to a decline in passenger enplanements that began in 2007 with the departure of American and Delta Airlines and was further exacerbated by the economic downturn in 2008. After three years of declining passenger enplanements, the number of enplanements began to increase in the latter half of FY 2010-11 and continued through most of FY 2011-12. Air carriers operating out of the Airport made changes that have slightly reduced the number of seats available originating from the San Luis Obispo Airport. As a result, passenger enplanements in the first three quarters of FY 2012-13 are down approximately 2% from the same period in the prior year.

The number of commercial air carrier flights and subsequently the availability of airline seats at the San Luis Obispo Airport are the main factor in determining the number of passenger enplanements at the Airport. Passenger enplanements are a key driver of Airport revenues. Commercial air carriers decide the number of flights and the passenger capacity of each flight to be assigned at the Airport. The business of commercial air travel is highly competitive and subject to rapid change. Regional airports are also in competition with each other to attract and maintain commercial air service since the availability of air carrier service is a significant factor in attracting and maintaining businesses to an area. The San Luis Obispo Airport stands to benefit from strong community demand and support for the air travel services provided at the Airport. The ability to attract and maintain commercial air carrier service is a fundamental consideration in determining future expenditures and service levels at the Airport. The Airport will continue to monitor and report enplanement levels on a quarterly basis.

Increasing the number of flights and attracting new air carriers continues to be a key strategic objective for Airport management. A Small Community Air Service Grant was received in 2010 and is expected to be extended to 2014 by the Federal government. The funding from this grant will be used in the effort to acquire new or additional commercial air service.

The Airport has received grant funding to develop a design for a new larger passenger terminal. A new terminal would provide more space per passenger and airlines, more efficient layout, automated check-in, and expanded baggage area. Prior to moving forward with construction of a new terminal building, the Airport will need to demonstrate improvement in the current fiscal situation and clearly identify sound projections for future growth in commercial air service at the Airport.

GOALS AND PERFORMANCE MEASURES

<p>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.</p> <p>Communitywide Result Link: <input checked="" type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input type="checkbox"/> Well-Governed Community</p>						
<p>1. Performance Measure: Percentage compliance with annual Federal Aviation Administration (FAA) inspections of appropriate safety and security measures.</p>						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
100%	100%	100%	90%	100%	100%	100%
<p>What: Annual safety and security inspection of certified airports conducted by FAA staff.</p> <p>Why: To ensure the safety of passengers and the public.</p>						
<p>How are we doing? The Airport has been very successful in meeting safety and security compliance. The May 2012 FAA inspection was completed with 90% compliance. The discrepancies were administrative in nature and did not create unsafe conditions. Based upon communications with the FAA inspector the Airport anticipates full compliance in the next inspection.</p>						
<p>Department Goal: Provide timely, reliable and cost effective operations and maintenance of County Airports that meet or exceed customer expectations.</p> <p>Communitywide Result Link: <input checked="" type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community</p>						
<p>2. Performance Measure: Percentage of airport comments or complaints processed in a timely manner.</p>						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
N/A	N/A	80%	90%	60%	75%	75%
<p>What: Measures Airport Services response to comments or complaints regarding services or operations. The goal is to process comments/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.</p> <p>Why: This measure helps to show the public that Airport Services will respond to comments and complaints in a timely manner.</p> <p>How are we doing? The Airports exceeded its target and achieved the results of 90% as compared to the target of 60% for FY 2011-12. The system is working successfully and in the past two fiscal years we exceeded our goal to process comments and complaints within the timeframe specified in the measure. The projection for FY 2012-13 and the Target for FY 2013-14 has been revised upward from 60% to 75% as the information would indicate staffs’ ability meet a higher expectation.</p>						
<p>3. Performance Measure: Percentage of airport users that believe Airport Administration communicates effectively with them.</p>						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
N/A	N/A	N/A	71%	70%	70%	70%
<p>What: Measures Airport Services effectiveness in communications with tenants.</p> <p>Why: This measure helps to show the public that Airport Services will respond to comments and complaints in a timely manner.</p>						

How are we doing? This measure began in FY 2011-12. Airport Services conducted tenant communication surveys in July 2011 and 2012. Staff sent out 150-200 surveys with a response rate of 18% to 25%. The results found that on average 71% of the respondents were satisfied or very satisfied with the effectiveness of communications from Airport Management. Based on the results we will continue with our communications plan and will conduct annual surveys with our customers to measure effectiveness.

4. Performance Measure: Percentage of Airport work orders processed in a timely manner.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
N/A	N/A	N/A	72%	60%	60%	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.

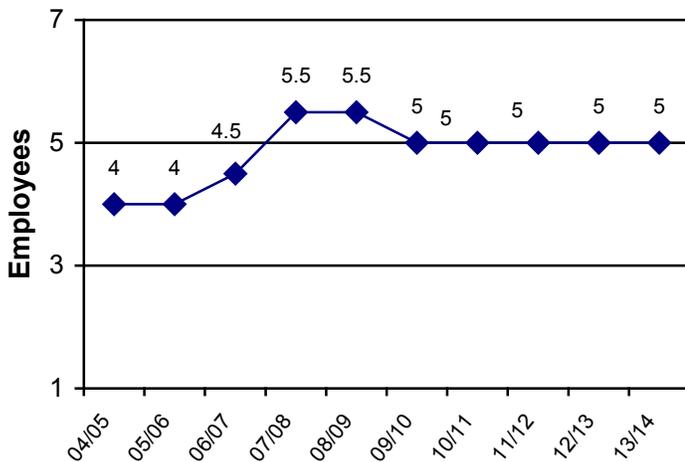
How are we doing? Work order tracking began in FY 2011-12 so this measure is relatively new. Based upon that data and the variables attached to the variety of work orders, e.g. staff time to complete, parts requirements, and the complexities of tasks, a benchmark of 60% of the work orders being completed within 72 hours was established. In FY 2011-12 Airport Services exceeded its goal of 60% completion. The FY 2012-13 results will give us another year of data and we will reevaluate our target of 60% based upon those results.

MISSION STATEMENT

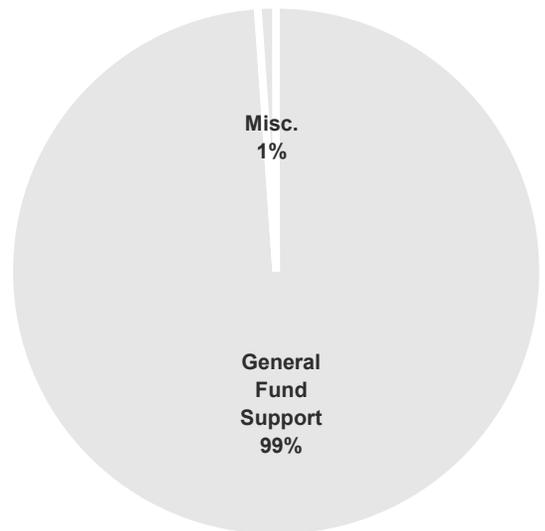
To serve San Luis Obispo County through the development, sharing, and application of research-based knowledge in agricultural sustainability, natural resource conservation, and youth and family development to provide a better quality of life both now and in the future.

<u>Financial Summary</u>	<u>2012-13 Budget</u>	<u>2012-13 Projected</u>	<u>2013-14 Requested</u>	<u>2013-14 Recommended</u>	<u>Change From 2012-13</u>
Intergovernmental Revenue	\$ 4,575	\$ 4,575	\$ 4,575	\$ 4,575	\$ 0
**Total Revenue	\$ 4,575	\$ 4,575	\$ 4,575	\$ 4,575	\$ 0
Salary and Benefits	370,415	358,000	357,278	371,913	1,498
Services and Supplies	104,817	101,474	102,246	102,918	(1,899)
**Gross Expenditures	\$ 475,232	\$ 459,474	\$ 459,524	\$ 474,831	\$ (401)
General Fund Support (G.F.S.)	<u>\$ 470,657</u>	<u>\$ 454,899</u>	<u>\$ 454,949</u>	<u>\$ 470,256</u>	<u>\$ (401)</u>

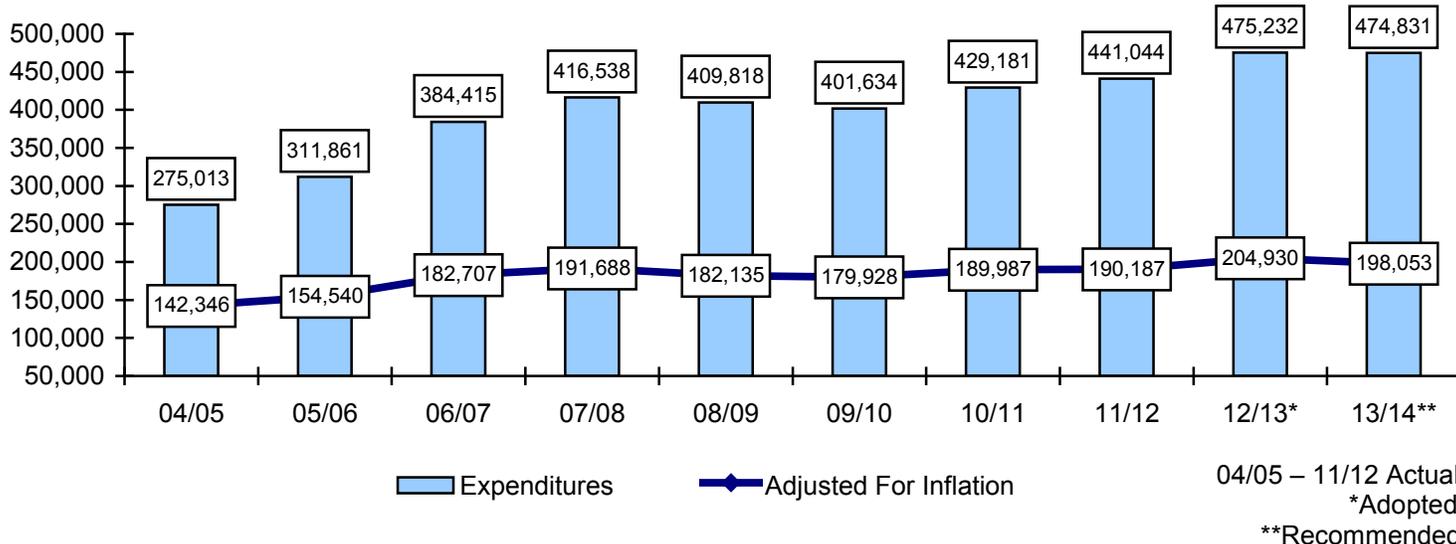
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

The Farm Advisor has a total expenditure level of \$474,831 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) assess and understand the importance and status of natural resources, including watersheds, wildlife habitat, and oak woodlands; and 2) assist them in developing and applying sustainable management practices based on research-based principles.

Total Expenditures: \$125,180 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: \$142,680 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: \$206,971 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 (UCCE) 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, and 4-H youth development programs. San Luis Obispo County leverages approximately \$4.00 for every \$1.00 it spends to support the Farm Advisor department through resources from the University of California, United States Department of Agriculture (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 2012-13 Accomplishments

- The Master Gardener (MG) volunteers have provided 2,850 volunteer hours and have been very successful educating and servicing the needs of the gardening public. The monthly "Advice to Grow By" workshops held in the demonstration garden have had over 1,675 attendees. The MG monthly email currently has 1,158 recipients and the San Luis Obispo MG Blog has received 7,500 hits. The MGs also provide a weekly advice column in the Tribune.
- All Farm Advisor program areas - Agriculture, Natural Resources and Youth and Family - were successful in securing grants/gifts for research and extension education programs. The amounts secured for programming are in excess of \$334,000.
- UCCE Farm Advisors have been on the forefront of sustainable agricultural practices in County for decades and that tradition continued in FY 2012-13. One example is Strawberries and Vegetable Farm Advisor Surendra Dara and his work in evaluating the potential of using environmentally safe alternatives to chemical pesticides. Mr. Dara has worked with a microbial pesticide based on an insect pathogenic fungus, *Beauveria bassiana*. Following some positive results from his laboratory and greenhouse studies, Mr. Dara conducted field studies in strawberries, broccoli and lettuce. Results are very encouraging and show a promise for continuing studies to incorporate microbial control into current integrated pest management programs.

FY 2013-14 Objectives

- Seek grants for research and extension education programs in all our program areas. Continue to compare the County's fiscal contributions to our department with benchmark counties.
- Continue to engage 4-H members and adult volunteer leaders in the iThrive curriculum. The County's 4-H Master iThrive training team will perform outreach to identify at least three pilot iThrive projects, and will work with the pilot clubs to execute the iThrive curriculum and report outcomes. Reach as many 4-H youth as possible to encourage a thriving mindset by identification of individual sparks and interests, goal management, and self-reflection.
- Due to the retirement of the 4-H Advisor/County Director, work with UC Agriculture and Natural Resources to conduct a national search to select a new UCCE Advisor for 4-H Youth, Family and Communities Programs and have the most qualified individual in place during the first quarter of the FY 2013-14, and also fill the County Director/Department Head position from within the Advisor ranks.

Another example is the work of Viticulture and Soils Farm Advisor Mark Battany. In the fall of 2012 a survey was conducted of vineyard soil salinity conditions at 100 locations, which have been measured since 2006. The results show a steady increase in soil salinity levels over time, which is of concern for the sustainable production of relatively salt-sensitive crops such as wine grapes. Mr. Battany continues to address this critical sustainability issue.

A third example is the work of Small Farms and Specialty Crops Advisor Mark Gaskell. He has been researching blackberry pruning and water management techniques. Initial results from 2012 are being analyzed and summarized. So far, these results show that January pruning of the primocane fruiting type blackberries is far superior to March or May pruning in terms of total production and the timing of the production relative to market prices.

- The 4-H iThrive curriculum represents a new statewide 4-H thrust area to help 4-H'ers realize their true and full potential. The 4-H iThrive Master Training Team is being led by the 4-H Administrative Assistant III and the team is responsible for iThrive outreach and training. Two new members were added to the team, and the team presented a iThrive Training to youth attending the 4-H Leadership Workshop and recruited three new 4-H iThrive Project Leaders. iThrive Master Trainers attended 4-H statewide iThrive training.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The FY 2013-14 recommended budget for the Farm Advisor is essentially at FY 2012-13 adopted levels of General Fund support, decreasing slightly by \$401. This level of General Fund support includes budgeting for an increase in hours for two half-time positions. Revenue, received on a dollar-for-dollar reimbursement from the University of California (UC), is budgeted at FY 2012-13 levels of \$4,575.

Overall, expenditures are decreasing by \$401 from FY 2012-13 levels. Salary and benefit accounts are increasing minimally, \$1,498 or less than 1% as compared to FY 2012-13 adopted levels. This is largely due to minimal increases/decreases in fixed and variable costs. As noted above, funding, in the amount of \$12,780, is included for increased hours for two part-time positions (a total of 420 hours or 210 each). The Department will be going through a transition in FY 2013-14 as the UC appointed County Director will be retiring and a new UC Advisor will be hired to take over the Youth, Family and Communities programs. The increased hours will contribute to a seamless transition until the new Advisor comes up to speed on those programs.

Services and supplies accounts are recommended to decrease by \$1,899 or 1% when compared to FY 2012-13 adopted amounts primarily due to decreases in garage and fuel billings. These accounts are decreasing overall by 12% or \$1,622 to \$2,451. As noted above, revenue is received from the UC on a dollar-for-dollar reimbursement for expenditures. These expenditures equate to 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: <input type="checkbox"/> Safe <input checked="" type="checkbox"/> Healthy <input checked="" type="checkbox"/> Livable <input checked="" type="checkbox"/> Prosperous <input type="checkbox"/> Well-Governed Community						
1. Performance Measure: Percentage of program participants that report a <u>useful gain of knowledge</u> as a result of their participation in an educational program.						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
99%	98%	97%	93%	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 103 individuals participating in programs conducted during the first half of FY 2012-13 indicated there was a useful knowledge gain by 100 or 97% of participants. Based on the results so far this year, we fully expect to meet our projected goal of 98% for FY 2012-13. Because of the continued high quality of our department's educational programs, we have every expectation that our target goal of 98% for FY 2013-14 is also obtainable.						
2. Performance Measure: Percentage of program participants that report a <u>positive behavior change</u> as a result of their participation in an educational program.						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
90%	89%	87%	80%	92%	92%	90%
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? Program follow-up surveys are conducted 6-12 months after completion of education workshops and seminars. During FY 2011-12 ten follow up surveys were received indicating that 80% of participants reported a positive behavior change based on information presented in our programs. Due to the timing of programs, there have not yet been any follow up surveys done for FY 2012-13. However, surveys will be conducted in the latter half of FY 2012-13 and we predict to be near or meet our projected goal of 92%. Change in behavior is extremely difficult to bring about, and follow-up survey responses are sometimes hard to obtain. We believe that the target goal of 90% is obtainable for FY 2013-14.						
3. Performance Measure: Percentage of first year 4-H Club members that re-enroll for a second year of 4-H membership.						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
66%	70%	68%	71%	72%	72%	Delete
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? This performance measure has served the department and 4-H Youth Development Program well since inception 5 or 6 years ago. As a result of the performance measure, program enhancements were made to reach out to, support and educate first year members and their families in order to retain them as 4-H'ers in future years, and these improvements have been continually refined and incorporated into the program each year. We feel that only insignificant improvement would be made by keeping this as a performance measure. In addition, as a result of changes made to the California 4-H Statewide database Program, it is much more difficult for the local program to adequately track the re-enrollments from first to second year as we have done in the past. For these reasons, we have decided to replace the above 4-H performance measure with the new measure that tracks the percentage of 4-H Club members enrolled in formal 4-H leadership projects.						

3. Performance Measure: Percentage of 4-H Club members enrolled in formal 4-H leadership projects.						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
N/A	N/A	N/A	N/A	N/A	N/A	20%

What: This measure tracks the number of 4-H Club members enrolled in 4-H leadership projects in the program.

Why: 4-H member participation in formal leadership opportunities is a strong indicator of greater civic and leadership involvement as adults. Through 4-H leadership experiences, members acquire competencies in numerous leadership skills. Through authentic leadership opportunities, 4-H members acquire the ability to apply the leadership skills to real life experiences which will enable them to better address future challenges in their lives and communities.

How are we doing? This performance measure is new for FY 2013-14 and replaces performance measure #3. The number of 4-H Members enrolled in the following leadership projects - 4-H Club Officers, Jr. & Teen Leaders, Emerald Stars, iThrive Project Members and County All Stars - are counted to obtain the number of 4-H Club members enrolled in 4-H leadership projects. Since numerous members are enrolled in more than one leadership opportunity, duplicates are removed so a true percentage of leadership involvement to overall membership is obtained. As of October 2012, 1,565 members were enrolled in the SLO County 4-H Club Program and 301 were involved in formal leadership opportunities, equaling 19%. No data is available from other counties, so no comparisons with other counties can be made. Through educational and awareness efforts, we feel that we can increase the number of young people involved in leadership projects in the SLO County 4-H Youth Development Program.

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.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
\$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	\$0.38/ag acre for San Luis Obispo County compared to \$.64/ag acre for benchmark counties	\$0.40/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	\$0.42/ag acre for San Luis Obispo County compared to \$0.73/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 agricultural acre than the County's utilized benchmark counties. During FY 2011-12, San Luis Obispo County's fiscal contribution to the Farm Advisor department was \$0.38/agricultural acre, compared to an average of \$0.64/agricultural acre for our benchmark counties. We expect our FY 2013-14 target goal to reflect a similar spread of cost between San Luis Obispo County and the benchmark counties and we expect to meet our projected goal for FY 2012-13.

**Fish and Game
Fiscal Year 2013-14 Proposed Budget**

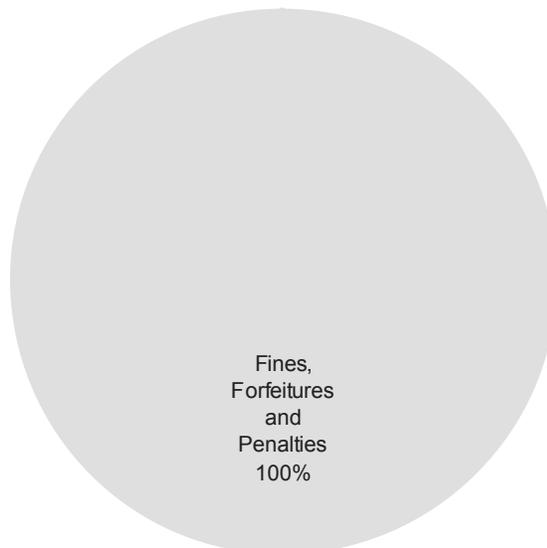
Fund Center 331

PURPOSE STATEMENT

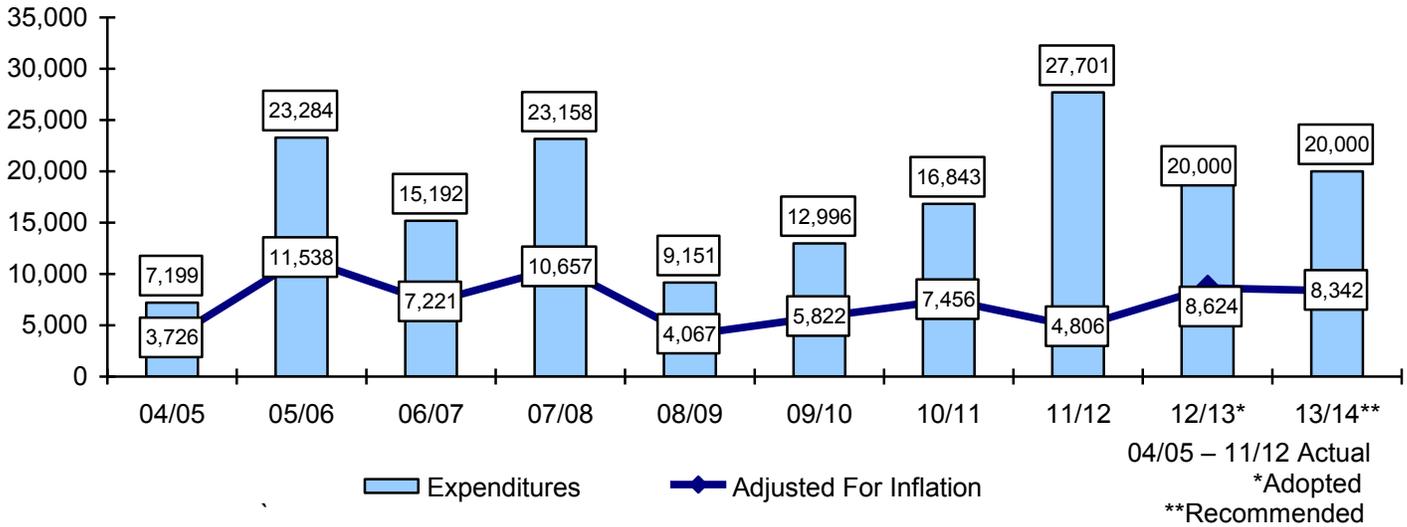
The State Fish and Game Code provides that 50 percent of fine monies collected for fish and game violations be returned to the County in which the offense was committed. These monies are to be expended for the protection, conservation and preservation of fish and wildlife. The Board of Supervisors appoints 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.

	2012-13	2012-13	2013-14	2013-14	Change from
<u>Financial Summary</u>	<u>Budget</u>	<u>Projected</u>	<u>Requested</u>	<u>Recommended</u>	<u>2012-13</u>
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	\$ 19,163	\$ 19,163	\$ 0	\$ 0	\$ (19,163)
Cancelled Reserves	0	0	0	0	0
Total Financing Sources	\$ 39,163	\$ 39,163	\$ 20,000	\$ 20,000	\$ (19,163)
Salary and Benefits	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Services and Supplies	20,000	20,000	19,518	20,000	0
Other Charges	0	0	0	0	0
Fixed Assets	0	0	0	0	0
Gross Expenditures	\$ 20,000	\$ 20,000	\$ 19,518	\$ 20,000	\$ 0
Contingencies	0	0	0	0	0
New Reserves	19,163	19,163	482	0	(19,163)
Total Financing Requirements	\$ 39,163	\$ 39,163	\$ 20,000	\$ 20,000	\$ (19,163)

Source of Funds



10 Year Expenditures Adjusted For Inflation



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 for this fund center is generated by fines and settlements collected for fish and game violations committed within the county. Revenue from fines and settlements is projected to remain constant from FY 2012-13 at \$20,000, and the use of reserves is not being proposed.

Fish and Game
Fiscal Year 2013-14 Proposed Budget

Fund Center 331

The offsetting \$20,000 in expenditures will be used to fund Fish and Game projects in FY 2013-14. 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 educational information and training, purchase of field equipment, habitat improvement projects, and wildlife research.

The proposed FY 2013-14 budget includes \$54,583 in General Reserves, \$101,890 in Fish & Game Project Reserves and \$18,862 in a special designation for the Environmental Settlement.

Golf Courses
Fiscal Year 2013-14 Proposed Budget

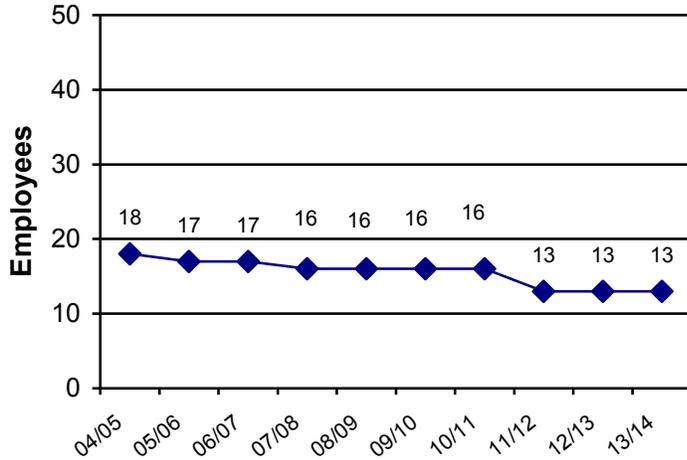
Fund Center 427

MISSION STATEMENT

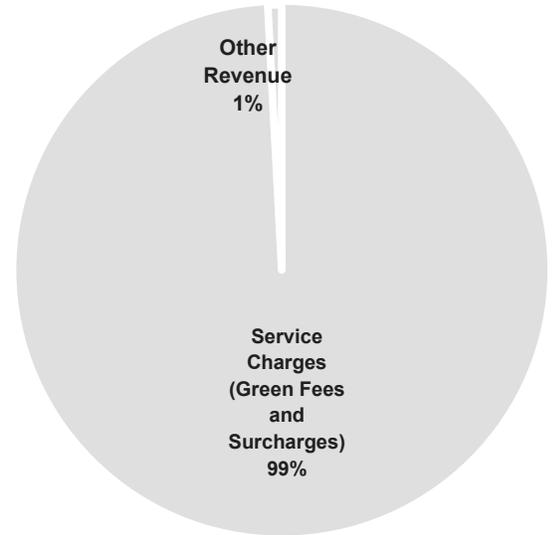
Golf Courses, a division of the San Luis Obispo County Parks, operates and maintains three 18-hole championship golf courses to enhance opportunities for recreation and personal enrichment of the County's residents and visitors.

OPERATING DETAIL	2011-12	2012-13	2013-14	2013-14
(1)	ACTUAL	ESTIMATED	PROPOSED	RECOMMENDED
(1)	(2)	(3)	ESTIMATES	ESTIMATES
(1)	(2)	(3)	(4)	(5)
OPERATING REVENUES				
Charges for Services	2,675,245	2,546,179	2,612,899	2,612,899
TOTAL OPERATING REVENUES	2,675,245	2,546,179	2,612,899	2,612,899
OPERATING EXPENSES				
Salaries and Benefits	1,175,574	1,188,652	1,272,557	1,272,557
Services and Supplies	938,120	784,257	806,636	806,636
Countywide Overhead	91,082	158,157	0	0
Depreciation	378,557	366,802	372,000	372,000
TOTAL OPERATING EXPENSES	2,583,333	2,497,868	2,451,193	2,451,193
OPERATING INCOME (LOSS)	91,912	48,311	161,706	161,706
NON-OPERATING REVENUES (EXPENSES)				
Aid from Gov Agencies	5,152	0	0	0
Interest	4,183	540	540	540
Other	16,335	2,109	22,500	22,500
Transfer in fm GF for Equip	0	0	0	0
Interest Expense	0	0	0	0
Transfer to DSF-Interest	(296,451)	(276,224)	(207,424)	(207,424)
Transfer to DSF-Principal	0	0	0	0
TOTAL NON-OPERATING REVENUES (EXPENSES)	(270,781)	(273,575)	(184,384)	(184,384)
INCOME REF. CAPITAL CONTRBS. & TRANSFERS	(178,869)	(225,264)	(22,678)	(22,678)
Operating Transfer In	46,296	0	0	0
Transfers in (out)	(33,019)	0	0	0
CHANGE IN NET ASSETS	(165,592)	(225,264)	(22,678)	(22,678)
Net Assets - beginning	6,737,177	6,301,584	5,816,319	5,816,319
Net Assets - ending	6,571,585	6,076,319	5,466,055	5,466,055
FIXED ASSET EXPENDITURES				
Equipment	0	10,000	50,000	50,000
Structures, Improvements	0	0	0	0
TOTAL FIXED ASSET EXPENDITURES	0	10,000	50,000	50,000

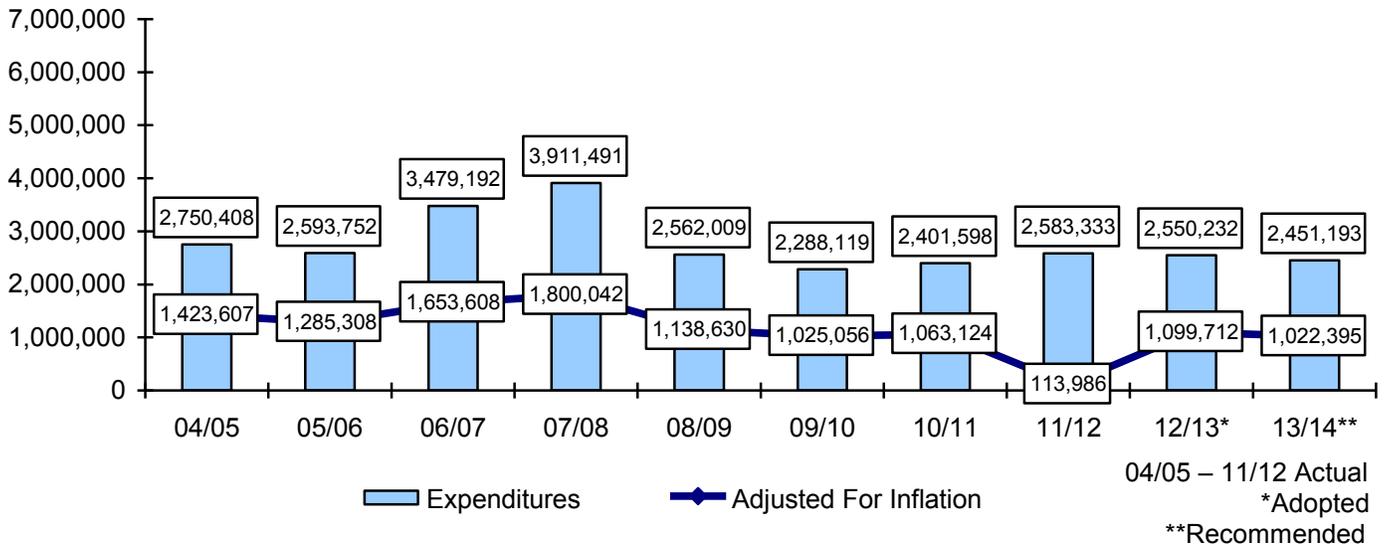
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Golf Courses has a total expenditure level of \$2,451,193 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: \$1,242,364 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: \$31,123 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: \$1,177,706 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' willingness to pay has decreased and the local courses have reduced prices to compete, which has made it more difficult to manage profitable courses. Two local courses were sold this past year and the lower debt payments of the new owners are allowing their operations to better compete within our local market.

The County's courses are working hard to attain the goal of providing quality affordable golfing options for our communities. Marketing strategies are employed and constantly examined to improve our ability to attract golfers who have not visited our properties recently and to compete for tournament group revenue. Our loyalty card program, the SLO Golf Card, has exhibited steady growth over the past three years. These sales are an indication of golfers' desire to play our courses. 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 2012-13 and some specific objectives for FY 2013-14.

FY 12-13 Accomplishments

- Continued improvements to financial reporting and planning tools for operations and infrastructure maintenance to increase accountability and resource management.
- Successfully hosted the Central Coast Oyster Festival a music and food event at Morro Bay that provided additional revenue and exposure for the golf course and community.
- Received a 93% combined customer satisfaction rating for all three golf courses.
- Improved aesthetics and safety at Morro Bay Golf Course with updated landscaping, asphalt sealing of clubhouse flatwork, and installed fencing.
- Provided tours and demonstrations at the zero waste park at Dairy Creek including attending as an invited speaker at the symposium on Affordable Golf in Southern Pines, North Carolina.

FY 13-14 Objectives

- Seek funding and secure permits to pursue the replacement of Morro Bay Golf Course irrigation mainline.
- Work with the 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.
- Expand our zero waste program to include Morro Bay Golf Course.
- 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 in the narrative, service programs, and 10 year expenditure chart are from the Schedule 11, including depreciation. Additionally, the narrative compares FY 2013-14 recommended estimated numbers vs. FY 2012-13 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 internal service funds compares the estimated actual amount for FY 2012-13 to the proposed amount of new allocated expense and revenues to be budgeted for FY 2013-14.

The total recommended operating expense for this department's FY 2013-14 budget is \$2,451,193. The operating expense is \$46,675, or 2%, less than the estimated amount for FY 2012-13. Depreciation expense, a non cash expense that identifies the decline in value of capital assets, is \$372,000, or 15% of the recommended operating expense.

Recommended operating revenues for FY 2013-14 are \$2,612,899, an increase of \$66,720 or 3% over the estimated amount for FY 2012-13. The recommended budget is set at the proposed level requested by the department.

Salary and benefit accounts for FY 2013-14 are increasing by \$83,905, or 7% more than FY 2012-13 estimated amounts. The increased salary and benefit expense is related to increases in workers compensation charges and the estimated salary and benefit for FY 2012-13 being lower than originally budgeted due to savings from vacant positions.

The Schedule 11 shows the services and supplies accounts are increasing by \$22,379 or 3 % greater than the FY 2012-13 estimated amounts. The increase shown for services and supplies is partially due to the accounting rules that govern what is captured in the services and supplies accounts for the Schedule 11 format. When compared to the services and supplies amount in the adopted FY 2012-13 Golf budget, the recommended FY

2013-14 services and supplies amount shows a \$121,188 or 11% decrease. The decrease is largely due to a significant decline in Countywide overhead charges.

Non-operating expenses in the recommended budget total \$184,384, a decrease of \$89,181 compared to the FY 2012-13 estimated amount. Non-operating expenses are interest paid for debt service expense associated with the Dairy Creek Golf Course. The total annual expense for debt service, not fully shown on the Schedule 11, is \$485,009. The recent refinancing of the debt service lowered the interest rate resulting in an annual savings of approximately \$64,000. Debt service for the Golf Course comprises approximately 19% of the expense for this budget. Debt service expense was originally intended to be repaid with a surcharge on fees for each round of golf played. The recommended revenue from this surcharge is \$315,664 or 65% of the amount needed to cover the debt service. Other operating revenues are providing the balance of funding to cover the debt service expense.

For the past several years, expenditures were greater than revenues and Golf has used unallocated cash within the Golf Fund to cover the gap. The recommended FY 2013-14 budget for Golf identifies that revenues are planned to be approximately \$22,000 greater than expense. The improvement in Golf's fiscal position is largely the result of a \$158,000 decline in charges for Countywide overhead which is related to onetime adjustments. Countywide overhead charges and other expenses are likely to increase in future years. Growing revenues from increased play at County golf courses will be an important factor to reduce Golf's reliance on its unallocated cash balance to cover operational expense.

The recommended budget for Golf will fund the operation of all three of the County owned golf courses and maintain services at current levels.

Golf has done a good job balancing expenditure reductions while still maintaining the courses in sound playable condition to keep and attract customers. FY 2013-14 Golf revenues are showing some rebound from the low levels reached during the height of the economic downturn. However, there is still concern that Golf faces a challenging future related to competition for customers from private courses as well as uncertainty about the future growth in new individuals who take up the sport. Golf is working to increase play at County courses through a variety of outreach and promotional efforts. The Parks budget is receiving a \$27,500 additional allocation of General Fund to market County owned recreational facilities. Golf will be able to use \$12,500 of this allocation to assist in marketing efforts to promote play at County golf courses. 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. County Golf has received recognition for its progressive and innovative strategies to maintain golf courses in an environmentally sensitive manner through the effort to create a zero waste golf course at Dairy Creek.

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: <input type="checkbox"/> Safe <input checked="" type="checkbox"/> Healthy <input checked="" type="checkbox"/> Livable <input checked="" type="checkbox"/> Prosperous <input checked="" type="checkbox"/> 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 Actual Results	12-13 Target
\$18.92/round	\$17.85/round	\$19.88/round	\$20.59/round	\$21.50/round	\$21.58/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? County Golf results for FY 2011-12 were 0.04% above the adopted target at \$21.58 of expenses per golf round. Golf rounds finished above the targeted goal however expenses were higher than budgeted due to an unanticipated capital project. Staff is tracking expenses closely, while completing small maintenance projects that will have a positive impact on 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 Actual Results	12-13 Target
N/A	N/A	N/A	\$20.86	\$20.96	\$20.70	\$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? County Golf results for FY 2011-12 were 1.2% below the adopted target with \$20.70 of revenue received for each golf round. Golf rounds exceeded the projected target, however, rounds played in discounted play categories (off-peak and sundown) were higher than anticipated. This shift in play patterns resulted in a reduced amount of revenue per golfer. Staff is placing promotions efforts to provide higher numbers of market-based fee rounds to improve the revenue per round.

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 Actual Results	12-13 Target
77%	88%	86.5%	79.4%	85%	91%	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? Approximately 1,700 golf customers were surveyed through e-mail with a response rate of 1195. The actual performance for FY 2011-12 was 6% above the adopted target with 91% of customers expressing Satisfied or better. For the previous 5 years customers were surveyed using the National Golf Foundation’s survey program. This fiscal year the surveys were performed internally in an effort to reduce costs and to have better control of when and how the surveys were administered. The surveys were linked to Golf’s Point of Sale System and based upon the numbers of players per day, surveys were sent randomly from November 2011 – March 2012. Deferred maintenance at each of our three courses may prevent ratings to reach 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 Actual Results	12-13 Target
152,695	142,563	128,722	124,908	120,000	129,242	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.

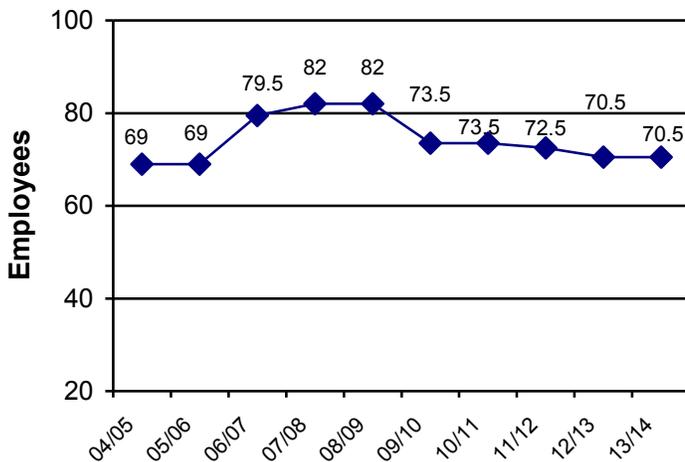
How are we doing? County Golf results for FY 2011-12 were 7.7% above the adopted target with combined 129,242 rounds played at the three courses. This improved performance is attributed to the success of marketing and promotional efforts such as special tournament rates, women’s golf month, active military and student promotions. SLO Golf Card sales also increased 6.7% from the previous year. Each SLO Golf Card sold indicates a golfer that is committed to playing our three courses throughout the year.

MISSION STATEMENT

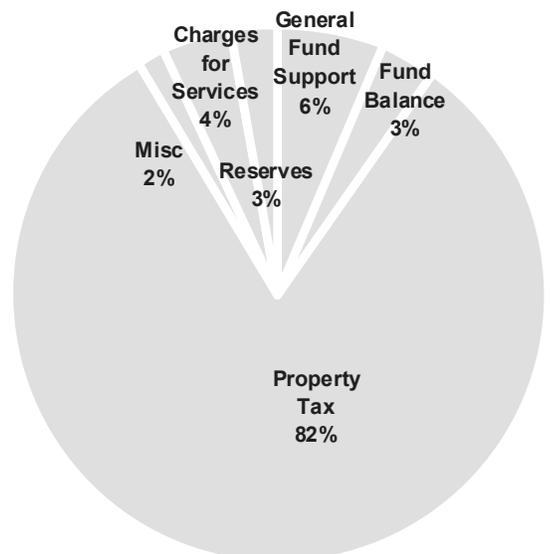
The mission of the San Luis Obispo City/County Library is to provide materials and services to people seeking knowledge, lifelong learning, and recreation, as well as to ensure that all customers of the library may use those materials and services to the maximum extent possible.

	2012-13	2012-13	2013-14	2013-14	Change from
<u>Financial Summary</u>	<u>Budget</u>	<u>Projected</u>	<u>Requested</u>	<u>Recommended</u>	<u>2012-13</u>
Taxes	\$ 6,681,462	\$ 6,806,954	\$ 6,888,178	\$ 6,888,178	\$ 206,716
Revenue from Use of Money & Property	7,000	3,031	4,500	4,500	(2,500)
Intergovernmental Revenue	105,736	146,523	105,718	105,718	(18)
Charges for Current Services	346,500	362,450	362,450	362,450	15,950
Other Revenues	16,000	366,231	56,000	56,000	40,000
Other Financing Sources	<u>516,121</u>	<u>516,121</u>	<u>516,121</u>	<u>607,139</u>	<u>91,018</u>
Total Revenue	\$ 7,672,819	\$ 8,201,310	\$ 7,932,967	\$ 8,023,985	\$ 351,166
Fund Balance Available	\$ 537,052	\$ 537,052	\$ 541,060	\$ 541,060	\$ 4,008
Cancelled Reserves	<u>225,000</u>	<u>225,000</u>	<u>100,000</u>	<u>100,000</u>	<u>(125,000)</u>
Total Financing Sources	\$ 8,434,871	\$ 8,963,362	\$ 8,574,027	\$ 8,665,045	\$ 230,174
Salary and Benefits	\$ 5,795,972	\$ 5,636,292	\$ 5,777,684	\$ 5,868,702	\$ 72,730
Services and Supplies	2,375,504	2,562,740	2,671,343	2,671,343	295,839
Other Charges	5,000	190,410	5,000	5,000	0
Fixed Assets	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Gross Expenditures	\$ 8,176,476	\$ 8,389,442	\$ 8,454,027	\$ 8,545,045	\$ 368,569
Contingencies	258,395	0	120,000	120,000	(138,395)
New Reserves	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Financing Requirements	\$ 8,434,871	\$ 8,389,442	\$ 8,574,027	\$ 8,665,045	\$ 230,174

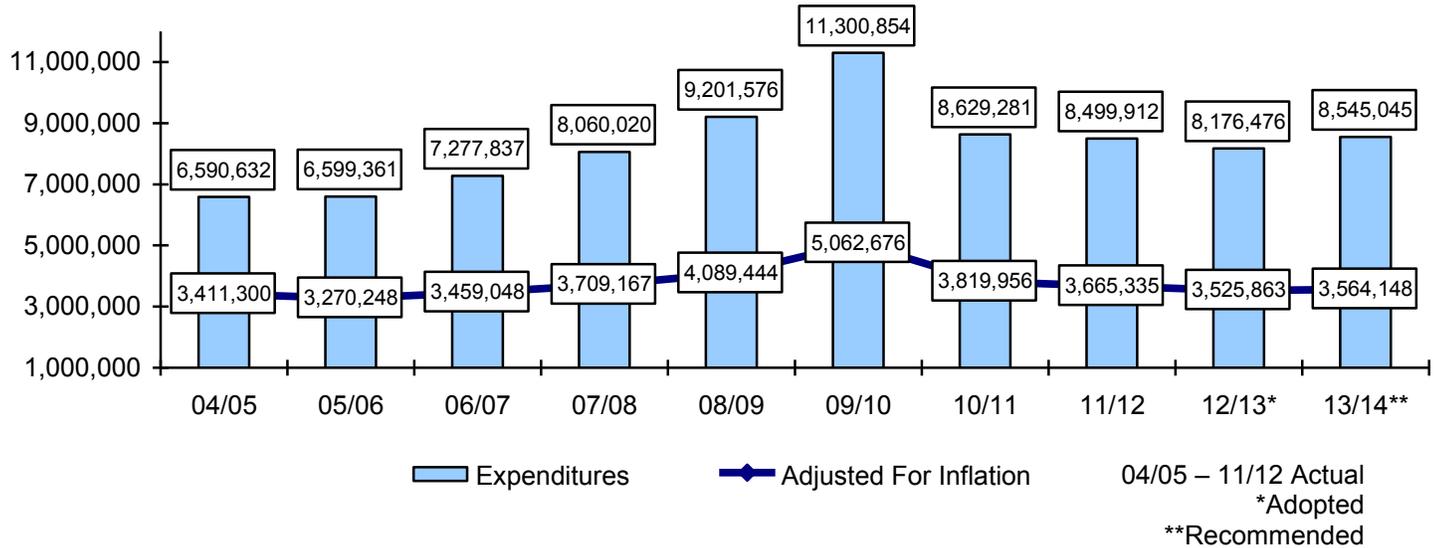
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAM

The Library has a total expenditure level of \$8,545,045 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: \$8,545,045 Total Staffing (FTE): 70.50

DEPARTMENT COMMENTS

The Library Department is a Special Revenue Fund of the County which operates fifteen branch libraries and a bookmobile. The Library serves residents countywide except for the City of Paso Robles, which operates its own library.

Traditional library services are offered, such as: 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 and also virtually, via the Internet. All branch libraries but one (Simmler) offer Internet and/or WiFi access 24/7. Eight branch libraries (the “Big 7”, plus Cayucos) offer self-check circulation services. A self-check machine was installed in Oceano in February 2013.

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); various Adult Reading Programs, 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. The Library produces a monthly segment on KCBX Radio’s “Issues and Ideas” program. Topics focus on local issues discussed by local experts. The Library has donated free space for the Literacy Council at the SLO City Library.

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 present a challenge: more customers (both physical and virtual) and less funding. To mitigate this problem, 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 historic highs and now focus on both behind-the-scenes work (amenable to a flexible schedule) and customer service work (requires a fixed schedule).

Historically, public librarians had to struggle for adequate, dependable funding. Now, an additional challenge must be dealt with: convincing the public that public libraries matter.

An important tool to cope with both of these challenges (public funding and public advocacy) is to perform market research: What are the changing needs of various community groups/demographics and how can the Library add value to those needs? In response, the Library Foundation and Library are partnering in a major market research effort beginning in early 2013. This market research should allow progress towards three important goals: better serve existing customers, attracting new customers without increasing staff workload, and strengthening the Library's image among non-users...people who don't use the library often or at all, but who care about the quality of life in our County. Reaching out to this last group (about half of the County population) is crucial.

FY 2012-13 Accomplishments

- The Atascadero and Cambria Friends have completed raising funds for larger libraries in their communities. Both libraries should open in new, larger quarters in late 2013 or early 2014.
- The Morro Bay Friends have launched a fund raiser and hired an architect for a major remodel of the interior spaces at the Morro Bay Library. This remodel should increase useful public spaces by about 25% at a modest cost.
- Two Cal Poly classes (landscape architecture and general architecture) created studies for a new, larger Los Osos Library.
- Public restrooms at the San Luis Obispo City Library were completely repaired and remodeled. Half of the cost of this project will be provided by the City of San Luis Obispo.
- The Library Foundation and County Library have co-funded a market research study that will improve services to customers, attract new customers, and improve the Library's image among non-users countywide.
- Established a cross-training program for small branch library managers.

FY 2013-14 Objectives

- Open new, larger libraries in Cambria, Atascadero, and a remodeled library in Morro Bay.
- Complete market research study for all fifteen branch libraries and implement recommendations.
- Use the market research study to complement Job Criteria Based Job Standards, time-on-task study, and ensure that all Library staff take an active role in establishing goals and objectives for the Library's Strategic Plan.
- Work cooperatively with member libraries and parent jurisdictions to strengthen services offered by the Black Gold Cooperative Library System.
- Implement new Collection Development Policy and decide if Collection HQ software should remain a part of the effort.
- Create a detailed, branch-by-branch five-year countywide maintenance and repair plan.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The FY 2013-14 recommended budget for the Library reflects financing sources and expenditures that are increasing \$230,174 or 2%. General Fund support for the Library budget is recommended to increase \$91,018, an increase of 17% over the FY 2012-13 adopted amount of \$516,121 and representing 7% of the Library's total budget of \$8,665,045.

The Library is primarily dependent on revenue from property taxes to fund its operation. Although the housing market remains sluggish, property tax revenues are budgeted to increase in FY 2013-14 for the first time in five years, a projected increase of approximately \$200,000. The recommended budget will allow the Library to sustain current open branch hours. To achieve a balanced budget, staff recommends cancellation of \$100,000 in reserves; \$15,000 from the Library's General Reserve, leaving a balance of \$34,690; and \$85,000 from the Facilities Planning Reserve, leaving a balance of \$932,331.

It should be noted that a loan of approximately \$631,000 was made to the Cambria Friends of the Library from the Library Facilities Planning Reserve to purchase the McKinney property as part of the capital project to build a new Cambria library. In accordance with the memorandum of understanding between the Cambria Friends of the Library and the County, the Friends have repaid \$180,000 of this. The remaining balance of this loan will be repaid from proceeds of the sale of the existing Cambria library and Cornwall property sites, and from funds raised by the Cambria Friends of the Library to fund the community's 50% share of the capital project. The estimated balance in Library reserves if the payback were to occur in FY 2013-14 is \$1,284,115.

The recommended budget for FY 2013-14 includes \$120,000 in 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 increase \$72,730 or 1% compared to the FY 2012-13 adopted budget. Approximately two-thirds of this increase is due to increased expenditures for workers compensation charges. Services and supplies expenditure accounts are recommended to increase \$295,839 or 12%, due mainly to the following: \$63,373 in increased billings for the Black Gold cooperative Library System, \$46,000 for computer replacements, \$91,000 for facilities maintenance, and \$100,695 for library materials. The additional funding for materials represents a 24% increase over the amount in the prior year adopted budget.

BUDGET AUGMENTATION REQUESTS NOT RECOMMENDED

Unit Amount	Description	Intended Results
Gross: \$15,746 General Fund support: \$0	Add 0.25 FTE to an existing Departmental Personnel Technician.	The increase would allow the position to take over the majority of personnel duties for the library while the department's Administrative Services Officers is drawn away from regular duties to assist with the three library capital projects currently underway.

GOALS AND PERFORMANCE MEASURES

Department Goal: Maximize onsite and remote public access to library materials, services and programs.						
Communitywide Result Link: <input type="checkbox"/> Safe <input type="checkbox"/> Healthy <input checked="" type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input type="checkbox"/> Well-Governed Community						
1. Performance Measure: Annual expenditures per capita for total Library budget.						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
\$38.43	\$35.35	\$35.49	\$35.25	\$34.21	\$34.74	\$34.51
What: The average annual expenditure per capita for the total library budget in libraries serving comparable populations is \$37.55. One hundred seventy-three public libraries serving a population of 100,000 to 249,999 across the nation were used for the statistical sample (<i>Public Library Data Service 2012</i>).						

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 enable 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 2012-13 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 2012). The Library strives to improve per capita spending. 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 projected FY 2012-13 amount of \$34.74 was calculated using an estimated population of 241,258 and an \$8,380,768 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.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
375 = 70%	364 = 68%	360=67%	360 = 67%	359=67%	365=68%	366=68%

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 size of 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), are 60; large library branches (Los Osos, Morro Bay and Nipomo) are 54; mid-sized library branch (Cambria) are 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.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
9.2	9.4	10.0	10.1	10.2	10.2	10.3

What: The average annual number of items circulated per resident for public libraries serving comparable populations is 10.55. One hundred sixty-seven public libraries serving a population of 100,000 to 249,999 across the nation were used for the statistical sample (*Public Library Data Service 2012*).

Why: High circulation reflects success in meeting the educational and informational needs and recreational reading viewing and listening interests of the community.

How are we doing? The projected FY 2012-13 Library circulated per capita rate is slightly below the average annual number of items circulated per resident for public libraries serving comparable populations. The Library's 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 projected FY 2012-13 amount of 10.2 is based on an estimated population of 241,258 and a total circulation of 2,472,114. *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.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
\$3.40	\$2.74	\$2.86	\$2.16	\$2.21	\$2.22	\$2.22

What: The average annual expenditure per capita for library materials in libraries serving comparable populations is \$4.36. One hundred sixty-six public libraries serving a population of 100,000 to 249,999 across the nation were used for the statistical sample (*Public Library Data Service 2012*).

Why: Adequate per capita spending is needed to keep and distribute 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 \$4.36 as noted above. A future challenge for the Library will be to find additional book/material funding, considering the decline of the real estate market and a resulting 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 2012-13 amount of \$2.22 was calculated using an estimated population of 241,258 and an expenditure amount of \$536,458. *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.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
Not Available	77%	88%	84%	85%	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 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.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
Biennial Survey	92%	Biennial Survey	97%	Biennial Survey	Biennial Survey	97%

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.

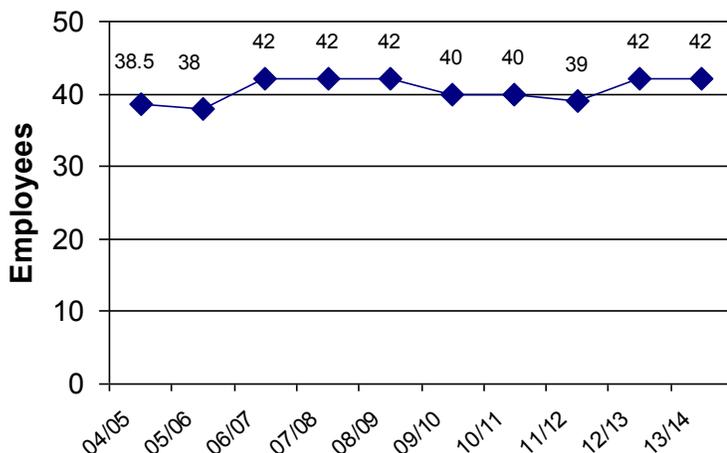
How are we doing? The Library distributes customer satisfaction exit surveys on a biennial basis. Library users were "extremely satisfied" (71%) or "very satisfied" (26%) with overall library service when surveyed in May 2012 (total 97%). 1,424 Library visitors received and returned complete and useable 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, of the Library visitors who checked out materials, approximately 57% used the self-checkout machines. The next scheduled exit survey will be conducted in May 2014.

MISSION STATEMENT

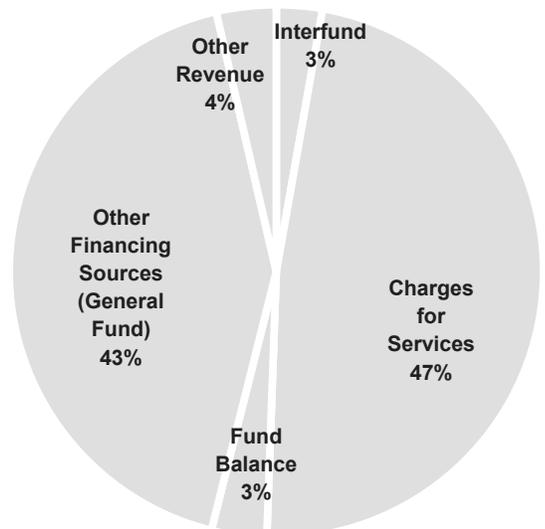
The San Luis Obispo County General Services Agency- County Parks ensures diverse opportunities for recreation and the personal enrichment of the County's residents and visitors while protecting its natural, cultural, and historical resources.

	2012-13	2012-13	2013-14	2013-14	Change from
<u>Financial Summary</u>	<u>Budget</u>	<u>Projected</u>	<u>Requested</u>	<u>Recommended</u>	<u>2012-13</u>
Fines, Forfeitures and Penalties	\$ 25,420	\$ 75,528	\$ 97,458	\$ 100,500	\$ 75,080
Revenue from Use of Money & Property	95,962	112,978	112,979	112,979	17,017
Intergovernmental Revenue	5,000	0	5,460	5,460	460
Charges for Current Services	3,930,057	3,869,912	3,968,832	3,968,832	38,775
Other Revenues	38,000	64,451	74,588	74,588	36,588
Other Financing Sources	4,020,055	3,420,055	3,420,055	3,540,677	(479,378)
Interfund	411,608	371,040	240,324	240,324	(171,284)
Total Revenue	\$ 8,526,102	\$ 7,913,964	\$ 7,919,696	\$ 8,043,360	\$ (482,742)
Fund Balance Available	\$ 665,784	\$ 665,784	\$ 0	\$ 275,000	\$ (390,784)
Cancelled Reserves	127,000	127,000	0	0	(127,000)
Total Financing Sources	\$ 9,318,886	\$ 8,706,748	\$ 7,919,696	\$ 8,318,360	\$ (1,000,526)
Salary and Benefits	\$ 4,158,037	\$ 3,929,195	\$ 4,220,133	\$ 4,294,147	\$ 136,110
Services and Supplies	3,841,055	4,098,702	3,228,946	3,275,574	(565,481)
Other Charges	54,437	54,437	129,484	132,526	78,089
Fixed Assets	0	0	55,000	55,000	55,000
Gross Expenditures	\$ 8,053,529	\$ 8,082,334	\$ 7,633,563	\$ 7,757,247	\$ (296,282)
Contingencies	505,357	0	286,133	286,113	(219,244)
New Reserves	760,000	760,000	0	275,000	(485,000)
Total Financing Requirements	\$ 9,318,886	\$ 8,842,334	\$ 7,919,696	\$ 8,318,360	\$ (1,000,526)

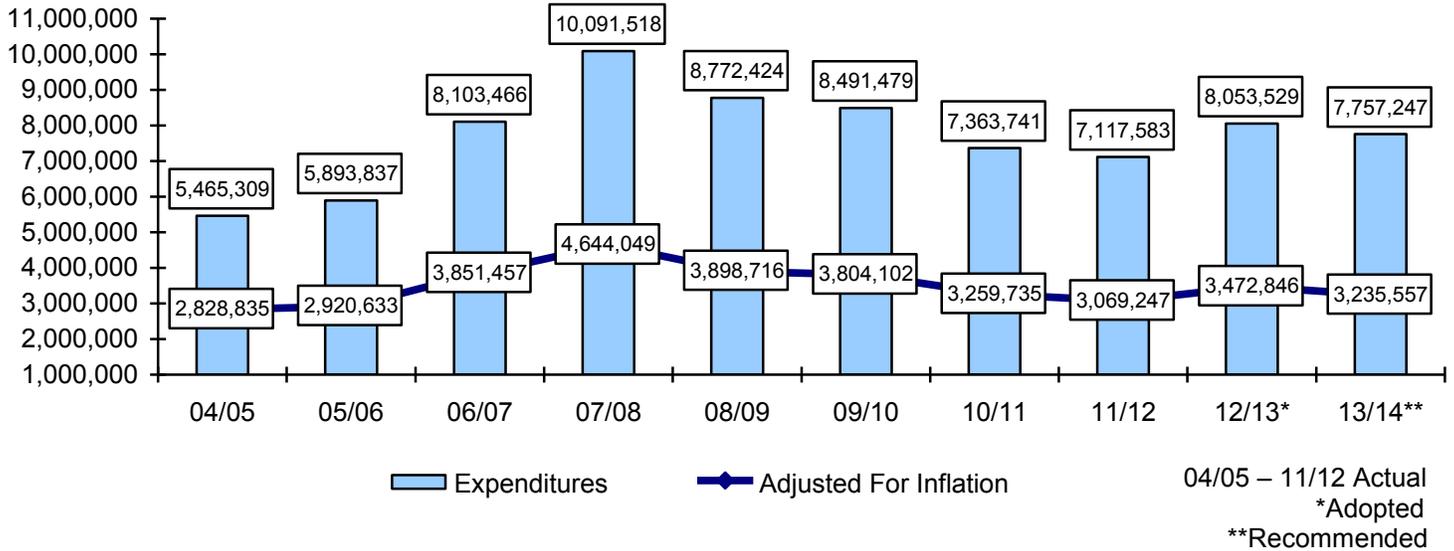
Number of Employees
 (Full Time Equivalent)



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Parks has a total expenditure level of \$7,757,247 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 day use areas, the San Luis Obispo Veteran’s Hall and other park operated recreational facilities.

Total Expenditures: \$): \$7,757,247 Total Staffing (FTE): 42.00

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. Rangers also maintain the public grounds that surround all of our many public buildings throughout the County to provide safe, usable and attractive properties that welcome residents, visitors and employees.

County Park Rangers operate park facilities toward a better future for all residents and visitors. Park’s staff also seek grant funding, manage revenues and receive donations of property and funds for purchasing additional acreage, building new facilities and improving existing recreational features. Through these efforts, several new sections of trails are in development for future additions to the park system. 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, County Park’s staff and volunteers improve park facilities and recreational areas and create a better community environment and a better place to live.

Due to a decline in the funding for the grounds function, the budget submitted by Parks reduces resources for landscapes and grounds services for County buildings by approximately \$80,000. The reduction includes the elimination of one of the three positions that previously provided these services and will result in measured decline in attractiveness and usability of grounds that surround our buildings. County Parks is seeing increased numbers of visitors and some improvement in fee-based revenues. As this trend continues, County Parks intends to complete 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 promotional efforts as well as community relations programs to improve support through new partnerships.

Following are some of the department's notable accomplishments for FY 2012-13 and some specific objectives for FY 2013-14.

FY 2012-13 Accomplishments

- Completed procurement and installation of a state of the art, web-based park reservations and registration system. Campground customers may now secure reservations through internet access at any time and any day of the week year around.
- Created long-term camping policies that allow six-month and longer stays, thereby increasing recreational opportunities and strengthening County Park's financial position.
- Created and provided the first "Outdoor Discovery Festival" with focus on intergenerational recreation provided at Lopez Lake. Live music, food and beverages combined with Discovering the Environment through Education and Recreation (DEER) program activities for youth resulted in hundreds of visitors enjoying the day and added revenues for the department.
- Partnered with Church of Latter Day Saints to provide a volunteer day opportunity that allowed over 300 people to provide over 1,200 volunteers hours of service improving many areas and facilities of Lopez Lake Recreation Area. This year, volunteerism grew to a total of over 110,000 volunteer hours for the year.
- Partnering with the Public Health Agency, created changes to County Ordinance, Chapter 8.22 that has eliminated all smoking in mini, neighborhood and community parks and special places. This change to the ordinance occurred following numerous public meetings allowing significant input and limited smoking to be 30 feet away from any regional park building, playground or group picnic area.

FY 2013-14 Objectives

- Implement the program registration module of the new park reservations and registration system to allow recreation program participants to register and pay directly through the internet.
- Implement the point of sale module of the new reservation and registration system to allow County Park merchandise sales and donations.
- Seek additional opportunities to partner with volunteers, non-profits and public entities to expand habitat protection and public recreation.
- Seek funding sources to complete the Countywide Needs Assessment to determine the overall park, recreation and open space needs of the County.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The total expense and revenues for the FY 2013-14 Parks budget is recommended to decrease by \$1,000,526, or 10% as compared to the FY 2012-13 adopted budget. The level of General Fund support is recommended to decrease by \$479,378 or 11% as compared to the FY 2012-13 adopted level. The recommended budget for Parks maintains service levels.

The financing sources for Parks consist of revenues from charges for services, General Fund, which is a transfer into the Parks Fund and appears as revenue in the Parks budget, and Fund Balance Available (FBA). Revenues comprise 55% of the financing sources for this budget. The General Fund provides 42% of the financing sources and FBA provides 3%.

The \$479,378 decrease in General Fund support for this budget is entirely related to a one-time allocation of \$600,000 in General Fund made in the FY 2012-13 adopted budget. The FY 2012-13 adopted budget included a \$600,000 allocation of General Fund intended to provide funding for Parks to address deferred maintenance and needed projects to support park facilities and infrastructure. Since \$600,000 of General Fund was a one-time addition, it is not included in the recommended FY 2013-14 budget resulting in the General Fund showing a decrease in allocation as compared to the FY 2012-13 adopted budget. Adjusting for the one-time \$600,000 allocation, The recommended level of General Fund support in the FY 2013-14 budget for Parks shows an increase of \$120,622, or 3%. This increase is largely related to a shift of \$80,000 in General Fund from Fund Center 113-General Services to Parks to fund the grounds maintenance function that was moved from General Services to Parks in the FY 2012-13 budget and a one-time allocation of \$27,500.

The shift of the grounds maintenance function for facilities from General Services- Fund Center 113 to Parks was made with the understanding that the combination of General Fund transferred from General Services and the charges for services for grounds maintenance would fully fund the grounds function. Parks overestimated the revenues from charges for services and as a result, the amount of General Fund moved from Fund Center 113-General Services to the Parks budget in FY 2012-13 was less than it needed to fully fund grounds maintenance.

The requested FY 2013-14 budget submitted by Parks shows the amount of revenues from service charges related to the grounds maintenance are decreasing by \$80,000. This is due to the correction of the error in calculating revenues made in FY 2012-13. Parks also reduced expenditures related to grounds maintenance by \$80,000 by proposing the elimination of one vacant position and other reductions in services and supplies. The recommended budget includes an additional \$80,000 in General Fund support being transferred from General Services to Parks. This transfer fully funds the maintenance of grounds, restoring the position and other reductions proposed by Parks. The additional General Fund support completes the transfer of funding and function from General Services to Parks begun in FY 2012-13. An additional \$27,500 in General Fund is being added to this fund center to assist with marketing Parks campgrounds and facilities. \$12,500 of these funds is earmarked to assist with marketing County Golf Courses, Fund Center 427.

The recommended revenues from charges for services, including camping, day use and other fees charged for the use of County parks and recreational facilities, are showing a slight increase of \$55,792, or 1% greater than the adopted budget for FY 2012-13. Although the revenue increase in charges for services is modest, the increase does indicate improvement in the fiscal status of the department as compared to prior years when these revenues were declining.

The recommended \$1 million decrease in expense is due to a combination of decreases in funding for contingencies, reduction in the amount being set aside for reserves and a net decrease in expense. Recommended contingencies are \$219,244, or 43% less than the amount in the FY 2012-13 adopted budget. Parks has determined that revenues are more stable than they were a few years ago. Parks has determined that the increased stability of its revenues reduces the need to include a contingency amount equivalent to 5% of the expenditure amount. The amount of contingency funds in the Parks budget is \$286,113, or 3.5% of the expenditure level in the budget.

The recommended budget also includes \$275,000 in new reserves that is being funded with projected fund balance that is projected to be available at the end of FY 2012-13. The amount allocated to reserves reflects a decrease of \$485,000 or 43% less than adopted FY 2012-13 Parks budget. At the end of FY 2011-12, the Parks fund balance available was greater than anticipated and Parks set aside these funds as part of the final adopted

**Parks
Fiscal Year 2013-14 Proposed Budget**

budget for FY 2012-13. If the fund balance available at end of FY 2012-13 is greater than projected, the amount transferred to reserves may increase when the final adopted budget for FY 2013-14 is approved.

The sum of the expense in the accounts for salary and benefits, services and supplies, other charges and fixed assets show a reduction of \$296,282, or 3% less than the FY 2012-13 adopted budget. This decrease can be entirely attributed to decreases in charges from General Services, countywide overhead, insurance expense and garage charges.

Salary and benefit accounts are recommended to increase by \$136,110 largely due to increased expense for workers compensation and pension obligation bond payments. All existing positions in Parks are funded in the recommended budget.

The recommended expense level in the services and supplies accounts are \$565,481 or 14% less than the adopted FY 2012-13 budget. The main drivers of this decreased expense are a \$463,532 decrease in Countywide Overhead charges and a \$170,053 decrease in charges from General Services. The decrease in General Services charges corrects an error made by General Services which double counted charges to Parks.

Utility expense in the services and supplies accounts is increasing by approximately \$199,000. The substantial increase in utility expense is due to a combination of parks not budgeting sufficient funding for these expenses in the FY 2012-13 budget and higher costs for electricity, water and gas. Recommended FY 2013-14 funding levels for many operational expenses are the same, or slightly greater than the funding levels in the adopted budget for FY 2012-13. Included in this group of operational expenses are facility and grounds maintenance, safety equipment, office expense, professional services, training and significant value purchases.

The recommended budget includes fixed asset purchases that total \$55,000. The fixed assets replace existing maintenance equipment and include a lawn aerifier and top dresser used to maintain parks and ball fields along with a replacement chipper used to chip bush and tree trimmings.

The recommended budget for Parks indicates a modest improvement in the fiscal condition for Parks. The recommended funding maintains current service levels at all parks and recreational facilities. General Fund support for Parks is being augmented to maintain the grounds function as well to enhance marketing efforts intended to increase the number of visitors to county campgrounds and recreational facilities. The FY 2012-13 one-time allocation of \$600,000 in General Fund is assisting Parks to address deferred maintenance and enhancement of visitor serving facilities. Although much deferred maintenance remains, the outlook for Parks appears to be more stable the past several years.

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.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
197,562 sq.ft./FTE	185,807 sq.ft./FTE	185,952 sq.ft./FTE	110,832 sq.ft./FTE	106,532 sq.ft./FTE	106,532 sq.ft./FTE	103,493 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.

Parks
Fiscal Year 2013-14 Proposed Budget

Fund Center 305

How are we doing? The projection for FY 2012-13 is equal to the adopted target for this year. FY 2013-14 Target is 2.86%, or 3,039sq.ft/FTE lower than the FY 2012-13 Adopted. This reflects the intention to increase the seasonal staffs assigned to the high maintenance parklands. These additional seasonal resources begin to replace those that were decreased due to revenue declines in prior years. As revenues have now stabilized, resources can be directed toward improved maintenance schedules to sustain current service levels, and ensure the safety and integrity of park facilities. This data reflects inclusion of seasonal worker hours with County Park's regular and supervisory staff hours to ensure that this measure provides a 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.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
N/A	N/A	N/A	97%	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 2012-13 is equal to the adopted target for this year. The FY 2013-14 Target is also equal to the FY 2012-13 adopted figure as data to date supports staffs' ability to abate 98% of reported imminent safety hazards within one work day. The FY 2013-14 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.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
N/A	N/A	93%	95%	93%	93%	94%

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 2012-13 is equal to the adopted target for this year as customer satisfaction with park services remains strong. The FY 2013-14 target is increased to 94% moving toward the actual results of FY 2011-12 and challenging staff to reach for higher customer satisfaction. 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 either maintain or increase customer satisfaction.

4. Performance Measure: Number of Volunteer Work Hours performed yearly in County Parks and facilities.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
N/A	N/A	N/A	109,182 hrs	84,000 hrs	86,520 hrs	88,000 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.

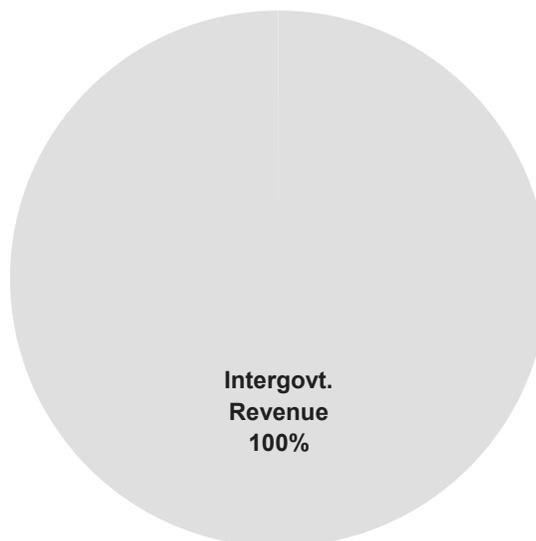
How are we doing? The projection for FY 2012-13 includes a 2,520 hour or 3% increase in volunteer work hours as compared to plan. County Parks saw a large increase in the number of hours provided by our volunteers in FY 2011-12. However, this exceptional performance may not be sustained. The actual number has fluctuated over the past 6 years with an overall upward trend. The FY 2013-14 Target increases the FY 2012-13 Adopted figure by 4,000 hours or approximately 5%. 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 and larger groups choosing County Parks for their 'Work Day". 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

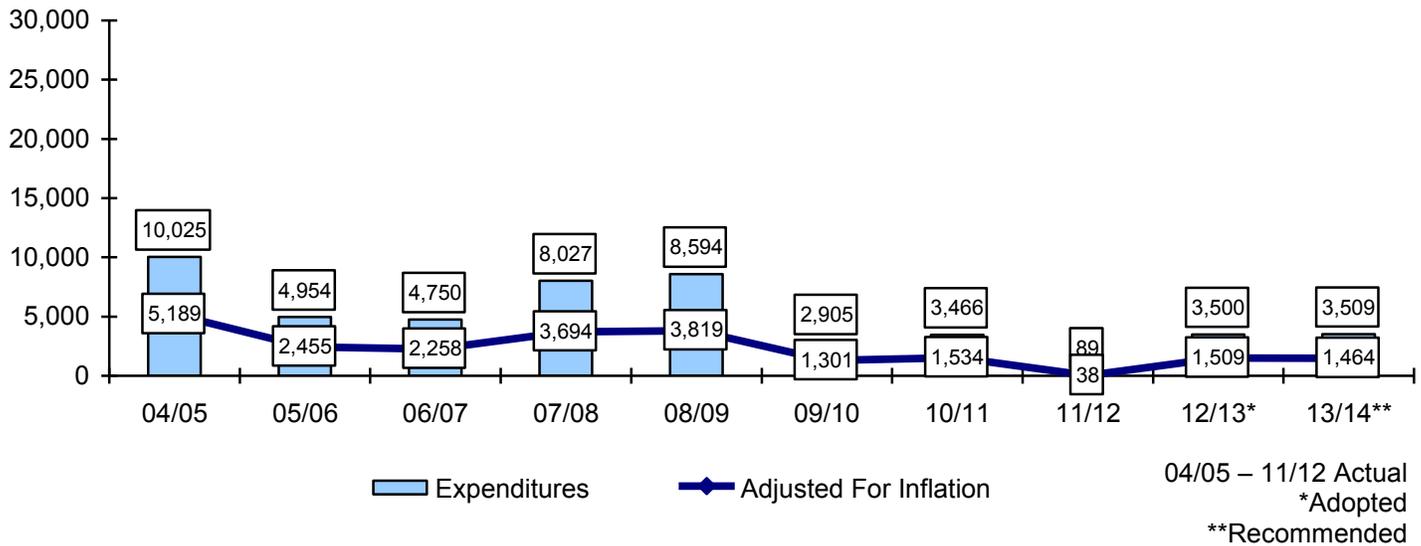
The Taylor Grazing Act of 1934 provides that 50 percent of the grazing fees on Bureau of Land Management (BLM) land outside of organized districts be returned to the State. The California Public Resources Code requires the State's share to be distributed to counties in proportion to the grazing fees 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.

	2012-13	2012-13	2013-14	2013-14	Change from
<u>Financial Summary</u>	<u>Budget</u>	<u>Projected</u>	<u>Requested</u>	<u>Recommended</u>	<u>2012-13</u>
Revenue from Use of Money & Property	\$ 0	\$ 20	\$ 0	\$ 0	\$ 0
Intergovernmental Revenue	3,500	3,500	3,500	3,500	0
Total Revenue	\$ 3,500	\$ 3,520	\$ 3,500	\$ 3,500	\$ 0
Fund Balance Available	\$ 5,946	\$ 5,946	\$ 9	\$ 9	\$ (5,937)
Cancelled Reserves	0	0	0	0	0
Total Financing Sources	\$ 9,446	\$ 9,466	\$ 3,509	\$ 3,509	\$ (5,937)
Salary and Benefits	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Services and Supplies	3,500	3,511	3,509	3,509	9
Other Charges	0	0	0	0	0
Fixed Assets	0	0	0	0	0
Gross Expenditures	\$ 3,500	\$ 3,511	\$ 3,509	\$ 3,509	\$ 9
Contingencies	0	0	0	0	0
New Reserves	5,946	5,946	0	0	(5,946)
Total Financing Requirements	\$ 9,446	\$ 9,457	\$ 3,509	\$ 3,509	\$ (5,937)

Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Wildlife and Grazing has a total expenditure level of \$3,509.

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: \$1,759

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The annual meeting of the Wildlife and Grazing Advisory Board will take place on May 2, 2013, after the FY 2013-14 proposed budget has gone to print. As a result, the recommended funding levels for this fund center remain constant with those from previous fiscal years. Proposed expenditures of \$3,509 for FY 2013-14 represent funding for a portion of the federal trapper program at \$1,750 and a balance of \$1,759 that will be allocated for range improvement projects and overhead expenses. This level of funding provides service levels similar to those in prior years.

The source of this funding is the Bureau of Land Management (BLM) revenue in the amount of \$3,509. A variety of factors, such as levels of precipitation and number lessees, influence the amount of grazing fee revenue received by the County via leased BLM land. In FY 2012-13, revenue exceeded budgeted levels by \$1,617 or 46%. At the end of each fiscal year, unanticipated revenue is used to increase General or Special Project Reserves, or is used to fund the following year.

As a result of the FY 2013-14 proposed budget, the Wildlife and Grazing fund will maintain General Reserves of \$377 and Special Project Reserves of \$11,912 which will be used in future years for range improvement projects and predator control.

Fiscal and Administrative

Administrative Office
Organizational Development

Assessor

Auditor-Controller

Board of Supervisors

Clerk-Recorder

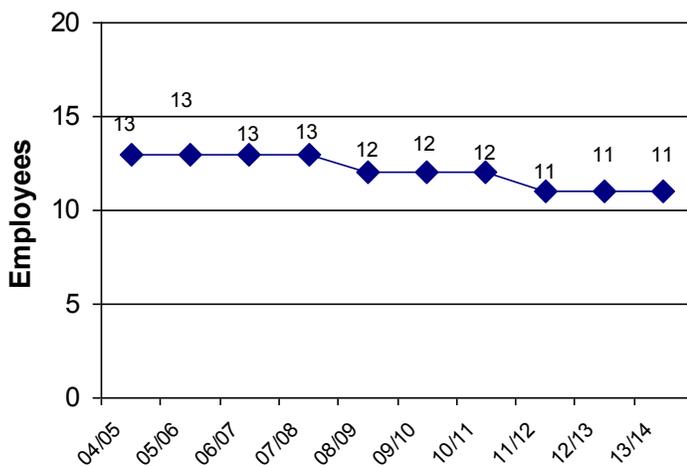
Treasurer-Tax Collector-Public Administrator

MISSION STATEMENT

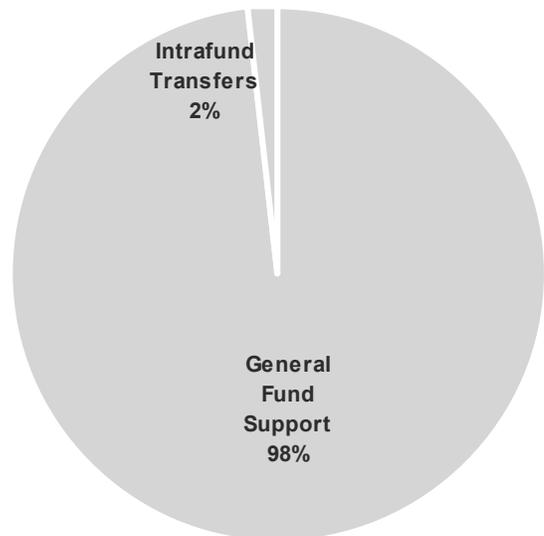
Advise, interpret, and implement the goals and policies of the Board of Supervisors through effective leadership and management of County services to achieve the County's vision of a safe, healthy, livable, prosperous, and well-governed community.

	2012-13 <u>Budget</u>	2012-13 <u>Projected</u>	2013-14 <u>Requested</u>	2013-14 <u>Recommended</u>	Change From <u>2012-13</u>
Financial Summary					
Charges for Current Services	\$ 124	\$ 0	\$ 0	\$ 0	\$ (124)
Interfund	<u>29,112</u>	<u>29,112</u>	<u>29,229</u>	<u>29,229</u>	<u>117</u>
**Total Revenue	\$ 29,236	\$ 29,112	\$ 29,229	\$ 29,229	\$ (7)
Salary and Benefits	1,617,159	1,453,598	1,644,351	1,632,361	15,202
Services and Supplies	<u>165,040</u>	<u>139,369</u>	<u>139,358</u>	<u>169,677</u>	<u>4,637</u>
**Gross Expenditures	\$ 1,782,199	\$ 1,592,967	\$ 1,783,709	\$ 1,802,038	\$ 19,839
Less Intrafund Transfers	<u>85,000</u>	<u>85,000</u>	<u>85,000</u>	<u>85,000</u>	<u>0</u>
**Net Expenditures	\$ 1,697,199	\$ 1,507,967	\$ 1,698,709	\$ 1,717,038	\$ 19,839
General Fund Support (G.F.S.)	<u>\$ 1,667,963</u>	<u>\$ 1,478,855</u>	<u>\$ 1,669,480</u>	<u>\$ 1,687,809</u>	<u>\$ 19,846</u>

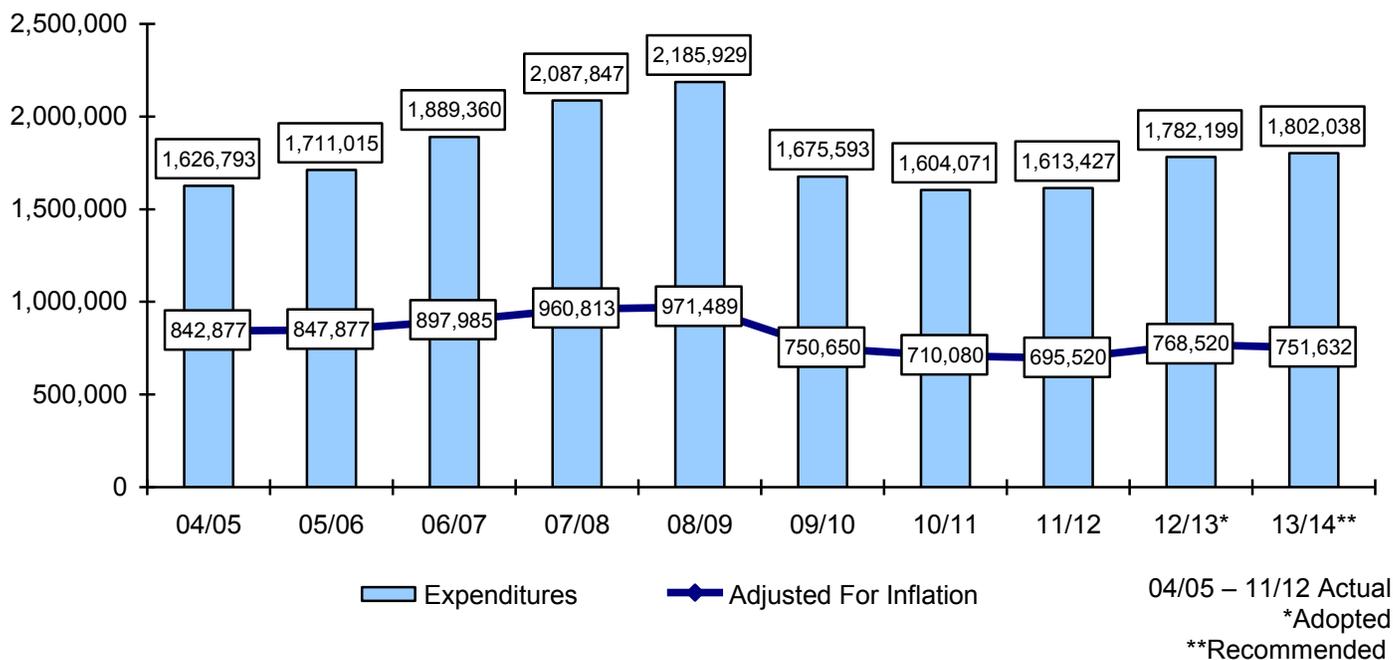
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

The Administrative Office has a total expenditure level of \$1,802,038 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: \$1,632,038 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: formation of a governance structure to oversee development and implementation of a County Energy Strategy, continued implementation of a Countywide Economic Strategy, and improving communication with community stakeholders by enhancing the transparency of County government. In 2012, there was a significant change in leadership with Jim Grant retiring and Dan Buckshi being selected as the new County Administrative Officer (CAO).

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 Annual Reports in 2010, 2011 and 2012, and continued 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.

Following are some of the department’s notable accomplishments for FY 2012-13 and some specific objectives for FY 2013-14:

FY 2012-13 Accomplishments

- Created the County’s third Annual Report, utilizing enhanced techniques to make the report compatible with mobile devices and available through social media outlets which has resulted in almost 6,000 unique page views.
- Received the County’s first ever Government Finance Officer’s Award (GFOA) for the FY 11-12 budget, recognizing excellence and transparency in governmental reporting.
- Worked in cooperation with the Community Corrections Partnership (CCP) to coordinate and advise impacted departments on the distribution of AB 109/Public Safety Realignment funding and creation of new programs and their respective performance measures.
- Led budget process and created plans and recommendations for closing a \$2 million budget gap for FY 2012-13 as part of the Seven Year Pain Plan that minimizes impacts to programs and services and meets the Board’s priorities.
- Spearheaded efforts to integrate the Parks and Recreation Commission into the automated agenda management software which will reduce the

FY 2013-14 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 \$87 million over the past 6 fiscal years.
- Continue to work with the Community Corrections Partnership (CCP) to implement AB 109/Public Safety Realignment to ensure community safety and pursue rehabilitating as many offenders as possible.
- Review roles and responsibilities in coordination with State agencies as Federal healthcare reform implementation alters the way healthcare services are provided.
- Continue to provide leadership and support by coordinating efforts to build new public libraries in in the communities of Atascadero and Cambria.
- Continue to expand the use of the automated agenda management system by integrating the Planning Commission, eliminating up to 36,000 sheets of paper and saving dollars and natural resources at no additional cost.

environmental impacts of producing commission agendas by saving approximately 5,000 sheets of paper annually.

- In conjunction with Human Resources and County Counsel, implemented the Governor's pension reform that created a third pension tier and could result in savings of approximately \$30 million annually.

- Lead the Energy Community of Interest and Executive Steering committee in the development of long term strategies to improve energy efficiency and increase use of renewable resources in County facilities.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The recommended budget includes \$1,687,809 of General Fund support, an increase of \$19,846 or 1% from Fiscal Year 2012-13 adopted levels. One budget augmentation request is recommended for inclusion in the FY 2013-14 budget. This budget augmentation request calls for an increase in expenditures of \$50,000 and was added at the direction of the Board of Supervisors as a result of concerns brought forward during the February 19, 2013 strategic planning sessions.

If not for the Board direction to add the \$50,000 for the economic study and a subsequent worker's compensation increase of \$3,205, the level of General Fund support would be \$1,634,604. This is a reduction of \$33,359 or 2% from FY 2012-13. Reductions in salaries and benefits, professional and special services, and memberships will have no to little current service level impact.

BUDGET AUGMENTATION REQUESTS RECOMMENDED

Unit Amount	Description	Results
Gross: \$50,000 Source: General Fund	To fund a consultant to conduct an economic impact analysis of the Diablo Canyon Power Plant on San Luis Obispo County as directed by the Board of Supervisors on February 19, 2013.	Allow the County and partner municipalities to better position themselves to implement a strategic plan in the event of the closure of the Diablo Canyon Power Plant.

GOALS AND PERFORMANCE MEASURES

Department Goal: To ensure the long-term financial stability of the County.						
Communitywide Result Link: <input type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input checked="" type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community						
1. Performance Measure: Ratio of General Fund backed annual debt service to the annual General Fund budget.						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
2.8%	3.5%	3.5%	3.4%	3.5%	3.3%	3.4%
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.						

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.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
New Measure	17.1%	20.8%	20.5%	20%	21.3%	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). A ratio of 23% of reserves to ongoing general fund expenses is above the industry standard and demonstrates judicious fiscal management. 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).

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 and their Legislative Assistants who respond to a survey indicating that Administrative Office staff provides satisfactory or better agenda support.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
100%	100%	100%	100%	100%	100%	100%

What: The County Administrative Office surveys the Board of Supervisors and their Legislative Assistants 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? The November 2012 survey consisted of a series of seven questions, with responses ranging from 1 (Unsatisfactory) to 5 (Outstanding), with a score of 3 representing Satisfactory. The Administrative Office received an average score of 3.5. The Administrative Office continues to strive for constant improvement in providing Board members with superior quality agenda support.

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 department representatives who respond to a survey indicating the Administrative Office staff provides satisfactory or better support services.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
N/A	98%	98%	100%	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 the 500 responses to the survey conducted in February 2012, the Administrative Office is providing satisfactory or better support services to departments as demonstrated by an average score of 4.25 on a 5 point scale. This survey will next will be conducted in February 2013.

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.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
TBD- Survey Delayed	TBD- Survey Delayed	TBD- Survey Delayed	TBD- Survey Delayed	TBD- Survey Delayed	TBD- Survey Delayed	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.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
1.55	2.45	2.49	2.51	2.51	2.47	2.47

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.

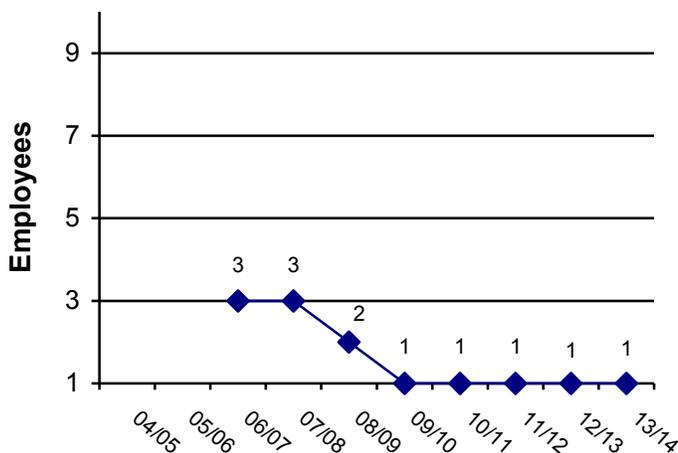
How are we doing? The total FTE budget analyst staffing levels per 1,000 employees for our comparable counties ranges from a high of 3.76 in Napa County to a low of 1.05 in Santa Barbara County. This ratio increased in FY 2009-10 due to a reorganization that resulted in the downgrading of a Principal 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 2.27 for comparable counties, and 2.47 for San Luis Obispo County.

MISSION STATEMENT

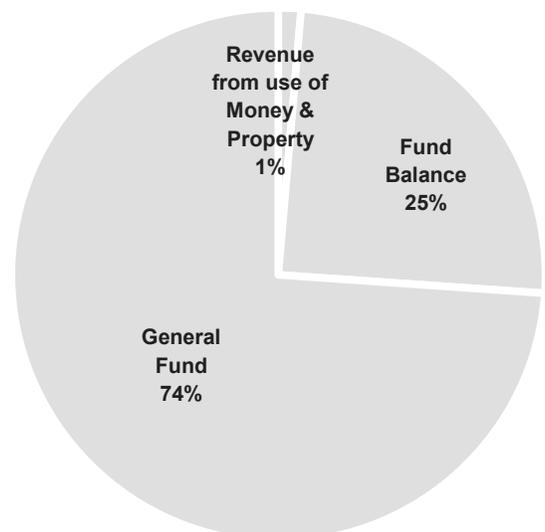
To continuously improve the quality and effectiveness of services provided to the public through interactive communication, strategic planning, organizational reviews, leadership development and staff training in support of the County's organizational goals and objectives.

	2012-13 <u>Budget</u>	2012-13 <u>Projected</u>	2013-14 <u>Requested</u>	2013-14 <u>Recommended</u>	Change from 2012-13
Financial Summary					
Revenue from Use of Money & Property	\$ 10,000	\$ 6,598	\$ 8,000	\$ 8,000	\$ (2,000)
Other Financing Sources	450,000	450,000	450,000	450,000	0
Total Revenue	\$ 460,000	\$ 456,598	\$ 458,000	\$ 458,000	\$ (2,000)
Fund Balance Available	\$ 252,558	\$ 252,558	\$ 151,701	\$ 151,701	\$ (100,857)
Cancelled Reserves	0	0	0	0	0
Total Financing Sources	\$ 712,558	\$ 709,156	\$ 609,701	\$ 609,701	\$ (102,857)
Salary and Benefits	\$ 78,012	\$ 88,589	\$ 98,612	\$ 98,796	\$ 20,784
Services and Supplies	429,231	263,551	415,118	415,118	(14,113)
Other Charges	0	0	0	0	0
Fixed Assets	0	0	0	0	0
Gross Expenditures	\$ 507,243	\$ 352,140	\$ 513,730	\$ 513,914	\$ 6,671
Contingencies	0	0	0	0	0
New Reserves	205,315	205,315	95,971	95,787	(109,528)
Total Financing Requirements	\$ 712,558	\$ 557,455	\$ 609,701	\$ 609,701	\$ (102,857)

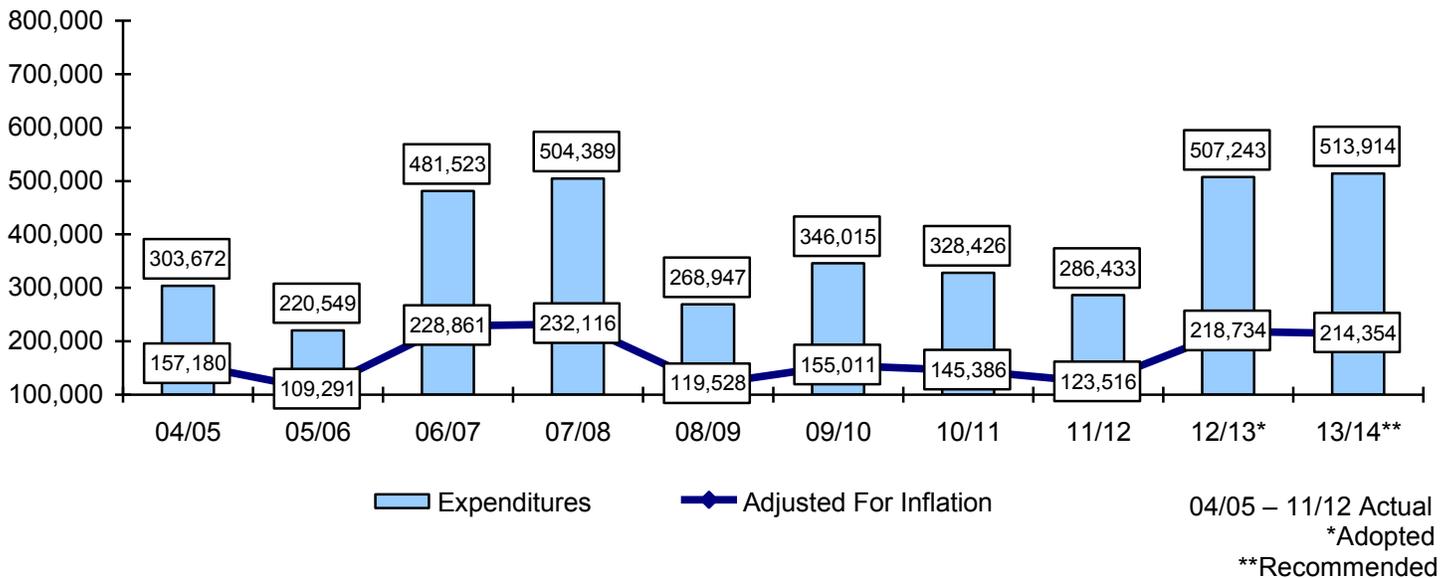
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Organizational Development has a total expenditure level of \$513,914 and a total staffing level of 1.00 FTE to provide the following services.

Employee University

Provides educational and career development for employees, as well as facilitation, mediation and specialized training for County departments.

Total Expenditures: \$396,343 Total Staffing (FTE): 0.00

Social Media and Communications

Provides for the development and implementation of the variety of web technologies that enable interactive and highly accessible communication. This allows increased County and department responsiveness, improves information sharing, and facilitates greater public interaction.

Total Expenditures: \$117,571 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:

- 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.
- Launched a social media directory to provide departments with the tools necessary to better connect with the public through the implementation of various social media outlets.

**Organizational Development
Fiscal Year 2013-14 Proposed Budget**

Fund Center 275

The recommended budget for FY 2013-14 includes \$450,000 in General Fund support. This is the same amount provided in FY 2012-13. Total revenue is projected to decrease by \$2,000, or less than 1% to \$458,000 due to more conservative estimates of interest income. The recommended budget includes reserves and designations in the amount of \$2,022,073, an increase of \$95,787 from FY 2012-13.

\$151,701 in fund balance will be used in addition to the General Fund support to provide total appropriations of \$609,701. These appropriations consist of \$160,000 allocated for consultants who conduct various training sessions, \$215,000 for Human Resources and Administrative Office staff who support these programs, \$40,000 is allocated to reimburse County employees for tuition expenses for external training programs, and \$100,000 in equipment, supplies and to aid with departmental reorganizations.

GOALS AND PERFORMANCE MEASURES

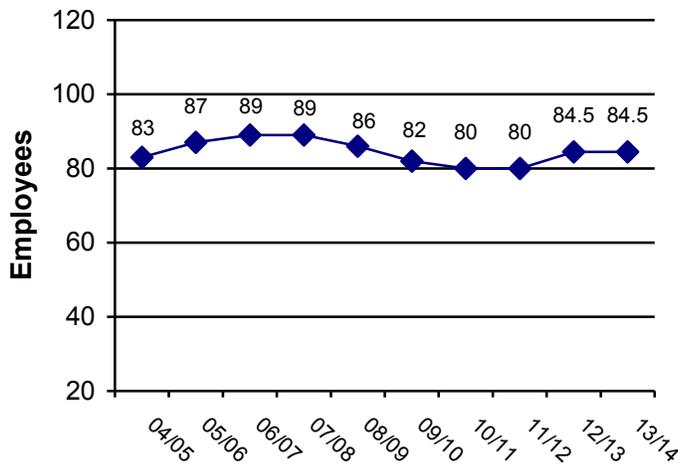
Department Goal: To ensure that training opportunities aimed at creating a competent, results-oriented workforce are made available to County employees.						
Communitywide Result Link: <input type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community						
1. Performance Measure: Overall average participant satisfaction rating (on a 5 point scale) of training programs offered by the Employee University.						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
4.6	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? In calendar year 2012, 34 classes were offered by Employee University and were attended by approximately 1,030 employees. Based on the survey data received, County employees who participated in these classes are highly satisfied with the classes they attended.						

MISSION STATEMENT

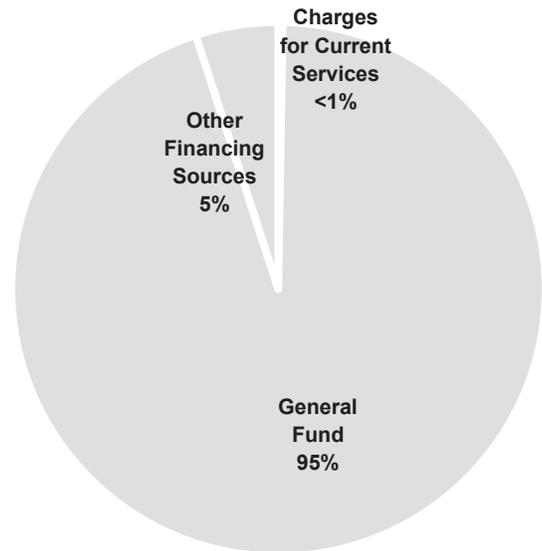
The Assessor and staff seek excellence in providing information, services, and accurate property assessments through our personal commitment to integrity, mutual respect, and teamwork.

	2012-13	2012-13	2013-14	2013-14	Change From
<u>Financial Summary</u>	<u>Budget</u>	<u>Projected</u>	<u>Requested</u>	<u>Recommended</u>	<u>2012-13</u>
Intergovernmental Revenue	\$ 4,800	\$ 5,764	\$ 0	\$ 0	\$ (4,800)
Charges for Current Services	28,000	31,250	22,200	28,050	50
Other Financing Sources	<u>372,913</u>	<u>372,913</u>	<u>420,000</u>	<u>445,000</u>	<u>72,087</u>
**Total Revenue	\$ 405,713	\$ 409,927	\$ 442,200	\$ 473,050	\$ 67,337
Salary and Benefits	8,110,974	8,002,000	8,116,540	8,159,390	48,416
Services and Supplies	808,130	821,380	844,809	829,239	21,109
Fixed Assets	<u>23,250</u>	<u>21,750</u>	<u>35,000</u>	<u>35,000</u>	<u>11,750</u>
**Gross Expenditures	\$ 8,942,354	\$ 8,845,130	\$ 8,996,349	\$ 9,023,629	\$ 81,275
General Fund Support (G.F.S.)	<u>\$ 8,536,641</u>	<u>\$ 8,435,203</u>	<u>\$ 8,554,149</u>	<u>\$ 8,550,579</u>	<u>\$ 13,938</u>

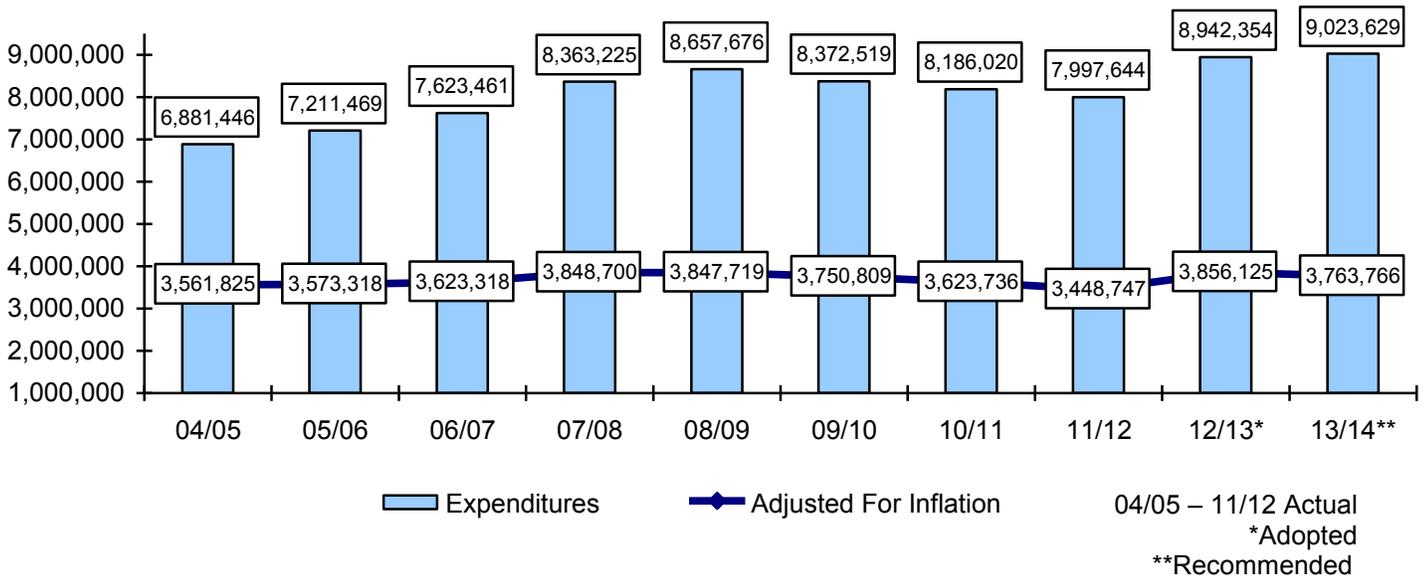
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

The Assessor has a total expenditure level of \$9,023,629 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: \$812,127 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: \$4,421,578 Total Staffing (FTE): 33.00

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: \$812,127 Total Staffing (FTE): 12.50

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: \$360,945 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: \$2,616,852 Total Staffing (FTE): 27.00

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. Preparation of the assessment roll includes administering lawfully established exemptions that benefit property owners. The Assessor must also maintain a current mapping and ownership database for the public.

As FY 2013-14 approaches, the Assessor and his staff continue to face a challenging combination of issues. The decline in property values, which began in 2006, continues to amplify the department's workload. It is anticipated the increase in work items, stemming from multiple years of declines in the real estate market, will continue well beyond FY 2013-14. During FY 2011-12, a total of 54,237 properties were reviewed for potential decline in value. Currently, 45,818 properties are receiving the benefit of a Proposition 8 Decline-in-Value assessment. These must be reviewed on an annual basis, along with the estimated 8,000 new reviews for potential decline in value during FY 2013-14, further impacting workload and backlogs.

Automation will continue to be an area of focus for the Assessor in FY 2013-14. FY 2012-13 was the first year of a multi-year project to modernize the County's existing Property Tax System, which is currently hosted on the County's mainframe and used by the Assessor, Auditor-Controller and Treasurer-Tax Collector. In FY 2012-13, the department was involved in selecting a vendor to modernize the system, and moving forward, the department will be heavily involved in the testing and implementation of a new system. The project has included the hiring of limited term staff to address the department's regular workload while permanent staff focuses on the project.

While the department addresses the issues noted above, it will also continue to manage significant turnover in the coming years. In the first half of FY 2012-13, the department experienced five retirements. Currently, 41% of the Assessor's Office staff is at retirement age, and approximately 57% of staff will be eligible to retire within five years. The department will continue to place a high priority on training programs in an effort to compensate for the loss of institutional knowledge due to retirements. In addition, the documentation of policies and standard operating procedures will continue to be a priority to assure effective continuation of this vital information as part of succession planning efforts.

Following are some of the department's notable accomplishments for FY 2012-13 and some specific objectives for FY 2013-14:

FY 2012-13 Accomplishments

- Completed decline in value reviews on 2,755 new proactive income residential and commercial properties.
- Participated in selection of the vendor for the Property Tax System Modernization Project and developed documentation and test scripts for current processes.
- Brought an assessment appeal database online in Fall 2012, eliminating duplicate work efforts between the Assessor's Office and the Clerk-Recorder's Office.

FY 2013-14 Objectives

- Reduce what has been an increasing workload backlog by 20% in FY 2013-14.
- Continue to participate in the Property Tax System Modernization Project with Information Technology, the Auditor-Controller and Treasurer-Tax Collector. The Assessor's Office staff will be heavily involved in testing and implementing the new mainframe platform.
- Improve the accuracy of the Geographic Information System base map parcel layer when creating Assessor parcel maps as outlined in the County's Strategic Plan.

- Resolved 361 assessment appeals in the first half of FY 2012-13, and retained \$163,988,642 of the total assessed value at risk on the assessment roll.
- Completed development of a commercial module for the AIR (Attribute Inventory Rewrite) system to provide more accurate property data for commercial properties and to allow for future automation.
- Perform data entry of property characteristics for approximately 950 commercial and income properties sold during 2010, 2011, and 2012 to facilitate development of an automated commercial valuation system.
- Fully document one office policy/procedure per quarter as part of succession planning efforts and continue to implement more staff training.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The level of General Fund support for this budget is recommended to increase \$13,938 or less than 1% compared to FY 2012-13 adopted levels. Revenues are recommended to increase \$67,337 or 16% and total expenditures are recommended to increase \$81,275 or less than 1%.

Revenues are recommended to increase largely due to an increase in reimbursement revenue for the Property Tax System Modernization Project (PTSMP) from Fund Center 266 - Countywide Automation Replacement to offset the increased cost of the 4.5 FTE limited term positions for the project that were added in FY 2012-13. In FY 2012-13, the positions were only budgeted for 10 months as is commonly the practice with newly added positions, due to the fact that they are not immediately filled because of the time needed to conduct a valid recruitment. In FY 2013-14, revenue is included to reimburse the department for a full year of salary and benefit expense for all 4.5 FTE limited term positions.

Salary and benefits are recommended to increase \$48,416 due largely to the fact that the 4.5 FTE limited term positions for the PTSMP are budgeted for a full year, as opposed to ten months in FY 2012-13 (discussed above). Increased salary and benefit costs are partially offset by a recommended reduction of \$25,000 associated with the use of voluntary time off (VTO). The \$25,000 reduction equates to 962 hours of staff time, which may exacerbate existing workload issues. However, the department is currently experiencing a high level of turnover due to employee retirements which is expected to continue into FY 2013-14. As a result of this turnover, it is likely that the department will be able to realize \$25,000 worth of salary savings without the need for employees to use VTO.

Services and supplies are recommended to increase \$21,109 or 2% due largely to one-time costs for maintenance and user licenses associated with the department's automated Assessment Evaluation Services (AES) program that is used to conduct property assessments. The recommended budget augmentation to add \$25,000 to the department's budget for historic map preservation (outlined below) also contributes to the overall increase in expenditures. Increases are partially offset by reducing funding for rental costs for the department's North County location. Since the Assessor's North County office will be moved into the new North County Service Center at the new Atascadero Library, it is likely that they will not need funding to pay for a full year of rent at their existing location.

Fixed assets are recommended to increase \$11,750 or 50% due to the necessary replacement of two photocopiers and a scanner.

BUDGET AUGMENTATION REQUESTS RECOMMENDED

Unit Amount	Description	Results
Gross: \$25,000, funded through FC 266- Countywide Automation Replacement (total cost of \$150,000 over six years) General Fund Support:\$0	Additional funding to properly preserve, scan for digital retrieval, microfilm, and acquire storage for historic maps.	<ol style="list-style-type: none"> 1. Properly preserve historic maps over a six year period on the following timetable: <ul style="list-style-type: none"> • Year 1- Township Maps of San Luis Obispo County • Year 2- Subdivision and Re-subdivision Maps • Years 3-4- City of San Luis Obispo blocks • Years 5-6- City of San Luis Obispo subdivisions 2. Assure that historic maps are preserved and available as a part of the public record for 300-500 years in the future as required by the State. 3. Enable the department to provide accurate assessment rolls in the future.

BUDGET AUGMENTATION REQUESTS NOT RECOMMENDED

Unit Amount	Description	Results
Gross: \$74,927 General Fund Support: \$74,927	Add 1.0 FTE Cadastral Mapping Systems Specialist I	Would help address existing mapping workflow bottlenecks and assist with migrating all of the Assessor's mapping and parcel information to GIS. Additional capacity would decrease the projected time to implement the parcel layer aspect of the GIS Strategic Plan from 20 years to just over four years.
Gross: \$58,810 General Fund Support: \$58,810	Add 1.0 FTE Appraiser Trainee	Would assist in addressing the continually increasing workload due to the economic downturn which has caused an increase in the number of Prop 8 "Decline In Value" reviews.
Gross: \$69,870 General Fund Support: \$69,870	Add 1.0 FTE Auditor-Appraiser I	Would assist in addressing increased workload, including a backlog of outstanding audits. The estimated average increase in assessment value is \$96,000 per audit. The new position would handle 55 audits a year, which would increase the assessment roll by \$5,280,000 (\$12,672 of which would be County revenue).

GOALS AND PERFORMANCE MEASURES

<p>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.</p> <p>Communitywide Result Link: <input type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community</p>						
<p>1. Performance Measure: Percentage of the assessment roll completed by June 30th of each year.</p>						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
98%	96%	97%	91%	97%	90%	94%
<p>What: Measures the percentage of assessments that are appraised before the June 30th deadline.</p> <p>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.</p> <p>How are we doing? The percentage of the assessment roll completed for FY 2012-13 is a revised projection at 90%, which is below the adopted target of 97%. This revision is due to the current year's challenges in completing over 7,600 work items from the prior year, increases in assessment reviews, and on-going unresolved assessment appeals. Much of the carryover was in commercial properties which are more time consuming to appraise and are not appraised using automation, such as the Assessment Evaluation Services (AES) program. Another factor in this projection being lowered is the loss of institutional knowledge. When six employees retired during FY 2011-12, these retirements resulted in a loss of more than a combined 110 years of service with the County of San Luis Obispo. In addition, the Assessor's Office has experienced a 10% reduction in staffing levels over the last five years due to the County's slow and steady cost reduction plan in response to the economic climate. For FY 2013-14, the target of 94% completion anticipates stability in staffing levels and a steady workload with no further downturn in market values as well as no rapid turn around of the real estate market.</p>						
<p>2. Performance Measure: The number of completed assessments per appraiser on staff.</p>						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
3,044	3,072	3,603	3,531	3,200	3,600	3,500
<p>What: This measurement tracks the workload per appraiser from year to year.</p> <p>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.</p> <p>How are we doing? A higher completion rate of assessments per appraiser is projected at 3,600, up from the adopted rate of 3,200, for FY 2012-13. During this fiscal year, the Assessor's Office is experiencing a higher than normal rate of vacancies in staffing levels. Because of these vacancies, salary savings have accrued which allows us to offer overtime to address the backlog of 7,600 work items from the prior year. In addition, the increase in staff productivity is due to the ongoing streamlining of procedures and the use of the Assessment Evaluation Service (AES) program. A large portion of the current workload is due to decline-in-value reviews which are mandated and must be reviewed once a year for possible changes in value. It is anticipated these decline-in-value reviews will continue to impact the workload. For FY 2013-14, a lower target is set for the number of completed assessments per appraiser. This is based upon the assumption that the loss of institutional knowledge associated with a large number of recent retirements will impact the time it takes to complete an assessment, as well as the expectation that less overtime will be used in the coming year.</p>						
<p>Department Goal: To provide high quality services to the public and taxpayers.</p> <p>Communitywide Result Link: <input type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community</p>						
<p>3. Performance Measure: The number of assessment appeals filed for every 1,000 assessments.</p>						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
1.8	1.8	2.96	4.6	3.5	3.5	3.5
<p>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.</p> <p>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 accuracy and equity among assessments.</p>						

How are we doing? Based upon the most recent State Board of Equalization (BOE) "Reports on Budgets, Workloads, and Assessment Appeals Activities" for FY 2010-11, San Luis Obispo County has the lowest number of appeals per 1,000 assessments filed among the comparable counties (Marin, Monterey, Napa, Placer, Santa Barbara, and Santa Cruz). The FY 2011-12 Actual Results increased to 4.6 appeals filed per 1,000 assessments as a result of a substantial increase in appeal applications submitted. This increase in the number of appeals was primarily due to Proposition 8 decline-in-value filings that were a result of multiple years of real estate market downturn. For FY 2012-13 there has been a noticeable decrease in appeal applications. This is viewed as an indication that the real estate market is becoming less precarious. It is anticipated that the number of appeal applications for FY 2013-14 will be comparable to the current fiscal year, therefore the FY 2013-14 Target rate is 3.5 appeal applications per 1,000 assessments.

4. Performance Measure: Cost per assessment.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
\$47.33	\$46.01	\$45.08	\$43.75	\$47.00	\$45.00	\$47.18

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.

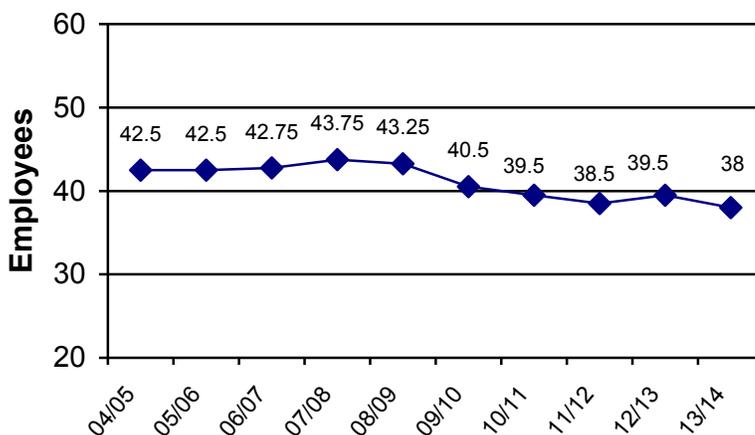
How are we doing? Budget cuts were reflected in the declining cost per assessment for FY 2009-10 and FY 2010-11. The most recent State Board of Equalization (BOE) "Reports on Budgets, Workloads, and Assessment Appeals Activities" (for FY 2010-11, and published in February 2012) indicates the San Luis Obispo County Assessor's costs were below our comparable counties (Marin, Monterey, Napa, Placer, Santa Barbara, and Santa Cruz) which had median cost per assessment of \$47.89. For FY 2011-12, the cost per assessment was less than the FY 2010-11 actual results and the FY 2011-12 adopted. The decrease in cost reflected in the FY 2011-12 actual results is the result of budget cuts, and also accounts for significant salary savings accrued during FY 2011-12 due to a high number of vacancies. These vacancies have resulted in a significant amount of incomplete assessments for FY 2011-12. This trend has continued in FY 2012-13, and therefore it is projected that that cost per assessment in FY 2011-12 will be lower than initially targeted. For FY 2013-14, the target is set at \$47.18 per assessment with the anticipation of stability in staffing levels and resulting in fewer salary savings.

MISSION STATEMENT

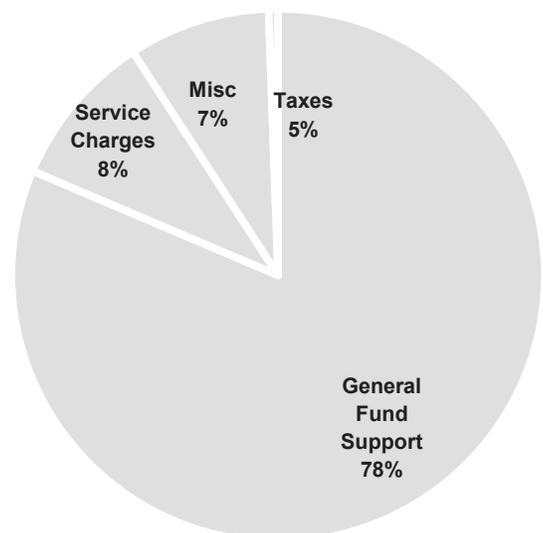
The Auditor-Controller is the Chief Accounting Officer for County government. The office enhances the public's trust by acting as the guardian of funds administered for the County, cities, schools and special districts and by providing an independent source of financial information and analysis.

	2012-13 <u>Budget</u>	2012-13 <u>Projected</u>	2013-14 <u>Requested</u>	2013-14 <u>Recommended</u>	Change From <u>2012-13</u>
Financial Summary					
Taxes	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 0
Fines, Forfeitures and Penalties	101,500	109,000	34,000	109,000	7,500
Intergovernmental Revenue	17,000	16,572	8,557	8,557	(8,443)
Charges for Current Services	441,128	572,318	477,563	497,563	56,435
Other Revenues	33,300	33,300	32,400	32,400	(900)
Other Financing Sources	212,000	0	0	0	(212,000)
Interfund	30,000	30,000	276,148	176,148	146,148
**Total Revenue	\$ 1,084,928	\$ 1,011,190	\$ 1,078,668	\$ 1,073,668	\$ (11,260)
Salary and Benefits	4,628,481	4,508,815	4,779,904	4,703,324	74,843
Services and Supplies	262,492	262,492	211,064	271,064	8,572
**Gross Expenditures	\$ 4,890,973	\$ 4,771,307	\$ 4,990,968	\$ 4,974,388	\$ 83,415
Less Intrafund Transfers	9,400	9,400	9,400	9,400	0
**Net Expenditures	\$ 4,881,573	\$ 4,761,907	\$ 4,981,568	\$ 4,964,988	\$ 83,415
General Fund Support (G.F.S.)	<u>\$ 3,796,645</u>	<u>\$ 3,750,717</u>	<u>\$ 3,902,900</u>	<u>\$ 3,891,320</u>	<u>\$ 94,675</u>

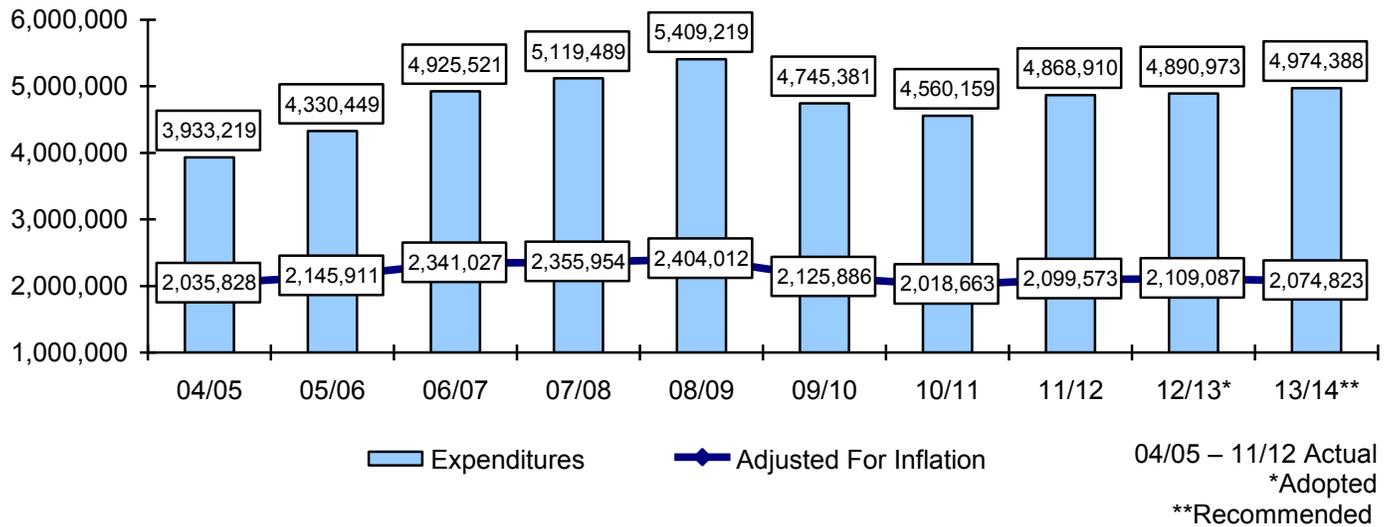
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

The Auditor-Controller’s Office has a total expenditure level of \$4,974,388 and a total staffing level of 38.00 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: \$415,278 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: \$667,387 Total Staffing (FTE): 5.00

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: \$214,409 Total Staffing (FTE): 1.25

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

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: \$809,645 Total Staffing (FTE): 5.50

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: \$1,248,663 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: \$739,160 Total Staffing (FTE): 6.25

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: \$844,846 Total Staffing (FTE): 6.00

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. New legislation that became effective in FY 2012-13 significantly impacted our staffs' workload. This included 2011 Public Safety Realignment, the Public Employees Pension Reform Act, and the dissolution of Redevelopment Agencies.

In FY 2013-14, Auditor's Office staff plan to focus on two projects that will provide users with enhanced reporting from EFS. The first, often referred to as Posting Actuals to Cost Accounting (CO), involves posting actual rather than estimated labor costs to the cost accounting module in the system. The second project, Business Warehouse (BI), will expand end-user reporting capabilities by providing a more flexible and feature-rich reporting environment that puts design capabilities in the hands of end-users. Both projects will lead to greater efficiency by reducing the use of shadow systems, manual data extracts, redundant data entry and reporting workarounds.

The following are some of the department's notable accomplishments for FY 2012-13 and some specific objectives for FY 2013-14.

FY 2012-13 Accomplishments

- Implemented multiple changes in the payroll system as required by Memorandums of Understanding (MOUs) between the County and various bargaining units.
- Completed programming changes to bring the County in compliance with the newly enacted Public Employees Pension Reform Act (PEPRA).
- Continued working through the dissolution process for the 5 Redevelopment Agencies located in the County. Completed reviews of the agencies' obligations and issued Agreed-Upon Procedures Reports to the State Department of Finance for each agency. Held a workshop covering procedures and responsibilities for members of the newly created Oversight Boards, and provided ongoing guidance.
- Completed installation of the SAP Business Intelligence (BI) data warehouse, the centerpiece of a self-service financial reporting model for the County, enabling users to create their own highly customizable reports using information from SAP and other data sources.
- Established a regular schedule of Enterprise Financial System (EFS) course offerings through Employee University, holding 7 live courses on topics such as Purchase Requisitioning and Financial Reporting taught by Auditor's Office staff. Also provided one-on-one assistance to end users through monthly open-topic EFS labs.
- Started work on a project to move the property tax system from the mainframe to a new computing environment. This multi-year modernization project is a joint effort between the Auditor's Office, the Assessor's Office, the Tax Collector's Office, and General Services Agency- Information Technology. It is slated for completion in FY 2014-15.

FY 2013-14 Objectives

- Implement new system processes 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 EFS system. This long awaited improvement will simplify project reporting, maximize labor cost recovery, and eliminate the need for tedious reconciliations of labor costs between the budgetary and cost accounting modules.
- Begin planning for non-routine maintenance tasks to support EFS. This will involve a joint effort between the Auditor's Office and General Services Agency-Information Technology. In FY 2012-13, SAP consultants assessed the EFS support model and made recommendations related to upgrading the core system, BI, and Solutions Manager, an administrative tool used to manage SAP projects. Major upgrades are scheduled once every five years. The last upgrade was completed in 2009.
- Continue the successful roll-out and maturation of the BI system, to include ongoing end-user training, promoting system capabilities to departments, establishing production support structures and procedures, developing additional standard reports, and assisting users as they become familiar with the system's capabilities and potential for their department's reporting needs.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

General Fund support for FY 2013-14 is recommended to increase by \$94,675 or 2% as compared to FY 2012-13 adopted levels. The majority of this increase is attributed to salary and benefit account adjustments discussed below. Revenues, overall, are decreasing by \$11,260 or 1% from FY 2012-13 levels. A Limited Term Accounting Technician position added for the Property Tax System upgrade project is being eliminated as the department has indicated that the position is not needed. This position was offset by revenue from FC 266 – Countywide Automation.

Overall, expenditures are increasing by \$83,415 or 1% from FY 2012-13 adopted levels. Salary and benefit accounts are increasing by \$74,843 or 1% as compared to FY 2012-13. The increase is the result of various adjustments including 1) the reduction of an Auditor Analyst III position to half-time; 2) the elimination of the Limited Term Accounting Technician noted above; 3) the promotion of an Auditor Analyst II to the III level; 4) restored funding for a Limited term Auditor Analyst III. This position is currently vacant and is budgeted as an Auditor Analyst trainee on the department's salary projection. Additionally, during the preparation of the FY 2012-13 budget, it was anticipated that the Auditor-Controller and a Principal Auditor Analyst would be retiring and the department's salary accounts were adjusted accordingly; however, those positions were filled in the 2nd half of FY 2012-13 and the salary accounts for FY 2013-14 were adjusted to reflect the filling of those positions. Also the reduction in salaries in FY 2012-13 included approximately \$21,000 in Voluntary Time Off (VTO). VTO is not factored in as part of the FY 2013-14 budget recommendation.

Services and supplies accounts are increasing by \$8,572 or 3% from FY 2012-13 adopted levels primarily due to budgeting for office equipment replacement. It should be noted that the replacement of office equipment is revenue offset by the Office Depot rebate trust. There are no service level impacts associated with the recommended budget.

A total of two (2) budget augmentation requests (BAR) were submitted by the department. These BARs are not recommended for approval at this time. Both requests are for the reclassification of positions which should be considered as part of the County's annual reclassification window period.

BUDGET AUGMENTATION REQUESTS NOT RECOMMENDED

Unit Amount	Description	Results
Gross: \$12,525 This is the difference between an Auditor-Analyst III position step 5 and a Principal Auditor-Analyst step 5. General Fund support: \$12,525	Reclassification of one Auditor-Analyst III position to a Principal Auditor-Analyst.	Upgrading this position to a Principal Auditor Analyst would align the duties of the Property Tax Manager with a position that reflects the magnitude of those tasks.
Gross: \$0 General Fund support: \$0 There is no cost increased associated with this action as an Administrative Service Officer II step 5 is paid the same as an Auditor-Analyst II step 5.	Reclassification of two Administrative Service Officer II positions to Auditor-Analyst II.	Reclassifying these positions will enable the Auditor's Office to classify staff in a consistent manner. All Internal Audit Staff will be in the Auditor-Analyst career series and staff performing system support for Payroll will also be in the Auditor-Analyst career series.

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.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
19	25	17	17	20	18	18

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 2011-12 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. During the last few months of FY 2011-12 and the first five months of FY 2012-13 the Audit staff was responsible for performing Redevelopment agreed upon procedures as part of the dissolution of Redevelopment Agencies, which resulted in fewer regular reviews.

2. Performance Measure: Number of concessionaire, bed tax, or service provider audits completed.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
16	16	16	21	18	18	20

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? In FY 2011-12, Audit staff focused on concessionaire and Transient Occupancy Tax audits. The number of audits adopted and projected for FY 2012-13 is based on the increased emphasis on special district and grant compliance audits; however, staff has spent the first 5 months of FY 2012-13 performing redevelopment agreed upon procedural activities. For FY 2013-14, Audit staff will shift their focus back to concessionaire, bed tax, and service provider audits which results in a higher target number than in FY 2012-13. We believe maintaining an audit presence helps create an even balance in the community. In addition, the staff continued 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.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
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).

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 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 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. The external auditors have completed their annual audit of the FY 2011-12 fiscal year's financial statements and have issued unqualified or clean opinions.

Department Goal: Provide high quality, cost effective Auditor-Controller services.

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

5. Performance Measure: Auditor Controller staff per 100 County employees.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
1.7	1.6	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

6. Performance Measure: Percentage of legal mandates implemented within established deadlines.						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
100%	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.

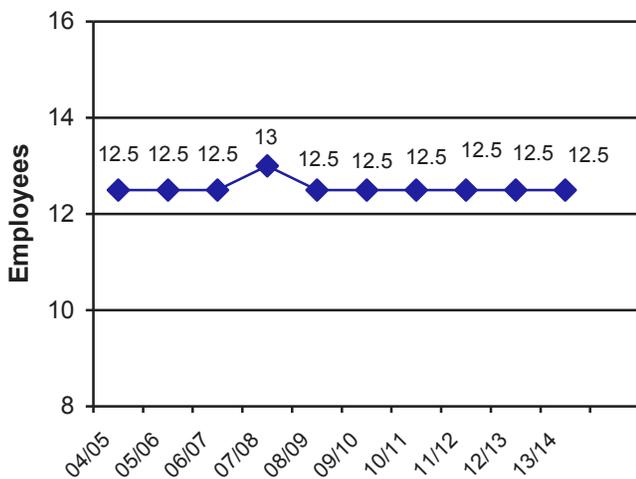
How are we doing? During FY 2011-12, we successfully implemented all known legal mandates. These included ABX1-26 Redevelopment Dissolution and subsequent AB1484 cleanup legislation which required the creation and filing of new reporting forms for the Department of Finance and the State Controller's Offices. Our staff also implemented new mandates related to HR/Payroll items including an electronic garnishment information report, electronic DE9 quarterly income reports to the State, and the CalPERS minimum payment for employee health coverage under the Public Employees Medical and Hospital Care Act. Our office 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

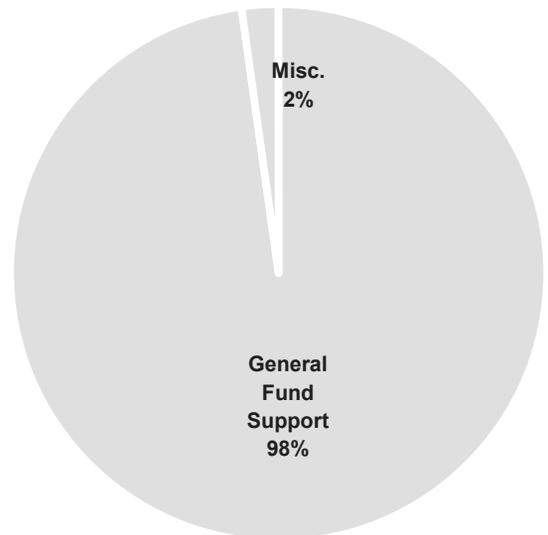
The San Luis Obispo County Board of Supervisors is the legislative arm of the County government, and is committed to the implementation of policies and the provision of services that enhance the economic, environmental and social quality of life in San Luis Obispo County.

<u>Financial Summary</u>	<u>2012-13 Budget</u>	<u>2012-13 Projected</u>	<u>2013-14 Requested</u>	<u>2013-14 Recommended</u>	<u>Change From 2012-13</u>
Other Revenues	\$ 0	\$ 400	\$ 0	\$ 0	\$ 0
**Total Revenue	\$ 0	\$ 400	\$ 0	\$ 0	\$ 0
Salary and Benefits	1,436,295	1,447,605	1,442,100	1,442,978	6,683
Services and Supplies	255,937	288,847	255,454	255,454	(483)
**Gross Expenditures	\$ 1,692,232	\$ 1,736,452	\$ 1,697,554	\$ 1,698,432	\$ 6,200
Less Intrafund Transfers	36,226	36,226	36,388	36,388	162
**Net Expenditures	\$ 1,656,006	\$ 1,700,226	\$ 1,661,166	\$ 1,662,044	\$ 6,038
 General Fund Support (G.F.S.)	 <u>\$ 1,656,006</u>	 <u>\$ 1,699,826</u>	 <u>\$ 1,661,166</u>	 <u>\$ 1,662,044</u>	 <u>\$ 6,038</u>

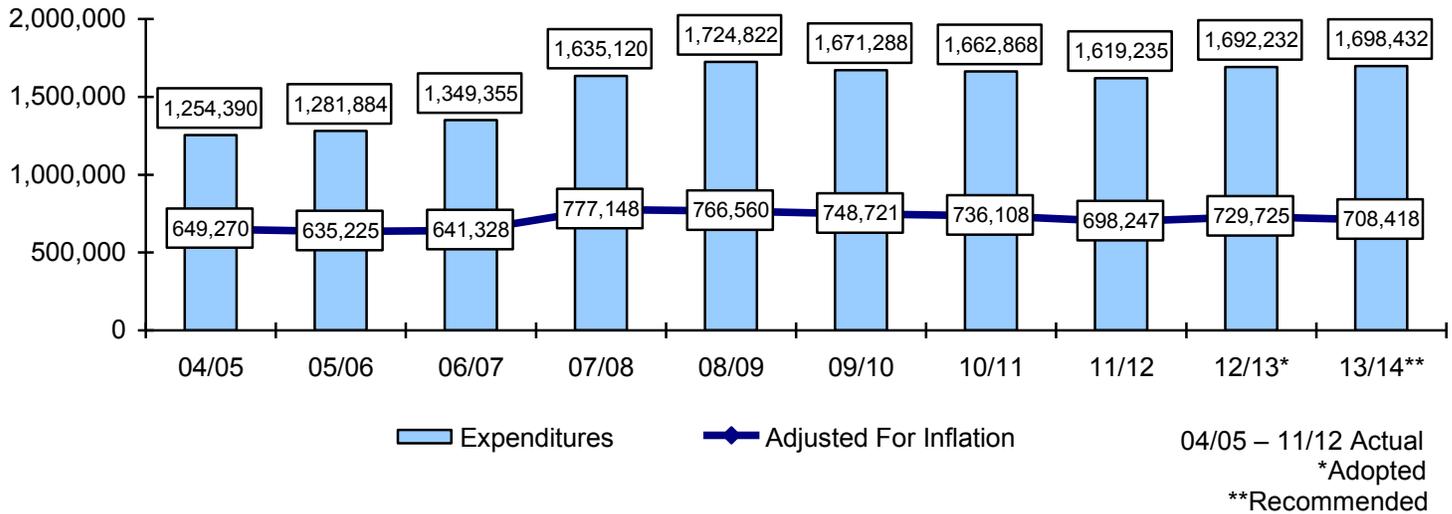
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

The Board of Supervisors has a total expenditure level of \$1,698,432 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: \$108,500 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: \$1,589,932 Total Staffing (FTE): 12.50

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The recommended budget for FY 13-14 provides for an increase of \$6,038 in General Fund support which is an increase of less than 1%. This follows a FY 12-13 budget that contained no increase of General Fund support over FY 2011-12. Of the \$1,662,044 in General Fund support recommended for FY 13-14, there is a total of \$255,454 in non-salary related expenses. This consists of \$108,500 (72%) for the State-mandated County-wide audit, an additional \$75,000 (29%) to broadcast Board of Supervisors meetings, and the remaining \$71,954 (28%) provides for various discretionary and overhead expenses. The Board of Supervisors has been able to maintain a consistent level of funding through the implementation of cost saving measures, as well as benefiting from Risk Management's success in lowering insurance rates. Additionally, in FY 09-10 the Board of Supervisors agreed to a 5% salary and benefit reduction which continues to be reflected in the FY 13-14 recommended budget.

GOALS AND PERFORMANCE MEASURES

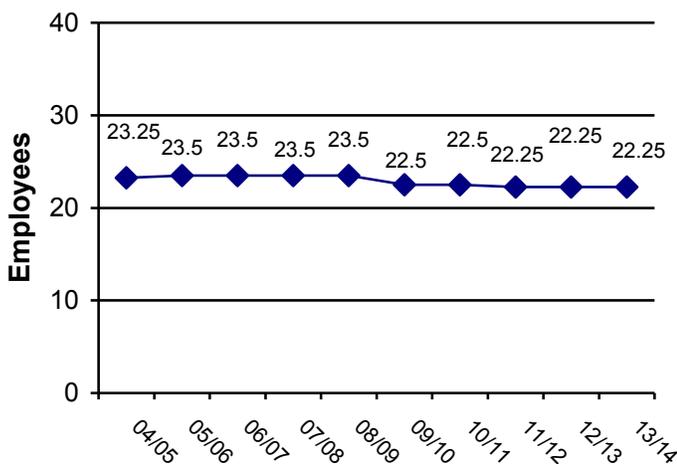
<p>Department Goal: To enhance the public's trust in county government by measurably demonstrating that we provide efficient, high quality, results oriented services.</p> <p>Communitywide Result Link: <input type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community</p>						
<p>1. Performance Measure: Percentage of citizens that rate the overall quality of services the County provides as "good" to "excellent".</p>						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
Triennial Survey	Triennial Survey	72%	Triennial Survey	Triennial Survey	Triennial Survey	72%
<p>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.</p> <p>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.</p> <p>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 which 71% rated the county as "good" (41%), "very good" (25%) or "excellent" (6%). The 2010 ACTION survey was presented to the Board on October 26, 2010. The survey results are posted on the County's website: http://www.slocounty.ca.gov. The next ACTION telephone survey is planned for FY 2013-14.</p>						
<p>2. Performance Measure: Percentage of citizens that indicate their overall impression of County employees (based on their most recent contact) is good or excellent.</p>						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
Triennial Survey	Triennial Survey	Survey on hold	Triennial Survey	Survey on hold	Survey on hold	Survey on hold
<p>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.</p> <p>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.</p> <p>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 remains on hold.</p>						

MISSION STATEMENT

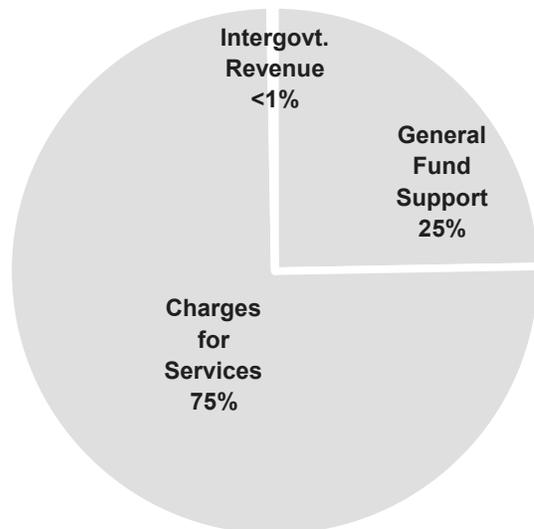
In pursuit of a well-governed community, the County Clerk-Recorder will ensure the integrity of the election process and the records maintained by the office and provide access to these public records, by complying with all applicable laws, employing technology to its fullest and wisely spending the public funds entrusted to us while serving our customers with courteous and well-trained staff.

	2012-13 <u>Budget</u>	2012-13 <u>Projected</u>	2013-14 <u>Requested</u>	2013-14 <u>Recommended</u>	Change From <u>2012-13</u>
Financial Summary					
Intergovernmental Revenue	\$ 19,000	\$ 19,000	\$ 8,000	\$ 8,000	\$ (11,000)
Charges for Current Services	<u>2,622,195</u>	<u>2,811,529</u>	<u>2,253,141</u>	<u>2,294,320</u>	<u>(327,875)</u>
**Total Revenue	\$ 2,641,195	\$ 2,830,529	\$ 2,261,141	\$ 2,302,320	\$ (338,875)
Salary and Benefits	2,045,967	2,045,967	2,042,447	2,049,555	3,588
Services and Supplies	1,012,995	951,599	1,005,552	1,010,087	(2,908)
Fixed Assets	<u>0</u>	<u>79,002</u>	<u>0</u>	<u>0</u>	<u>0</u>
**Gross Expenditures	\$ 3,058,962	\$ 3,076,568	\$ 3,047,999	\$ 3,059,642	\$ 680
General Fund Support (G.F.S.)	<u>\$ 417,767</u>	<u>\$ 246,039</u>	<u>\$ 786,858</u>	<u>\$ 757,322</u>	<u>\$ 339,555</u>

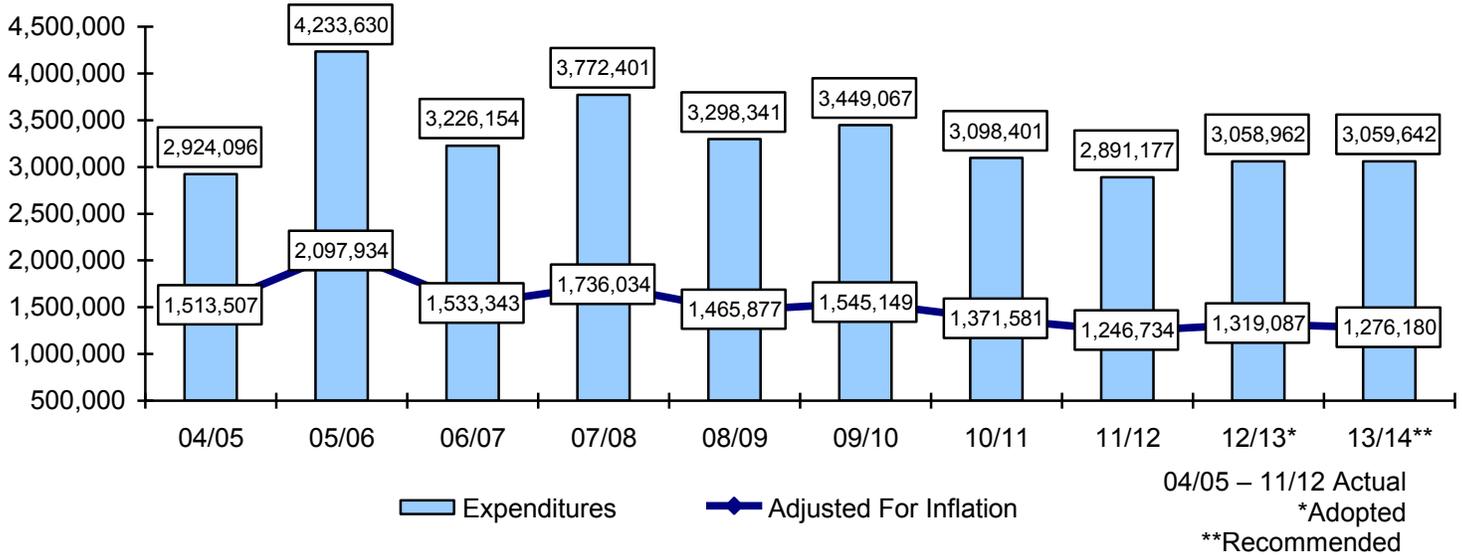
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

The Clerk-Recorder has a total expenditure level of \$3,059,642 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: \$1,799,145 Total Staffing (FTE): 16.58

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: \$820,556 Total Staffing (FTE): 3.13

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: \$439,941 Total Staffing (FTE): 2.54

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 as well as improve access for all residents of the county while performing 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 number of recordings hit the lowest number in a decade in FY 2009-10 (79,900) but has since been steadily increasing. At mid-point in the current fiscal year, recording activity is 22% higher than the prior year and at year end, the count could exceed 100,000 documents for the first time in six years. As recordings increase, the department has deployed technology to overcome staff reductions and reduce the time necessary to complete the Official Record Index, and will also deploy electronic recording for government liens. In addition, the department has trained additional staff on the complexities of document examination and verification of the Official Record. These efforts benefit our customers, including title companies and other County departments, by providing timely and accurate information. Because of these efforts, the Official Record Index has been completed on a daily basis and index verification has been kept current, allowing Assessor staff timely access to documents for re-assessment processing.

In addition to managing increased recording activity, the department will maintain a focus on finding ways to reduce the costs of conducting elections. In California, elections are conducted in the most expensive manner. While more and more voters chose to vote by mail (63% in November, 2012 election), polling places must be maintained to serve ALL voters. In addition, the new Top Two Primary law allows voters to cast a vote for any candidate regardless of political party. While this change eliminates the printing of party-specific ballots, the number of candidates for each office may result in an overloaded ballot and significant increases in printing costs, all of which will be borne by the County and local jurisdictions. Election law does not allow any adjustment to the number of polling places required for regularly scheduled elections nor does it allow flexibility in ballot layout. By providing some flexibility to counties in meeting this challenge and allowing all vote-by-mail ballot elections as a local option, significant cost reductions could be realized.

Following are some of the department's notable accomplishments for FY 2012-13 and some specific objectives for FY 2013-14:

FY 2012-13 Accomplishments

- Saved \$33,220 in ballot printing costs for the 2012 General Election, due to competitive bidding for these services.
- Successfully implemented on-line voter registrations, processing over 8,700 online registrations, and saving 300 hours of staff time.
- Expanded Integrated Document Management to include Board of Supervisors records and minutes. The full text search feature will provide quicker, more accurate searching for county staff and the public.
- Expanded the use of social media to communicate important events and deadlines to the public.
- Completed the conversion of all vital records to digital images, increasing access to customers.

FY 2013-14 Objectives

- Replace aging technology by upgrading and replatforming the software system that manages cashing and all Recorder and County Clerk functions.
- Further expand use of Integrated Document Management to replace the historical Board of Supervisors index to provide greater search capabilities as well as expand access to other departments and the public.
- Expand the paperless agenda system to the Assessment Appeals Board and Mobilehome Rent Review Board.
- Create and maintain online access to voter precinct boundaries with Geographic Information Systems technology to replace cumbersome paper maps and provide up-to-date information and greater flexibility for candidates using precinct data.

- Expanded the paperless agenda system to the Parks Commission.
- In partnership with the Assessor and Information Technology, implemented new software to manage Assessment Appeals filings and hearings.
- Secured \$155,650 in grant funding through 2016 for the use of Democracy Live – an online solution which provides easy access to ballots and voting information to the over 800 military and overseas voters.
- Continue to train all Clerk-Recorder employees in recording laws and procedures with the goal of all employees attaining the status of Certified Document Examiner by January 2014.
- Implement electronic recording for Government liens by December 2013.

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. During the odd-numbered years (FY 2013-14 is an odd-numbered year), election revenue declines and the department requires additional General Fund support.

The level of General Fund support for this budget is recommended to increase \$339,555 or 81% compared to the FY 2012-13 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 by less than 1% compared to FY 2012-13 adopted levels. Revenues are recommended to decrease \$338,875 or 12% and expenditures are recommended to increase \$680 or less than 1% compared to FY 2012-13 adopted levels.

Overall, revenues are decreasing due to the fluctuation in election related revenue noted above. Decreases to elections revenue are partially offset by a projected \$190,000 increase in recording fee revenue. Recording activity in the current year is up 22%, compared to the same period in FY 2011-12. The recommended level of recording fee revenue is consistent with what the department expects to collect in FY 2012-13.

Expenditures are essentially flat compared to FY 2012-13 adopted levels. Salary and benefits are recommended to increase \$3,588 or less than 1%, and services and supplies are recommended to decrease \$2,908 or less than 1% compared to FY 2012-13 adopted levels. The recommended budget includes a budget augmentation of \$20,000 for the department to purchase software to assist in the management of Conflict of Interest and Campaign Finance filings (outlined below). Use of this software will decrease the amount of staff time required to manage these filings, which will enable the department to allocate additional staff resources to various special projects that can be paid for with the department’s restricted revenue. As a result, the addition of funding for the new software has no net impact on the department’s level of General Fund support.

To meet the department's reduction target, funding for election poll workers has been reduced, which will reduce the number of poll workers from five to four at each polling place for the June Gubernatorial Primary Election. This reduction is not expected to pose any service level impacts, as participation and turnout for gubernatorial primaries is typically much lower than for other types of elections and four poll workers will be able to effectively manage voter activity at each polling location.

BUDGET AUGMENTATION REQUESTS RECOMMENDED

Unit Amount	Description	Results
Gross: \$20,000, funded with a redirection of staff costs to projects that are reimbursable with Clerk-Recorder restricted revenues. General Fund Support: \$0	Purchase of Conflict of Interest and Campaign Finance filings management software.	<ol style="list-style-type: none"> 1. Reduce staff time associated with managing Conflict of Interest and Campaign Finance filings by 100-380 hours a year and an additional 20-80 hours biennially. 2. Enhance the ability to departmental coordinators to track required filers' completion of forms. 3. Expand public access to forms by making them available online.

GOALS AND PERFORMANCE MEASURES

<p>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.</p> <p>Communitywide Result Link: <input type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community</p>						
<p>1. Performance Measure: Percentage of documents received by mail which are examined and recorded, or returned within two business days.</p>						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
93%	98%	96%	99%	100%	99%	100%
<p>What: This measure tracks the processing time of official records (e.g. deeds, reconveyances) received in the mail.</p> <p>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 two days of receipt of specific documents which are sent to us by express delivery.</p> <p>How are we doing? Recording levels for FY 2012-13 have increased by almost 4,000 documents in the first four months of the year compared to the same time period in FY 2011-12. Deed recordings increased by 17.5%, Deed of Trust recordings increased 46% and Reconveyance recordings increased by 55%, all of which show an upswing in the housing market. FY 2012-13 is expected to fall just shy of adopted levels because of the staff time needed to conduct the Presidential General Election and occasional staffing shortages. With our focus on additional training for staff, we continue to strive to achieve our goal of 100% in the coming year.</p>						
<p>Department Goal: Provide easy access to all public records and documents to enhance customer service.</p> <p>Communitywide Result Link: <input type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community</p>						
<p>2. Performance Measure: Percentage of requests for vital and official records per month conducted online via the web.</p>						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
4.7%	5.3%	5.4%	3.4%	6%	3%	3.5%
<p>What: This measure tracks the use of Clerk-Recorder services that are available online for a fee.</p> <p>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.</p>						

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, a new vendor for processing credit card payments was selected for the entire County, which has resulted in a 60% (\$4.51) decrease in the convenience fee paid by the customer. However, the new vendor does not have the ability to allow customers to place orders on the web. This has had an effect on the number of customers who chose to place orders on the internet, as opposed to contacting the office directly. The projected decrease in FY 2012-13 can be attributed to the new credit card payment vendor and the savings that the new system offers for the customer. 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. 3% of requests is equivalent to 30 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.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
\$1.97*	\$2.00*	\$1.77*	\$2.22	\$2.10	\$1.93	\$1.90
\$2.08**	\$1.89**	\$2.06**				

What: This measures the cost to issue each vote-by-mail (VBM) ballot.

Why: Vote-by-mail ballots have traditionally been very labor intensive to administer and process. Currently, approximately 57% (89,905) of San Luis Obispo County voters choose to permanently vote by mail ballot. Tracking the costs to issue vote-by-mail ballots allows the department to plan for the budgetary impacts of these ballots accordingly and contributes to efforts to automate and streamline the process to increase efficiency and keep 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 \$2.22 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. Legislation that streamlined the manual tally of vote-by-mail ballots became effective January 1, 2012, saving approximately 300 hours of staff time per election, which equates to roughly \$0.05 per ballot in savings. The FY 2012-13 results are lower than adopted levels despite the significant increase in VBM requests for the Presidential General Election, during which 99,329 VBM ballots were issued, because the contract for ballot printing and services yielded a \$0.031 per ballot reduction in printing costs, \$0.06 per ballot savings on stuffing and mailing VBM ballots, as well as an overall 2% discount for prepayment, as well as savings from the newly stream-lined manual tally procedures. The "projected" cost above is the actual for FY 2012-13. The lowered FY 2013-14 target reflects the decrease in voter turnout associated with Gubernatorial Primary Elections, as well as the elimination of party specific ballots for non-presidential primary elections.

Some of our comparable counties were able to provide the following information as a comparison. Costs are from prior years 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
FY 2011-12 Results:	June 2012 Presidential Primary	

4. Performance Measure: Average cost per registered voter in the County.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
\$4.08*	\$3.83*	\$2.21*	\$3.77	\$4.00	\$4.79	\$3.80
\$2.40**	\$2.46**	\$3.49**				

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 2012 Presidential General Election are above the adopted amounts. This increase is because of the increased number of voters who registered for the Presidential General Election, which was higher than anticipated. Voter registration increased by 10,000 voters in the 60 days leading up to the election, not including all the re-registrations of voters who were updating their information. This registration jump led to increased overtime, additional ballots that had to be printed/mailed and increased the costs of processing the voted ballots. The FY 2013-14 Target reflects lowered costs associated with the decreased voter turnout typical during a Gubernatorial Primary Election.

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
 FY 2011-12 Results: June 2012 Presidential Primary

5. Performance Measure: Voter Participation Rate.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
83.1% * 39.4% **	40.27% * 47.12% ** 37.87% ***	43.41%* 69%**	48.59%	80%	80%	60%

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 in special elections. 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. The office has also made an effort to utilize social media, such as Facebook and Twitter, to notify citizens of upcoming deadlines and other voter information. On September 19, 2012, the Secretary of State went live with online voter registrations. From that date to the close of registration for the November General Election on October 22, 2012, San Luis Obispo County received 7,900 online voter registrations. These efforts to encourage voter turnout are reflected in the County's 80% (126,818 ballots cast) voter turnout for the November 2012 Presidential General Election. Voter turnout met adopted figures for FY 2012-13. The target of 60% voter turnout (95,162 ballots cast) for FY 2013-14 is on par with previous Primary Elections.

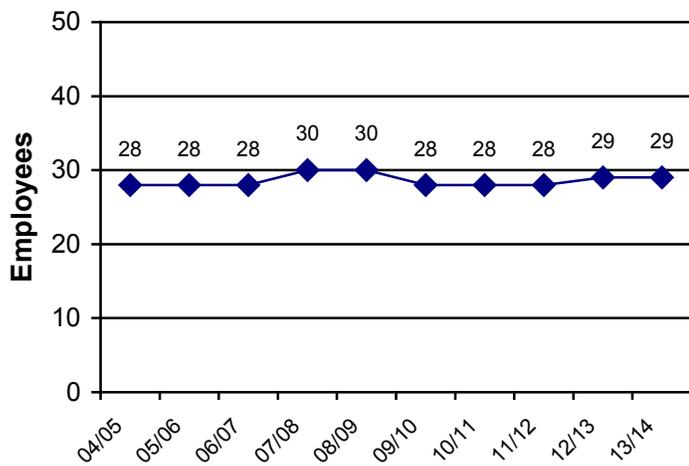
FY 2005-06 Results: * November 2005 Special Statewide Election ** June 2006 Direct Primary Election
 FY 2007-08 Results: * February Presidential Primary Election ** June 2008 Direct Primary Election
 FY 2008-09 Results: * November 2008 General Presidential Election ** May 2009 Special Statewide Election
 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
 FY 2011-12 Results: June 2012 Presidential Primary

MISSION STATEMENT

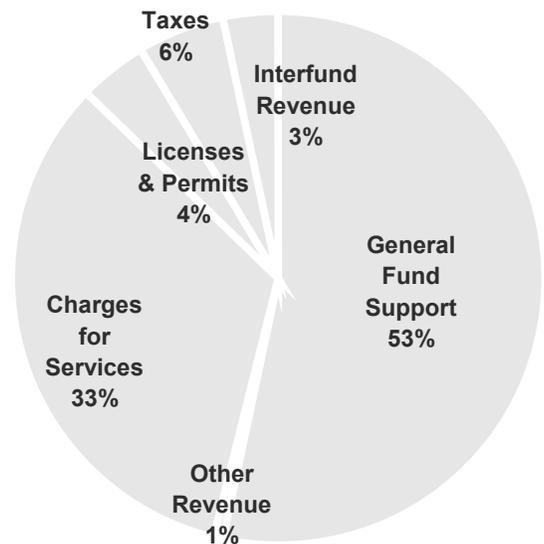
The Treasurer, Tax Collector, Public Administrator's staff is committed to providing quality service to the community, including the efficient collection and prudent management of public funds needed for public services.

Financial Summary	2012-13 Budget	2012-13 Projected	2013-14 Requested	2013-14 Recommended	Change From 2012-13
Taxes	\$ 165,100	\$ 162,100	\$ 181,520	\$ 181,520	\$ 16,420
Licenses and Permits	134,359	135,403	134,812	134,812	453
Charges for Current Services	1,062,351	1,012,838	1,053,180	1,053,180	(9,171)
Other Revenues	19,408	16,529	15,744	15,744	(3,664)
Other Financing Sources	124,397	0	0	0	(124,397)
Interfund	0	78,289	107,191	107,191	107,191
**Total Revenue	\$ 1,505,615	\$ 1,405,159	\$ 1,492,447	\$ 1,492,447	\$ (13,168)
Salary and Benefits	2,809,821	2,538,084	2,814,187	2,836,510	26,689
Services and Supplies	299,780	299,438	310,777	310,777	10,997
Other Charges	27,393	27,393	26,654	26,654	(739)
**Gross Expenditures	\$ 3,136,994	\$ 2,864,915	\$ 3,151,618	\$ 3,173,941	\$ 36,947
Less Intrafund Transfers	0	899	0	0	0
**Net Expenditures	\$ 3,136,994	\$ 2,864,016	\$ 3,151,618	\$ 3,173,941	\$ 36,947
General Fund Support (G.F.S.)	<u>\$ 1,631,379</u>	<u>\$ 1,458,857</u>	<u>\$ 1,659,171</u>	<u>\$ 1,681,494</u>	<u>\$ 50,115</u>

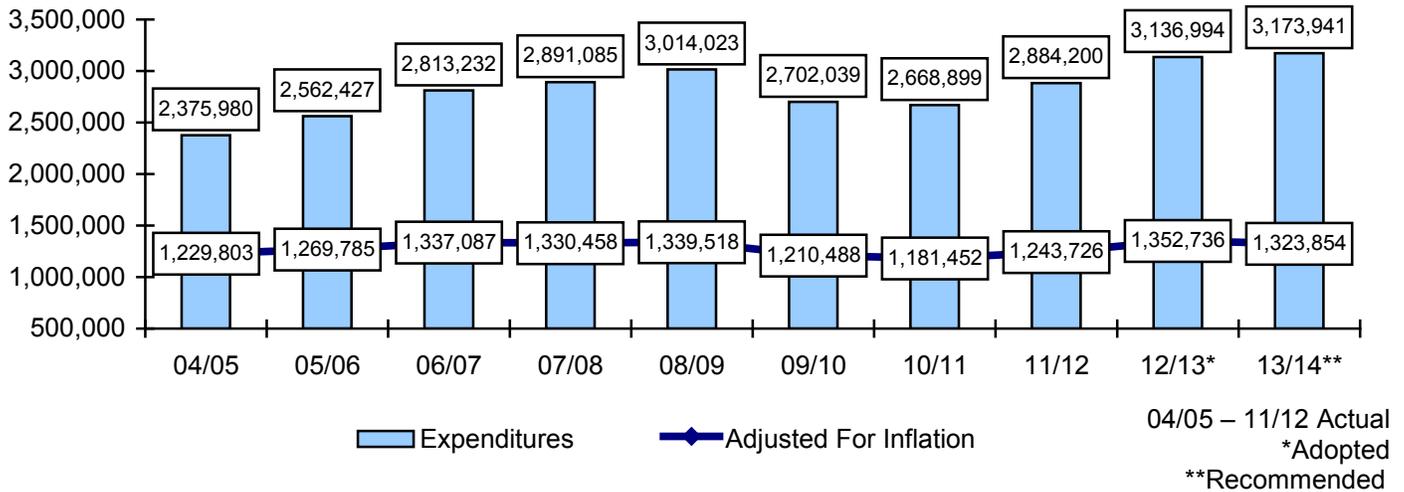
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

The Treasurer/Tax Collector/Public Administrator has a total expenditure level of \$3,173,941 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: \$247,269 Total Staffing (FTE): 2.27

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: \$155,080 Total Staffing (FTE): 1.36

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: \$1,152,296 Total Staffing (FTE): 10.05

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: \$377,632 Total Staffing (FTE): 4.04

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: \$887,614 Total Staffing (FTE): 7.64

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: \$354,050 Total Staffing (FTE): 3.64

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 awarded the 2011 Merit Award from the California State Association of Counties annual Challenge Awards 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.

As the department prepares to move into FY 2013-14, it continues to modernize systems and services for customers, allowing more online access to services and the ability to make online payments, and to be more efficient in order to provide quality service to the public with fewer resources. The department will be upgrading and rewriting the internal version of the "Taxes on the Web" program to increase efficiencies and information available to staff to assist customers. The upgrading of the "Taxes on the Web" program will also ensure it will interact with the rehosted mainframe tax system once that project is completed. In addition, the department will be working towards improvement projects to the tax system that will become possible once the rehosting project is completed.

Following are some of the department's notable accomplishments for FY 2012-13 and some specific objectives for FY 2013-14:

FY 2012-13 Accomplishments

- Completed promotion and outreach about the new Business License, Transient Occupancy Tax, and the Tourism Business Improvement District program installed last year to license holders. This included a newsletter issued to the license holders noting the new capabilities, including online information and payments.
- Reallocated Treasury investments to improve interest earnings by \$528,000, while reducing risk and average investment duration, and increasing liquid funds by \$60 million.
- Implemented electronic processing of payments

FY 2013-14 Objectives

- Continue to 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 two years. The department will concurrently re-write the "Taxes on the Web" program to take advantage of the improved database to enable better information and online services available to the public.
- Continue to further develop efficiencies through electronic document management technologies, and reduce space needed for paper storage. In FY 2013-14, the department expects to create over 27,000

**Treasurer, Tax Collector, Public Administrator
Fiscal Year 2013-14 Proposed Budget**

Fund Center 108

made by home banking services, thereby reducing average batch processing time from 60 minutes to 15 minutes or less.

new scanned electronic document files which otherwise would have been maintained in paper

form.

- Created over 25,000 scanned electronic document files that replaced paper files, reducing paper storage and improving access to the information to assist customers.
- Promoted “Go Green” paperless billing programs and the ability to make e-check payments without additional fees, which is expected to increase the total number of tax payments paid electronically by over 14,000 transactions by the end of the year.
- Because of the above initiatives, the department expects to utilize 1,000 fewer temporary hours than budgeted to process tax payments during peak periods.
- Continue to increase electronic payments and processing, by using billing inserts, press releases, and general taxpayer correspondence to further market “Go Green” e-Billing and paperless billing programs, and to promote use of e-check payments without additional fees to pay property taxes online. This furthers the department’s mission of providing quality service while reducing costs. In FY 2013-14, the department endeavors to process over 80,000 payments electronically.
- Invest in local agency debt when the net result is a benefit to both the County and the local agency, the County's objectives of safety, liquidity, and yield are met, and the investment is allowed by the County Investment Policy.

COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

The level of General Fund support for this budget is recommended to increase \$50,115 or 3% compared to the FY 2012-13 adopted level. Revenues are recommended to decrease \$13,168 or less than 1% and total expenditures are recommended to increase \$36,947 or 1%.

Revenues are recommended to decrease due largely to a \$38,362 decrease in Administrative Services Fee revenue which is calculated based on the department’s cost for administering the Treasury funds. This revenue is decreasing due to a minor reorganization of staff who administer Treasury funds. The decrease in Administrative Service Fee revenue is partially offset by increases to delinquent cost reimbursement due to fees that were increased in FY 2012-13, and a projected increase in estate fee revenue due to an existing case that is expected to be settled in FY 2013-14.

Salary and benefits are recommended to increase \$26,689 or less than 1% due to regular pay step increases.

Services and supplies are recommended to increase \$10,997 or 3%, due largely to an increase in printing costs associated with the transition away from Reprographics, as well as an expected increase in the number of property tax bill inserts printed to advertise use of the department’s electronic tax management and billing programs.

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: <input type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community						
1. Performance Measure: Percentage of customer satisfaction surveys which rate department performance as “excellent” or “good.”						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
98%	98%	100%	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 2011-12, the department received 75 completed customer satisfaction surveys from the public service counter. All 75 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 2012-13 remains 100% of customer satisfaction surveys to indicate that the department’s performance is “good” or “excellent”.

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) earn an appropriate and competitive yield.

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

2. 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).

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
83%	100%	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 2011-12. The County Treasury continues to explore ways to reduce costs and aggressively searches for options to obtain better yields without jeopardizing safety and liquidity.

3. Performance Measure: Maintain an “AAA/V1” credit rating by Fitch Ratings for the Treasury Combined Pool Investments.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 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 rating to the County Pool since FY 1994-95. The investment pool’s “AAA” rating “reflects the fund’s vulnerability to losses as a result of defaults based on the actual and prospective average credit quality of the fund’s invested portfolio.” The pool’s “V1” volatility rating “reflects low market risk and a capacity to return stable principal value to meet anticipated cash flow requirements, even in adverse interest rate environments.” 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 and again on March 14, 2012 Fitch confirmed the County Pool’s “AAA/V1” rating.

<p>Department Goal: Ensure public funds on deposit in the County Treasury are properly managed, safeguarded and controlled, and that accounting is proper and accurate.</p> <p>Communitywide Result Link: <input type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input checked="" type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community</p>						
<p>4. 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.</p>						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
100%	100%	100%	100%	100%	100%	100%
<p>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. 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.</p> <p>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.</p> <p>How are we doing? The above audits have consistently resulted in no negative findings or recommendations. All of the audits from FY 2011-12 resulted in no negative findings or recommendations.</p>						
<p>Department Goal: Process tax payments promptly and accurately to provide timely availability of funds to the government agencies for which taxes are collected.</p> <p>Communitywide Result Link: <input type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input checked="" type="checkbox"/> Prosperous <input type="checkbox"/> Well-Governed Community</p>						
<p>5. Performance Measure: Percentage of annual current secured property taxes owed that is not collected.</p>						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
3.9%	3.5%	3.2%	2.2%	3.1%	2.2%	2.0%
<p>What: This measures the percentage of current secured property taxes that are owed but not collected.</p> <p>Why: This measure demonstrates the County’s compliance with legal mandates that require the collection of property taxes.</p> <p>How are we doing? In FY 2011-12, San Luis Obispo County had an uncollected current secured tax charge percentage of 2.2%, or \$8,642,948.86, which represents a decrease of 1% from FY 2010-11 levels. The State average for FY 2011-12 (the last year for which statistics are currently available) was 2.0%. The decrease in the amount of delinquencies can be attributed to both improving economic conditions and the department’s continuing efforts to notify taxpayers of their tax status through a comprehensive Tax Status Letter, which was mailed in the fall and in the spring of FY 2011-12.</p>						
<p>Department Goal: Implement cost justified, proven technologies to improve automated processing and reporting systems to provide current, accessible, and accurate information for the public. This goal, and its associated performance measure, is being replaced with the goal and measure below for FY 2013-14.</p> <p>Communitywide Result Link: <input type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community</p>						
<p>6. Performance Measure: Percentage of the customer service program that has been implemented which enables the public to review and transact business on-line. This measure is being deleted in FY 2013-14.</p>						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
80%	84%	80%	85%	90%	100%	Deleted
<p>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.</p> <p>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.</p>						

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. In FY 2012-13, the focus has been 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. Because all the key components which allow the public to research taxes and transact online are substantially completed, this performance measure is being deleted in FY 2013-14. It is being replaced by a new one below to measure the percentage of tax payments that are made electronically.

Department Goal: Continually enhance, improve, and increase usage of online systems, which provide 24/7 access to tax information, options for electronic tax payments and paperless billing, thereby improving service and providing more environmentally friendly processing.

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

7. Performance Measure: Percentage of tax payments made electronically.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
New	New	New	New	New	25.0%	27.5%

What: The Treasurer, Tax Collector, Public Administrator website provides extensive information, and allows for electronic commerce with the community. Recently, fees for electronic checks have been eliminated and fees for credit cards have been reduced.

Why: Electronic payments are more environmentally friendly, saving taxpayers and the department paper, ink, and mail transportation, as well as processing costs. For this reason, the Department intends to continue to improve systems and encourage use of electronic payments over time. The ability to locate information and transact business on-line 24/7 is an important tool to improve the quality of service to the community. This measure reflects progress in usage of online services to better serve the community.

How are we doing? The public has continually requested online services, and usage of such services and electronic payments has been increasing. The department continues to encourage paperless bills, electronic payments by both companies and individuals, and strives to make such payments easier. Last year, fees for e-checks were eliminated, and fees for credit card use were reduced. Through press releases, billing inserts, and individual taxpayer communications as they occur, the department is making taxpayers aware of the services available and the options for electronic payments.

Department Goal: Expediently investigate and administer the estates of deceased County residents when there is no executor or administrator to protect estate assets in the best interests of the beneficiaries, creditors, and the County.

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

8. 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.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 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. In FY 2011-12, 32 estate referrals were investigated. In 19 of those estate investigations, either an heir or other responsible person was located to administer the estate, or it was determined that there were no estate assets to administer. The remaining 13 estates were accepted for administration by the Public Administrator pursuant to California Probate Code. In FY 2011-12, all of these 32 estate referrals were investigated and determined within 15 business days. It remains the goal of the Public Administrator to promptly investigate and determine estate administrations within 15 business days.

Support to County Departments

County Counsel

General Services Agency

Fleet Services

Information Technology

Reprographics

Human Resources

Risk Management

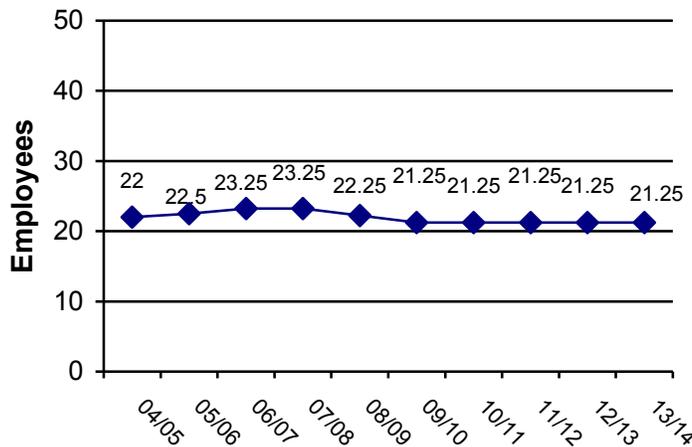
Self Insurance

MISSION STATEMENT

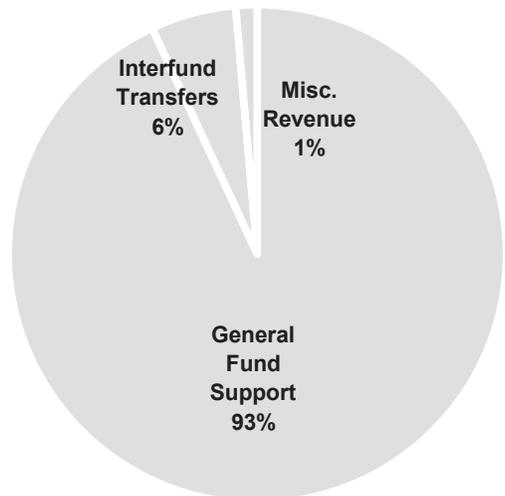
To provide accurate and reliable legal services to County departments, boards, agencies, and special districts in a manner which is cost effective and promotes excellence in delivery of government services to the public.

<u>Financial Summary</u>	2012-13	2012-13	2013-14	2013-14	Change From
	<u>Budget</u>	<u>Projected</u>	<u>Requested</u>	<u>Recommended</u>	<u>2012-13</u>
Intergovernmental Revenue	\$ 2,483	\$ 3,496	\$ 2,483	\$ 2,483	\$ 0
Charges for Current Services	32,500	38,400	41,500	41,500	9,000
Other Revenues	0	375,000	0	0	0
Interfund	<u>190,017</u>	<u>190,000</u>	<u>202,500</u>	<u>202,500</u>	<u>12,483</u>
**Total Revenue	\$ 225,000	\$ 606,896	\$ 246,483	\$ 246,483	\$ 21,483
Salary and Benefits	3,340,860	3,230,000	3,296,325	3,303,778	(37,082)
Services and Supplies	<u>185,404</u>	<u>1,032,553</u>	<u>185,367</u>	<u>185,367</u>	<u>(37)</u>
**Gross Expenditures	\$ 3,526,264	\$ 4,262,553	\$ 3,481,692	\$ 3,489,145	\$ (37,119)
General Fund Support (G.F.S.)	<u>\$ 3,301,264</u>	<u>\$ 3,655,657</u>	<u>\$ 3,235,209</u>	<u>\$ 3,242,662</u>	<u>\$ (58,602)</u>

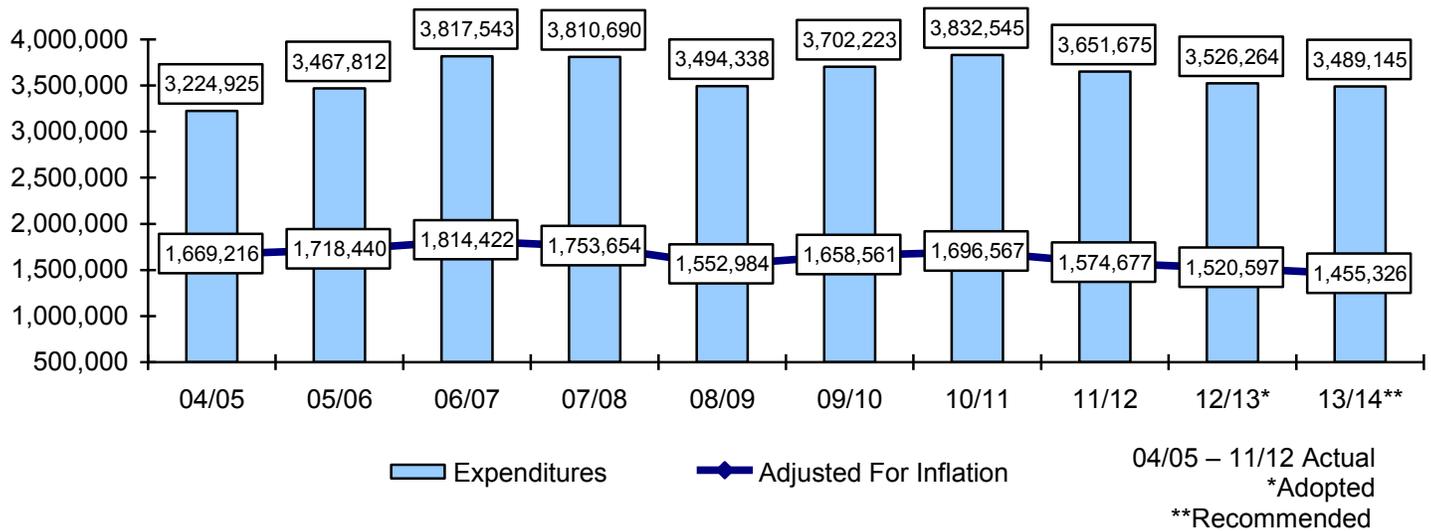
Number of Employees
 (Full Time Equivalent)



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

County Counsel has a total expenditure level of \$3,489,145 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: \$1,046,743 Total Staffing (FTE): 6.375

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: \$2,442,402 Total Staffing (FTE): 14.875

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, attorneys approach each matter strategically. Through the wise use of in-house and outside counsel, the department seeks 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.

In FY 2013-14, the department will be focused on addressing workload in several areas. It is anticipated that Public Records Act requests directed to the County will continue to increase and require evaluation by County Counsel. County Counsel will devote significant effort to evaluate and respond timely and appropriately to these requests and will assist departments in compiling and reviewing responsive documents. Additionally, County Counsel has committed to addressing the growing number of local and state issues involving water and supply in the coming year. The upward trend of the number of property tax assessment appeals is anticipated to continue during FY 2013-14, requiring an increase in hours devoted to representation by County Counsel on behalf of the Assessor and the Assessment Appeals Board. Finally, County Counsel anticipates that its efforts on behalf of the Airport Land Use Commission will increase with the Commission's anticipated update of the Airport Land Use Plan.

Following are some of the department's notable accomplishments for FY 2012-13 and some specific objectives for FY 2013-14:

FY 2012-13 Accomplishments

- Realized favorable judgments or settlements for the following:
 - Upheld the General Plan strategic growth amendments in the Court of Appeal
 - Successfully resolved litigation with Charter Cable regarding cable franchise rights-of-way assessment
 - Upheld plan for supervisorial district redistricting in a Superior Court challenge
- Significant transactional work included:
 - Negotiating a contract with Raytheon Corporation for a new Sheriff's dispatch system
 - Reaching a new contract with California Shock Trauma Air Rescue Ambulance (CALSTAR) for the provision of air ambulance service within the County
 - Securing funding for a Renewable Energy Education Center at Cuesta College's North County campus
 - Completing a new operating agreement with State Parks for the Morro Bay Golf Course
- Notable advisory efforts included:
 - Conditional Use Permit for Cold Canyon Landfill expansion
 - Implementation of AB 12 to extend foster care benefits beyond age 18, to age 21
 - Adoption of an updated Economic Element
 - Implementation of AB x26 to dissolve local redevelopment agencies
 - Planning, financing and constructing the Los Osos Wastewater Project

FY 2013-14 Objectives

- Provide legal counsel on the following major projects:
 - Women's jail project
 - Los Osos Wastewater Project
 - Los Osos Groundwater Management Plan
 - Los Osos Habitat Conservation Plan
 - Child Welfare Services
 - San Miguel Community Plan
 - Continued implementation of Sun Power and First Solar projects
 - Implementation of the Affordable Care Act
 - Continued implementation of the Pension Reform Act of 2013

COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

The level of General Fund support for this department is recommended to decrease \$58,602 or 1% compared to the FY 2012-13 adopted level. Revenues are recommended to increase \$21,483 or 9% and total expenditures are recommended to decrease \$37,119 or 1%.

The department’s revenue consists almost entirely of charges to outside agencies and other County departments for legal services. In FY 2012-13, the department budgeted for a significant increase in legal services revenues due to a projected increase in the number of hours billed to the Public Works department for a variety of projects. In FY 2013-14, revenues are again recommended to increase, due to expected involvement in the State Water project, various capital projects, and various flood control and water conservation district litigation, as well as continued involvement in the Nacimiento Water Project and Los Osos Wastewater Project. Although projected revenue levels are significantly increased compared to prior years, 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 decreasing \$37,082 or 1% due to the department having some new employees at lower pay steps than the positions had previously been budgeted at, as well as the expected under filling of a Supervising Legal Clerk at the Legal Clerk level in FY 2013-14. Services and supplies are essentially flat with FY 2012-13 levels.

Due to the continued increase in revenue from billings to other departments and outside agencies, the department was able to reduce its level of General Fund support without reducing expenditures. As such, it is expected that the department will be able to maintain existing service levels in FY 2013-14.

GOALS AND PERFORMANCE MEASURES

<p>Department Goal: Provide exemplary litigation services, defending decisions and advocating positions of our clients to assist those clients in achieving their objectives.</p> <p>Communitywide Result Link: <input type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input checked="" type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community</p>						
<p>1. Performance Measure: Cases litigated where we achieve a positive outcome determined as follows below. <i>This performance measure is being deleted in FY 2013-14.</i></p>						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
44 Resolved 148 Pending	49 Resolved 162 Pending	53 Resolved 156 Pending	52 Resolved 108 Pending	30 Resolved 131 Pending	25 Resolved 100 Pending	Deleted
<p>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.</p> <p>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.</p> <p>How are we doing? It is projected that approximately 25 litigation files will be closed during this fiscal year. We are currently managing or overseeing 122 lawsuits and administrative proceedings (not including probate matters, conservatorships, mental health habeas corpus proceedings, and juvenile dependency matters). This measure is being deleted in FY 2013-14 due to the fact that the number of litigation files closed during a fiscal year does not accurately reflect the outcome of a case or the time invested in it. While the work that County Counsel does can impact the number of lawsuits that are filed against the County, there are other external factors beyond County Counsel’s control that contribute to the number of cases that are litigated.</p>						
<p>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.</p> <p>Communitywide Result Link: <input type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community</p>						

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.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
629	700	690	695	650	665	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 also be noted that the number of writs and appeals are 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.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
162	143	148	156	150	150	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 2012-13, there have been 15 Habeas Corpus matters handled by County Counsel. Based on this number, it is expected that there will be approximately 36 during this fiscal year. At present, there are 104 ongoing/active conservatorship cases, as well as nine 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.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
95%	95%	97%	100%	99%	100%	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. As of this date all clients reported that advice from County Counsel was clear, relevant and timely. The results continue to improve due to changes in assignments of clients to attorneys that create better fits, more experience with the client, etc. 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.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Actual Results	12-13 Projected	13-14 Target
96%	98%	99%	91%	90%	96%	98%

What: This measurement reflects the percentage of time that the review of 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 2012-13 there have been 1,366 requests for legal advice submitted by various departments. Approximately 1,300 of these requests for legal advice were completed within five working days. 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. This performance measure is being deleted in FY 2013-14.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Actual Results	12-13 Projected	13-14 Target
99%	99%	99%	99%	99%	99%	Deleted

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 2012-13 there have been two lawsuits filed that involved the County and were a result of a contracted project 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 reviewed by County Counsel. No comparable county data is available. This performance measure is being deleted in FY 2013-14, due to the fact that there are factors beyond County Counsel's control that may lead to litigation related to contracted projects or Board of Supervisors agenda items. While County Counsel's review of projects and items can help to avoid litigation, County Counsel does not have complete control over the number of lawsuits that are filed against the County.

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.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Actual Results	12-13 Projected	13-14 Target
.66%	.69%	.81%	.75%	.76%	.70%	.75%

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.

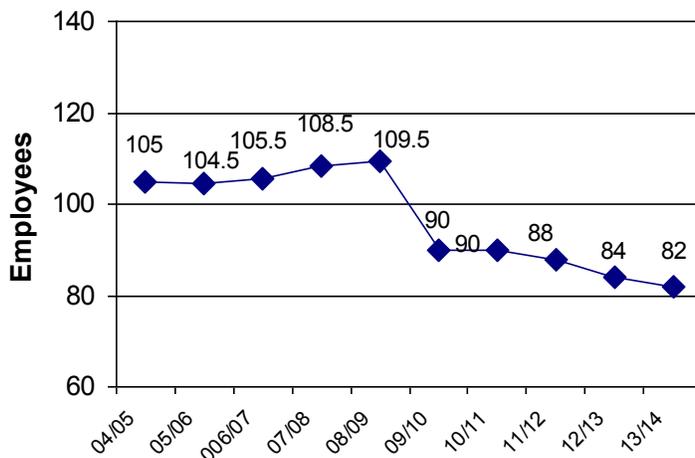
How are we doing? County Counsel's operating budget continues to stay fairly consistent with prior years. Expenditures are monitored closely throughout the year. The budget status includes the funds that are encumbered periodically during the year for professional services (i.e., outside law firms and outside technical experts). These professional services are incurred on behalf of the County and are budgeted and paid for through the County Counsel budget. At the beginning of any budget process, it is difficult to predict what professional services might be required. Our department's budget is primarily staff costs and all other costs are closely monitored.

MISSION STATEMENT

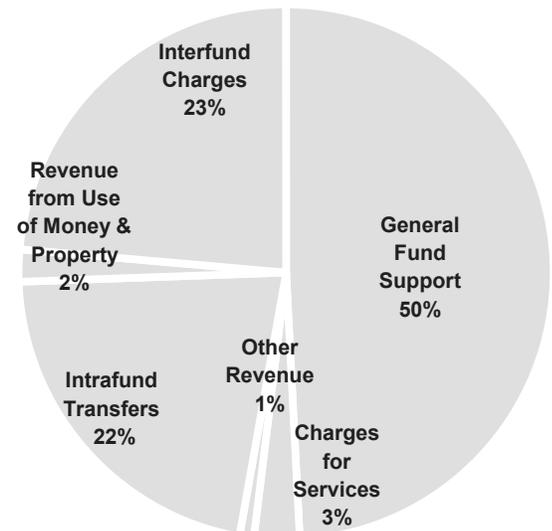
General Services provides cost effective, functional, safe facilities for San Luis Obispo County by delivering excellent services that enable the professional operation of County business.

	2012-13 <u>Budget</u>	2012-13 <u>Projected</u>	2013-14 <u>Requested</u>	2013-14 <u>Recommended</u>	Change From 2012-13
Financial Summary					
Licenses and Permits	\$ 14,000	\$ 13,464	\$ 10,900	\$ 10,900	\$ (3,100)
Revenue from Use of Money & Property	247,404	248,823	262,030	262,030	14,626
Intergovernmental Revenue	9,600	12,541	5,183	5,183	(4,417)
Charges for Current Services	414,429	321,189	327,695	327,695	(86,734)
Other Revenues	97,349	94,677	92,220	92,220	(5,129)
Interfund	<u>2,969,354</u>	<u>2,808,853</u>	<u>2,768,233</u>	<u>2,784,575</u>	<u>(184,779)</u>
**Total Revenue	\$ 3,752,136	\$ 3,499,547	\$ 3,466,261	\$ 3,482,603	\$ (269,533)
Salary and Benefits	7,922,666	7,546,107	8,050,758	7,920,994	(1,672)
Services and Supplies	4,246,112	4,325,745	4,334,329	4,298,190	52,078
Other Charges	72,561	72,148	72,561	72,561	0
Fixed Assets	<u>0</u>	<u>56,115</u>	<u>0</u>	<u>0</u>	<u>0</u>
**Gross Expenditures	\$ 12,241,339	\$ 12,000,115	\$ 12,457,648	\$ 12,291,745	\$ 50,406
Less Intrafund Transfers	<u>2,584,225</u>	<u>2,963,089</u>	<u>2,679,398</u>	<u>2,679,398</u>	<u>95,173</u>
**Net Expenditures	\$ 9,657,114	\$ 9,037,026	\$ 9,778,250	\$ 9,612,347	\$ (44,767)
General Fund Support (G.F.S.)	<u>\$ 5,904,978</u>	<u>\$ 5,537,479</u>	<u>\$ 6,311,989</u>	<u>\$ 6,129,744</u>	<u>\$ 224,766</u>

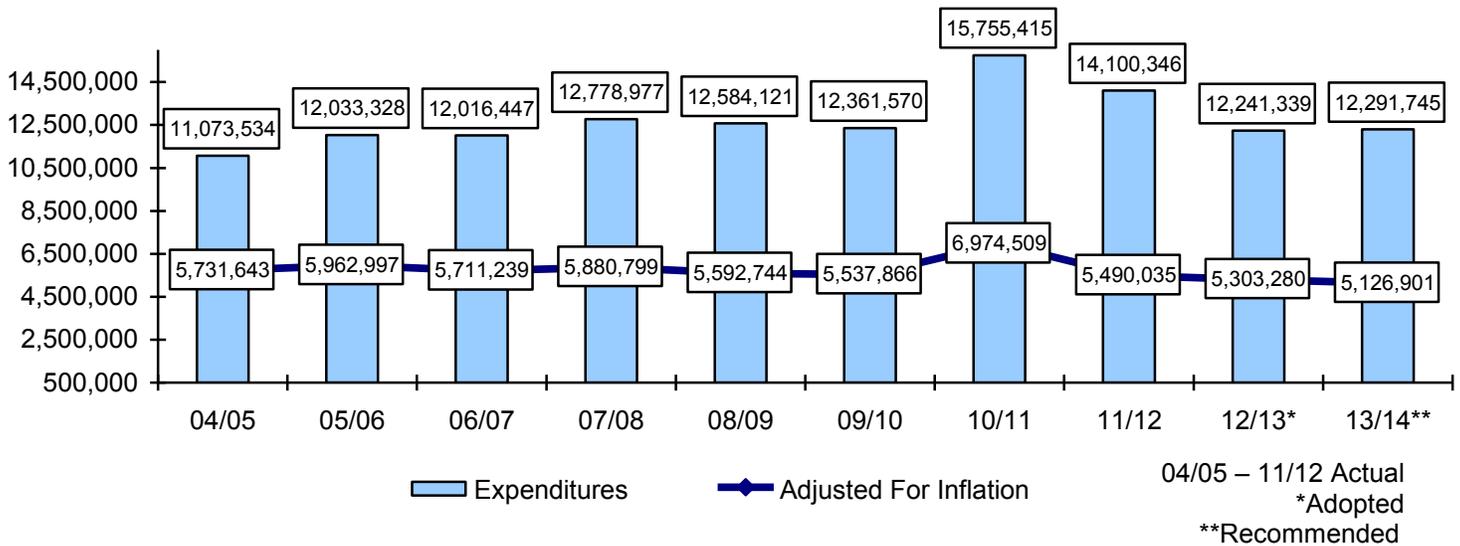
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

General Services Agency (GSA) has a total expenditure level of \$12,291,745 and a total staffing level of 82.00 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: \$1,784,168 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: \$1,360,439 Total Staffing (FTE): 11.00

Central Mail Services

Pick up and deliver interoffice and U.S. mail for all County Departments; pick-up, meter, and sort outgoing U.S. mail in a cost effective, efficient and reliable manner.

Total Expenditures: \$636,837 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: \$348,188 Total Staffing (FTE): 4.00

Custodial Services

Provide custodial services to County facilities, Courts and some leased facilities.

Total Expenditures: \$1,909,915 Total Staffing (FTE): 24.00

Facility Maintenance Services

Provide operational and maintenance services to County-owned facilities, Courts and some leased facilities.

Total Expenditures: \$3,180,484 Total Staffing (FTE): 23.00

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: \$1,129,727 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/Permitter).

Total Expenditures: \$1,941,987 Total Staffing (FTE): 4.00

DEPARTMENT COMMENTS

General Services Agency – General Services mission is to provide cost effective, functional, safe facilities for San Luis Obispo County by delivering excellent services that enable the professional operation of County business. The following services are provided by General Services:

- Architectural Services manages the design and construction of new and renovated County buildings and parks.
- Facility Services (Maintenance Mechanics and Custodians) maintains approximately 130 facilities with a combined square footage of 1.3 million and provides services to ensure all County buildings are kept in a safe and fully operational condition.
- Real Property Services oversees leased properties and manages legal information regarding County properties.
- Utility Services coordinates and manages facility utility needs and evaluates energy reduction and renewable energy options.
- Countywide Purchasing centralizes the purchase of equipment and materials for all County departments; and internal.
- County mail processes and delivers mail.

The following are some of the department's notable accomplishments for FY 2012-13 and some of the specific objectives for FY 2013-14.

FY 2012-13 Accomplishments

- Completed on-time and within budget the construction of the Creston Fire Station
- Implemented strategic plan in Purchasing to maximize the value of the County dollar by negotiating the best cost of goods procured

FY 2013-14 Objectives

- Initiate the construction phase of the Women's Jail Expansion
- Initiate the construction phase of the Juvenile Hall Expansion

- Completed Facilities Five-Year Capital Project Plan enhancing County-wide planning of both capital and infrastructure project needs
- Continued process improvements by implementing maintenance work order requests using The County's Enterprise Financial System (SAP)
- Complete on time, and within budget the Atascadero Library and North County Service Center to expand library space and provide needed County services
- Prioritize and complete three deferred maintenance projects in County-owned community buildings
- Implement County-wide purchasing electronic bidding method to maximize value of the County dollar

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The level of General Fund support for this budget is recommended to increase by \$224,766 or 3% compared to the FY 2012-13 adopted level. Revenues are recommended to decrease by \$269,533 or 7%. Total net expenditures are recommended to decrease by \$44,767 or less than 1%.

The operational expense for General Services is funded through a combination of General Fund support and service charges for custodial, maintenance, architectural, property management and other services that are primarily applied to non-General Fund departments. The General Fund and services charges each provide 50% of the funding for the General Services FY 2013-14 budget. The recommended funding in this budget maintains current service levels.

The 3% increase in General Fund support is partially due to the correction of an error made by the department in the FY 2012-13 budget. In FY 2012-13, the department developed a full cost recovery strategy that increased charges for maintenance, custodial and other services provided by the department to non-General Fund departments. Historically, the actual costs associated with services has 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 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. Based on the shift to full cost recovery, the FY 2012-13 budget included an increase in departmental revenues totaling approximately \$1.26 million. The increase in revenues was balanced by a decrease of approximately \$1.3 million in the department's FY 2012-13 General Fund support.

During FY 2012-13, the department discovered the formulas used to set full cost recovery charges included an error that double counted a portion of the revenues projected to be received from full cost recovery. The error resulted in revenues that were overstated by \$177,878. Since most of the reduction in the department's FY 2012-13 General Fund support was based on the revenues from full cost recovery, the reduction in General Fund was also overstated by \$177,878. The amount of General Fund restored to the budget to correct this error is reduced by \$80,000 to correct a similar error in the budget for Fund Center 305 – Parks. The \$80,000 in General Fund is being transferred County Parks to fund grounds maintenance. The budget narrative for Fund Center 305 Parks includes a discussion of this transfer of funding.

The recommended level of General Fund support for this budget also includes additional adjustments made for expenses related to lease payments for non-General Fund departments, and payment of utility costs for County buildings occupied by General Fund departments. The expenses for lease payments and utilities are in this budget, although the expense is related to the operations of other departments. The adjustment for lease payments and utilities adds approximately \$127,000 in General Fund to this budget. It should be noted that approximately \$100,000 in lease payments made on behalf of non-General Fund are recaptured through countywide overhead charges and returned to the General Fund through revenues that accrue to Fund Center 102 Non-Departmental Financing.

The revenue recommended in this budget is decreasing by \$269,533. The decrease in revenue is primarily related to reductions in revenue from Courts. Reductions in revenues for charges for services to departments also show a decline of approximately \$197,204. The Courts have reduced the use of custodial and services provided by the department resulting in revenues that are \$86,434, or 21% less than the amount in the adopted

FY 2012-13 budget. The reduction in revenues associated with charges for services is due to the double counting of revenues discussed above.

Total net expenditures are recommended to decrease by \$44,767 or less than 1% compared to the FY 2012-13 adopted budget. The primary driver of this decrease is a \$95,173 increase in intrafund expense offsets. Recommended salaries and benefits are decreasing by \$1,672 and services and supplies are increasing by \$52,078.

The recommended level of salary and benefits expense includes the elimination of 2.00 FTE vacant Maintenance Mechanic positions and savings from Voluntary Time Off (VTO). Savings from VTO total \$26,823. The elimination of the vacant positions reduces salary and benefit expense by \$132,096. The salaries and benefit accounts also show increases related to workers compensation, pension obligation bond expense and normal position step increases. A \$103,137 increase in workers compensation, a \$27,400 increase in pension obligation bond expense and additional expense from step increases reduce the savings from the elimination of vacant positions and VTO.

Services and supplies expenditures are recommended to increase by \$52,078 or 1% as compared to the FY 2012-13 adopted budget. The overall increase in expense in this category is comprised of a mix of increases and decreases in individual accounts. The rents and leases account shows an increase of \$132,193 or 9%, largely due to increased lease space for the Department of Social Services. Overall utility expense shows an increase of \$79,107 or 9% and maintenance contracts are increasing by \$89,985. The increase in maintenance contracts is largely related to shifting costs, which were previously budgeted in the professional services account, to the maintenance contract account. The professional services account is recommended to decrease by \$162,768 or 31% less than the FY 2012-13 adopted budget. The expense reduction in the professional services account is due to shifting of some expense to the maintenance contract account and the elimination of expense related to rental of the portable chiller used to provide air conditioning at the Health Agency campus in San Luis Obispo. Intrafund expense offsets are recommended for an increase of \$95,173 or 3% largely due to increased staff charges to the FC 200 Maintenance Project budget and additional charges to the Department of Social Services for custodial and other services.

The CAO recommendations include several changes to the department's budget request which reduce departmental expense by \$195,058.

- \$26,823 in salary and benefit savings from the use of Voluntary Time Off. This is expected to have minimal impacts to department operations.
- \$6,139 reduction in utility expense.
- \$5,000 in rents and leases expense. This reduction is based upon the annual consumer price index increase in rents and leases being less than the 3% included in the department's status quo budget.
- \$25,000 in reduction in postage expense/
- \$132,096 reduction to salary and benefit expense by eliminating 2.0 FTE vacant Maintenance Mechanic positions. The reduction of these positions may result in slightly longer response time to emerging maintenance issues and some shifting of maintenance activities away from preventative maintenance. The department identified the service level impact as minimal.

The number of positions in General Services as shown on the PAL will decrease by 2.0 FTE with the elimination of the two vacant Maintenance Mechanic positions discussed above.

There is no expense for fixed assets as none were requested by the department.

GOALS AND PERFORMANCE MEASURES

Department Goal: Manage County purchasing services to maximize value for the County dollar.						
Communitywide Result Link: <input type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community						
1. Performance Measure: Percentage of purchasing transactions subject to a competitive solicitation.						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
21%	22%	26%	26%	50%	54%	55%
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? Purchasing meets its performance target for FY 2011-12, while processing approximately 1,800 total purchase order transactions accounting for 97 million annually through our financial system (SAP). In FY 2012-13, Purchasing adopted a strategic plan providing increased focus on maximizing the County dollar and plans to exceed the adopted target for FY 2012-13. The performance target for FY 2013-14 has been increased to align with the FY 2012-13 projected results.						
Department Goal: Provide timely, reliable and cost-effective services that meet or exceed customer expectations.						
Communitywide Result Link: <input type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community						
2. Performance Measure: Percentage of Customers rating their experience with General Services as “satisfactory” or better.						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
N/A	N/A	N/A	N/A	90%	90%	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 was a new performance measure for FY 2012-13, consolidating several individual customer satisfaction surveys. The projected FY 2012-13 performance target is based upon General Services customer standard and consistent with its vision to “Deliver Excellence to Every Customer”. General Services plans to meet or exceed the adopted target for FY 2012-13. The performance target for FY 2013-14 will remain equal to the adopted year, but will be further analyzed to improve services when actual customer survey data from the new measure is available.						
Department Goal: Manage the County’s real estate assets and leases to support the operational needs of County Departments						
Communitywide Result Link: <input type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community						
3. 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.						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
N/A	N/A	N/A	N/A	90%	95%	95%
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 was a new performance measure for FY 2012-13. Presently in FY 2012-13 RPS has sent out 14 point of service surveys to customers and received back 13 Satisfactory or better. RPS plans on exceeding the adopted target for FY 2012-13. The performance target for FY 2013-14 has been increased to align with the FY 2012-13 projected and the most recent customer survey results.						

Department Goal: Provide cost-effective, reliable and safe facilities and property for County use.						
Communitywide Result Link: <input checked="" type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community						
4. 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.						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
N/A	N/A	N/A	N/A	0% / \$0	0% / \$0	0% / \$0
<p>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.</p> <p>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.</p> <p>How are we doing? This was a new performance measure for FY 2012-13. Facility Services has an adopted budget of \$5,120,676.16 for FY 2012-13, which services a total area of 1,295,402 sq. ft. of County facilities. In FY 2012-13 these two factors established a baseline of \$3.95 per sq. ft. for facility costs. General Services is projecting to meet or exceed the adopted target with no significant changes to County facilities sq. ft. in FY 2012-13. General Services doesn't anticipate an increase in staffing or other maintenance and custodial expense, and estimates the performance target for FY 2013-14 to remain the same.</p>						
5. Performance Measure: The percentage of Corrective Maintenance (CM) work orders completed by Maintenance staff.						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
N/A	N/A	N/A	N/A	90%	79%	84%
<p>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.</p> <p>Why: Completion of Corrective Maintenance work orders is highly visible to our customers and contributes to excellent customer service.</p> <p>How are we doing? This was a new performance measure for FY 2012-13. Facility Services is projected not to meet the adopted FY 2012-13 target due to a higher focus being placed on Preventative Maintenance (PM) work orders. Presently select non-urgent Corrective Maintenance (CM) work orders are completed on a two-week priority plan and are being placed behind select critical Preventive Maintenance work orders with the goal of reducing the future quantity of CM work orders. As of October 2012 1,247 CM work orders have been completed in the automated work order system (SAP) within one week. The performance target for FY 2013-14 has been decreased to align with the new CM work order strategy.</p>						
6. Performance Measure: Percentage of Preventive Maintenance (PM) work orders completed within their designated schedule.						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
N/A	N/A	N/A	N/A	20%	28%	30%
<p>What: The percentage of Preventive Maintenance (PM) work orders issued and completed by Maintenance staff within the scheduled time frame.</p> <p>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.</p> <p>How are we doing? This was a new performance measure FY 2012-13. Facility Services is projected to exceed the adopted FY 2012-13 target due to a higher focus being placed on Preventative Maintenance (PM) work orders. Presently select critical Preventive Maintenance work orders are being placed before non-urgent Corrective Maintenance (CM) work orders with the goal of reducing the future quantity of CM work orders and increasing the completed of PM work orders. As of October 2012, 250 PM work orders have been completed in the automated work order system (SAP) within the two week scheduled time frame. The performance target for FY 2013-14 has been increased to align with PM work order strategy and the FY 2012-13 projected and adopted results.</p>						

7. Performance Measure: Percentage of Capital and Maintenance projects that were completed within expected time estimates.						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
N/A	N/A	N/A	N/A	90%	60%	90%
<p>What: The percentage of Capital and Maintenance projects that were completed within expected time estimates and according to Project Customer expectations.</p> <p>Why: Timely completion of capital and maintenance projects is one indicator of efficiency and contributes to functional facilities for our customer departments.</p> <p>How are we doing? Architectural Services expects to meet the projected target. This was a new performance measure for FY 2012-13. Architectural Services will not meet the adopted performance target for FY 2012-13 based upon inconsistencies in reporting the measure. The projected 60% for FY 2012-13 is an estimated percentage that uses existing available information related to projects completed in FY 2012-13 to date. Procedures and trainings are being completed to develop standard reporting in an effort to meet the adopted target for FY 2012-13. The performance target for FY 2013-14 has been kept equal to the Architectural Services internal benchmark, but will be analyzed to improve services, as standard reporting is available for the performance measure.</p>						

Fleet Services
Fiscal Year 2013-14 Proposed Budget

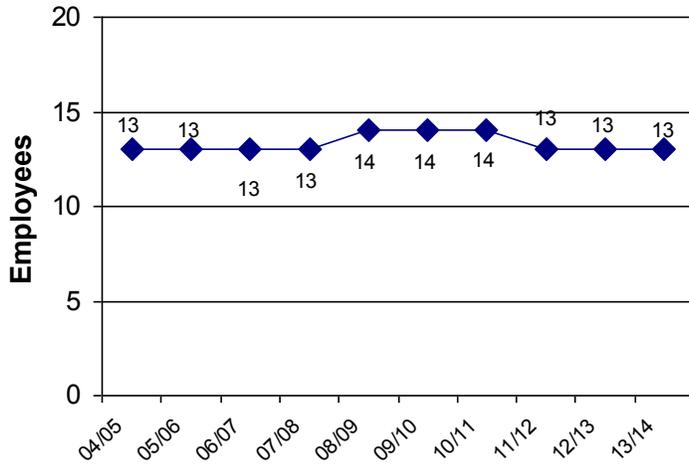
Fund Center 407

MISSION STATEMENT

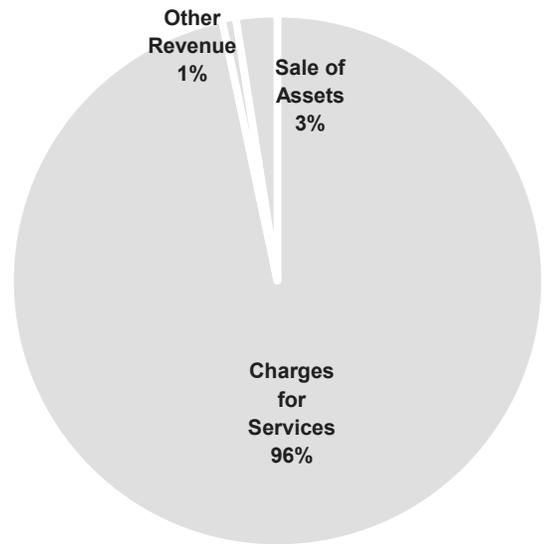
The San Luis Obispo County General Services Agency - Fleet Services provides reliable and cost effective transportation solutions through innovation and the application of industry best practices.

OPERATING DETAIL (1)	2011-12 ACTUAL (2)	2012-13 ESTIMATED (3)	2013-14 PROPOSED ESTIMATES (4)	2013-14 RECOMMENDED ESTIMATES (5)
OPERATING REVENUES				
Charges for current services	4,730,184	4,627,312	4,386,941	4,386,941
Depreciation Billings	976,965	1,139,165	1,261,101	1,261,101
TOTAL OPERATING REVENUES	5,707,149	5,766,477	5,648,042	5,648,042
OPERATING EXPENSES				
Salaries and Benefits	1,209,901	1,210,589	1,247,466	1,247,466
Services and Supplies	2,678,091	2,838,726	2,877,882	2,877,882
Depreciation	1,152,396	1,177,538	979,779	979,779
Countywide Overhead Allocation	128,620	68,348	95,701	95,701
TOTAL OPERATING EXPENSES	5,169,008	5,295,201	5,200,828	5,200,828
OPERATING INCOME (LOSS)	538,141	471,276	447,214	447,214
NON-OPERATING REVENUES (EXPENSES)				
Interest	14,049	12,560	12,560	12,560
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)	14,049	12,560	12,560	12,560
INCOME REF. CAPITAL CONTRIBS. & TRANSFERS	552,190	483,836	459,774	459,774
Transfers in (out)	(74,247)	(38,721)	(38,721)	(38,721)
CHANGE IN NET ASSETS	477,943	445,115	421,053	421,053
Net assets - beginning	6,572,359	7,050,302	7,495,417	7,495,417
Net assets - ending	7,050,302	7,495,417	7,916,471	7,916,471
FIXED ASSET EXPENDITURES				
Equipment	1,489,478	1,713,096	2,150,460	2,150,460
Structures Improvements	0	0	0	0
TOTAL FIXED ASSET EXPENDITURES	1,489,478	1,713,096	2,150,460	2,150,460

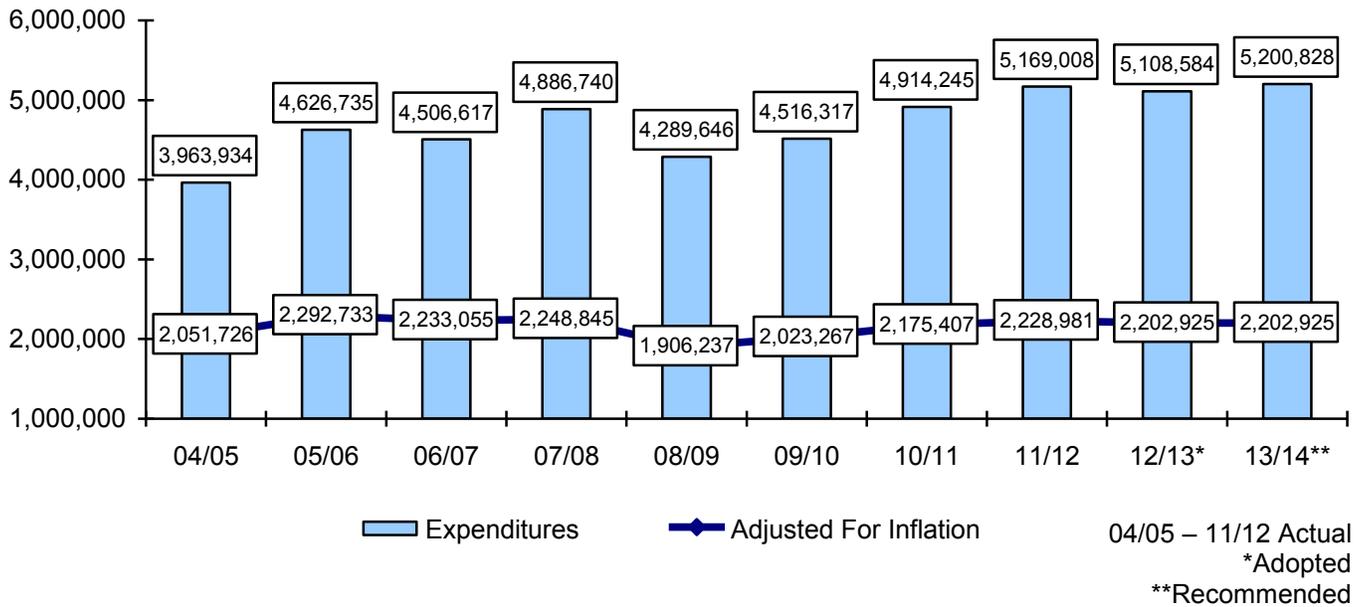
Number of Employees
 (Full Time Equivalent)



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Fleet Services has a total operating expenditure level of \$5,200,828 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 \$5,200,828 Total Staffing FTE: 13.00

DEPARTMENT COMMENTS

Fleet Services is responsible for providing consistent economical and efficient transportation solutions for all Departments of the County of San Luis Obispo. Fleet provides full life cycle fleet solutions designed to meet the specific needs of each Department's unique operational requirements. The Fleet maintenance team is tasked with acquiring, maintaining and repairing a wide variety of vehicles and equipment in a timely, efficient and cost effective manner. Fleet performs all maintenance and repairs for the County owned fleet and provides emergency repair services 24 hours per day, 7 days per week. Fleet also manages 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 2012-13 and some specific objectives for FY 2013-14.

FY 2012-13 Accomplishments

- Completed the Fleet Emission Reduction policy. This places emphasis on fuel economy and pollution reduction as a part of our fleet management.
- Completed a customer survey and achieved a 98% customer satisfaction rating.
- Expanded the department's paperless effort to include the vehicle acquisition process and implemented electronic reporting.
- Implemented a monthly Key Performance Indicator (KPI) "Dashboard" style reporting system to enhance tracking the management of Fleet operations and vehicle purchases.
- Completed a computerized shop fixed asset inventory and replacement schedule.
- Reduced the space needed for storage of spare parts by identifying essential parts needs.

FY 2013-14 Objectives

- Upgrade the County fuel station dispensing equipment to include Air Pollution Control District compliant fuel pumps and fuel card communications software.
- Reduce fleet ownership cost by implementing a vehicle replacement strategy based on best life-cycle value rather than lowest acquisition cost.
- Complete a Fleet Services Business Model Policy which includes a general service Level Understanding (SLU) as well as SLU's for individual departments.
- Link Fleet Policies and Reports to the MYSLO Fleet Services Page to provide updated information for client departments.

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. 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 2012-13 to the proposed amount of new allocated expense and revenues, to be budgeted for FY 2013-14.

Fleet Services has two budgetary components. The first is the operational budget, which includes revenues and expenditures related to the maintenance, modification and 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.

The FY 2013-14 Fleet Services budget has a total recommended operating expense of \$5,200,828, a decrease of \$94,373 or 2% as compared to the estimated operating expense for FY 2012-13. Charges for depreciation comprise \$979,779 of the operational expense. The depreciation expense is a non-cash expense that identifies the decline in value of capital assets.

There are no changes to the Fleet Position Allocation List for FY 2012-13. The recommended FY 2013-14 salary and benefit costs identify an increase of \$36,877 or 3% as compared to the estimated amount for FY 2012-13. The increased salary and benefit expense is primarily related to increases in workers compensation charges. The service and supply expense is also recommended to increase by \$39,156, or 1% as compared to the FY 2012-13 estimated amount. The increased expense in this category is largely related to vehicle maintenance costs and countywide overhead charges.

The total recommended operating revenue in the FY 2013-14 budget is \$5,648,042, a decrease of \$118,435 or 2% as compared the FY 2012-13 estimated amount. The reduced revenue is due to the absence of revenue from grants since no grant funded vehicles are proposed for purchase in FY 2013-14.

The recommended FY 2013-14 budget includes \$2,021,460 in capital expenditures for vehicle replacements. The recommended amount is \$437,364 or 6% more than the amount estimated for FY 2012-13. It should be noted that the estimated amount for FY 2012-13 included a number of vehicle purchases which were budgeted in FY 2011-12 but actually purchased in FY 2012-13. The FY 2013-14 budget funds the replacement of 65 cars and trucks. This is an increase of 25 replacement vehicles from the prior year. Over the past several years, Fleet has deferred the purchase of vehicles to reduce costs to client departments. The recommended level of vehicle purchases reflects some catch up in deferred vehicle purchases. 20 of the vehicles being purchased are Sheriff Patrol vehicles continuing the change to the new model patrol vehicles required due to the discontinuance of the availability of the Ford Crown Victoria patrol model. Three tractor mowers, one tractor and a trailer are also included in the vehicle purchases proposed for FY 2013-14. All the vehicles are replacements for existing vehicles.

Fleet is budgeting \$129,000 for fixed assets related to garage equipment necessary for the maintenance of vehicles, the operation of the fuel station and the maintenance of the Fleet yard. The fixed asset equipment includes a new coating and repair for the Fleet yard, a canopy over the fuel station as well as new fuel pumps and a smog machine to meet newer air quality requirements.

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.

In FY 2012-13 the Board of Supervisors approved a new Fleet Vehicle Purchase Policy that utilizes a total cost of ownership basis to guide the purchase of new vehicles. This policy is designed to incorporate fuel efficiency, maintenance and resale value in the cost of ownership. The policy will assist in increasing the vehicle fleet's average miles per gallon, concurrently reduce pollution and reduce the overall cost of managing the 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.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
83%	84%	76%	80%	80%	80%	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 has achieved our adopted goal of 80% of all service and repair work to be completed within 24 hours thus far in FY 2012-13. This is also in line with our FY 2011-12 actual results. With a stabilized workload and three years of increased demand for services from Public Works equipment maintenance and repair, combined with the conversion of Sheriff's patrol vehicles, we anticipate meeting our FY 2013-14 Target at 80%.

2. Performance Measure: Percentage of survey respondents who rated quality of vehicle maintenance as satisfactory or better.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
100%	100%	99%	98%	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 met its customer satisfaction target in FY 2011-12. To obtain customer satisfaction input, Fleet Services conducts point-of-service surveys throughout the year and then participates in the General Services Agency annual survey at the end of the fiscal year. The point-of-service survey results thus far in FY 2012-13 have responded specifically to Customer Satisfaction questions related to Fleet with a 98% satisfactory or better. Results showed that none of those surveyed were Dissatisfied or lower.

3. Performance Measure: Cost per brake service compared to a private vendor.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
\$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	\$571.74 Fleet Svcs/\$883.45 Private vendor	\$631.18 Fleet Svcs/\$979.19 Private vendor	\$635.00 Fleet Svcs/\$950.00 Private vendor	\$650.00 Fleet Svcs/\$980.00 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 price from local private vendors. This includes parts and labor cost for like model vehicles.

Why: This measure helps to demonstrate Fleet Services' cost competitiveness.

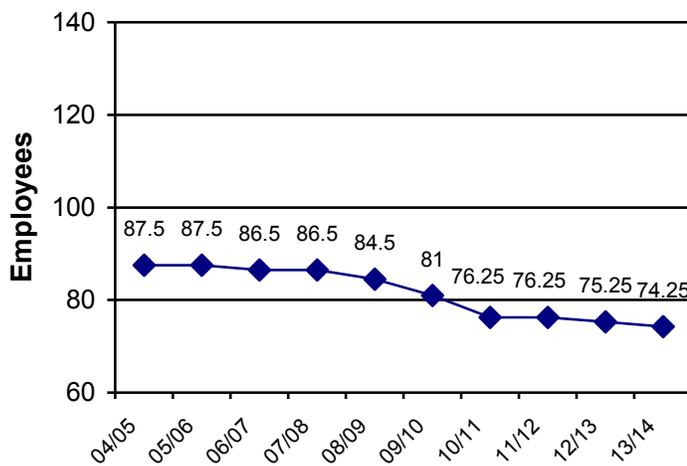
How are we doing? A survey of local private vendors and an internal study was conducted in November of 2012. This study revealed Fleet Services' actual cost had increased 3% to \$590.50. This is 7% below the FY 2012-13 adopted cost of \$631.18. The study also revealed that estimated pricing for outside vendors' services had increased by 7%. The average outside vendor price was \$951.00, compared to an adopted cost of \$979.19. The study reveals that Fleet Services remains 35% less expensive than the average outside vendor. Based on the FY 2011-12, survey results and a 2.5% inflationary factor, we set the FY 2013-14 Target at \$650.00 for Fleet Services and \$980.00 for private vendors.

MISSION STATEMENT

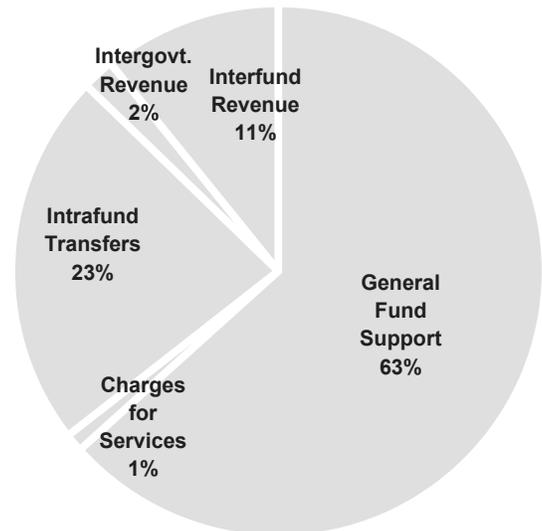
To provide cost effective, accurate, reliable, and timely information technology solutions that deliver excellence to our customers and support efficient delivery of services to the community.

	2012-13 <u>Budget</u>	2012-13 <u>Projected</u>	2013-14 <u>Requested</u>	2013-14 <u>Recommended</u>	Change From 2012-13
Financial Summary					
Revenue from Use of Money & Property	\$ 0	\$ 1,600	\$ 0	\$ 0	\$ 0
Intergovernmental Revenue	262,000	262,000	245,054	245,054	(16,946)
Charges for Current Services	580,861	151,239	152,705	152,705	(428,156)
Other Revenues	0	116	0	0	0
Interfund	<u>1,281,320</u>	<u>1,392,995</u>	<u>1,404,303</u>	<u>1,404,303</u>	<u>122,983</u>
**Total Revenue	\$ 2,124,181	\$ 1,807,950	\$ 1,802,062	\$ 1,802,062	\$ (322,119)
Salary and Benefits	9,890,136	9,515,788	9,879,161	9,777,473	(112,663)
Services and Supplies	3,190,221	3,114,362	3,219,555	3,219,555	29,334
Fixed Assets	<u>0</u>	<u>13,500</u>	<u>0</u>	<u>0</u>	<u>0</u>
**Gross Expenditures	\$ 13,080,357	\$ 12,643,650	\$ 13,098,716	\$ 12,997,028	\$ (83,329)
Less Intrafund Transfers	<u>2,939,899</u>	<u>2,907,050</u>	<u>2,955,949</u>	<u>2,955,949</u>	<u>16,050</u>
**Net Expenditures	\$ 10,140,458	\$ 9,736,600	\$ 10,142,767	\$ 10,041,079	\$ (99,379)
General Fund Support (G.F.S.)	<u>\$ 8,016,277</u>	<u>\$ 7,928,650</u>	<u>\$ 8,340,705</u>	<u>\$ 8,239,017</u>	<u>\$ 222,740</u>

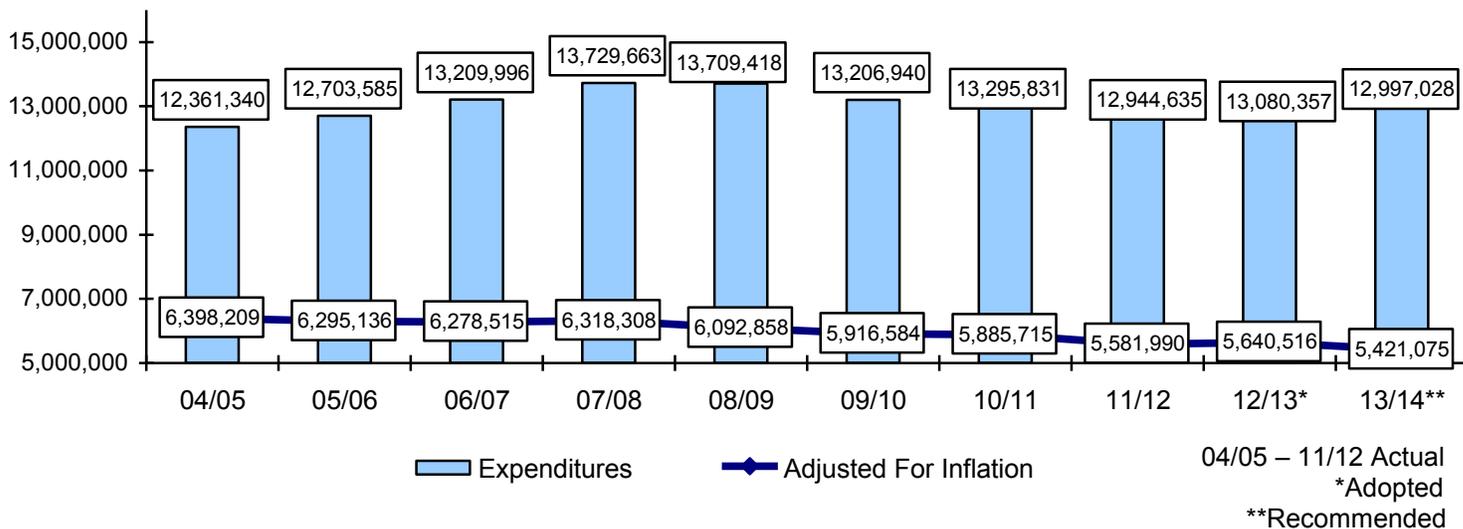
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Information Technology has a total expenditure level of \$12,997,028 and a total staffing level of 74.25 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: \$5,157,528 Total Staffing (FTE): 31.42

Enterprise Services

Provide a physically secure and environmentally controlled computing facility; dispatch, schedule and run mainframe jobs; provide data center operations and support; provide Microsoft application environment; support Windows applications running on Intel platforms; provide administration and software services for the County's Enterprise Financial Services; provide database storage and administration; manage Disaster Recovery Planning (DRP), provide system security; support enterprise Geographic Information Systems (GIS); provide technical support and associated systems administration.

Total Expenditures: \$3,772,560 Total Staffing (FTE): 22.98

Networked Services

Provide email, scheduling, calendar, associated systems administration and technical support, internet server management, internet access, County intranet access, remote system access, Microsoft Active Directory Services, 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: \$1,535,936 Total Staffing (FTE): 9.35

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: \$1,473,579 Total Staffing (FTE): 8.98

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: \$1,057,425 Total Staffing (FTE): 1.52

DEPARTMENTAL 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 County-wide and drives a majority of the projects supported by GSA-IT. The County-wide 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.

Following are some of the department's notable accomplishments for FY 2012-13 and some specific objectives for FY 2013-14:

FY 2012-13 Accomplishments

- Hired a Geographic Information System (GIS) Program Manager to coordinate the County-wide GIS efforts
- Completed the remodel of the County data center with energy efficient air handling equipment that will reduce energy costs
- Enhanced the Criminal Justice Information System portal that provides local law enforcement agencies with critical data such as warrant and court docket information
- Upgraded the Integrated Document Management system used by all departments for electronic document storage, retrieval, and disposition
- Completed the "narrow-banding" effort on all County radios and base stations ensuring County-wide compliance with FCC rules

FY 2013-14 Objectives

- Complete, on-time and within budget, all IT-Executive Steering Committee directed projects
- Support the implementation of a new District Attorney (DA) case management system that will improve efficiencies with the DA's offices and further reduce the reliance on the County's mainframe
- Upgrade the County public safety communications microwave system to maintain continuous service
- Support the migration of the County property tax system off the mainframe to a modern technology platform
- Migrate the County email and scheduling system to a new system selected through a competitive bid process
- Support the Superior Court's implementation of a case management system that will ensure continued integration with County departments

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Total recommended expenditures for the Information Technology budget show a decrease of \$99,379 or 1% less than the FY 2012-13 adopted expenditure amount. The level of recommended revenues is decreasing by \$322,119 or 15%. The recommended level of General Fund support for this budget is increasing by \$222,740 or 2% compared to the FY 2012-13 adopted level.

The substantial decrease in revenues in this budget is entirely related to a \$436,204 decrease in revenue from the San Luis Obispo Superior Court. The County hosts the Court case management system and related information on the County mainframe. The annual cost to the Court to support the Court's mainframe-based systems is approximately \$440,000. Just before the start of FY 2012-13, the Court notified the County that due to State budget reductions, the Court would no longer be able to pay County Information Technology for hosting of the Court's Criminal Justice Information System (CJIS) on the County mainframe. The Court approached the County with a request for relief from these costs. Over a two year period, the County agreed to waive approximately \$400,000 and defer the balance of approximately \$440,000 of the Court's mainframe costs. The Court has agreed to make repayment of the deferred costs to the County at a future date. Based on this agreement, County IT anticipates a total revenue reduction for FY 2012-13 and FY 2013-14 will be nearly \$900,000. Increases in other revenue accounts partially offset the \$436,204 loss of court revenues resulting in the \$322,119 decline in recommended revenues for FY 2013-14.

Information Technology is continuing to provide services necessary to keep the Court's mainframe systems operational until the new Court case management system becomes operational in 2014. The new Court case management system will be server based and not rely on the County's mainframe platform. Moving the Courts case management system off the County mainframe is consistent with the County's Information Technology Strategic Plan to migrate technology systems off of the mainframe. The eventual elimination of the mainframe will result in cost savings to the County. The recommendation to increase this department's General Fund support by \$222,740 for the FY 2013-14 budget is associated with the reduction in departmental revenues related to deferral of mainframe charges to the Superior Court. Without the reduction in Court revenues, this budget would show a decrease in General Fund support of \$213,464, or 2% less than the General Fund support level in the adopted FY 2012-13 budget. The funds from the future repayment of the deferred charges will be returned to the General Fund.

The \$99,379 decrease in overall expenditures is due to a combination of an \$112,663 decrease in salaries and benefits expense, a \$29,334 increase in services and supplies expense and \$16,050 increase in intrafund expense offsets. The services and supplies accounts show a variety of increases and decreases with notable changes being a \$44,601 increase in software maintenance expense that is attributed to software licensing costs. A \$25,350 decrease in significant value purchases reflects a reduction in the number of computers and related hardware replacements for departmental staff. Information Technology did not request any fixed assets and there is no expense in this category.

The decrease in salaries and benefits expense is achieved by the elimination of a vacant 1.0 FTE Senior Systems Administrator, a reduction of \$131,351, and slight increases due to position step increases and an increase in workers compensation charges. The department listed the vacant Senior Systems Administrator as the first expense reduction listed on the department's list of expense cuts designed to reduce General Fund support. The responsibilities of this position will be shifted to other existing staff and the department identified the service level impacts of this reduction as being minimal.

The recommended FY 2013-14 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: <input checked="" type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input type="checkbox"/> 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.						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 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 3,300 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 expects to meet or exceed its goals and the industry standard for communication system availability. Conversion of all County-owned and licensed radio frequencies to narrowband operation was completed ahead of the FCC-imposed deadline of December 31, 2012.						
Department Goal: Provide timely, reliable and cost-effective services and infrastructure that meet or exceed customer expectations						
Communitywide Result Link: <input type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community						
2. Performance Measure: Percentage of time the County's voice mail communication system is available.						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
99.8%	99.9%	99.9%	99.8%	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? Information Technology expects to meet or exceed its goals for voice mail communication system availability.						
Department Goal: Provide timely, reliable and cost-effective services and infrastructure that meet or exceed customer expectations						
Communitywide Result Link: <input type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community						
3. Performance Measure: Percentage of GSA-IT managed project milestones completed within expected baseline budget and time estimates.						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
67%	95%	86%	81%	95%	95%	95%
What: This measure tracks 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? Increased interaction with project steering committees is expected to result in Information Technology meeting or exceeding its goals related to project milestones, budget estimates, and time estimates. The target of 95% remains a reasonable and important goal.						

4. Performance Measure: Percentage of time the GSA-IT managed Local-Area-Network (LANs) and Wide-Area-Network (WAN) are available.						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
99%	99%	99%	99.2%	99%	99%	99%
<p>What: The percentage of availability is calculated by comparing the monitored “up time” against scheduled “up time.”</p> <p>Why: Availability of County computing resources translates directly into County staff productivity and ultimately into their service delivery to the public.</p> <p>How are we doing? Information Technology expects to meet or exceed its goals for LAN and WAN availability. 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. GSA-IT expanded automated monitoring is allowing quicker response and helping to identify preventive maintenance opportunities.</p>						
<p>Department Goal: Protect the County’s computing assets through continued implementation of Information Security best practices.</p> <p>Communitywide Result Link: <input type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community</p>						
5. Performance Measure: Percentage of County staff that have received security training or reviewed an annual information security awareness reminder.						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
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	100% of new hire staff, 100% of existing County staff
<p>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.</p> <p>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.</p> <p>How are we doing? Information Technology achieved its goal of providing optional security training to over 2580 County employees in FY 2011-12 and expects to meet or exceed its goals for FY 2012-13. The training was provided via a “security survey” that was emailed to County staff. Beginning in FY 2012-13 and continuing into FY 2013-14, GSA-IT plans to make the survey mandatory with the inclusion of a signature page. This will provide additional assurance that the information related to technology security awareness is reaching County employees.</p>						
<p>Department Goal: To deliver excellent service to every customer.</p> <p>Communitywide Result Link: <input type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community</p>						
6. Performance Measure: Percentage of responses to Customer Satisfaction Survey rating overall effectiveness as “satisfactory” or better.						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
98.2%	97.4%	97.9%	89%*	97%	97%	97%
<p>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.</p> <p>Why: GSA-IT is dedicated 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.</p>						

How are we doing? Information Technology expects to meet or exceed its Customer Satisfaction goal. Consistent with both the County-wide Information Technology Strategic Plan and department's Operational Plan, Information Technology continued to focus on its mission to "Deliver Excellence to Every Customer" and continues to make changes intended to improve customer service. Specific changes in FY 2011-12 and FY 2012-13 include the continued adoption of the industry standard Information Technology Infrastructure Library – which focuses on overall Service Management and Service Delivery in Information Technology environments.

* The target result for FY 2011-12 was not met. The FY 2011-12 survey was revised to include only 2 of 5 choices as "satisfactory" or better and a selection for "neither satisfied nor dissatisfied" was included. The revised survey was likely the contributing factor to the decline in survey results. The choice for neither satisfied nor dissatisfied made it difficult to determine whether the services provided were meeting customer needs. The GSA-IT customer survey for FY 2012-13 will be revised to use survey choices which are consistent with surveys used before FY 2011-12 and with those used in the majority of other County departmental customer surveys.

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.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
70%	70%	74%	73%	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 expects to meet or exceed its Service Desk dispatch and resolution goals. The GSA-IT Service Desk team resolved 73% of the 8,229 technical issue calls received in FY 2011-12. Through the end of the first quarter of FY 2012-13, call volumes, dispatch, and resolutions are all exceeding FY 2011-12. The formation of the Service Desk was undertaken as part of the County's Information Technology Infrastructure Library (ITIL) initiative. ITIL is the most widely accepted approach to Information Technology service management in the world and provides a cohesive set of best practices, drawn from the public and private sectors.

PURPOSE STATEMENT

This fund center is being eliminated and the Mission, Service Program, and Performance Measure for this Fund Center are no longer applicable. In FY 2010-11 a consultant study identified that the County can reduce the cost of copy and print services by eliminating Reprographics in-house copy and print services and contracting with a private vendor for the County's print and copy needs. This Fund Center is being phased out during FY 2012-13. At the mid-point of FY 2012-13, the County entered into a contract with a private vendor for print and copy services that have previously been provided Reprographics. County print and copy needs will now be met through the use of private vendors.

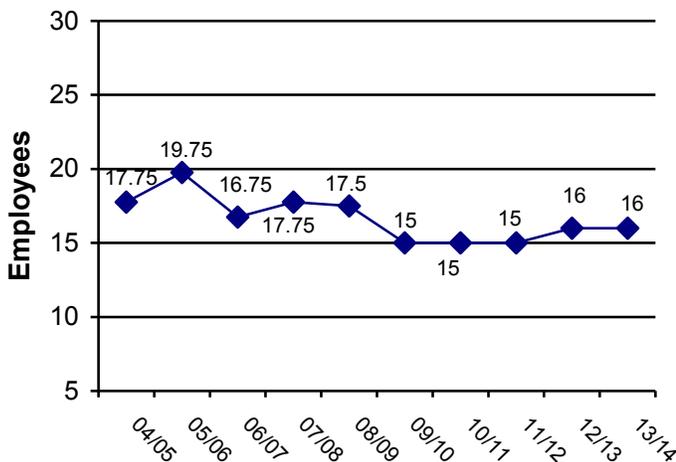
The plan to cease in house copy and print services approved as part of the FY 2012-13 adopted budget included the elimination of the remaining 2.0 FTE in positions that provided staff to Reprographics during the first half of FY 2012-13. The shift to the use of private vendors to meet the County's print and copy needs is anticipated to reduce the County's annual print and copy costs by \$150,000. Funding for print and copy services is within the service and supply category of individual department budgets.

MISSION STATEMENT

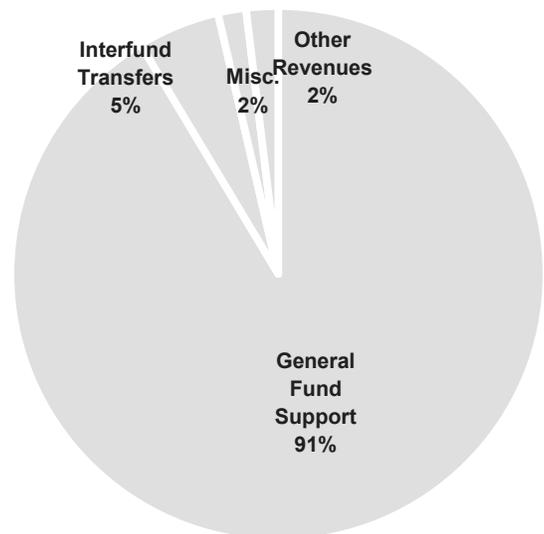
We attract, select, develop, and retain a talented and diverse workforce through strategic collaboration. We provide high quality and cost-effective programs to cultivate a healthy, safe, and productive work environment to maximize individual and organizational potential.

<u>Financial Summary</u>	2012-13	2012-13	2013-14	2013-14	Change From
	<u>Budget</u>	<u>Projected</u>	<u>Requested</u>	<u>Recommended</u>	<u>2012-13</u>
Intergovernmental Revenue	\$ 5,269	\$ 5,269	\$ 4,269	\$ 4,269	\$ (1,000)
Charges for Current Services	49,025	49,025	30,550	30,550	(18,475)
Other Revenues	100,000	100,000	45,742	45,742	(54,258)
Interfund	<u>120,411</u>	<u>120,411</u>	<u>120,985</u>	<u>120,985</u>	<u>574</u>
**Total Revenue	\$ 274,705	\$ 274,705	\$ 201,546	\$ 201,546	\$ (73,159)
Salary and Benefits	1,884,553	1,884,553	1,919,955	1,925,678	41,125
Services and Supplies	<u>469,712</u>	<u>709,173</u>	<u>457,807</u>	<u>393,837</u>	<u>(75,875)</u>
**Gross Expenditures	\$ 2,354,265	\$ 2,593,726	\$ 2,377,762	\$ 2,319,515	\$ (34,750)
General Fund Support (G.F.S.)	<u>\$ 2,079,560</u>	<u>\$ 2,319,021</u>	<u>\$ 2,176,216</u>	<u>\$ 2,117,969</u>	<u>\$ 38,409</u>

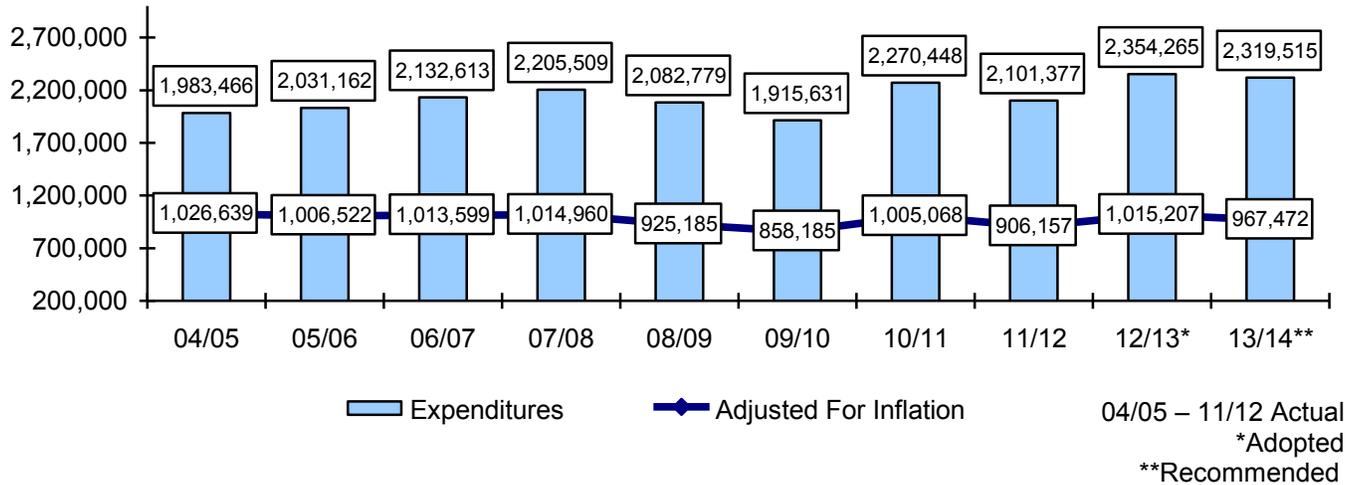
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Human Resources has a total expenditure level of \$2,319,515 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: \$1,215,165 Total FTE: 9.05

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: \$182,959 Total FTE: 1.60

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: \$194,409 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: \$726,982 Total FTE: 4.20

DEPARTMENT COMMENTS

The Human Resources (HR) Department is responsible for providing the County's traditional personnel 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). The department also provides personnel services to outside agencies including the Air Pollution Control District (APCD) and Regional Transit Authority (RTA). 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.

The department has begun introducing competency-based tools for department leaders to use in selection, training and development and performance management. This contemporary HR practice provides a framework for describing effective work behavior in terms of knowledge, skills and attributes to support continuous improvement of County talent.

Following are some of the department's notable accomplishments for FY 2012-13 and some specific objectives for FY 2013-14:

FY 2012-13 Accomplishments

- Rapidly evaluated and implemented landmark pension reform legislation (PEPRA), establishing a 3rd tier pension benefit in time to meet the January 2013 compliance deadline.
- Continued to implement the Board's existing Labor Relations strategy, while assisting with development of new strategies to address future needs.
- The Loss Prevention Initiative continued its focus on prevention of ergonomically-related injuries, reducing ergonomic injury claims by 31% compared to FY 2010-11, and reducing total cash flow payments on claims in FY 2012-13 to the lowest they have been in 10 years.
- Further developed and enhanced departmental competencies in pursuit of our vision of becoming a sought-after strategic partner in County government. The FY 2012-13 focus was on Leadership, Change Management, and Collaboration/ Partnership.
- Designed and offered new courses through the Employee University (EU), including County Values & Workplace Communication. 1,100 County employees have received training through the EU to date this year.

FY 2013-14 Objectives

- Negotiate with the six employee organizations that have open contracts in FY 2013-14 in compliance with the Board's Labor Strategy to maintain sustainable pension and compensation costs.
- Continue to enhance the Employee University and Countywide employee development opportunities to develop talent and support succession planning initiatives. New curriculum includes courses in Performance Evaluation, Discipline and Managing Leaves.
- Work with Auditor to update the Enterprise Financial & HR Information System (SAP) to increase management reporting and data-driven decision making.
- Adjust the Workers Compensation program to account for considerable implications of recent workers compensation reform (SB863) which include eliminating scaled permanent disability (PD) payments and increasing PD rates by 40%.
- Research successful Wellness & Productivity Plan components to identify a recommended employee wellness plan.
- Continue to operate the Loss Prevention Initiative with increasing focus on non-office setting ergonomics.

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 \$19,472 or less than 1% compared to the FY 2012-13 adopted level.

The level of General Fund support for Fund Center 112- Human Resources is recommended to increase \$38,409 or 1% compared to FY 2012-13 adopted levels. Revenues are recommended to decrease \$73,159 or 26% and total expenditures are recommended to decrease \$34,750 or 1%.

Revenues are decreasing due to several factors, including a projected decrease in the amount of nuclear planning revenue that the department will receive, as well as a decrease in billings to the Regional Transit Authority (RTA) due to a reduced need for County-provided personnel services. The biggest driver of the decline in revenue is a reduction of trust account money available to offset the cost of the department’s contract for labor relations services. In FY 2010-11, the County began implementing a new labor relations strategy, which required the expertise of a labor relations contractor. In FY 2011-12 and again in FY 2012-13, the department used \$100,000 from a trust account containing funds from prior disability insurance settlements to offset the cost of the labor relations contract. In FY 2013-14, only \$45,742 remains in the trust account, which significantly decreases the department’s revenues.

Salary and benefits are increasing \$41,125 or 2% due to regular pay step increases and the promotion of two employees which occurred in FY 2012-13. Services and supplies are decreasing \$75,875 or 16% due entirely to reductions in professional services accounts. To reduce the department’s level of General Fund support, it is recommended that funding for the department’s contract for labor relations services be reduced by \$59,470 and that centralized funding for employee medical exams be eliminated. Both reductions can be accomplished with no service level impacts. The reduction to the labor relations contract brings FY 2013-14 funding for the contract to \$150,000, which has been determined to be a reasonable annual average budget for this contract, assuming that the department will be able to carry forward unspent funds from years when use of the labor contract is reduced to years when the department experiences a heavy labor relations workload. The elimination of funding for medical exams will not pose any significant service level impacts, as the type of exams that this funding is used for typically occur less than three times per year countywide, and individual departments will be able to absorb the \$1,500 cost of the exams if they are deemed necessary for their own employees.

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: <input type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community						
1. Performance Measure: Average number of calendar days to produce eligibility lists for departments for open recruitments.						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
38 days	34 days	44 days	62 days	39 days	59 days	45 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? Hiring department resource constraints and requests by hiring departments for delays in the process continue to substantially increase the number of days to produce eligibility lists. After initiating recruitments through Human Resources, some departments halted their recruitments because unforeseen changes to their budgets meant that they could not support the addition of staff. Recruitments halted by initiating departments raised the average number of days to produce an eligibility list, reflecting parameters other than Human Resources departmental efficiency. It is anticipated that unforeseen budget implications during FY 2013-14 will be less than those observed in FY 2012-13, which will reduce the number of days it takes to produce an eligibility list. While the number of days has increased in FY 2012-13, Human Resources’ recruitment satisfaction rating remains at a high level (98%). 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. This performance measure is being deleted in FY 2013-14.						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
N/A	100%	97%	98%	95%	95%	Deleted
<p>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.</p> <p>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.</p> <p>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 2011-12, 98% of 51 survey respondents rated the overall recruitment process as satisfactory or better. Feedback in FY 2012-13 to date suggests that the FY 2012-13 target will be met. Target levels represent a high expectation for continued service excellence. Comparable-entity data is not available. This measure is being deleted in FY 2013-14. This measure is being replaced by a nearly identical measure (below) which targets a higher level of customer satisfaction. Human Resources endeavors to provide above satisfactory service rather than simply satisfactory service.</p>						
3. Performance Measure: Percentage of departments rating their level of satisfaction with the overall recruitment process as above satisfactory of better.						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
New	New	New	New	New	New	85%
<p>What: This measure represents the results of surveys completed by departments at the close of open recruitments as to the level of satisfaction with the overall recruitment process.</p> <p>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.</p> <p>How are we doing? This measure replaces a nearly identical measure and targets a higher level of customer satisfaction. Human Resources endeavors to provide above satisfactory service rather than simply satisfactory service. The 85% target represents a stretch goal based on historical survey data.</p>						
<p>Department Goal: To provide reliable, high quality internal support services to County departments.</p> <p>Communitywide Result Link: <input type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community</p>						
4. Performance Measure: Percentage of County departments that rate Human Resources' service as satisfactory or better relative to timeliness, accuracy, and quality of service (competency). This performance measure is being deleted in FY 2013-14.						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
Accuracy: 100% Competency: 96% Timeliness: 97%	Accuracy: 93% Competency: 93% Timeliness: 93%	Accuracy: 95% Competency: 95% Timeliness: 94%	Accuracy: 89% Competency: 90% Timeliness: 88%	Accuracy:95% Competency:95% Timeliness:95%	Accuracy: 95% Competency: 95% Timeliness: 95%	Deleted
<p>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.</p> <p>Why: This measure reflects the information gained from the satisfaction survey and allows us to continuously improve our service and support to departments.</p>						
<p>How are we doing? Of 24 respondents to a survey conducted in Summer 2012, 88-90% rated Human Resources as satisfactory or better in a variety of areas. The data for this measure suggests the impact of lean staffing and new employees in Human Resources. Human Resources experienced turnover in key customer service positions in FY 2011-12. New staff are quickly assimilating into their roles, and vacancies have been eliminated, enabling the department to project that we'll meet our target for FY 2012-13. Comparable-entity data is not available. This measure is being deleted in FY 2013-14. This deleted measure is being replaced with the measure below to reflect Human Resources' new focus on the value of strategic business partnerships.</p>						

**Human Resources
Fiscal Year 2013-14 Proposed Budget**

Fund Center 112

<p>Department Goal: Serve as a strategic business partner through providing quality Human Resources expertise and services to county departments.</p>						
<p>Communitywide Result Link: <input type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community</p>						
<p>5. Performance Measure: Percentage of County departments that rate Human Resources' service as above satisfactory or better in serving as a strategic business partner and providing Human Resources expertise.</p>						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
New	New	New	New	New	New	70%
<p>What: The Human Resources Department acts as a strategic business partner with County departments to provide innovative, effective, and responsive Human Resource services. Our goal is to attract, select, develop, and retain a talented and diverse workforce so that County departments can achieve their mission, and serve the citizens of the County. The Human Resources department surveys departments annually to determine their level of satisfaction with the quality of service our staff provides. The results of the survey reflect client perception of Human Resources' technical expertise as well as partnership in providing effective solutions based upon strategic and operational needs.</p> <p>Why: This measure reflects the information gained from the satisfaction survey and allows us to continuously improve our service and support to departments.</p> <p>How are we doing? This new measure is replacing the former measure of timeliness, accuracy, and quality of service (competency). This new survey covers a broader set of criteria and reflects Human Resources' new focus on the value of strategic business partnerships. The target level is chosen conservatively because the measure and survey tool used are new (no comparable historic data) and the success threshold is aggressive at above satisfactory or better.</p>						
<p>Department Goal: To provide effective response to, and resolution of, unanticipated challenges to County employment related rules or personnel actions.</p>						
<p>Communitywide Result Link: <input type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community</p>						
<p>6. Performance Measure: Percentage of concluded grievances and appeals resolved prior to Civil Service Commission hearing.</p>						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
N/A	89%	89%	75%	85%	85%	80%
<p>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 (CSC) hearing.</p> <p>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.</p> <p>How are we doing? There were six grievances/appeals filed in FY 2011-12. Of these six, only one reached a Civil Service Commission hearing, three were resolved prior to hearing, and two remain pending. At the end of FY 2010-11, there were six cases pending. Of these, three were resolved prior to CSC, two remain pending, and one was heard at CSC. As a result, a total of 12 grievances/appeals were addressed in FY 2011-12. Of these 12 grievances/ appeals, eight were resolved, with six (75%) resolved prior to the matter reaching a Civil Service Commission hearing. The remaining four cases addressed in FY 2011-12 are still pending (neither resolved nor heard by the Civil Service Commission). Because certain grievances or appeals are more appropriately heard rather than resolved prior to hearing, a result of 75% resolution represents a high achievement rate. The target resolution rate of 80% represents a continued high expectation for this area of emphasis within Human Resources. Comparable-entity data is not available.</p>						
<p>7. Performance Measure: Number of grievances and appeals filed per 1,000 employees.</p>						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
New	New	New	New	New	New	Less than 10
<p>What: This measure tracks the number of grievances and appeals filed per 1,000 employees.</p> <p>Why: The grievance/appeal rate is a possible reflection of the quality of Human Resources' policies and/or the conduct of departmental supervision or management. Exemplary Human Resources policies and practices, including HR dept training and consultation off/to departmental supervision and management should minimize the grievance/appeal rate.</p> <p>How are we doing? Historic data reflects that the target of less than 10 is an appropriate target for this measure.</p>						

**Human Resources
Fiscal Year 2013-14 Proposed Budget**

Fund Center 112

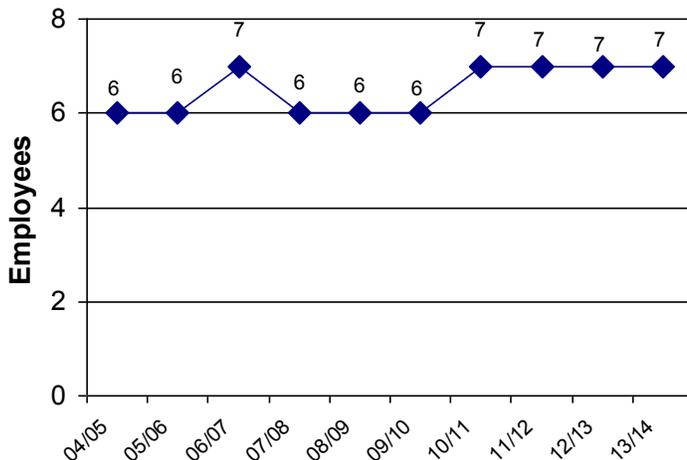
<p>Department Goal: Provide an appropriate level of Human Resources support to enable our strategic business partners to cost-effectively attain their mission and goals.</p> <p>Communitywide Result Link: <input type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community</p>						
<p>8. Performance Measure: Number of full-time equivalent Human Resources department staff per 1,000 employees.</p>						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
6.2	5.8	6.3	6.3	Better than market comparators	6.7	Consistent with Industry Standards
<p>What: This measures the number of Human Resources department full time equivalent (FTE) staffing per 1,000 employees.</p> <p>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.</p> <p>How are we doing? In FY 2011-12, Human Resources had 6.3 FTE per 1,000 employees (15.0 filled FTEs, for a total County employee count of 2,376). Human Resource departments comparable to San Luis Obispo County's (including Placer, Napa, Marin, Santa Barbara and Santa Cruz) had an average Human Resources staffing level of 9.5 FTE per 1,000 employees in FY 2011-12. The fact that the County employs fewer Human Resources staff per 1,000 employees than comparable Human Resource departments suggests the County may be challenged to reach its ultimate goals without additional investment in Human Resources.</p>						

MISSION STATEMENT

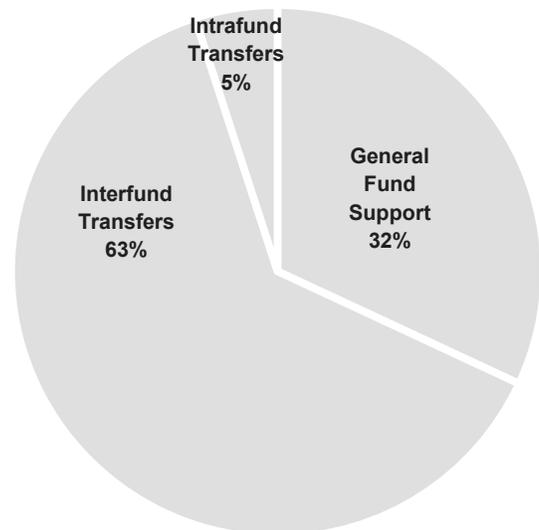
We collaborate with County Departments to protect financial stability and promote safe practices by managing and administering the Safety, Benefit, Workers Compensation, and Liability programs and providing education and training to ensure the health and welfare of all employees and the public we serve.

<u>Financial Summary</u>	2012-13	2012-13	2013-14	2013-14	Change From
	<u>Budget</u>	<u>Projected</u>	<u>Requested</u>	<u>Recommended</u>	<u>2012-13</u>
Interfund	\$ 985,045	\$ 985,045	\$ 982,095	\$ 982,095	\$ (2,950)
**Total Revenue	\$ 985,045	\$ 985,045	\$ 982,095	\$ 982,095	\$ (2,950)
Salary and Benefits	788,781	788,781	783,148	785,309	(3,472)
Services and Supplies	824,876	736,344	768,563	768,563	(56,313)
**Gross Expenditures	\$ 1,613,657	\$ 1,525,125	\$ 1,551,711	\$ 1,553,872	\$ (59,785)
Less Intrafund Transfers	76,108	76,108	77,154	77,154	1,046
**Net Expenditures	\$ 1,537,549	\$ 1,449,017	\$ 1,474,557	\$ 1,476,718	\$ (60,831)
General Fund Support (G.F.S.)	\$ 552,504	\$ 463,972	\$ 492,462	\$ 494,623	\$ (57,881)

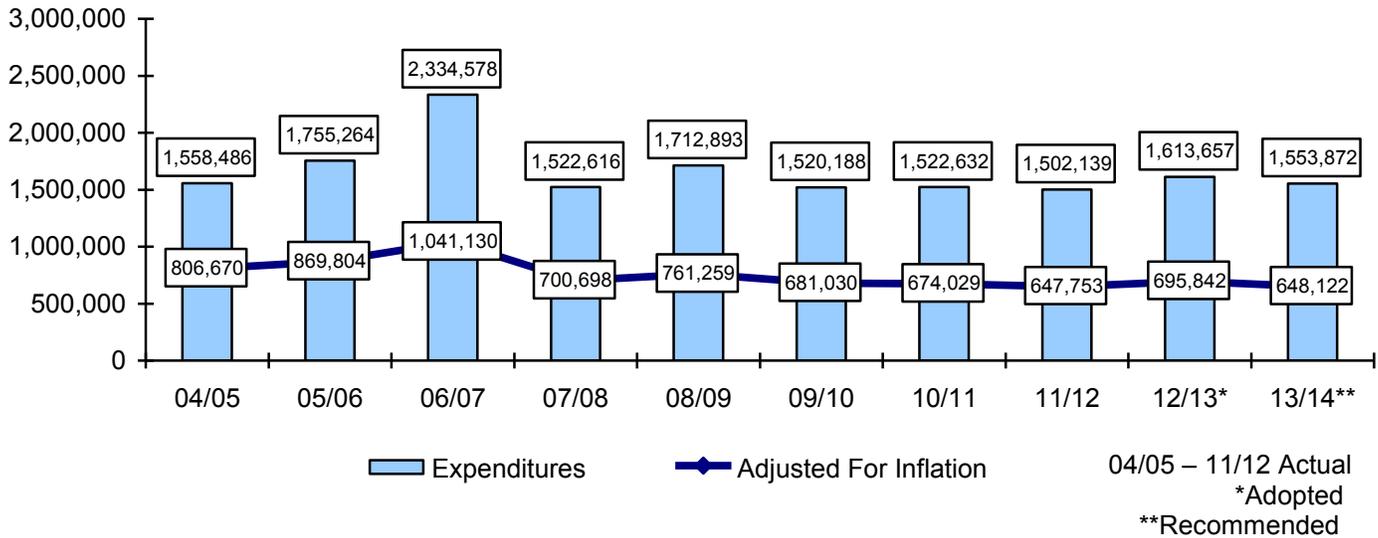
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Risk Management has a total expenditure level of \$1,553,872 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: \$289,836 Total Staffing (FTE): 1.20

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: \$210,513 Total Staffing (FTE): 1.75

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: \$798,979 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: \$254,544 Total Staffing (FTE): 2.60

COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

The level of General Fund support for this budget is recommended to decrease \$57,881 or 10% compared to FY 2012-13 adopted levels. Revenues are recommended to decrease \$2,950 or less than 1% and total expenditures are recommended to decrease \$60,831 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 decreasing \$3,472 or less than 1% due to new employees being hired in at lower pay steps. Services and supplies are decreasing \$56,313 or 6% due to the fact that pollution liability insurance premiums are only paid once every three years and were most recently paid in FY 2012-13, and due to a reduction in the administrative fee that CalPERS charges for administration of the health insurance plans that the County provides to employees. Overall, expenditure reductions do not pose any service level impacts to other departments or to the community.

GOALS AND PERFORMANCE MEASURES

<p>Department Goal: To effectively manage the employee benefit programs (health, life, tax savings, etc.) for County employees and retirees.</p> <p>Communitywide Result Link: <input type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community</p>						
<p>1. Performance Measure: Percentage of payroll coordinators that rate the services provided by the Benefits Coordinator as above satisfactory or better. <i>This performance measure is being deleted in FY 2013-14.</i></p>						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
100%	100%	94%	100%	100%	100%	Deleted
<p>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.</p> <p>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.</p> <p>How are we doing? In a survey conducted in Spring 2012, 100% of 15 payroll coordinators responding rated the Benefits Coordinator as satisfactory or better. Similar results are projected for FY 2012-13. This measure is being deleted in FY 2013-14 and is being replaced with the new measure below, which tracks satisfaction of all employees who contact the Benefits Coordinator, rather than tracking the satisfaction of payroll coordinators only.</p>						
<p>Department Goal: To effectively manage the employee benefit programs (health, life, tax savings, etc.) for County employees and retirees.</p> <p>Communitywide Result Link: <input type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community</p>						
<p>2. Performance Measure: Percentage of County employees who contacted the benefits program and rated the services provided by the Benefits Coordinator as above satisfactory or better.</p>						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Adopted	11-12 Actual Results	12-13 Projected	13-14 Target
New	New	New	New	New	New	80%
<p>What: The Human Resources department conducts monthly analysis of survey responses of County employees. The Human Resources department sends a survey to employees who have contacted the Benefits Coordinator by email or phone. The survey evaluates the employees’ level of satisfaction with the service provided. The survey addresses the following critical service areas: timeliness, accuracy, responsiveness, and reliability of information.</p> <p>Why: The Benefits Coordinator is responsible for educating and providing guidance to County employees on all aspects of benefits, and assisting employees in making informed decisions. Regularly surveying our customers allows us to gauge the quality of our services and make program improvements as needed.</p>						

**Risk Management
Fiscal Year 2013-14 Proposed Budget**

How are we doing? This new measure is replacing the former measure which tracked results from surveys of payroll coordinators only. This new measure tracks a broader customer base, and is more reflective of daily interactions with the benefits program. The target level is chosen conservatively because the measure and survey tool used are new (no comparable historic data) and the success threshold is aggressive at above satisfactory or better.

Department Goal: To promote a safe work environment for County employees.

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

3. Performance Measure: Rate of work-related illnesses/injuries per 100 employees as compared to other local government agencies in California.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
4.06	3.8	4.5	4.5	3.6	3.6	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 7.5 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 current injury rate reflects that the organization may have reached its natural 'floor' for injury rates, and the 0.7 increase in injuries from FY 2010-11 to FY 2011-12 may represent a statistical ebb & flow near the rate floor. Introduction of the Loss Prevention Initiative (LPI) is intended to lower the natural floor of injury rates, thus the lower targets for FY 2012-13 and 2013-14. Statistics from the LPI show a 10% reduction in workers' compensation claims, suggesting we are on pace to hit the FY 2012-13 target.

4. Performance Measure: Annual number of serious employee work-related injuries (i.e., death, loss of limb, overnight hospitalization, etc.) as defined by CAL/OSHA.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
2	1	1	0	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 2011-12, and so far in FY 2012-13, there were no serious employee work-related injuries. The County always endeavors to achieve zero serious injuries each year. Direct comparable-entity comparison data are not available for this measure.

5. Performance Measure: Number of days away from work due to workplace injury.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
942	419	666	1,460	675	1,025	900

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 experienced a significant jump in the number of lost days in FY 2011-12. Resource reallocation within Human Resources and staffing changes at our Third Party Administrator resulted in reduced success in returning employees to work and early closure of claims. Board approval of a Budget Augmentation Request to restore the Return to Work Coordinator position in FY 2012-13 will provide the department the resources needed to reverse this trend. Note that the ground lost on this program will have an impact that extends beyond FY 2011-12 and FY 2012-13. Projections for FY 2012-13 are over the currently stated target. 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

6. Performance Measure: Number of liability claims filed per \$1 million of payroll.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
County: .60 EIA average: .98	County: .65 EIA average: .93	County: .57 EIA average: .83	County: .65 EIA average: .77	Better than the EIA average	County: .57 EIA average: .78	Better than the EIA 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 2012 actuarial, claim frequency has decreased compared to FY 2011-12 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.

7. Performance Measure: Average dollar loss/liability claim.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
County: \$9,290 EIA average: \$7,280	County: \$9,460 EIA average: \$7,700	County: \$12,280 EIA average: \$8,990	County: \$10,350 EIA average: \$8,760	Better than the EIA average	County: \$8,720 EIA average: \$8,967	Better than the EIA 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 2012 actuarial study, average loss per claim continues to decrease from FY 2010-11 levels. Risk Management will meet the FY 2012-13 target due to the County achieving favorable outcomes in several recent litigated matters, and due to the fact that program fundamentals are sound. We anticipate reducing our average loss per claim with continued loss prevention efforts.

8. Performance Measure: Dollars of loss per \$100 of payroll for liability claims.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
County: .56 EIA average: .69	County: .62 EIA average: .67	County: .70 EIA average: .67	County: .67 EIA average: .62	Better than the EIA average	County: .50 EIA average: .64	Better than the EIA 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 2012 actuarial, the County's loss rate per \$100 of payroll decreased by about 35% bringing the County below the EIA average. Continued loss prevention efforts should assist in reducing claim severity.

Department Goal: Administer a cost-effective Workers' Compensation program for County employees.

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

9. Performance Measure: Dollars of loss per \$100 of payroll for Workers' Compensation claims.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
County: \$1.43 EIA average: \$2.25	County: \$1.38 EIA average: \$2.10	County: \$1.27 EIA average: \$2.06	County: \$1.13 EIA average: \$2.08	Better than the EIA average	County: \$.91 EIA average: \$2.01	Better than the EIA 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 its loss rate per \$100 of payroll. We continue to remain below the CSAC-EIA average. Low claim numbers as affected by safety and loss prevention efforts contribute to the decline in dollars lost.

10. Performance Measure: Number of Workers' Compensation claims per 100 employees.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
County: 6.6 Comp Co. avg.: 9.6	County: 6.6 Comp Co. avg.: 8.1	County: 6.9 Comp Co. avg.: 8.4	County: 7.0 Comp Co. avg.: 9.0	Better than the Comp Co. average	County: 6.2 Comp Co. avg.: 8.8	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 2011 TCS reports show the claim frequency for the County has been trending downward for several years. The report shows that the County has the lowest frequency of the four comparably sized and organized counties. Safety and loss prevention efforts contribute to a low level of Workers' Compensation claims, and claim frequency is projected to decrease through FY 2012-13.

11. Performance Measure: Average dollars loss per Workers' Compensation claim.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
County: \$5,440 EIA average: \$10,290	County: \$5,730 EIA average: \$10,790	County: \$6,170 EIA average: \$10,940	County: \$5,910 EIA average: \$11,770	Better than the EIA average	County: \$5,260 EIA average: \$11,902	Better than the EIA 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-EIA average. The average loss projected by the CSAC-EIA 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? While other counties' claim costs have continued to rise with the overall rise in health care costs, San Luis Obispo County experienced a slight rise in FY 2010-11 but has again been able to maintain control on these costs. San Luis Obispo County's claim costs are less than half of the CSAC-EIA average. The Workers Comp program, including in-house staff, a Third Party Claims Administrator, and a third party management consultant, is recognized state-wide as a model program. Proactive claims management contributes to low dollar loss per claim. The County adopted and effectively implemented a Return to Work program sooner than many other CSAC-EIA members. The maturity of our program contributes to our lower cost per claim than the EIA average.

**Self Insurance
Fiscal Year 2013-14 Proposed Budget**

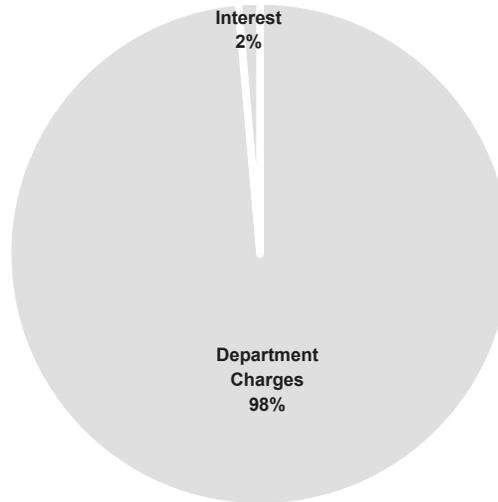
Fund Centers 408 -412

PURPOSE STATEMENT

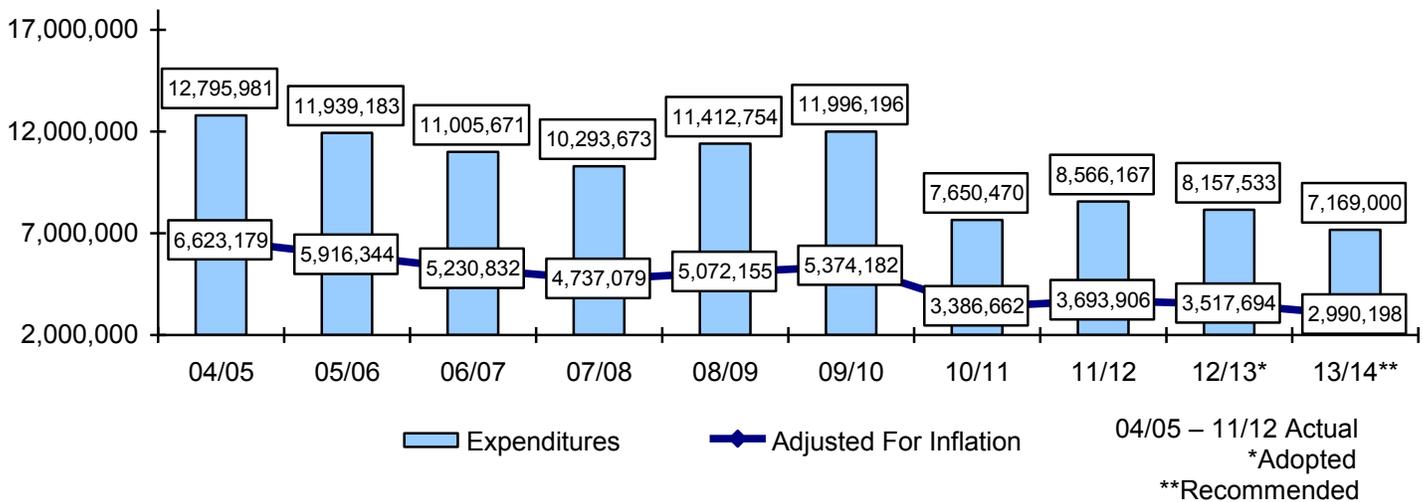
Fund Centers 408-412 comprise the County's self-insurance budget and provide funding for Workers Compensation (Fund Center 408), Liability Self-Insurance (Fund Center 409), Unemployment Insurance (Fund Center 410), Medical Malpractice (Fund Center 411) and Self-Insured Dental (Fund Center 412). Funding 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)	2011-12 ACTUAL (2)	2012-13 ESTIMATED (3)	2013-14 PROPOSED ESTIMATES (4)	2013-14 RECOMMENDED ESTIMATES (5)
OPERATING REVENUES				
Charges for current services	7,251,331	7,497,000	7,497,000	7,497,000
TOTAL OPERATING REVENUES	7,251,331	7,497,000	7,497,000	7,497,000
OPERATING EXPENSES				
Services and Supplies	2,951,718	2,580,000	2,580,000	2,580,000
Overhead	362,920	363,000	363,000	363,000
Insurance Premiums	853,326	854,000	854,000	854,000
Insurance Benefit Pmts	3,285,419	3,372,000	3,372,000	3,372,000
Claims	75,132	0	0	0
Outside Legal	0	0	0	0
TOTAL OPERATING EXPENSES	7,528,515	7,169,000	7,169,000	7,169,000
OPERATING INCOME (LOSS)	(277,184)	328,000	328,000	328,000
NON-OPERATING REVENUES (EXPENSES)				
Interest	132,378	130,000	130,000	130,000
Other Income	0	0	0	0
TOTAL NON-OPERATING REVENUES (EXPENSES)	132,378	130,000	130,000	130,000
INCOME BEF. CAPITAL CONTRBS. & TRANSFERS	(144,806)	458,000	458,000	458,000
Transfers in (out)	(46,296)	(45,000)	(45,000)	(45,000)
CHANGE IN NET ASSETS	(191,102)	413,000	413,000	413,000
Net assets - beginning	7,313,570	7,122,468	7,535,468	7,535,468
Net assets - ending	<u>7,122,468</u>	<u>7,535,468</u>	<u>7,948,468</u>	<u>7,948,468</u>

Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Self Insurance has a total expenditure level of \$12,017,217 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: \$6,244,078 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: \$3,371,489 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: \$320,654 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: \$303,591 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: \$1,777,405 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 have been on a good financial foundation. Because of this, it has been reasonable and appropriate to minimize charges to departments during recent difficult budget years, while still maintaining adequate reserve levels and a confidence level of 70-85%. Setting and maintaining of reserve levels is done in conjunction with annual actuarial studies. In FY 2013-14, charges to departments for their share of worker's compensation costs are recommended return to normal levels to maintain an acceptable level in the reserves.

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 2013-14 recommended budget with the FY 2012-13 adopted budget. Variances between the FY 2013-14 recommended budget and the FY 2012-13 adopted budget are described by Fund Center as follows:

Fund Center 408- Workers Compensation

Revenues are recommended to increase \$2,546,000 or 109% compared to FY 2012-13 adopted levels. As noted above, charges to departments were temporarily reduced in FY 2009-10 through FY 2012-13 in an effort to mitigate the impact of the budget gap to departments. Due to the need to maintain appropriate reserves for this fund center, charges to departments are set to generate \$4,800,000 in FY 2013-14. The recommendation to increase charges in FY 2013-14 will yield a 72% confidence level for this fund.

Expenditures are recommended to increase \$683,065 or 12% compared to FY 2012-13 adopted levels due largely to an expected \$175,000 increase to the County's worker's compensation insurance premium, based on an estimate provided by CSAC-EIA, as well as an expected \$500,000 increase to worker's compensation payments due to the recent passage of Senate Bill 863 which is expected to increase medical costs, eliminate scaled permanent disability payments and increase permanent disability rates by 40%.

Fund Center 409- Liability

Revenues are recommended to decrease \$1,000,000 or 66% compared to FY 2012-13 adopted levels due to decreased liability insurance billings to departments which have been set to generate \$500,000 in FY 2013-14. Liability insurance charges are recommended to decrease to partially offset the increased worker's compensation charges noted above. Despite this decrease, the fund has sufficient reserves to maintain an 73% confidence level.

Expenditures are recommended to decrease \$251,846 or 6% compared to FY 2012-13 adopted levels due to an expected \$175,000 decrease to the County's liability insurance premium, based on an estimate provided by the CSAC-EIA. An \$86,876 decrease in overhead charges also contributes to the overall decrease in recommended expenditure levels.

Fund Center 410- Unemployment Insurance

Revenue is flat compared to FY 2012-13 adopted levels. Expenditures are recommended to increase \$1,140 or less than 1% compared to FY 2012-13 adopted levels. This fund pays for a portion of the staff costs in Fund Center 105- Risk Management, to reimburse that fund center for staff time spent on processing unemployment insurance claims. The reimbursement amount is increasing in FY 2013-14 due to regular pay step increases for staff who handle unemployment insurance claims.

Fund Center 411- Medical Malpractice

Revenues are recommended to increase \$35,000 or 15% compared to FY 2012-13 adopted levels due to an increase in medical malpractice insurance charges charged out to departments in anticipation of slightly higher liabilities in the near future. Expenditures are recommended to increase \$17,233 or 6% compared to FY 2012-13 adopted levels due to an expected \$15,000 increase to the County's medical malpractice insurance premium, based on an estimate provided by the CSAC-EIA. A \$1,897 increase in overhead charges also contributes to the overall increase in recommended expenditure levels.

Fund Center 412- Self-Insured Dental

Revenues are recommended to remain flat compared to FY 2012-13 adopted levels, at \$1,660,850. Expenditures are recommended to increase by \$2,484 or less than 1% compared to FY 2012-13 adopted levels due to overhead charges.

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

Tax Reduction Reserve

**Countywide Automation Replacement
Fiscal Year 2013-14 Proposed Budget**

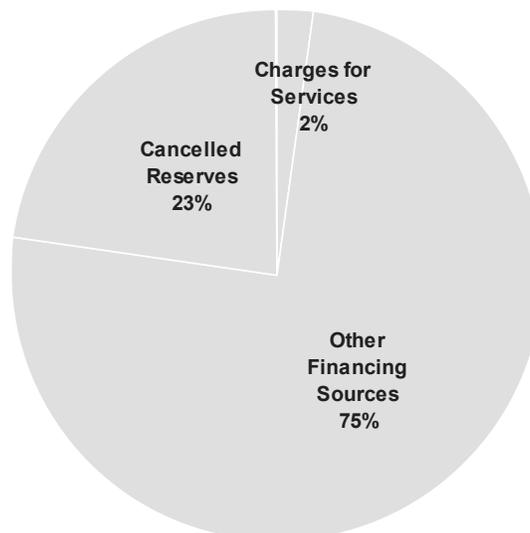
Fund Center 266

PURPOSE

To provide funding for implementation of countywide automation systems and information needs to enhance the performance and productivity of public services.

	2012-13	2012-13	2013-14	2013-14	Change from
<u>Financial Summary</u>	<u>Budget</u>	<u>Projected</u>	<u>Requested</u>	<u>Recommended</u>	<u>2012-13</u>
Taxes	\$ 2,477,500	\$ 3,774,235	\$ 0	\$ 0	\$ (2,477,500)
Revenue from Use of Money & Property	0	458,488	0	0	0
Charges for Current Services	20,000	20,000	53,400	53,400	33,400
Other Financing Sources	1,761,605	1,761,605	1,779,705	1,779,705	18,100
Interfund	0	1,991,307	0	0	0
Total Revenue	\$ 4,259,105	\$ 8,005,635	\$ 1,833,105	\$ 1,833,105	\$ (2,426,000)
Fund Balance Available	\$ 993,572	\$ 993,572	\$ 0	\$ 0	\$ (993,572)
Cancelled Reserves	0	0	544,875	569,875	569,875
Total Financing Sources	\$ 5,252,677	\$ 8,999,207	\$ 2,377,980	\$ 2,402,980	\$ (2,849,697)
Salary and Benefits	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Services and Supplies	2,621,300	5,242,912	89,500	89,500	(2,531,800)
Other Charges	0	174,539	0	25,000	25,000
Fixed Assets	727,285	2,433,329	2,288,480	2,288,480	1,561,195
Gross Expenditures	\$ 3,348,585	\$ 7,850,780	\$ 2,377,980	\$ 2,402,980	\$ (945,605)
Contingencies	0	0	0	0	0
New Reserves	1,904,092	2,058,936	0	0	(1,904,092)
Total Financing Requirements	\$ 5,252,677	\$ 9,909,716	\$ 2,377,980	\$ 2,402,980	\$ (2,849,697)

Source of Funds



SERVICE PROGRAMS

Countywide Automation has a total expenditure level of \$2,402,980 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: \$2,402,980 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 2013-14 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 2013-14 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 2013-14 is \$2,402,980, a \$945,605 or 28% decrease from the adopted operational expenditure level for FY 2012-13. The total expenditures in FY 2012-13 included the addition of \$1,904,092 in funding that was allocated to reserves. Comparing the allocation for operational expenditures related to the replacement and acquisition of technology equipment, software and labor and professional services the FY 2013-14 recommended budget is \$945,605 or 28% less than the adopted amount for FY 2012-13. The FY 2012-13 budget included approximately \$2.5 million for replacement of the Property Tax System project which increased the funding allocation in that year.

Recommended service and supply expense totals \$89,500 a decrease of \$2,531,800 or 96% less than the FY 2012-13 adopted budget. Approximately \$2.5 million of the expense in this category is for the Property Tax Replatform project.

The recommended budget for 2013-14 includes \$2,288,480 in fixed assets, an increase of \$1,561,195 or 214%, over the adopted level for FY 2012-13. Fixed assets include a variety of equipment replacements, with the most notable being \$1,182,690 for funding to replace the digital microwave system that supports public safety and other county radio systems and \$725,000 to replace the County's e-mail and calendaring system. .

The expense in this budget can vary greatly from year to year, based upon whether large new projects are included. The FY 2013-14 budget includes two large non-recurring projects, the digital microwave system and e-mail/calendaring system.

The recommended total financing sources for this budget are \$2,402,980, a \$2,849,697 or 54% decrease from the adopted level for FY 2012-13. Funding from General Fund from depreciation charges total \$1,779,705, an increase of \$18,100, or less than 1%, more than the FY 2012-13 adopted budget. Financing for this budget also includes \$53,400 from Public Government and Education (PEG) funds received through cable franchise agreements to fund improvements to equipment that aids in the broadcast of the Board of Supervisor's meetings. The balance of the financing for the projects in the recommended budget is from \$569,875 in cancelled Automation Fund reserves.

No new reserves for the Countywide Automation Fund are proposed for the recommended 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 2013-14 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. The Chief Information Officer provides the link between this group of business managers and the community of information technology experts throughout the County.

There is one IT-ESC approved project totaling approximately \$650,000 included in the recommended FY 2013-14 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 one-time 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 2012-13.

1. MS O365 Project - E-mail and Calendaring (Non-Recurring)

Expense: \$725,000
Source of Funding: County Automation Funds
Operational Costs: Operational costs of the system are anticipated to be the same or less than the current e-mail system. .

This project replaces the existing Lotus Notes System. The new system is expected to provide greater functionality and ease of use for users of e-mail, calendaring, meeting scheduling and other functions associated with the email system. The fixed asset cost is \$650,000 and the staff cost to manage the project implementation is \$75,000

- Replacement of existing system with a cloud based system will provide greater flexibility and expanded storage capacity.
- Along with greater functionality and an improved user interface, the new system will avoid future expense in replacing servers used to store e-mail information.

Other Projects Recommended for FY 2013-14

There are two initiatives, totaling \$1,677,980, 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: \$53,400
Source of Funding: Public, Government and Education funds available through the cable franchise agreement

The funds identified will replace specific video equipment, the Crestron room and network controllers, and video processing equipment. Because of increased functionality of new equipment, the replacements will also provide higher quality video, increased reliability, and better control of existing equipment.

2. Upgrade and maintain public safety radio communications equipment and systems (Recurring)

Expense: \$1,268,740

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 major project is the replacement of the digital radio system discussed in a prior section. The replacement of the 48 volt power system ensures consistent and reliable power to critical equipment and the availability of radio communications during power outages. The funding for the Piedras Blancas project will allow the equipment at the communications vault at this location to be moved to another location in the area. The move is necessary due to the State restoration of the Peidras Blancas site for historical and ecological preservation.

- Digital Microwave System \$1,182,690 (non-Recurring)
- 48 Volt Power Systems \$46,050
- Relocation Peidras Blancas radio site \$40,000

BUDGET AUGMENTATION REQUESTS RECOMMENDED

The recommended budget includes approval of one Budget Augmentation Request related to the replacement of the County's e-mail and calendaring system.

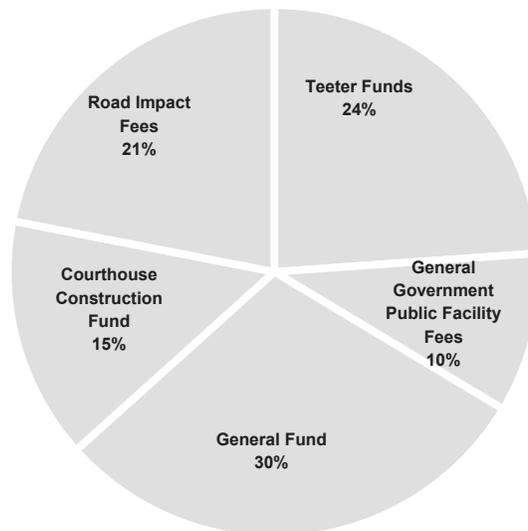
Unit Amount	Description	Results
<p>Gross Requested: \$725,000</p> <p>Source of Funding: General Fund allocation from depreciation charges for technology systems.</p>	<p>MS O365 Project to replace the County's e-mail system. (Groupware Replacement Project)</p> <p>This project will move all County users of email from the current Lotus Notes / Domino email environment to a Microsoft Office 365 (O365) environment. The new system will use a remotely bases (cloud based) environment for storage.</p> <p>There are three fundamental drivers for this project:</p> <ol style="list-style-type: none"> 1) move to a more user-friendly and efficient environment, 2) reduce costs associated with providing email, and 3) avoid impending costs for an upgrade to the existing email system and servers. <p>The Groupware Replacement Project will provide access to up-to-date and more widely supported email and collaboration software and tools.</p>	<p>Assuming a 100% cloud approach, the Groupware Replacement project will:</p> <ol style="list-style-type: none"> 1. Reduce costs associated with providing email by approximately \$200,000. 2. Avoid impending costs for an upgrade to the existing email system and servers – one-time costs of approximately \$260,000. <p>If a hybrid approach is used, where some users remain on servers, the savings will be considerably less or costs may be essentially the same as current costs.</p> <ol style="list-style-type: none"> 3. The new system will utilize a platform that is the dominant e-mail platform in use today. It will also provide greater functionality and ease of use.

PURPOSE STATEMENT

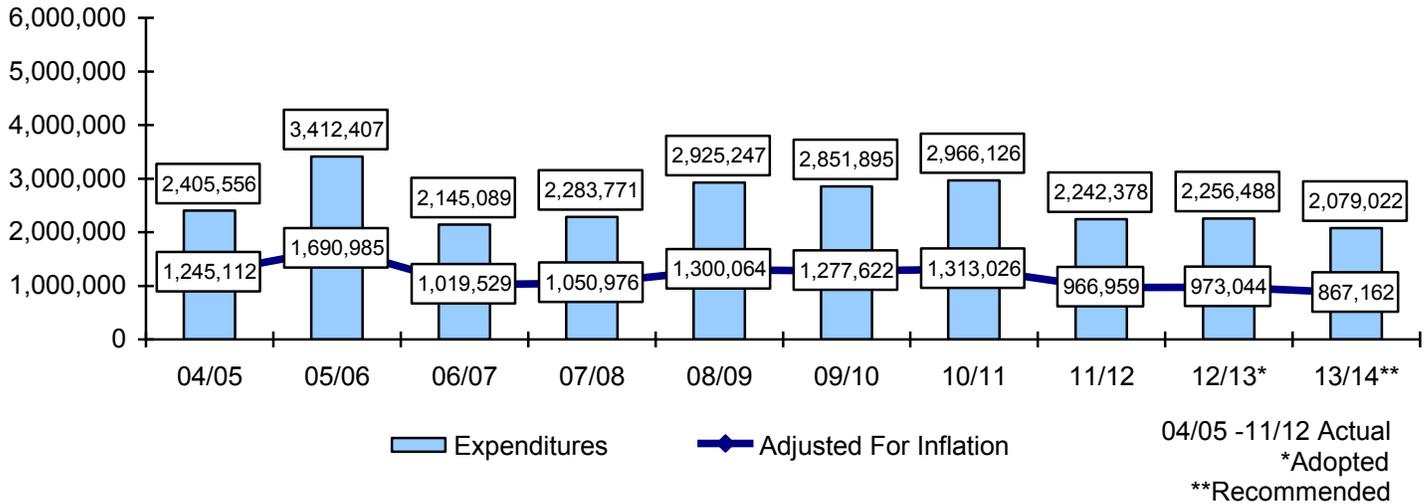
This fund center accounts for the payment of interest and principal associated with the County's long term debt based upon the Board of Supervisors budget policies. Recommendations for debt financing of major projects are made by the County's Debt Advisory Committee in accordance with the provisions 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.

<u>Financial Summary</u>	<u>2012-13 Budget</u>	<u>2012-13 Projected</u>	<u>2013-14 Requested</u>	<u>2013-14 Recommended</u>	<u>Change from 2012-13</u>
Taxes	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 0
Fines, Forfeitures and Penalties	310,819	310,819	309,319	309,319	(1,500)
Other Financing Sources	<u>1,445,669</u>	<u>1,445,669</u>	<u>1,269,703</u>	<u>1,269,703</u>	<u>(175,966)</u>
Total Revenue	\$ 2,256,488	\$ 2,256,488	\$ 2,079,022	\$ 2,079,022	\$ (177,466)
Fund Balance Available	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Cancelled Reserves	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Financing Sources	<u>\$ 2,256,488</u>	<u>\$ 2,256,488</u>	<u>\$ 2,079,022</u>	<u>\$ 2,079,022</u>	<u>\$ (177,466)</u>
Salary and Benefits	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Services and Supplies	0	0	0	0	0
Other Charges	2,256,488	2,256,488	2,079,022	2,079,022	(177,466)
Fixed Assets	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Gross Expenditures	\$ 2,256,488	\$ 2,256,488	\$ 2,079,022	\$ 2,079,022	\$ (177,466)
Contingencies	0	0	0	0	0
New Reserves	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Financing Requirements	\$ 2,256,488	\$ 2,256,488	\$ 2,079,022	\$ 2,079,022	\$ (177,466)

Source of Funds



10 Year Expenditures Adjusted For Inflation



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 in FY 1991-92.

The County’s goal 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 year (FY 2012-13) percent is approximately 3.3%, well below the target. The percentage for FY 2013-14 is projected to be 3.4%.

The debt payments contained in this fund center are as follows:

\$1,314,653 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 (\$200K), and \$618,653 from the General Fund.

\$307,619 for the 2007 COP for the Paso Robles Courthouse. This debt is paid with Courthouse Construction funds.

\$449,050 for the 2008 COP for the Vineyard Drive interchange in North County (near Templeton). This debt is paid with Road Impact Fees.

\$7,700 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.

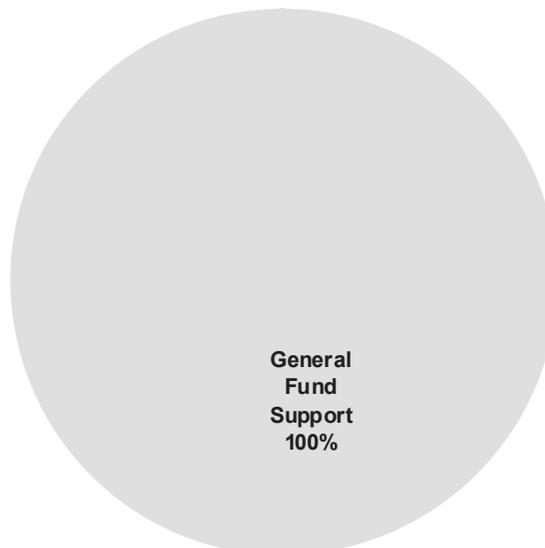
The County also issued Pension Obligation Bonds during FY 2004-05. The details can be found in the Pension Obligation Bond fund center.

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.

	2012-13	2012-13	2013-14	2013-14	Change from
<u>Financial Summary</u>	<u>Budget</u>	<u>Projected</u>	<u>Requested</u>	<u>Recommended</u>	<u>2012-13</u>
Other Financing Sources	\$ 2,732,613	\$ 2,732,613	\$ 2,700,724	\$ 5,300,724	\$ 2,568,111
Total Revenue	\$ 2,732,613	\$ 2,732,613	\$ 2,700,724	\$ 5,300,724	\$ 2,568,111
Fund Balance Available	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Cancelled Reserves	0	0	0	0	0
Total Financing Sources	\$ 2,732,613	\$ 2,732,613	\$ 2,700,724	\$ 5,300,724	\$ 2,568,111
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	2,732,613	2,732,613	2,700,724	5,300,724	2,568,111
Total Financing Requirements	\$ 2,732,613	\$ 2,732,613	\$ 2,700,724	\$ 5,300,724	\$ 2,568,111

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 \$2,700,724 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. In addition, this fund center will receive an additional \$2,600,000 consisting of a \$2 million repayment that was loaned for the Willow Road Interchange and a \$600,000 allocation from Fund Balance available. Total recommended funding for FY 2013-14 is \$5,300,724.

**Non-Departmental Revenues-Other Financing Use
Fiscal Year 2013-14 Proposed Budget**

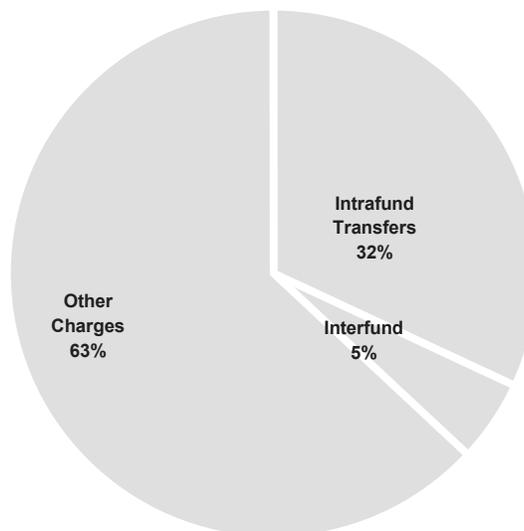
Fund Center 102

PURPOSE STATEMENT

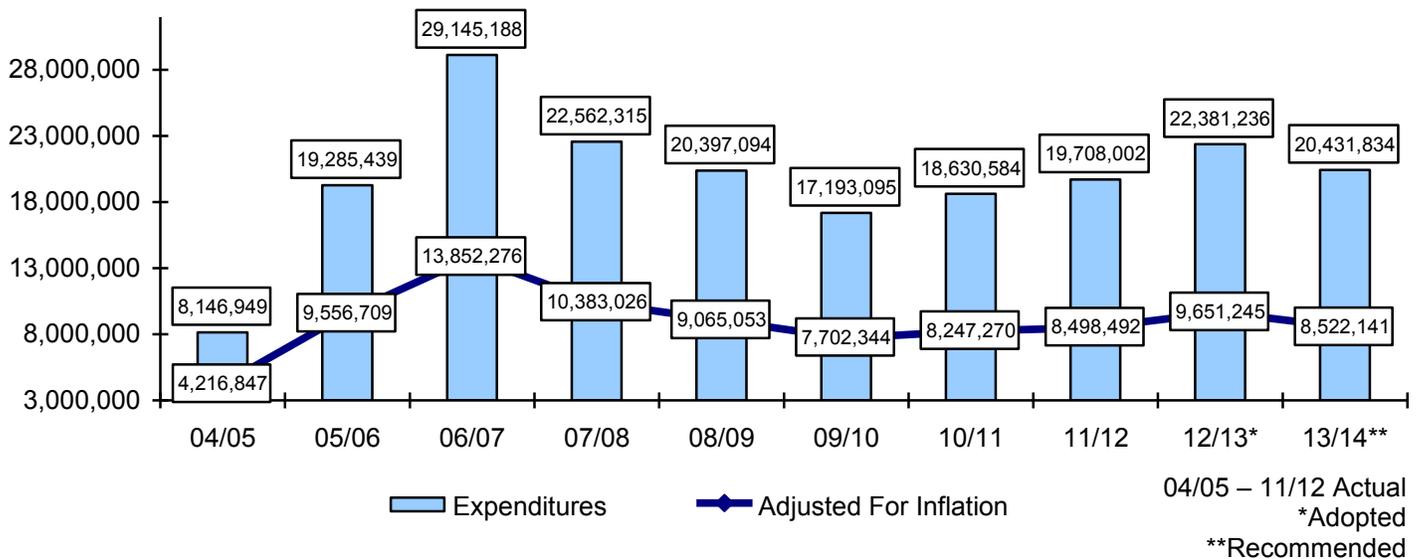
The fund center provides General Fund support to "Other Funds" to help finance their operations. This fund center is also the receiving budget for overhead charged to County departments. There are no County operations, programs or services directly associated with this fund center.

	2012-13 <u>Budget</u>	2012-13 <u>Projected</u>	2013-14 <u>Requested</u>	2013-14 <u>Recommended</u>	Change From 2012-13
<u>Financial Summary</u>					
Charges for Current Services	\$ 40,277	\$ 40,277	\$ 0	\$ 0	\$ (40,277)
Interfund	<u>2,526,317</u>	<u>2,526,317</u>	<u>1,631,913</u>	<u>1,631,913</u>	<u>(894,404)</u>
**Total Revenue	\$ 2,566,594	\$ 2,566,594	\$ 1,631,913	\$ 1,631,913	\$ (934,681)
Other Charges	<u>22,381,236</u>	<u>22,381,236</u>	<u>15,742,694</u>	<u>20,431,834</u>	<u>(1,949,402)</u>
**Gross Expenditures	\$ 22,381,236	\$ 22,381,236	\$ 15,742,694	\$ 20,431,834	\$ (1,949,402)
Less Intrafund Transfers	<u>9,942,443</u>	<u>9,942,443</u>	<u>10,197,544</u>	<u>10,200,663</u>	<u>258,220</u>
**Net Expenditures	\$ 12,438,793	\$ 12,438,793	\$ 5,545,150	\$ 10,231,171	\$ (2,207,622)
General Fund Support (G.F.S.)	<u>\$ 9,872,199</u>	<u>\$ 9,872,199</u>	<u>\$ 3,913,237</u>	<u>\$ 8,599,258</u>	<u>\$ (1,272,941)</u>

Source of Funds



10 Year Expenditures Adjusted For Inflation



COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

This fund center contains all of the recommended General Fund “contributions” to non-General Fund departments and all countywide overhead charges paid by various County departments and agencies. Additionally, this fund center serves as a “clearing house” for charges between the General Fund and non-General Fund departments.

Summary of General Fund contributions to Non-General Fund departments

The recommended General Fund contribution to non-General fund departments is approximately \$18.8 million. The recommended contributions include:

Fund Center	FY 2012-13 Adopted	FY 2013-14 Recommended	Percent Change
Parks	\$4,020,055	\$3,540,677	-12%
Roads	\$7,431,000	\$5,831,000	-22%
Capital Projects Fund	\$0	\$300,967	0%
Library	\$516,121	\$607,139	+18%
Debt Service	\$493,619	\$618,653	+25%
Organizational Development	\$450,000	\$450,000	0%
Community Development	\$326,436	\$341,436	+5%
Automation Replacement Fund	\$1,761,605	\$1,779,705	+1%
Building Replacement Fund	\$2,732,613	\$5,300,724	+94%
TOTAL	\$17,731,449	\$18,770,301	+6%

- 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 fewer 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 2013-14, i.e. defer capital projects requiring General Fund financing.

**Non-Departmental Revenues-Other Financing Use
Fiscal Year 2013-14 Proposed Budget**

Fund Center 102

- 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.
- On February 26, 2013, the Board adopted a resolution approving a five year line of credit for the Cayucos Fire Protection District in an amount not to exceed \$250,000. The funding was approved from the County's Internal Financing designation and expended through Fund Center 102.

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 \$11,832,576, which is about \$676,461 less than the FY 2012-13 charges.

**Non-Departmental Revenues
Fiscal Year 2013-14 Proposed Budget**

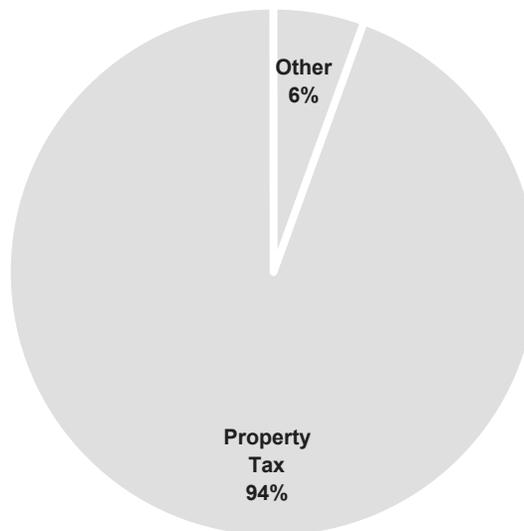
Fund Center 101

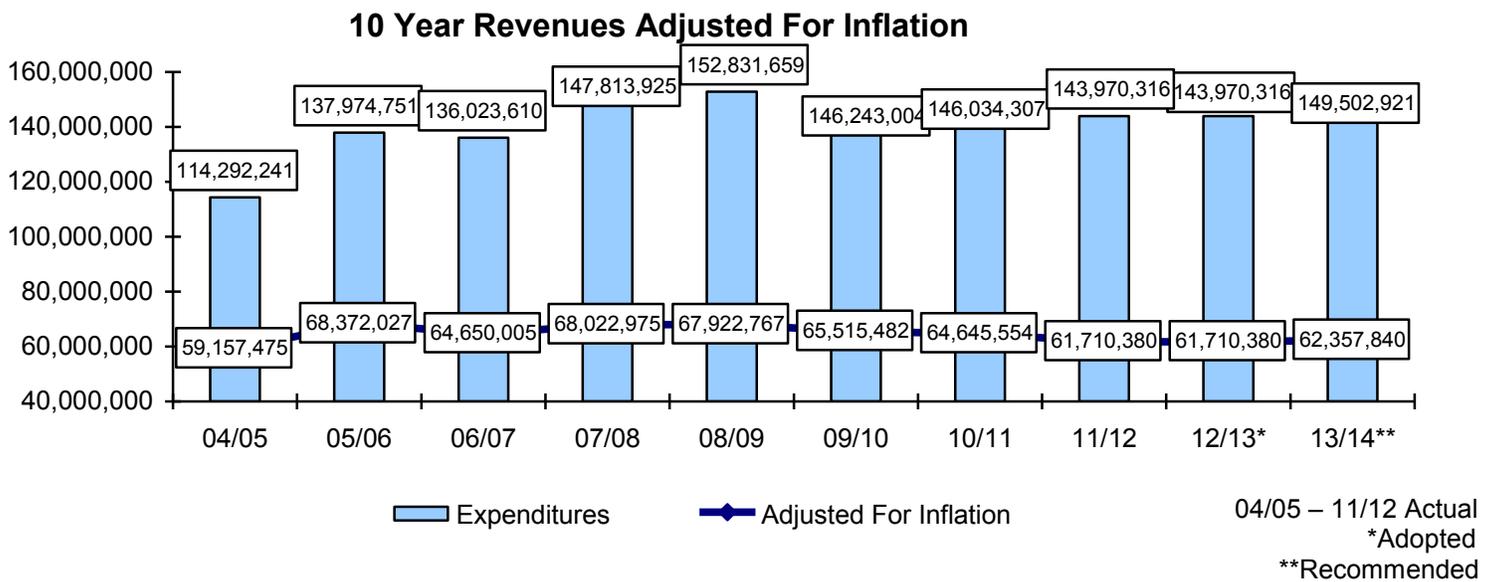
PURPOSE STATEMENT

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.

	2012-13 <u>Budget</u>	2012-13 <u>Projected</u>	2013-14 <u>Requested</u>	2013-14 <u>Recommended</u>	Change From <u>2012-13</u>
Financial Summary					
Taxes	\$137,305,677	\$137,305,677	\$140,896,845	\$141,194,527	\$ 3,888,850
Licenses and Permits	2,775,000	2,775,000	2,700,000	2,700,000	(75,000)
Revenue from Use of Money & Property	300,000	300,000	240,000	240,000	(60,000)
Intergovernmental Revenue	3,012,800	3,012,800	3,492,389	3,437,389	424,589
Charges for Current Services	2,240,000	2,240,000	1,740,000	1,630,000	(610,000)
Other Revenues	10,005	10,005	1,005	1,005	(9,000)
Interfund	322,000	322,000	300,000	300,000	(22,000)
**Total Revenue	\$145,965,482	\$145,965,482	\$149,370,239	\$149,502,921	\$ 3,537,439
Services and Supplies	5	5	5	5	0
**Gross Expenditures	\$ 5	\$ 5	\$ 5	\$ 5	\$ 0
General Fund Support (G.F.S.)	<u>\$145,965,477</u>	<u>\$145,965,477</u>	<u>\$149,370,234</u>	<u>\$149,502,916</u>	<u>\$ (3,537,439)</u>

Source of Funds





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 \$149 million, which is approximately \$3 million or 2.0% more than the FY 2012-13 adopted amount (\$146 million). The notable factors associated with this net increase are a slight increase (2%) in Current Secured Property, a 13% increase in Property Transfer Tax, and an 8% increase in the Transient Occupancy Tax. The County is still receiving what is considered “one-time” sales tax revenue as a result of the two, large scale solar plants in the California Valley. The anticipated sales tax receipts associated with the solar plants for FY 2012-13 is at least \$1.3 million and could be more. For FY 2013-14, the sales tax associated with the solar plants is anticipated to be \$1.5 million at minimum. A notable decrease in revenue is the reduction in the SB2557 Administration fee which is the result of a California Supreme Court decision of favor of municipalities. The consequence of the decision is a one-time payment of \$1.9 million to the incorporated cities in the county in FY 2012-13 and an on-going annual reduction of approximately \$500,000.

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 \$87 million, which is about \$2.5 million more than FY 2012-13. The overall housing market appears to have “bottomed out” and is slowly trending upward.
- Another indicator of the local economy and the housing market is the Property Transfer Tax. As the local housing market improves, the volume of the Property Transfer Tax filings increases and yields more revenue for the County General Fund. For FY 2013-14 it is budgeted at \$1.8 million.
- 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 \$27.2 million, which is flat as compared to FY 2012-13. 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 \$400,000, which is \$350,000 less than FY 2012-13 budgeted amount of \$750,000.

- Sales and Use taxes are budgeted at \$7.0 million, which is \$200,000 higher than the FY 2012-13 budgeted amount. The \$200,000 does not include the one time increase associated with the two, large scale solar plants as noted above. The increase is one indicator that the local economy is “moving off the bottom.” 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 \$6.6 million, which is \$400,000 or 6% more than the FY 2012-13 adopted amount. This is a revenue source that has shown consistent improvement the past two years.

**Other Post Employment Benefits
Fiscal Year 2013-14 Proposed Budget**

Fund Center 413

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)	2011-12 ACTUAL (2)	2012-13 ESTIMATED (3)	2013-14 PROPOSED ESTIMATES (4)	2013-14 RECOMMENDED ESTIMATES (5)
OPERATING REVENUES				
Charges to Department	1,457,623	1,472,000	1,472,560	1,472,560
TOTAL OPERATING REVENUES	1,457,623	1,472,000	1,472,560	1,472,560
OPERATING EXPENSES				
Insurance Benefit Payments	970,076	1,020,000	1,020,000	1,020,000
Professional Services	0	0	18,500	18,500
Audit/Acct Support	0	10,000	10,000	10,000
TOTAL OPERATING EXPENSES	970,076	1,030,000	1,048,500	1,048,500
OPERATING INCOME (LOSS)	487,547	442,000	424,060	424,060
NON-OPERATING REVENUES (EXPENSES)				
Interest	417	250	250	250
Fed Aid Medicare Part D	333,204	300,000	300,000	300,000
Special Dept Expense	(756,583)	(807,115)	(724,310)	(724,310)
TOTAL NON-OPERATING REVENUES (EXPENSES)	(422,962)	(506,865)	(424,060)	(424,060)
INCOME REF. CAPITAL CONTRIBS. & TRANSFERS	64,585	(64,865)	0	0
CHANGE IN NET ASSETS	64,585	(64,865)	0	0
Net assets - beginning	282	64,685	0	0
Net assets - ending	<u>64,865</u>	<u>0</u>	<u>0</u>	<u>0</u>

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 begin to set aside funds to pay for these future expenses. FY 2007-08 was the first year the County set aside funds.

Departments are charged via payroll costs in order to fund this liability and the total amount to be set aside for FY 2013-14 is \$1.473 million, which is slightly higher than FY 2012-13. The charge is based upon an assumption of \$623 per Full Time Equivalent (FTE) position. The number of FTEs has increased slightly from 2,260 to 2,334, which accounts for the increase from the FY 2012-13 amount of \$1.472 million.

**Other Post Employment Benefits
Fiscal Year 2013-14 Proposed Budget**

Fund Center 413

This amount is still 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 than the County Treasury Pool and as a result of these additional earnings, the charges to departments are reduced (compared to FY 2007-08 through FY 2009-10).

**Pension Obligation Bonds
Fiscal Year 2013-14 Proposed Budget**

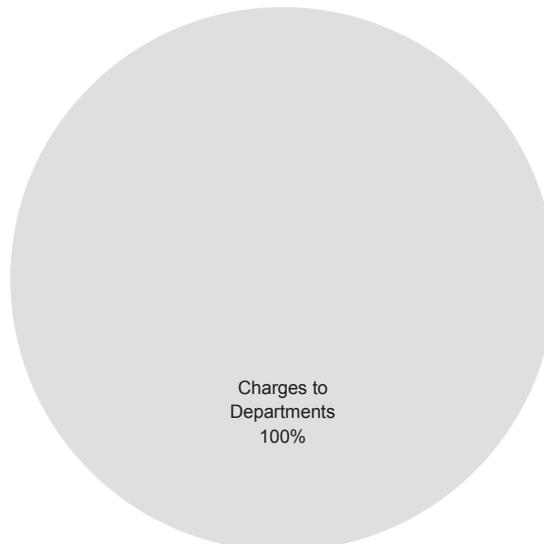
Fund Center 392

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 in FY 2009-10 of the Pension Trust resulted in an annual savings. There are no County operations, programs or services directly associated with this fund center.

	2012-13	2012-13	2013-14	2013-14	Change from
<u>Financial Summary</u>	<u>Budget</u>	<u>Projected</u>	<u>Requested</u>	<u>Recommended</u>	<u>2012-13</u>
Revenue from Use of Money & Property	\$ 18,000	\$ 0	\$ 12,000	\$ 12,000	\$ (6,000)
Other Revenues	8,293,800	0	10,002,626	10,002,626	1,708,826
Total Revenue	\$ 8,311,800	\$ 0	\$ 10,014,626	\$ 10,014,626	\$ 1,702,826
Fund Balance Available	\$ (211,649)	\$ (211,649)	\$ 0	\$ 0	\$ 211,649
Cancelled Reserves	346,649	346,649	0	0	(346,649)
Total Financing Sources	\$ 8,446,800	\$ 135,000	\$ 10,014,626	\$ 10,014,626	\$ 1,567,826
Salary and Benefits	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Services and Supplies	30,000	0	30,000	30,000	0
Other Charges	8,313,956	0	8,732,661	8,732,661	418,705
Fixed Assets	0	0	0	0	0
Gross Expenditures	\$ 8,343,956	\$ 0	\$ 8,762,661	\$ 8,762,661	\$ 418,705
Contingencies	0	0	0	0	0
New Reserves	102,844	102,844	1,251,965	1,251,965	1,149,121
Total Financing Requirements	\$ 8,446,800	\$ 102,844	\$ 10,014,626	\$ 10,014,626	\$ 1,567,826

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. In FY 2012-13, an additional \$4.7 million was set aside in a reserve to accumulate funding to assist in paying pension debt in year 2020. Furthermore, \$1.5 million is recommended to be set aside in the reserve for FY 2013-14.

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 was set to increase. 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.

For FY 2013-14, it is anticipated that a total of \$10,014,626 will be collected and is derived not only from charges to County departments, but also from the Local Agency Formation Commission (LAFCO), the Air Pollution Control District (APCD), and the courts as they are participants in the County retirement system. Finally, a small amount of interest accrues as well. The contributions are itemized as follows:

- County Departments	\$9,320,826
- Courts	\$520,000
- APCD	\$150,000
- LAFCO	\$11,800
- Interest	\$ 12,000
TOTAL	<u>\$10,014,626</u>

**Public Facility Fees
Fiscal Year 2013-14 Proposed Budget**

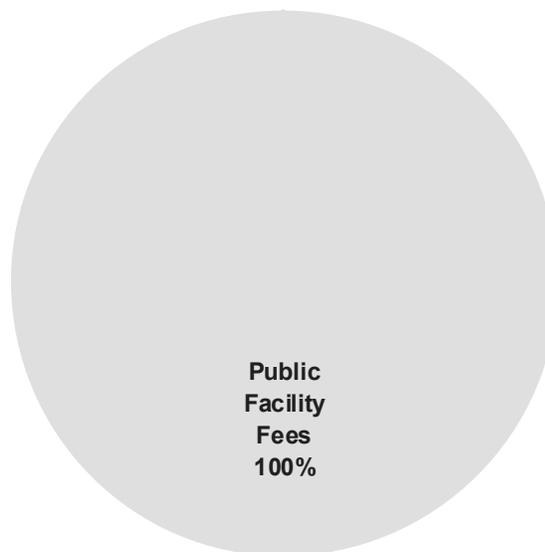
Fund Center 247

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).

	2012-13	2012-13	2013-14	2013-14	Change from
<u>Financial Summary</u>	<u>Budget</u>	<u>Projected</u>	<u>Requested</u>	<u>Recommended</u>	<u>2012-13</u>
Charges for Current Services	\$ 675,742	\$ 0	\$ 864,500	\$ 864,500	\$ 188,758
Total Revenue	\$ 675,742	\$ 0	\$ 864,500	\$ 864,500	\$ 188,758
Fund Balance Available	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Cancelled Reserves	383,200	383,200	1,032,500	1,032,500	649,300
Total Financing Sources	\$ 1,058,942	\$ 383,200	\$ 1,897,000	\$ 1,897,000	\$ 838,058
Salary and Benefits	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Services and Supplies	0	0	0	0	0
Other Charges	500,000	0	1,570,500	1,570,500	1,070,500
Fixed Assets	0	0	0	0	0
Gross Expenditures	\$ 500,000	\$ 0	\$ 1,570,500	\$ 1,570,500	\$ 1,070,500
Contingencies	0	0	0	0	0
New Reserves	558,942	558,942	326,500	326,500	(232,442)
Total Financing Requirements	\$ 1,058,942	\$ 558,942	\$ 1,897,000	\$ 1,897,000	\$ 838,058

Source of Funds



COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

This fund center tracks the revenues and expenditures associated with Public Facility Fees (PFF). The Board of Supervisors established the PFF program in 1991 to help ensure 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 \$1,897,000. This is an increase of \$838,058 or 79% as compared to the revenues in the FY 2012-13 adopted budget. The financing sources in the recommended budget includes a combination of new revenues from PFF projected to be received in FY 2013-14 and the cancellation of existing PFF reserves that will be used to finance two new capital projects budgeted in Capital Project Fund Center 230. New fee revenues for all five categories of PFF are recommended to increase over the amounts identified in the adopted budget for FY 2012-13. An uptick in development permits and revenues from solar projects are the main reasons for the increased fee revenue projection.

PFF Revenues earned in each category differ based upon the type of development and the fee structure established for each category. The new revenues in the recommended FY 2013-14 budget are based on projections of actual revenues received in first half of FY 2012-13 and show substantial increases in some categories and only slight increases in others. Actual revenues received during FY 2013-14 will be based upon the number and types of development permits received during the year.

PFF Categories:

Library

Recommended revenue is \$75,800, an increase of \$16,500, or 27%. 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

Recommended revenue is \$353,800, an increase of \$47,710 or 15%. The Fire PFF revenue will be added to approximately \$616,700 in cancelled reserves to fund an apparatus bay expansion at the Meridian Fire Station and Fire's \$100,000 contribution to the preliminary programming and design work for a new co-located Sheriff/Fire dispatch Center.

Parks

Recommended revenue is \$250,700, an increase of \$119,000 or 90%. All of the Parks revenue will be added to reserves. A combination of increased fee receipts in FY 2012-13 and a conservative projection of Park PFF revenues used in the FY 2012-13 budget result in a FY 2013-14 recommended revenue level that is substantially greater.

General Government

Recommended revenue is \$120,000, an increase of \$3,200 or 2%. Expenditures are budgeted at \$500,000 in order to help pay a portion of the debt service for the County Government Center. The difference of \$380,000 will come from reserves.

Law Enforcement

Recommended revenue is \$64,200, an increase of \$2,348 or 3%. The Law Enforcement revenue will be combined with cancelled reserves to meet the \$100,000 amount needed to fund the Sheriff's share of the preliminary programming and design work on a new co-located Sheriff/Fire Dispatch Center.

**Tax Reduction Reserve
Fiscal Year 2013-14 Proposed Budget**

Fund Center 268

PURPOSE

This reserve was established in order to offset a potential loss of property tax revenue related to the depreciation of the Diablo Canyon Nuclear Power Plant. There are no County operations, programs or services directly associated with this Fund Center.

<u>Financial Summary</u>	<u>2012-13 Budget</u>	<u>2012-13 Projected</u>	<u>2013-14 Requested</u>	<u>2013-14 Recommended</u>	<u>Change from 2012-13</u>
Other Financing Sources	\$ 0	\$ 0	\$ 0	\$ 1,399,033	\$ 1,399,033
Total Revenue	\$ 0	\$ 0	\$ 0	\$ 1,399,033	\$ 1,399,033
Fund Balance Available	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Cancelled Reserves	0	0	0	0	0
Total Financing Sources	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 1,399,033</u>	<u>\$ 1,399,033</u>
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	0	0	0	1,399,033	1,399,033
Total Financing Requirements	\$ 0	\$ 0	\$ 0	\$ 1,399,033	\$ 1,399,033

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

This fund was established a number of years ago when changes were made to the depreciation method for the Diablo Canyon Power Plant, which resulted in lower property tax revenue for the County. In order to help offset this change in methodology, the County was allocated additional funds. These funds were placed into this reserve for future use. The intention was to use this reserve to help balance the budget during economic downturns. For FY 2013-14, it is recommended that \$1,399,033 be added to this reserve. This represents the repayment of a loan for the Willow Road Interchange Project. With this additional \$1,399,033, the total amount in the reserve would be \$13,594,123.

Capital and Maintenance Projects

Capital Projects

Maintenance Projects

**Capital Projects
Fiscal Year 2013-14 Proposed Budget**

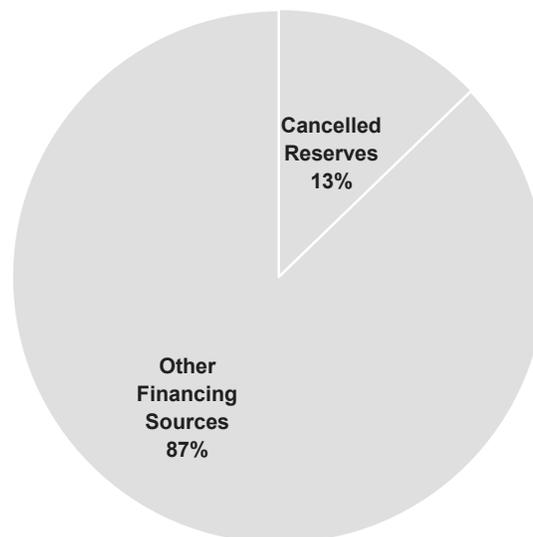
Fund Center 230

PURPOSE

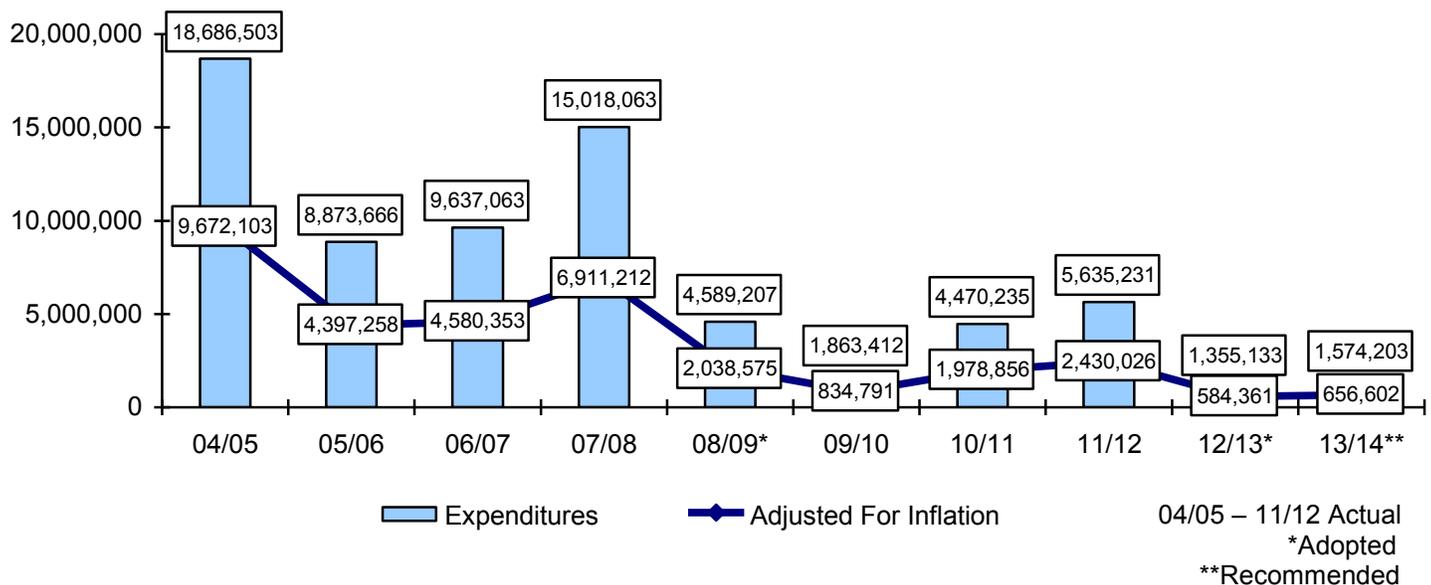
The Capital Projects budget provides funds for acquiring and constructing buildings, structures and improvements to facilities, which generally cost more than \$25,000. Projects under \$25,000 are generally classified as maintenance projects and are found in Fund Center 200, Maintenance Projects. Policies governing the development and selection of Capital Improvement Projects are set forth in the Budget Policies and Goals approved by the Board each year.

	2012-13 <u>Budget</u>	2012-13 <u>Projected</u>	2013-14 <u>Requested</u>	2013-14 <u>Recommended</u>	Change from <u>2012-13</u>
Financial Summary					
Other Financing Sources	\$ 4,774,787	\$ 4,662,287	\$ 1,421,471	\$ 1,371,467	\$ (3,403,320)
Total Revenue	\$ 4,774,787	\$ 4,662,287	\$ 1,421,471	\$ 1,371,467	\$ (3,403,320)
Fund Balance Available	\$ 229,826	\$ 229,826	\$ 0	\$ 0	\$ (229,826)
Cancelled Reserves	1,230,133	1,230,133	152,732	202,736	(1,027,397)
Total Financing Sources	\$ 6,234,746	\$ 6,122,246	\$ 1,574,203	\$ 1,574,203	\$ (4,660,543)
Salary and Benefits	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Services and Supplies	0	0	0	0	0
Other Charges	232,713	232,713	0	203,603	(29,110)
Fixed Assets	1,122,420	1,122,420	1,574,203	1,370,600	248,180
Gross Expenditures	\$ 1,355,133	\$ 1,355,133	\$ 1,574,203	\$ 1,574,203	\$ 219,070
Contingencies	0	0	0	0	0
New Reserves	4,879,613	4,879,613	0	0	(4,879,613)
Total Financing Requirements	\$ 6,234,746	\$ 6,234,746	\$ 1,574,203	\$ 1,574,203	\$ (4,660,543)

Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Capital Projects has a total expenditure level of \$1,574,203 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: \$1,574,203 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. Some capital projects have funding sources, often in the form of grants or other outside funding, that become available during the fiscal year. These projects may be evaluated outside of the annual budget cycle and be funded mid-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 process by which projects are evaluated and selected begins with the annual request to County departments to submit proposed maintenance and capital projects for the annual budget as well as for the Five Year Infrastructure and Facilities Capital Improvement Plan. Submitted projects are 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 is reviewed and ranked based on the criteria in the Budget Policies adopted by the Board of Supervisors. All of the proposed projects are then presented to the Capital Improvement Executive Steering Committee (CI-ESC), chaired by the County Administrator and comprised of 10 County department heads. The capital projects recommended in this budget is the result of the CI-ESC's review of the submitted projects. The Five Year Infrastructure and Facilities Capital Improvement Plan was approved by the Board on February 19, 2013.

The recommended total financing requirements for the Capital Improvement Project (CIP) budget is \$1,574,203. This represents a decrease of \$4,660,543 or 75% decrease as compared to the adopted FY 2012-13 budget. The expense for the FY 2012-13 adopted budget included the addition of \$4,879,613 in funding added to the Capital Project budget and then transferred to capital project reserves as part of the actions approved in the Final Adopted budget for FY 2012-13.

Adjusting for the funding that was allocated reserves, the FY 2012-13 adopted budget approved an allocation of to \$1,355,133 to fund seven specific projects. The amount recommended in the FY 2013-14 budget funds six specific projects and totals \$1,574,203. The amount of funding in recommended budget for the six specific capital projects is \$219,070 or 16% more than the amount of funding for specific projects in the adopted FY 2012-13 budget.

One of the six projects recommended for funding is a project that will be managed and completed by Public Works. This project involves the remediation of groundwater contamination linked to the Los Osos Landfill. This project is identified here since the funding is from Fund Center 230 - Capital Project budget. However, monitoring and tracking of this project will be done through Fund Center 405 Public Works and not through Fund Center 230.

FY 2013-14 Recommended Capital Projects

The following is an overview of the capital projects recommended for funding in the FY 2013-14 budget.

Project Title: Meridian Fire Station Apparatus Bay Expansion

Recommended Funding Level: \$870,000
Funding Source(s): Fire Public Facility Fees

Project Description:

This project will expand the existing two apparatus bays at County Fire Station #36 (Meridian) to a double loaded capacity capable of storing 4 engines. This will allow County Fire Engine 36, the County Hazardous Materials Response Unit, and County Reserve Fire Engine 36 (currently parked outside) to be housed inside increasing the department's ability to safely and securely house fire apparatus.

Operating Cost Impacts:

Minor increase in maintenance and utility expense due to expanded space

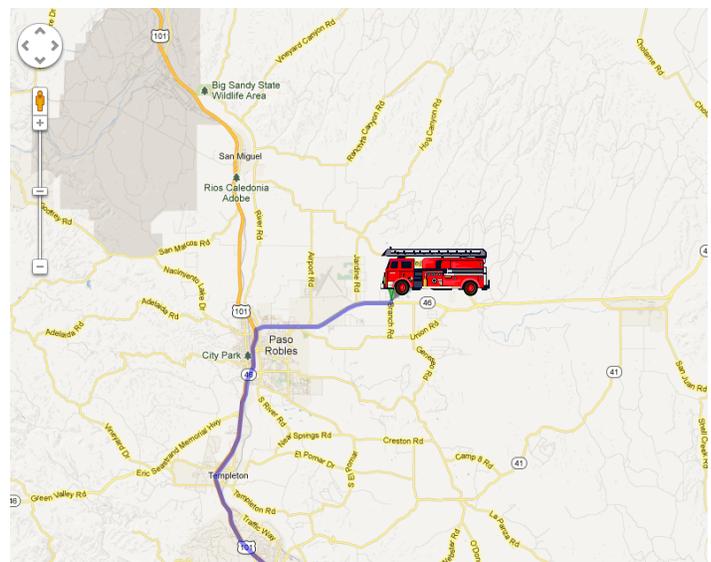
Intended Outcomes:

The Meridian fire station serves the east Paso Robles area and the Highway 46 corridor. Increasing the apparatus bay capacity will protect essential emergency response vehicles from the elements and extend their useful lifespan and provide additional operational space for the fire station.

Justification:

Construction of a new apparatus bay will allow for the storage of the reserve engine and other equipment indoors, protecting essential emergency response equipment.

Map of Project Area:



Project Title: Programming for a Co-Located Sheriff/Fire Dispatch Center

Recommended Funding Level: \$200,000
Funding Source(s): Fire and Sheriff Public Facility Fees

Project Description:

This project will provide funding for programming and site identification for the potential future construction of a new, co-located Regional Emergency Dispatch Center. The center would house the dispatch functions of both the Sheriff's Office and CAL FIRE/County Fire. Center functions would include emergency medical dispatch and the 24 hour 9-1-1 Public Safety Answering Point (9-1-1 PSAP).

Justification:

Currently, the Sheriff's Office Dispatch Center (SODC) and Ambulance Dispatch Center (MEDCOM) are located together at the County Operational Center on Kansas Avenue. The CAL FIRE/ County Fire Emergency Command Center (ECC) is located at the CAL FIRE facility on Santa Rosa St. Dispatchers at the separate locations are at times operating with little interaction. By co-locating the Sheriff, ambulance, and fire dispatch operations, new dispatch efficiencies will be achieved through collaborative efforts. Agencies will be able to readily assist each other during high volume and complex incident situations. This will result in improvements to the health and safety of County residents and visitors.

Operating Cost Impacts:

This project will develop a scope of the size and uses for the proposed facility as well as evaluate the operational impacts of developing a co-located dispatch center. It is anticipated that efficiencies will result from co-locating both Sheriff and Fire dispatch in one location facility. Additional information regarding potential operational impacts will be determined based upon the information developed in the programming.

Intended Outcomes:

The project will provide information to define the scope and location to allow the future development of a co-located Sheriff and fire dispatch center.

Map of Project Area:



Project Title: Probation– Install Juvenile Services Center Office HVAC

Recommended Funding Level: \$60,700
Funding Source(s): Facility Planning Reserves

Project Description:

This project will provide a small air conditioning system and duct work for the Juvenile Hall office space/meeting room and the office used by Mental Health staff.

Operating Cost Impacts:

The installation of an additional Heating Ventilation Air Conditioning (HVAC) system will increase utility expense. The amount of additional expense is not anticipated to be significant.

Intended Outcomes:

Improving the heating and cooling of this portion of the Juvenile Services Center will space will improve the usability of the space.

Justification:

Currently, there is air-conditioning in almost all areas of the Juvenile Hall. However, there is no air-conditioning in the office space/meeting room and the Mental Health staff office near the old kitchen. During the summer months, these two rooms get very hot. On several occasions the heat temperature inside these offices has been in excess of 95 degrees, reducing the usability of the offices/meeting room. Improving the heating and cooling of this portion of the Juvenile Services Center space will improve the usability of the space.

Map of Project Area:



Project Title: Probation – Casa Loma San Luis Obispo Probation Department Office– Install Parking Lot Lighting

Recommended Funding Level: \$58,400
Funding Source(s): Facility Planning Reserves

Project Description:

This project will provide exterior lighting to the parking and building areas at the Casa Loma Probation facility providing a safer environment for staff returning to the facility at night or early morning.

Operating Cost Impacts:

The installation of lighting will result in a slight increase in utility costs. The use of energy efficient lighting will reduce this impact. The amount of increase will depend upon the lighting components and final design.

Intended Outcomes:

Installation of lighting at the Casa Loma office building parking area will increase safety and security for staff using the building during evening and night hours.

Justification:

The lighting for the parking areas at Casa Loma is inadequate. There is not enough illumination in several areas to prevent injuries and to maintain adequate security for staff and around the building.

Officers working at night, return to Casa Loma well after dark to store safety gear and any evidence that may have been obtained during their shift. There is insufficient lighting for the officers to safely transfer gear and/or evidence from the County vehicles into the building. Additionally, there is insufficient lighting for officers to ensure that unauthorized people are not loitering around the building - posing a safety and/or security threat.

Map of Project Area:



Project Title: Phase II Installation/Upgrade Building Automation Controls

Recommended Funding Level: \$58,400
Funding Source(s): Facility Planning Reserves

Project Description:

This is Phase II 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.

Justification:

Operational costs are reduced by providing programmed logic into the HVAC and lighting systems. For instance, start/stop times can be optimized for energy savings and occupant comfort. Maintenance and repair is simplified. Troubleshooting is accomplished remotely. There will be less dispatching maintenance mechanics unnecessarily because of the ability to determine the problem remotely from a desktop computer. The majority of temperature related calls can be resolved without ever traveling to the site, thereby reducing labor costs, and increasing worker efficiency. Other cost savings come in the form of energy costs. Applying schedules and uniform set points enable tighter control of HVAC equipment, often reducing the amount of run time. Feedback from trending equipment performance allows for customized adjustment, further increasing operating efficiency.

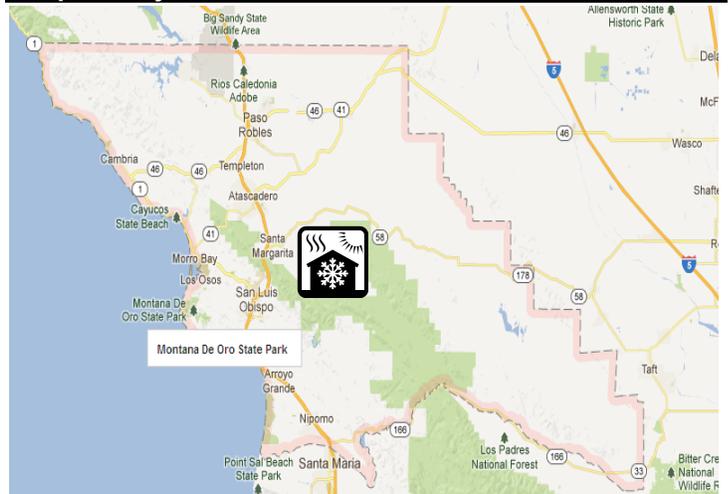
Operating Cost Impacts:

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.

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.

Map of Project Area:



Project Title: Public Works– Los Osos Landfill Remediation

Recommended Funding Level: \$203,603
Funding Source(s): \$152,732 Los Osos Landfill Designation plus \$50,871 Facility Planning Reserves

Project Description:

This project funds the testing, design and permitting for an effective Pump and Treat system to treat groundwater at the Los Osos Landfill site. The system will consist of strategically placed extraction wells, water storage tanks, a carbon filtration system, and a system of pipelines intended to collect, and subsequently treat and dispose of the water. This projects funds the first year of a three year project that is anticipated cost \$631,000.

Justification:

In December of 2012, Regional Water Quality Control Board (RWQCB) staff advised County staff to move forward as soon as possible in constructing and initiating operations of a groundwater pump and treat facility at the landfill, or face enforcement action. In subsequent correspondence with County staff, RWQCB staff has noted that violations of the landfill Waste Discharge Requirements (WDR's) subjects the County to fines of up to \$5,000 for each day the violation occurs per *California Water Code section 13350(a)(2) and (e)*.

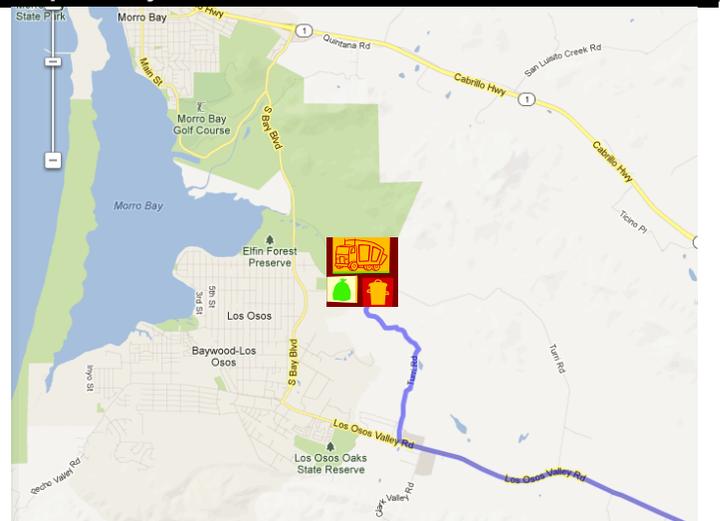
Operating Cost Impacts:

Recurring annual operation, maintenance and monitoring costs of \$75,000 to \$105,000 would start after year three of system start-up and continue to be required throughout the foreseeable future. Ongoing operations costs would be included in routine annual budget requests.

Intended Outcomes:

Comply with Regional Water Quality Control Board (RWQCB) requirements to remediate groundwater impacted by the abandoned Los Osos Landfill. Avoid up to \$5,000 per day in fines for violations of the California Water Code. Improve groundwater quality in the area in and near the Landfill.

Map of Project Area:



**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 \$100,000 or greater and which are planned to be considered for development during the FY 2013-14 through FY 2017-18 time frame. Facility projects on the Five Year Plan are identified in this budget. Infrastructure projects are generally identified in Fund Center 405 Public Works. Two of the six facility projects recommended for FY 2013-14 are on the Five Year Plan. The two projects are the Meridian Fire Station Bay Expansion project and the Co-located Dispatch project. 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 very near to completing the process to acquire funding through donations for their share of the cost of the building and tenant improvements needed for a new Library. Design work is nearly complete and construction is anticipated to begin and may be completed FY 2013-14.

Women's Jail

- Location:** 1585 Kansas Avenue – County Operational Center off Highway 1 between Morro Bay and San Luis Obispo
- Expense:** \$38.7 million
- Sources of Funding:** \$25.1 million State AB 900 funds; \$11.6 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. Funding from AB 109, Public safety Realignment, will offset the majority of the operational cost increase reducing the operational cost impacts to the County General Fund.

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 \$38.7 million. The construction cost is approximately \$2.3 million greater than prior year estimates due to increased cost for the security system component. Construction originally scheduled to begin in FY 2012-13 is now anticipated to begin in mid FY 2013-14.

Juvenile Hall Expansion

Location: 1065 Kansas Avenue, San Luis Obispo

Expense: \$18.5 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; and \$1 million in funding yet to be determined.

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 late FY 2012-13 or early 2013-14. Contracts with State are currently being developed. The project is anticipated to begin construction in FY 2013-14.

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, 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 the 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 design is complete and bids will be sought in FY 2012-13 with construction anticipated to begin in late 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: \$1.26 million

Sources of Funding: \$1.13 Million in Facility Planning Reserves. \$135,000 in Building Replacement Reserves

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. The final design was completed in mid FY 2012-13, however, issues associated with permitting construction in the vicinity of an abandoned landfill have delayed this project. This project is anticipated to begin construction in late 2012-13 or at the beginning of FY 2013-14.

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 2012-13	Balance of Funds Available**	2013-14 Proposed Appropriation	2013-14 Adopted Appropriation	Total Approved Funding and 2013-14 Proposed Appropriation	Funding Source	Status***
EFS Bus Area 2300: GENERAL GOVERNMENT - AUC										
1	320050	General Government-Lopez Lake-Lopez Lake Communication Vault Replacement	2012/2013	231,500	231,500	231,500		231,500	Facilities Planning Reserve	U
2	320052	General Services Agency-SLO-Upgrade and add new Building Automation Controls	2012/2013	291,120	110,120	108,075	181,000	291,120	Facilities Planning Reserve	P
3	320053	General Services Agency, Information Technology-Extend Fiber to Atascadero PH/MH Clinic/Hotel Park Building	2012/2013	291,700	291,700	272,127		291,700	Facilities Planning Reserve	B
4	320049	General Services Agency, Information Technology-COC-Comm Shop Communication Tower Replacement	2012/2013	107,800	107,800	107,800		107,800	Facilities Planning Reserve	U
5	320048	General Government-SLO-Upgrade or Replace NGC Fire Alarm System	2011/2012	513,600	513,600	405,361		513,600	Building Replacement Reserve	C
6	320044	General Services Agency, Information Technology - Grover Beach - Install Fiber Lateral	2011/2012	159,900	159,900	146,932		159,900	Facilities Planning Reserve	D
7	320038	General Services Agency, Information Technology - SLO - Data Center Remodel	2010/2011	182,000	182,000	151,235		182,000	Building Replacement Reserve	D
8	320039	General Services Agency, Information Technology - County Operations Center - Replace Main Vault Tower	2010/2011	144,700	144,700	122,899		144,700	Building Replacement Reserve	B
9	320037	General Services Agency, Information Technology - SLO - Extend Nacimiento Fiber	2010/2011	490,300	490,300	490,300		490,300	Building Replacement Reserve	U

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CAPITAL PROJECTS

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10 320035	General Government - North County - "One Stop" Service Center (Extension of 300048)	2009/2010	4,359,400	4,359,400	3,100,915			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.)	C
11 320019	General Services Agency, Information Technology - Backup Computer Facility	2007/2008	275,000	275,000	275,000			275,000	Facility Planning Reserves	U
<i>Sub Total:</i>			7,047,020	6,866,020	5,412,143	181,000		7,047,020		
EFS Bus Area 2300: HEALTH AND SOCIAL SERVICES - AUC										
12 320051	Health-SLO-Completion of Public Health Lab Renovation	2012/2013	143,700	143,700	22,415			143,700	Facilities Planning Reserve	CO
13 320055	Department of Social Services - SLO - Cabling at 3563 Empleo Street	2012/2013	83,500	83,500	2,192			83,500	Dept of Social Services Operating Budget	CO
14 320033	Health - SLO - Health Campus Renovations - Close Out (Extension of 320002)	2009/2010	265,877	265,877	24,292			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	CO
15 320021	Health - Operations Center - Animal Services Expansion & Remodel	2007/2008	1,267,600	1,267,600	879,563			1,267,600	1,131,900 Facility Planning Reserves; 135,700 Building Replacement Reserve	H
<i>Sub Total:</i>			1,760,677	1,760,677	928,461			1,760,677		

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CAPITAL PROJECTS

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EFS Bus Area 2300: LIBRARY - AUC										
16	320030	Library - Atascadero - Atascadero Library Expansion	2008/2009	3,966,300	499,300	44,465		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.)	C
17	320028	Library - Cambria - Cambria Library Expansion	2007/2008	937,000	298,684	141,571		298,684	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.) Augmented 9/25/12 \$200k Library Gift Trust Account.	D
<i>Sub Total:</i>				4,903,300	797,984	186,035		797,984		

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EFS Bus Area 2300: PUBLIC SAFETY - AUC										
18	320061	CDF-SLO-Programming for Co-located Dispatch Center	2013/2014	200,000		200,000		200,000	\$100,000 Public Facility Fees-Fire; \$100,000 Public Facility Fees-Law	U
19	320063	Probation-COC-Install New JSC Office HVAC in and near Old Kitchen Area	2013/2014	60,700		60,700		60,700	Facilities Planning Reserve	U
20	320062	CDF-Paso Robles - Apparatus Bay Expansion at the Meridian Fire Station	2013/2014	870,500		870,500		870,500	Public Facility Fees-Fire	U
21	320064	Probation-SLO-Upgrade Casa Loma Parking Lot Lighting	2013/2014	58,400		58,400		58,400	Facilities Planning Reserve	U
22	320032	Probation - SLO - Juvenile Hall Expansion	2008/2009	17,494,644	1,768,000	8,365		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
23	320020	Probation - Juvenile Services Center - New Parking Area	2007/2008	61,500	61,500	5,763		61,500	Facility Planning Reserves	U
24	320008	Fire - Creston - Fire Station and Design	2006/2007	3,919,288	3,919,288	63,649		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)	CO
25	300034	Sheriff - Women's Jail Expansion, Phase 1	1999/2000	34,788,215	2,484,000	675,746		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
Sub Total:				57,453,247	8,232,788	753,523	1,189,600	9,422,388		

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CAPITAL PROJECTS

WBS Project #	Project Description	Original Year Funded	Estimated Total Cost*	Total Approved Funding through 2012-13	Balance of Funds Available**	2013-14 Proposed Appropriation	2013-14 Adopted Appropriation	Total Approved Funding and 2013-14 Proposed Appropriation	Funding Source	Status***
EFS Bus Area 2300: PUBLIC WORKS - AUC										
26	320057	Public Works - County Ops Center - Water Quality Lab Renovation	2012/2013	237,600	237,600	216,526		237,600	\$112,600 Facilities Planning Reserve, \$125,000 Public Works Operating Budget	D
<i>Sub Total:</i>				237,600	237,600	216,526		237,600		
EFS Bus Area 4250: AIRPORTS - AUC										
27	330019	Airports - SLO Airport - QTA Rental Car Facilities (replaces 300015)	2011/2012	1,659,888	1,659,888	1,606,746		1,659,888	County Financing repaid with CFC- Rental Cars revenues	H
28	330018	Airport-SLO-New Terminal Design Development	2011/2012	1,147,502	1,147,502	-585		1,147,502	\$1,090,127-FAA AIP Grant, \$57,375 Passenger Facility Charges	C
29	330016	Airports - SLO - Runway Safety Area Improvements	2010/2011	98,370	98,370	151		98,370	Airport Enterprise Fund+Loan Tax Reduction Reserve	D
<i>Sub Total:</i>				2,905,760	2,905,760	1,606,312		2,905,760		

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CAPITAL PROJECTS

WBS Project #	Project Description	Original Year Funded	Estimated Total Cost*	Total Approved Funding through 2012-13	Balance of Funds Available**	2013-14 Proposed Appropriation	2013-14 Adopted Appropriation	Total Approved Funding and 2013-14 Proposed Appropriation	Funding Source	Status***
EFS Bus Area 2300: PARKS - AUC										
30	320060	Parks - Cayucos - Restore Cayucos Pier Phase I	2012/2013	103,000	103,000	103,000		103,000	Parks Operating Fund	U
31	320056	Parks - North County - Templeton to Atascadero Connector	2012/2013	240,000	240,000	240,000		240,000	\$40,000 Public Facilities Fees - Parks; \$200,000 Transportation Enhancement grant program	U
32	320054	Parks - Morro Bay to Cayucos Connector - California Coastal Trail	2011/2012	315,000	315,000	315,000		315,000	State Aid-Regional State Highway Account	U
33	320047	Parks - Santa Margarita Lake - Construct New Boat-in Campsites	2011/2012	609,500	609,500	549,418		609,500	Ca Dept of Boating and Waterways Grant	C
34	320046	Parks - Santa Margarita Lake - Upgrade Existing Boat in Camps	2011/2012	378,500	378,500	262,748		378,500	Ca Dept of Boating and Waterways Grant	C
35	320042	Parks - Los Osos - ADA Playground Installation	2010/2011	310,300	355,323	1,302		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	CO
36	320022	Parks - SLO - Bob Jones Trail Extension (Higuera St) (see 300020 & 300021)	2008/2009	1,413,008	1,413,008	1,485,000		1,413,008	Public Facilities Fees - Parks	H
37	320015	Parks - Avila - Avila Beach to Harford Pier Trail Connector	2006/2007	300,000	300,000	91,430		300,000	PG&E Settlement Obligation	P
38	300101	Parks - Nipomo - Park Playground Replacement	2004/2005	250,000	250,000	250,000		250,000	Public Facilities Fees - Parks	H
39	300044	Parks - Arroyo Grande - Biddle Park Master Plan	2003/2004	100,000	100,000	7,869		100,000	Public Facilities Fees - Parks	P
40	300030	Parks - Nipomo -Park Master Plan Development	2002/2003	300,000	300,000	17,952		300,000	100,000 Public Facilities Fees - Parks; 200,000 Quimby Fees - South County Sub-Fund	CO
41	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 2012-13	Balance of Funds Available**	2013-14 Proposed Appropriation	2013-14 Adopted Appropriation	Total Approved Funding and 2013-14 Proposed Appropriation	Funding Source	Status***
42 300022	Parks - Avila - Cave Landing Trail	2002/2003	1,082,745	1,082,745	891,427			1,082,745	Fish & Game (Unocal Grant)	D
43 300020	Parks - Avila - Bob Jones Trail Extension (Ontario Rd) (see 320022)	2002/2003	1,059,690	1,059,690	43,825			1,059,690	400,000 Fish & Game/ 300,000 SLOCOG/71,992 PFF (trans from 320022)/287,698 SAFETEA-LU grant	P
44 300032	Parks - Cayucos - Norma Rose Park Design/Development	2001/2002	600,000	600,000	22,901			600,000	Public Facilities Fees - Parks	C
<i>Sub Total:</i>			7,215,543	7,260,566	4,433,443			7,260,566		
EFS Bus Area 4270: GOLF COURSES - AUC										
45 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
<i>Sub Total:</i>			750,000	100,000	30,222			100,000		
<i>Total:</i>			82,273,147	28,161,395	13,566,665	1,370,600		29,531,995		

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Completed Capital Projects: FY 2012-13

	<i>Yr Funded</i>	<i>WBS Project #</i>	<i>Project Description</i>	<i>Original Funding</i>	<i>Amended Funding</i>	<i>Final Project Cost</i>	<i>Actual%</i>
1	2010/2011	330014	Airports - SLO - Parking Lot Upgrades <i>The project installed additional LED parking lot lighting and solar operated wirelessly payment kiosks at the San Luis Obispo Airport parking lot.</i>	700,000	700,000	419,354	59.9%
2	2010/2011	330015	Airports - SLO - Enclose Terminal Landing <i>The project expanded and enclosed the existing boarding areas at the San Luis Obispo Airport terminal.</i>	125,000	135,000	130,209	96.5%
Totals:				825,000	835,000	549,563	65.8%

**Maintenance Projects
Fiscal Year 2013-14 Proposed Budget**

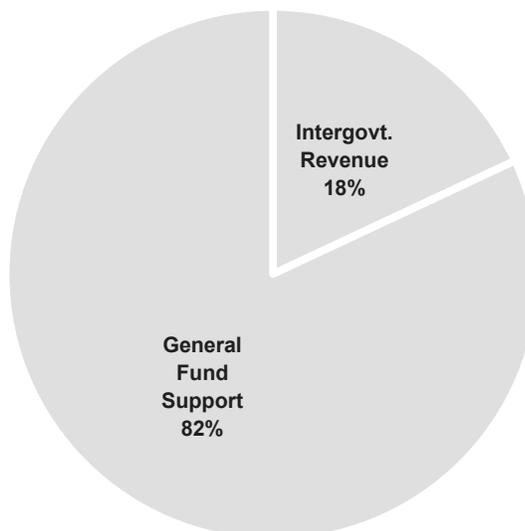
Fund Center 200

PURPOSE

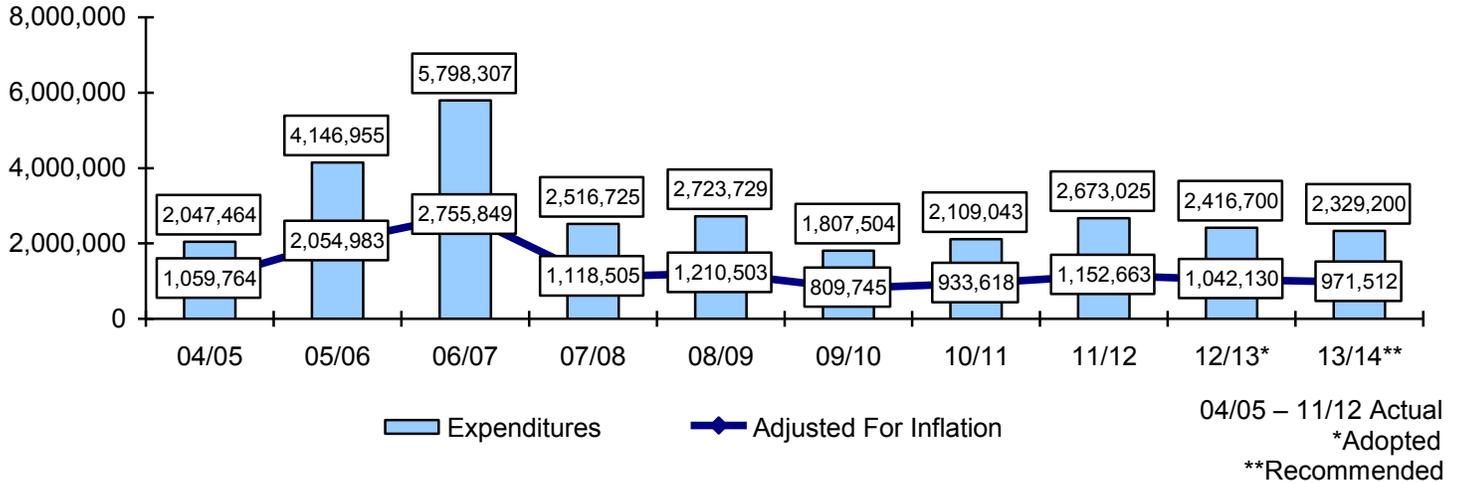
To provide funds for countywide repair, renovation and maintenance of existing county facilities.

<u>Financial Summary</u>	<u>2012-13 Budget</u>	<u>2012-13 Projected</u>	<u>2013-14 Requested</u>	<u>2013-14 Recommended</u>	<u>Change From 2012-13</u>
Intergovernmental Revenue	\$ 0	\$ 0	\$ 345,500	\$ 345,500	\$ 345,500
Other Financing Sources	<u>433,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>(433,000)</u>
**Total Revenue	\$ 433,000	\$ 0	\$ 345,500	\$ 345,500	\$ (87,500)
Services and Supplies	2,416,700	0	2,329,200	2,082,140	(334,560)
Other Charges	<u>0</u>	<u>0</u>	<u>0</u>	<u>247,060</u>	<u>247,060</u>
**Gross Expenditures	\$ 2,416,700	\$ 0	\$ 2,329,200	\$ 2,329,200	\$ (87,500)
General Fund Support (G.F.S.)	<u>\$ 1,983,700</u>	<u>\$ 0</u>	<u>\$ 1,983,700</u>	<u>\$ 1,983,700</u>	<u>\$ 0</u>

Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

The Maintenance Projects budget has a total expense level of \$2,329,200. 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; energy conservation, storm water pollution control, and for development of plans and specifications for maintenance activities and renovations of facilities. Staffing for Maintenance Projects included in Fund Center 113 - General Services.

Total Expenditures: \$925,000 Total Staffing (FTE): 0.00

Facility Maintenance

Provides funding for specific maintenance projects necessary to maintain the County's facilities, excluding Parks and Libraries. Staffing for Maintenance Projects is reflected in Fund Center 113 - General Services.

Total Expenditures: \$1,062,500 Total Staffing (FTE): 0.00

Other Maintenance Funding

Provides transfers of funds to other County Departments to accomplish maintenance activities overseen by the department receiving funds and unallocated maintenance funding that may be accessed by subsequent Board action.

Total Expenditures: \$341,700 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 Countywide maintenance categories, or as an individual standalone project. The Countywide maintenance categories are described in a later section of this narrative. The allocations of funding in these categories can be applied to a variety of planned projects as well address emerging maintenance needs. Standalone projects are projects which receive a specific allocation of funding to accomplish the project identified. Generally, standalone projects are larger projects or are projects that use funding outside of the General Fund.

The historical allocation of General Fund allocation for this budget is approximately \$2 million. The allocation of funds for the Countywide Maintenance categories has ranged from \$900,000 to \$1.5 million with funding for standalone projects varying with annual needs but generally ranging from \$200,000-\$1,000,000.

From FY 2009-10 and extending through FY 2011-12, the allocation of General Fund for this budget was reduced as part of the Board of Supervisors' adopted strategy to address fiscal constraints. In FY 2012-13, the General Fund allocation for the Maintenance Project was restored as part of the effort to begin work on needed maintenance that were deferred during the prior three years.

The process by which projects are evaluated and selected begin with the annual request to County departments to submit proposed maintenance and capital projects for the annual budget as well as for the Five Year Infrastructure and Facilities Capital Improvement Plan. Submitted projects are 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 is reviewed and ranked based on the criteria in the Board's adopted Budget Policies. All of the proposed projects are then presented to the Capital Improvement Executive Steering Committee (CI-ESC), chaired by the County Administrator and comprised of 10 County department heads. The recommended list of standalone projects listed below is the result of the CI-ESC's review of the submitted projects. Some of the smaller projects reviewed by the CI-ESC are not separately identified, but will be developed using funding from the Countywide maintenance categories. The amounts recommended for the eight countywide categories were determined with input from the General Services Agency. The Five Year Infrastructure and Facilities Capital Improvement Plan was approved by the Board on February 19, 2013.

The total recommended expense for FY 2013-14 is \$2,329,200. This is a decrease \$87,500 or 3% less than the amount in the FY 2012-13 adopted budget. General Fund support for the budget is recommended to be \$1,983,700, the same amount budgeted in FY 2012-13. The funding in the recommended budget also includes \$345,500 in funding from the Courts as their share of the cost for an elevator upgrade project in the Courthouse Annex.

The next sections describe the standalone projects, funding transfers to departments for projects and the recommended allocations for the Countywide categories.

FY 2013-14 MAINTENANCE PROJECTS

There are a total of four standalone maintenance projects recommended for FY 2013-14. A brief description, the amount allocated and the source of funding are identified for each of the projects identified below.

STANDALONE PROJECTS

- **Augment funding for the Upgrade of Public Elevators in the Courthouse Annex – San Luis Obispo**

This project will modernize the existing Palm Street lobby elevator serving the District Attorney, Planning and Building, and Courts. The project includes updating the elevator to current codes, replacing archaic controls with modern technology, and making Americans with Disabilities Act (ADA) improvements. This project falls under the Joint Occupancy Agreement with the Administrative Office of the Courts (AOC) and per that agreement, 49.74% of the project funding will come from the AOC.

- Project Cost: \$705,000
- \$200,000 of the funding was allocated in prior years and \$505,000 is being allocated in the FY 2013-14 budget.
- Funding Source:
 - Prior allocation - \$200,000 - General Fund
 - FY 2013-14 \$159,500 General Fund
 - FY 2013-14 \$345,500 Court funds

- **Replace Air Handlers in the Courthouse Annex – San Luis Obispo**

This project will replace the original 40 year old air handlers and associated ductwork at the second and third floors of the Courthouse Annex. The project will also remove asbestos containing vibration collars attached between the existing ductwork and air handlers.

- Project Cost: \$200,400
- Funding Source: General Fund

- **Remediation of Groundwater Contamination at the Kimball Site – San Luis Obispo**

This project will remediate the remaining contaminated soil and eliminate the need for ongoing monitoring and reporting currently required by Central Coast Regional Water Quality Control Board. The County has been monitoring and attempting remediation measures at the County owned old Kimball Motors Facility in downtown San Luis Obispo since 2003.

- Project Cost: \$201,100
Funding Source: General Fund

- **Paint Animal Shelter Kennel Area**

The County Animal Shelter is located on Kansas Avenue at the County Operational Area off of Highway 1 between San Luis Obispo and Morro Bay. The kennel areas of the shelter have not been refurbished in over thirty years. This project involves preparation of the kennel areas and applications of high grade epoxy paint. The project was recommended in a study of the County's Animal Shelter done by the Humane Society in 2007. Refurbishment of the kennel areas will reduce maintenance, make it easier to clean and sanitize and improve the appearance of the shelter for people seeking to adopt pets.

- Project Cost: \$156,000
Funding Source: General Fund

FUNDING TRANSFERS AND UNALLOCATED FUNDS

There are two transfers of funding from this budget to other departments. The transfers are for maintenance projects that will be overseen by the department. The budget also includes \$94,640 in unallocated funding that can only be accessed with the approval of the County Administrator. The unallocated funds are intended to address unanticipated maintenance needs. The transfers are as follows:

- \$40,060 – Sheriff’s Office – replacement of cell doors in a portion of the jail to accommodate food delivery slots.
- \$200,000 – Department of Social Services Window Replacement – this is a continuation of an existing project to replace defective windows at the Social Services Building on Higuera Street in San Luis Obispo.

COUNTYWIDE MAINTENANCE PROJECT CATEGORIES

In FY 2012-13 approximately \$1.8 million was allocated to countywide maintenance categories. The FY 2013-14 recommended allocation for countywide maintenance categories is \$925,000, a decrease of approximately 50% from the adopted FY 2012-13 budget. The decline in recommended funding is not expected to impact the County’s efforts to maintain facilities. The reduced level of recommended funding for the Countywide Maintenance categories takes into account unexpended funds from prior year allocations that will be carried over into FY 2013-14. It also considers the capacity of the General Services Agency Maintenance and Architectural Services staff to implement projects within FY 2013-14. The combination of funding from prior years and the recommended new allocation of funding for FY 2013-14 will total approximately \$2 million and should be sufficient to cover anticipated maintenance needs in FY 2013-14.

The following provides a brief summary of each of the countywide maintenance categories and the amount of new funding allocations that are recommended in the FY 2013-14 budget. These categories of projects are funded by the General Fund. Funding within the individual countywide maintenance categories may be augmented by the transfer of funds between the categories with the approval of the County Administrator.

Countywide Maintenance Projects \$400,000
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 \$25,000
Funding in this category is used to conduct needs assessments, programming, planning and analyses for determining highest and best use for County property and facilities for the future.

Countywide Americans with Disabilities Act (ADA) Compliance \$325,000
Funding in this category is for upgrades to current facilities in order to help ensure they meet ADA requirements. Continued work associated with the update and evaluation of County facilities with ADA requirements is planned for FY 2013-14. Several ADA projects are planned for the Courthouse Annex and Old Courthouse in San Luis Obispo.

Countywide Department Relocations reduction of \$100,000
Funding in this category is utilized to move County departments from one location to another or to reconfigure existing office space. It is projected that approximately \$200,000 in funding in this category will be available at the end of FY 2012-13. The projected balance of \$200,000 in existing funding is being reduced by \$100,000 to help fund other countywide maintenance categories. The remaining balance of \$100,000 is expected to be sufficient to meet department relocation needs and will be carried over to FY 2013-14.

**Maintenance Projects
Fiscal Year 2013-14 Proposed Budget**

Fund Center 200

Countywide Energy & Water Conservation \$200,000

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 \$25,000

Funding in this category finances projects, plans, improvements, and equipment necessary to comply with Federal and State storm water pollution regulations.

Countywide Community Buildings \$50,000

Funding in this category finances projects to repair and maintain community buildings such as veterans' halls and community centers owned by the County.

Countywide Library Renovations \$0

Funding in this category is provided by the Library and is used to renovate and upgrade County libraries. The Library is not proposing to add funds to this category for FY 2013-14.

The tables that follow this section include the new individual maintenance projects and funding amounts identified for FY 2013-14 as well as those from prior years. The far right column in the table identifies a project status designator. The following provides an explanation of the designators in the project 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 for 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 2012-13	Balance of Funds Available**	2013-14 Proposed Appropriation	2013-14 Adopted Appropriation	Total Approved Funding and 2013-14 Proposed Appropriation	Funding Source	Status***
EFS Bus Area 2000: GENERAL GOVERNMENT - MAINT										
1	350103	General Government - Courthouse Annex - Replace Courthouse Annex Air Handlers	2013/2014	200,400		200,400		200,400	General Fund	U
2	350098	General Services Agency, Information Technology - Various - Communication Infrastructure Maintenance	2012/2013	203,200	203,200	203,200		203,200	General Fund	U
3	350095	General Services Agency, Information Technology - Rocky Butte - Replace Generator Set	2011/2012	60,400	60,400	60,400		60,400	General Fund	U
4	350069	General Government - Courthouse Annex - Upgrade Public Elevator	2008/2009	705,000	200,000	103,834	505,000	705,000	\$359,500 General Fund; augment \$345,500 Courts	D
5	350051	General Services Agency, Information Technology - Old Courthouse - Data Center Reorganization	2007/2008	58,400	58,400	18,298		58,400	General Fund	C
6	350022	General Government - Old Courthouse - Exterior Paint	2006/2007	102,700	102,700	93,823		102,700	General Fund	U
7	350002	General Government - Courthouse Annex - Implement Office Consolidation	2005/2006	1,674,400	1,674,400	87,192		1,674,400	General Fund	C
8	300128	SLO - Johnson Avenue Property Analysis	2004/2005	354,000	354,000	163,249		354,000	Facilities Planning Reserve	P
9	300080	General Government - SLO - 1144 Monterey St. Monitoring Wells Abandonment and Remediation	2003/2004	381,667	180,567	13,700	201,100	381,667	General Fund	P
<i>Sub Total:</i>				3,740,167	2,833,667	743,697	906,500	3,740,167		

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, and 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 3/31/13. 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 2012-13	Balance of Funds Available**	2013-14 Proposed Appropriation	2013-14 Adopted Appropriation	Total Approved Funding and 2013-14 Proposed Appropriation	Funding Source	Status***
EFS Bus Area 2000: HEALTH AND SOCIAL SERVICES -MAINT										
10 350101	Animal Services-COC-Paint Animal Shelter Kennel	2013/2014	156,000			156,000		156,000	General Fund	U
11 350099	Department of Social Services - SLO - Repair Leaking Windows	2012/2013	100,000	100,000	68,191			100,000	Department of Social Services Operating Budget	B
12 350034	Health - Operations Center - Animal Services - Roof Replacement	2006/2007	141,700	141,700	139,764			141,700	General Fund	H
<i>Sub Total:</i>			397,700	241,700	207,956	156,000		397,700		
EFS Bus Area 2000: PUBLIC WORKS - MAINT										
13 350102	Public Works-COC-Replace Sewer Line from manhole #3 to Animal Shelter	2012/2013	318,027	318,027	318,027			318,027	FBA FC 230-Funds left over from Waterline Project 320026	U
<i>Sub Total:</i>			318,027	318,027	318,027			318,027		
EFS Bus Area 2000: PUBLIC SAFETY - MAINT										
14 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
15 350088	Sheriff - County Operations Center - Replace Main Jail Mechanical Room Plumbing and Pumps	2010/2011	120,000	120,000	93,552			120,000	General Fund	CO
16 350042	Sheriff - West Jail - Security Screens	2006/2007	29,500	29,500	14,641			29,500	General Fund	B
<i>Sub Total:</i>			257,000	257,000	215,693			257,000		

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, and 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 3/31/13. 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 2012-13	Balance of Funds Available**	2013-14 Proposed Appropriation	2013-14 Adopted Appropriation	Total Approved Funding and 2013-14 Proposed Appropriation	Funding Source	Status***
EFS Bus Area 2000: PARKS - MAINT										
17 350035	Parks - Central County - Park Maintenance (Roll Up)	2006/2007	250,000	250,000	116,223			250,000	250,000 Quimby Fees - Central County Sub-Fund	C
18 350038	Parks - Coastal - Park Maintenance (Roll Up)	2006/2007	80,000	80,000	186			80,000	40,000 GF; 40,000 Parks Fund	C
19 350039	Parks - East County - Park Maintenance (Roll Up)	2006/2007	61,500	61,500	3,846			61,500	21,500 GF; 40,000 Quimby Fees - East County Sub-Fund	C
20 350036	Parks - North County - Park Maintenance (Roll Up)	2006/2007	180,000	180,000	37,487			180,000	180,000 Quimby Fees - North County Sub-Fund	C
21 350037	Parks - South County - Park Maintenance (Roll Up)	2006/2007	250,000	250,000	53,258			250,000	250,000 Quimby Fees - South County Sub-Fund	C
22 350094	Parks - San Miguel - Repair Rios Caledonia Walls	2012/2013	100,000	100,000	100,000			100,000	Parks Operating Fund	U
23 350093	Parks - Santa Margarita Lake - Paving, Fish Cleaning Station & Electrical	2012/2013	540,000	540,000	522,946			540,000	Department of Boating and Waterways Grant	D
24 350100	Parks-Avila-Renovate Bob Jones Trail along Blue Heron Drive	2012/2013	14,000	14,000	14,000			14,000	Parks Operating Fund	U
25 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
26 350066	Parks - Lopez Lake - Infrastructure Upgrades	2007/2008	249,480	249,480	27,221			249,480	96,055 Prop 40 Grant; 66,987 Parks Ops; 2,938 Prop 40 Grant; 18,500 Gen Fund (transfer from 350039); \$65,000 Parks Ops	H
<i>Sub Total:</i>			1,799,980	1,799,980	912,820			1,799,980		
<i>Total:</i>			6,512,874	5,450,374	2,398,193	1,062,500		6,512,874		

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, and 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 3/31/13. 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

<i>WBS Project #</i>	<i>Project Description</i>	<i>Balance of Funds Available*</i>	<i>2013-14 Proposed Appropriation</i>	<i>2013-14 Adopted Appropriation</i>	<i>Balance of Funds Available and 2013-14 Proposed Appropriation</i>	<i>Funding Source</i>	<i>Status**</i>
EFS Bus Area 2000: GENERAL GOVERNMENT - MAINT							
1	350077	Countywide Maintenance Projects	866,564	400,000	1,266,564	General Fund	C
2	350070	Countywide Facilities Master Plan	313,734	25,000	338,734	General Fund	C
3	350074	Countywide Energy and Water Conservation	311,179	200,000	511,179	General Fund	C
4	350072	Countywide Department Relocations	210,301	-100,000	110,301	General Fund	C
5	350071	Countywide ADA Compliance	601,496	325,000	926,496	General Fund	C
6	350050	Countywide Stormwater Pollution Prevention	188,253	25,000	213,253	General Fund	C
		<i>Subtotal:</i>	2,491,526	875,000	3,366,527		
EFS Bus Area 2000: LIBRARY - MAINT							
7	350073	Countywide Library Renovations	149,241		149,241	Library Funds	C
		<i>Subtotal:</i>	149,241		149,241		
EFS Bus Area 2000: COMMUNITY SERVICES - MAINT							
8	350010	Countywide Community Buildings Renovations	456,301	50,000	506,301	General Fund	C
		<i>Subtotal:</i>	456,301	50,000	506,301		
		<i>Total:</i>	3,097,068	925,000	4,022,069		

* Prior Year(s) Balance of Funds Available as of 3/31/13. 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 2012-13

<i>Yr Funded</i>	<i>WBS Project #</i>	<i>Project Description</i>	<i>Original Funding</i>	<i>Amended Funding</i>	<i>Final Project Cost</i>	<i>Actual%</i>	
1	2007/2008	350053	Sheriff - Operations Center - Honor Farm Kitchen Renovation	124,500	233,500	232,344	99.5%
			<i>The project renovated the existing JSC kitchen into a training area, removing kitchen equipment, hood, and freezers and provided new vinyl flooring, paint, and lighting.</i>				
2	2009/2010	350078	Health - SLO - Lab Expansion, Phase 3	329,670	329,670	329,670	100.0%
			<i>The project was the final phase of a three phase Public Health Lab renovation project funded by a HRSA grant. It abated hazardous material optimized lab workspaces and provided new lighting, sinks and workstations.</i>				
3	2009/2010	350080	Parks - Los Osos - Elfin Forest Restoration	22,000	27,000	26,720	99.0%
			<i>The project provided boardwalk repairs, removal of invasive plant species, and installation of new symbolic fencing and vinyl fencing.</i>				
4	2009/2010	350084	General Government - ARRA - EECBG - HVAC - Various Facilities	692,420	742,420	742,158	100.0%
			<i>The project replaced dated and inefficient HVAC units with more efficient units at numerous facilities throughout the County. It was funded by an ARRA EECBG grant.</i>				
5	2010/2011	350087	Probation - JSC- Replace Juvenile Hall West and Center Unit Doors	145,800	291,300	207,075	71.1%
			<i>The project replaced damaged commercial grade doors and frames with institutional grade doors and frames with pass-through ports.</i>				
6	2011/2012	350096	Probation - Juvenile Services Center - Replace JSC Sinks and Toilets	201,900	201,900	119,898	59.4%
			<i>The project replaced porcelain sinks and toilets with institutional grade stainless steel toilet/lavatory combination units.</i>				
7	2011/2012	350097	Department of Social Services - SLO - Higuera St Carpet Install, Phase 2	202,900	202,900	125,631	61.9%
			<i>This was the final phase of a two phase replacement project & replaced carpet, the offices & work areas on the 2nd & 3rd floors of the facility.</i>				
			Totals:	1,719,190	2,028,690	1,783,496	87.9%

Completed Countywide Projects: FY 2012-13

<i>Project Description</i>		<i>Completed or Cancelled</i>	<i>Cost</i>
Countywide ADA Compliance			39,049
1	Health - SLO - Install Public Health ADA Compliant Door Operator	COMPLETE	
2	Health - Grover Beach - Construct ADA Complaint Reception Counter	COMPLETE	
Countywide Department Relocations			76,838
3	Human Resources - SLO - Office Reconfiguration	COMPLETE	
4	BOS- SLO-Rorganize Supervisor Elect Arnold's Office	COMPLETE	
Countywide Energy and Water Conservation			1,771
5	General Government - SLO - Downtown Campus Energy Audit	COMPLETE	
Countywide Library Renovations			87,950
6	Arroyo Grande - Repair Parking Lot Stairway	COMPLETE	
7	SLO-Repair City/County Library Restroom	COMPLETE	
Countywide Maintenance Projects			228,640
8	Public Health - SLO - Repair Lab Plumbing and HVAC	COMPLETE	
9	Airports-SLO-CB&I Septic Field Expansion	COMPLETE	
10	GSA-IT - Cuesta Peak - Replace HVAC	COMPLETE	
11	Sheriff - COC - Install Honor Farm Fire Alarm Components	COMPLETE	
12	Sheriff - COC - Repair Sheriff Administration Doors	COMPLETE	
13	Health - SLO - Repair Health Campus Building Sewer	COMPLETE	
14	Sheriff - COC - Replace West Housing Control Carpet	COMPLETE	
15	Gen Govt - Various - Countywide Elevator Maintenance Audit	COMPLETE	
16	Sheriff - COC - Install HF SFM required Emergency/Exit Lighting	COMPLETE	
17	Gen Govt - SLO - Replace NGC Treasurer/Tax Collector's West Window	COMPLETE	
18	Gen Govt - SLO - Replace NGC DWP Co	COMPLETE	

Completed Countywide Projects: FY 2012-13

	<i>Project Description</i>	<i>Completed or Cancelled</i>	<i>Cost</i>
19	Sheriff - COC - Upgrade West Housing Intercom and Access Electronics	COMPLETE	
20	Health - SLO - Remove Health Campus Sewer Lateral and Acid Neutralization Tank	COMPLETE	
21	Gen Govt - Various - Install No Smoking Signs	COMPLETE	
22	Sheriff - COC - Replace Honor Farm Cooler Floors	COMPLETE	
23	Sheriff - COC-Upgrade West Housing Unit 500 Intercom and Access Electronics	COMPLETE	
24	GSA-IT - Rocky Butte - Repair Damaged Fencing	COMPLETE	
Parks - East County - Park Maintenance			19,450
25	CW Clarke Pool Deck Surface	COMPLETE	
26	Biddle Park Restroom Roof	CANCELLED	
Parks - North County - Park Maintenance			24,850
27	Heilmann Park Tennis Courts Resurfacing	COMPLETE	
Parks - South County - Park Maintenance			138,559
28	Nipomo Park Paving	COMPLETE	
Total:			617,107

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.

2009-10 Budget Augmentation Results

Planning and Building

Fund Center 142

Summary Information	Intended Results	Results Provided in FY 11-12 Budget	Results Provided in FY 12-13 Budget	Admin Office Comments	Updated Actual Results	Admin Office Comments
<p>Gross Amount: \$220,000</p> <p>General Fund Support: \$220,000</p> <p>Description: Consultant services for development of an Environmental Impact Report (EIR) and community outreach for the Countywide Rural Plan.</p>	<p>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 AB 32 (The Global Warming Solutions Act of 2006) and SB 375 (Sustainable Communities Strategy).</p>	<p>A consultant was selected to perform the community outreach portion of this effort. This portion of the description is complete.</p> <p>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.</p> <p>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.</p>	<p>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).</p>	<p>The intended results have not yet been achieved. This item will be revisited in the FY 2013-14 budget.</p>	<p>A draft plan for the LUCE reorganization--the first phase of the LUCE--is to be released in early 2013. Public hearings should begin in Spring 2013. The countywide viewshed standards will be brought to the Board early in 2013 for authorization and direction; it will be processed separately from the LUCE reorganization. The update to the LUCE may be postponed and the staffing redirected to other priority projects as directed by the Board in early 2013.</p>	<p>The initial intended results were not achieved for the reasons the department reports.</p> <p>As noted, the Board reviews the Planning and Building Department priorities regularly and at times shifts priorities. A delay of the LUCE, Phase 2 is anticipated.</p> <p>Given this on-going Board scrutiny, no further reporting on this budget augmentation will be required.</p>

FY 2009-10 Budget Augmentation Requests and Results

Roads

Fund Center 245

Summary Information	Intended Results	Results Provided in FY 11-12 Budget	Admin Office Comments	Results Provided in FY 12-13 Budget	Admin Office Comments	Updated Actual Results	Admin Office Comments
<p>Gross: \$103,000 (Off- Highway Vehicle Restricted Revenue funds)</p> <p>General Fund Support: \$0</p> <p>Description: 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).</p>	<ol style="list-style-type: none"> 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. 	<ol style="list-style-type: none"> 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 Maintenance 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. 	<ol style="list-style-type: none"> 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. 	<ol style="list-style-type: none"> 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. <p>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.</p>	<ol style="list-style-type: none"> 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. <p>At this time, the Planning Department is working with residents on issuing use permits for sand removal under a Coastal Development. 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.</p>	<p>The Public Works Department is scheduling one last sand removal of areas cleared under the local Coastal/Development permit.</p> <p>The cost for this is anticipated at \$40,000 and work is to be completed in Spring 2013.</p> <p>At the time when final costs are known, any unused funds will be returned to the Off-Highway Vehicle Restricted Revenue account.</p> <p>There has been a reduction in complaints from the surrounding neighbors.</p>	<p>Intended results have been achieved.</p>

2010-11 Budget Augmentation Results

Risk Management

Fund Center 105

Unit/Amount	Description	Intended Results	Results Provided in FY 12-13 Budget	Admin Office Comments	Updated 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	<ol style="list-style-type: none"> Reduce Workers' Compensation claims by 20 (approximately 10%) in the first year of program operations. Reduce cost of claims in the first year of program operations, as measured by (a) cost per claim, and (b) total Workers' Compensation liability. Perform 300 ergonomic evaluations per year. Improve workstations for 225 County employees per year. Complete three special projects in the first year of program operations. Provide one wellness health screening event per month. Increase the number of 	<ol style="list-style-type: none"> 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). (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. 	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.	<ol style="list-style-type: none"> Total claims have decreased by 10% (from 180 to 162) as compared to the year prior to the first program year. Claims for Ergonomic Injuries were reduced by 31% compared to the fiscal year before the program started, and claims for Repetitive Motion Injuries have reduced by 25% over the same time period. Comparing claim payments as of the end of the first quarter, our paid per claim has gone down from \$3,600 to \$2,873 compared to the base year. Total liabilities at the end of FY 2011-12 were lower than at the beginning of the base year. At the beginning of FY 2012-13 the total liabilities are lower than the beginning of FY 2009-10. Average cost per claim valued at this 	Intended results have been achieved.

Risk Management

Fund Center 105

Unit/Amount	Description	Intended Results	Results Provided in FY 12-13 Budget	Admin Office Comments	Updated Results	Admin Office Comments
	<p>would otherwise have been required to fund out of their own budgets.</p>	<p>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.</p>	<p>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 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</p>		<p>time in each of the last three years is lower than the base year. Total cash flow payments on claims in FY 2012-13 are the lowest in 10 years. In the first quarter of FY 2012-13, medical cash flows are the lowest in 5 years, at a time when medical costs are rising. 3. 310 ergonomic evaluations were completed in FY 2011-12. 4. 285 workstations were improved in FY 2011-12. 5. Staff completed four special projects in the second year, including: (1) 1800 feet of deterrence fencing at Morro Bay Golf Course; (2) Installed Reverse Osmosis System at the Main Health Campus; (3) Assisted Public Works with the purchase of 100 Protective Shirts for</p>	

Risk Management

Fund Center 105

Unit/Amount	Description	Intended Results	Results Provided in FY 12-13 Budget	Admin Office Comments	Updated Results	Admin Office Comments
			<p>FTE of staff time previously required to manage the program.</p> <p>6. Wellness health screenings were provided each month since program inception.</p> <p>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.</p>		<p>Public Works Roads crews; (4) Purchased ergonomic mail bins or the Social Services Mail Room.</p> <p>6. Wellness health screenings were provided each month of the second program year.</p> <p>7. Purchased four additional AEDs for County locations, and trained 109 additional employees.</p>	

FY 2010-11 Budget Augmentation Requests and Results

Public Defender

Fund Center 135

Unit/Amount	Description	Intended Results	Results Provided in FY 12-13 Budget	Updated Results	Admin Office Comments
<p>Gross: \$60,090 General Fund Amount: \$60,090</p>	<p>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.</p>	<p>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).</p> <p>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.)</p> <p>The firm also expects to save up to \$10,000 annually in storage unit rental costs once all historical records have been digitized.</p>	<p>The firm reports that digitization 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.</p>	<p>Between January 2010 and December 2012 the Primary Public Defender firm has digitized over 131,000 files, including both new cases and historical files going back to 1980. Scanning of documents is on-going and is now expected to continue until all documents are digitized in 2020.</p> <p>Access to current files has become immediate and the firm reports that digitization has eliminated the need to make duplicate files for staff and experts and has made it much easier to manage large cases, such as homicides and white collar crimes.</p> <p>Although the firm has been unable to estimate the amount of annual fuel savings generated as a result of the digitization project, the firm estimates that the number of trips to off-site file storage have already been reduced by half, and will continue to decline until all files are digitized.</p> <p>The firms estimates an annual storage unit savings of approximately \$6,500. An additional \$5,900 of savings is expected next year.</p>	<p>Intended results have been achieved.</p>

Sheriff-Coroner

Fund Center 136

Unit/Amount	Description	Intended Results	Results Provided in FY 12-13 Budget	Admin Office Comments	Updated Results	Admin Office Comments
Gross: \$389,739 General Fund support: \$0 Cal-ID Trust: \$389,739	<p>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.</p> <p>This equipment will be funded from Vehicle Registration fees deposited in the Cal-ID trust.</p>	<p>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.</p>	<p>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.</p>	<p>Intended results have not yet been achieved. This item will be revisited as part of the FY 2013-14 budget.</p>	<p>The system was installed and the team trained IN March of 2012. Previous input time has been reduced on average by 15 minutes. As the team gains more proficiency we expect to meet our goal of 20 minute savings per case. The installation of this equipment has eliminated wait times for cases awaiting the single old system, as well as processing time at the California Department of Justice.</p>	<p>The intended results have been achieved.</p>

2011-12 Budget Augmentation Results

FY 2011-12 Budget Augmentation Requests and Results

Clerk-Recorder

Fund Center 110

Unit/Amount	Description	Intended Results	Actual Results	Admin Office Comments
<p>Gross: \$130,000, funded entirely with the Clerk-Recorder's restricted revenues.</p> <p>General Fund Support: \$0</p>	<p>Installation of high density shelving units in the Recorder's storage space at Camp San Luis Obispo.</p>	<ol style="list-style-type: none"> 1. Protect books from the atmospheric conditions which hasten their deterioration. 2. Increase the number of historical books that can be stored. 	<ol style="list-style-type: none"> 1. The books are now protected from the atmospheric conditions and stored in an appropriate manner to maintain the integrity and longevity of the historical records. 2. Storage capacity has been substantially increased. 	<p>Intended results have been achieved.</p>
<p>Gross: \$11,000, offset with salary and benefits savings due to the voluntary reduction of .25 FTE Administrative Assistant</p> <p>General Fund Support: \$0</p>	<p>Implementation of Intelligent Character Recognition (ICR) technology to assist in the processing of voter registration cards.</p>	<ol style="list-style-type: none"> 1. Improve the efficiency of processing voter registrations by 38%, reducing the time it takes to process voter registration cards from 900 hours to 567 hours annually (a 60-80 second reduction per card). 2. Reduce the department's reliance on overtime and temporary help during elections. 	<p>This program was not implemented because the vendor chose not to develop the program; however, the Secretary of State has gone live with their online voter registration system, which reduces more time per registration than the ICR would have by eliminating the need to scan registration cards and populating all fields for keying. During the November General Election, 7,900 online registrations were processed during the last 30 days of registration for the election, saving many hours of keying.</p>	<p>Despite the fact that the vendor did not develop the ICR technology, the State's decision to go live with the online voter registration system has eliminated the need to scan registration cards. This change has enabled the department to meet their intended results.</p>

FY 2011-12 Budget Augmentation Requests and Results

Information Technology

Fund Center 114

Unit/Amount	Description	Intended Results	Actual Results	Admin Office Comments
<p>Gross: \$ 130,000</p> <p>General Fund Support: \$0</p> <p>Funding will be through a combination of charges to departments with charges being weighted based upon the number of GIS licenses held by departments and existing funding in the IT budget.</p>	<p>1.0 FTE Geographic Information System Program Manager.</p> <p>This is new position which has not yet been approved by the Civil Commission. The specifications and salary structure will be developed in FY 2011-12. The position will not be filled until the fourth quarter of the year.</p>	<ul style="list-style-type: none"> ▪ Develop and maintain a GIS data layer inventory allowing more efficient use across all departments ▪ Develop or update GIS data layers for: <ul style="list-style-type: none"> ▪ Countywide Address Points ▪ Countywide Street Centerlines ▪ Parcels ▪ Countywide Aerial Orthophotography ▪ Develop formal, standardized metadata for all GIS data layers ▪ Consolidate existing GIS licensing ▪ Develop incident models and visualizations for tracking environmental gradients and hazardous incidents such as flooding and chemical spills. 	<p>The Geographic Information System (GIS) Program Manager position was filled in July 2012.</p> <p>Work to coordinate GIS efforts and develop common data layers is underway. County departments have been consulted for contribution to the GIS strategic plan. The plan will guide the further development of County data layers and acquisition.</p> <p>Consolidation of existing GIS licenses has been reviewed. The resulting cost savings would be minimal and consolidation of licenses could potentially reduce access to the system. The conclusion is that there is no County benefit to license consolidation.</p>	<p>The results have been partially achieved. At the time of the preparation of this update, the GIS Program manager has been in place for approximately seven months. Work on the data layers continues.</p> <p>The cost of the current GIS licensing is approximately \$46,000. Consolidating license purchase would yield a potential annual savings of approximately \$700. Given the minimal savings and the potential for additional use restrictions on the licenses associated with the use of centralized licenses, this intended result is being eliminated.</p> <p>Information Technology will report on the progress of the work in FY 2014-15.</p>

FY 2011-12 Budget Augmentation Requests and Results

Agricultural Commissioner

Fund Center 141

Unit/Amount	Description	Intended Results	Actual Results	Admin Office Comments
Gross: \$14,049 General Fund: \$0	Using State Revenue from the Pierce's Disease Control Program, increase temporary help by a total of .36 FTE to support staff in the Glassywinged Sharpshooter (GWSS) pest exclusion, detection, trapping and quarantine efforts.	Improve detection and eradication of Glassy Winged Sharpshooter and thus prevent Pierce's disease. <ul style="list-style-type: none"> • Maintain and service on a biweekly basis all insect trapping routes within the eradication zone (100-300 traps); • Conduct post treatment visual monitoring of the eradication zone (60-100 properties); and • Conduct any necessary follow-up treatments. 	Temporary help was utilized in FY 2011-12 to maintain trapping routes within the Glassywinged Sharpshooter (GWSS) eradication zone and the trapping required for quarantine compliance on a biweekly basis. Temporary help also conducted urban GWSS trapping, which allowed permanent staff to complete visual monitoring of the eradication zone and conduct required GWSS treatments. 206 properties were visually surveyed in FY 2011-12 and 24 properties were treated for the Glassywinged Sharpshooter. No re-treatment of any property in the eradication area was necessary.	Intended results have been achieved.
Gross: \$69,556 General Fund: \$0	With funds from the California Department of Food and Agriculture, increase Pest Detection Trapper temporary help by a total of 2.27 FTE to support staff in the European Grapevine Moth (EGVM) detection effort.	Fulfill the contract requirements with California Department of Food and Agriculture in terms of thoroughly surveying vineyards in the county for the presence of EGVM to limit potential harm to the \$166 million countywide wine grape industry.	Temporary help was utilized in FY 2011-12 to service EGVM detection traps in the county's vineyards. The requirements of the state contract were fulfilled. No EGVM were detected in the county. Eradication efforts at infested locations in other parts of the state have been successful, making continued EGVM trapping in the county unlikely to continue past Summer 2012.	Intended results have been achieved.

FY 2011-12 Budget Augmentation Requests and Results

Agricultural Commissioner

Fund Center 141

Unit/Amount	Description	Intended Results	Actual Results	Admin Office Comments
Gross: \$41,366 General Fund: \$0	With funds from the California Department of Food and Agriculture, increase Pest Detection Trapper temporary help by a total of 1.35 FTE to support staff in the Asian Citrus Psyllid (ACP) detection effort.	Fulfill the contract requirements with California Department of Food and Agriculture in terms of thoroughly surveying high-risk areas of the county for the presence of ACP to limit potential harm to the \$1.88 billion statewide citrus industry.	Temporary help was utilized in FY 2011-12 to service ACP) detection traps in the county's citrus growing areas. The requirements of the state contract were fulfilled. To date, ACP has not been detected in San Luis Obispo County, although the pest has continued to spread through Southern California. ACP detection trapping is expected to continue in the county.	Intended results have been achieved.

FY 2011-12 Budget Augmentation Requests and Results

Public Health

Fund Center 160

Unit/Amount	Description	Intended Results	Intended Results FY 11-12	Admin Office Comments
Gross: \$86,209 General Fund: \$0	Using an increase in the State allocation for the Women, Infant's and Children's program, reorganize staffing to improve program management and oversight. Includes: converting one Public Health Nutritionist (PHN) II to a supervisory position (classification yet to be determined), convert 2.75 FTE PHN I to the II level to supervise line staff, add one Community Services Aide (and reduce reliance on temp help), and add 0.50 FTE PHN I.	To improve oversight and coaching of staff to ensure high quality programs and services are delivered to clients: <ul style="list-style-type: none"> • Increase the frequency of observations/counseling of employees conducting family counseling sessions from one observation session/year to two. • Increase the frequency of observations/counseling of employees conducting group education classes from one/year to four. • Increase document reviews of individual charts from 3 charts twice a year to 10 charts twice a year. 	Due to a funding reduction in the WIC allocation, 1.50 FTE's that were included in the original reorganization were eliminated in the FY 2012-13 budget; a 0.50 FTE PH Nutritionist I and a 1.00 FTE Community Services Aide . Regardless of losing the 1.50 FTE's in the WIC Program, all targets were met. <ul style="list-style-type: none"> • Two counseling audits were completed on all employees. Target met. • Each employee was observed 4 times while conducting educational classes. Target met. • 10 semi-annual chart reviews were completed. Target met. 	The intended results have been achieved.
Gross: \$30,138 General Fund: \$0	With additional funding from the California Children's Services (CCS) - increase a 0.75 time Senior Physical Therapist/Occupational Therapist (PT/OT) position to full time for the Medical Therapy Program.	To ensure compliance with State mandates to participate in interagency activities while also improving oversight of line staff. The 0.75 time position does not allow sufficient time for both responsibilities.	CCS remains in compliance with State mandates involving interagency activities and has improved oversight of the line staff in the Medical Therapy Program. Target met.	The intended results have been achieved.
Gross: \$80,696 General Fund: \$0	With additional funding from the CCS program – add a 0.75 FTE PT/OT position for the Medical Therapy Program.	Limit liability and maintain State certification as an Outpatient Rehabilitation Center and maintain ability to claim MediCal funding by ultimately eliminating the waitlist for services.	Wait lists for clients enrolled in the Medical Therapy program was eliminated in FY 2011-12. Target met. The 0.75 FTE PT/OT position was reduced to 0.50 FTE in the FY 2012-13 budget process.	The intended results have been achieved. Despite the reduction of the PT/OT position to half-time, there is no waiting list for the CCS program.

FY 2011-12 Budget Augmentation Requests and Results

Behavioral Health

Fund Center 166

Agenda Date and Item #	Unit / Amount	Description	Intended Results	Actual Results FY 11-12	Admin Office Comments
<p>11/22/2011 Item #5</p>	<p>Gross Expense: \$1.2 million over three years (Federal grant) General Fund Support: \$0</p>	<p>A 3-year Adult Treatment Court Collaborative Grant from the Federal Substance Abuse and Mental Health Services Administration (SAMHSA) to create a new and expanded treatment court serving adults with co-occurring disorders (Mental Health and Drug and Alcohol Services) referred from the criminal justice system. An enhanced intensive outpatient treatment program for one year is provided using evidence based practices for integrated co-occurring disorders and trauma services.</p>	<p>The number of Behavioral Health Treatment Court unduplicated participants will increase from 26 to 52 in a 12 month period. 70% of participants will maintain abstinence at the six month follow-up. There will be a 30% decrease in criminal recidivism among participants as measured by arrests in the prior 30 days at the six month follow-up.</p>	<p>Results through September 30, 2012 are as follows: Goal: 52 admissions Result: 78 referrals were screened. 37 clients were admitted (72%) Comment: Start-up slower than expected. Plan to be at target at the end of the second year. Goal: 70% will maintain abstinence at six months. Result: No results yet as participants have not been in the program long enough. Goal: 0% decrease in criminal recidivism at six months. Result: No results yet as participants have not been in the program long enough.</p>	<p>The intended results have not yet been achieved. This item will be revisited in the FY 2014-15 budget.</p>

Countywide Automation Replacement

Fund Center 266

Unit/Amount	Description	Intended Results	Actual Results FY 11-12	Admin Office Comments
<p>Gross Requested: \$100,000</p> <p>Countywide Automation Fund \$100,000</p>	<p>Electronic Agenda Management System.</p> <p>This project is the development of an automated agenda management program which will use commercially available software products to transform the current manual, paper based agenda preparation to an electronic based system.</p> <p>The current agenda creation process is a series of highly manually and labor intensive procedures. By implementing an automated solution, many of these procedures will be streamlined or eliminated.</p> <p>Implementing an automated solution will significantly reduce the number of paper documents that are currently printed; standardize the agenda preparation process across all departments; include a workflow process which will track each agenda item in the preparation process.</p>	<ul style="list-style-type: none"> • Move towards a paperless agenda which is in line with the County's "going green" efforts saving approximately \$16,000 per year in charges for paper and charges for scanning and set up from Reprographics • Reduce staff time required to create the agenda through; <ul style="list-style-type: none"> ○ Auto page numbering features ○ Elimination of the manual scanning and collating process ○ Ability for multiple users to simultaneously review documents online from any location • Enhanced search function will make it easier for the public to navigate and find particular items of interest on the agenda 	<p>The Electronic Agenda Management System implementation was completed in November 2011.</p> <p>The new system has reduced the use of paper by eliminating hard copy agenda item submissions by enabling creation and submission of items through the system.</p> <p>Proposed agenda item documents are available electronically during the submission process for viewing and editing by departmental and administrative staff and approved electronically for inclusion in the agenda.</p> <p>The system automatically creates the agenda and provides automatic item numbering.</p> <p>The system enables the public to fully view the agenda and all item attachments through a web interface. The system also provides for agenda item search capabilities by the public.</p>	<p>The intended results have been achieved.</p>

Countywide Automation Replacement

Fund Center 266

Unit/Amount	Description	Intended Results	Actual Results FY 11-12	Admin Office Comments
<p>Gross Requested: \$1,5770.000</p> <p>Source of Funding: \$1,296,735 from the Tax Loss Reserve Fund (Teeter funds) and the cancellation of \$280,265 of the Countywide Automation Tax System Replacement Reserve designation</p> <p>The total estimated expense for both phases of the project is \$5 million.</p> <p>In FY 2012-13, it is anticipated that a total of 6.0 FTE in limited term staff will be needed to complete this project.</p>	<p>Property Tax System Replatform.</p> <p>This Budget Augmentation Request funds the first of two phases.</p> <p>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:</p> <ol style="list-style-type: none"> 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, thus allowing decommissioning of the platform. <p>The project goal is to move the current Property Tax System and data from the mainframe to Windows/Intel and Microsoft Corporation architecture.</p> <p>In FY 2012-13, it is anticipated that a total of 6.0 FTE in limited term staff will be required. The staff are distributed as follows Assessor 3.0 FTE Auditor-Controller 2.0 FTE Tax Collector-Treasurer 1.0 FTE</p> <p>The total current estimated staff cost over the two and half year development of the project is \$2.16 million. This expense will not begin until FY 2012-13. No positions are proposed to be added to the County Position Allocation list at this time.</p>	<ol style="list-style-type: none"> 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. 5) Extend the life of the current system by a minimum of 10 years. 	<p>FY 11-12 efforts were spent on the RFP process to choose the best solution and vendor to enable re-platforming of the current Property Tax System.</p> <p>On December 18, 2012, the Board of Supervisors approved a contract with EMC, Inc. for professional services to move the Property Tax System data to a modern database platform which will position the County to provide additional Property Tax related services electronically or on-line.</p> <p>The implementation is expected to be completed in fiscal year 2014-15.</p>	

FY 2011-12 Budget Augmentation Requests and Results

Parks

Fund Center 305

Unit/Amount	Description	Intended Results	Intended Results FY 11-12	Admin Office Comments
<p>Gross Requested: \$200,000 General Fund</p> <p>Gross Recommended: \$30,000 - Funding from Fund Center 200 Countywide Facilities Master Plan existing allocation</p> <p>General Fund: \$0</p>	<p>This BAR funds the first phase of a two phased Park and Recreation master planning effort.</p> <p>The complete (both phases) master planning will provide the current status of park and recreational facilities and programs in the unincorporated areas of the county, and will establish the goals, objectives, priorities and plans by community for future park and recreation facilities and programs.</p> <p>The first phase will involve the assessment and development of a report on the current status of San Luis Obispo County parks, recreation, and open space services (in terms of the facilities and programs provided within the County as well as the quality of existing facilities and programs). This would include determining the level of service and/or acres currently provided per 1,000 residents for existing lands, facilities, and programs. Additionally during this phase staff will apply for a Prop 84 Sustainable Communities Planning Grant.</p>	<p>The first phase of the Parks master planning effort will provide the information needed to develop the goals, objectives and priorities in the second phase.</p> <p>The completion of the SLO Countywide Parks and Recreation Master Plan will provide a basis for the Board to prioritize and fund projects based on information identified throughout the County. This should ensure that the most urgent projects for each community are funded first, ensure balance of projects within districts, and ensure funding is allocated to those projects that are best for the community.</p> <p>Phase II is dependent upon future funding. This phase of the SLO Countywide Parks and Recreation Master Plan will recommend specific method(s) of financing high priority park, natural area, recreation projects, and facility maintenance (both in terms of initial purchase/set-up and long-term maintenance).</p>	<p>Staff met with Cal Poly instructors and discussed options for Cal Poly students to complete portions of this project. Possible student surveys and potential segmentation of this large project were considered. In the end, Cal Poly instructors did not see this project aligning well with their programs or instruction cycles and declined their participation.</p> <p>Staff partnered with Planning Department staffs to complete an application for a Prop 84, Sustainable Communities Grant. This application included a request to complete the community surveys that would establish park and recreational needs per community throughout the County. Unfortunately, the application was not accepted for funding.</p> <p>No additional actions were taken for this project and no funds have been spent to date.</p> <p>Parks intends to retain these to be used as matching funds for grants to accomplish the work. If grant funding is not obtained by the end of FY 2013-14, the funds will be returned.</p>	<p>The intended result was not achieved.</p> <p>During the remainder of FY 2012-13 and throughout FY 2013-14, Parks will attempt to locate grant funding to be used to hire professional consulting services to develop a needs assessment. The \$30,000 in funding is intended to be used as a cash match for potential grants to accomplish the work.</p> <p>If a grant cannot be obtained, the funds will be returned at the end of FY 2003-14.</p>

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.

All Funds Summary
FOR FISCAL YEAR 2013-14

Fund Name (1)	TOTAL FINANCING SOURCES				TOTAL FINANCING USES		
	Fund Balance Available June 30, 2013 (2)	Decreases to Obligated Fund Balances (Reserves & Designations) (3)	Additional Financing Sources (4)	Total Financing Sources (5)	Financing Uses (6)	Increases to Obligated Fund Balances (reserves & designations) (7)	Total Financing Uses (8)
Governmental Funds							
General Fund	26,000,000	1,103,157	383,623,887	410,727,044	408,227,044	2,500,000	410,727,044
Special Revenue Funds	1,195,468	3,019,005	66,203,862	70,418,335	63,021,291	7,397,044	70,418,335
Capital Projects Funds	0	202,736	1,371,467	1,574,203	1,574,203	0	1,574,203
<u>Debt Service Funds</u>	<u>0</u>	<u>0</u>	<u>12,093,648</u>	<u>12,093,648</u>	<u>10,841,683</u>	<u>1,251,965</u>	<u>12,093,648</u>
Total Governmental Funds	27,195,468	4,324,898	463,292,864	494,813,230	483,664,221	11,149,009	494,813,230
Other Funds							
Internal Service Funds	0	0	45,145,675	45,145,675	44,261,622	884,053	45,145,675
Enterprise Funds	0	13,888	7,359,890	7,373,778	7,373,778	0	7,373,778
<u>Special Districts and Other Agencies</u>	<u>2,495,067</u>	<u>2,557,857</u>	<u>40,315,872</u>	<u>45,368,796</u>	<u>43,630,087</u>	<u>1,738,709</u>	<u>45,368,796</u>
Total Other Funds	2,495,067	2,571,745	92,821,437	97,888,249	95,265,487	2,622,762	97,888,249
Total All Funds	<u>29,690,535</u>	<u>6,896,643</u>	<u>556,114,301</u>	<u>592,701,479</u>	<u>578,929,708</u>	<u>13,771,771</u>	<u>592,701,479</u>

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.

GOVERNMENTAL FUNDS SUMMARY
FOR FISCAL YEAR 2013-14

COUNTY FUNDS (1)	Fund Number	TOTAL FINANCING SOURCES				TOTAL FINANCING USES		
		Estimated Fund Balance Available June 30, 2013 (2)	Decreases to Obligated Fund Balances (Reserves & Designations) (3)	Additional Financing Sources (4)	Total Financing Sources (5)	Financing Uses (6)	Increases to Obligated Fund Balances (Reserves & Designations) (7)	Total Financing Uses (8)
General Fund	1000000000	26,000,000	1,103,157	383,623,887	410,727,044	408,227,044	2,500,000	410,727,044
Capital Projects	1100000000	0	202,736	1,371,467	1,574,203	1,574,203	0	1,574,203
Special Revenue Funds								
Road Fund	1200000000	0	944,564	26,455,929	27,400,493	27,400,493	0	27,400,493
Comm Dev Pgm	1200500000	0	0	3,879,855	3,879,855	3,879,855	0	3,879,855
Pub Fac Fees	1201000000	0	1,032,500	864,500	1,897,000	1,570,500	326,500	1,897,000
Parks Spl Rev	1201500000	275,000	0	8,043,360	8,318,360	8,043,360	275,000	8,318,360
Automtn Replc	1202000000	0	569,875	1,833,105	2,402,980	2,402,980	0	2,402,980
Building Replcmt	1202500000	0	0	5,300,724	5,300,724	0	5,300,724	5,300,724
Tax Reductn Res	1203000000	0	0	1,399,033	1,399,033	0	1,399,033	1,399,033
Impact Fee	1203500000	0	366,466	2,616,312	2,982,778	2,982,778	0	2,982,778
Wildlife Grazing	1204000000	9	0	3,500	3,509	3,509	0	3,509
DUI	1204500000	157,698	5,600	1,402,463	1,565,761	1,565,761	0	1,565,761
Library	1205000000	541,060	100,000	8,023,985	8,665,045	8,665,045	0	8,665,045
Fish & Game	1205500000	0	0	20,000	20,000	20,000	0	20,000
Org Development	1206000000	151,701	0	458,000	609,701	513,914	95,787	609,701
Co Med Svcs Prog	1206500000	70,000	0	5,102,096	5,172,096	5,172,096	0	5,172,096
Emergency Med Svcs	1207000000	0	0	801,000	801,000	801,000	0	801,000
TOTAL Special Rev. Funds		1,195,468	3,019,005	66,203,862	70,418,335	63,021,291	7,397,044	70,418,335
Debt Service Funds								
Cop Loan DS	1208000000	0	0	2,079,022	2,079,022	2,079,022	0	2,079,022
POB- DSF	1801000000	0	0	10,014,626	10,014,626	8,762,661	1,251,965	10,014,626
TOTAL Debt Service Funds		0	0	12,093,648	12,093,648	10,841,683	1,251,965	12,093,648
TOTAL GOVERNMENTAL FUNDS		27,195,468	4,324,898	463,292,864	494,813,230	483,664,221	11,149,009	494,813,230

Schedule 3

Fund Balance- Governmental Funds

This schedule presents the various components of actual or estimated fund balance. Encumbrances and Obligated Fund Balance (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.

FUND BALANCE - GOVERNMENTAL FUNDS
FOR FISCAL YEAR 2013-14

County Funds (1)	Fund Number	Total Fund Balance	Less: Obligated Fund Balances (Reserves & Designations)			Fund Balance
		as of June 30, 2013 Estimated (2)	Encumbrances (3)	Nonspendable Restricted & Committed (4)	Assigned (5)	Available June 30, 2013 Estimated (6)
General Fund	1000000000	44,330,222	0	8,000,000	10,330,222	26,000,000
Capital Projects	1100000000	14,487,536	0	0	14,487,536	0
Special Revenue Funds						
Road Fund	1200000000	3,909,718	0	0	3,909,718	0
Public Facility Fees	1201000000	5,681,578	0	0	5,681,578	0
Parks	1201500000	1,182,768	0	0	907,768	275,000
Co-Wide Automation Replacement	1202000000	11,392,231	0	0	11,392,231	0
Gen Gov Building Replacement	1202500000	13,716,788	0	0	13,716,788	0
Tax Reduction Resrv	1203000000	12,195,090	0	0	12,195,090	0
Impact Fee-Traffic	1203500000	4,873,859	0	0	4,873,859	0
Wildlife And Grazing	1204000000	11,921	0	377	11,535	9
Driving Under the Influence	1204500000	777,422	0	200,459	419,265	157,698
Library	1205000000	1,473,391	0	49,690	882,641	541,060
Fish And Game	1205500000	175,335	0	54,583	120,752	0
Organizational Development	1206000000	2,077,987	0	446,510	1,479,776	151,701
County Med Svcs Prog	1206500000	70,000	0	0	0	70,000
TOTAL Special Rev. Funds		57,538,088	0	751,619	55,591,001	1,195,468
Debt Service Funds						
Debt Service-Cert of Participa	1208000000	16,373	0	0	16,373	0
Pension Obligation Bond DSF	1801000000	6,740,895	0	0	6,740,895	0
TOTAL Debt Service Funds		6,757,268	0	0	6,757,268	0
TOTAL GOVERNMENTAL FUNDS		123,113,114	0	8,751,619	87,166,027	27,195,468

Schedule 4

Reserves/Designations by Governmental Funds

This schedule lists Obligated Fund Balance (reserves and designations) sorted by fund. The schedule also presents new Obligated Fund Balance (reserves and designations) and recommended amounts, as well as Obligated Fund Balance (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.

OBLIGATED FUND BALANCES (RESERVES & DESIGNATIONS) - BY GOVERNMENTAL FUNDS
FOR FISCAL YEAR 2013-14

X Encumbrances excluded

County Funds (1)	Estimated Obligated Fund Balances (Reserves & Designations) as of June 30, 2013 (2)	Decreases or Cancellation Recommended (3)	Adopted by The Board of Supervisors (4)	Increases or New Obligated Fund Balances (Reserves & Designations) Recommended (5)	Adopted by The Board of Supervisors (6)	Total Obligated Fund Balances (Reserves & Designations) for Budget Year (7)	Fund (8)
	General Fund						
General Reserve	8,000,000	0	0	1,000,000	0	9,000,000	
Designations							
Co. Fire Equip. Replace	966,922	853,157	0	0	0	113,765	
Designated FB-2020 POB	4,688,657	0	0	1,500,000	0	6,188,657	
Internal Financing	4,186,511	250,000	0	0	0	3,936,511	
Solar Plant Mitigation	487,165	0	0	0	0	487,165	
Willow Rd Interchange	967	0	0	0	0	967	
TOTAL General Fund	18,330,222	1,103,157	0	2,500,000	0	19,727,065	
Capital Projects							1100000000
Designations							
Detention Facilities	5,067,883	0	0	0	0	5,067,883	
Facilities Planning	6,335,134	50,004	0	0	0	6,285,130	
Juvenile Hall Bldg	1,732,000	0	0	0	0	1,732,000	
LO Landfill Closure	152,732	152,732	0	0	0	0	
Solar/Energy Projects	1,199,787	0	0	0	0	1,199,787	
TOTAL Capital Projects	14,487,536	202,736	0	0	0	14,284,800	
SPECIAL REVENUE FUNDS							
Road Fund							1200000000
Designations							
Future Road Projects	3,826,718	944,564	0	0	0	2,882,154	
N. River Mine Reserve	83,000	0	0	0	0	83,000	
TOTAL Road Fund	3,909,718	944,564	0	0	0	2,965,154	
Public Facility Fees							1201000000
Designations							
Reserve for County Fire	2,080,515	616,700	0	0	0	1,463,815	
Reserve for General Gov't	498,073	380,000	0	0	0	118,073	
Reserve for Law Enforcmnt	1,152,563	35,800	0	0	0	1,116,763	
Reserve for Library	95,911	0	0	75,800	0	171,711	
Reserve for Parks	1,854,516	0	0	250,700	0	2,105,216	
TOTAL Public Facility Fees	5,681,578	1,032,500	0	326,500	0	4,975,578	

OBLIGATED FUND BALANCES (RESERVES & DESIGNATIONS) - BY GOVERNMENTAL FUNDS
FOR FISCAL YEAR 2013-14

X Encumbrances excluded

County Funds (1)	Estimated Obligated Fund Balances (Reserves & Designations) as of June 30, 2013	Decreases or Cancellation		Increases or New Obligated Fund Balances (Reserves & Designations)		Total Obligated Fund Balances (Reserves & Designations) for Budget Year		Fund (8)
	(2)	Recommended (3)	Adopted by The Board of Supervisors (4)	Recommended (5)	Adopted by The Board of Supervisors (6)	(7)		
Parks								1201500000
Designations								
Lopez Park's Projects	70,000	0	0	50,000	0	120,000		
Parks Projects	837,768	0	0	225,000	0	1,062,768		
TOTAL Parks	907,768	0	0	275,000	0	1,182,768		
Co-Wide Automation Replacement								1202000000
Designations								
Automation Replacement	10,621,957	569,875	0	0	0	10,052,082		
Budget System Developm	770,274	0	0	0	0	770,274		
TOTAL Co-Wide Automation Repla	11,392,231	569,875	0	0	0	10,822,356		
Gen Gov Building Replacement								1202500000
Designations								
Gov. Building Rpl	13,376,808	0	0	5,300,724	0	18,677,532		
Library - Cambria	339,980	0	0	0	0	339,980		
TOTAL Gen Gov Building Replace	13,716,788	0	0	5,300,724	0	19,017,512		
Tax Reduction Resrv								1203000000
Designations								
Desig-Prop Tax Litigation	797,952	0	0	0	0	797,952		
Tax Reduction Reserves	11,397,138	0	0	1,399,033	0	12,796,171		
TOTAL Tax Reduction Resrv	12,195,090	0	0	1,399,033	0	13,594,123		
Impact Fee-Traffic								1203500000
Designations								
Improvement Fees	4,873,859	366,466	0	0	0	4,507,393		
TOTAL Impact Fee-Traffic	4,873,859	366,466	0	0	0	4,507,393		
Wildlife And Grazing								1204000000
General Reserve	377	0	0	0	0	377		
Designations								
Wildlife Projects	11,535	0	0	0	0	11,535		
TOTAL Wildlife And Grazing	11,912	0	0	0	0	11,912		

OBLIGATED FUND BALANCES (RESERVES & DESIGNATIONS) - BY GOVERNMENTAL FUNDS
FOR FISCAL YEAR 2013-14

X Encumbrances excluded

County Funds (1)	Estimated Obligated Fund Balances (Reserves & Designations) as of June 30, 2013 (2)	Decreases or Cancellation		Increases or New Obligated Fund Balances (Reserves & Designations)		Total Obligated Fund Balances (Reserves & Designations) for Budget Year (7)		Fund (8)
	Recommended (3)	Adopted by The Board of Supervisors (4)	Recommended (5)	Adopted by The Board of Supervisors (6)				
Driving Under the Influence								1204500000
General Reserve	200,459	5,600	0	0	0	0	194,859	
Designations								
Systems Development	419,265	0	0	0	0	0	419,265	
TOTAL Driving Under the Influe	619,724	5,600	0	0	0	0	614,124	
Library								1205000000
General Reserve	49,690	15,000	0	0	0	0	34,690	
Designations								
Atascadero Building Expan	105,131	0	0	0	0	0	105,131	
Facilities Planning	777,510	85,000	0	0	0	0	692,510	
TOTAL Library	932,331	100,000	0	0	0	0	832,331	
Fish And Game								1205500000
General Reserve	54,583	0	0	0	0	0	54,583	
Designations								
Environmental Settlemt	18,862	0	0	0	0	0	18,862	
Fish and Game Projects	101,890	0	0	0	0	0	101,890	
TOTAL Fish And Game	175,335	0	0	0	0	0	175,335	
Organizational Development								1206000000
General Reserve	446,510	0	0	95,787	0	0	542,297	
Designations								
Countywide Training	1,479,776	0	0	0	0	0	1,479,776	
TOTAL Organizational Developme	1,926,286	0	0	95,787	0	0	2,022,073	
TOTAL SPECIAL REV. FUNDS	56,342,620	3,019,005	0	7,397,044	0	0	60,720,659	
DEBT SERVICE FUNDS								
Debt Service-Cert of Participa								1208000000
Designations								
Loan Payment Reserve	16,373	0	0	0	0	0	16,373	
TOTAL Debt Service-Cert of Par	16,373	0	0	0	0	0	16,373	

OBLIGATED FUND BALANCES (RESERVES & DESIGNATIONS) - BY GOVERNMENTAL FUNDS
 FOR FISCAL YEAR 2013-14

X Encumbrances excluded	Estimated Obligated Fund Balances (Reserves & Designations) as of June 30, 2013	Decreases or Cancellation Recommended	Adopted by The Board of Supervisors	Increases or New Obligated Fund Balances (Reserves & Designations) Recommended	Adopted by The Board of Supervisors	Total Obligated Fund Balances (Reserves & Designations) for Budget Year	Fund
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
County Funds							
Pension Obligation Bond DSF Designations							1801000000
Desig - POB Debt Service	6,740,895	0	0	1,251,965	0	7,992,860	
TOTAL Pension Obligation Bond	6,740,895	0	0	1,251,965	0	7,992,860	
TOTAL DEBT SERVICE FUNDS	<u>6,757,268</u>	<u>0</u>	<u>0</u>	<u>1,251,965</u>	<u>0</u>	<u>8,009,233</u>	
TOTAL GOVERNMENTAL FUNDS	<u>95,917,646</u>	<u>4,324,898</u>	<u>0</u>	<u>11,149,009</u>	<u>0</u>	<u>102,741,757</u>	

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 Obligated Fund Balance (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.

SUMMARY OF ADDITIONAL FINANCING SOURCES BY SOURCE AND FUND

GOVERNMENTAL FUNDS

FOR THE FISCAL YEAR ENDED 2013-14

DESCRIPTION (1)	2011-12 ACTUAL (2)	2012-13 ESTIMATED (3)	2013-14 RECOMMENDED (4)	2013-14 ADOPTED BY BOS (5)
SUMMARIZATION BY SOURCE				
CURRENT SECURED PROPERTY TAX	97,700,729	97,103,879	100,093,392	
CURRENT UNSECURED PROPERTY TAX	2,887,412	2,422,365	2,394,156	
SUPPLEMENTAL PROPERTY TAX	925,660	800,166	447,935	
OTHER TAX (NON-CURRENT/SUPPL PROP TAX)	46,466,862	48,492,989	47,539,662	
Total	147,980,663	148,819,399	150,475,145	
LICENSES AND PERMITS	8,056,372	8,221,826	9,641,212	
FINES, FORFEITURES AND PENALTIES	5,949,120	4,935,249	5,388,447	
REVENUE FROM USE OF MONEY AND PROPERTY	2,084,459	830,650	772,833	
INTERGOVERNMENTAL REVENUES - STATE	142,081,750	140,287,530	153,562,757	
- FEDERAL	59,251,971	64,929,054	55,333,093	
- OTHER	4,993,713	2,904,342	7,845,054	
CHARGES FOR SERVICES	30,321,531	28,358,945	28,169,001	
OTHER REVENUES	27,756,552	23,274,482	25,178,951	
OTHER FINANCING SOURCES	33,421,780	28,475,534	26,926,371	
TOTAL SUMMARIZATION BY SOURCE	<u>461,897,911</u>	<u>451,037,011</u>	<u>463,292,864</u>	
SUMMARIZATION BY FUND				
1000000000 General Fund	367,691,032	370,959,552	383,623,887	
1100000000 Capital Projects	4,571,593	4,774,787	1,371,467	
1200000000 Road Fund	34,788,815	27,327,317	26,455,929	
1200500000 Community Devel Pgm	4,479,109	4,033,303	3,879,855	
1201000000 Public Facility Fees	1,292,686	675,742	864,500	
1201500000 Parks	7,448,945	8,526,102	8,043,360	
1202000000 Co-Wide Automation Replacement	3,548,336	4,259,105	1,833,105	
1202500000 Gen Gov Building Replacement	5,224,477	2,732,613	5,300,724	
1203000000 Tax Reduction Resrv	3,105,716	0	1,399,033	
1203500000 Impact Fee-Traffic	2,687,972	1,753,500	2,616,312	
1204000000 Wildlife And Grazing	6,035	3,500	3,500	
1204500000 Driving Under the Influence	1,477,153	1,373,406	1,402,463	
1205000000 Library	8,220,734	7,672,819	8,023,985	
1205500000 Fish And Game	22,607	20,000	20,000	
1206000000 Organizational Development	501,213	460,000	458,000	
1206500000 County Med Svcs Prog	5,984,266	5,095,977	5,102,096	
1207000000 Emergency Med Svcs	804,547	801,000	801,000	
1208000000 Debt Service-Cert of Participation	2,242,378	2,256,488	2,079,022	
1801000000 Pension Obligation Bond DSF	7,800,297	8,311,800	10,014,626	
TOTAL SUMMARIZATION BY FUND	<u>461,897,911</u>	<u>451,037,011</u>	<u>463,292,864</u>	

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 Obligated Fund Balance (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 2013-14

Financing

Fund Name	Source Category	Financing Source Account	2011-12 Actual	2012-13 Estimated	2013-14 Recommended	2013-14 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
General Fund						
Taxes						
	4000005	PROP. TAXES CURR. SECURED	85,152,390	84,541,381	87,090,126	
	4000007	PROPERTY TAX-UNITARY	7,579,341	7,695,240	7,950,328	
	4000010	SUPPLEMENTAL-CURR.SECURED	863,818	750,000	400,000	
	4000015	REDEVELOPMENT AGENCY TAX	(2,995,110)	(3,119,083)	(3,098,928)	
	4000021	RPTTF RESIDUAL BALANCE	476,954	0	0	
	4000022	Successor Agency-Other Funds and Accts	0	0	0	
	4000023	LOW MOD INCOME HOUSING FUND UNENC CASH	0	0	0	
	4000025	PROP. TAXES CURR. UNSEC.	2,220,095	2,250,000	2,197,797	
	4000030	SUPPLEMENTAL-CURR.UNSEC.	5,889	15,000	15,000	
	Total - Taxes		93,303,377	92,132,538	94,554,323	
Other Taxes						
	4010005	PROP. TAXES PRIOR SECURED	(464,009)	(300,000)	(417,000)	
	4010010	SUPPLEMENTL-PRIOR SECURED	(4,037)	(11,000)	(11,000)	
	4010015	PROP. TAXES PRIOR UNSEC.	155,837	125,000	125,000	
	4010020	SUPPLEMENTAL-PRIOR UNSEC	22,133	15,000	15,000	
	4010025	REDEMPTION FEES	25,820	30,000	30,000	
	4010030	DELINQUENT/COST REIMBRSMT	107,958	139,600	156,020	
	4010035	PENALTIES-DELINQUENT TAX	202,139	160,000	160,000	
	4010040	PENALTIES-C O F	0	0	0	
	4010045	TLRF PROCEEDS	1,262,000	1,250,000	1,464,682	
	4010050	SALES AND USE TAXES	7,370,278	5,500,000	5,500,000	
	4010051	SALES TAX - SOLAR PLANTS	0	1,344,139	1,279,327	
	4010065	AIRCRAFT TAX	298,556	300,000	300,000	
	4010070	PROPERTY TRANSFER TAX	1,863,925	1,600,000	1,800,000	
	4010073	RACEHORSE TAX	8,979	10,000	10,000	
	4010075	TRANSIENT OCCUPANCY TAX	6,449,832	6,200,000	6,600,000	
	4010076	SALE OF TAX DEEDED PROP.	15,424	25,500	25,500	
	4010077	PROPERTY TAX IN-LIEU OF SALES TAX	2,220,396	2,200,000	2,800,000	
	4010078	PROPERTY TAX IN-LIEU OF VLF	26,453,316	27,000,000	27,234,195	
	Total - Other Taxes		45,988,547	45,588,239	47,071,724	
Licenses and Permits						
	4050005	FRANCHISES-CABLE	717,378	750,000	700,000	
	4050006	FRANCHISE FEES-PUB UTIL	1,290,627	1,300,000	1,300,000	
	4050010	FRANCHISE FEES-GARBAGE	706,259	725,000	700,000	
	4050011	FRANCHISE FEES-PETROLEUM	66,816	0	0	
	4050015	ANIMAL LICENSES	618,110	558,627	775,872	
	4050020	BUSINESS LICENSES	103,739	137,203	132,386	
	4050025	BUILDING PERMITS	1,321,549	1,943,793	1,261,757	
	4050030	GRADING PERMITS	(131)	0	0	

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
GOVERNMENTAL FUNDS
FOR THE FISCAL YEAR ENDED 2013-14

Financing

Fund Name	Source Category	Financing Source Account	2011-12 Actual	2012-13 Estimated	2013-14 Recommended	2013-14 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
	4050035	PLAN CHECK FEES	1,414,662	1,035,044	2,513,188	
	4050040	SUB PERMITS-MECH EL PLUMB	311,192	266,700	286,820	
	4050043	BLDG STANDARDS ADMIN	717	0	0	
	4050045	MINOR USE PERMIT APPLICATION	35,279	44,215	30,893	
	4050065	LAND USE PERMITS	678,217	563,210	1,020,449	
	4050070	PLOT PLANS	211,931	177,456	178,178	
	4050075	GENERAL PLAN AMENDMENTS	(884)	34,104	5,533	
	4050080	AGRICULTURAL PRESERVE FEE	26,097	66,654	75,347	
	4050081	AG B&P 12241 FEE	0	0	0	
	4050085	SUBDIVISION PERMITS	132,430	165,620	180,406	
	4050095	FINGER PRINTING FEES	8,039	9,500	8,500	
	4050100	EXPLOSIVE PERMITS	2,234	2,500	1,500	
	4050105	OTHER LICENSES AND PERMIT	231,692	249,099	276,467	
	4050110	GUN PERMITS	10,998	9,800	10,500	
	4050111	DOMESTIC VIOLENCE FEES	37,786	45,000	65,000	
	4050120	BURIAL PERMITS	11,482	10,358	10,760	
	4050130	MISC PERMITS	99,128	107,882	84,465	
	4050145	SUBPOENA DUCES TECUM GC 1563	816	2,000	1,200	
	4050150	TOBACCO RETAILERS LICENSES	18,024	16,961	19,991	
	4050165	NOTARY FEE GC 8211	305	450	500	
	4050170	REPOSSESSION OF VEHICLE GC 26751	1,530	650	1,500	
		Total - Licenses and Permits	8,056,022	8,221,826	9,641,212	
	Fines and Forfeitures					
	4100005	50% EXCESS MOE REVENUE-ST	(424,640)	(480,000)	(500,000)	
	4100010	LAND USE FINES	2,229	3,400	1,000	
	4100015	RED LIGHT - VC21453, 54, 57	3,684	3,000	3,000	
	4100045	VEHICLE FORFEITURES-VC14607.6	0	500	500	
	4100055	PROBA DRUG FEE-PC1203.1AB	2,628	3,360	3,360	
	4100065	CHILD RESTRNT FEE-COUNTY	5,054	4,000	5,000	
	4100070	CHILD RESTRAINT FEE-CITY	3,384	2,000	2,000	
	4100080	BATTRD WM SHEL-PC1203.097	17	0	0	
	4100085	TRAFFIC SCH-VC42007.1(\$24)	262,003	245,000	245,000	
	4100090	CNTY FIX IT-VC 40611	35,306	30,000	30,000	
	4100100	CO-FAILURE TO APPEAR(FTA)	7,321	6,000	6,000	
	4100105	CO MOTOR VEH/CRIM FINES	857,602	774,000	900,000	
	4100130	LAB FEE-PC1463.14	69,384	67,100	86,400	
	4100135	CITIES FIX IT-VC40611	15,999	13,000	13,000	
	4100140	SMALL CLAIMS ADVISORY FEE	7,317	8,400	7,400	
	4100155	SUPERIOR COURT FINES-BASE	75,093	93,965	93,965	
	4100165	SETTLEMENTS/JUDGEMENTS	849,739	491,000	360,000	
	4100180	BLDG CODE INVESTIG FEES	35,288	47,477	79,166	
	4100195	TRAFFIC SCHOOL FEES	1,209,353	1,100,000	1,200,000	

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
GOVERNMENTAL FUNDS
FOR THE FISCAL YEAR ENDED 2013-14

Financing

Fund Name	Source Category	Financing Source Account	2011-12 Actual	2012-13 Estimated	2013-14 Recommended	2013-14 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
	4100206	ASSET FORFEITURES	288,974	105,532	70,398	
	4100220	BLOOD ALCOHOL FINES	135,280	141,500	185,000	
	4100225	AIDS EDUCATION FINE-PC264	383	0	0	
	4100230	PENALTY AS-FINGERPRINT ID	426,139	298,176	449,839	
	4100260	AGRICULTURE FINES	18,501	0	0	
	4100265	BUSINESS & PROFESSIONS	(6,602)	(5,000)	(5,000)	
	4100270	HEALTH/SAFETY FINES/FORFT	2,632	1,600	1,600	
	4100285	CITIES- ALL MISDEMEANORS	15,240	17,000	17,000	
	4100290	FEES -ALCOHOL ABUSE & EDU	59,000	35,000	90,000	
	4100295	CITIES PARKING	7,151	4,500	12,000	
	4100300	CITY MOTOR VEHICLE FINES	78,059	59,000	78,000	
	4100340	ST PENALTY ASSMNTS-PC1464	467,260	440,000	460,000	
	4100354	COUNTY PORTION GC 76000	101,469	92,000	92,000	
	4100366	ADM PENALTY-HS 25187	178,094	154,000	145,000	
	4100390	TRAFFIC SCHOOL FEES - CITY	17,458	13,500	17,000	
	4100465	DNA Database	9,035	10,000	10,000	
		Total - Fines and Forfeitures	4,814,834	3,779,010	4,158,628	
		Use of Money and Property				
	4150000	INTEREST	376,929	300,000	240,000	
	4150003	INTEREST-PROP TAX REFUNDS	0	0	0	
	4150015	COMMUNICATION LEASE FACIL	9,300	11,300	11,300	
	4150020	RENT-LAND/BLDG-SHORT TERM	11,374	11,715	11,715	
	4150025	RENT-LAND/BLDG-LONG TERM	242,180	246,173	250,039	
	4150035	RENTAL OF VETERANS BLDGS.	60,777	59,000	70,800	
		Total - Use of Money and Property	700,560	628,188	583,854	
		State Aid				
	4200005	ST RLGN-SALES TX-SOC SRVC	6,756,434	7,615,390	8,662,663	
	4200010	ST RLGN-SALES TAX-M H	4,950,850	10,974,033	5,628,773	
	4200015	ST RLGN-SALES TAX-HEALTH	1,528,734	1,546,000	1,546,000	
	4200020	ST REALGN- VLF	2,355,729	2,130,309	2,211,917	
	4200022	ST AID REALIGNMENT	0	89,586	293,892	
	4200023	ST AID REALIGNMENT-VLF	99,273	0	95,559	
	4200035	SB90 STATE MANDATED COSTS	291,801	299,398	270,874	
	4200040	ST AID- DRUG/MENTL HEALTH	538,947	568,993	568,993	
	4200045	STATE AID- EXTRADITION	6,660	48,000	35,000	
	4200055	STATE AID FOR AGRICULTURE	763,330	723,108	712,850	
	4200065	STATE AID-NUCLEAR PLANNG	1,755,542	1,823,579	1,874,044	
	4200070	STATE AID VETERAN AFFAIRS	66,480	65,000	60,000	
	4200075	HOMEOWNER PROP TAX RELIEF	787,561	800,000	770,955	
	4200080	STATE REIMB-CMC/ASH CASES	1,110,868	1,474,900	1,202,515	
	4200090	ST AID-INS FRAUD INVESTIG	130,976	130,976	112,254	

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
GOVERNMENTAL FUNDS
FOR THE FISCAL YEAR ENDED 2013-14

Financing

Fund Name	Source Category	Financing Source Account	2011-12 Actual	2012-13 Estimated	2013-14 Recommended	2013-14 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
4200095	ST AID-DMV-VEH CRIME INV		225,096	299,000	293,930	
4200105	STATE AWARDED GRANTS		862,266	558,355	403,756	
4200110	ST AID-MANGD CARE-INPATNT		623,404	0	0	
4200125	STATE REIMB FOR DNA TESTING		74,957	75,144	75,427	
4200140	ST REV-PAROLE HOLDS		73,673	0	0	
4200150	ST AID - CHILD SUP ADMIN		1,570,247	1,583,819	1,588,766	
4200170	STATE AID - OTHER		2,433,738	2,068,774	2,186,836	
4200175	STATE - WELFARE ADMIN.		20,119,393	17,924,813	22,747,199	
4200185	STATE AID-PRIOR YEAR		430,989	0	0	
4200190	STATE AID - ABATEMENT		43,484	38,000	40,000	
4200195	ST AID-CS COLL-FOSTR CARE		57,509	55,000	35,500	
4200200	MEDI-CAL:PATIENTS-ST +FED		7,148,789	12,397,105	11,600,708	
4200205	ST AID - REIMB		14,753	0	0	
4200210	ST AID-CALIF CHILDREN SRVC		1,343,191	1,403,355	1,544,002	
4200212	STATE AID-CENCAL		0	0	161,904	
4200215	STATE - HEALTH ADMIN.		297,077	324,372	342,868	
4200220	ST AID-EPSDT-MENTAL HEALTH		5,446,039	0	0	
4200226	ST AID-GAS TAX-UNCLAIMED		1,003,865	1,045,956	1,065,000	
4200240	STATE AID CONSTRUCTION		0	0	345,500	
4200242	STATE AID - REGIONAL STATE HWY ACCOUNT		0	0	0	
4200255	ST AID-PUBLIC SAFETY SRVC		19,470,815	19,766,019	21,562,302	
4200270	STATE-MOTOR VEH LIC FEE		583,318	112,000	117,000	
4200273	STATE AID-STATE OFFICE OF FAMILY PLANNIN		0	0	1,275,000	
4200275	OTHER STATE IN-LIEU TAXES		3,033	800	800	
4200295	ST-10% SBOC VOC REBATE		12,018	8,000	8,000	
4200305	ST AID - SLESF		927,134	630,297	774,681	
4200320	ST AID-PASS THRU GRANTS		458	0	0	
4200325	ST AID-INCENIVES		0	237,000	376,507	
4200330	STATE AID FOR DISASTER		10,625	0	0	
4200335	ST-WELFARE ADMIN-PRIOR YR		4,065,823	0	0	
4200340	ST AID - MHSA		9,384,466	9,997,262	10,554,008	
4200350	ST RLG-2011 COURT SECURITY		3,692,893	3,551,825	3,888,197	
4200351	ST RLG-2011 LOCAL COMM		1,827,995	4,049,095	5,093,107	
4200352	ST RLG-2011 DA & PUBLIC DEFENDER		50,700	137,429	126,945	
4200353	ST RLG-2011 JUVENILE JUSTICE		329,471	0	0	
4200354	ST RLG-2011 HLTH & HUMAN SVCS		11,496,931	14,722,354	21,996,806	
4200355	ST RLG-2011 SLESF		288,299	1,062,512	1,322,383	
4200356	ST RLG-2011 CALWORKS MOE		4,472,496	5,282,132	5,282,132	
Total - State Aid			119,528,130	125,619,690	138,855,553	
Federal Aid						
4250005	FED AID ENTITLEMNT LAND		1,069,926	1,000,000	945,000	
4250010	FEDERAL AID-STORM DAMAGE		1,207	0	0	

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
 GOVERNMENTAL FUNDS
 FOR THE FISCAL YEAR ENDED 2013-14

Financing

Fund Name	Source Category	Financing Source Account	2011-12 Actual	2012-13 Estimated	2013-14 Recommended	2013-14 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
	4250015	FEDERAL - HEALTH ADMIN	3,613,660	3,607,837	3,886,038	
	4250035	FED AID-DRUG FREE SCH/COM	(106)	0	0	
	4250045	FEDERAL AID-COPS AHEAD	0	0	0	
	4250055	FED AID - REIMB	53,094	49,000	35,000	
	4250067	FED AID - CDBG RECOVERY AND REINV FUNDS	4,755	0	0	
	4250085	FEDERAL AID - SECURITY	113,109	10,000	70,323	
	4250086	FED AID - SCAAP PASS THRU	379,490	225,001	127,231	
	4250090	FED AID-DRUG AND ALCOHOL	1,551,561	1,555,692	1,541,372	
	4250095	FEDERAL-GRANTS	2,860,931	3,179,498	3,412,609	
	4250105	FEDERAL AID - OTHER	2,183,861	1,221,171	1,253,954	
	4250110	FEDERAL - WELFARE ADMIN	29,103,454	39,415,537	30,394,385	
	4250115	FEDERAL AID - ABATEMENT	30,002	26,000	25,000	
	4250120	FEDERAL AID-PRIOR YEAR	796,474	0	0	
	4250130	FED AID-PERINTL SETASIDE	72,193	72,201	72,201	
	4250136	FED AID - PUBLIC HEALTH SECURITY	1,058,128	663,597	801,476	
	4250140	FED AID-CHILD SUP ADMIN	3,010,883	3,074,474	3,084,350	
	4250141	FED-WELFARE ADMN-PRIOR YR	278,213	0	0	
	4250145	FED AID-INCENTIVES	122,639	0	0	
	4250160	FED AID WORKFORCE INVESTMENT ACT	2,777,997	2,672,958	2,303,607	
	4250171	FED AID-MEDICARE	0	0	23,396	
	4250205	FEDERAL AID-ARRA/PRIME RECIPIENT	1,049,850	61,925	0	
	4250206	FEDERAL AID-ARRA/STATE SUB RECIPIENT	297,205	40,000	0	
	4250210	FED AID ARRA/STATE PASS THROUGH WIA	15,205	0	0	
	Total - Federal Aid		50,443,731	56,874,891	47,975,942	
	Other Governmental Aid					
	4300005	OTHER GOVT AGENCY REVENUE	1,654,415	1,754,381	1,832,239	
	4300010	COMBINED FED/ST CALWORKS	1,756,767	0	4,353,036	
	4300015	OTHER GOV'T: RDA PASS THRU	1,534,124	1,100,000	1,608,634	
	Total - Other Governmental Aid		4,945,306	2,854,381	7,793,909	
	TOTAL AID FROM GOVERNMENTAL AGENCIES		174,917,167	185,348,962	194,625,404	

Charges for Services

	4350010	TR CT TRUST-GC26833.1	0	0	0	
	4350101	AFFORDABLE HOUSNG IN-LIEU	105	0	0	
	4350106	APPEAL FEE	8,500	8,670	11,050	
	4350109	AFFORDABLE HOUSING IMPACT FEE	2,523	1,500	1,500	
	4350209	REVENUE TRANSFER FROM TRUST FUNDS	154,896	0	15,000	
	4350235	BILLINGS OH-OUTSIDE AGENCIES	19,067	40,277	0	
	4350245	OTHER BILLINGS TO COURTS	1,220,597	931,927	409,289	
	4350255	BILLINGS TO OUTSIDE AGENCIES	734,995	805,902	884,550	
	4350295	PREAPPLICATION PROCESS	32,146	27,168	28,845	

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
GOVERNMENTAL FUNDS
FOR THE FISCAL YEAR ENDED 2013-14

Financing

Fund Name	Source Category	Financing Source Account	2011-12 Actual	2012-13 Estimated	2013-14 Recommended	2013-14 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
	4350305	FLOOD HAZARD PROPERTY REPORTS	0	746	758	
	4350310	FIRE SUPPRESSION/COST REI	105,648	200,000	200,000	
	4350315	AMBULANCE REIMBURSEMENT	174,268	175,000	179,000	
	4350320	INMATE ASSISTANCE REIMBRS	637	800	1,000	
	4350330	PUBLIC EDUCATION GOV'T ACCESS FEE	47,131	0	0	
	4350335	MONITORING FEE-PC1203.1B	129,903	132,995	132,995	
	4350340	JUVENILE INFORMAL SUPERVISION	61,628	58,000	58,000	
	4350345	DIVERSN MONITRG-PC1001.53	64	0	0	
	4350350	MITIGATION FEE-AIR	253	400	400	
	4350365	CHANGE OF PLEA	361	400	400	
	4350370	PROBA MGMNT FEE-ADULTS	10,474	7,834	7,834	
	4350380	SENTENCING REPORT FEE	44,541	43,719	43,719	
	4350385	RESTITN COLL FEE-PC1203.1	30,698	65,000	65,000	
	4350390	RECORD SEALING FEE	738	824	824	
	4350395	RED INSTALLMENT PLAN FEE	7,524	7,080	8,592	
	4350400	ADMINISTRATIVE SERVICES	2,101,211	2,326,076	2,335,107	
	4350402	ADMIN FEE-SLO CTBID	31,106	26,416	32,800	
	4350404	ADMIN FEE - GC 29412	43,881	43,000	44,612	
	4350405	SPECIAL ASSESSMENT FEES	143,494	143,200	143,600	
	4350407	ADMIN FEE-RDA DISSOLUTION	108,360	0	45,000	
	4350410	ASSESSMNT APPORTNMNT FEES	0	300	153	
	4350415	PROP.REDEMPT.SEARCH FEES	26,568	13,940	12,325	
	4350430	ELECTION SERVICES	98,301	445,000	52,000	
	4350435	DEFERRED ENTRY OF JUDGMENT	96,661	111,000	94,000	
	4350441	SEGREGATIONS FEE	38	152	76	
	4350445	DMV DELINQUENT VESSEL FEE	972	1,118	1,120	
	4350450	UNSEC DELINQUENT COLL FEE	26,778	22,355	26,700	
	4350457	PUBLIC DEFENDER REIMBURSEMENT FEES	369,921	378,912	378,912	
	4350460	LEGAL SERVICES	29,700	30,000	37,500	
	4350465	INVOLUNTARY LIEN NOTICES	14,120	14,000	14,000	
	4350470	INSTALLMENT FEES	4	0	0	
	4350475	PROCESSING FEES	43,458	73,212	73,212	
	4350480	ENVIRONMNTL ASSESSMT FEES	159,382	110,496	135,063	
	4350485	LAFCO PROCESSING FEES	0	1,877	0	
	4350490	PUBLICATION FEES	200	0	0	
	4350505	FILING FEES-CORNER RECORD	1,951	1,966	2,480	
	4350515	ALLOCATION ADMIN FEE	10,574	6,580	14,100	
	4350520	ITD BILL OUTSIDE AGENCIES	62,309	50,671	57,147	
	4350525	ITD BILL OUTSIDE AGENCIES COMM	8,801	5,692	7,264	
	4350530	FIRE PROTECTION SERVICES	1,865,118	1,827,704	2,351,584	
	4350540	AGRICULTURAL SERVICES	107,870	150,200	150,200	
	4350550	HOME DETENTION PROGRAM	447,908	412,000	405,000	
	4350555	STANDARDIZATION INSPECTS	4,830	6,825	6,000	

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
GOVERNMENTAL FUNDS
FOR THE FISCAL YEAR ENDED 2013-14

Financing

Fund Name	Source Category	Financing Source Account	2011-12 Actual	2012-13 Estimated	2013-14 Recommended	2013-14 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
	4350560	ALTERNATIVE WORK PROG REV	89,583	90,000	83,000	
	4350567	ALT SENTENCING UNIT	0	0	0	
	4350570	CIVIL PROCESS SERVICE	99,011	97,500	101,700	
	4350580	REIMB JUV COURT PROF FEES	44,285	40,000	40,000	
	4350581	ESTATE FEES	5,817	16,793	36,450	
	4350585	CONSERVATORSHIP FEES	255,991	112,500	79,000	
	4350590	REPRESENTATIVE PAYEE FEES	35,448	37,392	37,440	
	4350595	HUMANE SERVICES	5,691	10,035	8,641	
	4350600	IMPOUND FEES	35,058	44,259	44,328	
	4350605	BOARDING FEES	77,928	85,385	88,074	
	4350610	ANIMAL PLACEMENT	155,292	212,880	147,527	
	4350616	LAW ENFORCEMENT SERVICES	79,627	65,000	135,000	
	4350620	BOOKING FEES (SB 2557)	475,424	456,312	465,000	
	4350625	RECORDER'S SPECL PROJECTS	527,820	458,362	305,606	
	4350630	RECORDG FEE-MICROGRAPHICS	79,165	89,973	89,972	
	4350632	Rec Fees-Real Estate Fraud GC 27388	164,896	183,000	480,319	
	4350633	RECORDING FEES-SSN REDACTION	0	34,510	34,510	
	4350635	RECORDING FEES	1,440,615	1,442,066	1,642,060	
	4350640	RECORDING FEES-VHS	15,178	6,450	9,153	
	4350641	CIVIL SPECIAL FEE GC26746	159,477	240,800	103,233	
	4350650	DEVELOPMENT FEE- ADMIN	31,739	25,000	22,500	
	4350655	SEPARATE TAX BILL COSTS	67,106	80,000	80,000	
	4350665	ROAD ABANDONMENT FEE	21,945	27,090	27,090	
	4350675	CURB & GUTTER WAIVERS	1,725	1,150	1,150	
	4350690	MEDICAL RECORDS FEE	2,347	12,000	1,500	
	4350705	NURSING FEES	450,330	273,000	299,000	
	4350715	LABORATORY SERVICES	1,054,253	204,211	93,000	
	4350720	SUPPLEMENTAL ROLL-5% ADMN	292,685	120,000	120,000	
	4350725	MENTAL HEALTH SVCS-MEDICARE	117,615	168,000	74,400	
	4350735	ALCOHOLISM SERVICES	129,202	103,000	119,000	
	4350740	COBRA MED INS ADMIN FEE	635	800	800	
	4350745	ENVIRONMENTAL HEALTH SERVICES	2,017,082	2,051,000	2,252,100	
	4350760	INST CARE/SV-MEDICALSB855	29,851	42,863	29,851	
	4350765	MEDICAL REMB SERV/PAT CAR	646,962	739,800	146,000	
	4350770	CUTS & COMBINATN REQUESTS	5,100	5,000	2,950	
	4350775	ADOPTION FEES	700	2,560	2,560	
	4350785	CALIF CHILDREN SERVICES	2,904	1,600	3,500	
	4350790	INST.CARE-JUVENILE HALL	52,610	18,557	18,557	
	4350795	MENTAL HLTH SVCS-INSURANCE	114,165	200,000	199,997	
	4350820	WASTE TIPPING FEES-AB 939	14,904	14,736	14,736	
	4350835	COPYING FEES	11,996	12,000	14,000	
	4350870	GROUP ENTRANCE FEES	(4)	0	0	
	4350890	INCOME FROM CONCESSIONS	6,707	7,000	6,700	

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
GOVERNMENTAL FUNDS
FOR THE FISCAL YEAR ENDED 2013-14

Financing

Fund Name	Source Category	Financing Source Account	2011-12 Actual	2012-13 Estimated	2013-14 Recommended	2013-14 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
	4350920	MOBL HOME DUP TX CLEARNCE	25	42	42	
	4350925	PARKLAND FEE (QUIMBY FEE)	101,042	0	0	
	4350935	OTHER CLERK FEES	452,192	503,300	503,300	
	4350950	MISCELLANEOUS FEES	201,455	214,180	253,197	
	4350953	COMM ACKNOWLEDGEMENT FORM FEE	0	3,434	3,434	
	4350960	MONUMENTATION FEES	36,876	144,535	89,959	
	4350965	BLDG PRMT REVIEW-DRAINAGE	39,896	38,939	48,931	
	4350966	BLDG PRMT REVIEW-FLD HZD	5,797	4,342	2,712	
	4350990	DEVELOPMENT PLAN INSPECTN	44,861	29,744	55,050	
	4350995	PAR MAP CHECKING THRU T/A	19,600	14,896	22,976	
	4351005	RECORDS OF SURVEY FEES	24,309	26,877	21,736	
	4351010	OTHER SERVICE CHARGES	4,809	5,040	5,040	
	4351040	MENTAL HLTH SVCS-SELF PAY	19,481	20,000	20,000	
	4351045	PROGRAM REV - CHILD&FAMILIES	218,374	209,641	236,858	
	4351055	BOOK,PAMPHLT,BROCHR SALES	2,592	1,700	1,700	
	4351060	MAP SALES	711	574	906	
	4351065	PUB INFO SALE-COMP FILES	16,758	15,124	18,836	
	4351070	PM INSPECT-IMP PLANS P11E	31,829	106,189	9,792	
	4351075	TM INSPECT-IMP PLANS P11D	41,848	116,131	30,742	
	4351095	LOT LINE ADJUST APPLICATION	4,500	8,003	4,496	
	4351100	COND USE PMT/DEV PLAN APP	34,989	34,179	33,650	
	4351105	CERT COMPLIANCE APP	226	0	1,098	
	4351110	CERT OF CORRECTION	494	237	118	
	4351115	MAP AMENDMENTS	38	0	0	
	4351120	CERT COMPLIANCE-NON LLA	1,311	902	0	
	4351125	LOT LINE ADJUST CHECKING	11,167	10,583	8,136	
	4351130	ANNEXATION MAP REVIEW	520	1,074	0	
	4352240	SB2557 PROPERTY TAX ADMIN FEE	1,834,477	2,000,000	1,390,000	
	4352241	SB2557 PROPERTY TAX ADMIN FEE REFUND	0	0	0	
	4352250	ROAD EXCEPTION REQUEST - TRACT MAP	0	0	1,288	
	4352255	BULK TRANSFER FEE	1,050	792	888	
	4352260	SUBDIVISION/PARCEL TRACT MAP	2,482	2,706	2,310	
	4352270	AUDITOR CONTROLLER PR DIV DOCUMENT FEE	0	0	0	
	4400020	WATER SALES FOR RESALE	25,459	101,058	113,381	
		Total - Charges for Services	20,588,246	20,157,740	18,809,691	
		Other Revenues				
	4550000	OTHER REVENUE	329,630	200,015	170,998	
	4550010	SEMINAR/CONF/WORKSHOP FEE	122,695	95,000	95,000	
	4550011	SETTLEMENTS-ENVIRONMENTAL	126,024	150,000	150,000	
	4550020	REV APPLICABLE PRIOR YRS	15,353	0	0	
	4550030	REIMBURSEMENTS-ASSISTANCE	305,613	330,000	421,214	
	4550045	REFUNDS/EXCISE TAX	5,316	0	0	

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
GOVERNMENTAL FUNDS
FOR THE FISCAL YEAR ENDED 2013-14

Financing

Fund Name	Source Category	Financing Source Account	2011-12 Actual	2012-13 Estimated	2013-14 Recommended	2013-14 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
4550050	TAX DEPT	RETRND CHECK FEE	4,434	4,125	4,500	
4550055	SALE OF	FIXED ASSETS	1,943,672	21,641	21,955	
4550062	ADV COSTS	TX DEEDED PROP	14,340	1,020	1,020	
4550065	OTHER	REIMBURSEMENTS	642,952	180,234	482,055	
4550070	EMPLOYEE	REIMBURSEMENTS	111	250	250	
4550075	EMPL MEALS/IN-HOUSE	FOOD	2,314	2,300	1,900	
4550080	OTHER	SALES	8,173	6,675	525	
4550085	NUISANCE	ABATEMENT	32,826	33,145	31,060	
4550090	SERVICE CHGE	RETRND CHKS	6,352	6,013	5,924	
4550100	1915 BOND ACT	ASSESSMENT	30,115	30,000	30,000	
4550120	CONTRIBUTIONS -	NON GOVTL	136,387	95,963	104,686	
4550125	GRANTS: NON-GOVERNMENTAL		229,203	290,260	515,562	
4550160	CASH	OVERAGES	4,112	2,300	1,600	
4550170	SETTLEMNTS,DAMAGES,&REST.		261,658	100,000	45,742	
4550195	PENALTIES		1,805	0	0	
4550200	INVOICE	VARIANCES	5,240	1,280	1,652	
4550210	TOBACCO	SETTLEMENT	1,701,409	1,640,099	1,696,190	
4900010	IFR-ADMIN	DEPT SUPPORT	9,513	9,500	0	
4900080	IFR-INT SETT-ITD	NETWORK SVCS	263,602	283,747	231,440	
4900090	IFR-INT SETT-PLANNING		0	0	0	
4900100	IFR-INT SETT-GEN SRVS S/S	BILLINGS	1,121,659	896,922	920,800	
4900110	IFR-INT SETT-HEALTH	BILLINGS	138,531	74,502	80,323	
4900140	IFR-INT SETT-ITD	ENTERPRISE SVCS	415,508	521,224	559,004	
4900170	IFR-INT SETT-DRUG & ALCOHOL		166,889	119,534	126,174	
4900190	IFR-INT SETT-ITD	DPTMFL SVCS	408,308	298,458	449,270	
4900200	IFR-INT SETT-ITD	RADIO COMM	21,134	16,812	14,357	
4900220	IFR-INT SETT-SHERIFF	SUPPORT	537,205	542,707	544,574	
4900250	IFR-INT SETT-MENTAL	HEALTH	419,137	403,481	254,804	
4900299	IFR-INT SETT-ALL OTHER	DEPTS	2,070	0	253,339	
4901000	IFR-OVERHEAD-OH	ALLOCATIONS	278,223	376,761	398,786	
4901020	IFR-OVERHEAD-AGR		2,194	0	0	
4902010	IFR-MANUAL COST ALLOC-ITD	VOICE	152,043	151,579	150,232	
4902030	IFR-MANUAL COST ALLOC-POSTAGE		49,214	49,512	59,446	
4903010	IFR-IAA-LABOR-REG		326,139	473,591	430,179	
4903020	IFR-IAA-LABOR OT @ 1.5		0	0	0	
4903050	IFR-IAA-LABOR-NON	PRODUCTION	263	0	0	
4904000	IFR-IS-W/O	SETTLEMENT	12,026	0	0	
4909000	IFR-JOURNAL ENTRY	ALLOCATIONS	7,510	1,700	2,000	
4909001	IFR-JE-ADMIN	OFFICE	65,085	65,112	65,229	
4909005	IFR-JE-RISK	MGMT	977,263	985,045	982,095	
4909010	IFR-JE-AUDITOR/CONTROLLER		30,000	30,000	30,000	
4909015	IFR-JE-ITD		1,652	0	0	
4909020	IFR-JE-MAINTENANCE	PROJ	29,107	0	0	

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
GOVERNMENTAL FUNDS
FOR THE FISCAL YEAR ENDED 2013-14

Financing

Fund Name	Source Category	Financing Source Account	2011-12 Actual	2012-13 Estimated	2013-14 Recommended	2013-14 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
4909025	IFR-JE-GENERAL SERVICES		430,306	1,172,568	975,364	
4909030	IFR-JE-PERSONNEL		87,998	120,411	120,985	
4909035	IFR-JE-COUNTY COUNSEL		217,988	190,017	202,500	
4909040	IFR-JE ALLOC-PUBLIC HEALTH		153,460	137,516	137,618	
4909045	IFR-JE ALLOC-MENTAL HEALTH		11,170	0	0	
4909055	IFR-JE-SHERIFF		503	575	511	
4909070	IFR-JE-CDF		487,429	506,115	506,115	
4909080	IFR-JE-PLANNING		365,139	262,000	278,000	
4909085	IFR-JE-SB 2557		295,137	322,000	300,000	
4909090	IFR-JE ALLOC-CO-WIDE OVERHEAD		2,903,378	2,526,317	1,631,913	
4909099	IFR-JE-UTILITY CHARGES-OPR CENTER		50,590	0	0	
	Total - Other Revenues		16,367,107	13,728,026	13,486,891	
	Total Fund Revenues		364,735,860	369,584,529	382,931,727	
Other Financing Sources						
6000000	OPERATING TRANSFERS IN		1,819,498	665,713	0	
6000005	OTI PROCEEDS INTRAFUND		150,000	0	247,160	
6000130	TRANSFER IN FR AUTOMATION REPL FUND		407,301	709,310	445,000	
6000205	PROCEEDS OF GF INTERNAL LOAN		75,393	0	0	
6001000	INTERNAL LOAN REPAYMENT-PRIN		494,259	0	0	
6001001	INTERNAL LOAN REPAYMENT-INT		8,721	0	0	
6001002	INTERNAL LOAN INT REPAYED		0	0	0	
	Total - Other Financing Sources		2,955,172	1,375,023	692,160	
	Total - General Fund Financing Sources		367,691,032	370,959,552	383,623,887	
Capital Projects						
Use of Money and Property						
4150000	INTEREST		94,913	0	0	
	Total - Use of Money and Property		94,913	0	0	
State Aid						
4200240	STATE AID CONSTRUCTION		(353,102)	0	0	
4200260	ST AID-BICYCLE LANE ACCT		77,944	0	0	
	Total - State Aid		(275,158)	0	0	
Federal Aid						
4250095	FEDERAL-GRANTS		12,663	0	0	
	Total - Federal Aid		12,663	0	0	
	TOTAL AID FROM GOVERNMENTAL AGENCIES		(262,495)	0	0	

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
 GOVERNMENTAL FUNDS
 FOR THE FISCAL YEAR ENDED 2013-14

Financing

Fund Name	Source Category	Financing Source Account	2011-12 Actual	2012-13 Estimated	2013-14 Recommended	2013-14 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
Charges for Services						
	4350925	PARKLAND FEE (QUIMBY FEE)	85,276	0	0	
Total - Charges for Services			85,276	0	0	
Other Revenues						
	4550020	REV APPLICABLE PRIOR YRS	353,103	0	0	
	4550065	OTHER REIMBURSEMENTS	15	0	0	
	4550200	INVOICE VARIANCES	14	0	0	
	4902055	IFR-JE CAPITAL ASSETS FUNDING	137,629	0	0	
Total - Other Revenues			490,761	0	0	
Total Fund Revenues			408,455	0	0	
Other Financing Sources						
	6000000	OPERATING TRANSFERS IN	510,623	125,000	0	
	6000120	TRANSFERS IN FROM GEN FND	384,375	4,649,787	300,967	
	6000145	OPR TRF IN - PFF FIRE	2,851,955	0	970,500	
	6000150	OPR TRF IN - PFF PARKS	416,185	0	0	
	6000155	OPR TRF IN - PFF LAW ENFORC	0	0	100,000	
Total - Other Financing Sources			4,163,138	4,774,787	1,371,467	
Total - Capital Projects Funds Fin. Srcs			4,571,593	4,774,787	1,371,467	
=====						
Special Revenue Funds						
Road Fund						
Taxes						
	4000005	PROP. TAXES CURR. SECURED	1,081,153	1,082,522	1,098,760	
	4000007	PROPERTY TAX-UNITARY	329,035	334,780	339,802	
	4000010	SUPPLEMENTAL-CURR.SECURED	8,317	2,520	2,520	
	4000025	PROP. TAXES CURR. UNSEC.	27,661	25,785	25,785	
	4000030	SUPPLEMENTAL-CURR.UNSEC.	57	115	115	
Total - Taxes			1,446,223	1,445,722	1,466,982	
Other Taxes						
	4010005	PROP. TAXES PRIOR SECURED	(5,756)	(6,062)	(6,062)	
	4010010	SUPPLEMENTL-PRIOR SECURED	(38)	0	0	
	4010015	PROP. TAXES PRIOR UNSEC.	1,940	0	0	
	4010020	SUPPLEMENTAL-PRIOR UNSEC	213	0	0	
	4010035	PENALTIES-DELINQUENT TAX	413	0	0	
Total - Other Taxes			(3,228)	(6,062)	(6,062)	

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
GOVERNMENTAL FUNDS
FOR THE FISCAL YEAR ENDED 2013-14

Financing

Fund Name	Source Category	Financing Source Account	2011-12 Actual	2012-13 Estimated	2013-14 Recommended	2013-14 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
Use of Money and Property						
	4150000	INTEREST	28,573	40,000	25,000	
	4150003	INTEREST-PROP TAX REFUNDS	0	0	0	
Total - Use of Money and Property			28,573	40,000	25,000	
State Aid						
	4200065	STATE AID-NUCLEAR PLANNG	88,452	0	0	
	4200075	HOMEOWNER PROP TAX RELIEF	9,786	9,811	9,811	
	4200105	STATE AWARDED GRANTS	804,136	0	0	
	4200121	ST AID-PROP 1B ST & LOCAL	1,000,000	235,000	200,000	
	4200185	STATE AID-PRIOR YEAR	1,583	0	0	
	4200230	STATE - HIGHWAY USERS TAX	10,230,554	9,800,000	9,700,000	
	4200240	STATE AID CONSTRUCTION	77,825	0	180,300	
	4200241	STATE AID - URBAN STATE HWY ACCOUNT	56,635	60,000	0	
	4200242	STATE AID - REGIONAL STATE HWY ACCOUNT	193,844	485,194	40,000	
	4200245	TRANS DEV ACT SB 325	1,012,836	1,000,000	1,500,000	
	4200250	ST AID-ISTEA EXCHANGE	578,060	578,060	578,060	
	4200330	STATE AID FOR DISASTER	7,020	0	0	
Total - State Aid			14,060,731	12,168,065	12,208,171	
Federal Aid						
	4250010	FEDERAL AID-STORM DAMAGE	(141,722)	0	0	
	4250020	FEDERAL AID CONSTRUCTION	4,254,470	2,813,259	1,909,518	
	4250021	FEDERAL AID-BRIDGE TOLLS	322,258	0	44,542	
	4250022	FED AID STIP	6,089,907	0	0	
	4250026	FEDERAL AID FOREST RESERVE	6,676	11,500	11,500	
	4250120	FEDERAL AID-PRIOR YEAR	17,742	0	0	
	4250150	FEDERAL AID FHWA	0	1,468,513	1,800,000	
	4250205	FEDERAL AID-ARRA/PRIME RECIPIENT	74,578	0	0	
Total - Federal Aid			10,623,909	4,293,272	3,765,560	
TOTAL AID FROM GOVERNMENTAL AGENCIES			24,684,640	16,461,337	15,973,731	
Charges for Services						
	4350106	APPEAL FEE	0	0	0	
	4350265	ROAD TRANSVERSE CUT FEE	413	0	0	
	4350266	ROAD LONGITUDE CUT FEE	154	0	0	
	4350495	PLANNING/ENGINEERING SVCS	12,763	3,500	3,500	
	4350500	ROAD PERMIT FEES	14,336	10,000	10,000	
	4350660	ENCROACHMENT PERMIT FEES	99,214	92,000	92,000	
	4350675	CURB & GUTTER WAIVERS	940	0	0	
	4350676	CURB & GUTTER PERMIT WITH DESIGN	0	5,000	5,000	
	4350677	CURB & GUTTER PERMIT W/O DESIGN	8,400	17,000	17,000	

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
 GOVERNMENTAL FUNDS
 FOR THE FISCAL YEAR ENDED 2013-14

Financing

Fund Name	Source Category	Financing Source Account	2011-12 Actual	2012-13 Estimated	2013-14 Recommended	2013-14 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
	4350950	MISCELLANEOUS FEES	25,251	0	0	
		Total - Charges for Services	161,471	127,500	127,500	
		Other Revenues				
	4550000	OTHER REVENUE	41,078	0	90,000	
	4550065	OTHER REIMBURSEMENTS	233,553	0	0	
	4550090	SERVICE CHGE RETRND CHKS	34	0	0	
	4550120	CONTRIBUTIONS - NON GOVTL	285,624	0	0	
	4550200	INVOICE VARIANCES	845	0	0	
	4902055	IFR-JE CAPITAL ASSETS FUNDING	317,087	0	417,000	
	4905040	IFR-WBS TO NON CAPITAL OBJ	(3,652)	0	0	
	4909000	IFR-JOURNAL ENTRY ALLOCATIONS	154	0	0	
		Total - Other Revenues	874,723	0	507,000	
		Total Fund Revenues	27,192,402	18,068,497	18,094,151	
		Other Financing Sources				
	6000100	ROADS IMPACT FEES	1,636,186	1,827,820	2,530,778	
	6000120	TRANSFERS IN FROM GEN FND	5,830,263	7,431,000	5,831,000	
	6000235	OP TRANS IN-FIXED ASSSET TRANSFERS	129,964	0	0	
		Total - Other Financing Sources	7,596,413	9,258,820	8,361,778	
		Total - Road Fund	34,788,815	27,327,317	26,455,929	
		===== Community Devel Pgm				
		Use of Money and Property				
	4150000	INTEREST	777	0	0	
		Total - Use of Money and Property	777	0	0	
		Federal Aid				
	4250065	FEDERAL FUNDS - CDBG	2,504,012	1,654,260	1,488,836	
	4250067	FED AID - CDBG RECOVERY AND REINV FNDS	82,217	0	0	
	4250070	FEDERAL FUNDS - HOME	205,668	823,357	750,000	
	4250075	FEDERAL FUNDS - ESG	91,683	163,420	163,420	
	4250076	FEDERAL AID-HPRP FUNDS	224,037	0	0	
	4250080	FEDERAL FUNDS - SNAP	913,848	1,065,830	1,136,163	
	4250100	FEDERAL AID - ENVIRONMENT	97,181	0	0	
		Total - Federal Aid	4,118,646	3,706,867	3,538,419	
		TOTAL AID FROM GOVERNMENTAL AGENCIES	4,118,646	3,706,867	3,538,419	

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
 GOVERNMENTAL FUNDS
 FOR THE FISCAL YEAR ENDED 2013-14

Financing

Fund Name	Source Category	Financing Source Account	2011-12 Actual	2012-13 Estimated	2013-14 Recommended	2013-14 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
Other Revenues						
	4909000	IFR-JOURNAL ENTRY ALLOCATIONS	50,000	0	0	
Total - Other Revenues			50,000	0	0	
Total Fund Revenues			4,169,423	3,706,867	3,538,419	
Other Financing Sources						
	6000120	TRANSFERS IN FROM GEN FND	309,686	326,436	341,436	
Total - Other Financing Sources			309,686	326,436	341,436	
Total - Community Devel Pgm			4,479,109	4,033,303	3,879,855	
=====						
Public Facility Fees						
Use of Money and Property						
	4150000	INTEREST	51,725	0	0	
Total - Use of Money and Property			51,725	0	0	
Charges for Services						
	4350100	AFFORDABLE HOUSING FEE TRANSFERRED	(881)	(700)	0	
	4350101	AFFORDABLE HOUSNG IN-LIEU	882	700	0	
	4350102	PUB FAC FEE-LIBRARY	103,962	59,300	75,800	
	4350103	PUB FACIL FEE-FIRE	568,994	306,090	353,800	
	4350104	PUB FACIL FEE-PARKS	248,948	131,700	250,700	
	4350105	PUB FACIL FEE-GEN GOVT	208,594	116,800	120,000	
	4350107	PUB FAC FEE-LAW ENFORCE	110,462	61,852	64,200	
Total - Charges for Services			1,240,961	675,742	864,500	
Total Fund Revenues			1,292,686	675,742	864,500	
Total - Public Facility Fees			1,292,686	675,742	864,500	
=====						
Parks						
Licenses and Permits						
	4050130	MISC PERMITS	350	0	0	
Total - Licenses and Permits			350	0	0	
Fines and Forfeitures						
	4100255	OFF-HIGHWAY MOTOR FINES	0	25,420	100,500	
Total - Fines and Forfeitures			0	25,420	100,500	

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
GOVERNMENTAL FUNDS
FOR THE FISCAL YEAR ENDED 2013-14

Financing

Fund Name	Source Category	Financing Source Account	2011-12 Actual	2012-13 Estimated	2013-14 Recommended	2013-14 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
Use of Money and Property						
	4150000	INTEREST	3,488	4,000	4,000	
	4150020	RENT-LAND/BLDG-SHORT TERM	50,831	35,504	52,520	
	4150025	RENT-LAND/BLDG-LONG TERM	56,211	54,658	54,659	
	4150030	FARM LAND RENT	1,800	1,800	1,800	
Total - Use of Money and Property			112,330	95,962	112,979	
State Aid						
	4200065	STATE AID-NUCLEAR PLANNG	2,557	5,000	5,460	
	4200105	STATE AWARDED GRANTS	1,349	0	0	
	4200170	STATE AID - OTHER	2,147	0	0	
	4200330	STATE AID FOR DISASTER	1,490	0	0	
Total - State Aid			7,543	5,000	5,460	
Federal Aid						
	4250010	FEDERAL AID-STORM DAMAGE	13,649	0	0	
	4250020	FEDERAL AID CONSTRUCTION	7,194	0	0	
Total - Federal Aid			20,843	0	0	
TOTAL AID FROM GOVERNMENTAL AGENCIES			28,386	5,000	5,460	
Charges for Services						
	4350245	OTHER BILLINGS TO COURTS	0	6,191	15,732	
	4350255	BILLINGS TO OUTSIDE AGENCIES	36,223	39,352	39,352	
	4350650	DEVELOPMENT FEE- ADMIN	550	3,000	395	
	4350860	CAMPING FEES	2,596,071	2,641,008	2,705,653	
	4350865	DAILY PASSES	367,428	381,881	371,622	
	4350870	GROUP ENTRANCE FEES	189,604	199,192	200,275	
	4350875	SEASON PASSES	111,041	155,682	119,211	
	4350880	SEASON BOAT LICENSES	67,400	84,790	73,279	
	4350885	DAILY BOAT PASSES	88,498	104,569	80,625	
	4350890	INCOME FROM CONCESSIONS	79,012	86,676	99,640	
	4350895	SWIMMING POOL FEES	82,106	56,000	80,247	
	4350905	DOG/DAY USE	56,438	63,737	56,609	
	4350910	SHOWERS/LOCKERS	49,934	51,938	55,469	
	4350950	MISCELLANEOUS FEES	6,440	0	2,631	
	4350970	RECREATIONAL PROGRAMS	33,967	15,216	31,043	
	4350971	SKATE PARK FEES	4,746	4,930	5,274	
	4350972	SPECIAL EVENTS	4,394	0	1,775	
	4350980	OTHER RECREATIONAL FEES	26,654	35,895	30,000	
Total - Charges for Services			3,800,506	3,930,057	3,968,832	

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
GOVERNMENTAL FUNDS
FOR THE FISCAL YEAR ENDED 2013-14

Financing

Fund Name	Source Category	Financing Source Account	2011-12 Actual	2012-13 Estimated	2013-14 Recommended	2013-14 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
Other Revenues						
	4550000	OTHER REVENUE	171	0	2,523	
	4550014	REV - ADJ CHARGEBACKS	(17)	0	0	
	4550020	REV APPLICABLE PRIOR YRS	1,494	0	0	
	4550065	OTHER REIMBURSEMENTS	12,691	3,000	3,000	
	4550080	OTHER SALES	280	0	305	
	4550120	CONTRIBUTIONS - NON GOVTL	57,917	35,000	30,000	
	4550125	GRANTS: NON-GOVERNMENTAL	15,000	0	38,760	
	4550130	BAD DEBT RECOVERY	50	0	0	
	4550160	CASH OVERAGES	746	0	0	
	4550170	SETTLEMNTS,DAMAGES,&REST.	3,362	0	0	
	4550200	INVOICE VARIANCES	2,025	0	0	
	4900100	IFR-INT SETT-GEN SRVS S/S BILLINGS	728	0	0	
	4900260	IFR-INT SETT-PARKS BILLINGS	109,397	292,687	0	
	4901020	IFR-OVERHEAD-AGR	1,092	5,068	0	
	4903010	IFR-IAA-LABOR-REG	11,256	35,500	0	
	4909001	IFR-JE-ADMIN OFFICE	1,000	0	0	
	4909025	IFR-JE-GENERAL SERVICES	0	75,997	0	
	4909200	IFR-JE-PARKS	3,495	2,356	240,324	
		Total - Other Revenues	220,687	449,608	314,912	
		Total Fund Revenues	4,162,259	4,506,047	4,502,683	
Other Financing Sources						
	6000000	OPERATING TRANSFERS IN	450	0	0	
	6000120	TRANSFERS IN FROM GEN FND	3,278,260	4,020,055	3,540,677	
	6000150	OPR TRF IN - PFF PARKS	7,976	0	0	
		Total - Other Financing Sources	3,286,686	4,020,055	3,540,677	
		Total - Parks	7,448,945	8,526,102	8,043,360	
=====						
Co-Wide Automation Replacement						
Other Taxes						
	4010045	TLRF PROCEEDS	0	2,477,500	0	
		Total - Other Taxes	0	2,477,500	0	
Use of Money and Property						
	4150000	INTEREST	50,216	0	0	
	4150010	RENTS AND CONCESSIONS	841,690	0	0	
		Total - Use of Money and Property	891,906	0	0	

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
 GOVERNMENTAL FUNDS
 FOR THE FISCAL YEAR ENDED 2013-14

Financing

Fund Name	Source Category	Financing Source Account	2011-12 Actual	2012-13 Estimated	2013-14 Recommended	2013-14 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
Charges for Services						
	4350330	PUBLIC EDUCATION GOV'T ACCESS FEE	0	20,000	53,400	
Total - Charges for Services			0	20,000	53,400	
Other Revenues						
	4909100	IFR-JE-MAJOR SYSTEM DEV	417,122	0	0	
	4909105	IDC-JE COWIDE O&M CHARGES	490,289	0	0	
Total - Other Revenues			907,411	0	0	
Total Fund Revenues			1,799,317	2,497,500	53,400	
Other Financing Sources						
	6000120	TRANSFERS IN FROM GEN FND	1,749,019	1,761,605	1,779,705	
Total - Other Financing Sources			1,749,019	1,761,605	1,779,705	
Total - Co-Wide Automation Replacement			3,548,336	4,259,105	1,833,105	
=====						
Gen Gov Building Replacement						
Use of Money and Property						
	4150000	INTEREST	45,686	0	0	
Total - Use of Money and Property			45,686	0	0	
Total Fund Revenues			45,686	0	0	
Other Financing Sources						
	6000120	TRANSFERS IN FROM GEN FND	5,037,332	2,732,613	5,300,724	
	6001000	INTERNAL LOAN REPAYMENT-PRIN	141,459	0	0	
Total - Other Financing Sources			5,178,791	2,732,613	5,300,724	
Total - Gen Gov Building Replacement			5,224,477	2,732,613	5,300,724	
=====						
Tax Reduction Resrv						
Use of Money and Property						
	4150000	INTEREST	70,607	0	0	
Total - Use of Money and Property			70,607	0	0	
Total Fund Revenues			70,607	0	0	

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
 GOVERNMENTAL FUNDS
 FOR THE FISCAL YEAR ENDED 2013-14

Financing

Fund Name	Source Category	Financing Source Account	2011-12 Actual	2012-13 Estimated	2013-14 Recommended	2013-14 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
Other Financing Sources						
	6000120	TRANSFERS IN FROM GEN FND	3,035,109	0	1,399,033	
	Total - Other Financing Sources		3,035,109	0	1,399,033	
	Total - Tax Reduction Resrv		3,105,716	0	1,399,033	
=====						
Impact Fee-Traffic						
Use of Money and Property						
	4150000	INTEREST	44,185	22,000	19,000	
	Total - Use of Money and Property		44,185	22,000	19,000	
Charges for Services						
	4350108	ROAD IMPACT FEES	2,643,787	1,731,500	2,582,665	
	Total - Charges for Services		2,643,787	1,731,500	2,582,665	
	Total Fund Revenues		2,687,972	1,753,500	2,601,665	
Other Financing Sources						
	6000000	OPERATING TRANSFERS IN	0	0	14,647	
	Total - Other Financing Sources		0	0	14,647	
	Total - Impact Fee-Traffic		2,687,972	1,753,500	2,616,312	
=====						
Wildlife And Grazing						
Use of Money and Property						
	4150000	INTEREST	36	0	0	
	Total - Use of Money and Property		36	0	0	
Federal Aid						
	4250025	FEDERAL GRAZING FEES	5,999	3,500	3,500	
	Total - Federal Aid		5,999	3,500	3,500	
	TOTAL AID FROM GOVERNMENTAL AGENCIES		5,999	3,500	3,500	
	Total Fund Revenues		6,035	3,500	3,500	
	Total - Wildlife And Grazing		6,035	3,500	3,500	
=====						

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
 GOVERNMENTAL FUNDS
 FOR THE FISCAL YEAR ENDED 2013-14

Financing

Fund Name	Source Category	Financing Source Account	2011-12 Actual	2012-13 Estimated	2013-14 Recommended	2013-14 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
Driving Under the Influence						
Use of Money and Property						
	4150000	INTEREST	2,948	3,500	2,500	
Total - Use of Money and Property			2,948	3,500	2,500	
Charges for Services						
	4350260	FEES-YOUNG ADULTS PROGRAM	67,257	67,804	45,919	
	4350285	EXTD FIRST OFFENDER FEES	184,757	214,559	211,356	
	4350730	SECOND CHANCE CHARGES-ALC	620,782	626,660	604,126	
	4350815	FIRST OFFENDER FEES	538,375	433,303	506,023	
	4350950	MISCELLANEOUS FEES	1,177	0	0	
	4352265	WET & RECKLESS	31,585	27,580	32,539	
Total - Charges for Services			1,443,933	1,369,906	1,399,963	
Other Revenues						
	4900299	IFR-INT SETT-ALL OTHER DEPTS	30,272	0	0	
Total - Other Revenues			30,272	0	0	
Total Fund Revenues			1,477,153	1,373,406	1,402,463	
Total - Driving Under the Influence			1,477,153	1,373,406	1,402,463	

Library

Taxes

	4000005	PROP. TAXES CURR. SECURED	6,142,155	6,153,913	6,280,843	
	4000007	PROPERTY TAX-UNITARY	547,140	555,772	572,157	
	4000010	SUPPLEMENTAL-CURR.SECURED	47,257	31,531	30,000	
	4000015	REDEVELOPMENT AGENCY TAX	(135,375)	(140,646)	(139,696)	
	4000021	RPTTF RESIDUAL BALANCE	5,559	0	15,000	
	4000022	Successor Agency-Other Funds and Accts	0	0	0	
	4000023	LOW MOD INCOME HOUSING FUND UNENC CASH	0	0	0	
	4000025	PROP. TAXES CURR. UNSEC.	157,143	146,580	155,574	
	4000030	SUPPLEMENTAL-CURR.UNSEC.	322	1,000	300	
Total - Taxes			6,764,201	6,748,150	6,914,178	

Other Taxes

	4010005	PROP. TAXES PRIOR SECURED	(32,830)	(72,188)	(38,000)	
	4010010	SUPPLEMENTL-PRIOR SECURED	(220)	(600)	(200)	
	4010015	PROP. TAXES PRIOR UNSEC.	11,027	5,500	11,000	
	4010020	SUPPLEMENTAL-PRIOR UNSEC	1,216	600	1,200	
	4010035	PENALTIES-DELINQUENT TAX	2,350	0	0	
Total - Other Taxes			(18,457)	(66,688)	(26,000)	

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
GOVERNMENTAL FUNDS
FOR THE FISCAL YEAR ENDED 2013-14

Financing

Fund Name	Source Category	Financing Source Account	2011-12 Actual	2012-13 Estimated	2013-14 Recommended	2013-14 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
Use of Money and Property						
	4150000	INTEREST	9,005	7,000	4,500	
	4150003	INTEREST-PROP TAX REFUNDS	0	0	0	
Total - Use of Money and Property			9,005	7,000	4,500	
State Aid						
	4200075	HOMEOWNER PROP TAX RELIEF	55,597	55,775	54,573	
	4200105	STATE AWARDED GRANTS	0	0	0	
Total - State Aid			55,597	55,775	54,573	
Federal Aid						
	4250105	FEDERAL AID - OTHER	64,535	0	0	
Total - Federal Aid			64,535	0	0	
Other Governmental Aid						
	4300015	OTHER GOV'T: RDA PASS THRU	48,407	49,961	51,145	
Total - Other Governmental Aid			48,407	49,961	51,145	
TOTAL AID FROM GOVERNMENTAL AGENCIES			168,539	105,736	105,718	
Charges for Services						
	4350805	LOST-DAMAGED MATERIALS	12,047	13,000	11,700	
	4350807	MEETING ROOM USE FEE	0	0	1,250	
	4350810	LIBRARY SERVICES	237,480	234,000	237,000	
	4350835	COPYING FEES	17,889	16,500	28,700	
	4350840	LIBRARY REQUEST FEES	89,935	83,000	83,800	
Total - Charges for Services			357,351	346,500	362,450	
Other Revenues						
	4550000	OTHER REVENUE	23,310	16,000	56,000	
	4550010	SEMINAR/CONF/WORKSHOP FEE	(89)	0	0	
	4550090	SERVICE CHGE RETRND CHKS	(72)	0	0	
	4550120	CONTRIBUTIONS - NON GOVTL	259,366	0	0	
Total - Other Revenues			282,515	16,000	56,000	
Total Fund Revenues			7,563,154	7,156,698	7,416,846	
Other Financing Sources						
	6000120	TRANSFERS IN FROM GEN FND	516,121	516,121	607,139	
	6000140	OPR TRF IN - PFF LIBRARY	141,459	0	0	
Total - Other Financing Sources			657,580	516,121	607,139	
Total - Library			8,220,734	7,672,819	8,023,985	

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
GOVERNMENTAL FUNDS
FOR THE FISCAL YEAR ENDED 2013-14

Financing

Fund Name	Source Category	Financing Source Account	2011-12 Actual	2012-13 Estimated	2013-14 Recommended	2013-14 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
Fish And Game						
	Fines and Forfeitures					
	4100250	FISH AND GAME FINES	16,792	20,000	20,000	
	4100310	ST PENALTY F&GAME-PC1464	5,815	0	0	
		Total - Fines and Forfeitures	22,607	20,000	20,000	
		Total Fund Revenues	22,607	20,000	20,000	
		Total - Fish And Game	22,607	20,000	20,000	
=====						
Organizational Development						
	Use of Money and Property					
	4150000	INTEREST	9,047	10,000	8,000	
		Total - Use of Money and Property	9,047	10,000	8,000	
		Total Fund Revenues	9,047	10,000	8,000	
	Other Financing Sources					
	6000120	TRANSFERS IN FROM GEN FND	492,166	450,000	450,000	
		Total - Other Financing Sources	492,166	450,000	450,000	
		Total - Organizational Development	501,213	460,000	458,000	
=====						
County Med Svcs Prog						
	Use of Money and Property					
	4150000	INTEREST	3,959	5,000	4,000	
		Total - Use of Money and Property	3,959	5,000	4,000	
	State Aid					
	4200020	ST REALGN- VLF	2,615,000	2,439,000	2,439,000	
	4200065	STATE AID-NUCLEAR PLANNG	0	0	0	
		Total - State Aid	2,615,000	2,439,000	2,439,000	
	Federal Aid					
	4250015	FEDERAL - HEALTH ADMIN	51,552	50,524	49,672	
		Total - Federal Aid	51,552	50,524	49,672	
		TOTAL AID FROM GOVERNMENTAL AGENCIES	2,666,552	2,489,524	2,488,672	

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
GOVERNMENTAL FUNDS
FOR THE FISCAL YEAR ENDED 2013-14

Financing

Fund Name	Source Category	Financing Source Account	2011-12 Actual	2012-13 Estimated	2013-14 Recommended	2013-14 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
Other Revenues						
	4550125	GRANTS: NON-GOVERNMENTAL	39,736	0	0	
	4550210	TOBACCO SETTLEMENT	694,943	669,900	692,810	
	4900110	IFR-INT SETT-HEALTH BILLINGS	347	74,819	76,524	
	4909040	IFR-JE ALLOC-PUBLIC HEALTH	14,968	0	0	
	4909999	IFR-CONVERSION ACCOUNT	0	42,329	42,188	
	Total - Other Revenues		749,994	787,048	811,522	
	Total Fund Revenues		3,420,505	3,281,572	3,304,194	
Other Financing Sources						
	6000000	OPERATING TRANSFERS IN	779,451	0	0	
	6000105	TRANSFER IN - GF MED ASST PROG	1,784,310	1,814,405	1,797,902	
	Total - Other Financing Sources		2,563,761	1,814,405	1,797,902	
	Total - County Med Svcs Prog		5,984,266	5,095,977	5,102,096	
=====						
Emergency Med Svcs						
Fines and Forfeitures						
	4100150	PA-EMERGENCY MED SERVICES	310,496	350,000	350,000	
	4100152	PA-SB1773 RICHIE'S FUND	401,914	350,000	350,000	
	4100365	TRAFFIC SCH FEES-MADDY FUND	91,150	100,000	100,000	
	Total - Fines and Forfeitures		803,560	800,000	800,000	
Use of Money and Property						
	4150000	INTEREST	987	1,000	1,000	
	Total - Use of Money and Property		987	1,000	1,000	
	Total Fund Revenues		804,547	801,000	801,000	
	Total - Emergency Med Svcs		804,547	801,000	801,000	
=====						
	TOTAL Special Revenue Funds Fin. Srcls		79,592,611	64,734,384	66,203,862	
Debt Service Funds						
Debt Service-Cert of Participation						
Other Taxes						
	4010045	TLRF PROCEEDS	500,000	500,000	500,000	
	Total - Other Taxes		500,000	500,000	500,000	

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
 GOVERNMENTAL FUNDS
 FOR THE FISCAL YEAR ENDED 2013-14

Financing

Fund Name	Source Category	Financing Source Account	2011-12 Actual	2012-13 Estimated	2013-14 Recommended	2013-14 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
Fines and Forfeitures						
	4100320	PENALTY AS-CTHS TEMP CONS	308,119	310,819	309,319	
Total - Fines and Forfeitures			308,119	310,819	309,319	
Total Fund Revenues			808,119	810,819	809,319	
Other Financing Sources						
	6000135	TRFR IN FOR DEBT SERVICE	934,259	945,669	1,069,703	
	6000160	OPR TRF IN - PFF GEN GOV'T	500,000	500,000	200,000	
Total - Other Financing Sources			1,434,259	1,445,669	1,269,703	
Total - Debt Service-Cert of Participati			2,242,378	2,256,488	2,079,022	
=====						
Pension Obligation Bond DSF						
Use of Money and Property						
	4150000	INTEREST	17,215	18,000	12,000	
Total - Use of Money and Property			17,215	18,000	12,000	
Other Revenues						
	4550140	COUNTY CONTRIBUTIONS	7,783,082	8,293,800	10,002,626	
Total - Other Revenues			7,783,082	8,293,800	10,002,626	
Total Fund Revenues			7,800,297	8,311,800	10,014,626	
Total - Pension Obligation Bond DSF			7,800,297	8,311,800	10,014,626	
=====						
TOTAL Debt Service Funds Fin. Sources			10,042,675	10,568,288	12,093,648	
=====						
TOTAL ALL FUNDS			461,897,911	451,037,011	463,292,864	
=====						

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 Obligated Fund Balance (reserves and designations) for the governmental funds. The second section summarizes the financing uses (sorted by fund).

SUMMARY OF FINANCING USES BY FUNCTION AND FUND
GOVERNMENTAL FUNDS
FOR FISCAL YEAR 2013-14

DESCRIPTION (1)	2011-12 ACTUAL (2)	2012-13 ESTIMATED (3)	2013-14 RECOMMENDED (4)	2013-14 ADOPTED (BOS) (5)
SUMMARIZATION BY FUNCTION				
General Government	70,273,596	64,425,305	63,195,840	
Public Protection	138,575,024	144,519,287	150,688,511	
Public Ways & Facilities	44,078,788	30,957,137	31,953,771	
Health & Sanitation	64,525,888	69,107,379	72,008,653	
Public Assistance	102,862,159	107,230,881	110,422,304	
Education	10,322,485	10,025,114	10,427,939	
Recreation & Cultural Services	7,117,583	8,053,529	7,757,247	
Debt Service	10,173,793	10,600,444	10,841,683	
Financing Uses	9,623,686	12,438,793	10,231,171	
Total Financing Uses by Function	457,553,002	457,357,869	467,527,119	
APPROPRIATIONS FOR CONTINGENCIES				
1000000000 General Fund		15,043,207	15,573,291	
1200500000 Community Devel Pgm		65,685	0	
1201500000 Parks		505,357	286,113	
1204500000 Driving Under the Influence		79,341	157,698	
1205000000 Library		258,395	120,000	
Total Appropriations for Contingencies		15,951,985	16,137,102	
Subtotal Financing Uses	457,553,002	473,309,854	483,664,221	
PROVISIONS FOR OBLIGATED FUND BALANCES (Reserves & Designations)				
1000000000 General Fund		4,938,657	2,500,000	
1100000000 Capital Projects		4,879,613	0	
1200000000 Road Fund		1,056,718	0	
1201000000 Public Facility Fees		558,942	326,500	
1201500000 Parks		760,000	275,000	
1202000000 Co-Wide Automation Replacement		1,904,092	0	
1202500000 Gen Gov Building Replacement		2,732,613	5,300,724	
1203000000 Tax Reduction Resrv		0	1,399,033	
1203500000 Impact Fee-Traffic		312,088	0	
1204000000 Wildlife And Grazing		5,946	0	
1204500000 Driving Under the Influence		77,341	0	
1205500000 Fish And Game		19,163	0	
1206000000 Organizational Development		205,315	95,787	
1801000000 Pension Obligation Bond DSF		102,844	1,251,965	
Total Obligated Fund Balances (Reserves & Designations)		17,553,332	11,149,009	
Total Financing Uses	457,553,002	490,863,186	494,813,230	

SUMMARY OF FINANCING USES BY FUNCTION AND FUND
GOVERNMENTAL FUNDS
FOR FISCAL YEAR 2013-14

DESCRIPTION (1)	2011-12 ACTUAL (2)	2012-13 ESTIMATED (3)	2013-14 RECOMMENDED (4)	2013-14 ADOPTED (BOS) (5)
SUMMARIZATION BY FUND				
1000000000 General Fund	364,776,573	403,014,000	410,727,044	
1100000000 Capital Projects	5,635,231	6,234,746	1,574,203	
1200000000 Road Fund	37,839,000	29,231,035	27,400,493	
1200500000 Community Devel Pgm	4,448,558	4,098,988	3,879,855	
1201000000 Public Facility Fees	3,917,575	1,058,942	1,897,000	
1201500000 Parks	7,117,583	9,318,886	8,318,360	
1202000000 Co-Wide Automation Replacement	1,755,444	5,252,677	2,402,980	
1202500000 Gen Gov Building Replacement	498,625	2,732,613	5,300,724	
1203000000 Tax Reduction Resrv	2,132,434	0	1,399,033	
1203500000 Impact Fee-Traffic	2,322,213	2,594,908	2,982,778	
1204000000 Wildlife And Grazing	89	9,446	3,509	
1204500000 Driving Under the Influence	1,381,529	1,530,088	1,565,761	
1205000000 Library	8,499,912	8,434,871	8,665,045	
1205500000 Fish And Game	11,146	39,163	20,000	
1206000000 Organizational Development	286,177	712,558	609,701	
1206500000 County Med Svcs Prog	5,186,570	5,095,977	5,172,096	
1207000000 Emergency Med Svcs	791,099	801,000	801,000	
1207500000 Cal Hlth Indig Prog	779,451	0	0	
1208000000 Debt Service-Cert of Participation	2,242,378	2,256,488	2,079,022	
1801000000 Pension Obligation Bond DSF	7,931,415	8,446,800	10,014,626	
Total Financing Uses	457,553,002	490,863,186	494,813,230	

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.

DETAIL OF FINANCING USES BY FUNCTION, ACTIVITY AND BUDGET UNIT

GOVERNMENTAL FUNDS

FOR FISCAL YEAR 2013-14

(1)	2011-12 ACTUAL (2)	2012-13 ESTIMATED (3)	2013-14 RECOMMENDED (4)	2013-14 ADOPTED (BOS) (5)
General Government				
Legislative & Administrative				
100 BOARD OF SUPERVISORS	1,583,026	1,656,006	1,662,044	
104 ADMINISTRATIVE OFFICE	1,528,427	1,697,199	1,717,038	
110 CLERK/RECORDER	2,891,177	3,058,962	3,059,642	
275 ORGANIZATIONAL DEVELOPMENT	286,177	507,243	513,914	
290 COMMUNITY DEVELOPMENT PROGRAM	<u>4,448,558</u>	<u>4,033,303</u>	<u>3,879,855</u>	
TOTAL Legislative & Administrative	10,737,365	10,952,713	10,832,493	
Finance				
101 NON-DEPARTMENTAL REVENUES	1	5	5	
107 AUDITOR-CONTROLLER	4,851,020	4,881,573	4,964,988	
108 TREAS-TAX COLL-PUBLIC ADM	2,883,270	3,136,994	3,173,941	
109 ASSESSOR	7,996,878	8,942,354	9,023,629	
268 TAX REDUCTION RESERVE	<u>2,132,434</u>	<u>0</u>	<u>0</u>	
TOTAL Finance	17,863,603	16,960,926	17,162,563	
Counsel				
111 COUNTY COUNSEL	<u>3,649,125</u>	<u>3,526,264</u>	<u>3,489,145</u>	
TOTAL Counsel	3,649,125	3,526,264	3,489,145	
Personnel				
112 HUMAN RESOURCES	<u>2,101,377</u>	<u>2,354,265</u>	<u>2,319,515</u>	
TOTAL Personnel	2,101,377	2,354,265	2,319,515	
Property Management				
113 GENERAL SERVICES	12,037,591	9,657,114	9,612,347	
200 MAINTENANCE PROJECTS	<u>2,359,662</u>	<u>2,416,700</u>	<u>2,329,200</u>	
TOTAL Property Management	14,397,253	12,073,814	11,941,547	
Plant Acquisition				
230 CAPITAL PROJECTS FUND	5,635,231	1,355,133	1,574,203	
267 GEN GOVT BUILDING REPLACEMENT	<u>498,625</u>	<u>0</u>	<u>0</u>	
TOTAL Plant Acquisition	6,133,856	1,355,133	1,574,203	
Other General				
105 RISK MANAGEMENT	1,434,032	1,537,549	1,476,718	

DETAIL OF FINANCING USES BY FUNCTION, ACTIVITY AND BUDGET UNIT
GOVERNMENTAL FUNDS
FOR FISCAL YEAR 2013-14

(1)	2011-12 ACTUAL (2)	2012-13 ESTIMATED (3)	2013-14 RECOMMENDED (4)	2013-14 ADOPTED (BOS) (5)
114 INFORMATION TECHNOLOGY DEPARTMENT	10,178,486	10,140,458	10,041,079	
201 PUBLIC WORKS SPECIAL SERVICES	2,023,055	2,175,598	1,955,597	
266 COUNTYWIDE AUTOMATION REPLACEMENT	<u>1,755,444</u>	<u>3,348,585</u>	<u>2,402,980</u>	
TOTAL Other General	15,391,017	17,202,190	15,876,374	
TOTAL General Government	70,273,596	64,425,305	63,195,840	
Public Protection				
Judicial				
131 GRAND JURY	121,260	138,425	138,049	
132 DISTRICT ATTORNEY	13,622,778	14,386,409	14,582,593	
134 CHILD SUPPORT SERVICES	4,737,728	4,658,293	4,676,116	
135 PUBLIC DEFENDER	5,931,421	5,414,306	5,589,706	
143 COURT OPERATIONS	<u>2,409,798</u>	<u>2,434,612</u>	<u>2,284,014</u>	
TOTAL Judicial	26,822,985	27,032,045	27,270,478	
Police Protection				
136 SHERIFF-CORONER	<u>58,152,676</u>	<u>60,106,862</u>	<u>62,403,134</u>	
TOTAL Police Protection	58,152,676	60,106,862	62,403,134	
Detention & Correction				
139 PROBATION DEPARTMENT	<u>16,755,980</u>	<u>18,903,540</u>	<u>18,988,024</u>	
TOTAL Detention & Correction	16,755,980	18,903,540	18,988,024	
Fire Protection				
140 COUNTY FIRE	<u>15,926,709</u>	<u>17,371,496</u>	<u>19,167,919</u>	
TOTAL Fire Protection	15,926,709	17,371,496	19,167,919	
Flood Control, Soil & Water Conservation				
330 WILDLIFE AND GRAZING	<u>89</u>	<u>3,500</u>	<u>3,509</u>	
TOTAL Flood Control, Soil & Water Conservation	89	3,500	3,509	
Protective Inspection				
141 AGRICULTURAL COMMISSIONER	<u>5,050,284</u>	<u>5,133,677</u>	<u>5,246,701</u>	
TOTAL Protective Inspection	5,050,284	5,133,677	5,246,701	

DETAIL OF FINANCING USES BY FUNCTION, ACTIVITY AND BUDGET UNIT

GOVERNMENTAL FUNDS

FOR FISCAL YEAR 2013-14

(1)	2011-12 ACTUAL (2)	2012-13 ESTIMATED (3)	2013-14 RECOMMENDED (4)	2013-14 ADOPTED (BOS) (5)
Other Protection				
130 WASTE MANAGEMNT	801,648	890,274	910,232	
137 ANIMAL SERVICES	2,339,545	2,409,096	2,477,048	
138 EMERGENCY SERVICES	1,560,001	1,533,090	1,605,582	
142 PLANNING & BUILDING DEPARTMENT	11,153,961	11,115,707	12,595,884	
331 FISH AND GAME	<u>11,146</u>	<u>20,000</u>	<u>20,000</u>	
TOTAL Other Protection	15,866,301	15,968,167	17,608,746	
TOTAL Public Protection	138,575,024	144,519,287	150,688,511	
Public Ways & Facilities				
Public Ways				
245 ROADS	37,839,000	28,174,317	27,400,493	
247 PUBLIC FACILITIES FEES	3,917,575	500,000	1,570,500	
248 ROADS - IMPACT FEES	<u>2,322,213</u>	<u>2,282,820</u>	<u>2,982,778</u>	
TOTAL Public Ways	44,078,788	30,957,137	31,953,771	
TOTAL Public Ways & Facilities	44,078,788	30,957,137	31,953,771	
Health & Sanitation				
Health				
160 PUBLIC HEALTH	20,583,881	20,924,752	21,736,165	
166 BEHAVIORAL HEALTH	<u>43,942,007</u>	<u>48,182,627</u>	<u>50,272,488</u>	
TOTAL Health	64,525,888	69,107,379	72,008,653	
TOTAL Health & Sanitation	64,525,888	69,107,379	72,008,653	
Public Assistance				
Administration				
180 SOCIAL SERVICES ADMINISTRATION	<u>56,941,773</u>	<u>59,471,509</u>	<u>61,172,165</u>	
TOTAL Administration	56,941,773	59,471,509	61,172,165	
Aid Programs				
181 FOSTER CARE-SOCIAL SERVICES	17,423,241	18,890,825	20,850,558	
182 CALWORKS	<u>12,279,248</u>	<u>13,118,782</u>	<u>12,150,170</u>	
TOTAL Aid Programs	29,702,489	32,009,607	33,000,728	

DETAIL OF FINANCING USES BY FUNCTION, ACTIVITY AND BUDGET UNIT

GOVERNMENTAL FUNDS

FOR FISCAL YEAR 2013-14

(1)	2011-12 ACTUAL (2)	2012-13 ESTIMATED (3)	2013-14 RECOMMENDED (4)	2013-14 ADOPTED (BOS) (5)
Medical Services				
183 MEDICAL ASSISTANCE PROG	4,324,310	4,314,405	4,293,366	
350 CO MEDICAL SERVICES PROG	5,186,570	5,095,977	5,172,096	
351 EMERGENCY MEDICAL SRVS FUND	791,099	801,000	801,000	
352 CAL HEALTHCARE INDIG PROG	<u>779,451</u>	<u>0</u>	<u>0</u>	
TOTAL Medical Services	11,081,430	10,211,382	10,266,462	
General Relief				
185 GENERAL ASSISTANCE	<u>956,862</u>	<u>1,074,151</u>	<u>1,172,437</u>	
TOTAL General Relief	956,862	1,074,151	1,172,437	
Veterans Services				
186 VETERANS SERVICES	<u>346,361</u>	<u>405,571</u>	<u>467,611</u>	
TOTAL Veterans Services	346,361	405,571	467,611	
Other Assistance				
106 CONTRIBUTIONS TO OTHER AGENCIES	1,935,367	1,868,569	1,840,419	
184 LAW ENFORCEMENT MED CARE	<u>1,897,877</u>	<u>2,190,092</u>	<u>2,502,482</u>	
TOTAL Other Assistance	3,833,244	4,058,661	4,342,901	
TOTAL Public Assistance	102,862,159	107,230,881	110,422,304	
Education				
Library Services				
377 LIBRARY	<u>8,499,912</u>	<u>8,176,476</u>	<u>8,545,045</u>	
TOTAL Library Services	8,499,912	8,176,476	8,545,045	
Agricultural Education				
215 FARM ADVISOR	<u>441,044</u>	<u>475,232</u>	<u>474,831</u>	
TOTAL Agricultural Education	441,044	475,232	474,831	
Other Education				
375 DRIVING UNDER THE INFLUENCE	<u>1,381,529</u>	<u>1,373,406</u>	<u>1,408,063</u>	
TOTAL Other Education	1,381,529	1,373,406	1,408,063	
TOTAL Education	10,322,485	10,025,114	10,427,939	

DETAIL OF FINANCING USES BY FUNCTION, ACTIVITY AND BUDGET UNIT
GOVERNMENTAL FUNDS
FOR FISCAL YEAR 2013-14

(1)	2011-12 ACTUAL (2)	2012-13 ESTIMATED (3)	2013-14 RECOMMENDED (4)	2013-14 ADOPTED (BOS) (5)
Recreation & Cultural Services				
Recreation Facilities				
305 PARKS	<u>7,117,583</u>	<u>8,053,529</u>	<u>7,757,247</u>	
TOTAL Recreation Facilities	7,117,583	8,053,529	7,757,247	
TOTAL Recreation & Cultural Services	7,117,583	8,053,529	7,757,247	
Debt Service				
Retirement Of Long-Term Debt				
277 DEBT SERVICE	2,242,378	2,256,488	2,079,022	
392 PENSION OBLIGATION BOND DSF	<u>7,931,415</u>	<u>8,343,956</u>	<u>8,762,661</u>	
TOTAL Retirement Of Long-Term Debt	10,173,793	10,600,444	10,841,683	
TOTAL Debt Service	10,173,793	10,600,444	10,841,683	
Financing Uses				
Transfers Out				
102 NON-DEPTL-OTHR FINCNG USE	<u>9,623,686</u>	<u>12,438,793</u>	<u>10,231,171</u>	
TOTAL Transfers Out	9,623,686	12,438,793	10,231,171	
TOTAL Financing Uses	9,623,686	12,438,793	10,231,171	
GRAND TOTAL FINANCING USES BY FUNCTION	<u><u>457,553,002</u></u>	<u><u>457,357,869</u></u>	<u><u>467,527,119</u></u>	

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).

DESCRIPTION (1)	2011-12 ACTUAL (2)	2012-13 BUDGET (3)	2013-14 REQUESTED (4)	2013-14 PROPOSED (5)	2013-14 ADOPTED (6)
Salary and Benefits	222,628,073	236,164,884	242,042,312	243,170,366	
Services and Supplies	134,510,870	141,303,396	142,944,477	141,729,910	
Other Charges	89,650,861	87,117,945	84,062,855	89,148,522	
Fixed Assets	30,047,511	12,627,946	14,060,129	14,206,526	
Transfers	(19,284,313)	(19,856,302)	(20,644,257)	(20,728,205)	
Contingencies	0	15,951,985	16,065,700	16,137,102	
TOTAL FINANCING REQUIREMENTS	<u>457,553,002</u>	<u>473,309,854</u>	<u>478,531,216</u>	<u>483,664,221</u>	

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)	2011-12 ACTUAL (2)	2012-13 BUDGET (3)	2013-14 PROPOSED (4)	2013-14 ADOPTED (5)	FUND (6)
	CURRENT PROPERTY TAXES					
4000005	PROP. TAXES CURR. SECURED	85,152,390	84,541,381	87,090,126		
4000005	PROP. TAXES CURR. SECURED	1,081,153	1,082,522	1,098,760		Road Fund
4000005	PROP. TAXES CURR. SECURED	6,142,155	6,153,913	6,280,843		Library
4000007	PROPERTY TAX-UNITARY	7,579,341	7,695,240	7,950,328		
4000007	PROPERTY TAX-UNITARY	329,035	334,780	339,802		Road Fund
4000007	PROPERTY TAX-UNITARY	547,140	555,772	572,157		Library
4000010	SUPPLEMENTAL-CURR.SECURED	863,818	750,000	400,000		
4000010	SUPPLEMENTAL-CURR.SECURED	8,317	2,520	2,520		Road Fund
4000010	SUPPLEMENTAL-CURR.SECURED	47,257	31,531	30,000		Library
4000015	REDEVELOPMENT AGENCY TAX	(2,995,110)	(3,119,083)	(3,098,928)		
4000015	REDEVELOPMENT AGENCY TAX	(135,375)	(140,646)	(139,696)		Library
4000021	RPTTF RESIDUAL BALANCE	476,954	0	0		
4000021	RPTTF RESIDUAL BALANCE	5,559	0	15,000		Library
4000025	PROP. TAXES CURR. UNSEC.	2,220,095	2,250,000	2,197,797		
4000025	PROP. TAXES CURR. UNSEC.	27,661	25,785	25,785		Road Fund
4000025	PROP. TAXES CURR. UNSEC.	157,143	146,580	155,574		Library
4000030	SUPPLEMENTAL-CURR.UNSEC.	5,889	15,000	15,000		
4000030	SUPPLEMENTAL-CURR.UNSEC.	57	115	115		Road Fund
4000030	SUPPLEMENTAL-CURR.UNSEC.	322	1,000	300		Library
	Total - CURRENT PROPERTY TAXES	101,513,801	100,326,410	102,935,483		
	TAXES OTHER THAN CURRENT PROP					
4010005	PROP. TAXES PRIOR SECURED	(464,009)	(300,000)	(417,000)		
4010005	PROP. TAXES PRIOR SECURED	(5,756)	(6,062)	(6,062)		Road Fund
4010005	PROP. TAXES PRIOR SECURED	(32,830)	(72,188)	(38,000)		Library
4010010	SUPPLEMENTL-PRIOR SECURED	(4,037)	(11,000)	(11,000)		
4010010	SUPPLEMENTL-PRIOR SECURED	(38)	0	0		Road Fund
4010010	SUPPLEMENTL-PRIOR SECURED	(220)	(600)	(200)		Library
4010015	PROP. TAXES PRIOR UNSEC.	155,837	125,000	125,000		
4010015	PROP. TAXES PRIOR UNSEC.	1,940	0	0		Road Fund
4010015	PROP. TAXES PRIOR UNSEC.	11,027	5,500	11,000		Library
4010020	SUPPLEMENTAL-PRIOR UNSEC	22,133	15,000	15,000		
4010020	SUPPLEMENTAL-PRIOR UNSEC	213	0	0		Road Fund
4010020	SUPPLEMENTAL-PRIOR UNSEC	1,216	600	1,200		Library
4010025	REDEMPTION FEES	25,820	30,000	30,000		
4010030	DELINQUENT/COST REIMBRSMT	107,958	139,600	156,020		
4010035	PENALTIES-DELINQUENT TAX	202,139	160,000	160,000		
4010035	PENALTIES-DELINQUENT TAX	413	0	0		Road Fund
4010035	PENALTIES-DELINQUENT TAX	2,350	0	0		Library
4010045	TLRF PROCEEDS	1,262,000	1,250,000	1,464,682		
4010045	TLRF PROCEEDS	0	2,477,500	0		Automtn Replc
4010045	TLRF PROCEEDS	500,000	500,000	500,000		Cop Loan DS
4010050	SALES AND USE TAXES	7,370,278	5,500,000	5,500,000		
4010051	SALES TAX - SOLAR PLANTS	0	1,344,139	1,279,327		
4010065	AIRCRAFT TAX	298,556	300,000	300,000		

ACCT	REVENUE CLASSIFICATION (1)	2011-12 ACTUAL (2)	2012-13 BUDGET (3)	2013-14 PROPOSED (4)	2013-14 ADOPTED (5)	FUND (6)
4010070	PROPERTY TRANSFER TAX	1,863,925	1,600,000	1,800,000		
4010073	RACEHORSE TAX	8,979	10,000	10,000		
4010075	TRANSIENT OCCUPANCY TAX	6,449,832	6,200,000	6,600,000		
4010076	SALE OF TAX DEEDED PROP.	15,424	25,500	25,500		
4010077	PROPERTY TAX IN-LIEU OF SALES TAX	2,220,396	2,200,000	2,800,000		
4010078	PROPERTY TAX IN-LIEU OF VLF	<u>26,453,316</u>	<u>27,000,000</u>	<u>27,234,195</u>		
	Total - TAXES OTHER THAN CURRENT PROP	46,466,862	48,492,989	47,539,662		
	LICENSES AND PERMITS					
4050005	FRANCHISES-CABLE	717,378	750,000	700,000		
4050006	FRANCHISE FEES-PUB UTIL	1,290,627	1,300,000	1,300,000		
4050010	FRANCHISE FEES-GARBAGE	706,259	725,000	700,000		
4050011	FRANCHISE FEES-PETROLEUM	66,816	0	0		
4050015	ANIMAL LICENSES	618,110	558,627	775,872		
4050020	BUSINESS LICENSES	103,739	137,203	132,386		
4050025	BUILDING PERMITS	1,321,549	1,943,793	1,261,757		
4050030	GRADING PERMITS	(131)	0	0		
4050035	PLAN CHECK FEES	1,414,662	1,035,044	2,513,188		
4050040	SUB PERMITS-MECH EL PLUMB	311,192	266,700	286,820		
4050043	BLDG STANDARDS ADMIN	717	0	0		
4050045	MINOR USE PERMIT APPLICATION	35,279	44,215	30,893		
4050065	LAND USE PERMITS	678,217	563,210	1,020,449		
4050070	PLOT PLANS	211,931	177,456	178,178		
4050075	GENERAL PLAN AMENDMENTS	(884)	34,104	5,533		
4050080	AGRICULTURAL PRESERVE FEE	26,097	66,654	75,347		
4050085	SUBDIVISION PERMITS	132,430	165,620	180,406		
4050095	FINGER PRINTING FEES	8,039	9,500	8,500		
4050100	EXPLOSIVE PERMITS	2,234	2,500	1,500		
4050105	OTHER LICENSES AND PERMIT	231,692	249,099	276,467		
4050110	GUN PERMITS	10,998	9,800	10,500		
4050111	DOMESTIC VIOLENCE FEES	37,786	45,000	65,000		
4050120	BURIAL PERMITS	11,482	10,358	10,760		
4050130	MISC PERMITS	99,128	107,882	84,465		
4050130	MISC PERMITS	350	0	0		
4050145	SUBPOENA DUCES TECUM GC 1563	816	2,000	1,200		Parks Spl Rev
4050150	TOBACCO RETAILERS LICENSES	18,024	16,961	19,991		
4050165	NOTARY FEE GC 8211	305	450	500		
4050170	REPOSSESSION OF VEHICLE GC 26751	<u>1,530</u>	<u>650</u>	<u>1,500</u>		
	Total - LICENSES AND PERMITS	8,056,372	8,221,826	9,641,212		
	FINES, FORFEITURES AND PENALTIES					
4100005	50% EXCESS MOE REVENUE-ST	(424,640)	(480,000)	(500,000)		
4100010	LAND USE FINES	2,229	3,400	1,000		
4100015	RED LIGHT - VC21453, 54, 57	3,684	3,000	3,000		
4100045	VEHICLE FORFEITURES-VC14607.6	0	500	500		
4100055	PROBA DRUG FEE-PC1203.1AB	2,628	3,360	3,360		

ACCT	REVENUE CLASSIFICATION (1)	2011-12 ACTUAL (2)	2012-13 BUDGET (3)	2013-14 PROPOSED (4)	2013-14 ADOPTED (5)	FUND (6)
4100065	CHILD RESTRNT FEE-COUNTY	5,054	4,000	5,000		
4100070	CHILD RESTRAINT FEE-CITY	3,384	2,000	2,000		
4100080	BATTRD WM SHEL-PC1203.097	17	0	0		
4100085	TRAFFIC SCH-VC42007.1(\$24)	262,003	245,000	245,000		
4100090	CNTY FIX IT-VC 40611	35,306	30,000	30,000		
4100100	CO-FAILURE TO APPEAR(FTA)	7,321	6,000	6,000		
4100105	CO MOTOR VEH/CRIM FINES	857,602	774,000	900,000		
4100130	LAB FEE-PC1463.14	69,384	67,100	86,400		
4100135	CITIES FIX IT-VC40611	15,999	13,000	13,000		
4100140	SMALL CLAIMS ADVISORY FEE	7,317	8,400	7,400		
4100150	PA-EMERGENCY MED SERVICES	310,496	350,000	350,000		Emergency Med Svcs
4100152	PA-SB1773 RICHIE'S FUND	401,914	350,000	350,000		Emergency Med Svcs
4100155	SUPERIOR COURT FINES-BASE	75,093	93,965	93,965		
4100165	SETTLEMENTS/JUDGEMENTS	849,739	491,000	360,000		
4100180	BLDG CODE INVESTIG FEES	35,288	47,477	79,166		
4100195	TRAFFIC SCHOOL FEES	1,209,353	1,100,000	1,200,000		
4100206	ASSET FORFEITURES	288,974	105,532	70,398		
4100220	BLOOD ALCOHOL FINES	135,280	141,500	185,000		
4100225	AIDS EDUCATION FINE-PC264	383	0	0		
4100230	PENALTY AS-FINGERPRINT ID	426,139	298,176	449,839		
4100250	FISH AND GAME FINES	16,792	20,000	20,000		Fish & Game
4100255	OFF-HIGHWAY MOTOR FINES	0	25,420	100,500		Parks Spl Rev
4100260	AGRICULTURE FINES	18,501	0	0		
4100265	BUSINESS & PROFESSIONS	(6,602)	(5,000)	(5,000)		
4100270	HEALTH/SAFETY FINES/FORFT	2,632	1,600	1,600		
4100285	CITIES- ALL MISDEMEANORS	15,240	17,000	17,000		
4100290	FEES -ALCOHOL ABUSE & EDU	59,000	35,000	90,000		
4100295	CITIES PARKING	7,151	4,500	12,000		
4100300	CITY MOTOR VEHICLE FINES	78,059	59,000	78,000		
4100310	ST PENALTY F&GAME-PC1464	5,815	0	0		Fish & Game
4100320	PENALTY AS-CTHS TEMP CONS	308,119	310,819	309,319		Cop Loan DS
4100340	ST PENALTY ASSMNTS-PC1464	467,260	440,000	460,000		
4100354	COUNTY PORTION GC 76000	101,469	92,000	92,000		
4100365	TRAFFIC SCH FEES-MADDY FUND	91,150	100,000	100,000		Emergency Med Svcs
4100366	ADM PENALTY-HS 25187	178,094	154,000	145,000		
4100390	TRAFFIC SCHOOL FEES - CITY	17,458	13,500	17,000		
4100465	DNA Database	9,035	10,000	10,000		
	Total - FINES, FORFEITURES AND PENALT	5,949,120	4,935,249	5,388,447		
	USE OF MONEY AND PROPERTY					
4150000	INTEREST	376,929	300,000	240,000		
4150000	INTEREST	94,913	0	0		Capital Projects
4150000	INTEREST	28,573	40,000	25,000		Road Fund
4150000	INTEREST	777	0	0		Comm Dev Pgm
4150000	INTEREST	51,725	0	0		Pub Fac Fees
4150000	INTEREST	3,488	4,000	4,000		Parks Spl Rev

ACCT	REVENUE CLASSIFICATION (1)	2011-12 ACTUAL (2)	2012-13 BUDGET (3)	2013-14 PROPOSED (4)	2013-14 ADOPTED (5)	FUND (6)
4150000	INTEREST	50,216	0	0		Automtn Replc
4150000	INTEREST	45,686	0	0		Building Replcmt
4150000	INTEREST	70,607	0	0		Tax Reductn Res
4150000	INTEREST	44,185	22,000	19,000		Impact Fee
4150000	INTEREST	36	0	0		Wildlife Grazing
4150000	INTEREST	2,948	3,500	2,500		DUI
4150000	INTEREST	9,005	7,000	4,500		Library
4150000	INTEREST	9,047	10,000	8,000		Org Development
4150000	INTEREST	3,959	5,000	4,000		Co Med Svcs Prog
4150000	INTEREST	987	1,000	1,000		Emergcy Med Svcs
4150000	INTEREST	17,215	18,000	12,000		POB- DSF
4150010	RENTS AND CONCESSIONS	841,690	0	0		Automtn Replc
4150015	COMMUNICATION LEASE FACIL	9,300	11,300	11,300		
4150020	RENT-LAND/BLDG-SHORT TERM	11,374	11,715	11,715		
4150020	RENT-LAND/BLDG-SHORT TERM	50,831	35,504	52,520		Parks Spl Rev
4150025	RENT-LAND/BLDG-LONG TERM	242,180	246,173	250,039		
4150025	RENT-LAND/BLDG-LONG TERM	56,211	54,658	54,659		Parks Spl Rev
4150030	FARM LAND RENT	1,800	1,800	1,800		Parks Spl Rev
4150035	RENTAL OF VETERANS BLDGS.	60,777	59,000	70,800		
	Total - USE OF MONEY AND PROPERTY	2,084,459	830,650	772,833		
	AID FROM STATE GOVERNMENT					
4200005	ST RLGN-SALES TX-SOC SRVC	6,756,434	7,615,390	8,662,663		
4200010	ST RLGN-SALES TAX-M H	4,950,850	10,974,033	5,628,773		
4200015	ST RLGN-SALES TAX-HEALTH	1,528,734	1,546,000	1,546,000		
4200020	ST REALGN- VLF	2,355,729	2,130,309	2,211,917		
4200020	ST REALGN- VLF	2,615,000	2,439,000	2,439,000		Co Med Svcs Prog
4200022	ST AID REALIGNMENT	0	89,586	293,892		
4200023	ST AID REALIGNMENT-VLF	99,273	0	95,559		
4200035	SB90 STATE MANDATED COSTS	291,801	299,398	270,874		
4200040	ST AID- DRUG/MENTL HEALTH	538,947	568,993	568,993		
4200045	STATE AID- EXTRADITION	6,660	48,000	35,000		
4200055	STATE AID FOR AGRICULTURE	763,330	723,108	712,850		
4200065	STATE AID-NUCLEAR PLANNG	1,755,542	1,823,579	1,874,044		
4200065	STATE AID-NUCLEAR PLANNG	88,452	0	0		Road Fund
4200065	STATE AID-NUCLEAR PLANNG	2,557	5,000	5,460		Parks Spl Rev
4200070	STATE AID VETERAN AFFAIRS	66,480	65,000	60,000		
4200075	HOMEOWNER PROP TAX RELIEF	787,561	800,000	770,955		
4200075	HOMEOWNER PROP TAX RELIEF	9,786	9,811	9,811		Road Fund
4200075	HOMEOWNER PROP TAX RELIEF	55,597	55,775	54,573		Library
4200080	STATE REIMB-CMC/ASH CASES	1,110,868	1,474,900	1,202,515		
4200090	ST AID-INS FRAUD INVESTIG	130,976	130,976	112,254		
4200095	ST AID-DMV-VEH CRIME INV	225,096	299,000	293,930		
4200105	STATE AWARDED GRANTS	862,266	558,355	403,756		
4200105	STATE AWARDED GRANTS	804,136	0	0		Road Fund
4200105	STATE AWARDED GRANTS	1,349	0	0		Parks Spl Rev

ACCT	REVENUE CLASSIFICATION (1)	2011-12 ACTUAL (2)	2012-13 BUDGET (3)	2013-14 PROPOSED (4)	2013-14 ADOPTED (5)	FUND (6)
4200110	ST AID-MANGD CARE-INPATNT	623,404	0	0		
4200121	ST AID-PROP 1B ST & LOCAL	1,000,000	235,000	200,000		Road Fund
4200125	STATE REIMB FOR DNA TESTING	74,957	75,144	75,427		
4200140	ST REV-PAROLE HOLDS	73,673	0	0		
4200150	ST AID - CHILD SUP ADMIN	1,570,247	1,583,819	1,588,766		
4200170	STATE AID - OTHER	2,433,738	2,068,774	2,186,836		
4200170	STATE AID - OTHER	2,147	0	0		Parks Spl Rev
4200175	STATE - WELFARE ADMIN.	20,119,393	17,924,813	22,747,199		
4200185	STATE AID-PRIOR YEAR	430,989	0	0		
4200185	STATE AID-PRIOR YEAR	1,583	0	0		Road Fund
4200190	STATE AID - ABATEMENT	43,484	38,000	40,000		
4200195	ST AID-CS COLL-FOSTR CARE	57,509	55,000	35,500		
4200200	MEDI-CAL: PATIENTS-ST +FED	7,148,789	12,397,105	11,600,708		
4200205	ST AID - REIMB	14,753	0	0		
4200210	ST AID-CALIF CHILDREN SRVC	1,343,191	1,403,355	1,544,002		
4200212	STATE AID-CENCAL	0	0	161,904		
4200215	STATE - HEALTH ADMIN.	297,077	324,372	342,868		
4200220	ST AID-EPSDT-MENTAL HEALTH	5,446,039	0	0		
4200226	ST AID-GAS TAX-UNCLAIMED	1,003,865	1,045,956	1,065,000		
4200230	STATE - HIGHWAY USERS TAX	10,230,554	9,800,000	9,700,000		Road Fund
4200240	STATE AID CONSTRUCTION	0	0	345,500		
4200240	STATE AID CONSTRUCTION	(353,102)	0	0		Capital Projects
4200240	STATE AID CONSTRUCTION	77,825	0	180,300		Road Fund
4200241	STATE AID - URBAN STATE HWY ACCOUNT	56,635	60,000	0		Road Fund
4200242	STATE AID - REGIONAL STATE HWY ACCOUN	193,844	485,194	40,000		Road Fund
4200245	TRANS DEV ACT SB 325	1,012,836	1,000,000	1,500,000		Road Fund
4200250	ST AID-ISTEA EXCHANGE	578,060	578,060	578,060		Road Fund
4200255	ST AID-PUBLIC SAFETY SRVC	19,470,815	19,766,019	21,562,302		
4200260	ST AID-BICYCLE LANE ACCT	77,944	0	0		Capital Projects
4200270	STATE-MOTOR VEH LIC FEE	583,318	112,000	117,000		
4200273	STATE AID-STATE OFFICE OF FAMILY PLAN	0	0	1,275,000		
4200275	OTHER STATE IN-LIEU TAXES	3,033	800	800		
4200295	ST-10% SBOC VOC REBATE	12,018	8,000	8,000		
4200305	ST AID - SLESF	927,134	630,297	774,681		
4200320	ST AID-PASS THRU GRANTS	458	0	0		
4200325	ST AID-INCENIVES	0	237,000	376,507		
4200330	STATE AID FOR DISASTER	10,625	0	0		
4200330	STATE AID FOR DISASTER	7,020	0	0		Road Fund
4200330	STATE AID FOR DISASTER	1,490	0	0		Parks Spl Rev
4200335	ST-WELFARE ADMIN-PRIOR YR	4,065,823	0	0		
4200340	ST AID - MHSA	9,384,466	9,997,262	10,554,008		
4200350	ST RLG-2011 COURT SECURITY	3,692,893	3,551,825	3,888,197		
4200351	ST RLG-2011 LOCAL COMM	1,827,995	4,049,095	5,093,107		
4200352	ST RLG-2011 DA & PUBLIC DEFENDER	50,700	137,429	126,945		
4200353	ST RLG-2011 JUVENILE JUSTICE	329,471	0	0		
4200354	ST RLG-2011 HLTH & HUMAN SVCS	11,496,931	14,722,354	21,996,806		

ACCT	REVENUE CLASSIFICATION (1)	2011-12 ACTUAL (2)	2012-13 BUDGET (3)	2013-14 PROPOSED (4)	2013-14 ADOPTED (5)	FUND (6)
4200355	ST RLGN-2011 SLESF	288,299	1,062,512	1,322,383		
4200356	ST RLGN-2011 CALWORKS MOE	4,472,496	5,282,132	5,282,132		
4250022	FED AID STIP	6,089,907	0	0		Road Fund
	Total - AID FROM STATE GOVERNMENT	142,081,750	140,287,530	153,562,757		
	AID FROM FEDERAL GOVERNMENT					
4250005	FED AID ENTITLEMNT LAND	1,069,926	1,000,000	945,000		
4250010	FEDERAL AID-STORM DAMAGE	1,207	0	0		
4250010	FEDERAL AID-STORM DAMAGE	(141,722)	0	0		Road Fund
4250010	FEDERAL AID-STORM DAMAGE	13,649	0	0		Parks Spl Rev
4250015	FEDERAL - HEALTH ADMIN	3,613,660	3,607,837	3,886,038		
4250015	FEDERAL - HEALTH ADMIN	51,552	50,524	49,672		Co Med Svcs Prog
4250020	FEDERAL AID CONSTRUCTION	4,254,470	2,813,259	1,909,518		Road Fund
4250020	FEDERAL AID CONSTRUCTION	7,194	0	0		Parks Spl Rev
4250021	FEDERAL AID-BRIDGE TOLLS	322,258	0	44,542		Road Fund
4250025	FEDERAL GRAZING FEES	5,999	3,500	3,500		Wildlife Grazing
4250026	FEDERAL AID FOREST RESERVE	6,676	11,500	11,500		Road Fund
4250035	FED AID-DRUG FREE SCH/COM	(106)	0	0		
4250055	FED AID - REIMB	53,094	49,000	35,000		
4250065	FEDERAL FUNDS - CDBG	2,504,012	1,654,260	1,488,836		Comm Dev Pgm
4250067	FED AID - CDBG RECOVERY AND REINV FND	4,755	0	0		
4250067	FED AID - CDBG RECOVERY AND REINV FND	82,217	0	0		Comm Dev Pgm
4250070	FEDERAL FUNDS - HOME	205,668	823,357	750,000		Comm Dev Pgm
4250075	FEDERAL FUNDS - ESG	91,683	163,420	163,420		Comm Dev Pgm
4250076	FEDERAL AID-HPRP FUNDS	224,037	0	0		Comm Dev Pgm
4250080	FEDERAL FUNDS - SNAP	913,848	1,065,830	1,136,163		Comm Dev Pgm
4250085	FEDERAL AID - SECURITY	113,109	10,000	70,323		
4250086	FED AID - SCAAP PASS THRU	379,490	225,001	127,231		
4250090	FED AID-DRUG AND ALCOHOL	1,551,561	1,555,692	1,541,372		
4250095	FEDERAL-GRANTS	2,860,931	3,179,498	3,412,609		
4250095	FEDERAL-GRANTS	12,663	0	0		Capital Projects
4250100	FEDERAL AID - ENVIRONMENT	97,181	0	0		Comm Dev Pgm
4250105	FEDERAL AID - OTHER	2,183,861	1,221,171	1,253,954		
4250105	FEDERAL AID - OTHER	64,535	0	0		Library
4250110	FEDERAL - WELFARE ADMIN	29,103,454	39,415,537	30,394,385		
4250115	FEDERAL AID - ABATEMENT	30,002	26,000	25,000		
4250120	FEDERAL AID-PRIOR YEAR	796,474	0	0		
4250120	FEDERAL AID-PRIOR YEAR	17,742	0	0		Road Fund
4250130	FED AID-PERINTL SETASIDE	72,193	72,201	72,201		
4250136	FED AID - PUBLIC HEALTH SECURITY	1,058,128	663,597	801,476		
4250140	FED AID-CHILD SUP ADMIN	3,010,883	3,074,474	3,084,350		
4250141	FED-WELFARE ADMN-PRIOR YR	278,213	0	0		
4250145	FED AID-INCENTIVES	122,639	0	0		
4250150	FEDERAL AID FHWA	0	1,468,513	1,800,000		Road Fund
4250160	FED AID WORKFORCE INVESTMENT ACT	2,777,997	2,672,958	2,303,607		
4250171	FED AID-MEDICARE	0	0	23,396		

ACCT	REVENUE CLASSIFICATION (1)	2011-12 ACTUAL (2)	2012-13 BUDGET (3)	2013-14 PROPOSED (4)	2013-14 ADOPTED (5)	FUND (6)
4250205	FEDERAL AID-ARRA/PRIME RECIPIENT	1,049,850	61,925	0		
4250205	FEDERAL AID-ARRA/PRIME RECIPIENT	74,578	0	0		Road Fund
4250206	FEDERAL AID-ARRA/STATE SUB RECIPIENT	297,205	40,000	0		
4250210	FED AID ARRA/STATE PASS THROUGH WIA	15,205	0	0		
	Total - AID FROM FEDERAL GOVERNMENT	59,251,971	64,929,054	55,333,093		
	AID FROM OTHER GOVERNMENT AGENCIES					
4300005	OTHER GOVT AGENCY REVENUE	1,654,415	1,754,381	1,832,239		
4300010	COMBINED FED/ST CALWORKS	1,756,767	0	4,353,036		
4300015	OTHER GOV'T: RDA PASS THRU	1,534,124	1,100,000	1,608,634		
4300015	OTHER GOV'T: RDA PASS THRU	48,407	49,961	51,145		Library
	Total - AID FROM OTHER GOVERNMENT AGE	4,993,713	2,904,342	7,845,054		
	TOTAL AID FROM GOVERNMENTAL AGENCIES	206,327,434	208,120,926	216,740,904		
	CHARGES FOR CURRENT SERVICES					
4350100	AFFORDABLE HOUSING FEE TRANSFERRED	(881)	(700)	0		Pub Fac Fees
4350101	AFFORDABLE HOUSNG IN-LIEU	105	0	0		
4350101	AFFORDABLE HOUSNG IN-LIEU	882	700	0		Pub Fac Fees
4350102	PUB FAC FEE-LIBRARY	103,962	59,300	75,800		Pub Fac Fees
4350103	PUB FACIL FEE-FIRE	568,994	306,090	353,800		Pub Fac Fees
4350104	PUB FACIL FEE-PARKS	248,948	131,700	250,700		Pub Fac Fees
4350105	PUB FACIL FEE-GEN GOVT	208,594	116,800	120,000		Pub Fac Fees
4350106	APPEAL FEE	8,500	8,670	11,050		
4350107	PUB FAC FEE-LAW ENFORCE	110,462	61,852	64,200		Pub Fac Fees
4350108	ROAD IMPACT FEES	2,643,787	1,731,500	2,582,665		Impact Fee
4350109	AFFORDABLE HOUSING IMPACT FEE	2,523	1,500	1,500		
4350209	REVENUE TRANSFER FROM TRUST FUNDS	154,896	0	15,000		
4350235	BILLINGS OH-OUTSIDE AGENCIES	19,067	40,277	0		
4350245	OTHER BILLINGS TO COURTS	1,220,597	931,927	409,289		
4350245	OTHER BILLINGS TO COURTS	0	6,191	15,732		Parks Spl Rev
4350255	BILLINGS TO OUTSIDE AGENCIES	734,995	805,902	884,550		
4350255	BILLINGS TO OUTSIDE AGENCIES	36,223	39,352	39,352		Parks Spl Rev
4350260	FEES-YOUNG ADULTS PROGRAM	67,257	67,804	45,919		DUI
4350265	ROAD TRANSVERSE CUT FEE	413	0	0		Road Fund
4350266	ROAD LONGITUDE CUT FEE	154	0	0		Road Fund
4350285	EXTD FIRST OFFENDER FEES	184,757	214,559	211,356		DUI
4350295	PREAPPLICATION PROCESS	32,146	27,168	28,845		
4350305	FLOOD HAZARD PROPERTY REPORTS	0	746	758		
4350310	FIRE SUPPRESSION/COST REI	105,648	200,000	200,000		
4350315	AMBULANCE REIMBURSEMENT	174,268	175,000	179,000		
4350320	INMATE ASSISTANCE REIMBERS	637	800	1,000		
4350330	PUBLIC EDUCATION GOV'T ACCESS FEE	47,131	0	0		
4350330	PUBLIC EDUCATION GOV'T ACCESS FEE	0	20,000	53,400		Automtn Replc
4350335	MONITORING FEE-PC1203.1B	129,903	132,995	132,995		
4350340	JUVENILE INFORMAL SUPERVISION	61,628	58,000	58,000		

ACCT	REVENUE CLASSIFICATION (1)	2011-12 ACTUAL (2)	2012-13 BUDGET (3)	2013-14 PROPOSED (4)	2013-14 ADOPTED (5)	FUND (6)
4350345	DIVERSN MONITRG-PC1001.53	64	0	0		
4350350	MITIGATION FEE-AIR	253	400	400		
4350365	CHANGE OF PLEA	361	400	400		
4350370	PROBA MGMNT FEE-ADULTS	10,474	7,834	7,834		
4350380	SENTENCING REPORT FEE	44,541	43,719	43,719		
4350385	RESTITN COLL FEE-PC1203.1	30,698	65,000	65,000		
4350390	RECORD SEALING FEE	738	824	824		
4350395	RED INSTALLMENT PLAN FEE	7,524	7,080	8,592		
4350400	ADMINISTRATIVE SERVICES	2,101,211	2,326,076	2,335,107		
4350402	ADMIN FEE-SLO CTBID	31,106	26,416	32,800		
4350404	ADMIN FEE - GC 29412	43,881	43,000	44,612		
4350405	SPECIAL ASSESSMENT FEES	143,494	143,200	143,600		
4350407	ADMIN FEE-RDA DISSOLUTION	108,360	0	45,000		
4350410	ASSESSMNT APPORTNMNT FEES	0	300	153		
4350415	PROP.REDEMPT.SEARCH FEES	26,568	13,940	12,325		
4350430	ELECTION SERVICES	98,301	445,000	52,000		
4350435	DEFERRED ENTRY OF JUDGMENT	96,661	111,000	94,000		
4350441	SEGREGATIONS FEE	38	152	76		
4350445	DMV DELINQUENT VESSEL FEE	972	1,118	1,120		
4350450	UNSEC DELINQUENT COLL FEE	26,778	22,355	26,700		
4350457	PUBLIC DEFENDER REIMBURSEMENT FEES	369,921	378,912	378,912		
4350460	LEGAL SERVICES	29,700	30,000	37,500		
4350465	INVOLUNTARY LIEN NOTICES	14,120	14,000	14,000		
4350470	INSTALLMENT FEES	4	0	0		
4350475	PROCESSING FEES	43,458	73,212	73,212		
4350480	ENVIRONMNTL ASSESSMT FEES	159,382	110,496	135,063		
4350485	LAFCO PROCESSING FEES	0	1,877	0		
4350490	PUBLICATION FEES	200	0	0		
4350495	PLANNING/ENGINEERING SVCS	12,763	3,500	3,500		Road Fund
4350500	ROAD PERMIT FEES	14,336	10,000	10,000		Road Fund
4350505	FILING FEES-CORNER RECORD	1,951	1,966	2,480		
4350515	ALLOCATION ADMIN FEE	10,574	6,580	14,100		
4350520	ITD BILL OUTSIDE AGENCIES	62,309	50,671	57,147		
4350525	ITD BILL OUTSIDE AGENCIES COMM	8,801	5,692	7,264		
4350530	FIRE PROTECTION SERVICES	1,865,118	1,827,704	2,351,584		
4350540	AGRICULTURAL SERVICES	107,870	150,200	150,200		
4350550	HOME DETENTION PROGRAM	447,908	412,000	405,000		
4350555	STANDARDIZATION INSPECTS	4,830	6,825	6,000		
4350560	ALTERNATIVE WORK PROG REV	89,583	90,000	83,000		
4350570	CIVIL PROCESS SERVICE	99,011	97,500	101,700		
4350580	REIMB JUV COURT PROF FEES	44,285	40,000	40,000		
4350581	ESTATE FEES	5,817	16,793	36,450		
4350585	CONSERVATORSHIP FEES	255,991	112,500	79,000		
4350590	REPRESENTATIVE PAYEE FEES	35,448	37,392	37,440		
4350595	HUMANE SERVICES	5,691	10,035	8,641		
4350600	IMPOUND FEES	35,058	44,259	44,328		

ACCT	REVENUE CLASSIFICATION (1)	2011-12 ACTUAL (2)	2012-13 BUDGET (3)	2013-14 PROPOSED (4)	2013-14 ADOPTED (5)	FUND (6)
4350605	BOARDING FEES	77,928	85,385	88,074		
4350610	ANIMAL PLACEMENT	155,292	212,880	147,527		
4350616	LAW ENFORCEMENT SERVICES	79,627	65,000	135,000		
4350620	BOOKING FEES (SB 2557)	475,424	456,312	465,000		
4350625	RECORDER'S SPECL PROJECTS	527,820	458,362	305,606		
4350630	RECORDG FEE-MICROGRAPHICS	79,165	89,973	89,972		
4350632	Rec Fees-Real Estate Fraud GC 27388	164,896	183,000	480,319		
4350633	RECORDING FEES-SSN REDACTION	0	34,510	34,510		
4350635	RECORDING FEES	1,440,615	1,442,066	1,642,060		
4350640	RECORDING FEES-VHS	15,178	6,450	9,153		
4350641	CIVIL SPECIAL FEE GC26746	159,477	240,800	103,233		
4350650	DEVELOPMENT FEE- ADMIN	31,739	25,000	22,500		
4350650	DEVELOPMENT FEE- ADMIN	550	3,000	395		Parks Spl Rev
4350655	SEPARATE TAX BILL COSTS	67,106	80,000	80,000		
4350660	ENCROACHMENT PERMIT FEES	99,214	92,000	92,000		Road Fund
4350665	ROAD ABANDONMENT FEE	21,945	27,090	27,090		
4350675	CURB & GUTTER WAIVERS	1,725	1,150	1,150		
4350675	CURB & GUTTER WAIVERS	940	0	0		Road Fund
4350676	CURB & GUTTER PERMIT WITH DESIGN	0	5,000	5,000		Road Fund
4350677	CURB & GUTTER PERMIT W/O DESIGN	8,400	17,000	17,000		Road Fund
4350690	MEDICAL RECORDS FEE	2,347	12,000	1,500		
4350705	NURSING FEES	450,330	273,000	299,000		
4350715	LABORATORY SERVICES	1,054,253	204,211	93,000		
4350720	SUPPLEMENTAL ROLL-5% ADMN	292,685	120,000	120,000		
4350725	MENTAL HEALTH SVCS-MEDICARE	117,615	168,000	74,400		
4350730	SECOND CHANCE CHARGES-ALC	620,782	626,660	604,126		DUI
4350735	ALCOHOLISM SERVICES	129,202	103,000	119,000		
4350740	COBRA MED INS ADMIN FEE	635	800	800		
4350745	ENVIRONMENTAL HEALTH SERVICES	2,017,082	2,051,000	2,252,100		
4350760	INST CARE/SV-MEDICALSB855	29,851	42,863	29,851		
4350765	MEDICAL REMB SERV/PAT CAR	646,962	739,800	146,000		
4350770	CUTS & COMBINATN REQUESTS	5,100	5,000	2,950		
4350775	ADOPTION FEES	700	2,560	2,560		
4350785	CALIF CHILDREN SERVICES	2,904	1,600	3,500		
4350790	INST.CARE-JUVENILE HALL	52,610	18,557	18,557		
4350795	MENTAL HLTH SVCS-INSURANCE	114,165	200,000	199,997		
4350805	LOST-DAMAGED MATERIALS	12,047	13,000	11,700		Library
4350807	MEETING ROOM USE FEE	0	0	1,250		Library
4350810	LIBRARY SERVICES	237,480	234,000	237,000		Library
4350815	FIRST OFFENDER FEES	538,375	433,303	506,023		DUI
4350820	WASTE TIPPING FEES-AB 939	14,904	14,736	14,736		
4350835	COPYING FEES	11,996	12,000	14,000		
4350835	COPYING FEES	17,889	16,500	28,700		Library
4350840	LIBRARY REQUEST FEES	89,935	83,000	83,800		Library
4350860	CAMPING FEES	2,596,071	2,641,008	2,705,653		Parks Spl Rev
4350865	DAILY PASSES	367,428	381,881	371,622		Parks Spl Rev

ACCT	REVENUE CLASSIFICATION (1)	2011-12 ACTUAL (2)	2012-13 BUDGET (3)	2013-14 PROPOSED (4)	2013-14 ADOPTED (5)	FUND (6)
4350870	GROUP ENTRANCE FEES	(4)	0	0		
4350870	GROUP ENTRANCE FEES	189,604	199,192	200,275		Parks Spl Rev
4350875	SEASON PASSES	111,041	155,682	119,211		Parks Spl Rev
4350880	SEASON BOAT LICENSES	67,400	84,790	73,279		Parks Spl Rev
4350885	DAILY BOAT PASSES	88,498	104,569	80,625		Parks Spl Rev
4350890	INCOME FROM CONCESSIONS	6,707	7,000	6,700		
4350890	INCOME FROM CONCESSIONS	79,012	86,676	99,640		Parks Spl Rev
4350895	SWIMMING POOL FEES	82,106	56,000	80,247		Parks Spl Rev
4350905	DOG/DAY USE	56,438	63,737	56,609		Parks Spl Rev
4350910	SHOWERS/LOCKERS	49,934	51,938	55,469		Parks Spl Rev
4350920	MOBL HOME DUP TX CLEARNCE	25	42	42		
4350925	PARKLAND FEE (QUIMBY FEE)	101,042	0	0		
4350925	PARKLAND FEE (QUIMBY FEE)	85,276	0	0		Capital Projects
4350935	OTHER CLERK FEES	452,192	503,300	503,300		
4350950	MISCELLANEOUS FEES	201,455	214,180	253,197		
4350950	MISCELLANEOUS FEES	25,251	0	0		Road Fund
4350950	MISCELLANEOUS FEES	6,440	0	2,631		Parks Spl Rev
4350950	MISCELLANEOUS FEES	1,177	0	0		DUI
4350953	COMM ACKNOWLEDGEMENT FORM FEE	0	3,434	3,434		
4350960	MONUMENTATION FEES	36,876	144,535	89,959		
4350965	BLDG PRMT REVIEW-DRAINAGE	39,896	38,939	48,931		
4350966	BLDG PRMT REVIEW-FLD HZD	5,797	4,342	2,712		
4350970	RECREATIONAL PROGRAMS	33,967	15,216	31,043		Parks Spl Rev
4350971	SKATE PARK FEES	4,746	4,930	5,274		Parks Spl Rev
4350972	SPECIAL EVENTS	4,394	0	1,775		Parks Spl Rev
4350980	OTHER RECREATIONAL FEES	26,654	35,895	30,000		Parks Spl Rev
4350990	DEVELOPMENT PLAN INSPECTN	44,861	29,744	55,050		
4350995	PAR MAP CHECKING THRU T/A	19,600	14,896	22,976		
4351005	RECORDS OF SURVEY FEES	24,309	26,877	21,736		
4351010	OTHER SERVICE CHARGES	4,809	5,040	5,040		
4351040	MENTAL HLTH SVCS-SELF PAY	19,481	20,000	20,000		
4351045	PROGRAM REV - CHILD&FAMILIES	218,374	209,641	236,858		
4351055	BOOK,PAMPHLT,BROCHR SALES	2,592	1,700	1,700		
4351060	MAP SALES	711	574	906		
4351065	PUB INFO SALE-COMP FILES	16,758	15,124	18,836		
4351070	PM INSPECT-IMP PLANS P11E	31,829	106,189	9,792		
4351075	TM INSPECT-IMP PLANS P11D	41,848	116,131	30,742		
4351095	LOT LINE ADJUST APPLICATION	4,500	8,003	4,496		
4351100	COND USE PMT/DEV PLAN APP	34,989	34,179	33,650		
4351105	CERT COMPLIANCE APP	226	0	1,098		
4351110	CERT OF CORRECTION	494	237	118		
4351115	MAP AMENDMENTS	38	0	0		
4351120	CERT COMPLIANCE-NON LLA	1,311	902	0		
4351125	LOT LINE ADJUST CHECKING	11,167	10,583	8,136		
4351130	ANNEXATION MAP REVIEW	520	1,074	0		
4352240	SB2557 PROPERTY TAX ADMIN FEE	1,834,477	2,000,000	1,390,000		

ACCT	REVENUE CLASSIFICATION (1)	2011-12 ACTUAL (2)	2012-13 BUDGET (3)	2013-14 PROPOSED (4)	2013-14 ADOPTED (5)	FUND (6)
4352250	ROAD EXCEPTION REQUEST - TRACT MAP	0	0	1,288		
4352255	BULK TRANSFER FEE	1,050	792	888		
4352260	SUBDIVISION/PARCEL TRACT MAP	2,482	2,706	2,310		
4352265	WET & RECKLESS	31,585	27,580	32,539		DUI
4400020	WATER SALES FOR RESALE	25,459	101,058	113,381		
	Total - CHARGES FOR CURRENT SERVICES	30,321,531	28,358,945	28,169,001		
	OTHER REVENUES					
4550000	OTHER REVENUE	329,630	200,015	170,998		
4550000	OTHER REVENUE	41,078	0	90,000		Road Fund
4550000	OTHER REVENUE	171	0	2,523		Parks Spl Rev
4550000	OTHER REVENUE	23,310	16,000	56,000		Library
4550010	SEMINAR/CONF/WORKSHOP FEE	122,695	95,000	95,000		
4550010	SEMINAR/CONF/WORKSHOP FEE	(89)	0	0		Library
4550011	SETTLEMENTS-ENVIRONMENTAL	126,024	150,000	150,000		
4550014	REV - ADJ CHARGEBACKS	(17)	0	0		Parks Spl Rev
4550020	REV APPLICABLE PRIOR YRS	15,353	0	0		
4550020	REV APPLICABLE PRIOR YRS	353,103	0	0		Capital Projects
4550020	REV APPLICABLE PRIOR YRS	1,494	0	0		Parks Spl Rev
4550030	REIMBURSEMENTS-ASSISTANCE	305,613	330,000	421,214		
4550045	REFUNDS/EXCISE TAX	5,316	0	0		
4550050	TAX DEPT RETRND CHECK FEE	4,434	4,125	4,500		
4550055	SALE OF FIXED ASSETS	1,943,672	21,641	21,955		
4550062	ADV COSTS TX DEEDED PROP	14,340	1,020	1,020		
4550065	OTHER REIMBURSEMENTS	642,952	180,234	482,055		
4550065	OTHER REIMBURSEMENTS	15	0	0		Capital Projects
4550065	OTHER REIMBURSEMENTS	233,553	0	0		Road Fund
4550065	OTHER REIMBURSEMENTS	12,691	3,000	3,000		Parks Spl Rev
4550070	EMPLOYEE REIMBURSEMENTS	111	250	250		
4550075	EMPL MEALS/IN-HOUSE FOOD	2,314	2,300	1,900		
4550080	OTHER SALES	8,173	6,675	525		
4550080	OTHER SALES	280	0	305		Parks Spl Rev
4550085	NUISANCE ABATEMENT	32,826	33,145	31,060		
4550090	SERVICE CHGE RETRND CHKS	6,352	6,013	5,924		
4550090	SERVICE CHGE RETRND CHKS	34	0	0		Road Fund
4550090	SERVICE CHGE RETRND CHKS	(72)	0	0		Library
4550100	1915 BOND ACT ASSESSMENT	30,115	30,000	30,000		
4550120	CONTRIBUTIONS - NON GOVTL	136,387	95,963	104,686		
4550120	CONTRIBUTIONS - NON GOVTL	285,624	0	0		Road Fund
4550120	CONTRIBUTIONS - NON GOVTL	57,917	35,000	30,000		Parks Spl Rev
4550120	CONTRIBUTIONS - NON GOVTL	259,366	0	0		Library
4550125	GRANTS: NON-GOVERNMENTAL	229,203	290,260	515,562		
4550125	GRANTS: NON-GOVERNMENTAL	15,000	0	38,760		Parks Spl Rev
4550125	GRANTS: NON-GOVERNMENTAL	39,736	0	0		Co Med Svcs Prog
4550130	BAD DEBT RECOVERY	50	0	0		Parks Spl Rev
4550140	COUNTY CONTRIBUTIONS	7,783,082	8,293,800	10,002,626		POB- DSF

ACCT	REVENUE CLASSIFICATION (1)	2011-12 ACTUAL (2)	2012-13 BUDGET (3)	2013-14 PROPOSED (4)	2013-14 ADOPTED (5)	FUND (6)
4550160	CASH OVERAGES	4,112	2,300	1,600		
4550160	CASH OVERAGES	746	0	0		Parks Spl Rev
4550170	SETTLEMNTS, DAMAGES, & REST.	261,658	100,000	45,742		
4550170	SETTLEMNTS, DAMAGES, & REST.	3,362	0	0		Parks Spl Rev
4550195	PENALTIES	1,805	0	0		
4550200	INVOICE VARIANCES	5,240	1,280	1,652		
4550200	INVOICE VARIANCES	14	0	0		Capital Projects
4550200	INVOICE VARIANCES	845	0	0		Road Fund
4550200	INVOICE VARIANCES	2,025	0	0		Parks Spl Rev
4550210	TOBACCO SETTLEMENT	1,701,409	1,640,099	1,696,190		
4550210	TOBACCO SETTLEMENT	694,943	669,900	692,810		Co Med Svcs Prog
4900010	IFR-ADMIN DEPT SUPPORT	9,513	9,500	0		
4900080	IFR-INT SETT-ITD NETWORK SVCS	263,602	283,747	231,440		
4900100	IFR-INT SETT-GEN SRVS S/S BILLINGS	1,121,659	896,922	920,800		
4900100	IFR-INT SETT-GEN SRVS S/S BILLINGS	728	0	0		Parks Spl Rev
4900110	IFR-INT SETT-HEALTH BILLINGS	138,531	74,502	80,323		
4900110	IFR-INT SETT-HEALTH BILLINGS	347	74,819	76,524		Co Med Svcs Prog
4900140	IFR-INT SETT-ITD ENTERPRISE SVCS	415,508	521,224	559,004		
4900170	IFR-INT SETT-DRUG & ALCOHOL	166,889	119,534	126,174		
4900190	IFR-INT SETT-ITD DPTMTL SVCS	408,308	298,458	449,270		
4900200	IFR-INT SETT-ITD RADIO COMM	21,134	16,812	14,357		
4900220	IFR-INT SETT-SHERIFF SUPPORT	537,205	542,707	544,574		
4900250	IFR-INT SETT-MENTAL HEALTH	419,137	403,481	254,804		
4900260	IFR-INT SETT-PARKS BILLINGS	109,397	292,687	0		Parks Spl Rev
4900299	IFR-INT SETT-ALL OTHER DEPTS	2,070	0	253,339		
4900299	IFR-INT SETT-ALL OTHER DEPTS	30,272	0	0		DUI
4901000	IFR-OVERHEAD-OH ALLOCATIONS	278,223	376,761	398,786		
4901020	IFR-OVERHEAD-AGR	2,194	0	0		
4901020	IFR-OVERHEAD-AGR	1,092	5,068	0		Parks Spl Rev
4902010	IFR-MANUAL COST ALLOC-ITD VOICE	152,043	151,579	150,232		
4902030	IFR-MANUAL COST ALLOC-POSTAGE	49,214	49,512	59,446		
4902055	IFR-JE CAPITAL ASSETS FUNDING	137,629	0	0		Capital Projects
4902055	IFR-JE CAPITAL ASSETS FUNDING	317,087	0	417,000		Road Fund
4903010	IFR-IAA-LABOR-REG	326,139	473,591	430,179		
4903010	IFR-IAA-LABOR-REG	11,256	35,500	0		Parks Spl Rev
4903050	IFR-IAA-LABOR-NON PRODUCTION	263	0	0		
4904000	IFR-IS-W/O SETTLEMENT	12,026	0	0		
4905040	IFR-WBS TO NON CAPITAL OBJ	(3,652)	0	0		Road Fund
4909000	IFR-JOURNAL ENTRY ALLOCATIONS	7,510	1,700	2,000		
4909000	IFR-JOURNAL ENTRY ALLOCATIONS	154	0	0		Road Fund
4909000	IFR-JOURNAL ENTRY ALLOCATIONS	50,000	0	0		Comm Dev Pgm
4909001	IFR-JE-ADMIN OFFICE	65,085	65,112	65,229		
4909001	IFR-JE-ADMIN OFFICE	1,000	0	0		Parks Spl Rev
4909005	IFR-JE-RISK MGMT	977,263	985,045	982,095		
4909010	IFR-JE-AUDITOR/CONTROLLER	30,000	30,000	30,000		
4909015	IFR-JE-ITD	1,652	0	0		

ACCT	REVENUE CLASSIFICATION (1)	2011-12 ACTUAL (2)	2012-13 BUDGET (3)	2013-14 PROPOSED (4)	2013-14 ADOPTED (5)	FUND (6)
4909020	IFR-JE-MAINTENANCE PROJ	29,107	0	0		
4909025	IFR-JE-GENERAL SERVICES	430,306	1,172,568	975,364		
4909025	IFR-JE-GENERAL SERVICES	0	75,997	0		Parks Spl Rev
4909030	IFR-JE-PERSONNEL	87,998	120,411	120,985		
4909035	IFR-JE-COUNTY COUNSEL	217,988	190,017	202,500		
4909040	IFR-JE ALLOC-PUBLIC HEALTH	153,460	137,516	137,618		
4909040	IFR-JE ALLOC-PUBLIC HEALTH	14,968	0	0		Co Med Svcs Prog
4909045	IFR-JE ALLOC-MENTAL HEALTH	11,170	0	0		
4909055	IFR-JE-SHERIFF	503	575	511		
4909070	IFR-JE-CDF	487,429	506,115	506,115		
4909080	IFR-JE-PLANNING	365,139	262,000	278,000		
4909085	IFR-JE-SB 2557	295,137	322,000	300,000		
4909090	IFR-JE ALLOC-CO-WIDE OVERHEAD	2,903,378	2,526,317	1,631,913		
4909099	IFR-JE-UTILITY CHARGES-OPR CENTER	50,590	0	0		
4909100	IFR-JE-MAJOR SYSTEM DEV	417,122	0	0		Automtn Replc
4909105	IDC-JE COWIDE O&M CHARGES	490,289	0	0		Automtn Replc
4909200	IFR-JE-PARKS	3,495	2,356	240,324		Parks Spl Rev
4909999	IFR-CONVERSION ACCOUNT	0	42,329	42,188		Co Med Svcs Prog
	Total - OTHER REVENUES	27,756,552	23,274,482	25,178,951		
	TOTAL COUNTY REVENUES	428,476,131	422,561,477	436,366,493		
	OTHER FINANCING SOURCES					
6000000	OPERATING TRANSFERS IN	1,819,498	665,713	0		
6000000	OPERATING TRANSFERS IN	510,623	125,000	0		Capital Projects
6000000	OPERATING TRANSFERS IN	450	0	0		Parks Spl Rev
6000000	OPERATING TRANSFERS IN	0	0	14,647		Impact Fee
6000000	OPERATING TRANSFERS IN	779,451	0	0		Co Med Svcs Prog
6000005	OTI PROCEEDS INTRAFUND	150,000	0	247,160		
6000100	ROADS IMPACT FEES	1,636,186	1,827,820	2,530,778		Road Fund
6000105	TRANSFER IN - GF MED ASST PROG	1,784,310	1,814,405	1,797,902		Co Med Svcs Prog
6000120	TRANSFERS IN FROM GEN FND	384,375	4,649,787	300,967		Capital Projects
6000120	TRANSFERS IN FROM GEN FND	5,830,263	7,431,000	5,831,000		Road Fund
6000120	TRANSFERS IN FROM GEN FND	309,686	326,436	341,436		Comm Dev Pgm
6000120	TRANSFERS IN FROM GEN FND	3,278,260	4,020,055	3,540,677		Parks Spl Rev
6000120	TRANSFERS IN FROM GEN FND	1,749,019	1,761,605	1,779,705		Automtn Replc
6000120	TRANSFERS IN FROM GEN FND	5,037,332	2,732,613	5,300,724		Building Replcmt
6000120	TRANSFERS IN FROM GEN FND	3,035,109	0	1,399,033		Tax Reductn Res
6000120	TRANSFERS IN FROM GEN FND	516,121	516,121	607,139		Library
6000120	TRANSFERS IN FROM GEN FND	492,166	450,000	450,000		Org Development
6000130	TRANSFER IN FR AUTOMATION REPL FUND	407,301	709,310	445,000		
6000135	TRFR IN FOR DEBT SERVICE	934,259	945,669	1,069,703		Cop Loan DS
6000140	OPR TRF IN - PFF LIBRARY	141,459	0	0		Library
6000145	OPR TRF IN - PFF FIRE	2,851,955	0	970,500		Capital Projects
6000150	OPR TRF IN - PFF PARKS	416,185	0	0		Capital Projects
6000150	OPR TRF IN - PFF PARKS	7,976	0	0		Parks Spl Rev

ACCT	REVENUE CLASSIFICATION (1)	2011-12 ACTUAL (2)	2012-13 BUDGET (3)	2013-14 PROPOSED (4)	2013-14 ADOPTED (5)	FUND (6)
6000155	OPR TRF IN - PFF LAW ENFORC	0	0	100,000		Capital Projects
6000160	OPR TRF IN - PFF GEN GOV'T	500,000	500,000	200,000		Cop Loan DS
6000205	PROCEEDS OF GF INTERNAL LOAN	75,393	0	0		
6000235	OP TRANS IN-FIXED ASSSET TRANSFERS	129,964	0	0		Road Fund
6001000	INTERNAL LOAN REPAYMENT-PRIN	494,259	0	0		
6001000	INTERNAL LOAN REPAYMENT-PRIN	141,459	0	0		Building Replcmt
6001001	INTERNAL LOAN REPAYMENT-INT	8,721	0	0		
	Total - OTHER FINANCING SOURCES	33,421,780	28,475,534	26,926,371		
	OVERALL COUNTY TOTALS	<u>461,897,911</u>	<u>451,037,011</u>	<u>463,292,864</u>		

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	2012-13	2013-14	2013-14
		ADOPTED	REQUESTED	RECOMMENDED
101	NON-DEPARTMENTAL REVENUES			
	4000005 PROP. TAXES CURR. SECURED	84,541,381	87,090,126	87,090,126
	4000007 PROPERTY TAX-UNITARY	7,695,240	7,950,328	7,950,328
	4000010 SUPPLEMENTAL-CURR.SECURED	750,000	400,000	400,000
	4000015 REDEVELOPMENT AGENCY TAX	(3,119,083)	(3,098,928)	(3,098,928)
	4000025 PROP. TAXES CURR. UNSEC.	2,250,000	2,197,797	2,197,797
	4000030 SUPPLEMENTAL-CURR.UNSEC.	15,000	15,000	15,000
	4010005 PROP. TAXES PRIOR SECURED	(300,000)	(300,000)	(417,000)
	4010010 SUPPLEMENTL-PRIOR SECURED	(11,000)	(11,000)	(11,000)
	4010015 PROP. TAXES PRIOR UNSEC.	125,000	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	160,000	160,000	160,000
	4010045 TLRP PROCEEDS	1,000,000	1,000,000	1,214,682
	4010050 SALES AND USE TAXES	5,500,000	5,500,000	5,500,000
	4010051 SALES TAX - SOLAR PLANTS	1,344,139	1,279,327	1,279,327
	4010065 AIRCRAFT TAX	300,000	300,000	300,000
	4010070 PROPERTY TRANSFER TAX	1,600,000	1,800,000	1,800,000
	4010073 RACEHORSE TAX	10,000	10,000	10,000
	4010075 TRANSIENT OCCUPANCY TAX	6,200,000	6,400,000	6,600,000
	4010077 PROPERTY TAX IN-LIEU OF SALES	2,200,000	2,800,000	2,800,000
	4010078 PROPERTY TAX IN-LIEU OF VLF	27,000,000	27,234,195	27,234,195
	4050005 FRANCHISES-CABLE	750,000	700,000	700,000
	4050006 FRANCHISE FEES-PUB UTIL	1,300,000	1,300,000	1,300,000
	4050010 FRANCHISE FEES-GARBAGE	725,000	700,000	700,000
	4150000 INTEREST	300,000	240,000	240,000
	4200075 HOMEOWNER PROP TAX RELIEF	800,000	770,955	770,955
	4200270 STATE-MOTOR VEH LIC FEE	112,000	112,000	112,000
	4200275 OTHER STATE IN-LIEU TAXES	800	800	800
	4250005 FED AID ENTITLEMNT LAND	1,000,000	1,000,000	945,000
	4300015 OTHER GOV'T: RDA PASS THRU	1,100,000	1,608,634	1,608,634
	4350315 AMBULANCE REIMBURSEMENT	40,000	40,000	40,000
	4350655 SEPARATE TAX BILL COSTS	80,000	80,000	80,000
	4350720 SUPPLEMENTAL ROLL-5% ADMN	120,000	120,000	120,000
	4352240 SB2557 PROPERTY TAX ADMIN FEE	2,000,000	1,500,000	1,390,000
	4550000 OTHER REVENUE	10,000	1,000	1,000
	4550200 INVOICE VARIANCES	5	5	5
	4909085 IFR-JE-SB 2557	322,000	300,000	300,000
	TOTAL:	145,965,482	149,370,239	149,502,921
102	NON-DEPTL-OTHR FINCNG USE			
	4350235 BILLINGS OH-OUTSIDE AGENCIES	40,277	0	0
	4909090 IFR-JE ALLOC-CO-WIDE OVERHEAD	2,526,317	1,631,913	1,631,913
	TOTAL:	2,566,594	1,631,913	1,631,913
104	ADMINISTRATIVE OFFICE			
	4351065 PUB INFO SALE-COMP FILES	124	0	0
	4909001 IFR-JE-ADMIN OFFICE	29,112	29,229	29,229
	TOTAL:	29,236	29,229	29,229
105	RISK MANAGEMENT			
	4909005 IFR-JE-RISK MGMT	985,045	982,095	982,095
	TOTAL:	985,045	982,095	982,095

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY DEPARTMENT

DEPARTMENT	REVENUE TYPE	2012-13	2013-14	2013-14	
		ADOPTED	REQUESTED	RECOMMENDED	
106 CONTRIBUTIONS TO OTHER AGENCIE	4550210 TOBACCO SETTLEMENT	346,500	358,350	358,350	
	4909001 IFR-JE-ADMIN OFFICE	36,000	36,000	36,000	
	TOTAL:	382,500	394,350	394,350	
107 AUDITOR-CONTROLLER	4010045 TLRP PROCEEDS	250,000	250,000	250,000	
	4100165 SETTLEMENTS/JUDGEMENTS	75,000	0	75,000	
	4100295 CITIES PARKING	4,500	12,000	12,000	
	4100354 COUNTY PORTION GC 76000	22,000	22,000	22,000	
	4200035 SB90 STATE MANDATED COSTS	14,000	5,557	5,557	
	4200065 STATE AID-NUCLEAR PLANNG	3,000	3,000	3,000	
	4350209 REVENUE TRANSFER FROM TRUST FU	0	30,000	15,000	
	4350255 BILLINGS TO OUTSIDE AGENCIES	2,400	2,400	2,400	
	4350400 ADMINISTRATIVE SERVICES	236,792	196,215	231,215	
	4350404 ADMIN FEE - GC 29412	43,000	44,612	44,612	
	4350405 SPECIAL ASSESSMENT FEES	143,200	143,600	143,600	
	4350407 ADMIN FEE-RDA DISSOLUTION	0	45,000	45,000	
	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	2,400	2,400	
	4550100 1915 BOND ACT ASSESSMENT	30,000	30,000	30,000	
	4900299 IFR-INT SETT-ALL OTHER DEPTS	0	246,148	146,148	
	4909010 IFR-JE-AUDITOR/CONTROLLER	30,000	30,000	30,000	
	6000130 TRANSFER IN FR AUTOMATION REPL	212,000	0	0	
	TOTAL:	1,084,928	1,078,668	1,073,668	
	108 TREAS-TAX COLL-PUBLIC ADM	4010030 DELINQUENT/COST REIMERSMT	139,600	156,020	156,020
		4010076 SALE OF TAX DEEDED PROP.	25,500	25,500	25,500
4050020 BUSINESS LICENSES		130,903	131,036	131,036	
4050150 TOBACCO RETAILERS LICENSES		3,456	3,776	3,776	
4350395 RED INSTALLMENT PLAN FEE		7,080	8,592	8,592	
4350400 ADMINISTRATIVE SERVICES		967,597	929,235	929,235	
4350402 ADMIN FEE-SLO CTBID		26,416	32,800	32,800	
4350415 PROP.REDEMPT.SEARCH FEES		13,940	12,325	12,325	
4350441 SEGREGATIONS FEE		152	76	76	
4350445 DMV DELINQUENT VESSEL FEE		1,118	1,120	1,120	
4350450 UNSEC DELINQUENT COLL FEE		22,355	26,700	26,700	
4350581 ESTATE FEES		16,793	36,450	36,450	
4350920 MOBL HOME DUP TX CLEARNCE		42	42	42	
4350950 MISCELLANEOUS FEES		3,360	1,806	1,806	
4351065 PUB INFO SALE-COMP FILES		0	836	836	
4352255 BULK TRANSFER FEE		792	888	888	
4352260 SUBDIVISION/PARCEL TRACT MAP		2,706	2,310	2,310	
4550000 OTHER REVENUE		5,950	2,700	2,700	
4550050 TAX DEPT RETRND CHECK FEE		4,125	4,500	4,500	
4550062 ADV COSTS TX DEEDED PROP		1,020	1,020	1,020	
4550090 SERVICE CHGE RETRND CHKS		6,013	5,924	5,924	
4550160 CASH OVERRAGES		2,300	1,600	1,600	
4900299 IFR-INT SETT-ALL OTHER DEPTS		0	107,191	107,191	
6000130 TRANSFER IN FR AUTOMATION REPL		124,397	0	0	
TOTAL:		1,505,615	1,492,447	1,492,447	

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY DEPARTMENT

DEPARTMENT	REVENUE TYPE	2012-13	2013-14	2013-14
		ADOPTED	REQUESTED	RECOMMENDED
109 ASSESSOR	4200065 STATE AID-NUCLEAR PLANNG	4,800	0	0
	4350770 CUTS & COMBINATN REQUESTS	5,000	2,950	2,950
	4350950 MISCELLANEOUS FEES	3,500	2,600	2,600
	4351010 OTHER SERVICE CHARGES	4,000	4,000	4,000
	4351060 MAP SALES	500	500	500
	4351065 PUB INFO SALE-COMP FILES	15,000	12,150	18,000
	6000130 TRANSFER IN FR AUTOMATION REPL	<u>372,913</u>	<u>420,000</u>	<u>445,000</u>
	TOTAL:	405,713	442,200	473,050
110 CLERK/RECORDER	4200170 STATE AID - OTHER	19,000	8,000	8,000
	4350255 BILLINGS TO OUTSIDE AGENCIES	3,600	3,600	3,600
	4350430 ELECTION SERVICES	445,000	52,000	52,000
	4350465 INVOLUNTARY LIEN NOTICES	14,000	14,000	14,000
	4350625 RECORDER'S SPECL PROJECTS	458,362	285,606	305,606
	4350630 RECORDG FEE-MICROGRAPHICS	89,973	89,972	89,972
	4350632 Rec Fees-Real Estate Fraud GC	7,000	11,000	32,179
	4350633 RECORDING FEES-SSN REDACTION	34,510	34,510	34,510
	4350635 RECORDING FEES	1,060,000	1,250,000	1,250,000
	4350640 RECORDING FEES-VHS	6,450	9,153	9,153
	4350935 OTHER CLERK FEES	<u>503,300</u>	<u>503,300</u>	<u>503,300</u>
	TOTAL:	2,641,195	2,261,141	2,302,320
	111 COUNTY COUNSEL	4200065 STATE AID-NUCLEAR PLANNG	2,483	2,483
4350460 LEGAL SERVICES		30,000	37,500	37,500
4350585 CONSERVATORSHIP FEES		2,500	4,000	4,000
4909035 IFR-JE-COUNTY COUNSEL		<u>190,017</u>	<u>202,500</u>	<u>202,500</u>
TOTAL:		225,000	246,483	246,483
112 HUMAN RESOURCES	4200065 STATE AID-NUCLEAR PLANNG	5,269	4,269	4,269
	4350255 BILLINGS TO OUTSIDE AGENCIES	49,025	30,550	30,550
	4550170 SETTLEMNTS, DAMAGES, & REST.	100,000	45,742	45,742
	4909030 IFR-JE-PERSONNEL	<u>120,411</u>	<u>120,985</u>	<u>120,985</u>
	TOTAL:	274,705	201,546	201,546
113 GENERAL SERVICES	4050130 MISC PERMITS	14,000	10,900	10,900
	4150015 COMMUNICATION LEASE FACIL	11,300	11,300	11,300
	4150020 RENT-LAND/BLDG-SHORT TERM	11,715	11,715	11,715
	4150025 RENT-LAND/BLDG-LONG TERM	165,389	168,215	168,215
	4150035 RENTAL OF VETERANS BLDGS.	59,000	70,800	70,800
	4200065 STATE AID-NUCLEAR PLANNG	9,600	5,183	5,183
	4350245 OTHER BILLINGS TO COURTS	407,429	320,995	320,995
	4350890 INCOME FROM CONCESSIONS	7,000	6,700	6,700
	4550000 OTHER REVENUE	11,053	12,800	12,800
	4550055 SALE OF FIXED ASSETS	21,641	21,955	21,955
	4550065 OTHER REIMBURSEMENTS	56,705	55,293	55,293
	4550080 OTHER SALES	6,675	525	525
	4550200 INVOICE VARIANCES	1,275	1,647	1,647
	4900100 IFR-INT SETT-GEN SRVS S/S BILL	896,922	904,458	920,800
	4901000 IFR-OVERHEAD-OH ALLOCATIONS	376,761	398,786	398,786
	4902030 IFR-MANUAL COST ALLOC-POSTAGE	49,512	59,446	59,446

SIO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY DEPARTMENT

DEPARTMENT	REVENUE TYPE	2012-13	2013-14	2013-14
		ADOPTED	REQUESTED	RECOMMENDED
113 (Continued)	4903010 IFR-IAA-LABOR-REG	473,591	430,179	430,179
	4909025 IFR-JE-GENERAL SERVICES	<u>1,172,568</u>	<u>975,364</u>	<u>975,364</u>
	TOTAL:	3,752,136	3,466,261	3,482,603
114 INFORMATION TECHNOLOGY DEPARTM	4200065 STATE AID-NUCLEAR PLANNG	262,000	245,054	245,054
	4350245 OTHER BILLINGS TO COURTS	524,498	88,294	88,294
	4350520 ITD BILL OUTSIDE AGENCIES	50,671	57,147	57,147
	4350525 ITD BILL OUTSIDE AGENCIES COMM	5,692	7,264	7,264
	4900010 IFR-ADMIN DEPT SUPPORT	9,500	0	0
	4900080 IFR-INT SETT-ITD NETWORK SVCS	283,747	231,440	231,440
	4900140 IFR-INT SETT-ITD ENTERPRISE SV	521,224	559,004	559,004
	4900190 IFR-INT SETT-ITD DPTMTL SVCS	298,458	449,270	449,270
	4900200 IFR-INT SETT-ITD RADIO COMM	16,812	14,357	14,357
	4902010 IFR-MANUAL COST ALLOC-ITD VOIC	<u>151,579</u>	<u>150,232</u>	<u>150,232</u>
	TOTAL:	2,124,181	1,802,062	1,802,062
130 WASTE MANAGEMNT	4050130 MISC PERMITS	31,609	0	0
	4350950 MISCELLANEOUS FEES	26,036	26,036	26,036
	4550065 OTHER REIMBURSEMENTS	0	3,931	3,931
	6000000 OPERATING TRANSFERS IN	<u>232,713</u>	<u>0</u>	<u>0</u>
	TOTAL:	290,358	29,967	29,967
132 DISTRICT ATTORNEY	4050111 DOMESTIC VIOLENCE FEES	45,000	65,000	65,000
	4100045 VEHICLE FORFEITURES-VC14607.6	500	500	500
	4100140 SMALL CLAIMS ADVISORY FEE	8,400	7,400	7,400
	4100165 SETTLEMENTS/JUDGEMENTS	416,000	285,000	285,000
	4100206 ASSET FORFEITURES	7,000	6,000	6,000
	4100220 BLOOD ALCOHOL FINES	61,500	55,000	55,000
	4200035 SB90 STATE MANDATED COSTS	240,398	220,317	220,317
	4200045 STATE AID- EXTRADITION	48,000	35,000	35,000
	4200080 STATE REIMB-CMC/ASH CASES	750,000	600,000	600,000
	4200090 ST AID-INS FRAUD INVESTIG	130,976	112,254	112,254
	4200095 ST AID-DMV-VEH CRIME INV	145,000	140,000	140,000
	4200105 STATE AWARDED GRANTS	372,316	403,756	403,756
	4200170 STATE AID - OTHER	15,000	5,000	5,000
	4200255 ST AID-PUBLIC SAFETY SRVC	<u>2,636,787</u>	<u>2,902,540</u>	<u>2,876,411</u>
	4200351 ST RLG-2011 LOCAL COMM	0	73,077	73,077
	4200352 ST RLG-2011 DA & PUBL DEFEND	92,152	54,332	73,935
	4200355 ST RLG-2011 SLESF	0	79,483	79,483
	4250105 FEDERAL AID - OTHER	229,546	210,824	210,824
	4350255 BILLINGS TO OUTSIDE AGENCIES	8,000	0	0
	4350400 ADMINISTRATIVE SERVICES	83,000	60,000	60,000
	4350435 DEFERRED ENTRY OF JUDGMENT	46,000	32,000	32,000
	4350632 Rec Fees-Real Estate Fraud GC	176,000	212,300	448,140
	4350835 COPYING FEES	12,000	14,000	14,000
	4550000 OTHER REVENUE	40,000	23,623	23,623
	4550011 SETTLEMENTS-ENVIRONMENTAL	<u>150,000</u>	<u>150,000</u>	<u>150,000</u>
	TOTAL:	5,713,575	5,747,406	5,976,720

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY DEPARTMENT

DEPARTMENT	REVENUE TYPE	2012-13	2013-14	2013-14
		ADOPTED	REQUESTED	RECOMMENDED
134 CHILD SUPPORT SERVICES	4200150 ST AID - CHILD SUP ADMIN	1,583,819	1,591,772	1,588,766
	4250140 FED AID-CHILD SUP ADMIN	3,074,474	3,089,912	3,084,350
	4550000 OTHER REVENUE	0	3,000	3,000
	TOTAL:	4,658,293	4,684,684	4,676,116
135 PUBLIC DEFENDER	4200080 STATE REIMB-CMC/ASH CASES	345,000	345,000	345,000
	4200351 ST RLGN-2011 LOCAL COMM	0	40,000	40,000
	4200352 ST RLGN-2011 DA & PUBLIC DEFEND	45,277	53,010	53,010
	4350457 PUBLIC DEFENDER REIMBURSEMENT	100,000	100,000	100,000
	4350580 REIMB JUV COURT PROF FEES	40,000	40,000	40,000
	TOTAL:	530,277	578,010	578,010
136 SHERIFF-CORONER	4050095 FINGER PRINTING FEES	9,500	8,500	8,500
	4050100 EXPLOSIVE PERMITS	2,500	1,500	1,500
	4050110 GUN PERMITS	9,800	10,500	10,500
	4050145 SUBPOENA DUCES TECUM GC 1563	2,000	1,200	1,200
	4050165 NOTARY FEE GC 8211	450	500	500
	4050170 REPOSSESSION OF VEHICLE GC 267	650	1,500	1,500
	4100130 LAB FEE-PC1463.14	67,100	86,400	86,400
	4100206 ASSET FORFEITURES	98,532	64,398	64,398
	4100220 BLOOD ALCOHOL FINES	0	0	40,000
	4100230 PENALTY AS-FINGERPRINT ID	298,176	449,839	449,839
	4200065 STATE AID-NUCLEAR PLANNG	45,565	55,565	55,565
	4200080 STATE REIMB-CMC/ASH CASES	289,900	167,515	167,515
	4200095 ST AID-DMV-VEH CRIME INV	154,000	153,930	153,930
	4200105 STATE AWARDED GRANTS	156,244	0	0
	4200125 STATE REIMB FOR DNA TESTING	75,144	75,427	75,427
	4200170 STATE AID - OTHER	165,558	150,000	150,000
	4200255 ST AID-PUBLIC SAFETY SRVC	11,887,284	13,092,538	12,967,568
	4200350 ST RLGN-2011 COURT SECURITY	3,551,825	3,888,197	3,888,197
	4200351 ST RLGN-2011 LOCAL COMM	2,037,614	2,744,354	2,614,354
	4200355 ST RLGN-2011 SLESF	1,062,512	1,177,630	1,242,900
	4250086 FED AID - SCAAP PASS THRU	225,001	127,231	127,231
	4250095 FEDERAL-GRANTS	0	126,411	126,411
	4250105 FEDERAL AID - OTHER	102,200	136,000	136,000
	4300005 OTHER GOVT AGENCY REVENUE	35,690	37,800	37,800
	4350320 INMATE ASSISTANCE REIMBRS	800	1,000	1,000
	4350340 JUVENILE INFORMAL SUPERVISION	58,000	58,000	58,000
	4350550 HOME DETENTION PROGRAM	412,000	405,000	405,000
	4350560 ALTERNATIVE WORK PROG REV	90,000	83,000	83,000
	4350570 CIVIL PROCESS SERVICE	97,500	101,700	101,700
	4350616 LAW ENFORCEMENT SERVICES	65,000	135,000	135,000
	4350620 BOOKING FEES (SB 2557)	456,312	465,000	465,000
	4350641 CIVIL SPECIAL FEE GC26746	240,800	103,233	103,233
	4550000 OTHER REVENUE	5,000	5,000	5,000
	4550065 OTHER REIMBURSEMENTS	1,800	1,800	1,800
	4550075 EMPL MEALS/IN-HOUSE FOOD	2,300	1,900	1,900
	4550210 TOBACCO SETTLEMENT	115,500	119,450	119,450
	4900220 IFR-INT SETT-SHERIFF SUPPORT	542,707	544,574	544,574
	4909055 IFR-JE-SHERIFF	575	511	511

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY DEPARTMENT

DEPARTMENT	REVENUE TYPE	2012-13	2013-14	2013-14
		ADOPTED	REQUESTED	RECOMMENDED
136 (Continued)	6000005 OTI PROCEEDS INTRAFUND	0	0	47,160
	TOTAL:	22,365,539	24,582,103	24,479,563
137 ANIMAL SERVICES	4050015 ANIMAL LICENSES	558,627	775,872	775,872
	4050130 MISC PERMITS	62,273	73,565	73,565
	4300005 OTHER GOVT AGENCY REVENUE	932,743	830,311	830,311
	4350400 ADMINISTRATIVE SERVICES	1,865	2,835	2,835
	4350595 HUMANE SERVICES	10,035	8,641	8,641
	4350600 IMPOUND FEES	44,259	44,328	44,328
	4350605 BOARDING FEES	85,385	88,074	88,074
	4350610 ANIMAL PLACEMENT	212,880	147,527	147,527
	4550120 CONTRIBUTIONS - NON GOVTL	10,400	18,123	18,123
	TOTAL:	1,918,467	1,989,276	1,989,276
138 EMERGENCY SERVICES	4200065 STATE AID-NUCLEAR PLANNG	1,197,000	1,244,995	1,266,982
	4250085 FEDERAL AID - SECURITY	10,000	65,000	65,000
	4250095 FEDERAL-GRANTS	96,150	99,575	117,888
	4250105 FEDERAL AID - OTHER	35,000	0	0
	4550070 EMPLOYEE REIMBURSEMENTS	250	250	250
	TOTAL:	1,338,400	1,409,820	1,450,120
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	10,000	10,000	10,000
	4200005 ST RLG-NT-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	1,308,972	1,418,212	1,418,212
	4200255 ST AID-PUBLIC SAFETY SRVC	3,097,335	3,378,813	3,378,813
	4200295 ST-10% SBOC VOC REBATE	8,000	8,000	8,000
	4200305 ST AID - SLESF	630,297	774,681	774,681
	4200325 ST AID-INCENIVES	237,000	376,507	376,507
	4200351 ST RLG-NT-2011 LOCAL COMM	1,184,768	723,801	723,801
	4250110 FEDERAL - WELFARE ADMIN	1,349,266	1,048,210	1,048,210
	4250206 FEDERAL AID-ARRA/STATE SUB REC	40,000	0	0
	4300005 OTHER GOVT AGENCY REVENUE	358,869	410,525	522,713
	4350335 MONITORING FEE-PC1203.1B	132,995	132,995	132,995
	4350365 CHANGE OF PLEA	400	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	65,000	65,000	65,000
	4350390 RECORD SEALING FEE	824	824	824
	4350400 ADMINISTRATIVE SERVICES	681,822	681,822	681,822
	4350457 PUBLIC DEFENDER REIMBURSEMENT	278,912	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:	10,009,254	9,933,496	10,045,684

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY DEPARTMENT

DEPARTMENT		REVENUE TYPE	2012-13 ADOPTED	2013-14 REQUESTED	2013-14 RECOMMENDED	
140	COUNTY FIRE	4050035	PLAN CHECK FEES	210,000	210,000	210,000
		4200065	STATE AID-NUCLEAR PLANNG	62,680	72,680	72,680
		4200255	ST AID-PUBLIC SAFETY SRVC	2,144,613	2,339,510	2,339,510
		4250095	FEDERAL-GRANTS	30,000	0	0
		4350310	FIRE SUPPRESSION/COST REI	200,000	200,000	200,000
		4350315	AMBULANCE REIMBURSEMENT	135,000	139,000	139,000
		4350530	FIRE PROTECTION SERVICES	1,827,704	2,351,584	2,351,584
		4550010	SEMINAR/CONF/WORKSHOP FEE	95,000	95,000	95,000
		4909070	IFR-JE-CDF	506,115	520,500	506,115
			TOTAL:	5,211,112	5,928,274	5,913,889
		141	AGRICULTURAL COMMISSIONER	4050065	LAND USE PERMITS	28,000
4050105	OTHER LICENSES AND PERMIT			226,135	251,925	251,925
4200055	STATE AID FOR AGRICULTURE			723,108	712,850	712,850
4200065	STATE AID-NUCLEAR PLANNG			54,750	60,000	60,000
4200226	ST AID-GAS TAX-UNCLAIMED			1,045,956	1,065,000	1,065,000
4250105	FEDERAL AID - OTHER			802,353	902,130	902,130
4350540	AGRICULTURAL SERVICES			150,200	150,200	150,200
4350555	STANDARDIZATION INSPECTS			6,825	6,000	6,000
4550000	OTHER REVENUE			2,500	2,500	2,500
4909000	IFR-JOURNAL ENTRY ALLOCATIONS			1,700	2,000	2,000
	TOTAL:			3,041,527	3,182,605	3,182,605
142	PLANNING & BUILDING DEPARTMENT	4050020	BUSINESS LICENSES	6,300	1,350	1,350
		4050025	BUILDING PERMITS	1,887,919	1,218,186	1,218,186
		4050035	PLAN CHECK FEES	825,044	2,303,188	2,303,188
		4050040	SUB PERMITS-MECH EL PLUMB	266,700	286,820	286,820
		4050065	LAND USE PERMITS	535,210	1,084,984	990,449
		4050070	PLOT PLANS	177,456	178,178	178,178
		4050075	GENERAL PLAN AMENDMENTS	34,104	5,533	5,533
		4050080	AGRICULTURAL PRESERVE FEE	66,654	75,347	75,347
		4050085	SUBDIVISION PERMITS	165,620	180,406	180,406
		4050105	OTHER LICENSES AND PERMIT	22,964	24,542	24,542
		4100010	LAND USE FINES	3,400	1,000	1,000
		4100180	BLDG CODE INVESTIG FEES	47,477	79,166	79,166
		4200065	STATE AID-NUCLEAR PLANNG	20,541	15,000	15,000
		4250085	FEDERAL AID - SECURITY	0	5,323	5,323
		4250205	FEDERAL AID-ARRA/PRIME RECIPIE	61,925	0	0
		4350106	APPEAL FEE	8,670	11,050	11,050
		4350109	AFFORDABLE HOUSING IMPACT FEE	1,500	1,500	1,500
		4350295	PREAPPLICATION PROCESS	22,614	28,845	28,845
		4350350	MITIGATION FEE-AIR	400	400	400
		4350400	ADMINISTRATIVE SERVICES	355,000	430,000	430,000
		4350480	ENVIRONMNTL ASSESSMT FEES	110,496	135,063	135,063
		4350485	LAFCO PROCESSING FEES	1,877	0	0
		4350515	ALLOCATION ADMIN FEE	6,580	14,100	14,100
		4350650	DEVELOPMENT FEE- ADMIN	25,000	22,500	22,500
		4350665	ROAD ABANDONMENT FEE	27,090	27,090	27,090
		4350675	CURB & GUTTER WAIVERS	1,150	1,150	1,150
		4350950	MISCELLANEOUS FEES	55,284	63,755	63,755

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY DEPARTMENT

DEPARTMENT	REVENUE TYPE	2012-13 ADOPTED	2013-14 REQUESTED	2013-14 RECOMMENDED
142	(Continued)			
	4351010 OTHER SERVICE CHARGES	1,040	1,040	1,040
	4351055 BOOK, PAMPHLT, BROCHR SALES	1,500	1,500	1,500
	4550000 OTHER REVENUE	4,200	3,900	3,900
	4550085 NUISANCE ABATEMENT	33,145	31,060	31,060
	4550125 GRANTS: NON-GOVERNMENTAL	166,000	395,000	395,000
	4909080 IFR-JE-PLANNING	262,000	278,000	278,000
	TOTAL:	5,204,860	6,904,976	6,810,441
143	COURT OPERATIONS			
	4100005 50% EXCESS MOE REVENUE-ST	(480,000)	(500,000)	(500,000)
	4100015 RED LIGHT - VC21453, 54, 57	3,000	3,000	3,000
	4100085 TRAFFIC SCH-VC42007.1(\$24)	245,000	245,000	245,000
	4100090 CNTY FIX IT-VC 40611	30,000	30,000	30,000
	4100100 CO-FAILURE TO APPEAR(FTA)	6,000	6,000	6,000
	4100105 CO MOTOR VEH/CRIM FINES	774,000	900,000	900,000
	4100135 CITIES FIX IT-VC40611	13,000	13,000	13,000
	4100195 TRAFFIC SCHOOL FEES	1,100,000	1,200,000	1,200,000
	4100220 BLOOD ALCOHOL FINES	40,000	40,000	0
	4100265 BUSINESS & PROFESSIONS	(5,000)	(5,000)	(5,000)
	4100270 HEALTH/SAFETY FINES/FORFT	1,600	1,600	1,600
	4100285 CITIES- ALL MISDEMEANORS	17,000	17,000	17,000
	4100300 CITY MOTOR VEHICLE FINES	59,000	78,000	78,000
	4100340 ST PENALTY ASSMNTS-PC1464	440,000	460,000	460,000
	4100354 COUNTY PORTION GC 76000	70,000	70,000	70,000
	4100390 TRAFFIC SCHOOL FEES - CITY	13,500	17,000	17,000
	4350635 RECORDING FEES	220,000	220,000	220,000
	TOTAL:	2,547,100	2,795,600	2,755,600
160	PUBLIC HEALTH			
	4050120 BURIAL PERMITS	4,500	4,500	4,500
	4050150 TOBACCO RETAILERS LICENSES	13,505	16,215	16,215
	4100065 CHILD RESTRNT FEE-COUNTY	4,000	5,000	5,000
	4100070 CHILD RESTRAINT FEE-CITY	2,000	2,000	2,000
	4100366 ADM PENALTY-HS 25187	154,000	145,000	145,000
	4200005 ST RLGN-SALES TX-SOC SRVC	158,700	158,700	158,700
	4200015 ST RLGN-SALES TAX-HEALTH	1,346,000	1,346,000	1,346,000
	4200020 ST REALGN- VLF	1,676,000	1,743,040	1,743,040
	4200022 ST AID REALIGNMENT	0	0	182,887
	4200065 STATE AID-NUCLEAR PLANNG	114,700	103,637	103,637
	4200170 STATE AID - OTHER	470,669	514,049	514,049
	4200200 MEDI-CAL: PATIENTS-ST +FED	1,015,630	50,500	50,500
	4200210 ST AID-CALIF CHILDREN SRVC	1,403,355	1,559,385	1,544,002
	4200212 STATE AID-CENCAL	0	161,904	161,904
	4200215 STATE - HEALTH ADMIN.	324,372	342,868	342,868
	4200273 STATE AID-STATE OFFICE OF FAMI	0	1,275,000	1,275,000
	4250015 FEDERAL - HEALTH ADMIN	3,378,527	3,673,670	3,603,391
	4250095 FEDERAL-GRANTS	1,310,000	1,510,000	1,510,000
	4250105 FEDERAL AID - OTHER	52,072	5,000	5,000
	4250136 FED AID - PUBLIC HEALTH SECURI	663,597	801,476	801,476
	4250171 FED AID-MEDICARE	0	23,396	23,396
	4300005 OTHER GOVT AGENCY REVENUE	133,575	118,575	118,575
	4350585 CONSERVATORSHIP FEES	110,000	75,000	75,000

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY DEPARTMENT

DEPARTMENT	REVENUE TYPE	2012-13 ADOPTED	2013-14 REQUESTED	2013-14 RECOMMENDED
160	(Continued)			
	4350590 REPRESENTATIVE PAYEE FEES	37,392	37,440	37,440
	4350635 RECORDING FEES	161,000	171,200	171,200
	4350705 NURSING FEES	273,000	299,000	299,000
	4350715 LABORATORY SERVICES	204,211	93,000	93,000
	4350745 ENVIRONMENTAL HEALTH SERVICES	2,051,000	2,252,100	2,252,100
	4350765 MEDICAL REMB SERV/PAT CAR	739,800	146,000	146,000
	4350785 CALIF CHILDREN SERVICES	1,600	3,500	3,500
	4350950 MISCELLANEOUS FEES	126,000	159,000	159,000
	4351045 PROGRAM REV - CHILD&FAMILIES	209,641	236,858	236,858
	4550000 OTHER REVENUE	108,488	101,655	101,655
	4550125 GRANTS: NON-GOVERNMENTAL	124,260	120,562	120,562
	4550210 TOBACCO SETTLEMENT	363,760	376,201	376,201
	4900110 IFR-INT SETT-HEALTH BILLINGS	74,502	80,323	80,323
	4909040 IFR-JE ALLOC-PUBLIC HEALTH	137,516	137,618	137,618
	TOTAL:	16,947,372	17,849,372	17,946,597
166	BEHAVIORAL HEALTH			
	4100220 BLOOD ALCOHOL FINES	40,000	90,000	90,000
	4100290 FEES -ALCOHOL ABUSE & EDU	35,000	90,000	90,000
	4200010 ST RLGN-SALES TAX-M H	10,974,033	5,628,773	5,628,773
	4200022 ST AID REALIGNMENT	89,586	111,005	111,005
	4200023 ST AID REALIGNMENT-VLF	0	95,559	95,559
	4200040 ST AID- DRUG/MENTL HEALTH	568,993	568,993	568,993
	4200065 STATE AID-NUCLEAR PLANNG	3,727	1,727	1,727
	4200105 STATE AWARDED GRANTS	29,795	0	0
	4200170 STATE AID - OTHER	85,000	87,000	87,000
	4200200 MEDI-CAL:PATIENTS-ST +FED	11,381,475	11,550,208	11,550,208
	4200340 ST AID - MHSA	9,997,262	10,437,776	10,554,008
	4200351 ST RLGN-2011 LOCAL COMM	644,463	1,108,440	1,108,440
	4200354 ST RLGN-2011 HLTH & HUMAN SVCS	1,230,879	7,066,325	7,066,325
	4250015 FEDERAL - HEALTH ADMIN	229,310	282,647	282,647
	4250090 FED AID-DRUG AND ALCOHOL	1,555,692	1,541,372	1,541,372
	4250095 FEDERAL-GRANTS	1,743,348	1,658,310	1,658,310
	4250130 FED AID-PERINTL SETASIDE	72,201	72,201	72,201
	4300005 OTHER GOVT AGENCY REVENUE	293,504	322,840	322,840
	4350255 BILLINGS TO OUTSIDE AGENCIES	742,877	848,000	848,000
	4350435 DEFERRED ENTRY OF JUDGMENT	65,000	62,000	62,000
	4350690 MEDICAL RECORDS FEE	12,000	1,500	1,500
	4350725 MENTAL HEALTH SVCS-MEDICARE	168,000	74,400	74,400
	4350735 ALCOHOLISM SERVICES	103,000	119,000	119,000
	4350760 INST CARE/SV-MEDICALSB855	42,863	29,851	29,851
	4350795 MENTAL HLTH SVCS-INSURANCE	200,000	199,997	199,997
	4351040 MENTAL HLTH SVCS-SELF PAY	20,000	20,000	20,000
	4550065 OTHER REIMBURSEMENTS	63,804	63,804	63,804
	4550120 CONTRIBUTIONS - NON GOVTL	4,500	5,500	5,500
	4550210 TOBACCO SETTLEMENT	814,339	842,189	842,189
	4900170 IFR-INT SETT-DRUG & ALCOHOL	119,534	126,174	126,174
	4900250 IFR-INT SETT-MENTAL HEALTH	403,481	254,804	254,804
	TOTAL:	41,733,666	43,360,395	43,476,627

SIO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY DEPARTMENT

DEPARTMENT	REVENUE TYPE	2012-13	2013-14	2013-14
		ADOPTED	REQUESTED	RECOMMENDED
180 SOCIAL SERVICES ADMINISTRATION	4200005 ST RLGN-SALES TX-SOC SRVC	1,891,310	1,611,247	1,635,799
	4200020 ST REALGN- VLF	254,309	260,877	260,877
	4200065 STATE AID-NUCLEAR PLANNG	17,684	18,684	18,684
	4200175 STATE - WELFARE ADMIN.	17,684,513	20,453,159	20,656,026
	4200354 ST RLGN-2011 HLTH & HUMAN SVCS	6,825,571	7,525,514	7,690,618
	4250110 FEDERAL - WELFARE ADMIN	24,841,459	23,184,364	23,293,812
	4250160 FED AID WORKFORCE INVESTMENT A	2,672,958	2,303,607	2,303,607
	4350775 ADOPTION FEES	2,560	2,560	2,560
	4550065 OTHER REIMBURSEMENTS	9,248	9,248	9,248
	6000005 OTI PROCEEDS INTRAFUND	0	0	200,000
	TOTAL:	54,199,612	55,369,260	56,071,231
181 FOSTER CARE-SOCIAL SERVICES	4200005 ST RLGN-SALES TX-SOC SRVC	5,324,808	6,627,592	6,627,592
	4200190 STATE AID - ABATEMENT	38,000	40,000	40,000
	4200195 ST AID-CS COLL-FOSTR CARE	37,000	10,000	10,000
	4200354 ST RLGN-2011 HLTH & HUMAN SVCS	6,665,904	7,239,863	7,239,863
	4250055 FED AID - REIMB	29,000	10,000	10,000
	4250110 FEDERAL - WELFARE ADMIN	5,794,688	5,874,730	5,874,730
	4250115 FEDERAL AID - ABATEMENT	26,000	25,000	25,000
	4550030 REIMBURSEMENTS-ASSISTANCE	120,000	120,000	120,000
	4550065 OTHER REIMBURSEMENTS	44,023	344,615	344,615
		TOTAL:	18,079,423	20,291,800
182 CALWORKS	4200175 STATE - WELFARE ADMIN.	0	1,925,786	1,925,786
	4200195 ST AID-CS COLL-FOSTR CARE	18,000	25,000	25,000
	4200356 ST RLGN-2011 CALWORKS MOE	5,282,132	5,282,132	5,282,132
	4250055 FED AID - REIMB	20,000	25,000	25,000
	4250110 FEDERAL - WELFARE ADMIN	7,430,124	177,633	177,633
	4300010 COMBINED FED/ST CALWORKS	0	4,353,036	4,353,036
	4550030 REIMBURSEMENTS-ASSISTANCE	20,000	1,214	1,214
		TOTAL:	12,770,256	11,789,801
183 MEDICAL ASSISTANCE PROG	4150025 RENT-LAND/BLDG-LONG TERM	80,784	81,824	81,824
	4550120 CONTRIBUTIONS - NON GOVTL	81,063	81,063	81,063
		TOTAL:	161,847	162,887
184 LAW ENFORCEMENT MED CARE	4200015 ST RLGN-SALES TAX-HEALTH	200,000	200,000	200,000
	4200020 ST REALGN- VLF	200,000	208,000	208,000
	4200351 ST RLGN-2011 LOCAL COMM	182,250	533,435	533,435
		TOTAL:	582,250	941,435
185 GENERAL ASSISTANCE	4050120 BURIAL PERMITS	5,858	6,260	6,260
	4200175 STATE - WELFARE ADMIN.	240,300	165,387	165,387
	4200195 ST AID-CS COLL-FOSTR CARE	0	500	500
	4550030 REIMBURSEMENTS-ASSISTANCE	190,000	300,000	300,000
		TOTAL:	436,158	472,147
186 VETERANS SERVICES	4200070 STATE AID VETERAN AFFAIRS	65,000	60,000	60,000
	4200270 STATE-MOTOR VEH LIC FEE	0	5,000	5,000
		TOTAL:	65,000	65,000

SIO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY DEPARTMENT

DEPARTMENT	REVENUE TYPE	2012-13	2013-14	2013-14	
		ADOPTED	REQUESTED	RECOMMENDED	
200 MAINTENANCE PROJECTS	4200240 STATE AID CONSTRUCTION	0	345,500	345,500	
	6000000 OPERATING TRANSFERS IN	<u>433,000</u>	<u>0</u>	<u>0</u>	
	TOTAL:	433,000	345,500	345,500	
201 PUBLIC WORKS SPECIAL SERVICES	4050025 BUILDING PERMITS	55,874	43,571	43,571	
	4050045 MINOR USE PERMIT APPLICATION	44,215	30,893	30,893	
	4200065 STATE AID-NUCLEAR PLANNG	19,780	19,780	19,780	
	4350295 PREAPPLICATION PROCESS	4,554	0	0	
	4350305 FLOOD HAZARD PROPERTY REPORTS	746	758	758	
	4350410 ASSESSMNT APPORTNMNT FEES	300	153	153	
	4350505 FILING FEES-CORNER RECORD	1,966	2,480	2,480	
	4350635 RECORDING FEES	1,066	860	860	
	4350953 COMM ACKNOWLEDGEMENT FORM FEE	3,434	3,434	3,434	
	4350960 MONUMENTATION FEES	144,535	89,959	89,959	
	4350965 BLDG PRMT REVIEW-DRAINAGE	38,939	48,931	48,931	
	4350966 BLDG PRMT REVIEW-FLD HZD	4,342	2,712	2,712	
	4350990 DEVELOPMENT PLAN INSPECTN	29,744	55,050	55,050	
	4350995 PAR MAP CHECKING THRU T/A	14,896	22,976	22,976	
	4351005 RECORDS OF SURVEY FEES	26,877	21,736	21,736	
	4351060 MAP SALES	74	406	406	
	4351070 PM INSPECT-IMP PLANS P11E	106,189	9,792	9,792	
	4351075 TM INSPECT-IMP PLANS P11D	116,131	30,742	30,742	
	4351095 LOT LINE ADJUST APPLICATION	8,003	4,496	4,496	
	4351100 COND USE PMT/DEV PLAN APP	34,179	33,650	33,650	
	4351105 CERT COMPLIANCE APP	0	1,098	1,098	
	4351110 CERT OF CORRECTION	237	118	118	
	4351120 CERT COMPLIANCE-NON LLA	902	0	0	
	4351125 LOT LINE ADJUST CHECKING	10,583	8,136	8,136	
	4351130 ANNEXATION MAP REVIEW	1,074	0	0	
	4352250 ROAD EXCEPTION REQUEST - TRACT	0	1,288	1,288	
	4400020 WATER SALES FOR RESALE	101,058	113,381	113,381	
	4550000 OTHER REVENUE	949	3,845	3,845	
	4550065 OTHER REIMBURSEMENTS	<u>4,654</u>	<u>3,364</u>	<u>3,364</u>	
	TOTAL:	775,301	553,609	553,609	
	215 FARM ADVISOR	4200170 STATE AID - OTHER	<u>4,575</u>	<u>4,575</u>	<u>4,575</u>
		TOTAL:	4,575	4,575	4,575
	230 CAPITAL PROJECTS FUND	6000000 OPERATING TRANSFERS IN	125,000	350,971	0
		6000120 TRANSFERS IN FROM GEN FND	4,649,787	0	300,967
6000145 OPR TRF IN - PFF FIRE		0	970,500	970,500	
6000155 OPR TRF IN - PFF LAW ENFORC		<u>0</u>	<u>100,000</u>	<u>100,000</u>	
TOTAL:		4,774,787	1,421,471	1,371,467	
245 ROADS	4000005 PROP. TAXES CURR. SECURED	1,082,522	1,098,760	1,098,760	
	4000007 PROPERTY TAX-UNITARY	334,780	339,802	339,802	
	4000010 SUPPLEMENTAL-CURR.SECURED	2,520	2,520	2,520	
	4000025 PROP. TAXES CURR. UNSEC.	25,785	25,785	25,785	
	4000030 SUPPLEMENTAL-CURR.UNSEC.	115	115	115	
	4010005 PROP. TAXES PRIOR SECURED	(6,062)	(6,062)	(6,062)	

SIO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY DEPARTMENT

DEPARTMENT	REVENUE TYPE	2012-13 ADOPTED	2013-14 REQUESTED	2013-14 RECOMMENDED
245	(Continued)			
	4150000 INTEREST	40,000	25,000	25,000
	4200075 HOMEOWNER PROP TAX RELIEF	9,811	9,811	9,811
	4200121 ST AID-PROP 1B ST & LOCAL	235,000	200,000	200,000
	4200230 STATE - HIGHWAY USERS TAX	9,800,000	9,700,000	9,700,000
	4200240 STATE AID CONSTRUCTION	0	180,300	180,300
	4200241 STATE AID - URBAN STATE HWY AC	60,000	0	0
	4200242 STATE AID - REGIONAL STATE HWY	485,194	40,000	40,000
	4200245 TRANS DEV ACT SB 325	1,000,000	1,500,000	1,500,000
	4200250 ST AID-ISTEA EXCHANGE	578,060	578,060	578,060
	4250020 FEDERAL AID CONSTRUCTION	2,813,259	1,909,518	1,909,518
	4250021 FEDERAL AID-BRIDGE TOLLS	0	44,542	44,542
	4250026 FEDERAL AID FOREST RESERVE	11,500	11,500	11,500
	4250150 FEDERAL AID FHWA	1,468,513	1,800,000	1,800,000
	4350495 PLANNING/ENGINEERING SVCS	3,500	3,500	3,500
	4350500 ROAD PERMIT FEES	10,000	10,000	10,000
	4350660 ENCROACHMENT PERMIT FEES	92,000	92,000	92,000
	4350676 CURB & GUTTER PERMIT WITH DESI	5,000	5,000	5,000
	4350677 CURB & GUTTER PERMIT W/O DESIG	17,000	17,000	17,000
	4550000 OTHER REVENUE	0	90,000	90,000
	4902055 IFR-JE CAPITAL ASSETS FUNDING	0	417,000	417,000
	6000100 ROADS IMPACT FEES	1,827,820	2,530,778	2,530,778
	6000120 TRANSFERS IN FROM GEN FND	7,431,000	5,931,000	5,831,000
	TOTAL:	27,327,317	26,555,929	26,455,929
290	COMMUNITY DEVELOPMENT PROGRAM			
	4250065 FEDERAL FUNDS - CDBG	1,654,260	1,488,836	1,488,836
	4250070 FEDERAL FUNDS - HOME	823,357	750,000	750,000
	4250075 FEDERAL FUNDS - ESG	163,420	163,420	163,420
	4250080 FEDERAL FUNDS - SNAP	1,065,830	1,136,163	1,136,163
	6000120 TRANSFERS IN FROM GEN FND	326,436	326,436	341,436
	TOTAL:	4,033,303	3,864,855	3,879,855
247	PUBLIC FACILITIES FEES			
	4350100 AFFORDABLE HOUSING FEE TRANSFE	(700)	0	0
	4350101 AFFORDABLE HOUSNG IN-LIEU	700	0	0
	4350102 PUB FAC FEE-LIBRARY	59,300	75,800	75,800
	4350103 PUB FACIL FEE-FIRE	306,090	353,800	353,800
	4350104 PUB FACIL FEE-PARKS	131,700	250,700	250,700
	4350105 PUB FACIL FEE-GEN GOVT	116,800	120,000	120,000
	4350107 PUB FAC FEE-LAW ENFORCE	61,852	64,200	64,200
	TOTAL:	675,742	864,500	864,500
305	PARKS			
	4100255 OFF-HIGHWAY MOTOR FINES	25,420	97,458	100,500
	4150000 INTEREST	4,000	4,000	4,000
	4150020 RENT-LAND/BLDG-SHORT TERM	35,504	52,520	52,520
	4150025 RENT-LAND/BLDG-LONG TERM	54,658	54,659	54,659
	4150030 FARM LAND RENT	1,800	1,800	1,800
	4200065 STATE AID-NUCLEAR PLANNG	5,000	5,460	5,460
	4350245 OTHER BILLINGS TO COURTS	6,191	15,732	15,732
	4350255 BILLINGS TO OUTSIDE AGENCIES	39,352	39,352	39,352
	4350650 DEVELOPMENT FEE- ADMIN	3,000	395	395
	4350860 CAMPING FEES	2,641,008	2,705,653	2,705,653

SIO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY DEPARTMENT

DEPARTMENT	REVENUE TYPE	2012-13 ADOPTED	2013-14 REQUESTED	2013-14 RECOMMENDED
305	(Continued)			
	4350865 DAILY PASSES	381,881	371,622	371,622
	4350870 GROUP ENTRANCE FEES	199,192	200,275	200,275
	4350875 SEASON PASSES	155,682	119,211	119,211
	4350880 SEASON BOAT LICENSES	84,790	73,279	73,279
	4350885 DAILY BOAT PASSES	104,569	80,625	80,625
	4350890 INCOME FROM CONCESSIONS	86,676	99,640	99,640
	4350895 SWIMMING POOL FEES	56,000	80,247	80,247
	4350905 DOG/DAY USE	63,737	56,609	56,609
	4350910 SHOWERS/LOCKERS	51,938	55,469	55,469
	4350950 MISCELLANEOUS FEES	0	2,631	2,631
	4350970 RECREATIONAL PROGRAMS	15,216	31,043	31,043
	4350971 SKATE PARK FEES	4,930	5,274	5,274
	4350972 SPECIAL EVENTS	0	1,775	1,775
	4350980 OTHER RECREATIONAL FEES	35,895	30,000	30,000
	4550000 OTHER REVENUE	0	2,523	2,523
	4550065 OTHER REIMBURSEMENTS	3,000	3,000	3,000
	4550080 OTHER SALES	0	305	305
	4550120 CONTRIBUTIONS - NON GOVTL	35,000	30,000	30,000
	4550125 GRANTS: NON-GOVERNMENTAL	0	38,760	38,760
	4900100 IFR-INT SETT-GEN SRVS S/S BILL	0	227,395	0
	4900260 IFR-INT SETT-PARKS BILLINGS	292,687	0	0
	4901020 IFR-OVERHEAD-AGR	5,068	0	0
	4903010 IFR-IAA-LABOR-REG	35,500	0	0
	4909025 IFR-JE-GENERAL SERVICES	75,997	0	0
	4909200 IFR-JE-PARKS	2,356	12,929	240,324
	6000120 TRANSFERS IN FROM GEN FND	<u>4,020,055</u>	<u>3,420,055</u>	<u>3,540,677</u>
	TOTAL:	8,526,102	7,919,696	8,043,360
266	COUNTYWIDE AUTOMATION REPLACEM			
	4010045 TLRP PROCEEDS	2,477,500	0	0
	4350330 PUBLIC EDUCATION GOV'T ACCESS	20,000	53,400	53,400
	6000120 TRANSFERS IN FROM GEN FND	<u>1,761,605</u>	<u>1,779,705</u>	<u>1,779,705</u>
	TOTAL:	4,259,105	1,833,105	1,833,105
267	GEN GOVT BUILDING REPLACEMENT			
	6000120 TRANSFERS IN FROM GEN FND	<u>2,732,613</u>	<u>2,700,724</u>	<u>5,300,724</u>
	TOTAL:	2,732,613	2,700,724	5,300,724
268	TAX REDUCTION RESERVE			
	6000120 TRANSFERS IN FROM GEN FND	0	0	1,399,033
248	ROADS - IMPACT FEES			
	4150000 INTEREST	22,000	19,000	19,000
	4350108 ROAD IMPACT FEES	1,731,500	2,582,665	2,582,665
	6000000 OPERATING TRANSFERS IN	0	14,647	14,647
	TOTAL:	<u>1,753,500</u>	<u>2,616,312</u>	<u>2,616,312</u>
330	WILDLIFE AND GRAZING			
	4250025 FEDERAL GRAZING FEES	<u>3,500</u>	<u>3,500</u>	<u>3,500</u>
	TOTAL:	3,500	3,500	3,500
375	DRIVING UNDER THE INFLUENCE			
	4150000 INTEREST	3,500	2,500	2,500
	4350260 FEES-YOUNG ADULTS PROGRAM	67,804	45,919	45,919
	4350285 EXTD FIRST OFFENDER FEES	214,559	211,356	211,356
	4350730 SECOND CHANCE CHARGES-ALC	626,660	604,126	604,126

SIO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY DEPARTMENT

DEPARTMENT	REVENUE TYPE	2012-13 ADOPTED	2013-14 REQUESTED	2013-14 RECOMMENDED
375	(Continued)			
	4350815 FIRST OFFENDER FEES	433,303	506,023	506,023
	4352265 WET & RECKLESS	27,580	32,539	32,539
	TOTAL:	1,373,406	1,402,463	1,402,463
377	LIBRARY			
	4000005 PROP. TAXES CURR. SECURED	6,153,913	6,280,843	6,280,843
	4000007 PROPERTY TAX-UNITARY	555,772	572,157	572,157
	4000010 SUPPLEMENTAL-CURR.SECURED	31,531	30,000	30,000
	4000015 REDEVELOPMENT AGENCY TAX	(140,646)	(139,696)	(139,696)
	4000021 RPTTF RESIDUAL BALANCE	0	15,000	15,000
	4000025 PROP. TAXES CURR. UNSEC.	146,580	155,574	155,574
	4000030 SUPPLEMENTAL-CURR.UNSEC.	1,000	300	300
	4010005 PROP. TAXES PRIOR SECURED	(72,188)	(38,000)	(38,000)
	4010010 SUPPLEMENTL-PRIOR SECURED	(600)	(200)	(200)
	4010015 PROP. TAXES PRIOR UNSEC.	5,500	11,000	11,000
	4010020 SUPPLEMENTAL-PRIOR UNSEC	600	1,200	1,200
	4150000 INTEREST	7,000	4,500	4,500
	4200075 HOMEOWNER PROP TAX RELIEF	55,775	54,573	54,573
	4300015 OTHER GOV'T: RDA PASS THRU	49,961	51,145	51,145
	4350805 LOST-DAMAGED MATERIALS	13,000	11,700	11,700
	4350807 MEETING ROOM USE FEE	0	1,250	1,250
	4350810 LIBRARY SERVICES	234,000	237,000	237,000
	4350835 COPYING FEES	16,500	28,700	28,700
	4350840 LIBRARY REQUEST FEES	83,000	83,800	83,800
	4550000 OTHER REVENUE	16,000	56,000	56,000
	6000120 TRANSFERS IN FROM GEN FND	516,121	516,121	607,139
	TOTAL:	7,672,819	7,932,967	8,023,985
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	10,000	8,000	8,000
	6000120 TRANSFERS IN FROM GEN FND	450,000	450,000	450,000
	TOTAL:	460,000	458,000	458,000
350	CO MEDICAL SERVICES PROG			
	4150000 INTEREST	5,000	4,000	4,000
	4200020 ST REALGN- VLF	2,439,000	2,439,000	2,439,000
	4250015 FEDERAL - HEALTH ADMIN	50,524	49,672	49,672
	4550210 TOBACCO SETTLEMENT	669,900	692,810	692,810
	4900110 IFR-INT SETT-HEALTH BILLINGS	74,819	76,524	76,524
	4909999 IFR-CONVERSION ACCOUNT	42,329	42,188	42,188
	6000105 TRANSFER IN - GF MED ASST PROG	1,814,405	1,800,544	1,797,902
	TOTAL:	5,095,977	5,104,738	5,102,096
351	EMERGENCY MEDICAL SRVS FUND			
	4100150 PA-EMERGENCY MED SERVICES	350,000	350,000	350,000
	4100152 PA-SB1773 RICHIE'S FUND	350,000	350,000	350,000
	4100365 TRAFFIC SCH FEES-MADDY FUND	100,000	100,000	100,000
	4150000 INTEREST	1,000	1,000	1,000
	TOTAL:	801,000	801,000	801,000

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY DEPARTMENT

<u>DEPARTMENT</u>		<u>REVENUE TYPE</u>		<u>2012-13</u>	<u>2013-14</u>	<u>2013-14</u>
				<u>ADOPTED</u>	<u>REQUESTED</u>	<u>RECOMMENDED</u>
277	DEBT SERVICE	4010045	TLRF PROCEEDS	500,000	500,000	500,000
		4100320	PENALTY AS-CTHS TEMP CONS	310,819	309,319	309,319
		6000135	TRFR IN FOR DEBT SERVICE	945,669	1,069,703	1,069,703
		6000160	OPR TRF IN - PFF GEN GOV'T	<u>500,000</u>	<u>200,000</u>	<u>200,000</u>
			TOTAL:	2,256,488	2,079,022	2,079,022
392	PENSION OBLIGATION BOND DSF	4150000	INTEREST	18,000	12,000	12,000
		4550140	COUNTY CONTRIBUTIONS	<u>8,293,800</u>	<u>10,002,626</u>	<u>10,002,626</u>
			TOTAL:	8,311,800	10,014,626	10,014,626
			TOTAL COUNTY REVENUE:	<u><u>451,037,011</u></u>	<u><u>457,963,540</u></u>	<u><u>463,292,864</u></u>

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		2012-13	2013-14	2013-14
			ADOPTED	REQUESTED	RECOMMENDED
4000005 PROP. TAXES CURR. SECURED	101	NON-DEPARTMENTAL REVENUES	84,541,381	87,090,126	87,090,126
	245	ROADS	1,082,522	1,098,760	1,098,760
	377	LIBRARY	6,153,913	6,280,843	6,280,843
		TOTAL:	91,777,816	94,469,729	94,469,729
4000007 PROPERTY TAX-UNITARY	101	NON-DEPARTMENTAL REVENUES	7,695,240	7,950,328	7,950,328
	245	ROADS	334,780	339,802	339,802
	377	LIBRARY	555,772	572,157	572,157
		TOTAL:	8,585,792	8,862,287	8,862,287
4000010 SUPPLEMENTAL-CURR.SECURED	101	NON-DEPARTMENTAL REVENUES	750,000	400,000	400,000
	245	ROADS	2,520	2,520	2,520
	377	LIBRARY	31,531	30,000	30,000
		TOTAL:	784,051	432,520	432,520
4000015 REDEVELOPMENT AGENCY TAX	101	NON-DEPARTMENTAL REVENUES	(3,119,083)	(3,098,928)	(3,098,928)
	377	LIBRARY	(140,646)	(139,696)	(139,696)
		TOTAL:	(3,259,729)	(3,238,624)	(3,238,624)
4000021 RPTTF RESIDUAL BALANCE	377	LIBRARY	0	15,000	15,000
4000025 PROP. TAXES CURR. UNSEC.	101	NON-DEPARTMENTAL REVENUES	2,250,000	2,197,797	2,197,797
	245	ROADS	25,785	25,785	25,785
	377	LIBRARY	146,580	155,574	155,574
		TOTAL:	2,422,365	2,379,156	2,379,156
4000030 SUPPLEMENTAL-CURR.UNSEC.	101	NON-DEPARTMENTAL REVENUES	15,000	15,000	15,000
	245	ROADS	115	115	115
	377	LIBRARY	1,000	300	300
		TOTAL:	16,115	15,415	15,415
4010005 PROP. TAXES PRIOR SECURED	101	NON-DEPARTMENTAL REVENUES	(300,000)	(300,000)	(417,000)
	245	ROADS	(6,062)	(6,062)	(6,062)
	377	LIBRARY	(72,188)	(38,000)	(38,000)
		TOTAL:	(378,250)	(344,062)	(461,062)
4010010 SUPPLEMENTL-PRIOR SECURED	101	NON-DEPARTMENTAL REVENUES	(11,000)	(11,000)	(11,000)
	377	LIBRARY	(600)	(200)	(200)
		TOTAL:	(11,600)	(11,200)	(11,200)
4010015 PROP. TAXES PRIOR UNSEC.	101	NON-DEPARTMENTAL REVENUES	125,000	125,000	125,000
	377	LIBRARY	5,500	11,000	11,000
		TOTAL:	130,500	136,000	136,000
4010020 SUPPLEMENTAL-PRIOR UNSEC	101	NON-DEPARTMENTAL REVENUES	15,000	15,000	15,000
	377	LIBRARY	600	1,200	1,200
		TOTAL:	15,600	16,200	16,200

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2012-13 ADOPTED	2013-14 REQUESTED	2013-14 RECOMMENDED
4010025 REDEMPTION FEES	101 NON-DEPARTMENTAL REVENUES	30,000	30,000	30,000
	TOTAL:	30,000	30,000	30,000
4010030 DELINQUENT/COST REIMBRSMT	108 TREAS-TAX COLL-PUBLIC ADM	139,600	156,020	156,020
	TOTAL:	139,600	156,020	156,020
4010035 PENALTIES-DELINQUENT TAX	101 NON-DEPARTMENTAL REVENUES	160,000	160,000	160,000
	TOTAL:	160,000	160,000	160,000
4010045 TLRP PROCEEDS	101 NON-DEPARTMENTAL REVENUES	1,000,000	1,000,000	1,214,682
	107 AUDITOR-CONTROLLER	250,000	250,000	250,000
	266 COUNTYWIDE AUTOMATION REPLACEM	2,477,500	0	0
	277 DEBT SERVICE	500,000	500,000	500,000
	TOTAL:	4,227,500	1,750,000	1,964,682
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	1,344,139	1,279,327	1,279,327
	TOTAL:	1,344,139	1,279,327	1,279,327
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	1,600,000	1,800,000	1,800,000
	TOTAL:	1,600,000	1,800,000	1,800,000
4010073 RACEHORSE TAX	101 NON-DEPARTMENTAL REVENUES	10,000	10,000	10,000
	TOTAL:	10,000	10,000	10,000
4010075 TRANSIENT OCCUPANCY TAX	101 NON-DEPARTMENTAL REVENUES	6,200,000	6,400,000	6,600,000
	TOTAL:	6,200,000	6,400,000	6,600,000
4010076 SALE OF TAX DEEDED PROP.	108 TREAS-TAX COLL-PUBLIC ADM	25,500	25,500	25,500
	TOTAL:	25,500	25,500	25,500
4010077 PROPERTY TAX IN-LIEU OF SALES	101 NON-DEPARTMENTAL REVENUES	2,200,000	2,800,000	2,800,000
	TOTAL:	2,200,000	2,800,000	2,800,000
4010078 PROPERTY TAX IN-LIEU OF VLF	101 NON-DEPARTMENTAL REVENUES	27,000,000	27,234,195	27,234,195
	TOTAL:	27,000,000	27,234,195	27,234,195
4050005 FRANCHISES-CABLE	101 NON-DEPARTMENTAL REVENUES	750,000	700,000	700,000
	TOTAL:	750,000	700,000	700,000
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

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2012-13	2013-14	2013-14
		ADOPTED	REQUESTED	RECOMMENDED
4050010 FRANCHISE FEES-GARBAGE	101 NON-DEPARTMENTAL REVENUES	<u>725,000</u>	<u>700,000</u>	<u>700,000</u>
	TOTAL:	725,000	700,000	700,000
4050015 ANIMAL LICENSES	137 ANIMAL SERVICES	<u>558,627</u>	<u>775,872</u>	<u>775,872</u>
	TOTAL:	558,627	775,872	775,872
4050020 BUSINESS LICENSES	108 TREAS-TAX COLL-PUBLIC ADM	130,903	131,036	131,036
	142 PLANNING & BUILDING DEPARTMENT	<u>6,300</u>	<u>1,350</u>	<u>1,350</u>
	TOTAL:	137,203	132,386	132,386
4050025 BUILDING PERMITS	142 PLANNING & BUILDING DEPARTMENT	<u>1,887,919</u>	<u>1,218,186</u>	<u>1,218,186</u>
	201 PUBLIC WORKS SPECIAL SERVICES	<u>55,874</u>	<u>43,571</u>	<u>43,571</u>
	TOTAL:	1,943,793	1,261,757	1,261,757
4050035 PLAN CHECK FEES	140 COUNTY FIRE	210,000	210,000	210,000
	142 PLANNING & BUILDING DEPARTMENT	<u>825,044</u>	<u>2,303,188</u>	<u>2,303,188</u>
	TOTAL:	1,035,044	2,513,188	2,513,188
4050040 SUB PERMITS-MECH EL PLUMB	142 PLANNING & BUILDING DEPARTMENT	<u>266,700</u>	<u>286,820</u>	<u>286,820</u>
	TOTAL:	266,700	286,820	286,820
4050045 MINOR USE PERMIT APPLICATION	201 PUBLIC WORKS SPECIAL SERVICES	<u>44,215</u>	<u>30,893</u>	<u>30,893</u>
	TOTAL:	44,215	30,893	30,893
4050065 LAND USE PERMITS	141 AGRICULTURAL COMMISSIONER	28,000	30,000	30,000
	142 PLANNING & BUILDING DEPARTMENT	<u>535,210</u>	<u>1,084,984</u>	<u>990,449</u>
	TOTAL:	563,210	1,114,984	1,020,449
4050070 PLOT PLANS	142 PLANNING & BUILDING DEPARTMENT	<u>177,456</u>	<u>178,178</u>	<u>178,178</u>
	TOTAL:	177,456	178,178	178,178
4050075 GENERAL PLAN AMENDMENTS	142 PLANNING & BUILDING DEPARTMENT	<u>34,104</u>	<u>5,533</u>	<u>5,533</u>
	TOTAL:	34,104	5,533	5,533
4050080 AGRICULTURAL PRESERVE FEE	142 PLANNING & BUILDING DEPARTMENT	<u>66,654</u>	<u>75,347</u>	<u>75,347</u>
	TOTAL:	66,654	75,347	75,347
4050085 SUBDIVISION PERMITS	142 PLANNING & BUILDING DEPARTMENT	<u>165,620</u>	<u>180,406</u>	<u>180,406</u>
	TOTAL:	165,620	180,406	180,406
4050095 FINGER PRINTING FEES	136 SHERIFF-CORONER	<u>9,500</u>	<u>8,500</u>	<u>8,500</u>
	TOTAL:	9,500	8,500	8,500
4050100 EXPLOSIVE PERMITS	136 SHERIFF-CORONER	<u>2,500</u>	<u>1,500</u>	<u>1,500</u>
	TOTAL:	2,500	1,500	1,500
4050105 OTHER LICENSES AND PERMIT	141 AGRICULTURAL COMMISSIONER	226,135	251,925	251,925
	142 PLANNING & BUILDING DEPARTMENT	<u>22,964</u>	<u>24,542</u>	<u>24,542</u>
	TOTAL:	249,099	276,467	276,467

SIO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2012-13 ADOPTED	2013-14 REQUESTED	2013-14 RECOMMENDED
4050110 GUN PERMITS	136 SHERIFF-CORONER	9,800	10,500	10,500
	TOTAL:	9,800	10,500	10,500
4050111 DOMESTIC VIOLENCE FEES	132 DISTRICT ATTORNEY	45,000	65,000	65,000
	TOTAL:	45,000	65,000	65,000
4050120 BURIAL PERMITS	160 PUBLIC HEALTH	4,500	4,500	4,500
	185 GENERAL ASSISTANCE	5,858	6,260	6,260
	TOTAL:	10,358	10,760	10,760
4050130 MISC PERMITS	113 GENERAL SERVICES	14,000	10,900	10,900
	130 WASTE MANAGEMNT	31,609	0	0
	137 ANIMAL SERVICES	62,273	73,565	73,565
	TOTAL:	107,882	84,465	84,465
4050145 SUBPOENA DUCES TECUM GC 1563	136 SHERIFF-CORONER	2,000	1,200	1,200
	TOTAL:	2,000	1,200	1,200
4050150 TOBACCO RETAILERS LICENSES	108 TREAS-TAX COLL-PUBLIC ADM	3,456	3,776	3,776
	160 PUBLIC HEALTH	13,505	16,215	16,215
	TOTAL:	16,961	19,991	19,991
4050165 NOTARY FEE GC 8211	136 SHERIFF-CORONER	450	500	500
	TOTAL:	450	500	500
4050170 REPOSSESSION OF VEHICLE GC 267	136 SHERIFF-CORONER	650	1,500	1,500
	TOTAL:	650	1,500	1,500
4100005 50% EXCESS MOE REVENUE-ST	143 COURT OPERATIONS	(480,000)	(500,000)	(500,000)
	TOTAL:	(480,000)	(500,000)	(500,000)
4100010 LAND USE FINES	142 PLANNING & BUILDING DEPARTMENT	3,400	1,000	1,000
	TOTAL:	3,400	1,000	1,000
4100015 RED LIGHT - VC21453, 54, 57	143 COURT OPERATIONS	3,000	3,000	3,000
	TOTAL:	3,000	3,000	3,000
4100045 VEHICLE FORFEITURES-VC14607.6	132 DISTRICT ATTORNEY	500	500	500
	TOTAL:	500	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 PUBLIC HEALTH	4,000	5,000	5,000
	TOTAL:	4,000	5,000	5,000
4100070 CHILD RESTRAINT FEE-CITY	160 PUBLIC HEALTH	2,000	2,000	2,000
	TOTAL:	2,000	2,000	2,000

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

<u>REVENUE TYPE</u>	<u>DEPARTMENT</u>	<u>2012-13 ADOPTED</u>	<u>2013-14 REQUESTED</u>	<u>2013-14 RECOMMENDED</u>
4100085 TRAFFIC SCH-VC42007.1(\$24)	143 COURT OPERATIONS	245,000	245,000	245,000
	TOTAL:	245,000	245,000	245,000
4100090 CNTY FIX IT-VC 40611	143 COURT OPERATIONS	30,000	30,000	30,000
	TOTAL:	30,000	30,000	30,000
4100100 CO-FAILURE TO APPEAR (FTA)	143 COURT OPERATIONS	6,000	6,000	6,000
	TOTAL:	6,000	6,000	6,000
4100105 CO MOTOR VEH/CRIM FINES	143 COURT OPERATIONS	774,000	900,000	900,000
	TOTAL:	774,000	900,000	900,000
4100130 LAB FEE-PC1463.14	136 SHERIFF-CORONER	67,100	86,400	86,400
	TOTAL:	67,100	86,400	86,400
4100135 CITIES FIX IT-VC40611	143 COURT OPERATIONS	13,000	13,000	13,000
	TOTAL:	13,000	13,000	13,000
4100140 SMALL CLAIMS ADVISORY FEE	132 DISTRICT ATTORNEY	8,400	7,400	7,400
	TOTAL:	8,400	7,400	7,400
4100150 PA-EMERGENCY MED SERVICES	351 EMERGENCY MEDICAL SRVS FUND	350,000	350,000	350,000
	TOTAL:	350,000	350,000	350,000
4100152 PA-SB1773 RICHIE'S FUND	351 EMERGENCY MEDICAL SRVS FUND	350,000	350,000	350,000
	TOTAL:	350,000	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	75,000	0	75,000
	132 DISTRICT ATTORNEY	416,000	285,000	285,000
	TOTAL:	491,000	285,000	360,000
4100180 BLDG CODE INVESTIG FEES	142 PLANNING & BUILDING DEPARTMENT	47,477	79,166	79,166
	TOTAL:	47,477	79,166	79,166
4100195 TRAFFIC SCHOOL FEES	143 COURT OPERATIONS	1,100,000	1,200,000	1,200,000
	TOTAL:	1,100,000	1,200,000	1,200,000
4100206 ASSET FORFEITURES	132 DISTRICT ATTORNEY	7,000	6,000	6,000
	136 SHERIFF-CORONER	98,532	64,398	64,398
	TOTAL:	105,532	70,398	70,398
4100220 BLOOD ALCOHOL FINES	132 DISTRICT ATTORNEY	61,500	55,000	55,000
	136 SHERIFF-CORONER	0	0	40,000
	143 COURT OPERATIONS	40,000	40,000	0
	166 BEHAVIORAL HEALTH	40,000	90,000	90,000
	TOTAL:	141,500	185,000	185,000

SIO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

<u>REVENUE TYPE</u>	<u>DEPARTMENT</u>	2012-13 <u>ADOPTED</u>	2013-14 <u>REQUESTED</u>	2013-14 <u>RECOMMENDED</u>
4100230 PENALTY AS-FINGERPRINT ID	136 SHERIFF-CORONER	<u>298,176</u>	<u>449,839</u>	<u>449,839</u>
	TOTAL:	298,176	449,839	449,839
4100250 FISH AND GAME FINES	331 FISH AND GAME	<u>20,000</u>	<u>20,000</u>	<u>20,000</u>
	TOTAL:	20,000	20,000	20,000
4100255 OFF-HIGHWAY MOTOR FINES	305 PARKS	<u>25,420</u>	<u>97,458</u>	<u>100,500</u>
	TOTAL:	25,420	97,458	100,500
4100265 BUSINESS & PROFESSIONS	143 COURT OPERATIONS	<u>(5,000)</u>	<u>(5,000)</u>	<u>(5,000)</u>
	TOTAL:	(5,000)	(5,000)	(5,000)
4100270 HEALTH/SAFETY FINES/FORFT	143 COURT OPERATIONS	<u>1,600</u>	<u>1,600</u>	<u>1,600</u>
	TOTAL:	1,600	1,600	1,600
4100285 CITIES- ALL MISDEMEANORS	143 COURT OPERATIONS	<u>17,000</u>	<u>17,000</u>	<u>17,000</u>
	TOTAL:	17,000	17,000	17,000
4100290 FEES -ALCOHOL ABUSE & EDU	166 BEHAVIORAL HEALTH	<u>35,000</u>	<u>90,000</u>	<u>90,000</u>
	TOTAL:	35,000	90,000	90,000
4100295 CITIES PARKING	107 AUDITOR-CONTROLLER	<u>4,500</u>	<u>12,000</u>	<u>12,000</u>
	TOTAL:	4,500	12,000	12,000
4100300 CITY MOTOR VEHICLE FINES	143 COURT OPERATIONS	<u>59,000</u>	<u>78,000</u>	<u>78,000</u>
	TOTAL:	59,000	78,000	78,000
4100320 PENALTY AS-CTHS TEMP CONS	277 DEBT SERVICE	<u>310,819</u>	<u>309,319</u>	<u>309,319</u>
	TOTAL:	310,819	309,319	309,319
4100340 ST PENALTY ASSMNTS-PC1464	143 COURT OPERATIONS	<u>440,000</u>	<u>460,000</u>	<u>460,000</u>
	TOTAL:	440,000	460,000	460,000
4100354 COUNTY PORTION GC 76000	107 AUDITOR-CONTROLLER	22,000	22,000	22,000
	143 COURT OPERATIONS	<u>70,000</u>	<u>70,000</u>	<u>70,000</u>
	TOTAL:	92,000	92,000	92,000
4100365 TRAFFIC SCH FEES-MADDY FUND	351 EMERGENCY MEDICAL SRVS FUND	<u>100,000</u>	<u>100,000</u>	<u>100,000</u>
	TOTAL:	100,000	100,000	100,000
4100366 ADM PENALTY-HS 25187	160 PUBLIC HEALTH	<u>154,000</u>	<u>145,000</u>	<u>145,000</u>
	TOTAL:	154,000	145,000	145,000
4100390 TRAFFIC SCHOOL FEES - CITY	143 COURT OPERATIONS	<u>13,500</u>	<u>17,000</u>	<u>17,000</u>
	TOTAL:	13,500	17,000	17,000
4100465 DNA Database	139 PROBATION DEPARTMENT	<u>10,000</u>	<u>10,000</u>	<u>10,000</u>
	TOTAL:	10,000	10,000	10,000

SIO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2012-13	2013-14	2013-14
		ADOPTED	REQUESTED	RECOMMENDED
4150000 INTEREST	101 NON-DEPARTMENTAL REVENUES	300,000	240,000	240,000
	245 ROADS	40,000	25,000	25,000
	248 ROADS - IMPACT FEES	22,000	19,000	19,000
	275 ORGANIZATIONAL DEVELOPMENT	10,000	8,000	8,000
	305 PARKS	4,000	4,000	4,000
	350 CO MEDICAL SERVICES PROG	5,000	4,000	4,000
	351 EMERGENCY MEDICAL SRVS FUND	1,000	1,000	1,000
	375 DRIVING UNDER THE INFLUENCE	3,500	2,500	2,500
	377 LIBRARY	7,000	4,500	4,500
	392 PENSION OBLIGATION BOND DSF	18,000	12,000	12,000
	TOTAL:	410,500	320,000	320,000
4150015 COMMUNICATION LEASE FACIL	113 GENERAL SERVICES	11,300	11,300	11,300
	TOTAL:	11,300	11,300	11,300
4150020 RENT-LAND/BLDG-SHORT TERM	113 GENERAL SERVICES	11,715	11,715	11,715
	305 PARKS	35,504	52,520	52,520
	TOTAL:	47,219	64,235	64,235
4150025 RENT-LAND/BLDG-LONG TERM	113 GENERAL SERVICES	165,389	168,215	168,215
	183 MEDICAL ASSISTANCE PROG	80,784	81,824	81,824
	305 PARKS	54,658	54,659	54,659
	TOTAL:	300,831	304,698	304,698
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	59,000	70,800	70,800
	TOTAL:	59,000	70,800	70,800
4200005 ST RLGN-SALES TX-SOC SRVC	139 PROBATION DEPARTMENT	240,572	240,572	240,572
	160 PUBLIC HEALTH	158,700	158,700	158,700
	180 SOCIAL SERVICES ADMINISTRATION	1,891,310	1,611,247	1,635,799
	181 FOSTER CARE-SOCIAL SERVICES	5,324,808	6,627,592	6,627,592
	TOTAL:	7,615,390	8,638,111	8,662,663
4200010 ST RLGN-SALES TAX-M H	166 BEHAVIORAL HEALTH	10,974,033	5,628,773	5,628,773
	TOTAL:	10,974,033	5,628,773	5,628,773
4200015 ST RLGN-SALES TAX-HEALTH	160 PUBLIC HEALTH	1,346,000	1,346,000	1,346,000
	184 LAW ENFORCEMENT MED CARE	200,000	200,000	200,000
	TOTAL:	1,546,000	1,546,000	1,546,000
4200020 ST REALGN- VLF	160 PUBLIC HEALTH	1,676,000	1,743,040	1,743,040
	180 SOCIAL SERVICES ADMINISTRATION	254,309	260,877	260,877
	184 LAW ENFORCEMENT MED CARE	200,000	208,000	208,000
	350 CO MEDICAL SERVICES PROG	2,439,000	2,439,000	2,439,000
	TOTAL:	4,569,309	4,650,917	4,650,917

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2012-13	2013-14	2013-14
		ADOPTED	REQUESTED	RECOMMENDED
4200022 ST AID REALIGNMENT	160 PUBLIC HEALTH	0	0	182,887
	166 BEHAVIORAL HEALTH	<u>89,586</u>	<u>111,005</u>	<u>111,005</u>
	TOTAL:	89,586	111,005	293,892
4200023 ST AID REALIGNMENT-VLF	166 BEHAVIORAL HEALTH	0	95,559	95,559
4200035 SB90 STATE MANDATED COSTS	107 AUDITOR-CONTROLLER	14,000	5,557	5,557
	132 DISTRICT ATTORNEY	240,398	220,317	220,317
	139 PROBATION DEPARTMENT	<u>45,000</u>	<u>45,000</u>	<u>45,000</u>
	TOTAL:	299,398	270,874	270,874
4200040 ST AID- DRUG/MENTL HEALTH	166 BEHAVIORAL HEALTH	<u>568,993</u>	<u>568,993</u>	<u>568,993</u>
	TOTAL:	568,993	568,993	568,993
4200045 STATE AID- EXTRADITION	132 DISTRICT ATTORNEY	<u>48,000</u>	<u>35,000</u>	<u>35,000</u>
	TOTAL:	48,000	35,000	35,000
4200055 STATE AID FOR AGRICULTURE	141 AGRICULTURAL COMMISSIONER	<u>723,108</u>	<u>712,850</u>	<u>712,850</u>
	TOTAL:	723,108	712,850	712,850
4200065 STATE AID-NUCLEAR PLANNG	107 AUDITOR-CONTROLLER	3,000	3,000	3,000
	109 ASSESSOR	4,800	0	0
	111 COUNTY COUNSEL	2,483	2,483	2,483
	112 HUMAN RESOURCES	5,269	4,269	4,269
	113 GENERAL SERVICES	9,600	5,183	5,183
	114 INFORMATION TECHNOLOGY DEPARTM	262,000	245,054	245,054
	136 SHERIFF-CORONER	45,565	55,565	55,565
	138 EMERGENCY SERVICES	1,197,000	1,244,995	1,266,982
	140 COUNTY FIRE	62,680	72,680	72,680
	141 AGRICULTURAL COMMISSIONER	54,750	60,000	60,000
	142 PLANNING & BUILDING DEPARTMENT	20,541	15,000	15,000
	160 PUBLIC HEALTH	114,700	103,637	103,637
	166 BEHAVIORAL HEALTH	3,727	1,727	1,727
	180 SOCIAL SERVICES ADMINISTRATION	17,684	18,684	18,684
	201 PUBLIC WORKS SPECIAL SERVICES	19,780	19,780	19,780
	305 PARKS	<u>5,000</u>	<u>5,460</u>	<u>5,460</u>
	TOTAL:	1,828,579	1,857,517	1,879,504
4200070 STATE AID VETERAN AFFAIRS	186 VETERANS SERVICES	<u>65,000</u>	<u>60,000</u>	<u>60,000</u>
	TOTAL:	65,000	60,000	60,000
4200075 HOMEOWNER PROP TAX RELIEF	101 NON-DEPARTMENTAL REVENUES	800,000	770,955	770,955
	245 ROADS	9,811	9,811	9,811
	377 LIBRARY	<u>55,775</u>	<u>54,573</u>	<u>54,573</u>
	TOTAL:	865,586	835,339	835,339
4200080 STATE REIMB-CMC/ASH CASES	132 DISTRICT ATTORNEY	750,000	600,000	600,000
	135 PUBLIC DEFENDER	345,000	345,000	345,000
	136 SHERIFF-CORONER	289,900	167,515	167,515
	139 PROBATION DEPARTMENT	<u>90,000</u>	<u>90,000</u>	<u>90,000</u>
	TOTAL:	1,474,900	1,202,515	1,202,515

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

<u>REVENUE TYPE</u>		<u>DEPARTMENT</u>		2012-13 <u>ADOPTED</u>	2013-14 <u>REQUESTED</u>	2013-14 <u>RECOMMENDED</u>
4200090	ST AID-INS FRAUD INVESTIG	132	DISTRICT ATTORNEY	<u>130,976</u>	<u>112,254</u>	<u>112,254</u>
			TOTAL:	130,976	112,254	112,254
4200095	ST AID-DMV-VEH CRIME INV	132	DISTRICT ATTORNEY	145,000	140,000	140,000
		136	SHERIFF-CORONER	<u>154,000</u>	<u>153,930</u>	<u>153,930</u>
			TOTAL:	299,000	293,930	293,930
4200105	STATE AWARDED GRANTS	132	DISTRICT ATTORNEY	372,316	403,756	403,756
		136	SHERIFF-CORONER	156,244	0	0
		166	BEHAVIORAL HEALTH	<u>29,795</u>	<u>0</u>	<u>0</u>
			TOTAL:	558,355	403,756	403,756
4200121	ST AID-PROP 1B ST & LOCAL	245	ROADS	<u>235,000</u>	<u>200,000</u>	<u>200,000</u>
			TOTAL:	235,000	200,000	200,000
4200125	STATE REIMB FOR DNA TESTING	136	SHERIFF-CORONER	<u>75,144</u>	<u>75,427</u>	<u>75,427</u>
			TOTAL:	75,144	75,427	75,427
4200150	ST AID - CHILD SUP ADMIN	134	CHILD SUPPORT SERVICES	<u>1,583,819</u>	<u>1,591,772</u>	<u>1,588,766</u>
			TOTAL:	1,583,819	1,591,772	1,588,766
4200170	STATE AID - OTHER	110	CLERK/RECORDER	19,000	8,000	8,000
		132	DISTRICT ATTORNEY	15,000	5,000	5,000
		136	SHERIFF-CORONER	165,558	150,000	150,000
		139	PROBATION DEPARTMENT	1,308,972	1,418,212	1,418,212
		160	PUBLIC HEALTH	470,669	514,049	514,049
		166	BEHAVIORAL HEALTH	85,000	87,000	87,000
		215	FARM ADVISOR	<u>4,575</u>	<u>4,575</u>	<u>4,575</u>
			TOTAL:	2,068,774	2,186,836	2,186,836
4200175	STATE - WELFARE ADMIN.	180	SOCIAL SERVICES ADMINISTRATION	17,684,513	20,453,159	20,656,026
		182	CALWORKS	0	1,925,786	1,925,786
		185	GENERAL ASSISTANCE	<u>240,300</u>	<u>165,387</u>	<u>165,387</u>
			TOTAL:	17,924,813	22,544,332	22,747,199
4200190	STATE AID - ABATEMENT	181	FOSTER CARE-SOCIAL SERVICES	<u>38,000</u>	<u>40,000</u>	<u>40,000</u>
			TOTAL:	38,000	40,000	40,000
4200195	ST AID-CS COLL-FOSTR CARE	181	FOSTER CARE-SOCIAL SERVICES	37,000	10,000	10,000
		182	CALWORKS	18,000	25,000	25,000
		185	GENERAL ASSISTANCE	<u>0</u>	<u>500</u>	<u>500</u>
			TOTAL:	55,000	35,500	35,500
4200200	MEDI-CAL: PATIENTS-ST +FED	160	PUBLIC HEALTH	1,015,630	50,500	50,500
		166	BEHAVIORAL HEALTH	<u>11,381,475</u>	<u>11,550,208</u>	<u>11,550,208</u>
			TOTAL:	12,397,105	11,600,708	11,600,708
4200210	ST AID-CALIF CHILDREN SRVC	160	PUBLIC HEALTH	<u>1,403,355</u>	<u>1,559,385</u>	<u>1,544,002</u>
			TOTAL:	1,403,355	1,559,385	1,544,002

SIO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2012-13 ADOPTED	2013-14 REQUESTED	2013-14 RECOMMENDED
4200212 STATE AID-CENCAL	160 PUBLIC HEALTH	0	161,904	161,904
4200215 STATE - HEALTH ADMIN.	160 PUBLIC HEALTH	<u>324,372</u>	<u>342,868</u>	<u>342,868</u>
	TOTAL:	324,372	342,868	342,868
4200226 ST AID-GAS TAX-UNCLAIMED	141 AGRICULTURAL COMMISSIONER	<u>1,045,956</u>	<u>1,065,000</u>	<u>1,065,000</u>
	TOTAL:	1,045,956	1,065,000	1,065,000
4200230 STATE - HIGHWAY USERS TAX	245 ROADS	<u>9,800,000</u>	<u>9,700,000</u>	<u>9,700,000</u>
	TOTAL:	9,800,000	9,700,000	9,700,000
4200240 STATE AID CONSTRUCTION	200 MAINTENANCE PROJECTS	0	345,500	345,500
	245 ROADS	<u>0</u>	<u>180,300</u>	<u>180,300</u>
	TOTAL:	0	525,800	525,800
4200241 STATE AID - URBAN STATE HWY AC	245 ROADS	60,000	0	0
4200242 STATE AID - REGIONAL STATE HWY	245 ROADS	<u>485,194</u>	<u>40,000</u>	<u>40,000</u>
	TOTAL:	485,194	40,000	40,000
4200245 TRANS DEV ACT SB 325	245 ROADS	<u>1,000,000</u>	<u>1,500,000</u>	<u>1,500,000</u>
	TOTAL:	1,000,000	1,500,000	1,500,000
4200250 ST AID-ISTEA EXCHANGE	245 ROADS	<u>578,060</u>	<u>578,060</u>	<u>578,060</u>
	TOTAL:	578,060	578,060	578,060
4200255 ST AID-PUBLIC SAFETY SRVC	132 DISTRICT ATTORNEY	2,636,787	2,902,540	2,876,411
	136 SHERIFF-CORONER	11,887,284	13,092,538	12,967,568
	139 PROBATION DEPARTMENT	3,097,335	3,378,813	3,378,813
	140 COUNTY FIRE	<u>2,144,613</u>	<u>2,339,510</u>	<u>2,339,510</u>
	TOTAL:	19,766,019	21,713,401	21,562,302
4200270 STATE-MOTOR VEH LIC FEE	101 NON-DEPARTMENTAL REVENUES	112,000	112,000	112,000
	186 VETERANS SERVICES	<u>0</u>	<u>5,000</u>	<u>5,000</u>
	TOTAL:	112,000	117,000	117,000
4200273 STATE AID-STATE OFFICE OF FAMI	160 PUBLIC HEALTH	0	1,275,000	1,275,000
4200275 OTHER STATE IN-LIEU TAXES	101 NON-DEPARTMENTAL REVENUES	<u>800</u>	<u>800</u>	<u>800</u>
	TOTAL:	800	800	800
4200295 ST-10% SBOC VOC REBATE	139 PROBATION DEPARTMENT	<u>8,000</u>	<u>8,000</u>	<u>8,000</u>
	TOTAL:	8,000	8,000	8,000
4200305 ST AID - SLESF	139 PROBATION DEPARTMENT	<u>630,297</u>	<u>774,681</u>	<u>774,681</u>
	TOTAL:	630,297	774,681	774,681
4200325 ST AID-INCENIVES	139 PROBATION DEPARTMENT	<u>237,000</u>	<u>376,507</u>	<u>376,507</u>
	TOTAL:	237,000	376,507	376,507

SIO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2012-13	2013-14	2013-14
		ADOPTED	REQUESTED	RECOMMENDED
4200340 ST AID - MHSA	166 BEHAVIORAL HEALTH	<u>9,997,262</u>	<u>10,437,776</u>	<u>10,554,008</u>
	TOTAL:	9,997,262	10,437,776	10,554,008
4200350 ST RLGN-2011 COURT SECURITY	136 SHERIFF-CORONER	<u>3,551,825</u>	<u>3,888,197</u>	<u>3,888,197</u>
	TOTAL:	3,551,825	3,888,197	3,888,197
4200351 ST RLGN-2011 LOCAL COMM	132 DISTRICT ATTORNEY	0	73,077	73,077
	135 PUBLIC DEFENDER	0	40,000	40,000
	136 SHERIFF-CORONER	2,037,614	2,744,354	2,614,354
	139 PROBATION DEPARTMENT	1,184,768	723,801	723,801
	166 BEHAVIORAL HEALTH	644,463	1,108,440	1,108,440
	184 LAW ENFORCEMENT MED CARE	<u>182,250</u>	<u>533,435</u>	<u>533,435</u>
	TOTAL:	4,049,095	5,223,107	5,093,107
4200352 ST RLGN-2011 DA & PUBLIC DEFEND	132 DISTRICT ATTORNEY	92,152	54,332	73,935
	135 PUBLIC DEFENDER	<u>45,277</u>	<u>53,010</u>	<u>53,010</u>
	TOTAL:	137,429	107,342	126,945
4200354 ST RLGN-2011 HLTH & HUMAN SVCS	166 BEHAVIORAL HEALTH	1,230,879	7,066,325	7,066,325
	180 SOCIAL SERVICES ADMINISTRATION	6,825,571	7,525,514	7,690,618
	181 FOSTER CARE-SOCIAL SERVICES	<u>6,665,904</u>	<u>7,239,863</u>	<u>7,239,863</u>
	TOTAL:	14,722,354	21,831,702	21,996,806
4200355 ST RLGN-2011 SLESF	132 DISTRICT ATTORNEY	0	79,483	79,483
	136 SHERIFF-CORONER	<u>1,062,512</u>	<u>1,177,630</u>	<u>1,242,900</u>
	TOTAL:	1,062,512	1,257,113	1,322,383
4200356 ST RLGN-2011 CALWORKS MOE	182 CALWORKS	<u>5,282,132</u>	<u>5,282,132</u>	<u>5,282,132</u>
	TOTAL:	5,282,132	5,282,132	5,282,132
4250005 FED AID ENTITLEMNT LAND	101 NON-DEPARTMENTAL REVENUES	<u>1,000,000</u>	<u>1,000,000</u>	<u>945,000</u>
	TOTAL:	1,000,000	1,000,000	945,000
4250015 FEDERAL - HEALTH ADMIN	160 PUBLIC HEALTH	3,378,527	3,673,670	3,603,391
	166 BEHAVIORAL HEALTH	229,310	282,647	282,647
	350 CO MEDICAL SERVICES PROG	<u>50,524</u>	<u>49,672</u>	<u>49,672</u>
	TOTAL:	3,658,361	4,005,989	3,935,710
4250020 FEDERAL AID CONSTRUCTION	245 ROADS	<u>2,813,259</u>	<u>1,909,518</u>	<u>1,909,518</u>
	TOTAL:	2,813,259	1,909,518	1,909,518
4250021 FEDERAL AID-BRIDGE TOLLS	245 ROADS	0	44,542	44,542
4250025 FEDERAL GRAZING FEES	330 WILDLIFE AND GRAZING	<u>3,500</u>	<u>3,500</u>	<u>3,500</u>
	TOTAL:	3,500	3,500	3,500
4250026 FEDERAL AID FOREST RESERVE	245 ROADS	<u>11,500</u>	<u>11,500</u>	<u>11,500</u>
	TOTAL:	11,500	11,500	11,500

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2012-13 ADOPTED	2013-14 REQUESTED	2013-14 RECOMMENDED
4250055 FED AID - REIMB	181 FOSTER CARE-SOCIAL SERVICES	29,000	10,000	10,000
	182 CALWORKS	<u>20,000</u>	<u>25,000</u>	<u>25,000</u>
	TOTAL:	49,000	35,000	35,000
4250065 FEDERAL FUNDS - CDBG	290 COMMUNITY DEVELOPMENT PROGRAM	<u>1,654,260</u>	<u>1,488,836</u>	<u>1,488,836</u>
	TOTAL:	1,654,260	1,488,836	1,488,836
4250070 FEDERAL FUNDS - HOME	290 COMMUNITY DEVELOPMENT PROGRAM	<u>823,357</u>	<u>750,000</u>	<u>750,000</u>
	TOTAL:	823,357	750,000	750,000
4250075 FEDERAL FUNDS - ESG	290 COMMUNITY DEVELOPMENT PROGRAM	<u>163,420</u>	<u>163,420</u>	<u>163,420</u>
	TOTAL:	163,420	163,420	163,420
4250080 FEDERAL FUNDS - SNAP	290 COMMUNITY DEVELOPMENT PROGRAM	<u>1,065,830</u>	<u>1,136,163</u>	<u>1,136,163</u>
	TOTAL:	1,065,830	1,136,163	1,136,163
4250085 FEDERAL AID - SECURITY	138 EMERGENCY SERVICES	10,000	65,000	65,000
	142 PLANNING & BUILDING DEPARTMENT	<u>0</u>	<u>5,323</u>	<u>5,323</u>
	TOTAL:	10,000	70,323	70,323
4250086 FED AID - SCAAP PASS THRU	136 SHERIFF-CORONER	<u>225,001</u>	<u>127,231</u>	<u>127,231</u>
	TOTAL:	225,001	127,231	127,231
4250090 FED AID-DRUG AND ALCOHOL	166 BEHAVIORAL HEALTH	<u>1,555,692</u>	<u>1,541,372</u>	<u>1,541,372</u>
	TOTAL:	1,555,692	1,541,372	1,541,372
4250095 FEDERAL-GRANTS	136 SHERIFF-CORONER	0	126,411	126,411
	138 EMERGENCY SERVICES	96,150	99,575	117,888
	140 COUNTY FIRE	30,000	0	0
	160 PUBLIC HEALTH	1,310,000	1,510,000	1,510,000
	166 BEHAVIORAL HEALTH	<u>1,743,348</u>	<u>1,658,310</u>	<u>1,658,310</u>
	TOTAL:	3,179,498	3,394,296	3,412,609
4250105 FEDERAL AID - OTHER	132 DISTRICT ATTORNEY	229,546	210,824	210,824
	136 SHERIFF-CORONER	102,200	136,000	136,000
	138 EMERGENCY SERVICES	35,000	0	0
	141 AGRICULTURAL COMMISSIONER	802,353	902,130	902,130
	160 PUBLIC HEALTH	<u>52,072</u>	<u>5,000</u>	<u>5,000</u>
	TOTAL:	1,221,171	1,253,954	1,253,954
4250110 FEDERAL - WELFARE ADMIN	139 PROBATION DEPARTMENT	1,349,266	1,048,210	1,048,210
	180 SOCIAL SERVICES ADMINISTRATION	24,841,459	23,184,364	23,293,812
	181 FOSTER CARE-SOCIAL SERVICES	5,794,688	5,874,730	5,874,730
	182 CALWORKS	<u>7,430,124</u>	<u>177,633</u>	<u>177,633</u>
	TOTAL:	39,415,537	30,284,937	30,394,385
4250115 FEDERAL AID - ABATEMENT	181 FOSTER CARE-SOCIAL SERVICES	<u>26,000</u>	<u>25,000</u>	<u>25,000</u>
	TOTAL:	26,000	25,000	25,000

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2012-13 ADOPTED	2013-14 REQUESTED	2013-14 RECOMMENDED
4250130 FED AID-PERINTL SETASIDE	166 BEHAVIORAL HEALTH	<u>72,201</u>	<u>72,201</u>	<u>72,201</u>
	TOTAL:	72,201	72,201	72,201
4250136 FED AID - PUBLIC HEALTH SECURI	160 PUBLIC HEALTH	<u>663,597</u>	<u>801,476</u>	<u>801,476</u>
	TOTAL:	663,597	801,476	801,476
4250140 FED AID-CHILD SUP ADMIN	134 CHILD SUPPORT SERVICES	<u>3,074,474</u>	<u>3,089,912</u>	<u>3,084,350</u>
	TOTAL:	3,074,474	3,089,912	3,084,350
4250150 FEDERAL AID FHWA	245 ROADS	<u>1,468,513</u>	<u>1,800,000</u>	<u>1,800,000</u>
	TOTAL:	1,468,513	1,800,000	1,800,000
4250160 FED AID WORKFORCE INVESTMENT A	180 SOCIAL SERVICES ADMINISTRATION	<u>2,672,958</u>	<u>2,303,607</u>	<u>2,303,607</u>
	TOTAL:	2,672,958	2,303,607	2,303,607
4250171 FED AID-MEDICARE	160 PUBLIC HEALTH	0	23,396	23,396
4250205 FEDERAL AID-ARRA/PRIME RECIPIE	142 PLANNING & BUILDING DEPARTMENT	61,925	0	0
4250206 FEDERAL AID-ARRA/STATE SUB REC	139 PROBATION DEPARTMENT	40,000	0	0
4300005 OTHER GOVT AGENCY REVENUE	136 SHERIFF-CORONER	35,690	37,800	37,800
	137 ANIMAL SERVICES	932,743	830,311	830,311
	139 PROBATION DEPARTMENT	358,869	410,525	522,713
	160 PUBLIC HEALTH	133,575	118,575	118,575
	166 BEHAVIORAL HEALTH	<u>293,504</u>	<u>322,840</u>	<u>322,840</u>
	TOTAL:	1,754,381	1,720,051	1,832,239
4300010 COMBINED FED/ST CALWORKS	182 CALWORKS	0	4,353,036	4,353,036
4300015 OTHER GOV'T: RDA PASS THRU	101 NON-DEPARTMENTAL REVENUES	1,100,000	1,608,634	1,608,634
	377 LIBRARY	<u>49,961</u>	<u>51,145</u>	<u>51,145</u>
	TOTAL:	1,149,961	1,659,779	1,659,779
4350100 AFFORDABLE HOUSING FEE TRANSFE	247 PUBLIC FACILITIES FEES	(700)	0	0
4350101 AFFORDABLE HOUSNG IN-LIEU	247 PUBLIC FACILITIES FEES	700	0	0
4350102 PUB FAC FEE-LIBRARY	247 PUBLIC FACILITIES FEES	<u>59,300</u>	<u>75,800</u>	<u>75,800</u>
	TOTAL:	59,300	75,800	75,800
4350103 PUB FACIL FEE-FIRE	247 PUBLIC FACILITIES FEES	<u>306,090</u>	<u>353,800</u>	<u>353,800</u>
	TOTAL:	306,090	353,800	353,800
4350104 PUB FACIL FEE-PARKS	247 PUBLIC FACILITIES FEES	<u>131,700</u>	<u>250,700</u>	<u>250,700</u>
	TOTAL:	131,700	250,700	250,700
4350105 PUB FACIL FEE-GEN GOVT	247 PUBLIC FACILITIES FEES	<u>116,800</u>	<u>120,000</u>	<u>120,000</u>
	TOTAL:	116,800	120,000	120,000

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2012-13	2013-14	2013-14
		ADOPTED	REQUESTED	RECOMMENDED
4350106 APPEAL FEE	142 PLANNING & BUILDING DEPARTMENT	<u>8,670</u>	<u>11,050</u>	<u>11,050</u>
	TOTAL:	8,670	11,050	11,050
4350107 PUB FAC FEE-LAW ENFORCE	247 PUBLIC FACILITIES FEES	<u>61,852</u>	<u>64,200</u>	<u>64,200</u>
	TOTAL:	61,852	64,200	64,200
4350108 ROAD IMPACT FEES	248 ROADS - IMPACT FEES	<u>1,731,500</u>	<u>2,582,665</u>	<u>2,582,665</u>
	TOTAL:	1,731,500	2,582,665	2,582,665
4350109 AFFORDABLE HOUSING IMPACT FEE	142 PLANNING & BUILDING DEPARTMENT	<u>1,500</u>	<u>1,500</u>	<u>1,500</u>
	TOTAL:	1,500	1,500	1,500
4350209 REVENUE TRANSFER FROM TRUST FU	107 AUDITOR-CONTROLLER	0	30,000	15,000
4350235 BILLINGS OH-OUTSIDE AGENCIES	102 NON-DEPTL-OTHR FINCNG USE	40,277	0	0
4350245 OTHER BILLINGS TO COURTS	113 GENERAL SERVICES	407,429	320,995	320,995
	114 INFORMATION TECHNOLOGY DEPARTM	524,498	88,294	88,294
	305 PARKS	<u>6,191</u>	<u>15,732</u>	<u>15,732</u>
	TOTAL:	938,118	425,021	425,021
4350255 BILLINGS TO OUTSIDE AGENCIES	107 AUDITOR-CONTROLLER	2,400	2,400	2,400
	110 CLERK/RECORDER	3,600	3,600	3,600
	112 HUMAN RESOURCES	49,025	30,550	30,550
	132 DISTRICT ATTORNEY	8,000	0	0
	166 BEHAVIORAL HEALTH	742,877	848,000	848,000
	305 PARKS	<u>39,352</u>	<u>39,352</u>	<u>39,352</u>
	TOTAL:	845,254	923,902	923,902
4350260 FEES-YOUNG ADULTS PROGRAM	375 DRIVING UNDER THE INFLUENCE	<u>67,804</u>	<u>45,919</u>	<u>45,919</u>
	TOTAL:	67,804	45,919	45,919
4350285 EXTD FIRST OFFENDER FEES	375 DRIVING UNDER THE INFLUENCE	<u>214,559</u>	<u>211,356</u>	<u>211,356</u>
	TOTAL:	214,559	211,356	211,356
4350295 PREAPPLICATION PROCESS	142 PLANNING & BUILDING DEPARTMENT	22,614	28,845	28,845
	201 PUBLIC WORKS SPECIAL SERVICES	<u>4,554</u>	<u>0</u>	<u>0</u>
	TOTAL:	27,168	28,845	28,845
4350305 FLOOD HAZARD PROPERTY REPORTS	201 PUBLIC WORKS SPECIAL SERVICES	<u>746</u>	<u>758</u>	<u>758</u>
	TOTAL:	746	758	758
4350310 FIRE SUPPRESSION/COST REI	140 COUNTY FIRE	<u>200,000</u>	<u>200,000</u>	<u>200,000</u>
	TOTAL:	200,000	200,000	200,000
4350315 AMBULANCE REIMBURSEMENT	101 NON-DEPARTMENTAL REVENUES	40,000	40,000	40,000
	140 COUNTY FIRE	<u>135,000</u>	<u>139,000</u>	<u>139,000</u>
	TOTAL:	175,000	179,000	179,000

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

<u>REVENUE TYPE</u>	<u>DEPARTMENT</u>	<u>2012-13 ADOPTED</u>	<u>2013-14 REQUESTED</u>	<u>2013-14 RECOMMENDED</u>
4350320 INMATE ASSISTANCE REIMBERS	136 SHERIFF-CORONER	800	1,000	1,000
	TOTAL:	800	1,000	1,000
4350330 PUBLIC EDUCATION GOV'T ACCESS	266 COUNTYWIDE AUTOMATION REPLACEM	20,000	53,400	53,400
	TOTAL:	20,000	53,400	53,400
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	400	400	400
	TOTAL:	400	400	400
4350365 CHANGE OF PLEA	139 PROBATION DEPARTMENT	400	400	400
	TOTAL:	400	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	65,000	65,000	65,000
	TOTAL:	65,000	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	7,080	8,592	8,592
	TOTAL:	7,080	8,592	8,592
4350400 ADMINISTRATIVE SERVICES	107 AUDITOR-CONTROLLER	236,792	196,215	231,215
	108 TREAS-TAX COLL-PUBLIC ADM	967,597	929,235	929,235
	132 DISTRICT ATTORNEY	83,000	60,000	60,000
	137 ANIMAL SERVICES	1,865	2,835	2,835
	139 PROBATION DEPARTMENT	681,822	681,822	681,822
	142 PLANNING & BUILDING DEPARTMENT	355,000	430,000	430,000
	TOTAL:	2,326,076	2,300,107	2,335,107
4350402 ADMIN FEE-SLO CTBID	108 TREAS-TAX COLL-PUBLIC ADM	26,416	32,800	32,800
	TOTAL:	26,416	32,800	32,800
4350404 ADMIN FEE - GC 29412	107 AUDITOR-CONTROLLER	43,000	44,612	44,612
	TOTAL:	43,000	44,612	44,612
4350405 SPECIAL ASSESSMENT FEES	107 AUDITOR-CONTROLLER	143,200	143,600	143,600
	TOTAL:	143,200	143,600	143,600

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

<u>REVENUE TYPE</u>	<u>DEPARTMENT</u>	2012-13 <u>ADOPTED</u>	2013-14 <u>REQUESTED</u>	2013-14 <u>RECOMMENDED</u>
4350407 ADMIN FEE-RDA DISSOLUTION	107 AUDITOR-CONTROLLER	0	45,000	45,000
4350410 ASSESSMNT APPORTNMNT FEES	201 PUBLIC WORKS SPECIAL SERVICES	<u>300</u>	<u>153</u>	<u>153</u>
	TOTAL:	300	153	153
4350415 PROP.REDEMPT.SEARCH FEES	108 TREAS-TAX COLL-PUBLIC ADM	<u>13,940</u>	<u>12,325</u>	<u>12,325</u>
	TOTAL:	13,940	12,325	12,325
4350430 ELECTION SERVICES	110 CLERK/RECORDER	<u>445,000</u>	<u>52,000</u>	<u>52,000</u>
	TOTAL:	445,000	52,000	52,000
4350435 DEFERRED ENTRY OF JUDGMENT	132 DISTRICT ATTORNEY	46,000	32,000	32,000
	166 BEHAVIORAL HEALTH	<u>65,000</u>	<u>62,000</u>	<u>62,000</u>
	TOTAL:	111,000	94,000	94,000
4350441 SEGREGATIONS FEE	108 TREAS-TAX COLL-PUBLIC ADM	<u>152</u>	<u>76</u>	<u>76</u>
	TOTAL:	152	76	76
4350445 DMV DELINQUENT VESSEL FEE	108 TREAS-TAX COLL-PUBLIC ADM	<u>1,118</u>	<u>1,120</u>	<u>1,120</u>
	TOTAL:	1,118	1,120	1,120
4350450 UNSEC DELINQUENT COLL FEE	108 TREAS-TAX COLL-PUBLIC ADM	<u>22,355</u>	<u>26,700</u>	<u>26,700</u>
	TOTAL:	22,355	26,700	26,700
4350457 PUBLIC DEFENDER REIMBURSEMENT	135 PUBLIC DEFENDER	100,000	100,000	100,000
	139 PROBATION DEPARTMENT	<u>278,912</u>	<u>278,912</u>	<u>278,912</u>
	TOTAL:	378,912	378,912	378,912
4350460 LEGAL SERVICES	111 COUNTY COUNSEL	<u>30,000</u>	<u>37,500</u>	<u>37,500</u>
	TOTAL:	30,000	37,500	37,500
4350465 INVOLUNTARY LIEN NOTICES	110 CLERK/RECORDER	<u>14,000</u>	<u>14,000</u>	<u>14,000</u>
	TOTAL:	14,000	14,000	14,000
4350475 PROCESSING FEES	139 PROBATION DEPARTMENT	<u>73,212</u>	<u>73,212</u>	<u>73,212</u>
	TOTAL:	73,212	73,212	73,212
4350480 ENVIRONMNTL ASSESSMT FEES	142 PLANNING & BUILDING DEPARTMENT	<u>110,496</u>	<u>135,063</u>	<u>135,063</u>
	TOTAL:	110,496	135,063	135,063
4350485 LAFCO PROCESSING FEES	142 PLANNING & BUILDING DEPARTMENT	1,877	0	0
4350495 PLANNING/ENGINEERING SVCS	245 ROADS	<u>3,500</u>	<u>3,500</u>	<u>3,500</u>
	TOTAL:	3,500	3,500	3,500
4350500 ROAD PERMIT FEES	245 ROADS	<u>10,000</u>	<u>10,000</u>	<u>10,000</u>
	TOTAL:	10,000	10,000	10,000

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

<u>REVENUE TYPE</u>	<u>DEPARTMENT</u>	2012-13 <u>ADOPTED</u>	2013-14 <u>REQUESTED</u>	2013-14 <u>RECOMMENDED</u>
4350505 FILING FEES-CORNER RECORD	201 PUBLIC WORKS SPECIAL SERVICES	<u>1,966</u>	<u>2,480</u>	<u>2,480</u>
	TOTAL:	1,966	2,480	2,480
4350515 ALLOCATION ADMIN FEE	142 PLANNING & BUILDING DEPARTMENT	<u>6,580</u>	<u>14,100</u>	<u>14,100</u>
	TOTAL:	6,580	14,100	14,100
4350520 ITD BILL OUTSIDE AGENCIES	114 INFORMATION TECHNOLOGY DEPARTM	<u>50,671</u>	<u>57,147</u>	<u>57,147</u>
	TOTAL:	50,671	57,147	57,147
4350525 ITD BILL OUTSIDE AGENCIES COMM	114 INFORMATION TECHNOLOGY DEPARTM	<u>5,692</u>	<u>7,264</u>	<u>7,264</u>
	TOTAL:	5,692	7,264	7,264
4350530 FIRE PROTECTION SERVICES	140 COUNTY FIRE	<u>1,827,704</u>	<u>2,351,584</u>	<u>2,351,584</u>
	TOTAL:	1,827,704	2,351,584	2,351,584
4350540 AGRICULTURAL SERVICES	141 AGRICULTURAL COMMISSIONER	<u>150,200</u>	<u>150,200</u>	<u>150,200</u>
	TOTAL:	150,200	150,200	150,200
4350550 HOME DETENTION PROGRAM	136 SHERIFF-CORONER	<u>412,000</u>	<u>405,000</u>	<u>405,000</u>
	TOTAL:	412,000	405,000	405,000
4350555 STANDARDIZATION INSPECTS	141 AGRICULTURAL COMMISSIONER	<u>6,825</u>	<u>6,000</u>	<u>6,000</u>
	TOTAL:	6,825	6,000	6,000
4350560 ALTERNATIVE WORK PROG REV	136 SHERIFF-CORONER	<u>90,000</u>	<u>83,000</u>	<u>83,000</u>
	TOTAL:	90,000	83,000	83,000
4350570 CIVIL PROCESS SERVICE	136 SHERIFF-CORONER	<u>97,500</u>	<u>101,700</u>	<u>101,700</u>
	TOTAL:	97,500	101,700	101,700
4350580 REIMB JUV COURT PROF FEES	135 PUBLIC DEFENDER	<u>40,000</u>	<u>40,000</u>	<u>40,000</u>
	TOTAL:	40,000	40,000	40,000
4350581 ESTATE FEES	108 TREAS-TAX COLL-PUBLIC ADM	<u>16,793</u>	<u>36,450</u>	<u>36,450</u>
	TOTAL:	16,793	36,450	36,450
4350585 CONSERVATORSHIP FEES	111 COUNTY COUNSEL	2,500	4,000	4,000
	160 PUBLIC HEALTH	<u>110,000</u>	<u>75,000</u>	<u>75,000</u>
	TOTAL:	112,500	79,000	79,000
4350590 REPRESENTATIVE PAYEE FEES	160 PUBLIC HEALTH	<u>37,392</u>	<u>37,440</u>	<u>37,440</u>
	TOTAL:	37,392	37,440	37,440
4350595 HUMANE SERVICES	137 ANIMAL SERVICES	<u>10,035</u>	<u>8,641</u>	<u>8,641</u>
	TOTAL:	10,035	8,641	8,641
4350600 IMPOUND FEES	137 ANIMAL SERVICES	<u>44,259</u>	<u>44,328</u>	<u>44,328</u>
	TOTAL:	44,259	44,328	44,328

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2012-13 ADOPTED	2013-14 REQUESTED	2013-14 RECOMMENDED
4350605 BOARDING FEES	137 ANIMAL SERVICES	<u>85,385</u>	<u>88,074</u>	<u>88,074</u>
	TOTAL:	85,385	88,074	88,074
4350610 ANIMAL PLACEMENT	137 ANIMAL SERVICES	<u>212,880</u>	<u>147,527</u>	<u>147,527</u>
	TOTAL:	212,880	147,527	147,527
4350616 LAW ENFORCEMENT SERVICES	136 SHERIFF-CORONER	<u>65,000</u>	<u>135,000</u>	<u>135,000</u>
	TOTAL:	65,000	135,000	135,000
4350620 BOOKING FEES (SB 2557)	136 SHERIFF-CORONER	<u>456,312</u>	<u>465,000</u>	<u>465,000</u>
	TOTAL:	456,312	465,000	465,000
4350625 RECORDER'S SPECL PROJECTS	110 CLERK/RECORDER	<u>458,362</u>	<u>285,606</u>	<u>305,606</u>
	TOTAL:	458,362	285,606	305,606
4350630 RECORDG FEE-MICROGRAPHICS	110 CLERK/RECORDER	<u>89,973</u>	<u>89,972</u>	<u>89,972</u>
	TOTAL:	89,973	89,972	89,972
4350632 Rec Fees-Real Estate Fraud GC	110 CLERK/RECORDER	7,000	11,000	32,179
	132 DISTRICT ATTORNEY	<u>176,000</u>	<u>212,300</u>	<u>448,140</u>
	TOTAL:	183,000	223,300	480,319
4350633 RECORDING FEES-SSN REDACTION	110 CLERK/RECORDER	<u>34,510</u>	<u>34,510</u>	<u>34,510</u>
	TOTAL:	34,510	34,510	34,510
4350635 RECORDING FEES	110 CLERK/RECORDER	1,060,000	1,250,000	1,250,000
	143 COURT OPERATIONS	220,000	220,000	220,000
	160 PUBLIC HEALTH	161,000	171,200	171,200
	201 PUBLIC WORKS SPECIAL SERVICES	<u>1,066</u>	<u>860</u>	<u>860</u>
	TOTAL:	1,442,066	1,642,060	1,642,060
4350640 RECORDING FEES-VHS	110 CLERK/RECORDER	<u>6,450</u>	<u>9,153</u>	<u>9,153</u>
	TOTAL:	6,450	9,153	9,153
4350641 CIVIL SPECIAL FEE GC26746	136 SHERIFF-CORONER	<u>240,800</u>	<u>103,233</u>	<u>103,233</u>
	TOTAL:	240,800	103,233	103,233
4350650 DEVELOPMENT FEE- ADMIN	142 PLANNING & BUILDING DEPARTMENT	25,000	22,500	22,500
	305 PARKS	<u>3,000</u>	<u>395</u>	<u>395</u>
	TOTAL:	28,000	22,895	22,895
4350655 SEPARATE TAX BILL COSTS	101 NON-DEPARTMENTAL REVENUES	<u>80,000</u>	<u>80,000</u>	<u>80,000</u>
	TOTAL:	80,000	80,000	80,000
4350660 ENCROACHMENT PERMIT FEES	245 ROADS	<u>92,000</u>	<u>92,000</u>	<u>92,000</u>
	TOTAL:	92,000	92,000	92,000
4350665 ROAD ABANDONMENT FEE	142 PLANNING & BUILDING DEPARTMENT	<u>27,090</u>	<u>27,090</u>	<u>27,090</u>
	TOTAL:	27,090	27,090	27,090

SIO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

<u>REVENUE TYPE</u>	<u>DEPARTMENT</u>	2012-13 <u>ADOPTED</u>	2013-14 <u>REQUESTED</u>	2013-14 <u>RECOMMENDED</u>
4350675 CURB & GUTTER WAIVERS	142 PLANNING & BUILDING DEPARTMENT	<u>1,150</u>	<u>1,150</u>	<u>1,150</u>
	TOTAL:	1,150	1,150	1,150
4350676 CURB & GUTTER PERMIT WITH DESI	245 ROADS	<u>5,000</u>	<u>5,000</u>	<u>5,000</u>
	TOTAL:	5,000	5,000	5,000
4350677 CURB & GUTTER PERMIT W/O DESIG	245 ROADS	<u>17,000</u>	<u>17,000</u>	<u>17,000</u>
	TOTAL:	17,000	17,000	17,000
4350690 MEDICAL RECORDS FEE	166 BEHAVIORAL HEALTH	<u>12,000</u>	<u>1,500</u>	<u>1,500</u>
	TOTAL:	12,000	1,500	1,500
4350705 NURSING FEES	160 PUBLIC HEALTH	<u>273,000</u>	<u>299,000</u>	<u>299,000</u>
	TOTAL:	273,000	299,000	299,000
4350715 LABORATORY SERVICES	160 PUBLIC HEALTH	<u>204,211</u>	<u>93,000</u>	<u>93,000</u>
	TOTAL:	204,211	93,000	93,000
4350720 SUPPLEMENTAL ROLL-5% ADMN	101 NON-DEPARTMENTAL REVENUES	<u>120,000</u>	<u>120,000</u>	<u>120,000</u>
	TOTAL:	120,000	120,000	120,000
4350725 MENTAL HEALTH SVCS-MEDICARE	166 BEHAVIORAL HEALTH	<u>168,000</u>	<u>74,400</u>	<u>74,400</u>
	TOTAL:	168,000	74,400	74,400
4350730 SECOND CHANCE CHARGES-ALC	375 DRIVING UNDER THE INFLUENCE	<u>626,660</u>	<u>604,126</u>	<u>604,126</u>
	TOTAL:	626,660	604,126	604,126
4350735 ALCOHOLISM SERVICES	166 BEHAVIORAL HEALTH	<u>103,000</u>	<u>119,000</u>	<u>119,000</u>
	TOTAL:	103,000	119,000	119,000
4350740 COBRA MED INS ADMIN FEE	107 AUDITOR-CONTROLLER	<u>800</u>	<u>800</u>	<u>800</u>
	TOTAL:	800	800	800
4350745 ENVIRONMENTAL HEALTH SERVICES	160 PUBLIC HEALTH	<u>2,051,000</u>	<u>2,252,100</u>	<u>2,252,100</u>
	TOTAL:	2,051,000	2,252,100	2,252,100
4350760 INST CARE/SV-MEDICALSB855	166 BEHAVIORAL HEALTH	<u>42,863</u>	<u>29,851</u>	<u>29,851</u>
	TOTAL:	42,863	29,851	29,851
4350765 MEDICAL REMB SERV/PAT CAR	160 PUBLIC HEALTH	<u>739,800</u>	<u>146,000</u>	<u>146,000</u>
	TOTAL:	739,800	146,000	146,000
4350770 CUTS & COMBINATN REQUESTS	109 ASSESSOR	<u>5,000</u>	<u>2,950</u>	<u>2,950</u>
	TOTAL:	5,000	2,950	2,950
4350775 ADOPTION FEES	180 SOCIAL SERVICES ADMINISTRATION	<u>2,560</u>	<u>2,560</u>	<u>2,560</u>
	TOTAL:	2,560	2,560	2,560

SLO COUNTY BUDGET PREPARATION SYSTEM
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<u>REVENUE TYPE</u>	<u>DEPARTMENT</u>	2012-13 <u>ADOPTED</u>	2013-14 <u>REQUESTED</u>	2013-14 <u>RECOMMENDED</u>
4350785 CALIF CHILDREN SERVICES	160 PUBLIC HEALTH	<u>1,600</u>	<u>3,500</u>	<u>3,500</u>
	TOTAL:	1,600	3,500	3,500
4350790 INST.CARE-JUVENILE HALL	139 PROBATION DEPARTMENT	<u>18,557</u>	<u>18,557</u>	<u>18,557</u>
	TOTAL:	18,557	18,557	18,557
4350795 MENTAL HLTH SVCS-INSURANCE	166 BEHAVIORAL HEALTH	<u>200,000</u>	<u>199,997</u>	<u>199,997</u>
	TOTAL:	200,000	199,997	199,997
4350805 LOST-DAMAGED MATERIALS	377 LIBRARY	<u>13,000</u>	<u>11,700</u>	<u>11,700</u>
	TOTAL:	13,000	11,700	11,700
4350807 MEETING ROOM USE FEE	377 LIBRARY	0	1,250	1,250
4350810 LIBRARY SERVICES	377 LIBRARY	<u>234,000</u>	<u>237,000</u>	<u>237,000</u>
	TOTAL:	234,000	237,000	237,000
4350815 FIRST OFFENDER FEES	375 DRIVING UNDER THE INFLUENCE	<u>433,303</u>	<u>506,023</u>	<u>506,023</u>
	TOTAL:	433,303	506,023	506,023
4350820 WASTE TIPPING FEES-AB 939	107 AUDITOR-CONTROLLER	<u>14,736</u>	<u>14,736</u>	<u>14,736</u>
	TOTAL:	14,736	14,736	14,736
4350835 COPYING FEES	132 DISTRICT ATTORNEY	12,000	14,000	14,000
	377 LIBRARY	<u>16,500</u>	<u>28,700</u>	<u>28,700</u>
	TOTAL:	28,500	42,700	42,700
4350840 LIBRARY REQUEST FEES	377 LIBRARY	<u>83,000</u>	<u>83,800</u>	<u>83,800</u>
	TOTAL:	83,000	83,800	83,800
4350860 CAMPING FEES	305 PARKS	<u>2,641,008</u>	<u>2,705,653</u>	<u>2,705,653</u>
	TOTAL:	2,641,008	2,705,653	2,705,653
4350865 DAILY PASSES	305 PARKS	<u>381,881</u>	<u>371,622</u>	<u>371,622</u>
	TOTAL:	381,881	371,622	371,622
4350870 GROUP ENTRANCE FEES	305 PARKS	<u>199,192</u>	<u>200,275</u>	<u>200,275</u>
	TOTAL:	199,192	200,275	200,275
4350875 SEASON PASSES	305 PARKS	<u>155,682</u>	<u>119,211</u>	<u>119,211</u>
	TOTAL:	155,682	119,211	119,211
4350880 SEASON BOAT LICENSES	305 PARKS	<u>84,790</u>	<u>73,279</u>	<u>73,279</u>
	TOTAL:	84,790	73,279	73,279
4350885 DAILY BOAT PASSES	305 PARKS	<u>104,569</u>	<u>80,625</u>	<u>80,625</u>
	TOTAL:	104,569	80,625	80,625

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2012-13 ADOPTED	2013-14 REQUESTED	2013-14 RECOMMENDED
4350890 INCOME FROM CONCESSIONS	113 GENERAL SERVICES	7,000	6,700	6,700
	305 PARKS	<u>86,676</u>	<u>99,640</u>	<u>99,640</u>
	TOTAL:	93,676	106,340	106,340
4350895 SWIMMING POOL FEES	305 PARKS	<u>56,000</u>	<u>80,247</u>	<u>80,247</u>
	TOTAL:	56,000	80,247	80,247
4350905 DOG/DAY USE	305 PARKS	<u>63,737</u>	<u>56,609</u>	<u>56,609</u>
	TOTAL:	63,737	56,609	56,609
4350910 SHOWERS/LOCKERS	305 PARKS	<u>51,938</u>	<u>55,469</u>	<u>55,469</u>
	TOTAL:	51,938	55,469	55,469
4350920 MOBL HOME DUP TX CLEARNCE	108 TREAS-TAX COLL-PUBLIC ADM	<u>42</u>	<u>42</u>	<u>42</u>
	TOTAL:	42	42	42
4350935 OTHER CLERK FEES	110 CLERK/RECORDER	<u>503,300</u>	<u>503,300</u>	<u>503,300</u>
	TOTAL:	503,300	503,300	503,300
4350950 MISCELLANEOUS FEES	108 TREAS-TAX COLL-PUBLIC ADM	3,360	1,806	1,806
	109 ASSESSOR	3,500	2,600	2,600
	130 WASTE MANAGEMNT	26,036	26,036	26,036
	142 PLANNING & BUILDING DEPARTMENT	55,284	63,755	63,755
	160 PUBLIC HEALTH	126,000	159,000	159,000
	305 PARKS	<u>0</u>	<u>2,631</u>	<u>2,631</u>
	TOTAL:	214,180	255,828	255,828
4350953 COMM ACKNOWLEDGEMENT FORM FEE	201 PUBLIC WORKS SPECIAL SERVICES	<u>3,434</u>	<u>3,434</u>	<u>3,434</u>
	TOTAL:	3,434	3,434	3,434
4350960 MONUMENTATION FEES	201 PUBLIC WORKS SPECIAL SERVICES	<u>144,535</u>	<u>89,959</u>	<u>89,959</u>
	TOTAL:	144,535	89,959	89,959
4350965 BLDG PRMT REVIEW-DRAINAGE	201 PUBLIC WORKS SPECIAL SERVICES	<u>38,939</u>	<u>48,931</u>	<u>48,931</u>
	TOTAL:	38,939	48,931	48,931
4350966 BLDG PRMT REVIEW-FLD HZD	201 PUBLIC WORKS SPECIAL SERVICES	<u>4,342</u>	<u>2,712</u>	<u>2,712</u>
	TOTAL:	4,342	2,712	2,712
4350970 RECREATIONAL PROGRAMS	305 PARKS	<u>15,216</u>	<u>31,043</u>	<u>31,043</u>
	TOTAL:	15,216	31,043	31,043
4350971 SKATE PARK FEES	305 PARKS	<u>4,930</u>	<u>5,274</u>	<u>5,274</u>
	TOTAL:	4,930	5,274	5,274
4350972 SPECIAL EVENTS	305 PARKS	0	1,775	1,775
4350980 OTHER RECREATIONAL FEES	305 PARKS	<u>35,895</u>	<u>30,000</u>	<u>30,000</u>
	TOTAL:	35,895	30,000	30,000

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2012-13 ADOPTED	2013-14 REQUESTED	2013-14 RECOMMENDED
4350990 DEVELOPMENT PLAN INSPECTN	201 PUBLIC WORKS SPECIAL SERVICES	29,744	55,050	55,050
	TOTAL:	29,744	55,050	55,050
4350995 PAR MAP CHECKING THRU T/A	201 PUBLIC WORKS SPECIAL SERVICES	14,896	22,976	22,976
	TOTAL:	14,896	22,976	22,976
4351005 RECORDS OF SURVEY FEES	201 PUBLIC WORKS SPECIAL SERVICES	26,877	21,736	21,736
	TOTAL:	26,877	21,736	21,736
4351010 OTHER SERVICE CHARGES	109 ASSESSOR	4,000	4,000	4,000
	142 PLANNING & BUILDING DEPARTMENT	1,040	1,040	1,040
	TOTAL:	5,040	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 PUBLIC HEALTH	209,641	236,858	236,858
	TOTAL:	209,641	236,858	236,858
4351055 BOOK,PAMPHLT,BROCHR SALES	107 AUDITOR-CONTROLLER	200	200	200
	142 PLANNING & BUILDING DEPARTMENT	1,500	1,500	1,500
	TOTAL:	1,700	1,700	1,700
4351060 MAP SALES	109 ASSESSOR	500	500	500
	201 PUBLIC WORKS SPECIAL SERVICES	74	406	406
	TOTAL:	574	906	906
4351065 PUB INFO SALE-COMP FILES	104 ADMINISTRATIVE OFFICE	124	0	0
	108 TREAS-TAX COLL-PUBLIC ADM	0	836	836
	109 ASSESSOR	15,000	12,150	18,000
	TOTAL:	15,124	12,986	18,836
4351070 PM INSPECT-IMP PLANS P11E	201 PUBLIC WORKS SPECIAL SERVICES	106,189	9,792	9,792
	TOTAL:	106,189	9,792	9,792
4351075 TM INSPECT-IMP PLANS P11D	201 PUBLIC WORKS SPECIAL SERVICES	116,131	30,742	30,742
	TOTAL:	116,131	30,742	30,742
4351095 LOT LINE ADJUST APPLICATION	201 PUBLIC WORKS SPECIAL SERVICES	8,003	4,496	4,496
	TOTAL:	8,003	4,496	4,496
4351100 COND USE PMT/DEV PLAN APP	201 PUBLIC WORKS SPECIAL SERVICES	34,179	33,650	33,650
	TOTAL:	34,179	33,650	33,650
4351105 CERT COMPLIANCE APP	201 PUBLIC WORKS SPECIAL SERVICES	0	1,098	1,098
4351110 CERT OF CORRECTION	201 PUBLIC WORKS SPECIAL SERVICES	237	118	118
	TOTAL:	237	118	118

SIO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2012-13 ADOPTED	2013-14 REQUESTED	2013-14 RECOMMENDED
4351120 CERT COMPLIANCE-NON LLA	201 PUBLIC WORKS SPECIAL SERVICES	902	0	0
4351125 LOT LINE ADJUST CHECKING	201 PUBLIC WORKS SPECIAL SERVICES	<u>10,583</u>	<u>8,136</u>	<u>8,136</u>
	TOTAL:	10,583	8,136	8,136
4351130 ANNEXATION MAP REVIEW	201 PUBLIC WORKS SPECIAL SERVICES	1,074	0	0
4352240 SB2557 PROPERTY TAX ADMIN FEE	101 NON-DEPARTMENTAL REVENUES	<u>2,000,000</u>	<u>1,500,000</u>	<u>1,390,000</u>
	TOTAL:	2,000,000	1,500,000	1,390,000
4352250 ROAD EXCEPTION REQUEST - TRACT	201 PUBLIC WORKS SPECIAL SERVICES	0	1,288	1,288
4352255 BULK TRANSFER FEE	108 TREAS-TAX COLL-PUBLIC ADM	<u>792</u>	<u>888</u>	<u>888</u>
	TOTAL:	792	888	888
4352260 SUBDIVISION/PARCEL TRACT MAP	108 TREAS-TAX COLL-PUBLIC ADM	<u>2,706</u>	<u>2,310</u>	<u>2,310</u>
	TOTAL:	2,706	2,310	2,310
4352265 WET & RECKLESS	375 DRIVING UNDER THE INFLUENCE	<u>27,580</u>	<u>32,539</u>	<u>32,539</u>
	TOTAL:	27,580	32,539	32,539
4400020 WATER SALES FOR RESALE	201 PUBLIC WORKS SPECIAL SERVICES	<u>101,058</u>	<u>113,381</u>	<u>113,381</u>
	TOTAL:	101,058	113,381	113,381
4550000 OTHER REVENUE	101 NON-DEPARTMENTAL REVENUES	10,000	1,000	1,000
	107 AUDITOR-CONTROLLER	3,300	2,400	2,400
	108 TREAS-TAX COLL-PUBLIC ADM	5,950	2,700	2,700
	113 GENERAL SERVICES	11,053	12,800	12,800
	132 DISTRICT ATTORNEY	40,000	23,623	23,623
	134 CHILD SUPPORT SERVICES	0	3,000	3,000
	136 SHERIFF-CORONER	5,000	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	4,200	3,900	3,900
	160 PUBLIC HEALTH	108,488	101,655	101,655
	201 PUBLIC WORKS SPECIAL SERVICES	949	3,845	3,845
	245 ROADS	0	90,000	90,000
	305 PARKS	0	2,523	2,523
	377 LIBRARY	<u>16,000</u>	<u>56,000</u>	<u>56,000</u>
	TOTAL:	216,015	319,521	319,521
4550010 SEMINAR/CONF/WORKSHOP FEE	140 COUNTY FIRE	<u>95,000</u>	<u>95,000</u>	<u>95,000</u>
	TOTAL:	95,000	95,000	95,000
4550011 SETTLEMENTS-ENVIRONMENTAL	132 DISTRICT ATTORNEY	<u>150,000</u>	<u>150,000</u>	<u>150,000</u>
	TOTAL:	150,000	150,000	150,000
4550030 REIMBURSEMENTS-ASSISTANCE	181 FOSTER CARE-SOCIAL SERVICES	120,000	120,000	120,000
	182 CALWORKS	20,000	1,214	1,214
	185 GENERAL ASSISTANCE	<u>190,000</u>	<u>300,000</u>	<u>300,000</u>
	TOTAL:	330,000	421,214	421,214

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

<u>REVENUE TYPE</u>	<u>DEPARTMENT</u>	2012-13 <u>ADOPTED</u>	2013-14 <u>REQUESTED</u>	2013-14 <u>RECOMMENDED</u>
4550050 TAX DEPT RETRND CHECK FEE	108 TREAS-TAX COLL-PUBLIC ADM	4,125	4,500	4,500
	TOTAL:	4,125	4,500	4,500
4550055 SALE OF FIXED ASSETS	113 GENERAL SERVICES	21,641	21,955	21,955
	TOTAL:	21,641	21,955	21,955
4550062 ADV COSTS TX DEEDED PROP	108 TREAS-TAX COLL-PUBLIC ADM	1,020	1,020	1,020
	TOTAL:	1,020	1,020	1,020
4550065 OTHER REIMBURSEMENTS	113 GENERAL SERVICES	56,705	55,293	55,293
	130 WASTE MANAGEMNT	0	3,931	3,931
	136 SHERIFF-CORONER	1,800	1,800	1,800
	166 BEHAVIORAL HEALTH	63,804	63,804	63,804
	180 SOCIAL SERVICES ADMINISTRATION	9,248	9,248	9,248
	181 FOSTER CARE-SOCIAL SERVICES	44,023	344,615	344,615
	201 PUBLIC WORKS SPECIAL SERVICES	4,654	3,364	3,364
	305 PARKS	3,000	3,000	3,000
	TOTAL:	183,234	485,055	485,055
4550070 EMPLOYEE REIMBURSEMENTS	138 EMERGENCY SERVICES	250	250	250
	TOTAL:	250	250	250
4550075 EMPL MEALS/IN-HOUSE FOOD	136 SHERIFF-CORONER	2,300	1,900	1,900
	TOTAL:	2,300	1,900	1,900
4550080 OTHER SALES	113 GENERAL SERVICES	6,675	525	525
	305 PARKS	0	305	305
	TOTAL:	6,675	830	830
4550085 NUISANCE ABATEMENT	142 PLANNING & BUILDING DEPARTMENT	33,145	31,060	31,060
	TOTAL:	33,145	31,060	31,060
4550090 SERVICE CHGE RETRND CHKS	108 TREAS-TAX COLL-PUBLIC ADM	6,013	5,924	5,924
	TOTAL:	6,013	5,924	5,924
4550100 1915 BOND ACT ASSESSMENT	107 AUDITOR-CONTROLLER	30,000	30,000	30,000
	TOTAL:	30,000	30,000	30,000
4550120 CONTRIBUTIONS - NON GOVTL	137 ANIMAL SERVICES	10,400	18,123	18,123
	166 BEHAVIORAL HEALTH	4,500	5,500	5,500
	183 MEDICAL ASSISTANCE PROG	81,063	81,063	81,063
	305 PARKS	35,000	30,000	30,000
	TOTAL:	130,963	134,686	134,686
4550125 GRANTS: NON-GOVERNMENTAL	142 PLANNING & BUILDING DEPARTMENT	166,000	395,000	395,000
	160 PUBLIC HEALTH	124,260	120,562	120,562
	305 PARKS	0	38,760	38,760
	TOTAL:	290,260	554,322	554,322

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2012-13	2013-14	2013-14
		ADOPTED	REQUESTED	RECOMMENDED
4550140 COUNTY CONTRIBUTIONS	392 PENSION OBLIGATION BOND DSF	<u>8,293,800</u>	<u>10,002,626</u>	<u>10,002,626</u>
	TOTAL:	8,293,800	10,002,626	10,002,626
4550160 CASH OVERAGES	108 TREAS-TAX COLL-PUBLIC ADM	<u>2,300</u>	<u>1,600</u>	<u>1,600</u>
	TOTAL:	2,300	1,600	1,600
4550170 SETTLEMNTS, DAMAGES, & REST.	112 HUMAN RESOURCES	<u>100,000</u>	<u>45,742</u>	<u>45,742</u>
	TOTAL:	100,000	45,742	45,742
4550200 INVOICE VARIANCES	101 NON-DEPARTMENTAL REVENUES	5	5	5
	113 GENERAL SERVICES	<u>1,275</u>	<u>1,647</u>	<u>1,647</u>
	TOTAL:	1,280	1,652	1,652
4550210 TOBACCO SETTLEMENT	106 CONTRIBUTIONS TO OTHER AGENCIE	346,500	358,350	358,350
	136 SHERIFF-CORONER	115,500	119,450	119,450
	160 PUBLIC HEALTH	363,760	376,201	376,201
	166 BEHAVIORAL HEALTH	814,339	842,189	842,189
	350 CO MEDICAL SERVICES PROG	<u>669,900</u>	<u>692,810</u>	<u>692,810</u>
	TOTAL:	2,309,999	2,389,000	2,389,000
4900010 IFR-ADMIN DEPT SUPPORT	114 INFORMATION TECHNOLOGY DEPARTM	9,500	0	0
4900080 IFR-INT SETT-ITD NETWORK SVCS	114 INFORMATION TECHNOLOGY DEPARTM	<u>283,747</u>	<u>231,440</u>	<u>231,440</u>
	TOTAL:	283,747	231,440	231,440
4900100 IFR-INT SETT-GEN SRVS S/S BILL	113 GENERAL SERVICES	896,922	904,458	920,800
	305 PARKS	<u>0</u>	<u>227,395</u>	<u>0</u>
	TOTAL:	896,922	1,131,853	920,800
4900110 IFR-INT SETT-HEALTH BILLINGS	160 PUBLIC HEALTH	74,502	80,323	80,323
	350 CO MEDICAL SERVICES PROG	<u>74,819</u>	<u>76,524</u>	<u>76,524</u>
	TOTAL:	149,321	156,847	156,847
4900140 IFR-INT SETT-ITD ENTERPRISE SV	114 INFORMATION TECHNOLOGY DEPARTM	<u>521,224</u>	<u>559,004</u>	<u>559,004</u>
	TOTAL:	521,224	559,004	559,004
4900170 IFR-INT SETT-DRUG & ALCOHOL	166 BEHAVIORAL HEALTH	<u>119,534</u>	<u>126,174</u>	<u>126,174</u>
	TOTAL:	119,534	126,174	126,174
4900190 IFR-INT SETT-ITD DPTMTL SVCS	114 INFORMATION TECHNOLOGY DEPARTM	<u>298,458</u>	<u>449,270</u>	<u>449,270</u>
	TOTAL:	298,458	449,270	449,270
4900200 IFR-INT SETT-ITD RADIO COMM	114 INFORMATION TECHNOLOGY DEPARTM	<u>16,812</u>	<u>14,357</u>	<u>14,357</u>
	TOTAL:	16,812	14,357	14,357
4900220 IFR-INT SETT-SHERIFF SUPPORT	136 SHERIFF-CORONER	<u>542,707</u>	<u>544,574</u>	<u>544,574</u>
	TOTAL:	542,707	544,574	544,574

SIO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2012-13 ADOPTED	2013-14 REQUESTED	2013-14 RECOMMENDED
4900250 IFR-INT SETT-MENTAL HEALTH	166 BEHAVIORAL HEALTH	403,481	254,804	254,804
	TOTAL:	403,481	254,804	254,804
4900260 IFR-INT SETT-PARKS BILLINGS	305 PARKS	292,687	0	0
4900299 IFR-INT SETT-ALL OTHER DEPTS	107 AUDITOR-CONTROLLER	0	246,148	146,148
	108 TREAS-TAX COLL-PUBLIC ADM	0	107,191	107,191
	TOTAL:	0	353,339	253,339
4901000 IFR-OVERHEAD-OH ALLOCATIONS	113 GENERAL SERVICES	376,761	398,786	398,786
	TOTAL:	376,761	398,786	398,786
4901020 IFR-OVERHEAD-AGR	305 PARKS	5,068	0	0
4902010 IFR-MANUAL COST ALLOC-ITD VOIC	114 INFORMATION TECHNOLOGY DEPARTM	151,579	150,232	150,232
	TOTAL:	151,579	150,232	150,232
4902030 IFR-MANUAL COST ALLOC-POSTAGE	113 GENERAL SERVICES	49,512	59,446	59,446
	TOTAL:	49,512	59,446	59,446
4902055 IFR-JE CAPITAL ASSETS FUNDING	245 ROADS	0	417,000	417,000
4903010 IFR-IAA-LABOR-REG	113 GENERAL SERVICES	473,591	430,179	430,179
	305 PARKS	35,500	0	0
	TOTAL:	509,091	430,179	430,179
4909000 IFR-JOURNAL ENTRY ALLOCATIONS	141 AGRICULTURAL COMMISSIONER	1,700	2,000	2,000
	TOTAL:	1,700	2,000	2,000
4909001 IFR-JE-ADMIN OFFICE	104 ADMINISTRATIVE OFFICE	29,112	29,229	29,229
	106 CONTRIBUTIONS TO OTHER AGENCIE	36,000	36,000	36,000
	TOTAL:	65,112	65,229	65,229
4909005 IFR-JE-RISK MGMT	105 RISK MANAGEMENT	985,045	982,095	982,095
	TOTAL:	985,045	982,095	982,095
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	1,172,568	975,364	975,364
	305 PARKS	75,997	0	0
	TOTAL:	1,248,565	975,364	975,364
4909030 IFR-JE-PERSONNEL	112 HUMAN RESOURCES	120,411	120,985	120,985
	TOTAL:	120,411	120,985	120,985
4909035 IFR-JE-COUNTY COUNSEL	111 COUNTY COUNSEL	190,017	202,500	202,500
	TOTAL:	190,017	202,500	202,500

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2012-13	2013-14	2013-14
		ADOPTED	REQUESTED	RECOMMENDED
4909040 IFR-JE ALLOC-PUBLIC HEALTH	160 PUBLIC HEALTH	<u>137,516</u>	<u>137,618</u>	<u>137,618</u>
	TOTAL:	137,516	137,618	137,618
4909055 IFR-JE-SHERIFF	136 SHERIFF-CORONER	<u>575</u>	<u>511</u>	<u>511</u>
	TOTAL:	575	511	511
4909070 IFR-JE-CDF	140 COUNTY FIRE	<u>506,115</u>	<u>520,500</u>	<u>506,115</u>
	TOTAL:	506,115	520,500	506,115
4909080 IFR-JE-PLANNING	142 PLANNING & BUILDING DEPARTMENT	<u>262,000</u>	<u>278,000</u>	<u>278,000</u>
	TOTAL:	262,000	278,000	278,000
4909085 IFR-JE-SB 2557	101 NON-DEPARTMENTAL REVENUES	<u>322,000</u>	<u>300,000</u>	<u>300,000</u>
	TOTAL:	322,000	300,000	300,000
4909090 IFR-JE ALLOC-CO-WIDE OVERHEAD	102 NON-DEPTL-OTHR FINCNG USE	<u>2,526,317</u>	<u>1,631,913</u>	<u>1,631,913</u>
	TOTAL:	2,526,317	1,631,913	1,631,913
4909200 IFR-JE-PARKS	305 PARKS	<u>2,356</u>	<u>12,929</u>	<u>240,324</u>
	TOTAL:	2,356	12,929	240,324
4909999 IFR-CONVERSION ACCOUNT	350 CO MEDICAL SERVICES PROG	<u>42,329</u>	<u>42,188</u>	<u>42,188</u>
	TOTAL:	42,329	42,188	42,188
6000000 OPERATING TRANSFERS IN	130 WASTE MANAGEMNT	232,713	0	0
	200 MAINTENANCE PROJECTS	433,000	0	0
	230 CAPITAL PROJECTS FUND	125,000	350,971	0
	248 ROADS - IMPACT FEES	0	14,647	14,647
	TOTAL:	790,713	365,618	14,647
6000005 OTI PROCEEDS INTRAFUND	136 SHERIFF-CORONER	0	0	47,160
	180 SOCIAL SERVICES ADMINISTRATION	0	0	200,000
	TOTAL:	0	0	247,160
6000100 ROADS IMPACT FEES	245 ROADS	<u>1,827,820</u>	<u>2,530,778</u>	<u>2,530,778</u>
	TOTAL:	1,827,820	2,530,778	2,530,778
6000105 TRANSFER IN - GF MED ASST PROG	350 CO MEDICAL SERVICES PROG	<u>1,814,405</u>	<u>1,800,544</u>	<u>1,797,902</u>
	TOTAL:	1,814,405	1,800,544	1,797,902
6000120 TRANSFERS IN FROM GEN FND	230 CAPITAL PROJECTS FUND	4,649,787	0	300,967
	245 ROADS	7,431,000	5,931,000	5,831,000
	266 COUNTYWIDE AUTOMATION REPLACEM	1,761,605	1,779,705	1,779,705
	267 GEN GOVT BUILDING REPLACEMENT	2,732,613	2,700,724	5,300,724
	268 TAX REDUCTION RESERVE	0	0	1,399,033
	275 ORGANIZATIONAL DEVELOPMENT	450,000	450,000	450,000
	290 COMMUNITY DEVELOPMENT PROGRAM	326,436	326,436	341,436
	305 PARKS	4,020,055	3,420,055	3,540,677
	377 LIBRARY	<u>516,121</u>	<u>516,121</u>	<u>607,139</u>
	TOTAL:	21,887,617	15,124,041	19,550,681

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

<u>REVENUE TYPE</u>	<u>DEPARTMENT</u>	<u>2012-13 ADOPTED</u>	<u>2013-14 REQUESTED</u>	<u>2013-14 RECOMMENDED</u>
6000130 TRANSFER IN FR AUTOMATION REPL	107 AUDITOR-CONTROLLER	212,000	0	0
	108 TREAS-TAX COLL-PUBLIC ADM	124,397	0	0
	109 ASSESSOR	<u>372,913</u>	<u>420,000</u>	<u>445,000</u>
	TOTAL:	709,310	420,000	445,000
6000135 TRFR IN FOR DEBT SERVICE	277 DEBT SERVICE	<u>945,669</u>	<u>1,069,703</u>	<u>1,069,703</u>
	TOTAL:	945,669	1,069,703	1,069,703
6000145 OPR TRF IN - PFF FIRE	230 CAPITAL PROJECTS FUND	0	970,500	970,500
6000155 OPR TRF IN - PFF LAW ENFORC	230 CAPITAL PROJECTS FUND	0	100,000	100,000
6000160 OPR TRF IN - PFF GEN GOV'T	277 DEBT SERVICE	<u>500,000</u>	<u>200,000</u>	<u>200,000</u>
	TOTAL:	500,000	200,000	200,000
	TOTAL COUNTY REVENUE:	<u><u>451,037,011</u></u>	<u><u>457,963,540</u></u>	<u><u>463,292,864</u></u>

Appendix

The appendix includes the following information:

- 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

<u>Account:</u>	A detailed classification of an expenditure or revenue. For example, "Postage" is an expenditure account; "Property Taxes Secured" is a revenue account.
<u>Activity:</u>	A specific line of work performed to accomplish a function for which a governmental unit is responsible. This designation is required by the State Controller. Example: "Protective Inspection" is an activity performed in discharging the "Public Protection" function.
<u>Appropriation:</u>	An authorization granted by a legislative body to make expenditures and to incur obligations for specific purposes. An appropriation usually is time-limited and must be expended before the deadline.
<u>Assessed Valuation:</u>	A valuation set upon real estate or other property by government as a basis for levying taxes.
<u>Available Financing:</u>	All the means of financing a budget including fund balance, revenues, canceled reserves and designations.
<u>Budget:</u>	A plan of financial operation consisting of an estimate of proposed revenue and expenditures for a given period and purpose, usually one year.
<u>Capital Assets:</u>	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.
<u>Capital Expenditures:</u>	Expenditures resulting in the acquisition of or addition to the government's general capital assets.
<u>Capital Project Program:</u>	A program itemizing the County's acquisitions, additions and improvements to buildings and land purchases. These purchases are often capital assets.
<u>Contingency:</u>	An amount not to exceed fifteen percent of appropriations, which is set aside to meet unforeseen expenditure requirements.
<u>Contracted Services:</u>	Expense for services rendered under contract by individuals or businesses who are not on the payroll of the jurisdiction, including all related expenses covered by the contract.
<u>Cost Accounting:</u>	That method of accounting which provides for assembling and recording of all the elements of cost incurred to accomplish a purpose, to carry on an activity or operation, or to complete a unit of work or a specific job.
<u>Communitywide Results:</u>	The Communitywide Results represents the "big picture" results we want for all county residents and are used to guide the preparation of the budget each year.
<u>Debt Service Fund:</u>	A fund established to finance and account for the payment of interest and principal on all general obligation debt, other than that payable exclusively from special assessments and debt issued for and serviced by a governmental enterprise.
<u>Department:</u>	An organizational structure used to group programs of like nature.
<u>Department Goals:</u>	A listing of ongoing results a department desires for its customers.

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

<u>Indicators:</u>	Measures, for which data is readily available, that tell whether communitywide results are being achieved (e.g., crime rate, poverty rate, high school graduation rate, etc.).
<u>Interfund Transfer:</u>	A transfer between different funds (e.g., General Fund and Parks) which cannot be classified as a revenue or expenditure.
<u>Intergovernmental Expenditures:</u>	Payments to other governments as fiscal aids and shared taxes or as reimbursements for the performance of services.
<u>Intergovernmental Revenue:</u>	Revenue received from other governments, such as fiscal aids, shared taxes and reimbursements for services.
<u>Internal Service Fund (ISF):</u>	An organization created to perform specified services for other county departments. The using department is charged by the ISF for the services received. Example: Reprographics.
<u>Intrafund Transfers:</u>	Reimbursements to a provider fund center for services/supplies received by another fund center; transactions of this nature are limited to fund centers within the same fund.
<u>Mission Statement:</u>	A description of the basic purpose and responsibility of the Budget Unit or department.
<u>Other Charges:</u>	Accounts which establish expenditures for expenses other than salary or operations, such as support and care of persons or debt service.
<u>Per Capita:</u>	Amount per individual.
<u>Performance Measure:</u>	<p>A measurement that assesses progress toward achieving predetermined goals. There are three basic types of meaningful performance measures:</p> <ul style="list-style-type: none"> • 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.)
<u>Proposed Budget:</u>	The proposed spending plan for the upcoming fiscal year.
<u>Proposition 1A:</u>	Passed by voters in November 2004, this proposition grants local governments long-term fiscal protection and stability by preventing the state from raiding local government revenues during times of state fiscal crisis. The state will be able to borrow revenues from local governments during fiscal emergencies, but can only do so with a two-thirds vote of the legislature and the Governor's signature. Borrowing can only take place twice during a 10-year period, and only after the prior loan has been repaid. 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

<u>AA:</u>	Administrative Assistant	<u>CHIS:</u>	California Health Interview Survey
<u>ADA:</u>	Americans with Disabilities Act	<u>CIP:</u>	Capital Improvement Plan
<u>AED:</u>	Automated External Defibrillators	<u>CMC:</u>	California Men’s Colony
<u>ALS:</u>	Advanced Life Support	<u>CMIA:</u>	Confidentiality of Medical Information Act
<u>APCD:</u>	Air Pollution Control District	<u>CMSP:</u>	County Medical Services Program
<u>APWA:</u>	American Public Works Association	<u>CNI:</u>	California Necessities Index
<u>ARRA:</u>	American Recovery and Reinvestment Act	<u>CO:</u>	Correctional Officer
<u>ARC:</u>	American Red Cross	<u>COP:</u>	Certificate of Participation
<u>ARCA:</u>	Areas Requiring Corrective Action	<u>COSE:</u>	Conservation and Open Space Element
<u>ASH:</u>	Atascadero State Hospital	<u>COTS:</u>	Commercial off the Shelf
<u>ASM:</u>	Administrative Services Manager	<u>CPA:</u>	Certified Public Accountant
<u>ASO:</u>	Administrative Services Officer	<u>CPE:</u>	Continuing Professional Education
<u>BAR:</u>	Budget Augmentation Request	<u>CPS:</u>	Contract Pharmacy Services
<u>BHEHR:</u>	Behavioral Health Electronic Health Record	<u>CSAC:</u>	California State Association of Counties
<u>BLM:</u>	Bureau of Land Management	<u>CSAC – EIA:</u>	California State Association of Counties Excess Insurance Authority
<u>BME:</u>	Budget Management Evaluation	<u>CSP:</u>	Customer Service Program
<u>BMI:</u>	Body Mass Index	<u>CSS:</u>	Community Services and Support
<u>BOE:</u>	Board of Equalization	<u>CT:</u>	Certified Tech
<u>CACASA:</u>	California Association of Commissioners and Sealers Association	<u>CTOC:</u>	County Treasury Oversight Committee
<u>CAD:</u>	Computer Aided Dispatch	<u>CWS:</u>	Child Welfare Services
<u>CAFR:</u>	Comprehensive Annual Financial Report	<u>DA:</u>	District Attorney
<u>CAL OMS:</u>	California Outcomes Measurement System	<u>DAS:</u>	Drug and Alcohol Services
<u>CALPERS:</u>	California Public Employee Retirement System	<u>DCSS:</u>	Department of Child Support Services
<u>CAO:</u>	County Administrative Officer	<u>DMH:</u>	Department of Mental Health
<u>CAPSLO:</u>	Community Action Partnership of San Luis Obispo	<u>DMV:</u>	Department of Motor Vehicles
<u>CASQA:</u>	California Storm Water Quality Association	<u>DOJ:</u>	Department of Justice
<u>C-CFSR:</u>	California Child and Family Services Review	<u>DRP:</u>	Disaster Recovery Planning
<u>CCJCC:</u>	Countywide Criminal Justice Coordination Committee	<u>DSS:</u>	Department of Social Services
<u>CCS:</u>	California Children’s Services	<u>DSW:</u>	Disaster Service Worker
<u>CCSAS:</u>	California Child Support Automation System	<u>DUI:</u>	Driving Under the Influence
<u>CDBG:</u>	Community Development Block Grant	<u>EAI:</u>	Excess Insurance Authority
<u>CDC:</u>	Centers for Disease Control and Prevention	<u>EFS:</u>	Enterprise Financial System
<u>CDSS:</u>	California Department of Social Services	<u>EHR:</u>	Electronic Health Record
<u>CEQA:</u>	California Environmental Quality Act	<u>EIR:</u>	Environmental Impact Report
<u>CHADOC:</u>	County Health Agency Departmental Operations Center	<u>EMAS:</u>	Engineering Materials Arresting System
<u>CHC:</u>	Community Health Centers	<u>EMS:</u>	Emergency Medical Services
<u>CHIP:</u>	California Healthcare for Indigents Program	<u>EMSA:</u>	Emergency Medical Services Agency
		<u>EMSP:</u>	Emergency Medical Services Program
		<u>EMTALA:</u>	Emergency Medical Treatment and Active Labor Act
		<u>EQRO:</u>	External Quality Review Organization
		<u>ER:</u>	Emergency Response
		<u>ESC:</u>	Emergency Services Coordination

ACRONYM GLOSSARY

DEFINITIONS OF ACRONYMS COMMONLY USED IN THIS BUDGET DOCUMENT

<u>ESS:</u>	Employee Self Service	<u>LAFCO:</u>	Local Agency Formation Commission
<u>EVC:</u>	Economic Vitality Corporation	<u>LAIF:</u>	Local Agency Investment Fund
<u>FAA:</u>	Federal Aviation Administration	<u>LAN:</u>	Local Area Network
<u>FBA:</u>	Fund Balance Available	<u>LBGTQ:</u>	Lesbian, Bisexual, Gay, Transgender, Questioning
<u>FBI:</u>	Federal Bureau of Investigation	<u>LEMC:</u>	Law Enforcement Medical Care
<u>FC:</u>	Fund Center	<u>LID:</u>	Low Impact Development
<u>FEMA:</u>	Federal Emergency Management Agency	<u>LSI:</u>	Level of Service Inventory
<u>FFP:</u>	Federal Financial Participation	<u>LVN:</u>	Licensed Vocational Nurse
<u>FM:</u>	Family Reunification	<u>MAA:</u>	Medical Administrative Activities
<u>FMAP:</u>	Federal Medical Assistance Percentage	<u>MDC:</u>	Mobile Data Computers
<u>FSET:</u>	Food Stamps Employment Training	<u>MDO:</u>	Mentally Disordered Offender
<u>FSP:</u>	Full Service Partnership	<u>MHSA:</u>	Mental Services Act
<u>FTE:</u>	Full Time Equivalent	<u>MHT:</u>	Mental Health Therapist
<u>FY:</u>	Fiscal Year	<u>MoCPOC:</u>	Model of Care Partners Oversight Committee
<u>GAAP:</u>	Generally Accepted Accounting Principles	<u>MOE:</u>	Maintenance of Effort Expense
<u>GASB:</u>	Governmental Accounting Standards Board	<u>NCAST:</u>	Nursing Child Assessment Satellite Training
<u>GFOA:</u>	Government Finance Officers Association	<u>NGF:</u>	National Golf Foundation
<u>GFS:</u>	General Fund Support	<u>NPDES:</u>	National Pollutant Discharge Elimination System
<u>GIS:</u>	Geographic Information System	<u>OD:</u>	Organizational Development
<u>GSA:</u>	General Services Agency	<u>OES:</u>	Office of Emergency Services
<u>HAZMAT:</u>	Hazardous Materials	<u>OPEB:</u>	Other Post Employment Benefits
<u>HF:</u>	Healthy Families	<u>OSHA:</u>	Occupational Safety & Health Act
<u>HHS:</u>	Health and Human Services	<u>PAL:</u>	Position Allocation List
<u>HIPPA:</u>	Health Insurance Portability and Accountability Act	<u>PC:</u>	Personal Computer
<u>HK:</u>	Healthy Kids	<u>PCF:</u>	Paid Call Firefighters
<u>HOP:</u>	Homeless Outreach Program	<u>PCR:</u>	Payment Condition Rating
<u>HR:</u>	Human Resources	<u>PEI:</u>	Prevention and Early Intervention
<u>HSUS:</u>	Humane Society of the United States	<u>PFF:</u>	Public Facility Fees
<u>HVAC:</u>	Heating Ventilation and Air Conditioning	<u>PHD:</u>	Public Health Department
<u>IDM:</u>	Integrated Document Management	<u>PHF:</u>	Psychiatric Health Facility
<u>IHSS:</u>	In Home Supportive Services	<u>PM:</u>	Preventative Maintenance
<u>IMD:</u>	Institutions for Mental Disease	<u>POB:</u>	Pension Obligation Bond
<u>IMR:</u>	Illness Management and Recovery	<u>PP:</u>	Permanency Placement
<u>IRS:</u>	Internal Revenue Service	<u>PQI:</u>	Performance Quality Improvement
<u>ISF:</u>	Internal Service Fund	<u>PRS:</u>	Program Review Specialists
<u>ISO:</u>	International Organization for Standards	<u>PTMS:</u>	Property Tax Management System
<u>IT:</u>	Information Technology	<u>PYD:</u>	Positive Youth Development
<u>IT – ESC:</u>	Information Technology Executive Steering Committee	<u>RCL:</u>	Rate Classification Level
<u>ITIL:</u>	Information Technology Infrastructure Library	<u>REHS:</u>	Registered Environmental Health Specialist
<u>ITSP:</u>	Information Technology Strategic Plan	<u>RFP:</u>	Request for Proposal
<u>JPA:</u>	Joint Powers Authority	<u>RFQ:</u>	Request for Qualifications
<u>JSC:</u>	Juvenile Services Center	<u>RN:</u>	Registered Nurse
		<u>RTA:</u>	Regional Transit Authority
		<u>SAC:</u>	Supervising Administrative Clerk
		<u>SAMHSA:</u>	Substance Abuse and Mental Health Services Administration
		<u>SART:</u>	Suspected Abuse Response Team
		<u>SCBA:</u>	Self Contained Breathing Apparatus

ACRONYM GLOSSARY

DEFINITIONS OF ACRONYMS COMMONLY USED IN THIS BUDGET DOCUMENT

<u>SIP:</u>	System Improvement Plan
<u>SIU:</u>	Special Investigative Unit
<u>SJSO:</u>	Supervising Juvenile Services Officers
<u>SLOCOG:</u>	San Luis Obispo Council of Governments
<u>SLOCTBID:</u>	San Luis Obispo County Tourism and Business Improvement District
<u>SLORTA:</u>	San Luis Obispo Regional Transit Authority
<u>SLOVCB:</u>	San Luis Obispo Visitors and Conference Bureau
<u>SLVC:</u>	School Located Vaccination Clinics
<u>SOP:</u>	Standard Operating Procedure
<u>STC:</u>	Standard in Training for Corrections
<u>STD:</u>	Sexually Transmitted Diseases
<u>SWMP:</u>	Storm Water Management System
<u>TAY:</u>	Transitional Age Youth
<u>TB:</u>	Tuberculosis
<u>THPP:</u>	Transitional Housing Program Plus
<u>TMHA:</u>	Transitions Mental Health Association
<u>TOW:</u>	Taxes on the Web
<u>TPA:</u>	Third Party Administrator
<u>TSF:</u>	Tobacco Settlement Fund
<u>UCR:</u>	Uniform Crime Reporting
<u>UMAN:</u>	Unified Metropolitan Area Network
<u>USAR:</u>	Urban Search and Rescue Vehicle
<u>USDA:</u>	United States Dept. of Agriculture
<u>VA:</u>	Veterans Administration
<u>VBM:</u>	Vote by Mail
<u>VLF:</u>	Vehicle License Fee
<u>VOIP:</u>	Voiceover Internet Protocol
<u>VTO:</u>	Voluntary Time Off
<u>WET:</u>	Workforce Education and Training
<u>WIA:</u>	Workforce Investment Act
<u>WIC:</u>	Women, Infants and Children
<u>WPR:</u>	Work Participation Rate
<u>YAP:</u>	Young Adult Programs

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