

Support to County Departments

Central Services
Fleet Services

County Counsel

Public Works – Facilities Management

Human Resources
Risk Management
Self Insurance

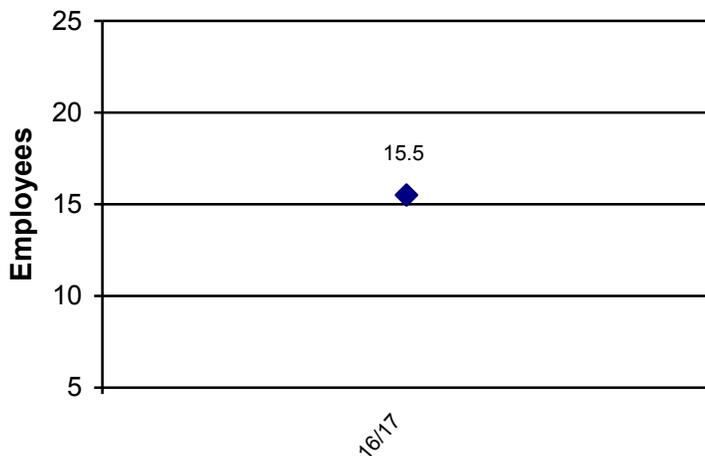
Information Technology

MISSION STATEMENT

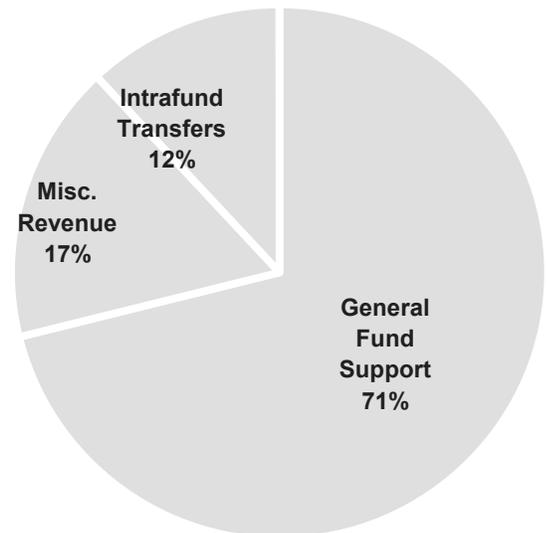
Provide efficient real property, procurement, and fleet services by supporting County departments and the public in the accomplishment of their goals.

Financial Summary	2014-15	2015-16	2016-17	2016-17	2016-17
	Actual	Actual	Requested	Recommended	Adopted
Licenses and Permits	\$ 0	\$ 3,050	\$ 5,781	\$ 5,781	\$ 5,781
Revenue from Use of Money & Property	0	134,541	258,705	258,705	258,705
Intergovernmental Revenue	0	0	5,798	5,798	5,798
Charges for Current Services	0	1,662	4,862	4,862	4,862
Other Revenues	0	10,563	15,000	15,000	15,000
Interfund	0	267,083	455,306	455,306	455,306
**Total Revenue	\$ 0	\$ 416,899	\$ 745,452	\$ 745,452	\$ 745,452
Salary and Benefits	0	760,514	1,631,475	1,633,973	1,610,002
Services and Supplies	0	1,180,914	2,651,360	2,651,360	2,651,360
Other Charges	0	(85)	102,753	102,753	102,753
**Gross Expenditures	\$ 0	\$ 1,941,343	\$ 4,385,588	\$ 4,388,086	\$ 4,364,115
Less Intrafund Transfers	0	312,247	514,173	514,173	514,173
**Net Expenditures	\$ 0	\$ 1,629,096	\$ 3,871,415	\$ 3,873,913	\$ 3,849,942
General Fund Support (G.F.S.)	<u>\$ 0</u>	<u>\$ 1,212,197</u>	<u>\$ 3,125,963</u>	<u>\$ 3,128,461</u>	<u>\$ 3,104,490</u>

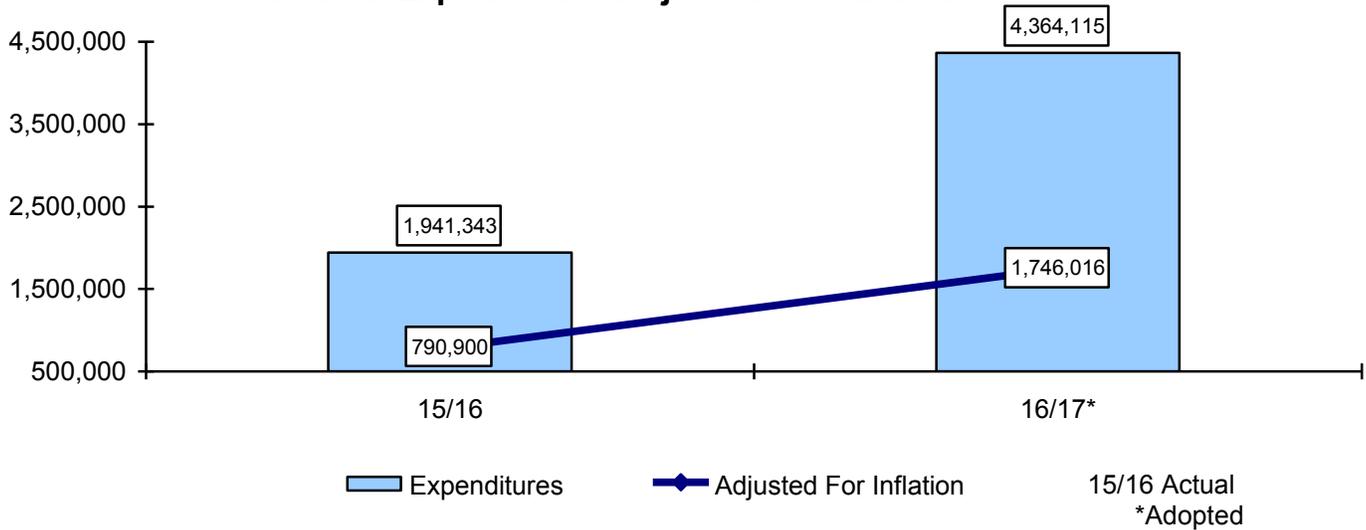
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Central Services has a total expenditure level of \$4,364,115 and a total staffing level of 15.50 FTE to provide the following services:

Administration and Financial Services

Provide general management and financial management to Central Services and Fleet Services.

Total Expenditures: \$819,373 Total Staffing (FTE): 5.50

Central Mail Services

Pick up and deliver interoffice and U.S. mail for all County departments and pick-up, meter, and sort outgoing U.S. mail in a cost effective, efficient and reliable manner.

Total Expenditures: \$596,238 Total Staffing (FTE): 2.00

Purchasing Services

Manages the centralized procurement of goods, materials, and services for all County Departments and maintains the public trust in the expenditure of County funds.

Total Expenditures: \$364,519 Total Staffing (FTE): 4.00

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: \$2,583,985 Total Staffing (FTE): 4.00

DEPARTMENT COMMENTS

The Central Services Department provides all departments and agencies of the County of San Luis Obispo fleet, purchasing, mail, and real property services that are cost effective and enhance the operations of the County.

In FY 2015-16, the Central Services Department was created from the dissolution of the General Services Department. The department is comprised of four divisions; Central Mail, Real Property, Purchasing, and Fleet Services. These divisions provide management of 112 leased properties totaling 171,445 square feet and 320 parcels totaling 3,000 acres of County owned real estate; centralized purchasing of all goods and services for County departments; and delivery of nearly 1 million pieces of external and internal mail. Comments regarding Fleet are addressed in a separate section (Fund Center 407).

Following are some of the department's notable accomplishments for FY 2015-16 and some specific objectives for FY 2016-17:

FY 2015-16 Accomplishments

- Achieved the Excellence in Procurement accreditation awarded by the National Procurement Institute.
- Achieved \$1.9 million in cost savings through Purchasing by developing negotiating strategies and procurement initiatives.
- Hosted the first annual supplier outreach event through the Central Coast Public Purchasing Alliance that reached hundreds of suppliers, and included participants from local cities and universities.
- Achieved 15.38% higher sales price on the surplus and sale of two real properties in Atascadero, through strategic pricing and marketing campaigns.
- Successfully processed and obtained approval by the California Coastal Commission for a Land Use Element / Local Coastal Plan Amendment and rezoned surplus real property in Cambria as part of ongoing sales and marketing efforts.
- Re-staffed the Real Property Management division with all agents licensed by the State of California, for the first time in the division's history.

FY 2016-17 Objectives

- Achieve \$2 million in cost savings by strategically partnering with County departments.
- Achieve the National Institute of Governmental Purchasing award for innovation and performance measurement.
- Host annual supplier outreach event through the Central Coast Public Purchasing Alliance that reaches over 400 suppliers by fostering collaboration among participating entities to coordinate purchases and promote cooperation between all public sector agencies.
- Implement in house disposal model to achieve \$250,000 of increase surplus sales.
- Update County Code and/or policy to comply with the newly adopted Federal Uniform Administrative Requirements procurement standard.
- Improve real property management efficiencies by obtaining approval on and implementing a new Resolution aligning the Director's delegated lease authority with California Government Code.
- Promote real property staff development and expertise by increasing opportunities for professional training, re-licensure, and certification, to benefit all County departments served.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Financial Summary

The operational expenses for Central Services are funded through a combination of General Fund support and service charges to other County departments and entities for property management, purchasing, and mail services (Fleet Services is reflected in Fund Center 407). Because Central Services is a new department and Fund Center 116 was created mid-year (October 20, 2015), there are no original FY 2015-16 adopted levels to compare with recommended amounts, since the Board of Supervisors did not adopt a budget for this fund center. Therefore, General Fund support is recommended to increase by over \$3 million or 100% compared to FY 2015-16 levels, which were \$0. This is mostly offset by a decrease in General Fund support for Fund Center 113 – Facilities Management. That fund center's status quo request was \$2,769,546 below FY 2015-16 adopted amounts. Other mid-year changes contribute to the difference.

The reorganization included spinning off the cost centers for Central Services into Fund Center 116 and retaining the cost centers related to facility services in Fund Center 113. The split occurred in conjunction with the beginning of the third quarter. As part of the creation of Central Services and Fund Center 116, 15.50 FTE positions were transferred from Fund Center 113. Those positions are listed below.

Service Level Impacts

It is anticipated that Central Services, as a new department, will be revising its goals, performance measures, and service delivery levels and models in the coming years. Although there have been many logistical, staffing, and budgetary changes related to the dissolution of the General Services Department and transferring management of custodial, maintenance, and architectural services to the Public Works Department, the impacts to service levels have been kept at a minimum. Although the manner in which services have been delivered has remained relatively unaltered, it is expected that this will change in FY 2016-17 as Public Works and Central Services both grow more familiar with their new responsibilities and how they fit into their respective organizations.

Position Allocation List (PAL) Changes

FY 2015-16 Mid-Year PAL Changes

- +1.00 FTE Central Services Director
- +0.50 FTE Account Clerk
- +1.00 FTE Accountant I or II
- +3.00 FTE Administrative Assistant Aide, I, II, or III
- +1.00 FTE Property Management Aide or Assistant Real Property Manager
- +2.00 FTE Associate Real Property Manager
- +1.00 FTE Supervising Administrative Clerk II
- +2.00 FTE Buyer I or II
- +1.00 FTE Department Administrator
- +1.00 FTE Property Manager
- +1.00 FTE Senior Account Clerk
- +1.00 FTE Senior Buyer

FY 2016-17 Recommended Changes

The following changes were submitted as part of this fund center's status quo budget request, and consist of converting one administrative position in the purchasing division to a Buyer. The division is small enough to not require a separate position for administrative support, and the department feels it would be beneficial for the County to expand procurement capacity.

- -1.00 FTE Administrative Assistant Aide, I, II, or III
- +1.00 FTE Buyer I or II

BOARD ADOPTED CHANGES

As a part of the Supplemental Budget document, the Board approved the deletion of 1.00 FTE Department Administrator and addition of 1.00 FTE Administrative Services Manager. This change reduced General Fund support for this fund center by \$23,971. This change was approved by the Board on April 19, 2016 and carried into FY 2016-17 via the supplemental document.

BUDGET AUGMENTATION REQUESTS ADOPTED

None requested.

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: Total cost savings provided to all County departments by Purchasing.						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
New Measure	New Measure	\$1,324,205	\$1,869,716	\$1,500,000	\$1,493,290	\$2,000,000
What: A measure of the total cost savings provided to County departments by subtracting the departmental requisition or estimated cost from the actual cost to purchase the good or service.						
Why: To achieve the most competitive costs for goods or services purchased.						
How are we doing? Purchasing nearly achieved its adopted goal for FY 2015-16. A key factor is the success of the Strategic Procurement program, which aggregates departmental purchases with other local government agencies into single purchases by early purchasing involvement. There was \$191 million in goods procured during FY 2015-16 with key initiatives focusing on vendor negotiations, developing County-wide master contracts, vendor outreach educating suppliers on how to do business with governmental agencies, and implementing process improvements. During the year, the Purchasing division received the prestigious National Institute of Government Purchasing Outstanding Agency Accreditation Award making it one of only 138 recipients in the US and Canada. In addition, the Purchasing division earned the National Procurement Institute Award for Excellence in Procurement for the second year in a row.						
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.						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
New Measure	89%	86%	91%	90%	Deleted	Deleted
What: The percentage of customers responding to an annual survey that rate General Services (Purchasing, Mail, Architectural Services, Maintenance, 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? During FY 2015-16 the General Services Department was dissolved forming the Central Services Department and the Public Works Facilities Management division. Central Services will manage Purchasing Services, Mail, Real Property Services, and Fleet Services (reflected in Fund Center 407). Public Works will manage Facility Services and Architectural Services. This measure is being deleted and replaced with new measures in the newly formed Central Services Department and Public Works Facilities Management division.						

3. Performance Measure: Percentage of customers rating their experience with Purchasing Services as satisfactory or better.

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
New Measure	85%	86%	91%	90%	94%	95%

What: The percentage of County vendors and departments responding to a point of service survey that rate Purchasing Services in terms of both efficiency and quality (timeliness, accuracy, value and satisfaction) as satisfactory or better.

Why: Purchasing Services is dedicated to delivering services that are valued by our customers.

How are we doing? Purchasing Services received 84 total responses with 79 responses satisfactory or better and exceeded its adopted goal for FY 2015-16. The responses showed the increased satisfaction is the result of the vendor outreach program through the Central Coast Public Purchasing Alliance that educates suppliers on how to do business with local governmental agencies, and adding in-house surplus on-line auction services that is increasing revenue for departments on surplus sales.

Department Goal: Provide professional real property services to County departments, governmental agencies, and outside public entities by successful management of the County's real estate assets, leases and lease holdings to support the operational needs of County departments.

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

4. Performance Measure: Percentage of customers rating the process (including, but not limited to, defining needs and meeting those needs) and results of their experience with Real Property Services as satisfactory or better.

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
New Measure	100%	91%	100%	95%	100%	95%

What: The percentage of vendors, permittees, landlords, tenants, cooperating agencies and internal customers responding to point-of-service survey conducted at the completion of each transaction or project. Responses rate Real Property Services' transactions in terms of efficiency and quality (including innovation, timeliness, accuracy, courtesy and satisfaction) as satisfactory or better. This includes permitting, leasing, acquisition, disposition, and general property management.

Why: To encourage efficient, value-added service, innovative solutions to complex real property needs, and high quality public service by measuring internal and external customer and project partner responses.

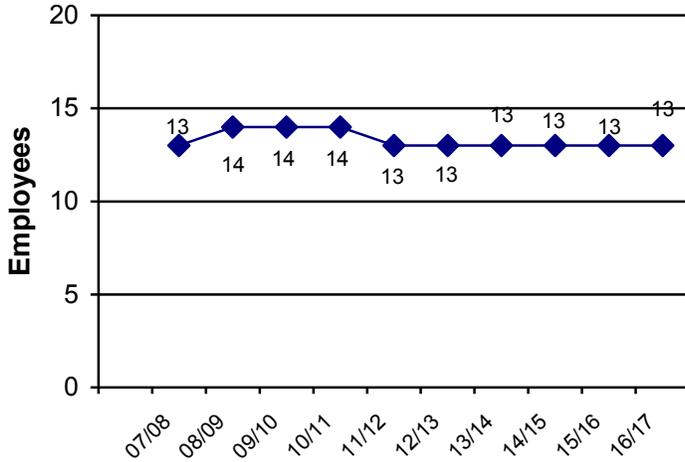
How are we doing? Real Property Services exceeded its adopted FY 2015-16 performance target of 95% based on feedback received from internal and external customers. Point-of-service surveys are distributed to internal and external County customers. The key areas for FY 2016-17 will be to ensure thorough training, clear expectations and accountability, as Real Property Services strives to present and conduct its division as a qualified team of trusted real estate advisors, acting in the best interest of the County and the County's stakeholders, at all times.

MISSION STATEMENT

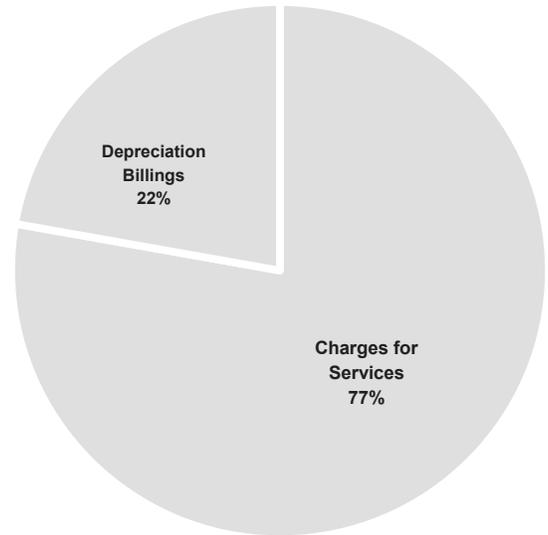
Fleet Services provides reliable and cost effective transportation solutions through innovation and the application of industry best practices.

OPERATING DETAIL (1)	2014-15 ACTUAL (2)	2015-16 ACTUAL (3)	2016-17 RECOMMENDED (4)	2016-17 ADOPTED BY THE BOS (5)
OPERATING REVENUES				
Charges for current services	4,765,128	4,287,711	4,545,902	4,589,452
Depreciation Billings	<u>1,311,043</u>	<u>1,283,353</u>	<u>1,351,679</u>	<u>1,351,679</u>
TOTAL OPERATING REVENUES	6,076,171	5,571,064	5,897,581	5,941,131
OPERATING EXPENSES				
Salaries and Benefits	1,323,629	1,281,799	1,271,371	1,271,371
Services and Supplies	2,686,335	2,602,053	2,769,602	2,769,602
Depreciation	1,568,292	1,543,937	1,247,427	1,247,427
Countywide Overhead Allocation	<u>37,038</u>	<u>0</u>	<u>110,756</u>	<u>110,756</u>
TOTAL OPERATING EXPENSES	<u>5,615,294</u>	<u>5,427,789</u>	<u>5,399,156</u>	<u>5,399,156</u>
OPERATING INCOME (LOSS)	460,877	143,275	498,425	541,975
NON-OPERATING REVENUES (EXPENSES)				
Interest	11,310	20,988	10,950	10,950
Accident Restitution	0	0	0	0
Gain on Sale of Assets	141,094	191,600	0	0
Other	0	71,176	0	0
Prior Yr Adj	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL NON-OPERATING REVENUES (EXPENSES)	<u>152,404</u>	<u>283,764</u>	<u>10,950</u>	<u>10,950</u>
INCOME BEF. CAPITAL CONTRBS. & TRANSFERS	613,281	427,039	509,375	552,925
Prior Period Adjustment	(1,668,907)	0	0	0
Transfers in (out)	<u>(243,010)</u>	<u>(78,723)</u>	<u>(52,118)</u>	<u>(52,118)</u>
CHANGE IN NET ASSETS	(1,298,636)	348,316	457,257	500,807
Net assets - beginning	8,103,083	6,804,447	7,175,272	7,152,763
Net assets - ending	6,804,447	7,152,763	7,632,529	7,653,570
FIXED ASSET EXPENDITURES				
Equipment	2,024,573	1,411,656	2,347,000	2,390,550
Structures Improvements	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL FIXED ASSET EXPENDITURES	<u>2,024,573</u>	<u>1,411,656</u>	<u>2,347,000</u>	<u>2,390,550</u>

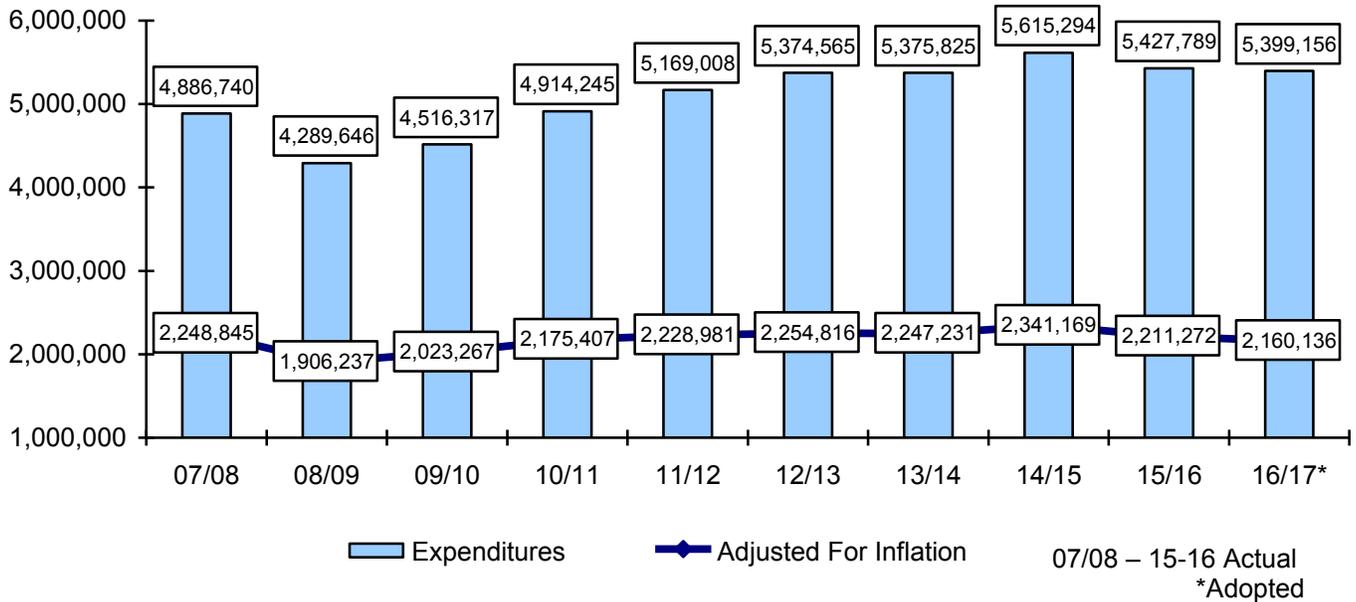
Number of Employees
(Full Time Equivalent)



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Central Services - Fleet Services has a total operating expenditure level of \$5,399,156 and a total staffing level of 13.00 FTE to provide the following services:

Fleet Services Operations

Operate 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: \$5,399,156 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 Services provides full life cycle fleet solutions designed to meet the specific needs of each department's unique operational requirements. Fleet Services is tasked with acquiring, maintaining and repairing a wide variety of vehicles and equipment in a timely, efficient and cost effective manner; performing all maintenance and repairs for the County-owned fleet and providing emergency repair services 24 hours per day, 7 days per week; and managing an on-site fuel station and fuel card system which interfaces with our Fleet Management software.

Following are some of the department's notable accomplishments for FY 2015-16 and some specific objectives for FY 2016-17:

FY 2015-16 Accomplishments

- Piloted a car sharing program that allows six underutilized vehicles to be shared between multiple departments.
- Completed customer-specific agreements on service levels for all supported departments.
- Replaced eight of the County Sheriff's Chevrolet Caprice patrol vehicles with the Chevrolet Tahoe.
- Reduced vehicle carbon production through the acquisition of three hybrid and two electric sedans.

FY 2016-17 Objectives

- Manage a car sharing program that allows six underutilized vehicles to be shared between departments.
- Replace three of the County Sheriff's Chevrolet Caprice Canine patrol vehicles with the Chevrolet Tahoe.
- Replace five mid-size sedans with hybrid models and two compact sedans with electric vehicles, which will also include two more electric vehicle charging stations.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Financial Summary

Fleet Services, a division of the Central Services Department, is an Internal Service Fund (ISF), and as such, charges the departments that use its services and does not receive any General Fund support. 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 many 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 ISF's compares the estimated actual amount for FY 2015-16 to the proposed amount of new allocated expense and revenues recommended for FY 2016-17.

Fleet Services has two budgetary components. The first is the operational budget, which includes revenues and expenditures related to the maintenance, modification, repair, and fueling of vehicles as well as the administrative and management oversight of these operations. The second component is capital expenditures which include the replacement of existing vehicles, the acquisition of new vehicles and the expense for administration and management of the vehicle procurement process.

Recommended operating revenue for FY 2016-17 is \$5.9 million, an increase of \$93,879 or 2% compared to FY 2015-16 estimates. Although there is a significant decrease (\$323,701 or 16%) in revenue for fuel charges due to lower gas prices, overall revenue is increasing from additional new vehicle purchases on behalf of departments and the funds to be transferred to Fleet Services for that purpose.

Recommended operating expense for FY 2015-16 is \$5.4 million, an increase of \$3,902 or less than 1%, compared to FY 2015-16 estimates. Depreciation expense, a non-cash expense that identifies the decline in value of capital assets, is \$1,247,427 or 27% of the recommended operating expense. Salaries and benefits for FY 2016-17 are recommended to increase by \$1,804 or less than 1% compared to FY 2015-16 estimates. Services and supplies are increasing \$137,538 or 5%.

The recommended budget includes a total of \$2.3 million in capital outlay expense. The majority of this will be used for 68 vehicle replacements and new vehicle purchases. There is an increase of 21 replacement vehicles over FY 2015-16. The recommended budget also includes \$32,000 for fixed assets related to garage bay lifts.

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 typically replaced at 100,000 miles and three years of service. The recommended budget maintains current service levels associated with the maintenance and replacement of the County's vehicle fleet.

Service Level Impacts

There are no service level impacts anticipated for FY 2016-17.

Position Allocation List (PAL) Changes

None.

BOARD ADOPTED CHANGES

As part of the Supplemental Budget document, the Board approved the addition of a utility truck to the fixed asset list for use by the Sheriff-Coroner, with a cost of \$43,550.

BUDGET AUGMENTATION REQUESTS ADOPTED

None requested.

GOALS AND PERFORMANCE MEASURES

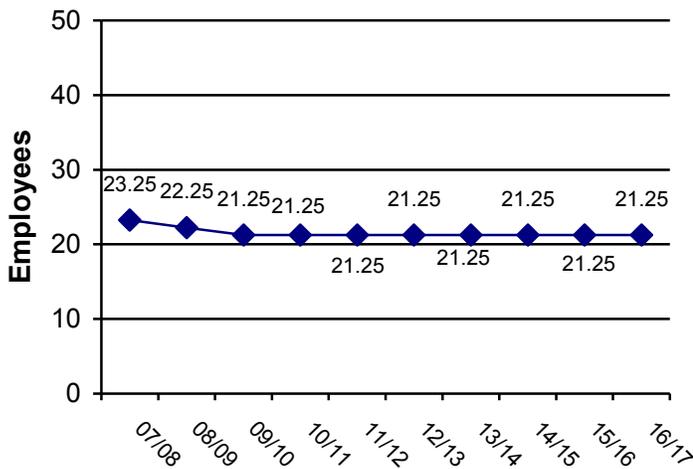
<p>Department Goal: Provide timely, reliable and cost-effective fleet services to County Departments and public safety agencies that meet or exceed customer expectations.</p> <p>Communitywide Result Link: <input checked="" type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community</p>						
<p>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.</p>						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
76%	80%	82%	83%	83%	91%	87%
<p>What: Fleet Services' policy is to perform preventive maintenance on the current Fleet inventory of 974 vehicles every four months or 4,000 miles. For the current 195 Public Safety vehicles, the intervals are every two months or 5,000 miles. Fleet Services' goal is to perform preventative maintenance service requests within 24 hours of receiving the vehicle.</p> <p>Why: To minimize costly repairs and enhance productivity for vehicle drivers and to ensure departments have sufficient vehicles to perform their mission in support of the citizens of San Luis Obispo County.</p> <p>How are we doing? Fleet Services exceeded the adopted performance measure of 83% of all repair work orders completed within 24 hours. This is the highest percentage ever achieved and was a result of process improvements implemented and a greater focus on preventative maintenance efforts on the fleet.</p>						
<p>2. Performance Measure: Percentage of survey respondents who rated the quality of vehicle maintenance as satisfactory or better.</p>						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
99%	98%	99%	99%	98%	99%	98%
<p>What: Continuous point-of-service surveys of vehicle users which measure the timeliness, quality, completeness and overall performance of each service and repair in order to determine the effectiveness of the Fleet Services preventive maintenance and repair services.</p> <p>Why: To ensure satisfied customers and meet their vehicle needs.</p> <p>How are we doing? Fleet Services has received a total of 92 survey responses during FY 2015-16 with 99% of ratings being satisfied or above. This exceeded the FY 2015-16 adopted performance measure by one percentage point. To obtain customer satisfaction input, Fleet Services conducts point-of-service surveys throughout the year. Furthermore, these results also revealed that 98% of responses rated Fleet Services at the highest category of "very satisfied."</p>						
<p>3. Performance Measure: Fleet Services' cost per brake service on Sheriff's patrol vehicles compared to a private vendor.</p>						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
\$606.90 Fleet \$941.53 Private vendor	\$571.74 Fleet \$883.45 Private vendor	\$651.98 Fleet \$945.84 Private vendor	\$621.19 Fleet \$ 904.58 Private vendor	\$668.00 Fleet \$970.00 Private vendor	\$873.08 Fleet \$1,483.21 Private vendor	\$775.32 Fleet \$994.50 Private Vendor
<p>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.</p> <p>Why: This measure helps to demonstrate Fleet Services' cost competitiveness.</p> <p>How are we doing? Actual Fleet work orders averaged a cost of \$873.08, while quotes from private vendors show a cost of \$1,483.21 for the same service. This illustrates that Fleet Services was 41% less expensive than private shops during FY 2015-16. The cost increase, for both Fleet Services and private vendors, is directly attributed to the complexity of the Caprice braking system and its role in the vehicles computerized stability control system as well as the parts cost to complete the service.</p>						

MISSION STATEMENT

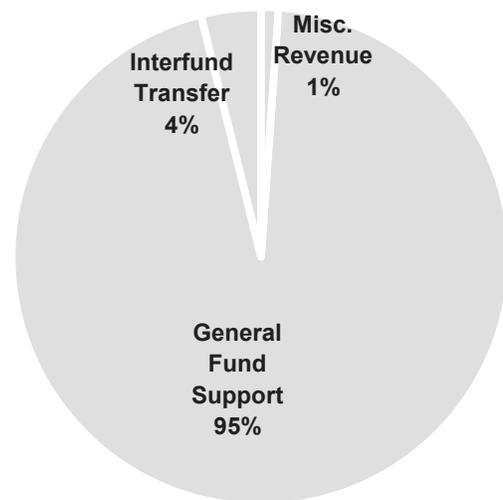
To provide accurate and reliable legal services to County departments, boards, agencies, and special districts in a manner which is cost effective and promotes excellence in delivery of government services to the public.

	2014-15	2015-16	2016-17	2016-17	2016-17
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Fines, Forfeitures and Penalties	\$ 0	\$ 2,522	\$ 0	\$ 0	\$ 0
Intergovernmental Revenue	9,987	0	7,000	10,000	10,000
Charges for Current Services	52,720	53,085	41,200	41,200	41,200
Other Revenues	171	19,727	0	0	0
Interfund	216,080	199,115	102,300	102,300	102,300
**Total Revenue	\$ 278,958	\$ 274,449	\$ 150,500	\$ 153,500	\$ 153,500
Salary and Benefits	3,291,043	3,396,244	3,453,268	3,453,268	3,453,268
Services and Supplies	175,476	261,449	228,968	228,968	728,968
**Gross Expenditures	\$ 3,466,519	\$ 3,657,693	\$ 3,682,236	\$ 3,682,236	\$ 4,182,236
General Fund Support (G.F.S.)	<u>\$ 3,187,561</u>	<u>\$ 3,383,244</u>	<u>\$ 3,531,736</u>	<u>\$ 3,528,736</u>	<u>\$ 4,028,736</u>

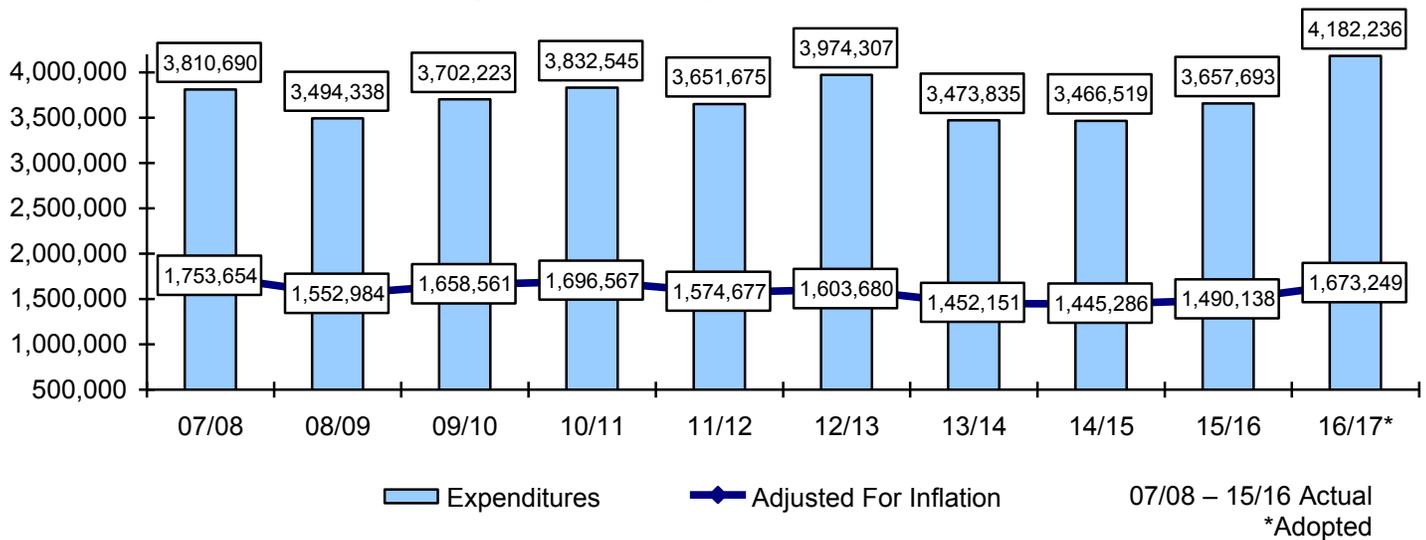
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

County Counsel has a total expenditure level of \$4,182,236 and a total staffing level of 21.25 FTE to provide the following services:

Litigation

Provide litigation services and defend the County and its special districts 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: \$1,472,894 Total Staffing (FTE): 8.5

Legal Advice

Provide representation and legal advice to the Board of Supervisors, approximately 70 County boards, commissions, departments, agencies, or divisions (including 3 joint powers agencies to which the County belongs), and to the managers of approximately 20 Board governed special districts, as well as certain legal services to approximately 15 non-Board governed special districts. Conduct legal research; draft, review, and approve agreements, contracts, and projects; and advise County officers regarding their legal responsibilities under federal and state law. Protect the County and its officers from liability and enable the Board of Supervisors to carry out its programs and policies within the limits of the law.

Total Expenditures: \$2,709,342 Total Staffing (FTE): 12.75

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. 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, our attorneys approach each matter strategically. Through the wise use of in-house and outside counsel, we seek to uphold the Board’s policy direction while protecting the County’s assets.

To the extent feasible, with respect to matters outside of the Risk Management Program, County Counsel seeks to reduce the use of outside counsel (which is generally more expensive than County Counsel) and to handle such matters in-house in order to preserve County funds. We continue to transition to on-line publications and legal research in order to decrease expenses. In the next year, it is anticipated that we will be spending a significant amount of attorney time on groundwater management compliance and implementation of medical cannabis legislation.

Following are some of the department's notable accomplishments for FY 2015-16 and some specific objectives for FY 2016-17:

FY 2015-16 Accomplishments

Representative favorable judgments or settlements:

- Successfully defended, at the Appellate Court, the Board's decision in *Mesa Dunes Mobilehome Estates v. County of San Luis Obispo*.
- Upheld \$2.5 million in penalties in the Golden Gate Petroleum matter.
- Settled two bond matters in favor of the County totaling approximately \$6 million.
- Successfully finalized the Stipulated Judgment in the *Los Osos Community Services District v. County of San Luis Obispo*.

Notable advisory efforts:

- Advised on the creation and implementation of the Water Anti-Export Ordinance. The Board approved the ordinance without legal challenge.
- Advised on the new water conservation ordinance. The Board approved the ordinance.
- Continued to advise on significant water issues. Assured compliance with all water legislation

FY 2016-17 Objectives

Anticipated major projects:

- Advise on the implementation of the Countywide Storm Water Management Program to facilitate successful implementation of the plan.
- Advise on new legislation regarding medical cannabis to assist the Board in establishing a comprehensive strategy in addressing medical cannabis.
- Defend Nipomo Community Park Master Plan through trial and potential appeal.
- Provide review and advice through public hearings on the Phillips 66 Rail Spur Project and any subsequent litigation

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Financial Summary

General Fund support for County Counsel is increasing by \$113,582 or 3% as compared to FY 2015-16 adopted amounts. This increase is driven by a combination of a reduction in revenue, increases in salaries and benefits and services and supplies. Overall, revenue is decreasing by \$27,425 or 15% when compared to FY 2015-16 adopted amounts. This is primarily due to a \$36,425 or 20% decrease in legal services revenue as the result of an anticipated decrease of 235 hours in projected legal service hours provided to FC 405 – Public Works Internal Service Fund. Hours charged are based on a combination of actual hours expected to be worked in FY 2015-16 as well as projection of hours to be spent in FY 2016-17 based on experience and workload. There was also slight increase in the per hour legal services charge, \$155 from \$150.

Salaries and benefits are recommended to increase by \$78,579 or 2% when compared to FY 2015-16 adopted amounts. This increase is due to the wage and benefit increases approved for FY 2015-16 as well as a \$4,560 increase in cell phone stipend costs. The stipend increase is per the Memorandum of Understanding (MOU) with the Deputy County Counsel's Association (DCCA). Services and supplies accounts are increasing by \$7,578 or 3% from FY 2015-16 amounts. This increase is primarily due to a \$3,390 or 23% increase in membership costs, a \$2,225 or 13% increase in liability insurance charges and a \$1,002 or 87% increase in postage charges. The remainder of the department's services and supplies are flat within adopted FY 2015-16 adopted levels.

Service Level Impacts

There are no service level impacts as a result of the recommended level of General Fund support for FY 2016-17.

Position Allocation List (PAL) Changes

The FY 2016-17 recommended PAL for the department includes no changes compared to the FY 2015-16 adopted PAL.

BOARD ADOPTED CHANGES

At year end, the Fund Balance Available in the General Fund was \$5.6 million higher than assumed in the FY 2016-17 proposed budget. On September 13, 2016, as part of final budget actions, the Board approved an increase in appropriations of \$500,000 to fund work related to the closure and decommissioning of the Diablo Canyon Nuclear Power Plant.

BUDGET AUGMENTATION REQUESTS ADOPTED

None requested.

GOALS AND PERFORMANCE MEASURES

<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 such as children referred to Child Welfare Services, residents receiving mental health care, individuals requiring financial conservatorship, and 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>						
<p>1. 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.</p>						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
695	651	729	776	683	867	954
<p>What: A large number of proceedings are handled annually by Child Welfare Services to protect the children of our community. County Counsel provides legal representation in all matters on the court's weekly CWS calendar, any contested hearings and/or trials, and all CWS mediations.</p>						
<p>Why: If strong legal representation is provided by County Counsel to Child Welfare Services in these matters, then CWS will be successful in protecting the abused and neglected children of our community.</p>						
<p>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 referred to our department. We advise and represent the Department of Social Services (DSS) in legal proceedings as requested by DSS. In FY 2015-16, County Counsel handled approximately 417 petitions and/or court calendar items, 391 contested court hearings/trials and 59 mediations. 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 as are changes in statutes or case law each of which can trigger a significant number of related appeals. Nonetheless, a significant amount of work is required to prepare responses to these writs and appeals and to prepare for argument before the Court of Appeal. No comparable data from other counties is available.</p>						

2. 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.						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
156	153	153	176	168	167	175
<p>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 involuntary detentions for intensive treatment under the Welfare and Institutions Code when it comes to the authorities' attention that such individuals need immediate assistance. These individuals 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's role in these matters is 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 advice and legal representation in all court appearances for these matters.</p> <p>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 health of its patients.</p> <p>How are we doing? In FY 2015-16, County Counsel handled 31 involuntary detentions for intensive treatment under the Welfare and Institutions Code. At present, there are 122 ongoing/active conservatorship cases, as well as 14 estate matters from the Public Administrator. The number of conservatorship cases has increased slightly. Further, due to changes in case law, the complexity of these cases continues to increase resulting in more hours of preparation, a greater number of court appearances, and more jury trials than in years past. No comparable data from other counties is available.</p>						
<p>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.</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>						
3. Performance Measure: Percentage of clients who report advice provided by attorneys was clear, relevant, and timely.						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
100%	98%	99%	100%	100%	100%	100%
<p>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.</p> <p>Why: Each of our clients operates under a highly technical set of governing laws and regulations. By helping our client departments understand and meet their legal obligations, we help them serve the community in the most effective manner. Asking departments to evaluate County Counsel's work provides us with the opportunity to improve our services to our client departments.</p> <p>How are we doing? Results are calculated by comparing the number of clients the department represents (106) with the comments attorney management receives from our clients on an on-going basis and in a canvas of our clients done after the start of the fiscal year. In FY 2015-16 as in the previous fiscal year, all 106 clients reported that advice from County Counsel was clear, relevant, and timely. County Counsel strives to maintain a high level of client satisfaction by closely monitoring attorney and staff assignments to create a better fit with the client and by matching attorney and staff experience with client requirements. No comparable data from other counties is available.</p>						
4. Performance Measure: Percentage of projects in which the response to requests for advice or contract review are completed within five working days.						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
91%	92%	88%	92%	92%	91%	95%
<p>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 and work initiated by the assigned attorney within five working days.</p> <p>Why: It is our intent to be in contact with the requestor and initiate work on 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.</p>						

How are we doing? In FY 2015-16, County Counsel handled approximately 3,464 requests for legal advice submitted by client departments. Our office either completed or acknowledged the initiation of work on 3,145 (91%) of these requests for legal advice within five working days. Many of the requests for legal advice require considerable time to complete due to their complexity or receipt of necessary information so acknowledgment does not mean that all aspects of the legal matter have been finalized. No comparable data from other counties is available.

Department Goal: Provide effective legal representation to County boards, commissions, departments, and agencies in a cost-effective manner.

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

5. Performance Measure: County Counsel expenses as a percentage of the County Budget.

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
.75%	.66%	.76%	.72%	.68%	.72%	.62%

What: This measure demonstrates the relationship between County Counsel's budget and the budget of the County as a whole. This measurement is obtained by dividing County Counsel's General Fund support by the County's General Fund 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 the cost effectiveness of County Counsel's legal support.

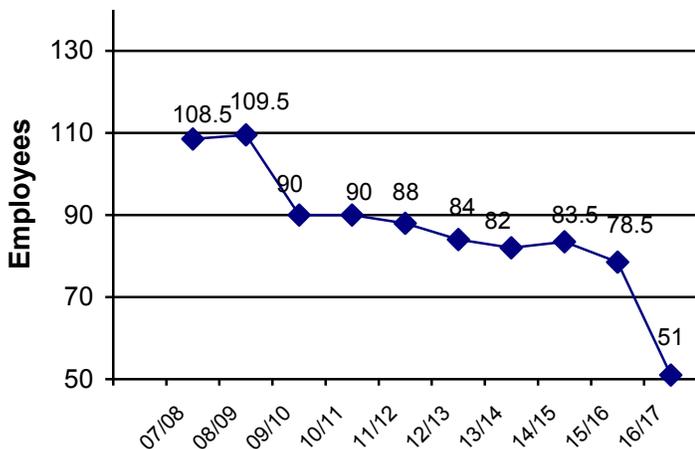
How are we doing? County Counsel's operating budget remains fairly consistent with prior years. The budget status includes funds that are encumbered periodically during the year for professional services (i.e., outside law firms and outside technical experts). These professional services are incurred on behalf of the County and are budgeted and paid for through County Counsel's budget. Those encumbrances are not included in our calculations for this measure. Our department's budget is primarily staff costs and fluctuations in staffing levels are the primary reason for year-to-year percentage variations in this measure. In FY 2015-16 our department remained at or near full staffing levels; as a result, our budget target for this performance measure remained the same as in past budget years. All non-staff costs are closely monitored and are not expected to significantly impact this performance measure. No comparable data from other counties is available.

MISSION STATEMENT

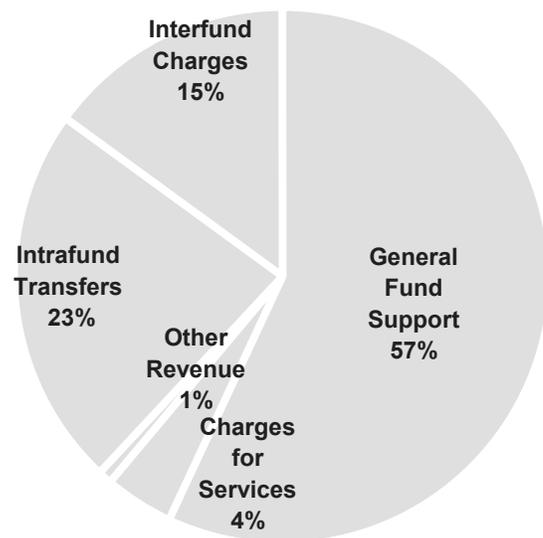
Facilities Management provides cost effective, functional, safe facilities for San Luis Obispo County by delivering excellent services that enable the professional operation of County business.

	2014-15	2015-16	2016-17	2016-17	2016-17
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Licenses and Permits	\$ 10,161	\$ 6,281	\$ 0	\$ 0	\$ 0
Revenue from Use of Money & Property	258,621	121,684	0	0	0
Intergovernmental Revenue	6,491	402	0	0	0
Charges for Current Services	349,047	316,470	279,653	279,653	279,653
Other Revenues	1,875,007	67,385	45,526	45,526	45,526
Interfund	2,571,126	2,084,669	1,014,346	1,134,900	1,197,539
**Total Revenue	\$ 5,070,453	\$ 2,596,891	\$ 1,339,525	\$ 1,460,079	\$ 1,522,718
Salary and Benefits	7,495,743	6,217,128	4,149,676	4,337,165	4,337,165
Services and Supplies	4,534,465	4,386,543	3,173,189	3,236,189	3,383,828
Other Charges	2,090,939	101,008	0	169,900	169,900
Fixed Assets	16,781	21,290	9,000	9,000	9,000
**Gross Expenditures	\$ 14,137,928	\$ 10,725,969	\$ 7,331,865	\$ 7,752,254	\$ 7,899,893
Less Intrafund Transfers	2,774,197	2,884,800	1,842,119	1,845,916	1,845,916
**Net Expenditures	\$ 11,363,731	\$ 7,841,169	\$ 5,489,746	\$ 5,906,338	\$ 6,053,977
General Fund Support (G.F.S.)	<u>\$ 6,293,278</u>	<u>\$ 5,244,278</u>	<u>\$ 4,150,221</u>	<u>\$ 4,446,259</u>	<u>\$ 4,531,259</u>

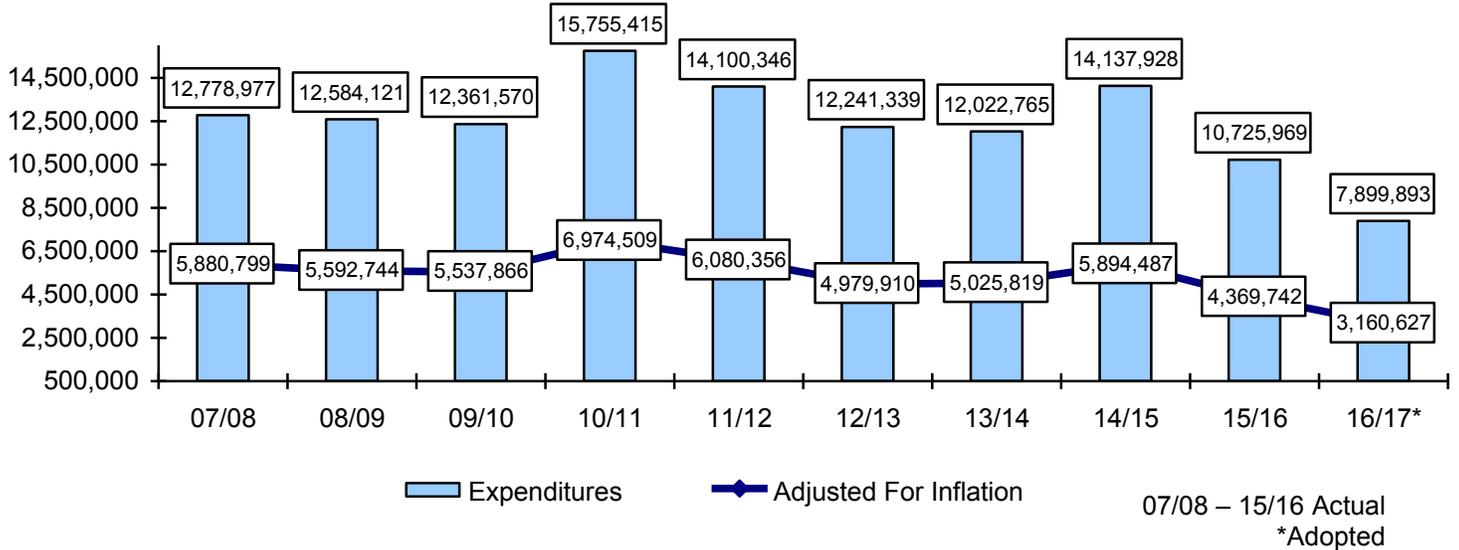
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Facilities Management has a total expenditure level of \$7,899,893 and a total staffing level of 51.00 FTE to provide the following services:

Administration and Financial Services

Provide general management and financial management to Custodial, Maintenance and Utilities divisions.

Total Expenditures: \$615,382 Total Staffing (FTE): 0.00

Custodial Services

Provide custodial services to County facilities, Courts and some leased facilities.

Total Expenditures: \$2,171,037 Total Staffing (FTE): 26.00

Maintenance Services

Provide operational and maintenance services to County-owned facilities, Courts and some leased facilities.

Total Expenditures: \$3,711,643 Total Staffing (FTE): 25.00

Utility Services

Provide utility management services, including gas, electric, water, refuse, to all County departments. Manage energy and cost saving programs, rebates, and energy saving grant opportunities. Make recommendations for energy efficiency and savings opportunities. Coordinate compliance with California Energy Code, the Energy Element of the County Land Use Ordinance, and the County Energy Use Policy.

Total Expenditures: \$1,254,192 Total Staffing (FTE): 0.00

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: \$147,639 Total Staffing (FTE): 0.00

Support to County Departments

DEPARTMENT COMMENTS

Facilities Management provides all departments and agencies of the County of San Luis Obispo facility maintenance, custodial services, and utilities support that are cost effective and enhance the operations of the County. Prior to the dissolution of General Services in 2015, this fund center had contained, in addition to the above, real property services, purchasing, and other services that were part of that former department. These other functions were transferred to the new Central Services Department and are now administered through Fund Center 116.

Facilities Management is comprised of three divisions; Facility Services - Maintenance, Facility Services – Custodial, and Utilities. Facility Services - Maintenance provides minor renovations, carpentry, electrical, plumbing, painting, locksmith services, HVAC, welding, building automation control management, roof repair, pest management, elevator management, project coordination for small maintenance projects, preventive maintenance, minor repair, and minor installations. Facility Services - Custodial provides restroom cleaning, trash removal, recycling, vacuuming, hard surface floor cleaning, break room cleaning, general dusting, interior glass cleaning, spill response, scrubbing and waxing floors, carpet and fabric extraction, opening and securing buildings, raising, lowering, and replacing flags. The Utilities division oversees payment of the majority of the County utility bills as well as providing support for energy efficiency efforts within the County.

Following are some of the department’s notable accomplishments for FY 2015-16 and some specific objectives for FY 2016-17:

FY 2015-16 Accomplishments

- Completed 2,585 Corrective Maintenance Work Orders during the first six months of FY 2015-16.
- Completed 604 Preventive Maintenance Work Orders during the first six months of FY 2015-16.
- Completed 39 Project Work Orders providing assistance to Architectural Services projects during the first six months of FY 2015-16.
- Completed 99% of all scheduled heavy cleaning and cleaning routes during the first six months of FY 2015-16.
- Provided support in mitigating flooding damage in the Courthouse building with minimal disruption to Court operations.
- Assessed approximately 20% of the County facilities in FY 2015-16, identifying deficiencies as part of the Facility Condition Assessment program, many that will be corrected by Facility Services – Maintenance.
- Began Energy Efficiency projects that will result in decreased energy usage and lower expenditures to County departments and the General Fund.

FY 2016-17 Objectives

- Complete 5,450 Corrective Maintenance Work Orders.
- Complete 1,265 Preventive Maintenance Work Orders.
- Complete 95 Project Work Orders providing assistance to Architectural Services projects.
- Complete 99% of all scheduled heavy cleaning and cleaning routes during the first six months of Fiscal Year 2016-17.
- Continue the Facility Condition Assessment program to identify deficiencies in County facilities.
- Complete the Energy Efficiency projects that will, over time, result in lower expenditures to County departments and the General Fund.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Financial Summary

The operational expenses for Facilities Management are funded through a combination of General Fund support and service charges to other County departments and entities for maintenance and custodial services. Because Facilities Management is now a fund center within the Public Works Department and Fund Center 116 (which now contains several functions that were previously administered in this fund center) was created mid-year (October 20, 2015), the majority of the significant changes in revenue and expenses are related to this organizational shift. For example, rents and lease payments are recommended to decrease 100% compared to FY 2015-16, since that activity is now reflected in Fund Center 116.

As a result of this shift, General Fund support is recommended to decrease by \$2,473,508 or 35% compared to FY 2015-16. Revenues are recommended to decrease \$1,813,663 or 55%, and expenses to decrease by \$4,287,171 or 42%. Although the General Services Department dissolution and reorganization was roughly General Fund-neutral, there are several budget augmentation requests that are recommended for approval, listed below.

As part of the creation of Fund Center 116 – Central Services, 17.50 FTE positions were transferred from Fund Center 113. Those positions are included in the listing below.

Service Level Impacts

It is anticipated that Facilities Management, as a new fund center under Public Works, will be revising its goals, performance measures, and service delivery levels and models in the coming years. Although there have been many logistical, staffing, and budgetary changes related to the dissolution of General Services and transferring management of custodial, maintenance, and architectural services to Public Works, the impacts to immediate service levels have been kept at a minimum. Although the manner in which services have been delivered has remained relatively unaltered, it is expected that this will change in FY 2016-17 as Public Works and Central Services both grow more familiar with their new responsibilities and how they fit into their respective organizations.

Position Allocation List (PAL) Changes

FY 2015-16 Mid-Year PAL Changes

- -1.00 FTE General Services Director
- -1.00 FTE Capital Planning/Facilities Manager
- -1.00 FTE Deputy Director-General Services
- -0.50 FTE Account Clerk
- -1.00 FTE Accountant I or II
- -3.00 FTE Administrative Assistant Aide, I, II, or III
- -1.00 FTE Property Management Aide or Assistant Real Property Manager
- -2.00 FTE Associate Real Property Manager
- -1.00 FTE Supervising Administrative Clerk II
- -2.00 FTE Buyer I or II
- -1.00 FTE Department Administrator
- -1.00 FTE Property Manager
- -1.00 FTE Senior Account Clerk
- -1.00 FTE Senior Buyer

FY 2016-17 Recommended Changes

Public Works submitted a budget which includes the transfer of 14.00 FTE positions from this fund center to Fund Center 405 – Public Works Internal Service Fund. These transfers are intended to delineate the staff that support custodial and maintenance services from those who perform administrative, architectural, and utility coordination services. The staff remaining in this fund center would cover custodial and maintenance services. The transfers include the following:

- -1.00 FTE Administrative Services Manager
- -1.00 FTE Accounting Technician
- -1.00 FTE Utility Coordinator
- -1.00 FTE Assistant Capital Projects Coordinator
- -4.00 FTE Associate Capital Projects Coordinator
- -3.00 FTE Senior Capital Projects Coordinator
- -1.00 FTE Accounting Technician
- -1.00 FTE Capital Planning/Facility Manager
- -1.00 FTE Limited Term Associate Capital Projects Coordinator

The recommended budget includes funding for 3.00 FTE net new positions for FY 2016-17, including the following changes and as addressed in the recommended BARs listed below.

BOARD ADOPTED CHANGES

As a part of the Supplemental Budget Document, the Board approved an increase in General Fund budget appropriation of \$85,000 and total expenditures of \$147,639. This adjustment will support architectural services project activities for Fund Centers 230 – Capital Projects and 200 – Maintenance Projects, including but not limited to preliminary project consulting to departments and project estimating.

BUDGET AUGMENTATION REQUESTS ADOPTED

Unit Amount	Description	Results
<p><u>Gross Annual Cost:</u> \$208,720</p> <p><u>Funding Source:</u> General Fund – \$131,610 Charges to departments - \$77,110</p>	Add 2.00 FTE Custodians.	Provide staff to reduce the number of square feet cleaned by each custodian in order to achieve acceptable service levels, from 44,498 to 40,790.
<p><u>Gross Annual Cost:</u> \$152,427</p> <p><u>Funding Source:</u> General Fund – \$90,273 Charges to departments - \$62,154</p>	Add 1.00 FTE Facility Maintenance Mechanic III.	Provide staff to address the corrective and preventive maintenance needs in a timely manner, as identified in this fund center's performance measures timelines.
<p><u>Gross Annual Cost:</u> \$58,281</p> <p><u>Funding Source:</u> General Fund</p>	Add one ¾ ton truck and related operating costs for the maintenance division.	Provide equipment necessary to support facility maintenance services at the Juvenile Hall.
<p><u>Gross Annual Cost:</u> \$38,380</p> <p><u>Funding Source:</u> General Fund</p>	Add one ½ ton truck and operating costs for maintenance supervisor.	Provide equipment necessary for maintenance supervisors to monitor and supervise maintenance field work, increasing productivity and quality of work.

GOALS AND PERFORMANCE MEASURES

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						
1. Performance Measure: Percentage of customers rating their experience with Facilities Management as satisfactory or better.						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
New Measure	89%	86%	91%	90%	91%	90%
What: The percentage of customers responding to an annual survey that rate the services which were previously provided by General Services (Purchasing, Mail, Architectural Services, Maintenance, Custodial Services) in terms of both efficiency and quality (timeliness, accuracy, courtesy and satisfaction) as "Satisfactory" or better.						
Why: Public Works (Architectural Services, Maintenance, and Custodial, are now provided by Public Works) is dedicated to delivering accurate, reliable, and timely services that are valued by our customers.						
How are we doing? In mid FY 2015-16 the Public Works Department was transferred certain services from the now dissolved General Services Department. Services were also transferred to the newly formed Central Services Department which will manage Purchasing Services, Real Property Services, and Fleet Services. Public Works will manage Architectural Services and Facilities Management. It is anticipated that this change in major capital project delivery and Facilities Management will improve the services to customers through among other things, a consolidation of services. The FY 2016-17 target will remain at 90%						
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						
2. 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.						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
New Measure	-4% / -\$0.14	-4%/- \$0.17	+5.7%/ +\$0.22	0% / \$0	-1%/- \$0.04	4%/\$0.16
What: A comparison of the percentage change and actual dollar change in the per-square-foot costs of County owned facilities as compared to the previous year.						
Why: This is a measure of cost-effective management of County facilities. Facility costs per-square-foot are developed annually as part of the fees for the Public Works Department. This creates the basis for year-over-year comparisons. The goal is to keep the cost of ownership of County facilities flat or decreasing while ensuring optimal performance in terms of function and reliability.						
How are we doing? This measure was exceeded with costs per square foot coming in below the adopted goal for FY 2015-16. The Maintenance and Custodial Board-approved budget for FY 2015-16 of \$5,065,824 to provide services for 1,295,402 square feet of County facilities created a \$3.91 average per square foot cost. The Facility Services Division (Custodial/Maintenance) ended the year with a \$3.87 per square foot cost, due to higher costs of \$5,650,051 and a significant increased number of square feet of 1,459,268 for FY 2015-16. The budgeted expenditures for FY 2016-17 are \$6,466,670 which will service a total area of 1,590,071 square feet of County facilities, creating a \$4.07 average per square foot cost. There are significant changes anticipated in County facilities square footage with the Women's Jail expansion, the Juvenile Services Center expansion, and the continued, unforeseen increase in leased office space by expanding departments. Although facility services costs were slightly less in FY 2015-16, they are projected to increase in FY 2016-17 due to the expansion of these County facilities.						
3. Performance Measure: The percentage of corrective maintenance work orders completed by Maintenance staff within seven days.						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
New Measure	79%	73%	78%	82%	82%	Deleted
What: The percentage of corrective maintenance work orders completed within the expected seven working day time frame for the fiscal year. The average number of annual work orders for corrective maintenance is approximately 4,300.						
Why: Timely completion of corrective maintenance work orders is highly visible to our customers, helps to ensure small problems do not become major issues, and contributes to excellent customer service.						

How are we doing? Facility Services met its adopted goal in FY 2015-16 of 82%, and completed 82% of corrective maintenance work orders within the 7 working day time frame. We are eliminating this performance measure in FY 2016-17 and replacing it with a measure for urgent and emergent corrective maintenance work orders completed by Facility Services within 3 days. A 3 day measurement accurately reflects the time an urgent and emergent corrective maintenance work order should be completed, as it takes into account factors such as material and part ordering.

4. Performance Measure: Percentage of preventive maintenance work orders completed within 14 days.

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
New Measure	58%	37%	57%	40%	63%	Deleted

What: The percentage of preventive maintenance work orders completed by Maintenance staff within the scheduled 14 working day time frame compared to the total amount generated from the automated work order system (SAP). The average number of annual preventive maintenance work orders is approximately 1,475.

Why: To monitor and improve the completion percentage for preventive maintenance work orders. Timely completion of these 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.

How are we doing? Facility Services exceeded its adopted goal in FY 2015-16 of 40%, and completed 63% of preventive maintenance work orders within the 14 working day time frame. We are eliminating this performance measure in FY 2016-17 and replacing it with the percentage of issued routine preventive maintenance work orders completed by Facility Services within 14 days. Timely completion of routine preventative maintenance is a key metric in helping to minimize the number of issues that worsen and may require corrective maintenance.

5. Performance Measure: Percentage of Capital and Maintenance projects that were completed within expected time estimates. (This measure will now be included with Fund Center 405 for Public Works.)

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
New Measure	70%	85%	91%	90%	98%	Deleted

What: The percentage of Capital and Maintenance projects that were completed within expected time estimates and according to project customer expectations.

Why: Timely completion of Capital and Maintenance projects is one indicator of efficiency and contributes to functional facilities for our customer departments.

How are we doing? During FY 2015-16 the General Services Department was dissolved and as a result, forming the Central Services Department and the Public Works Facilities Management division. In FY 2015-16, 98% of Capital and Maintenance projects were completed within expected time estimates. This measure will now be included with FC 405 for Public Works.

6. Performance Measure: The percentage of urgent and emergent corrective maintenance work orders completed by Maintenance staff within 3 days.

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
New Measure	New Measure	New Measure	New Measure	New Measure	84%	90%

What: The percentage of urgent and emergent corrective maintenance work orders completed within the expected 3 day time frame for the fiscal year. The average number of annual urgent and emergent work orders for corrective maintenance is approximately 1,100.

Why: Timely completion of urgent and emergent corrective maintenance work orders is highly visible to our customers, helps to ensure small problems do not become major issues, and contributes to excellent customer service.

How are we doing? Facility Services is targeting a new goal in FY 2016-17 of 90%, and completion of 1,300 urgent and emergent corrective maintenance work orders within the new performance measure's 3-day time frame. In FY 2015-16, 84% of urgent and emergent corrective maintenance work orders were completed within the 3-day time frame. Public Work's long-term goal is to reduce the quantity of corrective maintenance work orders issued in future fiscal years after analysis of existing business practices and making recommended changes.

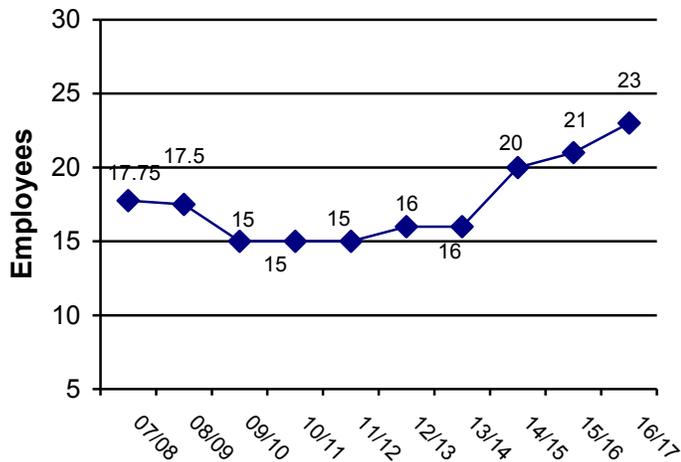
7. Performance Measure: Percentage of issued routine Preventive Maintenance (PM) work orders completed within 14 days.						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
New Measure	New Measure	New Measure	New Measure	New Measure	64%	70%
<p>What: The percentage of issued routine preventive maintenance work orders completed by Maintenance staff within the scheduled 14 day time frame compared to the total amount generated from the automated work order system (SAP). The average number of annual issued routine preventive maintenance work orders is approximately 400.</p> <p>Why: To monitor and improve the completion percentage for routine preventive maintenance work orders. Timely completion of routine 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.</p> <p>How are we doing? Facility Services is targeting a goal in FY 2016-17 of 70%, and completion of 400 routine preventive maintenance work orders within the 14 working day time frame. In FY 2015-16, 64% of routine preventive maintenance work orders were completed within the 14 working day time frame. Prioritizing preventive maintenance work orders continues to be the focus to reduce the future quantity of corrective maintenance work orders. Public Works intends on analyzing current business practices and making appropriate changes to improve service.</p>						

MISSION STATEMENT

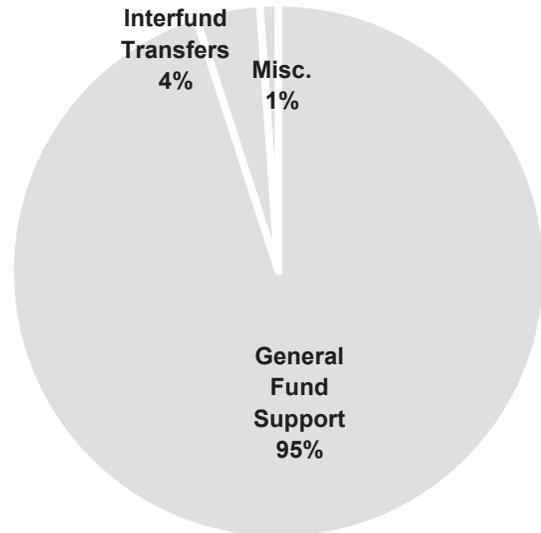
We recruit, select, develop, and support a high performing County workforce to deliver excellence in service to the community.

Financial Summary	2014-15 Actual	2015-16 Actual	2016-17 Requested	2016-17 Recommended	2016-17 Adopted
Intergovernmental Revenue	\$ 0	\$ 0	\$ 5,647	\$ 5,647	\$ 5,647
Charges for Current Services	41,374	36,162	31,786	31,786	31,786
Interfund	230,438	157,155	140,653	140,653	140,653
**Total Revenue	\$ 271,812	\$ 193,317	\$ 178,086	\$ 178,086	\$ 178,086
Salary and Benefits	2,061,117	2,430,649	2,870,523	2,893,860	2,893,860
Services and Supplies	627,991	639,665	711,219	711,219	711,219
**Gross Expenditures	\$ 2,689,108	\$ 3,070,314	\$ 3,581,742	\$ 3,605,079	\$ 3,605,079
General Fund Support (G.F.S.)	<u>\$ 2,417,296</u>	<u>\$ 2,876,997</u>	<u>\$ 3,403,656</u>	<u>\$ 3,426,993</u>	<u>\$ 3,426,993</u>

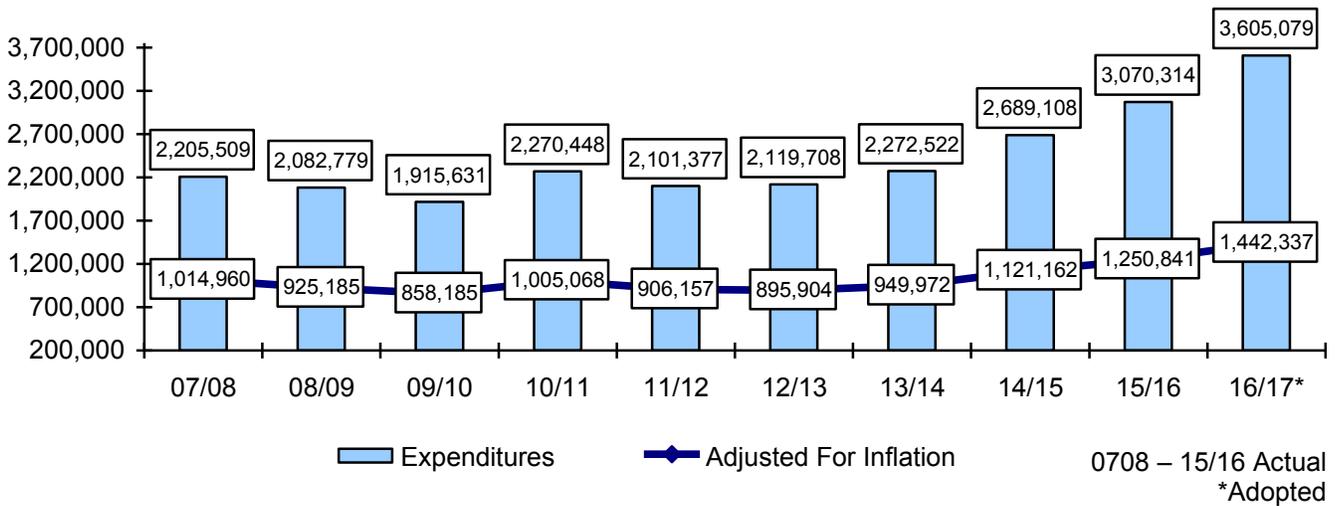
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Human Resources has a total expenditure level of \$3,605,079 and a total staffing level of 23.00 FTE to provide the following services:

Human Resource Services

Provide innovative, responsive, valid, reliable and merit-based 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 employee conduct issues; provide rule, policy and ordinance interpretation and updates; and assist in resolving complaints at the lowest level.

Total Expenditures: \$2,113,025 Total Staffing (FTE): 15.35

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 delivery and management of employee development training programs provided by the Learning and Development Center, including new employee orientation, supervisory and management academies, and a variety of other training topics.

Total Expenditures: \$239,041 Total Staffing (FTE): 1.90

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; and preparing an annual report for the Board of Supervisors.

Total Expenditures: \$364,361 Total Staffing (FTE): 2.15

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: \$888,652 Total Staffing (FTE): 3.60

DEPARTMENT COMMENTS

The Human Resources (HR) Department provides the County's traditional personnel services (recruitment & testing, classification & compensation, departmental & employee consultation, training & development, and staff support to the Civil Service Commission), as well as Labor Relations, Benefits Management, and Risk Management services (liability, workers' compensation, insurance, safety, and loss prevention). Funding is located in Fund Center 112 – Human Resources, Fund Center 105 – Risk Management, and Fund Centers 408 through 412 – the insurance Internal Service Funds.

The HR Department's primary challenges at this time include enculturating the new employee Performance Measurement system into County practices, meeting the recruitment demands created by a retiring 'baby boomer' generation, ushering in the changes required to develop and retain a new generation of employees, and keeping pace with the new reality of workplace ergonomics and wellness as these virtually reshape and define workers' comp liabilities for the foreseeable future.

Following are some of the department's notable accomplishments for FY 2015-16 and some specific objectives for FY 2016-17:

FY 2015-16 Accomplishments

- Managed changes in multiple Countywide Human Resources Information Systems, including NeoGov implementation, SAP integration, and Budget Preparation replacement project.
- Optimized existing Learning and Development Center academies and courses, and added programs to support County vision and goals per employee feedback.
- Selected new Third Party Workers Compensation Administrator per County's periodic vendor consideration protocols. This resulted in savings of \$1 million over the five year contract life.
- Negotiated with 14 employee bargaining units that had open contracts in FY 2015-16 and completed eight contracts. In compliance with the Board's Labor Strategy, 100% of the completed contracts included status quo pension sharing, elimination of healthcare cashouts for new opt-out employees, and a consistent method of equity sharing.
- Eliminated cashouts to new employees who do not enroll in County healthcare plans. This change drew 2 new health plan competitors into our market, creating opportunity to lower health care program costs.

FY 2016-17 Objectives

- Establish SAP as the system of record for position allocation.
- Continue to roll out the Performance Measurement module of NeoGov, with emphasis on monitoring first year program rollout, addressing feedback, and adjusting the system and the process to optimize use of this tool.
- Refine internal data collection, analysis and interpretation to improve data driven decision making through NeoGov and SAP.
- Augment the Loss Prevention Initiative efforts to modernize office workstations, including standing work stations (increase to 300 workstations per year), improve building security (downtown security guard), and mitigate wellness related workers' comp claims.
- Leverage the new internal management and operations structure in Human Resources to optimize efficiency.
- Move the County Administrative Officer Action team forward to implement Leadership Academy projects.
- Introduce Voluntary Benefits options to employees such as Life Insurance (for non-management employees), Short Term and Long

Term Disability Insurance, and Critical Care/Accident Coverage.

- Improve the post-offer, pre-employment background process for employment candidates by contracting with an additional pre-employment medical facility and providing process-improvement training and coaching for the county department.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Financial Summary

The Human Resources (HR) Department includes two General Fund budgets; Fund Center (FC) 112 - Human Resources and FC 105 - Risk Management. The level of General Fund support for these two fund centers combined is recommended to increase \$459,084 or 13% compared to the FY 2015-16 adopted levels. (Information on the Self Insurance Internal Service Funds are reported separately.)

The most significant increase in General Fund support is in FC 112 - Human Resources; increasing \$452,959 or 15%. Revenues in FC 112 are recommended to increase \$14,136 or 8% and total expenditures are recommended to increase \$467,095 or 14%.

The increase in revenues is due to an increase of \$14,136 or 8% from Fund Center 275 – Organizational Development to pay for support staff for the Learning and Development Center.

The most significant increase in expenditures is in salaries and benefits (increasing \$439,019 or 17%). This increase is due to the addition of 2.00 FTE Principal Human Resources Analyst positions approved by the Board of Supervisors mid-year and the wage and benefit contribution increase for staff positions approved by the Board. The Limited Term Personnel Analyst III position is recommended to be converted to a permanent position in order to manage the HR interface in new and existing technology systems.

Services and supplies are increasing \$28,076 or 4% primarily due to an increase in maintenance contracts and an increase in replacement of computer equipment expenditures.

Service Level Impacts

In October 2015, the Board approved adding 2.00 FTE Principal Human Resources Analyst positions to manage the HR Services and Labor Relations Divisions. The FY 2016-17 recommended budget continues to accommodate the key outcomes of this change including creating an organizational structure with a proper management to staff ratio and enhancing the HR Director and Assistant Director's abilities to spend proper executive time on strategic planning, business partner relationships, management coaching and development, and enculturation of visions, values, and methods throughout the organization.

Position Allocation List (PAL) Changes

The FY 2016-17 recommended PAL for the department includes a net change of 2.00 FTE compared to FY 2015-16 adopted levels.

FY 2015-16 Mid-Year PAL Changes

- +2.00 FTE Principal Human Resources Analyst to manage the HR Services and Labor Relations Divisions (Board approved 10/6/15)
- Reclassification of 1.00 FTE Human Resources Analyst Aide to 1.00 FTE Personnel Analyst (Board approved 11/24/15)

FY 2016-17 Recommended PAL Changes

- Convert 1.00 FTE Limited Term Personnel Analyst to permanent status to manage the HR interface in new and existing technology systems

BOARD ADOPTED CHANGES

None.

BUDGET AUGMENTATION REQUESTS ADOPTED

Unit Amount	Description	Results
<p><u>Gross Annual Cost:</u> \$155,416</p> <p><u>Funding Source:</u> General Fund support</p>	Convert 1.00 FTE Limited Term Personnel Analyst III position to a permanent position to manage the HR interface in new and existing technology systems	<ol style="list-style-type: none"> 1. Establish EFS as the system of record and establish changes in the management of position allocations. 2. Implement goal cascading across department heads and division managers Countywide in the NeoGov Performance module. 3. Monitor and troubleshoot systems interfaces in new the budget system (BFM), EFS and NeoGov. 4. Develop and facilitate ongoing training for HR staff and department staff in all integrated HR systems (EFS, NeoGov Recruitment and Selection, Onboarding and Performance Evaluations). The analyst will conduct a minimum of 2 training sessions for each of the 4 internal work groups in HR, for a minimum of 8 training sessions.

BUDGET AUGMENTATION REQUESTS NOT ADOPTED

Unit Amount	Description	Results
<p><u>Gross Annual Cost:</u> \$48,054</p> <p><u>Funding Source:</u> General Fund support</p>	Add 1.00 FTE Account Clerk position for HR Services	Will allow for proper distribution of tasks and reduce the accounting load on professional staff and allow clerical pool to accept duties that are pushed down from Analyst Aides, streamline and consolidate functions, consolidate record keeping and reduce or eliminate the cost of temporary help.

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.						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
62 days	62 days	55 days	41 days	50 days	36 days	40 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 workload and 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? Elapsed days between recruitment final filing date and the creation of an eligibility list for 249 recruitments was an average of 35.8 days for FY 2015-16. Enhanced staffing levels and improved internal processes contributed to the improved results. Comparable-entity data is not available. Current data suggests we will meet or exceed the 2016-17 target.

2. Performance Measure: Average number of calendar days to fill positions for departments with open recruitments.

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
New	New	New	98 days	120 days	93 days	100 days

What: This measures the time it takes to fill a vacant position with an open recruitment process. "Time" is measured from when a hiring department requests that Human Resources initiate an open recruitment through the successful candidate's start date.

Why: The number of days to fill positions is one measure of departmental workload and efficiency. This measure also reflects the efficiency of the Human Resources Department's strategic business partnership with other County departments. Human Resources endeavors to fill positions as quickly as possible to maintain staffing levels adequate to provide services to the community.

How are we doing? Historically, Human Resources has measured only the time required to complete that portion of the recruitment process to create a list of eligible candidates (see Performance Measure #1). This measure is for all recruitments that are not limited to current staff. Although the hiring department's resource and timing constraints can impact this measure, Human Resources asserts that it is a better measure of our department's services and Countywide system performance. This measure is important because candidates, County departments and the community view "time to fill" as the entire time it takes to recruit, select and place a candidate. The average days between the date of request by a hiring department to start date of a successful candidate equaled 93 days. There were 497 new hires (249 recruitments), a 9% increase over FY 2014-15. Comparable-entity data is not available.

3. Performance Measure: Percentage of departments rating their level of satisfaction with the overall recruitment process as above satisfactory or better.

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
New	80%	84%	72%	85%	93%	85%

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.

Why: Recruitment process satisfaction survey results are tracked to determine whether or not the recruitment process is effective in meeting departments' staffing needs. Survey results enable us to identify opportunities to improve the efficiency and effectiveness of recruitments.

How are we doing? Despite substantial process and infrastructure changes coupled with an increase in the number of hires from 457 in FY 2014-15 to 497 in FY 2015-16, the percentage of departments' rating Human Resources recruitments service has increased 21% and satisfaction remains above satisfactory. This is a continuous survey of departments requesting recruitments through Human Resources. In FY 2015-16, based on 249 recruitments, we received 27 responses from 14 departments. From those 14 departments, 13 rated the overall recruitment process 'above satisfactory' or better. Comparable-entity data is not available.

Department Goal: Serve as a strategic business partner through providing quality Human Resources expertise and services to county departments.

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

4. 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.

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
New	New	52%	64%	75%	80%	75%

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 each year toward the end of the fiscal year 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.

Why: This measure reflects the information gained from the satisfaction survey and allows us to continuously improve our service and support to departments.

How are we doing? This survey covers a broader set of criteria than the recruitment survey that Human Resources sends out, and reflects Human Resources' focus on the value of strategic business partnerships. Out of the 26 departments surveyed, 10 responses were received and 80% of departments that responded rated Human Resources service as above satisfactory or better. Comparison data is not available.

Department Goal: To provide effective response to, and resolution of, unanticipated challenges to County employment-related rules or personnel actions.

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

5. Performance Measure: Percentage of concluded grievances and appeals resolved prior to a Civil Service Commission hearing.

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
75%	85%	100%	87.5%	80%	100%	80%

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.

Why: The grievance/appeal resolution rate is a reflection of the ability of Human Resources' professional staff to collaborate with stakeholders, design solutions to challenges, and reach mutually agreeable terms on grievance/appeal matters.

How are we doing? There were seventeen grievances/appeals concluded in FY 2015-16. All were resolved prior to hearing. Because certain grievances or appeals may be more appropriately heard rather than resolved prior to hearing, a result of 100% resolution represents a high, but not always optimal, achievement rate. Comparable-entity data is not available.

6. Performance Measure: Number of grievances and appeals filed per 1,000 employees.

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
New	4.51	8.63	4.43	Less than 10	5.3	Less than 10

What: This measure tracks the number of grievances and appeals filed per 1,000 employees.

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 Human Resources department training and consultation for departmental supervision and management, should minimize the grievance/appeal rate.

How are we doing? Fourteen grievances/appeals were filed in FY 2015-16, for a workforce of 2,654. Comparable-entity data is not available.

Department Goal: Provide an appropriate level of Human Resources support to enable our strategic business partners to cost-effectively attain their mission and goals.

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

7. Performance Measure: Number of full-time equivalent Human Resources department staff per 1,000 employees.

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
6.3	6.6	5.6	County: 7.4 Industry Standard: 8.8	Consistent with Industry Standards	County: 8.3 Industry Standard: 9.8	Consistent with Industry Standards

What: This measures the number of Human Resources department full time equivalent (FTE) staffing per 1,000 employees.

Why: This data can be compared with other Human Resources departments with similar responsibilities to provide one measure of whether or not we are appropriately staffed for providing personnel services.

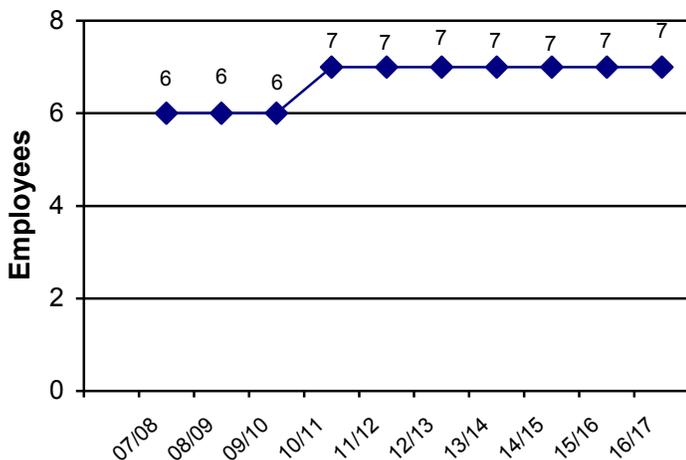
How are we doing? In FY 2015-16, Human Resources has 8.3 FTE per 1,000 employees. This is calculated with permanent employees only, as per industry standards. For this fiscal year, the Human Resources has 22.00 filled permanent FTE (plus a 1.00 Limited Term employee FTE) with a total County employee count of 2,654 permanent employees. Human Resources departments comparable to San Luis Obispo County's (including Placer, Solano, Sonoma, Marin, Butte County, Santa Barbara and Santa Cruz counties, and the City of San Luis Obispo) had an average Human Resources staffing level of 9.8 per 1,000 employees in FY 2015-16. San Luis Obispo County remains slightly below current industry standards.

MISSION STATEMENT

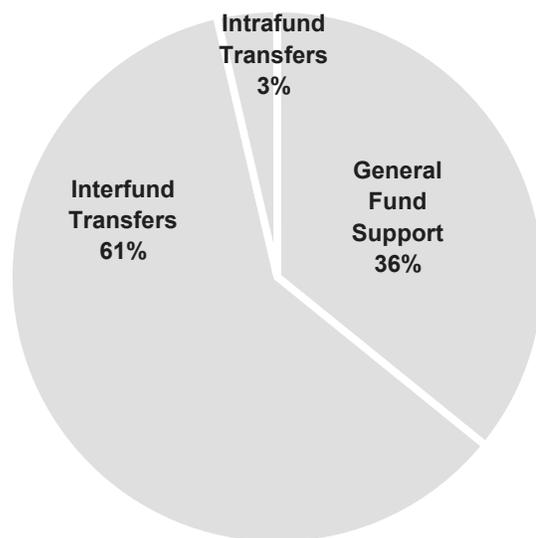
We collaborate with County departments to protect financial stability and promote safe practices by managing and administering the Safety, Benefit, Workers' Compensation, and Liability programs and providing education and training to ensure the health and welfare of all employees and the public we serve.

	2014-15	2015-16	2016-17	2016-17	2016-17
Financial Summary	Actual	Actual	Requested	Recommended	Adopted
Intergovernmental Revenue	\$ 2,468	\$ 0	\$ 0	\$ 0	\$ 0
Charges for Current Services	5,282	3,871	0	0	0
Interfund	<u>1,007,196</u>	<u>1,028,429</u>	<u>1,083,514</u>	<u>1,083,514</u>	<u>1,083,514</u>
**Total Revenue	\$ <u>1,014,946</u>	\$ <u>1,032,300</u>	\$ <u>1,083,514</u>	\$ <u>1,083,514</u>	\$ <u>1,083,514</u>
Salary and Benefits	816,323	853,264	921,653	921,653	921,653
Services and Supplies	<u>821,900</u>	<u>780,954</u>	<u>842,980</u>	<u>842,980</u>	<u>842,980</u>
**Gross Expenditures	\$ <u>1,638,223</u>	\$ <u>1,634,218</u>	\$ <u>1,764,633</u>	\$ <u>1,764,633</u>	\$ <u>1,764,633</u>
Less Intrafund Transfers	<u>74,223</u>	<u>61,238</u>	<u>59,207</u>	<u>59,207</u>	<u>59,207</u>
**Net Expenditures	\$ <u>1,564,000</u>	\$ <u>1,572,980</u>	\$ <u>1,705,426</u>	\$ <u>1,705,426</u>	\$ <u>1,705,426</u>
General Fund Support (G.F.S.)	<u>\$ 549,054</u>	<u>\$ 540,680</u>	<u>\$ 621,912</u>	<u>\$ 621,912</u>	<u>\$ 621,912</u>

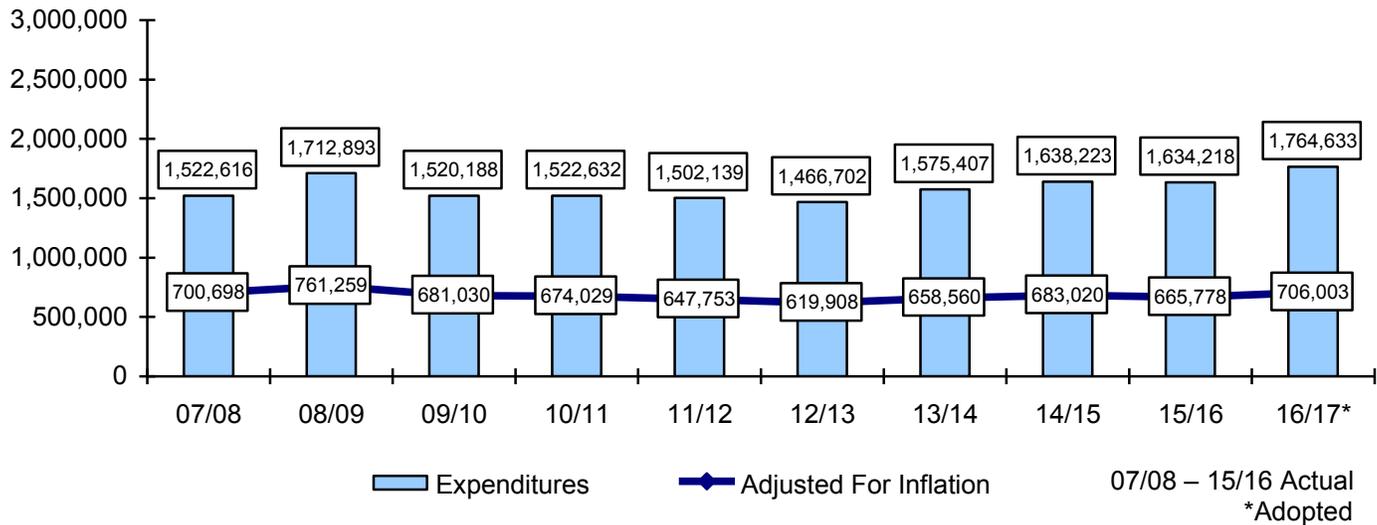
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Risk Management has a total expenditure level of \$1,764,633 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 insurance, flexible spending accounts for health and dependent care, wellness, etc.) to active employees and retirees.

Total Expenditures: \$345,771 Total Staffing (FTE): 1.10

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: \$276,537 Total Staffing (FTE): 2.00

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: \$852,223 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: \$290,102 Total Staffing (FTE): 2.45

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Financial Summary

Risk Management services are provided by the Human Resources Department. Fund Center 105 – Risk Management is one of several budgets managed by Human Resources and includes the staffing costs for Safety, Liability, Workers' Compensation, Benefits, and the Loss Prevention Initiative. This budget also includes the revenues and expenditures associated with insurance payments for property, crime, watercraft, airport and cyber liabilities, as well as the employee wellness program. Information on the Human Resources Department's goals and accomplishments associated with Risk Management can be found in the Department Comments for Fund Center 112 – Human Resources.

The level of General Fund support for this budget is recommended to increase \$6,125 or less than 1% compared to FY 2015-16 adopted levels. Revenues are recommended to increase \$43,750 or 4% and total expenditures are recommended to increase \$49,875 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.

Salaries and benefits are increasing \$50,536 or 5% due to compensation increases previously approved by the Board as well as the conversion of one Administrative Assistant Aide – Confidential to an Administrative Assistant III – Confidential.

Services and supplies are decreasing \$2,692 or less than 1% primarily due to a decrease in insurance premiums.

Service Level Impacts

No service level impacts to other departments or to the community are expected.

Position Allocation List (PAL) Changes

FY 2015-16 Mid-Year PAL Changes

- -1.00 FTE Administrative Assistant Aide – Confidential position (Administrative Change made by the Human Resources Department)
- +1.00 FTE Administrative Assistant III – Confidential position (Administrative Change made by the Human Resources Department)

FY 2016-17 Recommended PAL Changes

None.

BOARD ADOPTED CHANGES

None.

BUDGET AUGMENTATION REQUESTS ADOPTED

None requested.

GOALS AND PERFORMANCE MEASURES

Department Goal: To effectively manage the employee benefit programs (health, life, tax savings, etc.) for County employees and retirees.
Communitywide Result Link: Safe Healthy Livable Prosperous Well-Governed Community

1. Performance Measure: Percentage of County employees who contacted the benefits program and rated the services provided by the Benefits Manager as above satisfactory or better.

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
New	New	82%	85%	85%	83%	85%

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 Manager 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.

Why: The Benefits Manager 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.

How are we doing? The success target for this measure is aggressive at above satisfactory or better. We received a total of 158 survey responses, 131 (83%) of which rated the services as above satisfactory or better. The Benefits 101 training program was rolled out in June 2015 and 58 employees attended the 4-hour workshop offered through the Learning and Development Center (LDC). The workshop includes information about pension, deferred compensation, and employee benefits. During FY 2015-16 Benefits held 10 workshops with 244 attendees. The goal is to help employees better understand their benefits.

Department Goal: To promote a safe work environment for County employees.
Communitywide Result Link: Safe Healthy Livable Prosperous Well-Governed Community

2. Performance Measure: Rate of Occupational Safety and Health Administration (OSHA) recordable work-related illnesses/injuries per 100 employees as compared to other local government agencies in California.

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
4.5	3.9	3.8	3.7	3.7	2.9	3.8

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. The OSHA Recordable Injury Rate is a regulatory-defined injury statistic that is a common state and national industry benchmark. While injury statistics are maintained for the purposes of managing both safety and workers' compensation programs, the OSHA recordable rate is most appropriate when seeking to measure actual injuries of at least a minimal severity. Workers' compensation claim frequency statistics are not as rigidly defined as OSHA "Recordables", nor are they as descriptive given that the base unit "claims" are not further distinguished between first aid claims, minor injury claims and more significant claims.

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 OSHA Recordable Injury Rate is calculated using OSHA's formula, which normalizes rates to represent 100 employees working 40 hours per week for 50 weeks per year. The County had 77 recordable injuries in FY 2015-16, for 2,994 permanent, temporary, or seasonal employees. The County's illness/injury rate is comparable to high performing, private sector entities and well below the average for local government agencies of 7.4 per 100 employees in 2014 (latest data year available), as reported by the National Bureau of Labor Statistics.

3. Performance Measure: Annual number of serious employee work-related injuries (i.e., death, loss of limb, overnight hospitalization, etc.) as defined by CAL/OSHA. (This measure is being deleted in FY 2016-17.)						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
0	1	1	0	0	3	delete
<p>What: 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.</p> <p>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.</p> <p>How are we doing? In FY 2015-16, there were 3 serious employee work-related injuries. Direct comparable-entity comparison data are not available for this measure. This measure is proposed for elimination. This measure is one of 2 measures representing injury severity. This measure's very narrow focus is far less informative than injury severity as represented by Measure 4, and therefore redundant.</p>						
4. Performance Measure: Number of days away from work due to workplace injury.						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
1,460	656	1,592	963	850	790	900
<p>What: This measure tracks the total number of days that employees are absent during the year due to work-related injuries.</p> <p>Why: This measure helps to track the effectiveness of our safety and workers' compensation programs, which have an impact on the County's budget and the productivity of County employees. Effective safety and workers' compensation 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.</p> <p>How are we doing? The County has experienced a variable rate in number of loss days over the past several years. A prime driver for the variability appears to be use of Labor Code 4850 benefits. Realization of 4850 benefits (full pay for peace officers with lost day injuries) reached a high point in FY 2013-14. The County of San Luis Obispo became subject to Labor Code 4850 upon a legislative change in 2010, and although increases in cost and lost days were anticipated, they have exceeded original estimates. The County will need to consider the continued and increasing impact of 4850 benefits on its safety and workers' compensation performance measure targets. This year, Labor Code 4850 cases represent 37% (293 days) of days away due to workplace injuries. Direct comparable-entity comparison data are not available for this measure.</p>						
Department Goal: To effectively administer the County's Liability Insurance Program.						
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						
5. Performance Measure: Number of liability claims filed per \$1 million of payroll.						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
County: .65 EIA average: .77	County: .57 EIA average: .78	County: .63 EIA average: .75	County: .71 EIA average: .74	Better than the EIA average	County: .66 EIA average: .70	Better than the EIA average
<p>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.</p> <p>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 actuarial report 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.</p> <p>How are we doing? Based on our November 2015 actuarial report's weighted and adjusted values, claim frequency of 113 claims for \$171,772,000 of payroll is a decrease compared to prior year's performance. The County's liability program is performing well. The County's number of liability claims per \$1 million of payroll has consistently been below the EIA average since FY 2009-10.</p>						

6. Performance Measure: Average dollar loss/liability claim.

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
County: \$10,350 EIA average: \$8,760	County: \$8,720 EIA average: \$8,967	County: \$7,520 EIA average: \$10,070	County: \$7,460 EIA average: \$8,838	Better than the EIA average	County: \$4,820 EIA average: \$10,284	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 actuarial report 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 2015 actuarial study, the County's weighted and adjusted loss value was calculated at \$544,660 for state-wide benchmarking purposes. There were 113 claims during the study period. The average loss per claim decreased by 35% from FY 2014-15 levels.

7. Performance Measure: Dollars of loss per \$100 of payroll for liability claims.

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
County: .70 EIA average: .67	County: .50 EIA average: .64	County: .48 EIA average: .65	County: .53 EIA average: .68	Better than the EIA average	County: .41 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 report 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 2015 actuarial report, the County's weighted and adjusted loss value was calculated at \$704,060 for state-wide benchmarking purposes. Based on payroll of \$171,722,000, the rate per \$100 of payroll was calculated at 0.41. Consequently, the rate per \$100 of payroll decreased from FY 2014-15 by about 14% maintaining the County below the EIA average.

Department Goal: Administer a cost-effective Workers' Compensation program for County employees.

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

8. Performance Measure: Dollars of loss per \$100 of payroll for Workers' Compensation claims.

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
County: \$1.13 EIA average: \$2.08	County: \$0.91 EIA average \$2.01	County: \$1.19 EIA average \$2.10	County: \$1.01 EIA average \$2.09	Better than the EIA average	County: \$1.13 EIA average \$2.16	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 report 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 loss rate is based upon the November 2015 actuarial study which calculated a weighted and adjusted loss of \$1,942,076 for state-wide benchmarking purposes. Based on payroll of \$171,772,000 the rate per \$100 increased from \$1.01 to \$1.13. At approximately half the EIA average, we continue to remain well below our target. Although Labor Code 4850 claims continue to be costly, we experienced overall low claim numbers and costs. Due to safety and loss prevention efforts and excellent claims and program management, SLO County experienced better than average program statistics.

9. Performance Measure: Number of Workers' Compensation claims per 100 employees.

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
County: 7.0 Comp Co. avg: 9.0	County: 6.4 Comp Co. avg: 8.6	County: 6.6 Comp Co. avg: 8.6	County: 5.9 Comp Co. avg: 8.1	Better than the Comp Co. average	County: 4.14 Comp Co. avg: 7.7	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? At 124 claims in FY 2015-16 for 2,994, permanent, temporary & seasonal employees, the County ranks among the lowest claim rates in the state, when compared to the November 2015 TCS report of comparable counties. Safety and loss prevention efforts contribute to a low level of workers' compensation claims.

10. Performance Measure: Average dollars loss per Workers' Compensation claim.

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
County: \$5,910 EIA average: \$11,770	County: \$5,260 EIA average: \$11,902	County: \$7,890 EIA average: \$12,389	County: \$8,630 EIA average: \$12,637	Better than the EIA average	County: \$10,730 EIA average: \$13,727	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.

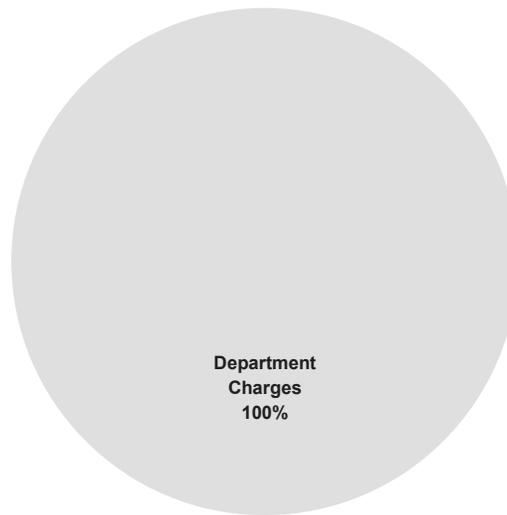
How are we doing? While San Luis Obispo County's claim costs had been decreasing in recent years, the growing cost of the Labor Code 4850 (Peace Officers injured on duty) benefits has reversed this trend. San Luis Obispo County's claim costs are presently 78% of the CSAC-EIA average, but the rise in the Labor Code 4850 benefits legislatively enhanced benefits is eroding this achievement. The workers' compensation program, including in-house staff, a Third Party Claims Administrator, and a third party management consultant, is recognized state-wide as a model program. 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. The loss value is based upon the November 2015 actuarial study which calculated a weighted and adjusted loss of \$1,942,076 and claim count of 181 for state-wide benchmarking purposes, for an average of \$10,730 per claim.

PURPOSE STATEMENT

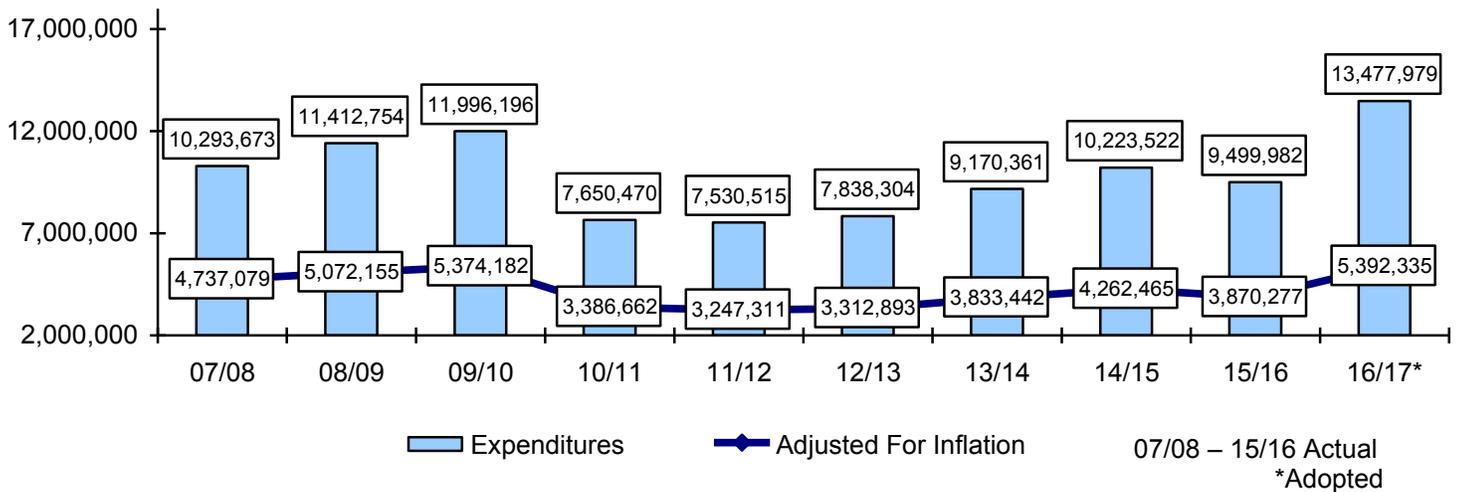
Fund Centers 408-412 comprise the County's self-insurance budget and provide funding for Workers' Compensation (Fund Center 408), Liability Self-Insurance (Fund Center 409), Unemployment Insurance (Fund Center 410), Medical Malpractice (Fund Center 411) and Self-Insured Dental (Fund Center 412). Funding 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)	2014-15 ACTUAL (2)	2015-16 ACTUAL (3)	2016-17 RECOMMENDED (4)	2016-17 ADOPTED BY THE BOS (5)
OPERATING REVENUES				
Charges for current services	8,935,193	11,228,949	11,107,681	11,107,681
TOTAL OPERATING REVENUES	8,935,193	11,228,949	11,107,681	11,107,681
OPERATING EXPENSES				
Services and Supplies	2,596,725	2,474,151	2,642,487	2,642,487
Overhead	292,049	458,865	324,353	324,353
Insurance Premiums	2,669,859	2,621,316	3,360,000	3,360,000
Insurance Benefit Pmts	4,136,843	3,283,914	6,451,139	6,451,139
Claims	0	0	0	0
Outside Legal	528,046	661,736	700,000	700,000
TOTAL OPERATING EXPENSES	10,223,522	9,499,982	13,477,979	13,477,979
OPERATING INCOME (LOSS)	(1,288,329)	1,728,967	(2,370,298)	(2,370,298)
NON-OPERATING REVENUES (EXPENSES)				
Interest	73,945	115,573	72,700	72,700
Other Income	0	0	0	0
TOTAL NON-OPERATING REVENUES (EXPENSES)	73,945	115,573	72,700	72,700
INCOME BEF. CAPITAL CONTRBS. & TRANSFERS	(1,214,384)	1,844,540	(2,297,598)	(2,297,598)
Transfers in (out)	0	0	0	0
CHANGE IN NET ASSETS	(1,214,384)	1,844,540	(2,297,598)	(2,297,598)
Net assets - beginning	3,331,822	2,117,438	3,880,243	3,961,978
Net assets - ending	2,117,438	3,961,978	1,582,645	1,664,380

Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Self Insurance has a total expenditure level of \$13,477,979 and no staffing* 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: \$7,351,360 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: \$3,606,808 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: \$333,795 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: \$370,365 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: \$1,815,651 Total Staffing (FTE): *

*Staffing for these programs is reflected in Fund Center 105 – Risk Management.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Financial Summary

The Self Insurance budget consists of Internal Service Funds (ISFs) 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 included in the budget for Fund Center 105 - Risk Management.

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 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.

Because the self insurance programs are ISFs, 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 many other County departments' budgets are reported. For consistency purposes, this narrative, the Service Programs, and the 10 year Expenditure chart use the information and data from the same budget report (the Form A) as is used for other fund centers.

For consistency with the manner in which changes in other fund centers are explained, this narrative provides a comparison of the FY 2016-17 recommended budget with the FY 2015-16 adopted budget. Variances between these two fiscal years are described by fund center as follows:

Fund Center 408- Workers' Compensation

This is the largest of the five fund centers, with more than \$7.3 million in appropriation recommended. Revenues generated from charges to departments are recommended to remain the at the same levels compared to the FY 2015-16 adopted budget. These rates are set to generate \$6.2 million in FY 2016-17.

Expenditures are recommended to increase \$279,969 or 3% compared to FY 2015-16 adopted levels due to a variety of factors. The recommended budget includes an expected \$221,000 or 16% increase to the County's workers' compensation insurance premium, based on an estimate provided by CSAC-EIA, a decrease of \$204,686 resulting from savings from a new vendor for Third Party Administrator services, and a \$153,926 or 47% decrease in overhead charges. The recommended budget also includes \$375,000 or 144% increase in special department expense due to the recommended budget augmentation request to increase funding for the Loss Prevention Initiative program. Other expenditure accounts are increasing or decreasing by smaller amounts.

Fund Center 409- Liability

Revenues are recommended to increase \$2,000 or less than 1% compared to FY 2015-16 adopted levels due to increased interest revenue.

Expenditures are recommended to increase \$118,462 or 3% compared to FY 2015-16 adopted levels due to an \$80,000 increase in the liability insurance premium cost, a \$13,081 increase in overhead charges, \$12,075 increase in Information Technology enterprise charges, and and an increase of \$11,506 in staffing cost transferred to Fund Center 105- Risk Management.

Fund Center 410- Unemployment Insurance

Revenue generated from payroll billings to departments is increasing \$4,817 or 3% compared to FY 2015-16 adopted levels and is set to produce \$138,017 in revenue. Expenditures are recommended to increase \$116 or less than 1% compared to FY 2015-16 adopted levels.

Fund Center 411- Medical Malpractice

Revenues are recommended to increase \$500 or less than 1% and expenditures are recommended to increase \$9,532 or 2% compared to FY 2015-16 adopted levels. The increase in expenditures is primarily due to a \$7,000 or 2% increase in insurance premiums.

Fund Center 412- Self-Insured Dental

Revenues are recommended to increase \$1,300 or less than 1% and expenditures are recommended to increase \$3,452 or less than 1% compared to FY 2015-16 adopted levels. The recommended budget assumes no increase in the cost of dental plan benefits, set at more than \$1.6 million.

BOARD ADOPTED CHANGES

None.

BUDGET AUGMENTATION REQUESTS ADOPTED

Unit Amount	Description	Results
<p><u>Gross Annual Cost:</u> \$375,000</p> <p><u>Funding Source:</u> Workers' Compensation reserves</p>	<p>Apply \$375,000 of savings realized in the Workers' Compensation and Liability Internal Service Funds as supplemental funding for the Loss Prevention Initiative Program to continue to reduce the County's claim-related losses. The total funding includes:</p> <ul style="list-style-type: none"> \$220,000 increase in Loss Prevention Initiative funding to manage the evolving ergonomic needs of office employees in all departments. 	<p>Increased funding for injury prevention will have the following results:</p> <ol style="list-style-type: none"> LPI will increase its ergonomic evaluations from the current 150 per year to 300 per year, meeting the needs of County employees. Repetitive motion injury rates will remain at fewer than 10 per year. Sustain the existing low claim costs of repetitive motion injuries compared to the year prior to the program's inception, despite the increase in need and demand or ergonomic evaluations.

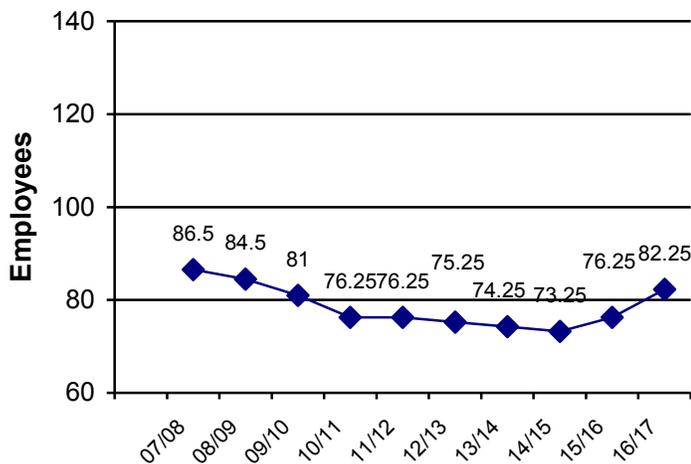
	<ul style="list-style-type: none"> • \$65,000 for the ongoing security service to patrol the main library and other downtown buildings. • \$90,000 to develop a special program for the Sheriff's Department. 	<ol style="list-style-type: none"> 4. Sustain low injury rates as compared to the year prior to the program's inception (4 per 100 employees). 5. Ergonomic equipment for workstations will continue to be purchased centrally, by an experienced and knowledgeable ergonomic program manager, thus reducing the chance of employee injury due to incorrectly purchased items. 6. Security services in the downtown area will decrease the number of vandalism incidents in downtown facilities by 10%. 7. Work with the Sheriff's Department to develop a special program to prevent higher Workers' Compensation injuries and claim costs within the Sheriff's Department.
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MISSION STATEMENT

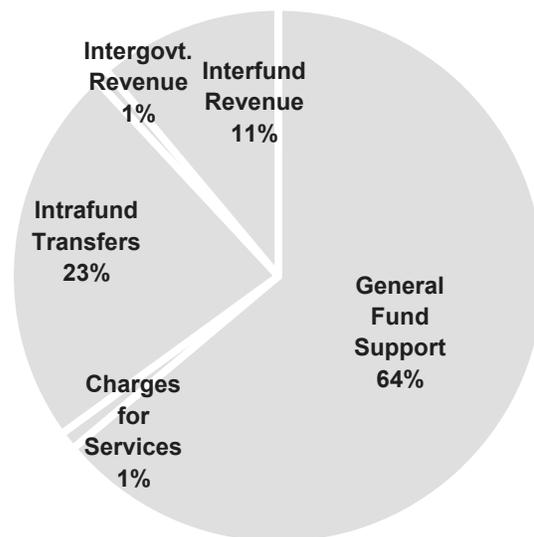
To provide accurate, reliable, cost-effective information technology services to County departments, boards, agencies, and special districts, champion the integration of technology into the business processes of County departments, and promote excellence in the delivery of government services to the public.

	2014-15	2015-16	2016-17	2016-17	2016-17
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Revenue from Use of Money & Property	\$ 1,600	\$ 1,600	\$ 0	\$ 0	\$ 0
Intergovernmental Revenue	147,195	192,024	217,158	217,158	217,158
Charges for Current Services	136,156	145,765	420,845	187,465	187,465
Other Revenues	18,717	5,359	0	0	0
Other Financing Sources	107,298	0	0	0	0
Interfund	<u>1,355,143</u>	<u>1,674,307</u>	<u>1,750,578</u>	<u>1,690,578</u>	<u>1,690,578</u>
**Total Revenue	\$ 1,766,109	\$ 2,019,055	\$ 2,388,581	\$ 2,095,201	\$ 2,095,201
Salary and Benefits	9,781,701	10,297,188	10,635,657	11,544,933	11,544,933
Services and Supplies	3,522,251	3,808,846	4,283,155	4,267,143	4,267,143
Other Charges	0	66,468	0	0	0
Fixed Assets	<u>65,360</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
**Gross Expenditures	\$ 13,369,312	\$ 14,172,502	\$ 14,918,812	\$ 15,812,076	\$ 15,812,076
Less Intrafund Transfers	<u>3,034,939</u>	<u>3,357,655</u>	<u>3,921,261</u>	<u>4,456,107</u>	<u>4,456,107</u>
**Net Expenditures	\$ 10,334,373	\$ 10,814,847	\$ 10,997,551	\$ 11,355,969	\$ 11,355,969
General Fund Support (G.F.S.)	<u>\$ 8,568,264</u>	<u>\$ 8,795,792</u>	<u>\$ 8,608,970</u>	<u>\$ 9,260,768</u>	<u>\$ 9,260,768</u>

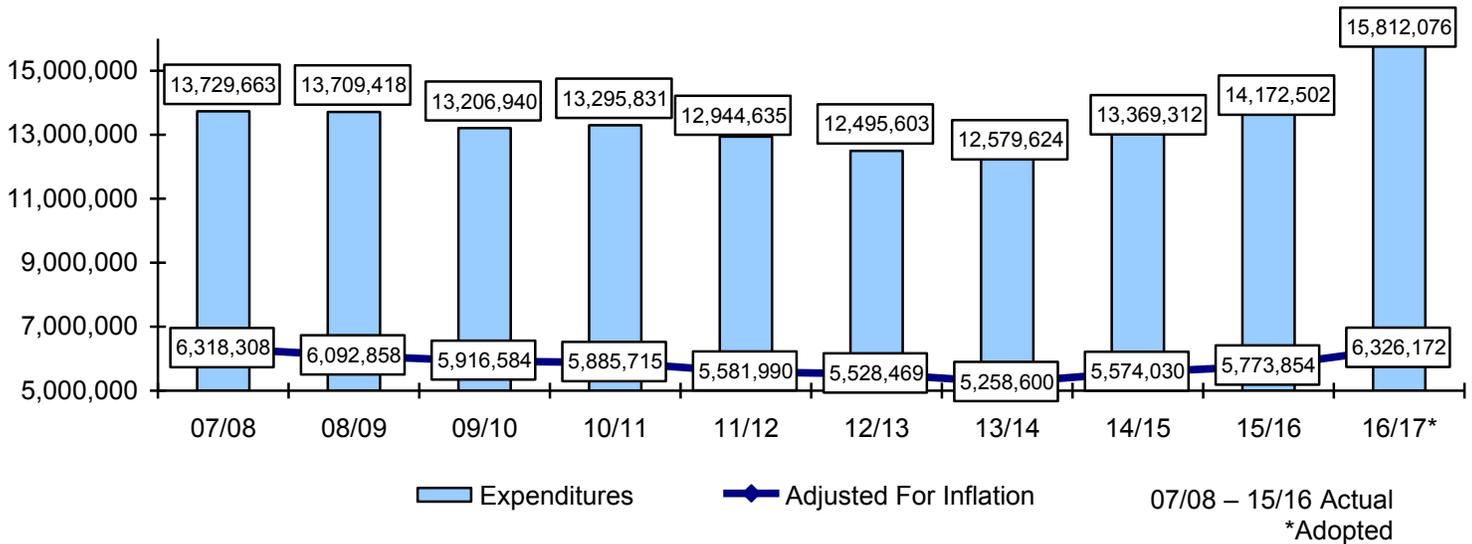
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Information Technology has a total expenditure level of \$15,812,076 and a total staffing level of 82.25 FTE to provide the following services:

Departmental Services

Provide clear points of contact for customers to acquire Information Technology Department (ITD) services; deliver technical support for customers; house servers and data in a secure, climate-controlled datacenter including backup/recovery services; provide business analysis, project management, and technology planning and consulting; guide departments in the application of best practices, procedures and documentation standards; help assess project risks by reviewing project scope, business requirements, and resource capacity; provide printing and desktop support services; and manage the support of Countywide systems and applications.

Total Expenditures: \$7,580,718 Total Staffing (FTE): 41.79

Enterprise Services

Provide a physically secure and environmentally controlled computing facility; manage data center operations including dispatching, scheduling, and running jobs; provide application development, support, and management; support Windows applications running on Intel platforms; provide administration and software services for the County's Enterprise Financial Services (EFS); manage enterprise storage services; provide backup/recovery services; support enterprise Geographic Information Systems (GIS) and the County's web content management system; provide technical support and systems administration services.

Total Expenditures: \$3,992,622 Total Staffing (FTE): 22.01

Networked Services

Provide technical support and systems administration for email, scheduling, calendaring, internet server management, internet access, mobile messaging, County intranet access, remote system access, Microsoft Active Directory Services, anti-virus security, network management and data communications services, including high speed data circuits.

Total Expenditures: \$1,587,253 Total Staffing (FTE): 8.75

Radio Communications

Provide two-way radio communications for public safety, medical, and County business communications. The communication system uses microwave radio technology through a Countywide network of mountain top radio sites to support the Sheriff's Office, County Fire, and medical services necessary to serve the public.

Total Expenditures: \$1,578,183 Total Staffing (FTE): 8.70

Voice Communications

Coordinate County's contract with AT&T (adds, changes, deletes); coordinate all voice communications, equipment installation with AT&T, manage voice communication billings, and administer County's voice mail system (adds, changes, deletes).

Total Expenditures: \$1,073,300 Total Staffing (FTE): 1.00

DEPARTMENT COMMENTS

The Information Technology Department's mission is to provide accurate, reliable, cost-effective information technology services to County departments, boards, agencies, and special district; champion the integration of technology into the business processes of County departments; and promote excellence in the delivery of government services to the public. The County's Information Technology Executive Steering Committee (IT-ESC) governs the prioritization and execution of major IT projects Countywide. The County of San Luis Obispo's Information Technology Strategic Plan (ITSP) addresses four primary goals and major benefits as follows:

1. Build citizen-centric solutions to meet the operational needs and service expectations of our customers.
2. Enable a technology-capable workforce.
3. Commit to proactive, accountable, well-governed IT services.
4. Invest to maintain a current, sustainable, and secure infrastructure.

While mainframe decommissioning initiatives dominated FY 2015-16 IT activities, FY 2016-17 focus will shift into modernizing departmental applications with off-the-shelf new systems or custom-built solutions.

Following are some of the department's notable accomplishments for FY 2015-16 and some specific objectives for FY 2016-17:

FY 2015-16 Accomplishments

- Completed the migration of the County Property Tax and Warrants Management systems off the mainframe to a modern technology platform by May 2016.
- Implemented Office 365 email and calendaring functions by June 2016.
- Worked with Public Health to define business requirements and issued Request for Proposal to implement Public Health Electronic Health Record (PHEHR) and Content Management systems.
- Finalized the replacement of the County's network core system to guarantee reliable, adaptable, and cost effective communication services to all County facilities.
- Completed Board Chambers equipment modernization.

FY 2016-17 Objectives

- Decommission 40-year old mainframe technology.
- Provide project management to lead the implementation of a fully functional Permit Tracking System Project (PTSMP) for the Planning Department by June 2017.
- Replace custom-built, 20-year-old Budget Prep application with Budget Formulation and Management (BFM), a modern, off-the-shelf product by June 2017.
- Implement new Content Management System and redesign County home website by June 2017.
- Define business requirements and issue RFPs to implement Jail Management System (JMS) and Security Program by May 2017.

- Began building a new communications site at La Panza.
- Continued working on GIS strategic initiatives including updating parcel data; acquiring new aerial imagery; and enhancing the public's ability to connect with government services by launching additional mapping applications including the development of critical business layers for Parks, Airports, Public Works, and Sheriff's Dispatch.
- Implement an electronic health record system for Public Health clinical programs, Jail Medical, and Oral Health by October 2017.
- In collaboration with the City of Grover Beach and Office of Education, coordinate the installation of high-speed optical fiber to Grover Beach and Shandon by June 2017.
- Enhance public safety radio coverage by providing additional overlap, replacing end-of-life equipment, and minimizing dead-zone and shadow areas by building a new site at La Panza and replacing Cuesta Peak communications tower. Such changes will benefit Sheriff, CalFire, Emergency Medical Services, and Public Works operations assigned to the California Valley.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Financial Summary

The level of General Fund support for this budget is recommended to increase by \$110,844 or 1% compared to the FY 2015-16 adopted level. Revenues are recommended to increase \$189,689 or 9% and expenditures are recommended to increase by \$300,533 or 2%.

Information Technology (IT) continues to experience a significant and changing workload as it leads the effort to migrate applications from the mainframe into more modern environments due to the decommissioning of the County's mainframe. The migration of applications off the mainframe and into a more modern, Windows/Intel environment is consistent with the Board's adoption of a 2002 Information Technology Strategic Plan and reinforced by the four year strategic plan approved by IT-ESC August 2014. Currently, it is expected that mainframe decommissioning will occur in July 2016.

The increase in recommended revenue is due primarily to a \$125,231 or 8% increase in charges to departments for services. Charges for department enterprise services are increasing \$132,770 or 19%. As the County continues to move resources off the mainframe, additional staff time is being dedicated to the Windows/Intel environment.

Salaries and benefits are recommended to increase \$1.2 million or 11% due to salary and benefit increases approved by the Board, the recommended addition of 1.00 FTE Senior Network Engineer, 1.00 FTE Software Engineer, 1.00 FTE Systems Administrator, and the deletion of 2.00 FTE Computer Systems Tech to the department's Position Allocation List (PAL). The recommended PAL also includes the addition of 1.00 FTE Systems Administrator, 1.00 FTE Senior Software Engineer, and 1.00 FTE Software Engineer added to the PAL to support the Sheriff and 1.00 FTE Department Automation Specialist to support County Fire (see below). The 1.00 FTE Systems Administrator and the 1.00 FTE Senior Software Engineer positions were moved from the Sheriff's PAL and not a result of recommended added positions.

Services and supplies are recommended to increase \$342,332 or 8% due to increases in various accounts. Computer software expenditures are increasing by \$33,188 or 94% due primarily to additional storage server licenses. Maintenance software expenditures are increasing by \$245,000 or 20% due to the County migrating

email services to the Microsoft Office 365 environment. (This is slightly offset by a \$83,625 or 12% decrease in maintenance contracts due to the elimination of the current Lotus Notes email maintenance contract and the decommissioning of the mainframe.) Other significant increases include a \$35,000 increase in memberships for an increase in IT professional consulting, a \$37,000 increase in significant value purchases primarily due to an increase for enterprise video equipment, and a \$60,000 increase in telephone charges.

Intrafund expense offsets are recommended to increase \$1.2 million or 36% due to additional staff time being dedicated to the Windows/Intel environment as the County moves off of mainframe, increase in Microsoft Office 365 charges, and an increase in support services provided to the Health Agency.

No fixed asset expense is recommended in FY 2016-17.

Service Level Impacts

The recommended budget for FY 2016-17 enables IT to expand current service levels. The recommended budget augmentation requests will allow to the department to manage a Countywide security program and identify risks, reduce Enterprise Financial System (EFS) backlog, provide an accessible, usable, reliable and effective ADA compliant website for citizens of the County, and allow County departments to automatically archive all of their social media records increasing transparency.

Position Allocation List (PAL) Changes

The FY 2016-17 recommended PAL for the department includes a net increase of 5.00 FTE compared to FY 2015-16 adopted levels.

FY 2016-17 Recommended PAL Changes

- +1.00 FTE Senior Network Engineer to function as the Countywide Information Security Program Advisor
- +1.00 FTE Software Engineer to support the Enterprise Financial System
- +1.00 FTE Systems Administrator to support the County websites
- -2.00 FTE Computer Systems Technician due to the Mainframe decommissioning
- +1.00 FTE Systems Administrator moved from the Sheriff's PAL
- +1.00 FTE Senior Software Engineer moved from the Sheriff's PAL
- +1.00 FTE Department Automation Specialist to support County Fire
- +1.00 FTE Software Engineer to support the Sheriff

BOARD ADOPTED CHANGES

None.

BUDGET AUGMENTATION REQUESTS ADOPTED

Unit Amount	Description	Results
<u>Gross Annual Cost:</u> \$125,432 <u>Funding Source:</u> General Fund support	Add 1.00 FTE Senior Network Engineer to function as the Countywide Information Security Program Advisor.	<ol style="list-style-type: none"> 1. Develop and manage a Countywide network security plan to identify and manage cyber security risks. 2. Within one year, increase the County's score from 1.5 to 2.0 on the security maturity scale as measured in the National Cybersecurity Review assessment. 3. Update the 18 Countywide security policies within two years and present new recommendations to the IT-ESC annually. 4. Within two years, develop a pilot Information Technology Department service offering to conduct departmental security audits. 5. Conduct training for departmental IT staff on network security fundamentals.

		<ol style="list-style-type: none"> 6. Identify and recommend training and user awareness material for all County employees. 7. Improve and formalize network incident response plan and conduct a practice drill at least annually.
<p>Gross Annual Cost: \$136,734</p> <p>Funding Source: General Fund support</p>	Add 1.00 FTE Software Engineer to support the Enterprise Financial System (EFS)	<ol style="list-style-type: none"> 1. Complete four SAP formal training classes within the first two years 2. Complete internal cross-training for operational support within the first two years in order to mitigate the impact of key personnel retirements. 3. Increase total developer time for project related work to from a current availability of .7 FTE to 1.2 FTEs during the first 12 months. 4. Reduce the time needed to address SAP project related backlog from 30 months to 20 months.
<p>Gross Annual Cost: \$145,250</p> <p>Funding Source: General Fund support</p>	Add 1.00 FTE Systems Administrator to support the County websites	<ol style="list-style-type: none"> 1. Maintain an accessible, usable, reliable and effective ADA compliant website for citizens of the County through automated monitoring and monthly repairs of broken links, misspellings and non ADA-compliant pages. 2. Maintain a usable, extensible, secure, reliable, and unified Web Content Management System for County departments. 3. Maintain a usable, secure, reliable, extensible, and accessible portal for County departments and employees. 4. Maintain accurate, timely, and reliable web content by minimizing the number of broken links and building procedures to identify outdated and expired content.
<p>Gross Annual Cost: \$4,788</p> <p>Funding Source: General Fund</p>	Social Media Archiving Software to comply with record keeping requirements	<ol style="list-style-type: none"> 1. Continuous archival of up to 3,000 new social media records per month for an unlimited number of social media accounts. 2. Compliance with the Freedom of Information Act (FOIA) and the California Public Records Act (CPRA). 3. On-demand export of data whenever needed.

Note: The budget augmentation requests for an addition of a 1.00 FTE Department Automation Specialist to support County Fire is included in FC 140-County Fire narrative and the 1.00 FTE Software Engineer to support the Sherriff is included in FC 136-Sheriff Coroner narrative.

BUDGET AUGMENTATION REQUESTS NOT ADOPTED

Unit Amount	Description	Results
<p>Gross Annual Cost: \$133,998</p> <p>Funding Source: General Fund support</p>	Add 1.00 FTE Network Engineer to function as Information Security Engineer.	<ol style="list-style-type: none"> 1. An increased detection rate of infected County computing assets as tools and safeguards are systematically configured and adapted to evolving threats. 2. Implementation of industry-recommended security safeguards known to be effective at reducing risk levels.

		<p>3. Improved security and risk management skills across County technical community as the Information Security Analyst is able to advise, assist and mentor departmental technical staff in best practices applied to their particularly computing environment.</p> <p>4. Improved incident response capability to decrease risk of data loss and increase protection of sensitive data.</p> <p>5. Improve and formalize incident response plan.</p> <p>6. Within one year, achieve a higher score on the security maturity scale as measured in the National Cybersecurity Review assessment.</p>
<p>Gross Annual Cost: \$145,694</p> <p>Funding Source: General Fund support</p>	Add 1.00 FTE Information Technology Supervisor	Provide appropriate oversight for the increasing size and diversity of the three teams of software engineers. Create a more productive span of control for the IT Business Systems and Applications Supervisors.

GOALS AND PERFORMANCE MEASURES

<p>Department Goal: Provide timely, reliable and cost-effective services 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 type="checkbox"/> Well-Governed Community</p>						
<p>1. Performance Measure: Percentage of time the County's radio communication system is available.</p>						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
100%	100%	100%	99.99429%	99.9999%	100%	99.9999%
<p>What: Maintain the availability of the Countywide licensed microwave radio communication system to an outage level of no more than 32 seconds per year (the public safety interconnect industry standard is 99.9999% availability).</p> <p>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.</p> <p>How are we doing? The Information Technology Department (ITD) met its adopted performance measure for FY 2015-16. Critical system infrastructure such as emergency backup generators have been replaced through the County Capital Improvement Plan process thereby ensuring efficient, reliable, and highly-available communications for county radio end-users. These new generators along with buildout of a new communications site will allow for many years of reliable and redundant services. These improvements will allow ITD to meet the public safety communications industry standard of 99.9999% availability target in FY 2016-17.</p>						
<p>Department Goal: Provide timely, reliable and cost-effective services and infrastructure that meet or exceed customer expectations.</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 time the County's voice mail communication system is available.</p>						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
99.9%	99.9%	99.9%	99.9%	99.9%	99.996%	99.9%
<p>What: The availability of the voice mail (voice mail boxes) system for internal or external access.</p> <p>Why: Voice mail is an integral management tool for County voice communications.</p>						

How are we doing? The Information Technology Department (ITD) met its FY 2015-16 adopted performance measure for voice mail communication system availability. Leveraging additional functionality and reliability of the upgraded voice mail system installed in FY 2011-12 has resulted in expanded service features and better service management tools. ITD expects to meet its voice mail communication system availability target in FY 2016-17.

Department Goal: Provide timely, reliable and cost-effective services and infrastructure that meet or exceed customer expectations.

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

3. Performance Measure: Percentage of ITD managed project milestones completed within expected baseline budget and time estimates.

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
81%	97.73%	95%	98%	95%	93%	95%

What: This measure tracks the combined average percentages of ITD 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? The Information Technology Department (ITD) did not meet its 95% goal of completed project milestones within expected budget and time estimates. From a project perspective, FY 2015-16 was a very unusually busy fiscal year as ITD Project Management Office (PMO) managed twelve concurrent IT projects with sixty-six separate milestones tracked across these projects. The missed milestones are attributed to the complexity of the migration to a new countywide email and calendaring system. Utilization of executive level steering committees and a dedicated Project Management Team improved the County's ability to deliver technology projects within budget while meeting business and schedule requirements. The application of a consistent project management framework provided a repetitive, predictable, and measurable discipline which aligned business needs with technology and also ensured that business requirements were properly documented and met in the majority of information technology implementations. ITD expects to meet its targeted performance goal related to project milestones, budget estimates, and time estimates in FY 2016-17.

4. Performance Measure: Percentage of time the Information Technology Department managed Local-Area-Network (LANs) and Wide-Area-Network (WAN) are available.

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
99.2%	99%	99.5%	99.81%	99%	99.56%	99%

What: The percentage of availability is calculated by comparing the monitored "up time" against scheduled "up time."

Why: Availability of County computing resources translates directly into County staff productivity and ultimately into their service delivery to the public.

How are we doing? The Information Technology Department (ITD) met its FY 2015-16 adopted performance measure for LAN and WAN availability. The modernization of the network equipment, continued build-out of optical fiber to County offices, and migration of remote sites to fiber-based leased lines will continue to ensure greater network reliability and performance in the future. ITD expects to meet its targeted performance goal for LAN and WAN availability in FY 2016-17.

Department Goal: Protect the County's computing assets through continued implementation of Information Security best practices.

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

5. Performance Measure: Percentage of County staff that have received security training or reviewed an annual information security awareness reminder.

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
100% of new hire staff, 100% of existing County staff	100% of new hire staff, 100% of existing County staff	50% 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

What: Periodic training or review of IT security policies and procedures will raise staff awareness of proper security practices and help them apply these practices to their everyday work habits. The training delivery mechanism will change from year-to-year to maintain interest and will include, among others, general training, an awareness handbook, intranet-based information, and short web videos viewable from the desktop.

Why: Industry analysis has proven that over 70% of all security breaches are internal to an organization. Education and prevention are 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 component of such policies. Therefore, ITD measures the success of that Security Awareness Program each year in order to meet industry standards.

How are we doing? The Information Technology Department (ITD) met its FY 2015-16 adopted performance measure of providing security awareness training to all 269 newly hired County staff who attended New Employee Orientation. Information security awareness messages were also presented to all County staff with a County email address (2905 accounts) through security awareness emails that included links to internal and external information security related resources and tips. Additionally, many departments were offered access to an optional, web based information security awareness training called Securing the Human which allows departments to track staff completion of security awareness training. Finally, for employees without County email, physical cyber security awareness posters were distributed to departments to be displayed in prominent locations for employees to see. Through its efforts to speak at each of the monthly New Employee Orientation sessions, and by distributing cyber security awareness material physically and via email to over 2,900 existing staff members, Information Technology expects to meet its targeted performance goal of providing security training or security awareness reminders to new and existing employees in FY 2016-17.

Department Goal: To deliver excellent service to every customer.

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

6. Performance Measure: Percentage of responses to Customer Satisfaction Survey rating the Information Technology Department's overall effectiveness as "satisfactory" or better.

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
89%*	95.6%	95%	97%	97%	97%	97%

What: The percentage of those responding to an annual survey that rate the Information Technology Department (ITD) in terms of both efficiency and quality (timeliness, accuracy, courtesy and satisfaction) as "Satisfactory" or better.

Why: ITD is dedicated to providing cost effective, accurate, reliable, and timely information technology solutions that deliver excellence to our customers and support efficient delivery of services to the community.

How are we doing? The Information Technology Department (ITD) met its FY 2015-16 adopted performance measure for customer satisfaction. By modernizing applications, making a major infrastructure investment to improve local, wide, radio communications, and storage networks, expanding self-service capabilities, streamlining after hours support, and by improving communications with customers, departmental technical staff, and the County executive team, ITD will continue to focus on its mission to "Provide accurate, reliable, cost-effective information technology services to County departments, boards, agencies, and special districts, champion the integration of technology into the business processes of County departments, and promote excellence in the delivery of government services to the public." Large ITD efforts in FY 2016-17 include launching a Security Program, expanding the use of Office 365 capabilities including Skype for Business and SharePoint, moving the digital government initiative forward, and migrating our server environment to a faster processing platform. Information Technology expects to meet its targeted performance goal for customer satisfaction in FY 2016-17.

*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.

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 Information Technology Department Service Desk Call Center. Calls that cannot be resolved by the Service Desk Call Center are dispatched and resolved by other ITD or County department teams.

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
73%	67%	59%	72%	65%	50%	65%

What: A measure of the added value that the Information Technology Department Service Desk Call Center contributes to IT and the County's overall productivity.

Why: The goal is to resolve most technical issues within the Information Technology 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? The Information Technology Department (ITD) did not meet its FY 2015-16 adopted performance measure for the percentage of technical issues reported to and resolved by ITD's Service Desk Call Center. In response to a higher demand for IT skills, the Information Technology Department Service Desk (ITD/SD) went through a major functional shift in FY 2015-16 by removing Desktop Automation Specialists from the Service Desk, allocating them to departmental support functions, and replacing them with part-time interns. The new "catch and dispatch" model called for routing all specialized product support questions immediately to departmental support personnel without any attempt by the Service Desk to resolve them. Due to the staffing changes and the switch to the "catch and dispatch" model, the number of tickets that could effectively be resolved directly by the service desk was greatly reduced and primarily limited to account unlocks and password resets. In addition, a self-service feature was implemented so Windows users could reset their own password and unlock their account without contacting the Service Desk. This resulted in increased efficiency for the end user, but eliminated a large number of easily resolvable Service Desk calls, effectively driving down the first call resolution rate. Also, the FY 2015-16 statistics include a large volume of tickets related to the Office 365 (O365) implementation, where the Service Desk was asked to log issues and route tickets to the project implementation team. Successfully fulfilling this support role also decreased first call resolution rates. The "catch and dispatch" model, in conjunction with the self-service implementation, and the redirecting of O365 questions to the project implementation team lowered the percentage of calls solved by the Service Desk on first contact causing ITD to miss this performance goal in FY 2015-16. By reallocating seasoned technicians to the Service Desk, clearly delineating departmental and enterprise IT product support responsibilities, and publishing a catalog of directly supported applications and functions, Information Technology expects to meet its targeted performance goal of resolving technical issues reported to and resolved by ITD's Service Desk Call Center in FY 2016-17.