



COUNTY OF SAN LUIS OBISPO

SAN LUIS OBISPO, CALIFORNIA



Proposed BUDGET

Fiscal Year 2011-12

Prepared by the County Administrative Office

Table of Contents

[\(Click on section to view page\)](#)

	Page
Budget Message	A-1
Budget Goals and Policies and Budget Balancing Strategies and Approaches	A-23
General Budget Information	A-35
Personnel Information	B-1
Fixed Assets	B-35
Summary Schedules	C-1
Departmental Budgets By Functional Area	
Land Based	
Agricultural Commissioner	D-1
Planning and Building	D-9
Community Development	D-19
Public Works	D-23
Public Works Special Services	D-30
Roads	D-36
Road Impact Fees	D-42
Public Protection	
Animal Services	D-44
Child Support Services	D-50
Contribution to Court Operations	D-54
County Fire	D-56
District Attorney	D-64
Emergency Services	D-72
Grand Jury	D-78
Probation	D-80
Public Defender	D-87
Sheriff-Coroner	D-91
Waste Management	D-99
Health & Human Services	
Contributions to Other Agencies	D-103
Health Agency	
Behavioral Health	D-111
County Medical Services Program	D-121
Driving Under The Influence	D-126

Table of Contents

☞(Click on section to view page)	Page
Emergency Medical Services Fund	D-131
Law Enforcement Medical Care	D-134
Medical Assistance Program	D-138
Public Health	D-141
Social Services	D-155
CalWORKs	D-164
Foster Care	D-167
General Assistance	D-170
Veterans Services	D-173
<u>Community Services</u>	
Airports	D-177
Farm Advisor	D-183
Fish and Game	D-188
Golf Courses	D-191
Library	D-197
Parks	D-203
Wildlife and Grazing	D-211
<u>Fiscal and Administrative</u>	
Administrative Office	D-213
Organizational Development	D-219
Assessor	D-222
Auditor-Controller	D-228
Board of Supervisors	D-235
Clerk-Recorder	D-238
Treasurer-Tax Collector - Public Administrator	D-246
<u>Support to County Departments</u>	
County Counsel	D-254
General Services Agency	D-260
Fleet Services	D-269
Information Technology	D-275
Reprographics	D-283
Human Resources	D-288
Risk Management	D-294
Self Insurance	D-300

Table of Contents

[↗](#) (Click on section to view page)

Page

Financing

Countywide Automation Replacement	D-305
Debt Service	D-311
General Government Building Replacement	D-313
Non-Departmental - Other Financing Uses	D-315
Non-Departmental Revenues	D-318
Other Post Employment Benefits	D-320
Pension Obligation Bonds	D-321
Public Facility Fees	D-323
Tax Reduction Reserve	D-325

Capital and Maintenance Projects

Capital Projects	D-326
Maintenance Projects	D-339

Budget Augmentation Requests 2005-06	E-1
Budget Augmentation Requests 2007-08	E-3
Budget Augmentation Requests 2008-09	E-17
Budget Augmentation Requests 2009-10	E-19

Appendix

Budgetary Basis of Accounting	F-1
Glossary	F-2
Acronym Glossary	F-7
Index	F-10

County Officers

Board of Supervisors

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

Department Heads

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



Vision Statement and Communitywide Results

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

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

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

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

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

County Organizational Values

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

Integrity

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

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

Collaboration

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

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

Professionalism

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

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

Accountability

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

We are responsible managers of available fiscal and natural resources.

Responsiveness

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

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

Budget Message

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

County of San Luis Obispo

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



JIM GRANT
COUNTY ADMINISTRATOR

April 29, 2011

Honorable Board of Supervisors,

The Fiscal Year (FY) 2011-12 Proposed County budget is submitted for your review and consideration. Your Board will review the budget in detail at public budget hearings, scheduled for June 13 – 15, 2011, during which time you may add, delete, or modify the proposal as you deem appropriate.

Introduction

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

During FY 2007-08, a five year plan (commonly referred to as the Five Year Pain Plan) was created to help the County navigate its finances and operations through these unprecedented fiscal challenges. The intent of the plan was to incrementally and methodically close the structural budget gap over a five year period and maintain a high level of service to the public. Your Board and County employees at all levels of the organization have done a commendable job of implementing this plan. However, the plan is proving to have been a bit too optimistic given that the national and local economic recoveries have taken longer than anticipated. This being the case, during the annual forecast and strategic planning meeting held during October 2010, your Board adopted an update to the plan, which extended it by two years. The reason for the extension is that revenues have not improved at the rate previously expected.

FY 2011-12 represents year four of the updated Seven Year Pain Plan, which began in FY 2008-09. The budget gap for FY 2008-09 was \$18 million, \$30 million for FY 2009-10, \$17 million for FY 2010-11, and \$11.4 million for FY 2011-12. It was previously anticipated that FY 2009-10 would be the most difficult year from a numbers perspective and this is holding true today. The structural gap is shrinking due to the many actions taken by your Board and staff

over the past four years. However, while the size of the gap is shrinking, the impacts are more significant given that this is the fourth year of budget reductions. The impacts are outlined at a summary level later in this budget message and in more detail throughout the budget document.

As you review this document, you will see there are several new sections added this year. More information about the County and the budget process was added in an effort to make the process more transparent and to engender increased public participation. Additionally, changes were made to the State required schedules (a.k.a. the “Blue Pages”) in order to comply with updates made to the State Budget Act. Most notably, Schedule 1 of the “Blue Pages” now lists Internal Service Funds, Enterprise Funds and Special Districts funds to the Total County budget. Previously, the total amount included only the Governmental Funds. For consistency and comparative purposes, the Total Government Funds amount will be referenced throughout this document (so that apples-to-apples comparisons can be made to prior years).

The Budget Gap

The budget gap for a Status Quo budget for the General Fund in FY 2011-12 is \$11.4 million. Generally speaking, a Status Quo budget is defined as one that takes current year staffing and program expenditures and costs them out for the next year with no material changes (i.e. inflationary increases only and no increases or decreases to staffing or program levels). It also includes the reduction of grant funded programs and positions in instances where the grants are no longer available.

Similar to prior years, the key drivers of the gap are flattening and in some cases decreasing revenues related to the housing market (property taxes, building permits, property transfer taxes, etc.), declining Federal and State revenue, and drops in many department specific revenues (especially those related to the construction industry). FY 2011-12 represents the third consecutive year in which total revenues are actually decreasing.

The largest influence upon the expenditure side of the equation is labor costs. This is not unique to our County as labor costs in local governments generally comprise anywhere from 60% to 80% of total expenditures (60% for our organization). The County is making progress in implementing its three-point labor plan which includes 50/50 pension cost sharing between the County and employees, a Tier 2 (lower benefit and cost) pension plan for new employees, and an updated approach to setting compensation levels (prevailing wage), which reflects a broader labor market. The majority of new employees will fall under the Tier 2 pension plan and negotiations are underway with several employee associations. Progress is also being made in the other two elements of the plan.

The \$11.4 million gap is closed by implementing the approaches contained in the Seven Year Pain Plan referenced above. Combinations of short-term solutions are proposed as well as considerable expenditure reductions. The short-term solutions address approximately 20% of the total gap and the remaining 80% is closed via on-going expenditure reductions. This approach is in line with the budget balancing strategies in that the amount of short-term solutions is being winnowed down each year so that the target of achieving structural balance at the end of seven years can be achieved.

Closing the Gap

In summary, the \$11.4 million gap in the General Fund is addressed in the following manner:

- \$2.3 million of short-term solutions
- \$9.1 million of ongoing expenditure reductions

The \$2.3 million of short-term solutions includes the following:

- \$1,700,000 Use of the Tax Reduction Reserve
- \$363,450 Deferred maintenance
- \$207,834 Reduced General Fund allocation to the Organizational Development fund

The \$9.1 million of recommended expenditure reductions are in accordance with the priorities provided by your Board. Meeting legal mandates, paying debt service, and public safety are your Board's highest priorities (in order). This recommended budget allocates sufficient funding in order to meet our legal mandates and to keep our creditors whole. Additionally, the public safety departments are recommended for a higher level of funding as compared to most other non-public safety departments. The General Fund support for the four public safety departments is decreasing by 1% to 2%. In contrast, most of the non-public safety departments are receiving 2% to 5% less General Fund support as compared to the FY 2010-11 budget. One noteworthy exception is the Road budget, which is recommended for a 15% decrease in General Fund support. As in prior years, reductions in County funding are mostly offset with State or Federal funding and as a result County roads are in reasonably good shape. It is projected that this General Fund reduction could be sustained for a few years before significant decreases in road conditions were to materialize.

The State Budget

Yet again, the State budget continues to be of great concern. Heading into FY 2011-12, the State was facing a \$26.6 billion gap. This gap is on the heels of comparable deficits in each of the three preceding years. Unfortunately, the State primarily relied upon short-term solutions and accounting gimmicks in order to close the prior years' gaps and it appears that it is now time for the State to make some very real and difficult decisions. To date, the Governor and Legislature have agreed upon \$14 billion of solutions (primarily cuts), which leaves the gap at \$12.6 billion.

The Governor's proposal for closing the remaining \$12.6 billion gap includes shifting (realigning) several public safety, health, and social services programs from the State to counties. His plan also entails extending vehicle license fees (VLF), personal income taxes, and sales taxes, which are set to expire June 30, 2011 in order to help pay counties for the additional costs they would incur. The Legislature and Governor have not reached agreement regarding the remaining \$12.6 billion and budget talks at the State level are currently stalled. At this point, it is unknown what may happen.

The initial round of State cuts (the \$14 billion) have been built into our proposed County budget. However, given the uncertainty about the remainder of the State budget gap, assumptions regarding this remainder are not built into this proposed budget. Similar to prior years (and according to our Board adopted budget goals and policies), it is likely we will need to revisit our local budget after the State resolves its issues.

Summary of Expenditures

- The proposed FY 2011-12 budget for all funds (Total Government Funds) is approximately \$449.6 million, which is virtually flat as compared to the current year (reference the following chart for more detail).
- The proposed General Fund budget is approximately \$377 million, which is a \$2.1 million decrease compared to the current year's adopted budget.
- Detailed information about budget changes can be found in the narrative information provided for each fund center (please refer to the index for a listing of all fund centers). The detailed information for each fund center includes a Department narrative as well as a County Administrative Office (CAO) narrative. The former provides an overview of key issues facing each department and the latter provides context to the numbers. The approach in the CAO narratives is to convey what is changing from one year to the next and the corresponding impacts to programs and services

All Funds Expenditure Comparison			
Fund	FY 2010-11 Adopted	FY 2011-12 Proposed	% Increase/ Decrease
General Fund	\$379,107,782	\$376,953,078	-0.57%
Automation Replacement	\$2,592,442	\$3,146,019	21.35%
Building Replacement	\$ 2,591,973	\$2,684,683	3.58%
Capital Projects	\$1,259,161	\$358,900	-71.50%
Community Development	\$4,949,396	\$4,723,549	-4.56%
County Medical Services	\$2,684,356	\$5,173,959	92.74%
Debt Service	\$3,000,903	\$2,250,163	-25.02%
Drinking Driver Program	\$1,659,377	\$1,473,763	-11.19%
Emergency Medical Services	\$912,300	\$820,400	-10.07%
Fish and Game	\$48,715	\$27,701	-43.14%
Indigent Programs	\$723,288	N/A	-100.00%
Library	\$8,657,015	\$8,489,466	-1.94%
Organizational Effectiveness	\$575,014	\$525,985	-8.53%
Parks	\$8,235,340	\$7,469,198	-9.30%
Pension Obligation Bonds	\$7,735,274	\$8,566,965	10.75%
Public Facilities Fees	\$1,392,152	\$1,380,675	-0.82%
Road Fund	\$22,231,376	\$21,402,372	-3.73%
Tax Reduction Reserves	\$1,000,000	\$1,700,000	70.00%
Traffic Impact Fees	\$1,112,603	\$2,434,600	118.82%
Wildlife and Grazing	\$3,507	\$7,500	113.86%
Total	\$450,471,974	\$449,588,976	-0.20%

Note: Starting FY 2011-12, the Indigent Programs fund was merged with the County Medical Services Program Fund

Summary of General Fund Support Allocated to Departments

Fund Center	Department Name	FY 2010-11 Adopted	FY 2011-12 Proposed	Percent Change
104	Administrative Office	\$1,755,136	\$1,702,003	-3.0%
141	Ag Commissioner	\$2,177,698	\$2,119,898	-2.7%
137	Animal Services	\$536,503	\$508,473	-5.2%
109	Assessor	\$8,482,574	\$8,475,653	-0.1%
107	Auditor-Controller	\$3,853,541	\$3,834,849	-0.5%
166	Behavioral Health	\$8,152,347	\$7,436,665	-8.8%
100	Board of Supervisors	\$1,650,343	\$1,656,006	0.3%
182	CALWorks	\$362,102	\$370,818	2.4%
134	Child Support Services	\$70,874	\$70,874	0.0%
110	Clerk-Recorder	\$505,991	\$779,292	54.0%
290	Community Development	\$303,050	\$300,936	-0.7%
143	Contributions to Court Operations	-\$182,527	-\$415,295	127.5%
106	Contributions to Other Agencies	\$1,447,300	\$1,427,538	-1.4%
111	County Counsel	\$3,396,887	\$3,352,370	-1.3%
140	County Fire	\$10,877,404	\$10,668,463	-1.9%
132	District Attorney (includes Victim Witness)	\$8,871,424	\$8,693,948	-2.0%
138	Emergency Services	\$158,758	\$152,518	-3.9%
215	Farm Advisor	\$439,443	\$462,151	5.2%
181	Foster Care	\$667,280	\$836,497	25.4%
185	General Assistance	\$683,740	\$474,701	-30.6%
113	General Services	\$7,514,160	\$7,328,758	-2.5%
131	Grand Jury	\$139,771	\$138,038	-1.2%
112	Human Resources	\$2,025,457	\$2,063,485	1.9%
114	Information Technology	\$8,598,897	\$8,295,193	-3.5%
184	Law Enforcement Medical Care	\$1,412,854	\$1,350,833	-4.4%
377	Library	\$529,361	\$516,121	-2.5%
200	Maintenance Projects	\$1,000,000	\$1,136,550	13.7%
183	Medical Asst Program	\$2,925,270	\$3,771,612	28.9%
275	Organizational Development	\$0	\$242,166	N/A
305	Parks	\$3,278,260	\$3,278,260	0.0%
142	Planning and Building	\$6,190,211	\$6,036,342	-2.5%
139	Probation Department	\$8,922,985	\$8,895,580	-0.3%
135	Public Defender	\$4,535,308	\$4,578,803	1.0%
160	Public Health	\$4,242,051	\$3,948,568	-6.9%
201	Public Works Special Services	\$1,519,628	\$1,443,604	-5.0%
105	Risk Management	\$708,876	\$597,630	-15.7%
245	Roads	\$6,294,577	\$5,330,263	-15.3%
136	Sheriff-Coroner	\$37,608,253	\$37,050,992	-1.5%
180	Social Services	\$5,906,151	\$5,606,456	-5.1%
108	Treasurer/Tax Collector	\$1,621,448	\$1,599,934	-1.3%
186	Veterans Services	\$344,346	\$333,530	-3.1%
130	Waste Management	\$651,403	\$618,470	-5.1%
TOTAL		\$160,179,135	\$157,069,546	-1.9%

Note 1: This chart is intended to provide a summary of the amount of General Fund dollars allocated to departments, (not expenditures). The chart does not include the Non-Departmental Revenue fund center or other fund centers that do not provide programs and services (e.g. debt service, building replacement, etc.).

Summary of General Fund Support Allocated to Departments (cont.)

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

Note 3: The Clerk-Recorder's Office budget is 2% below the FY 2010-11 Adopted budget when adjustments are made to account for election cycles.

Note 4: Starting FY 2011-12, the Drug & Alcohol (162), Behavioral Health (161) and Mental Health Services Act (165) fund centers were merged into the newly created Behavioral Health Fund Center (166).

Recommended Staffing

The Proposed Budget recommends 2,375 full time equivalent (FTE) permanent and limited term positions. This represents a net decrease of 32 positions (-1.3%) as compared to the FY 2010-11 current year budget. The majority of these positions are vacant.

Positions Summary

2010-11 Adopted Budget	2,403.50	
2010-11 Current Allocation	2,407.00	
2011-12 Recommended	2,375.00	
Net Change (from Adopted)	-28.50	
Net Change (from Current)	-32.00	
Percent Change (from Current)	-1.3%	
<u>Department</u>	<u>Additions</u>	<u>Deletions</u>
Administrative Office		-1.00
Animal Services		-0.50
Auditor-Controller		-1.00
Behavioral Health		-11.25
Clerk-Recorder		-0.25
County Counsel		-1.00
District Attorney		-1.50
Driving Under the Influence		-1.00
Fleet Services ISF		-1.00
General Services		-2.00
Golf Courses		-3.00
Library		-1.00
Parks		-1.00
Planning and Building Department		-2.00
Probation Department		-2.00
Public Health		-2.00
Public Works ISF		-0.50
TOTAL	0.00	-32.00

Land Based Budgets – Net Decrease of 2.50 FTE positions:

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

Overall, General Fund support to the budgets within the Land Based functional area is decreasing by 7.61% or \$1,254,121 compared to FY 2010-11 adopted levels. Specific reductions are noted in the summaries below but the majority of this decrease can be attributed to a 15% (\$964,314) decrease in General Fund support for Roads.

Agricultural Commissioner

Overall, revenues are recommended to increase \$202,328 (6%) compared to the FY 2010-11 adopted budget, which has resulted in a reduction of General Fund support to this budget of \$57,800 or 2%. Revenues from the U.S. Department of Agriculture for the Ag Commissioner programs have increased in the last year primarily due to the detection of harmful pests in California including the European Grapevine Moth which could impact the wine grape industry, the Asian Citrus Psyllid, which could impact the citrus industry and the Glassywinged Sharpshooter which transmits Pierce's Disease to wine grape wines. Detection and control efforts for these pests are expected to continue in FY 2011-12.

The increase in the aforementioned revenue more than offsets a \$168,147 (13%) reduction in Unclaimed Gas Tax revenue, the largest revenue source for this department. This reduction reflects a similar amount to the actual Unclaimed Gas Tax revenue allocation expected in FY 2010-11, which is lower than the amount included in the FY 2010-11 adopted budget. As reported last year, a provision of State law requires the County to maintain a level of General Fund support for qualifying programs at least equal to the average amount expended for the five preceding fiscal years, unless a county is facing unusual economic hardship that precludes this level of support. As was the case for most counties in the State, our County applied for, and was granted a waiver to this provision for the FY 2010-11 Unclaimed Gas Tax distribution. Given the recommended reduction in General Fund support for the Agricultural Commissioner for FY 2011-12, the County will again need to apply for a waiver of this provision for the FY 2011-12 Unclaimed Gas Tax distribution.

Planning and Building

The level of General Fund support for Planning and Building is recommended to decrease \$153,869 (2%) compared to the FY 2010-11 adopted budget. Overall, recommended revenues are expected to be virtually flat compared to the FY 2010-11 adopted budget. While building permit fee revenue is expected to increase approximately \$126,000 (6%) compared to the FY 2010-11 adopted budget, revenue from land-use fees is expected to decline by approximately \$121,000 (11%) based on actual data from the current year. The downturn in the housing market has had an impact on revenues for the department over the past few years and activity remains relatively low. This recession in the housing market is expected to continue into FY 2011-12.

Expenditures are also recommended to decrease slightly, by \$179,371 or 1%. The reduced expense is primarily due a decrease in salary and benefit expenditures \$222,568 (2%). This

reduction reflects the elimination of one (1) vacant Accounting Technician and one (1) vacant Environmental Resource Specialist. The potential service level impact resulting from eliminating the Environmental Resource Specialist may be a diminished capacity in the department to coordinate the County's energy programs and maximize use of available grant funding for energy strategies. No service level impacts are anticipated from the elimination of the Accounting Technician position because duties once performed by this position have either been automated or reassigned to other staff.

Public Works

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

Salary and benefits for the ISF are decreasing by 2% or \$498,741 for a variety of reasons including several proposed position allocation changes. Two (2) Engineer I-III and the Nacimiento Project Manager positions are proposed to be eliminated while one (1) Public Works Section Supervisor, Limited Term, one (1) Public Works Worker I-III, Limited Term and a ½ FTE Administrative Service Manager increased to full time are recommended to be added. These positions will be funded through the Los Osos Wastewater Project. The recommended changes net to a 0.5 FTE decrease in staffing for the ISF.

In FY 2010-11, the Los Osos Wastewater Project continued to move forward with the Board approving an ordinance setting rates and charges (December 2010) and a resolution of intention to proceed with the construction and operation of a wastewater collection, treatment and disposal system (March 2011). In January 2011, a request for proposal was issued for the collection system design phase of the project and staff is anticipating that a contract for those services will be before the Board in May 2011. The treatment plant and design build process are expected to begin in FY 2011-12 and construction on both the collection system and treatment plant to begin in FY 2012-13.

Roads

The recommended FY 2010-11 budget for Roads provides for an overall decrease of General Fund support of 15% (\$964,314) as compared to FY 2010-11 adopted amounts. This reduction will decrease funding to the pavement management program by 29%. This level of funding could have a negative impact on the condition of County roads if maintained over the next 10 years. In FY 2011-12, the department will finish Phase 1 of the Willow Road extension project in Nipomo and will continue work on Phase 2 of the project. Phase 2 includes the extension of Willow Road to State Highway 101, the construction of an interchange, and the continued extension of Willow Road to Thompson Avenue.

Public Protection – Net decrease of 4.00 FTE positions:

The Public Protection Functional Area includes the Sheriff-Coroner, District Attorney (which includes Victim-Witness), Child Support Services, Public Defender, Probation, County Fire, Emergency Services, Animal Services, Waste Management, Grand Jury and the County's

contribution to Court Operations. Overall, the General Fund contribution to Public Protection is decreasing by \$ 1.22 million dollars, a 1.7% decrease compared to the FY 2010-11 Adopted Budget. In keeping with the Board's priorities, General Fund reductions recommended for the Sheriff-Coroner, District Attorney, Probation and County Fire are less than those recommended for most other departments, having been held at a maximum reduction of 2% of the prior year's level. As in past years, the Board's intent is to give these four departments priority in the allocation of resources to ensure the County continues to effectively protect public safety despite the financial hardships we face.

Recommended revenues for the public protection budgets, totaling almost \$49.8 million, are nearly flat compared to FY 2010-11. Unlike the past year, Proposition 172, the half-cent sales tax dedicated to public safety, is expected to increase slightly, instead of declining as it had done. This revenue is allocated to the Sheriff-Coroner, Probation, District Attorney and County Fire departments and accounts for \$17.4 million or 46% of all revenue budgeted for these four departments. Based on current year trends Prop 172 funding is expected to increase 1% or \$178,000 overall compared to the FY 2010-11 budgeted amount.

As part of the overall effort to reduce General Fund expenditures, a number of staffing reductions are recommended in the Public Protection Functional Area for FY 2011-12. Seven positions, including five full-time and two half-time positions are recommended for elimination. Two of these full-time positions are provided under contract with the State and do not appear on the County's Position Allocation List. Additionally, two full-time County positions are recommended to be unfunded but not eliminated, and two other full-time positions are budgeted to be held vacant for at least six months.

County Fire

Shortly after County Fire's FY 2011-12 budget request was completed, the State handed down additional overhead charges that nearly doubled the amount of General Fund support required to maintain resources. This had the effect of nearly doubling the amount the Department needed to cut to reduce General Fund support to the recommended level of 2% below the amount adopted in the FY 2010-11 budget. In all, the recommended budget includes nearly \$900,000 of General Fund savings measures—approximately a third of which are revenue increases and two-thirds expenditure cuts. The most significant recommended expenditure reductions are:

- Deferred purchase of various equipment scheduled for replacement, including defibrillators, turnout gear (protective clothing), extrication equipment and self-contained breathing apparatus.
- Elimination of a vacant 1.00 FTE Assistant Fire Chief position.
- Elimination of a vacant 1.00 FTE Fire Captain position.
- Elimination of paid staffing for Fire Station 12 (San Luis Obispo) during the winter months, to be replaced with volunteer Paid Call Firefighters (PCFs).

Note that CAL FIRE, the fire service of the State of California, serves as the County Fire Department under a contract with the County. Therefore, staffing for County Fire, including the 2.00 FTE reduction recommended in FY 2011-12, are not shown in the County's Position Allocation List (PAL). In FY 2010-11 the County initiated a new depreciation schedule to insure

that funds are set aside for the eventual replacement of County Fire equipment. For FY 2011-12, a total of \$1,274,751 is recommended to be expended on vehicle replacement from the Fire Equipment Replacement designation.

District Attorney

The level of General Fund support for this budget is recommended to decrease \$177,476 or 2% compared to the FY 2010-11 adopted level. This reduction is due to a few expenditure reductions recommended in FY 2011-12, including:

- Deferral of purchases of office supplies and replacement computers;
- Budgeting two positions—a 1.00 FTE Deputy District Attorney position and a 1.00 FTE Supervising District Attorney Investigator position—as vacant for six months;
- Elimination of a vacant 0.50 FTE Deputy District Attorney position.
- Elimination of a filled 1.00 FTE Economic Crimes Technician I in the Bad Check Program.

Revenues are recommended to increase \$113,392 or 2%. Revenue from State and Federal sources are expected to decline approximately \$250,000. This is mitigated in large part by an increase in the use of revenue from settlements held in trust accounts, increasing \$359,000 compared to the prior year.

Probation Department

Overall expenditures are recommended to decrease \$138,602 or less than 1%, and revenues are expected to decrease \$111,197 or 1%. The recommended amount of General Fund support in FY 2011-12 is \$27,405 or less than 1% below the FY 2010-11 adopted level. This reduction is due to three primary General Fund savings measures: The use of Voluntary Time Off (VTO) by Probation staff; elimination of a vacant 1.00 FTE Probation Assistant in the Adult Division; and elimination of a vacant 1.00 FTE Administrative Assistant III, also in the Adult Division.

Two minor reorganizations are also included in the recommended budget. The first swaps a vacant 1.00 FTE Administrative Services Officer (ASO) I position for a 1.00 FTE Collection Officer I to augment the Department's Collections Unit. The second swaps a 1.00 FTE Deputy Probation Officer I for a 1.00 FTE Deputy Probation Officer III. The higher graded position will perform work with the courts currently being done by Supervising Deputy Probation Officers (DPOs), which will allow the supervisory positions to spend more time overseeing staff.

Sheriff-Coroner

The level of General Fund support for this budget is recommended to decrease \$557,261 or 1.5% compared to the FY 2010-11 adopted level. Revenues are recommended to decrease \$267,900 or 1%. Total expenditures are recommended to decrease \$825,161 or 1%. General Fund reduction measures in this budget include holding two positions vacant: a Chief Deputy position, and a Correctional Sergeant position. Both positions are currently vacant and are recommended to be budgeted as vacancies, rather than being deleted from the Position Allocation List (PAL). This is recommended to allow the new Sheriff time to prioritize programs and associated staffing needs.

Animal Services Division of the Health Agency

The level of General Fund support for Animal Services is recommended to decrease \$28,030 or 5% compared to the FY 2010-11 Adopted Budget. Revenues are recommended to increase \$15,944, also less than 1%. Overall expenditures are recommended to decrease \$12,086 or less than 1%. As part of the General Fund savings measures incorporated into the Health Agency budget, two reductions are recommended: elimination of a filled 0.5 FTE Humane Educator position along with a reduction in the scope of the Humane Education Program; and elimination of vouchers that have been issued to pet owners in the community in prior years to help bring down the cost of spaying or neutering a pet.

Health and Human Services – Net decrease of 14.25 FTE positions

The Health and Human Services (HHS) category includes Social Services, Public Health, Behavioral Health (which now consolidates Mental Health, Mental Health Services Act and Drug and Alcohol Services into one fund center), Law Enforcement Medical Care, Driving Under the Influence and Veterans Services. Funding for community based organizations, indigent medical care and the County's contribution to the Community Health Centers for operation of outpatient health clinics is also included in this area.

HHS programs are largely administered by counties on behalf of the State or Federal governments. Historically, however, the State and Federal governments have not provided sufficient funds to keep up with growing expenses. In doing so, they have put local governments in the position of either cutting these programs or reducing other local services to pay for them. Most counties are not in a position to take on this additional financial burden, and many have been forced to reduce service levels as each year operating costs have continued to increase while State and Federal revenues generally continued to decline.

For many years San Luis Obispo County was fortunate in its ability to supplement the funding for its HHS programs, primarily due to savings from the closure of General Hospital and the transfer of the County's outpatient clinics to the Community Health Centers. Since FY 2008-09 the County has no longer had sufficient General Fund to make up all of the difference between rising costs and declining State and Federal revenue, and it has been necessary to reduce HHS expenditures to compensate. This trend continues in FY 2011-12.

Health Agency:

The Health Agency encompasses Public Health, Behavioral Health, the Medical Assistance Program and the County Medical Services Program (both of which are indigent health care budgets), Driving Under the Influence and Emergency Medical Services. In addition, Animal Services is a division of the Health Agency, but is included in the Public Protection functional group. The overall budget information that follows excludes the Animal Services budget. Overall, total revenues for the Health Agency are increasing by approximately \$2.2 million (3.7%) compared to the FY 2010-11 adopted levels. Total expenditures are increasing by approximately \$2 million (2.7%). The recommended level of General Fund support for the Health Agency is more than \$16.5 million, reflecting a decrease approximately \$225,000 or 1.3% compared to the FY 2010-11 adopted budget. This decrease would have been much more significant if not for a significant increase in General Fund support needed to fund rising

medical costs for indigent health care. Removing the two indigent health care fund centers from the equation (the Medical Assistance Program and CMSP) General Fund support is decreasing by over \$1 million, or 7.7% overall which reduces overmatch in Health Agency programs. Reductions made included the net elimination of 13.25 FTE, salary savings from voluntary time off and expected vacancies, as well as various reductions in services and supplies. The proposed General Fund expenditure reductions for each fund center are summarized below.

Public Health

As in past years, cost savings measures have been incorporated into the Health Agency budget to reduce the need for General Fund support. Reductions built into the recommended budget include the elimination of 4.5 FTE, employees taking voluntary time off, reductions in various services and supplies accounts, and an additional \$60,000 in revenue from a new fee charged to local law enforcement agencies for the Suspected Abuse Response Team program, as is done in most other counties.

The most significant service level impacts are likely to be found with the elimination of two full-time Field Nursing positions. Each nurse position carries a case load of 25 low-income families and conducts 400 home visits to these families each year to provide education and support to maintain healthy pregnancies, parenting education and support, mother and infant health monitoring, and appropriate referrals for special services needed.

Three budget augmentation requests totaling \$197,043 are recommended for approval. The first reorganizes the WIC program division to improve oversight of program quality in the three clinics and includes the promotion of some existing staff to supervisory or lead levels as well as the addition 1.5 FTE to reduce reliance on temp help. The second and third augmentation requests increase staffing for the CA Children's Services Medical Therapy Program by 1.0 FTE. The augmentations are fully revenue offset and require no increase in the General Fund. The addition of the 2.5 FTE included in the recommended budget augmentations results in a net reduction of 2.0 FTE on the Public Health Position Allocation List.

Behavioral Health

The Behavioral Health budget now consolidates three previously independent budgets into one: Behavioral Health, Mental Health Services Act and Drug and Alcohol Services. The recommended budget reflects a decrease in revenues of \$426,267 (1%). While several grants will expire at the end of FY 2010-11, several grants awarded in FY 2010-11 will continue into FY 2011-12 for an overall increase of more than \$633,200. Of note is the elimination of \$250,000 in funding from the First Five Commission for the San Luis Obispo Children's Assessment Center, more generally known as "Martha's Place." This reduction, combined with a reduction in Medi-Cal and Early Periodic Screening Diagnosis and Treatment (EPSDT) revenue used to support Martha's Place results in recommended reductions in staffing and supplies for this program. Also of note, the Sheriff restored funding for a full time Mental Health Therapist to provide services at the jail. This funding had been eliminated in the FY 2010-11 adopted budget.

Total expenditures for this fund center are budgeted at approximately \$44.3 million and are recommended to decline by more than \$1.14 million (2.5%) compared to the FY 2010-11 adopted budget. Most of the variance between the requested and recommended budget is due

to a reduction of \$766,975 (3%) in salary and benefit accounts built in to the recommended budget to reduce the General Fund support required for Behavioral Health. The reduction in salary and benefit accounts represents the elimination of a total of 11.25 FTE (4.25 FTE eliminated in the department's budget request and another 7.0 FTE eliminated to reduce the level of General Fund support for this budget.)

General Fund support is recommended to decrease \$715,682 (8.8%) compared to the FY 2010-11 adopted budget. This is the largest reduction in General Fund support in the Health Agency. Reductions built into the recommended budget include the elimination of 7.0 FTE, salary savings from staff taking voluntary time off, a reduction in funding for the Family Care Network associated with rehabilitation services for foster youth (to bring the budgeted amount closer to actual program levels) and a reduction in funding for Transitions Mental Health Association's Social Rehabilitation Services which will reduce services to clients from 5 days per week to 3 days per week.

The reduction of 3.0 FTE in staffing at Martha's Place will primarily impact treatment services. However, the original model for Martha's Place was to focus services on assessments and to refer clients to service providers in the community for treatment based on needs identified in the assessment. With the recommended reductions, services will return to the original model of an assessment center. Other service level impacts that may result from the elimination of positions include a reduction in staffing for the Drug and Alcohol Services Friday Night Live program, which may result in reduced outreach to rural high schools, and an increase in caseloads for Mental Health Therapists which may result in less intensive services provided to clients.

County Medical Services Program (CMSP)

The recommended budget for County Medical Services Program (CMSP) now reflects the combination of Fund Center 350 – CMSP and Fund Center 352 – Other Indigents Health Program and incorporates the County's allocation of the Tobacco Settlement Fund. Total expenditures are budgeted to increase by almost \$2.5 million or 93% in FY 2011-12 compared to the FY 2010-11 adopted budget. Approximately \$699,000 is due to the integration of the Other Indigents Health Program into this fund center. The reasons for the remaining increase of almost \$1.8 million are two-fold: 1) the costs for indigent medical care costs have risen significantly (as much as almost 160% since FY 2008-09) primarily due to the economic decline, and 2) a cash balance of funds that had been used to finance a portion of the CMSP budget for the last three years is now exhausted.

CMSP is not a General Fund budget but receives a transfer of General Fund support from Fund Center 183 – Medical Assistance program. Historically, approximately \$500,000 in General Fund has been required to balance this special revenue fund. Beginning in FY 2007-08, no General Fund support was budgeted to balance this fund center due to the accumulated cash balance noted above, which was expected to be sufficient to balance the budget through FY 2010-11. However, as the economy worsened and more people were unemployed and/or uninsured and thus eligible for CMSP, medical costs rose dramatically. This occurred at the same time State realignment revenue was declining, again due to the recession. This situation led to a more rapid depletion of the cash balance. The recommended General Fund support for the CMSP budget for FY 2011-12 is over \$1.7 million - more than three times the level that has historically funded this budget. This level of General Fund support reflects the expectation that costs for indigent medical care will remain high in FY 2011-12.

To reduce the impact on the General Fund and overall expenditures, the Health Agency has proposed two key strategies which are reflected in the recommended budget: a reduction in payments to Community Health Centers of the Central Coast (CHC) to yield a savings of \$800,000, and a reduction in the rates paid to hospitals that care for CMSP patients, to yield a savings of \$75,000. Negotiations are currently underway with CHC and with the hospitals regarding these budget cutting strategies. Service levels are expected to remain unchanged compared to FY 2010-11.

Community Services - Net Decrease of 5.0 FTE

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

Airports

The Airport Services budget is an Enterprise Fund and as such is supported by revenues generated through user fees. The Airport's FY 2010-11 passenger enplanements are showing an increase, reversing the downward trend in the flights and passenger enplanements which began several years ago. This upward trend in passenger enplanements is having a positive effect on Airport revenues. As passenger enplanements rise, so do revenues from parking fees, passenger facility fees and commercial aircraft landing fees. Although passenger enplanements remain well below 2007 enplanement levels, the steady growth in passenger enplanements has increased Airport revenues and the Airport can now cover operational expenses without loans from other County funding sources. The recommended budget maintains current staffing and service levels. The Airport management is continuing efforts to expand the number of destinations and flights available from the San Luis Obispo Airport. Doing so will provide the Airport greater fiscal stability as well as provide a wider variety of travel options for the County's citizens.

Parks

The FY 2011-12 recommended budget is driven by a substantial decline in Park revenues from charges for services, which provide approximately 50% of the operating funding for this budget. Overall revenues for Parks are recommended to be approximately \$256,000 less than the revenue level budgeted for FY 2010-11. Constrained consumer spending due to the overall economy is a significant contributor to the decline in revenues. The recommended budget for Parks reduces expenditures by approximately \$516,000 as compared to the FY 2010-11 adopted budget. Staffing is reduced by one full time equivalent through the elimination of a Park Superintendent position. Funding for temporary help used to supplement Parks staff during the spring and summer seasons is being reduced by 35%, a decrease of approximately \$160,000. The recommended budget also decreases funding for maintenance by approximately \$360,000; however, this reduction is partially offset by \$320,000 of Quimby fee funding for Parks maintenance contained in the Maintenance Project Fund Center 200. The reductions made to the Parks budget are directly related to the decline in revenue. The amount of General Fund Support for Parks is not recommended to be reduced for FY 2011-12 and remains at the same level as provided in FY 2010-11.

The reductions made by Parks in its budget will result in the deferred purchase of fixed assets, reduced maintenance of neighborhood and community parks and deferral of Park maintenance projects, which provide needed renovations to structures and campgrounds. Parks will

manage the reductions in services to assure that safety remains the highest priority. Maintenance of facilities which generate revenue will also be a high priority.

The recommended budget for Parks includes \$30,000 to fund the first phase of a Parks master planning effort. The funding for the first phase of the study will be provided from Fund Center 200 Maintenance Project funds. Parks will use existing staff and interns from Cal Poly to prepare the first phase of the study. This first phase will update the current status of all park facilities and programs and provide the baseline information for the second phase of the study. Parks is currently working on an application for a Proposition 84 grant, which is intended to pay for the use of a consultant in the second phase of the proposed planning effort. This phase will develop the actual master plan. The plan will provide a basis for the Board to prioritize and fund projects. Parks anticipates the state will inform applicants of awards in the first half of FY 2011-12.

Golf Courses

The Golf Course Budget is an Enterprise Fund and as such does not receive General Fund support. Enterprise funds charge user fees for their services. The recommended expense and revenue for Golf are both decreasing by approximately \$50,000, or 2%, as compared to the FY 2010-11 budget. The Golf budget is experiencing a decline in revenues due to reduced play at the County's three Golf Courses. Over the past three years, revenues for Golf have decreased by over 20%. The decline in the economy, changing attitudes and choices for recreation and increased competition from private golf courses have all contributed to the decline in play and related revenues. In response to reduced revenues, Golf has reduced expenditures. The recommended budget includes the elimination of three vacant Greens Keeper Aide positions reducing salary and benefit expense by approximately \$160,000. Even with the reduction in expense, the Golf budget will still need to use \$114,082 of unallocated funds within the Golf Fund to finance the FY 2011-12 budget. This will leave approximately \$400,000 remaining in the Golf Fund.

The recommended budget for Golf will fund the operation of all three of the County owned golf courses, although the loss of Greens keeper positions and reduced funds for maintenance will have an effect on the level of maintenance provided to the Golf Courses. Maintenance of the golf course greens will be the highest priority. Reduced maintenance will include a reduction in fertilizer use and less frequent mowing of fairways and trimming of rough areas. Golf is working to increase play at County courses through a variety of outreach and promotional efforts.

Library

The Library is primarily dependent on revenue from property taxes to fund its operation. As a result of the sluggish housing market, property tax revenues are budgeted to remain virtually flat. To achieve a balanced budget, the Library proposed to cancel \$313,118 in reserves, leaving a balance of more than \$1.5 million in reserves for future use. In addition, the Library proposed to eliminate one vacant Librarian position in an effort to reduce expenditures. Despite the loss of this position, the recommended budget will allow the Library system to sustain current open hours.

Fiscal and Administrative- Net Decrease of 2.25 FTE positions:

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

Administrative Office

The FY 2011-12 General Fund support budget is recommended to decrease \$53,133 or 3% compared to the FY 2010-11 adopted level. This reduction was achieved primarily through the recommended elimination of 1.0 FTE vacant Administrative Analyst position that was partially designated to assist with labor relations. The labor relations function was transferred back to the Human Resources Department in FY 2009-10 as part of a complete overhaul of the County's labor relations program. Due to an ongoing reorganization of the labor relations program, the elimination of this position does not pose significant impact to service levels.

Auditor-Controller's Office

The FY 2011-12 General Fund support budget is recommended to decrease \$18,692 or less than 1% compared to the FY 2010-11 adopted level. This decrease was achieved primarily through the recommended elimination of 1.0 FTE vacant Administrative Assistant position and by not funding 2.0 FTE vacant positions, an Auditor-Analyst Trainee and an Account Clerk, for only six months. Minimal service level impacts are anticipated as a result of these changes.

Clerk-Recorder's Office

The FY 2011-12 General Fund support budget is recommended to increase \$273,301 or 54% compared to the FY 2010-11 adopted budget. When adjusted for the timing of election cycles and corresponding revenues, General Fund support is actually decreasing 2% compared to the FY 2010-11 adopted budget. This decrease was achieved through recommended reductions to various services and supplies accounts, as well as the recommended elimination of .25 FTE vacant Administrative Assistant position. Minimal service level impacts are anticipated as a result of these changes.

Support to County Departments- Net Decrease of 4.0 FTE positions:

This functional area consists of the Office of the County Counsel, General Services Agency, including Fleet Services, Information Technology and Reprographics, Human Resources, Risk Management, and the County's Self Insurance programs.

County Counsel

The FY 2011-12 General Fund support budget is recommended to decrease \$44,517 or 1% compared to the FY 2010-11 adopted level. This decrease was achieved through reductions to various services and supplies accounts, as well as the recommended elimination of 1.0 filled Deputy County Counsel position. The elimination of a Deputy County Counsel position will require that the position's duties be spread among the department's remaining attorney staff, which may delay work turn-around times and legal advice or other information that is requested by departments, outside agencies and the public.

General Services

The FY 2011-12 General Fund support budget is recommended to decrease \$185,402 or 2% compared to the FY 2010-11 adopted level. This decrease was achieved primarily through the recommended elimination of 2.0 FTE vacant positions—1.0 FTE Custodian and 1.0 FTE Administrative Assistant Aide in the Purchasing Division. The elimination of the custodial position will result in a reduction in the amount of time spent cleaning office space and will reduce the frequency of trash removal, resulting in less well kept facilities. Public areas within facilities will continue to remain a priority. The elimination of the Administrative Assistant Aide position may result in delays in handling purchasing requests from departments.

Fleet Services

The Fleet Services budget is an Internal Service Fund and as such receives no General Fund support. The budget for Fleet Services is funded through service charges to County departments related to the operation, maintenance and purchase of vehicles used by County departments. Excluding depreciation, the recommended operating expense for FY 2011-12 is \$3,586,962, an increase of \$133,436 or 4% compared to FY 2010-11 adopted levels. A total of 53 vehicles are recommended for replacement in FY 2011-12. The recommended budget includes the elimination of 1.0 FTE vacant Equipment Services Worker position. This position has been vacant for over a year and Fleet Services has determined that the current level of filled positions is adequate to meet service demands. No service level impacts are anticipated as a result of these changes.

Information Technology

The FY 2011-12 General Fund support budget is recommended to decrease \$303,704 or 3 % compared to the FY 2010-11 adopted level. This decrease was achieved through the recommended elimination of 1.0 FTE vacant Senior Software Engineer position, salary savings from VTO, and various reductions to services and supplies accounts. The elimination of the Senior Software Engineer position results in shifting work to remaining staff causing some delays in response to service requests for upgrades to the functionality of the County's Enterprise Financial System, Criminal Justice Information System, and Property Tax System. The recommended decrease in services and supplies makes reductions to the amount of training provided to staff, which will impact staff's ability to remain current with advances in technology.

The recommended budget also includes the addition of 1.0 FTE Geographic Information System (GIS) Program Manager position. This position is a new classification. The position will oversee the implementation of the County's adopted GIS Strategic Plan and coordinate GIS efforts between departments. The position will implement more effective practices for the purchase of equipment, software, seek grant opportunities and encourage the use of GIS in other departments. The position will assist other departments in taking advantage of the tools GIS provides to help increase the effectiveness and efficiency of their operations through the use of GIS. Implementing this position will require the adoption of position specifications by the Civil Service Commission and the establishment of a formal salary structure. Completion of these actions is expected to occur in the second half of FY 2011-12.

Overview of Financing/Revenues

State and Federal Revenue

State and Federal revenue at approximately \$192 million, represent about 43% of the County's total financing. The recommended level is roughly the same as the FY 2010-11 adopted budget.

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

Taxes

Property taxes, sales tax, transient occupancy, and other taxes at approximately \$145 million, represent about 33% of the County's total financing. The recommended level is virtually flat as compared to the FY 2010-11 adopted budget.

Other Revenues and Financing

Other revenues at approximately \$42 million represent about 9% of the County's total financing. The recommended level is a \$6 million or 12% decrease as compared to the FY 2010-11 budget.

License/Permit Fees/Charges for Services

Licenses, permits, and charges for services at approximately \$41.6 million, represent 9% of the County's total financing. The recommended level is a \$1 million or 2.5% increase as compared to the FY 2010-11 adopted budget.

Fines, Forfeitures, and Penalties

At approximately \$5.7 million, this funding source represents about 1% of the County's total financing. The recommended level is approximately \$500K or 9% less than the FY 2010-11 adopted budget.

Interest Earnings

At approximately \$845,000, interest earning represents about 0.2% of the County's total financing. The recommended amount is about \$550,000 lower than the FY 2010-11 budgeted amount. The reason for the decrease is because of extremely low interest rates and a reduced cash balance due to the delayed receipt of payments from the State.

Fund Balance Available (FBA) and Use of Reserves

Fund Balance Available and the use of reserves represent the last two significant funding sources for the total County budget. FBA is budgeted at \$18.3 million (for all County funds not

just the General Fund) represents 4% of the County's total financing and the use of reserves at \$3.7 million represent about 0.8% of the County's total financing.

Reserves

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

In total, at the end of FY 2010-11, it is estimated that the County will have about \$76.5 million in total reserves and designations. Most of this amount is in designations for restricted and specific purposes (i.e. not discretionary). For FY 2011-12, it is proposed that \$3.7 million be used to help fund the budget and that \$6.3 million be added to the balances. The projected balance at the end of FY 2011-12 is \$79.1 million (a net increase of \$2.5 million). Only reserves and designations that are changing are included in the summaries below.

General Fund Reserves and Designations

Per the comprehensive depreciation and equipment replacement schedule, it is recommended that \$350,461 of the Fire Equipment Replacement designation be used in order to help fund the replacement of Fire equipment. The new balance in the designation is projected to be \$965,980.

Other (Non-General Fund) Reserves and Designations

Capital Projects: It is recommended that \$319,900 of the Facilities Planning designation be used to help fund capital projects recommended in the FY 2011-12 budget (reference the capital projects budget for the details). The balance in the designation is projected to be \$1.7 million. Additionally, 39,000 of the Los Osos Landfill designation is recommended to be used to help fund work at the landfill. The balance in the designation is projected to be \$415,445.

Roads: It is recommended that \$4,447 be used to help fund the Roads budget. The balance in the designation is projected to be \$917,000

Public Facility Fees (PFF): It is recommended that \$360,771 of the General Government PFF designation be utilized to help pay for the debt service for the New County Government Center and that \$880,675 be added to the designations for future use. This would result in a net increase of approximately \$500,000. There are five different categories of PFFs, which include general government, fire, public protection, library, and parks. Please reference the PFF fund center (fund center 247) for more details.

Countywide Automation Designation: It is recommended that \$729,019 be added to this designation. The balance in the designation is projected to be \$8,905,813. Additionally, it is recommended that the entire \$280,265 of the Property Tax System designation be used to help pay for the new Property Tax software project, which is planned to begin in FY 2011-12.

General Government Building Replacement: It is recommended that the designation be increased by \$2.7 million, which would result in a balance of \$8.8 million.

Tax Reduction Reserve: It is recommended that \$1.7 million be used to help balance the General Fund. This funding is one of the short-term budget balancing strategies previously outlined. The balance is the designation is projected to be \$11.4 million.

Traffic Impact Fees: It is recommended that the designation be increased by \$1.5 million for a balance of \$2 million.

Wildlife and Grazing: It is recommended that \$4,000 of the General reserve be used for a total balance of \$377. Additionally, it is recommended that the Wildlife Projects designation be increased by \$4,000 for a total balance of \$4,216

Driving Under the Influence: It is recommended that the General reserve be increased by \$54,670 for a balance of \$153,459.

Library: It is recommended that \$20,000 of the General reserve be used, which would result in a balance of \$74,690. Additionally, it is recommended that \$293,118 of the Facilities Planning designation be used, which would result in a balance of \$922,510.

Fish and Game: It is recommended that \$5,000 of the Environmental Settlement designation be used, which would result in a balance of \$13,110. Additionally, it is recommended that \$2,701 of the Fish and Game Projects designation be used, which would result in a balance of \$86,087.

Organizational Development (OD): It is recommended that \$179,123 of the Countywide Training designation be utilized to help fund the operations for this budget, which includes the Employee University. The remaining balance is a little over \$1 million. As previously noted, historically, \$450,000 of General Fund has been allocated to the OD fund center to help pay for its operations. This year only \$242,166 is being allocated and the remainder is redirected to the General Fund as part of the short-term budget balancing strategies.

County Medical Services Program: It is recommended that the entire \$87,695 Automation Replacement designation be utilized in order to help fund a new electronic health records software system.

Pension Obligation Bond (POB): It is recommended that \$573,496 be added to this designation in order to help pay for future pension debt service payments and for cash flow purposes. The new balance will be \$7.7 million.

Acknowledgements

I would like to thank all County employees for their work this past year. While facing daunting fiscal challenges, the organization made significant progress toward achieving its vision of a safe, healthy, livable, prosperous, and well-governed community. A summary of the organization's many accomplishments can be found in the County's first annual report, which was published in January of this year.

This budget proved yet again to be extremely difficult. However, from a process standpoint, it went as well as could be hoped. This is due to the high level of cooperation and professionalism exhibited by all who were involved in the process. I look forward to working with your Board and staff as we continue to tackle the many challenges and opportunities before us.

Sincerely,

A handwritten signature in black ink, appearing to read "Jim Grant", with a long, sweeping horizontal stroke extending to the right.

Jim Grant
County Administrative Officer

2011-2012 Budget Goals and Policies and Budget Balancing Strategies and Approaches

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

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

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

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

Budget Development Policies

1. **Budget Process:** County departments shall participate and cooperate during the budget development process to facilitate the creation of a budget based upon a collaborative effort between the Board of Supervisors, the Administrative Office, Department Heads, staff, and the community.

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

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

2. **Results Based Decision Making and Budgeting:** The County is committed to providing efficient, high quality services that produce clear results for the public we serve. Budget requests and recommendations must be linked to measurable results that are responsive to communitywide priorities.
3. **County's Vision Statement and Communitywide Results:** The Board adopted communitywide results shall be used by all departments to strategically guide the budget preparation process. Departments will link all goals and funding requests to communitywide results.
4. **Departmental Goals and Performance Measures:** Individual departments will establish goals that will facilitate achievement of the desired communitywide results. Departments will also develop meaningful performance measures that will be used to gauge the success of individual programs within a department. All requests to allocate additional resources to a new program or service must clearly demonstrate expected results in measurable terms. If additional funding is requested to augment an existing program or service, departments must identify actual results achieved to date in meaningful, measurable terms.
5. **Mission Statements:** County departments shall have a Department Mission Statement consistent with San Luis Obispo County's overall Mission Statement.
6. **Budget Hearings in June:** Conduct final budget hearings before the end of June; adopt budget by July 1, unless extenuating circumstances arise and the Board adopts a revised budget schedule for that particular year; adjust final numbers - no later than October first.

7. **Cost Allocation:** Allocate Countywide overhead costs to all County departments based on the cost allocation and implementation plan developed annually by the Auditor-Controller. Each department shall incorporate these allocations into their budget.
8. **General Fund Support:** General Fund Support is the amount of General Fund money to a given budget after revenues and other funding sources are subtracted from expenditures. These net costs would be used in developing budget recommendations and when reviewing budgets during the quarterly reporting process. Significant departures from the General Fund Support amounts during the fiscal year may result in a recommendation to reduce expenditures to allow/ensure that the budgeted net cost would be achieved by the end of the fiscal year.
9. **Discretionary Programs:** Review all discretionary programs to determine if they are a high priority program with communitywide benefits and demonstrated results. Preferences for funding of new discretionary programs are for those which will facilitate the achievement of Board adopted communitywide results utilizing non-General Fund revenue first, offsetting fee revenue (if appropriate) second, and General Fund last. All requests for discretionary funding must be accompanied by a performance plan that clearly describes actual and/or expected results in measurable terms. Additionally, departments will prioritize their funding requests for new, discretionary programs by focusing on those programs that are most effective in terms of achieving departmental goals and desired results.

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

Financial Planning Policies

10. **Balanced Budget:** The County Administrative Officer shall present a balanced budget for all County operating funds, on an annual basis, to the Board of Supervisors for scheduled public hearings in June of each year. In accordance with the State Budget Act, Government Code §29009, available funding sources shall be at least equal to recommended appropriations.
11. **Ongoing Budget Administration:** It shall be the responsibility of the County Administrative Officer to submit Quarterly Financial Status Reports to the Board of Supervisors. These reports shall provide a projection of expenditures and revenues, identifying projected variances. They may also include recommendations and proposed corrective actions which may include mid-year reductions.
12. **Use of "One-Time" Funds:** One-time revenues shall be dedicated for use for one-time expenditures. Annual budgets will not be increased to the point that ongoing operating costs become overly reliant upon cyclical or unreliable one-time revenues. In the face of economic downturns or significant State cuts in subventions for locally mandated services, the use of one-time funds may be permitted to ease the transition to downsized or reorganized operations.

- 13. Enhance Cost Efficiency:** County departments should review multi-departmental programs and services in order to enhance coordination and cost efficiency for streamlined achievement of communitywide objectives and results.
- 14. Consolidation of Programs:** County departments should consolidate programs and organizations to reduce County costs while maintaining or increasing existing levels of service. Before service level reductions are proposed, i.e. if budget cuts are required, department heads will determine if consolidation of departmental or Countywide programs or services would be cost effective.
- 15. Privatization of Services:** County departments are encouraged to identify and recommend opportunities for cost savings whenever possible, including the privatization of services that are beneficial to the County and legally possible. Analysis will include review of existing services, including the possibility of "contracting in" with existing personnel and the development of a transition process for those services approved for privatization. In implementing significant new services, a thorough cost and program analysis shall be conducted to ascertain if privatizing will result in reduced costs, increased services and accountability.
- 16. Reductions:** Reductions shall be evaluated on a case-by-case basis, in a fashion consistent with Board approved budget policies, to reach the appropriations level required within the available means of financing. When budget reductions are necessary, departments will prioritize their service programs and propose reductions in areas that are least effective in terms of achieving departmental goals and desired results. Departments must also consider the potential effects on interrelated programs and desired communitywide results when developing budget reductions.
- 17. Investing in Automation:** The Board recognizes that cost reduction, cost avoidance and process efficiency can be enhanced by utilizing automation. Proposals for investments in automation, particularly computer automation, must measurably demonstrate how cost savings will be achieved and/or how services will be improved. It will be important that countywide benefits, compatibility with existing systems, and potential liabilities are fully addressed. All proposals for major automation improvements will be reviewed and approved by the Information Technology Executive Steering Committee prior to formal Board approval.

Revenue Policies

- 18. Cost Recovery Through Fees:** Utilize fees to recover costs where reasonable and after all cost saving options have been explored. Exceptions will be reviewed on a case-by-case basis. County departments will review fees annually to ensure that they meet statutory requirements, fall within the range of fees being charged by comparator counties and achieve cost recovery.

- 19. Pursuit of New Revenues/Maximizing Use of Non-General Fund Revenues:** County departments are directed to pursue revenue sources, when reasonable, in support of the communitywide results sought by the County. Where not prohibited by law, departments will maximize use of non-General Fund revenues, existing designations and trust funds prior to using General Fund money to fund programs.
- 20. Appropriations from Unanticipated Revenues:** Appropriations from departmental unanticipated revenues will not be recommended unless the department is either reaching or exceeding its total departmental revenue estimates on a monthly or quarterly basis, or its revenues are in line with historical revenue trends for that department. Grant program revenues and appropriations will be considered on a case-by-case basis.
- 21. Maintain or Enhance Revenue Generating Ability:** Appropriate sufficient funds to maintain the capabilities of budgets that generate revenues in excess of their costs. Enhancements to such budgets will be dependent upon resulting revenues being in excess of the associated costs.

Expenditure Policies

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

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

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

- 23. Funding of Contingencies and Reserves:** For the General Fund place a minimum of 5% of available funds into contingencies. Additionally, place up to 15% of available funds into contingencies or reserves and any additional unrestricted funds into reserves, after departments' operational needs are funded.
- 24. Matching Funds - County Share:** No increased County share for budgets funded primarily from non-general fund sources if state funding is reduced, unless increased County share is mandated. The Board of Supervisors, at its discretion, may provide County "overmatches" to under-funded programs to ensure or enhance specified levels of service. Proposed "overmatches" shall include the specific, measurable, goals and results expected to be attained at both the "required" and the "overmatched" funding levels.
- 25. "In-Kind" Contribution:** Where matching funds are required for grant purposes, provide as much "in-kind" contribution (resources already allocated by the County that will be expended in any case) as allowed, instead of hard dollar matches.
- 26. Carry forward of Expenditures:** Expenditures carried forward from one year to the next (e.g. encumbrances) shall only be spent on the intended expenditure. If the actual expenditure is less than the amount carried forward, the remaining funds shall not be spent on something else without prior approval of the Administrative Office.
- 27. Savings from Vacant Positions:** Salary and benefit savings resulting from vacant positions shall first be used to offset salary increases before requesting re-allocation of the savings to other expenditures that achieve communitywide objectives and results.
- 28. Non-Emergency Mid-Year Requests:** Mid-year budget (including staff requests) or capital project requests of a non-immediate nature requiring a transfer from contingencies are recommended to be referred to the next year's budget deliberations. Mid-year requests with other funding sources or which can be absorbed within a department's budget are considered as needed.

Capital Project Policies

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

The following criteria shall be used in evaluating projects:

1. Additional funds required to make budgeted projects operational.
2. Required to meet a legal or policy mandate.
3. Required to improve unacceptable health and safety conditions.
4. Is at least 80% revenue offset or there is a "payback" in three years or less.
5. Required to maintain existing assets or facilities.
6. Required to maintain existing service levels.
7. Reduces or avoids other County costs.

Proposed projects shall include the project's anticipated impact on current and future operating costs. Projects will be recommended for approval that are 100% revenue offset or have their own funding source (such as golf courses and Lake Lopez), which meet one or more of the above criteria and would be reasonable in terms of scope or cost.

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

Library Projects: Consider funding new library buildings or major improvements to existing libraries only if at least 50% of the cost of the project is provided by the community in which the facility is located. The funding required from the community may be comprised from a variety of sources, including grants, school districts, special districts, cities, community group funding, private donations, or fees generated for specific use in libraries. The County's portion of this funding formula will be financed from the Library budget (Fund 1205), grants, gifts, the General Fund or fee revenues generated for specific use in libraries.

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

Master Plans: Consider approving projects included in master plans if they have their own funding sources or if they are requested from other sources which identify an operational need for the facility.

Grant Funded Capital Projects: For grant funded projects, when a County match is required, budget only the County share if receipt of grant money is not expected in the budget year. If there is a reasonable expectation that the grant revenue can be received during the budget year, budget the entire project amount including revenues.

Encumbrances: The Auditor-Controller is authorized to encumber capital project money appropriated for a specific capital project at the end of each fiscal year, if work has been undertaken on that project during the fiscal year. Evidence that work has been undertaken would be in the form of an awarded contract or other item upon which the Board of Supervisors has taken formal action.

Phasing of Large Projects: For capital projects which will be undertaken over several fiscal years, develop full project scope and costs in the initial year.

Budget Balancing Strategies and Approaches

In early 2007, the County's current fiscal challenges were first identified. At that time, the budget was balanced and times were generally good, however, the current fiscal storm loomed on the horizon. In order to proactively deal with the difficulties that lay ahead, a multi-year plan was crafted and has been utilized to guide the Board and staff in addressing significant budget gaps. Year one of the plan was FY 2008-09 and as such, FY 2011-12 represents year four of the five year "pain management plan." At this time, it appears as if the five year timeframe may have been overly optimistic and a seven year plan seems more likely. As such, FY 2011-12, represents year four of the seven year plan.

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

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

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

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

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

The plan has served the County well thus far and should continue to do so into the future. While our County's fiscal challenges are unprecedented in recent times, they pale in comparison to that of many local governments around the state and the country. Our fiscal

position is enviable to many and is primarily attributable to fairly stable property tax revenues (as compared to other areas) and to sound fiscal management.

Approaches that address the long-term budget gap:

1. Priority Driven- One of the starting points of the budget process is to identify Board priorities so staff can craft budget proposals that align with these priorities. Currently, the Board's priorities are as follows (in order):
 - a. Meet legal mandates
 - b. Meet debt service requirements
 - c. Public Safety- defined as:
 - i. Sheriff-Coroner (fund center 136)
 - ii. District-Attorney (fund center 13201)
 - iii. Probation (fund center 139)
 - iv. County Fire (fund center 140)
2. All Departments Participate- While departments will receive different levels of funding due to priorities, departmental revenue sources, and program designs (amongst many other variables), all departments will participate in the closing of the budget gap. More specifically, no department is exempt from budget reductions.
3. Proportional Reductions- Instead of cutting all operations by the same amount across the board, proportional growth and reductions will be taken into consideration. More specifically, staff could pursue reductions by department in relation to the amount of growth over the past ten to fifteen years (during the "good times"). The rationale being that some departments experienced significant growth in expenditures and staffing due to increases in demand and revenues. Now that the demand and corresponding revenues have slowed, expenditures would be scaled back accordingly. Conversely, some departments grew very little over the past ten to fifteen years and as a result they may not be scaled back to the same extent as other departments.
4. Detailed Budget Reduction Lists (i.e. cut lists)- All departments are to incorporate a prioritized list of resource/expenditure reductions into their annual budget submittals. Reductions with the least impact upon programs and services should be the first in line for reduction per Board approved Budget Policy #16. The concept is that departments are the experts in their respective fields and are in the best position to recommend budget reductions in line with the Budget Goals and Policies, Board priorities and direction, and detailed budget instructions. The targets for the amount of reductions to include in the budget submittals are provided as part of the detailed budget instructions (usually mid-December).
5. Mid-Year Budget Reductions- Mid-year reductions may be necessary in any given fiscal year depending upon the fiscal climate at any particular point in time. The Board directed mid-year budget reductions in fiscal years 2007-08, 2008-09, and 2009-10. The intent of the mid-year reductions is to help keep the current year budget in balance and to create additional Fund Balance Available (FBA) at year-end for use as a funding source in the subsequent budget year.

6. Reduce "Over Match"- Many County administered programs are mandated by the State. As is the case for many of these types of programs, the funding provided by the State has not kept pace with the corresponding expenditures. During the "good years", the County utilized some of its local, discretionary revenue to help offset the difference in order to keep many of these important programs intact. However, the County's ability to continue to provide this "over match" is now limited and is being scaled back. Some examples of "over match" include the Roads Pavement Management program, Health Agency programs, and Victim Witness services.
7. Engage Employees and Employee Associations- Approximately 60% of annual expenditures are labor costs and not surprisingly, salary and benefit costs have been the most significant influence upon expenditures. County staff and negotiators are to work with employees and employee associations in order to create opportunities to curtail labor costs.

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

1. Hiring "Chill"- The purpose of a hiring freeze is two-fold: to save money in the current year so that additional FBA would be available for the subsequent budget year and to allow for attrition with respect to the reduction of positions (i.e. reduce layoffs). It's important to emphasize that reductions should be based upon priorities, not vacant positions. Attrition is a helpful tactic but should not be the driving strategy in reducing costs. The County has had a hiring "chill" in place since October 2007. All requested exceptions to the "chill" must be approved by the County Administrative Officer.
2. Reduce General Fund Contingency- Budget Policy #23 states that a minimum of 5% of available funds will be placed into the contingency. For many, many years this policy was adhered to. As part of the FY 2009-10 budget balancing strategies, the contingency was reduced to 4% (and remains at 4%). It is recommended that the contingency not be reduced below 3% in any given year as this would impair the County's ability to deal with unplanned issues and costs that occur mid-year. Additionally, it is important to note that reducing the contingency reduces the amount of FBA by an equal amount for fiscal year-end (unspent contingency is the largest component of FBA), hence deferring a portion of the budget gap to the subsequent year.
3. Defer capital improvement and automation projects that require General Fund support- This option saves money in the near-term but over time if these types of projects are continuously deferred, County facilities and systems would deteriorate and the cost of repairs would increase. This short-term approach was implemented in FY 2008-09, 2009-10, 2010-11 and 2011-12.
4. Minimize building maintenance expenditures- Similar to item number three above, this option saves money in the near-term but over time if maintenance is deferred, county facilities will deteriorate. Historically, \$2 million of General Fund has been allocated annually to specific projects related to the maintenance of County facilities. In FY 2009-10, there was not a General Fund allocation to specific maintenance projects and the amount was reduced by half (to \$1 million) for FY 2010-11. The recommended General Fund allocation for FY 2011-12 is \$1,136,550.

5. Reduce or eliminate the General Fund contribution to the Organizational Development program- Past practice has been for the General Fund to annually contribute \$450,000 to the Organizational Development fund center. This funding has been used to pay for the Employee University (which is a cornerstone of employee training and development), Citizen's Opinion Surveys, Employee Opinion Surveys, and departmental organizational assessments and training. In the near-term, reserves and designations could be used to fund these operations, however, longer term some or all of these programs would have to be reduced or eliminated if the General Fund contribution were reduced or discontinued. The elimination of General Fund support was implemented in FY 2008-09, 2009-10, and 2010-11. The proposed FY 2011-12 budget recommends a reduced level of General Fund support for the Organizational Development program.
6. Reduce or eliminate the amount of depreciation set aside for Countywide Automation projects- As part of the Countywide Cost Plan, the Auditor-Controller's Office calculates the amount of depreciation associated with automation equipment. The standard practice has been to allocate this money to the Countywide Automation fund center in order to help pay for replacement automation projects. Some or all of this money could be redirected to the General Fund. The impact is that over time, the County would not have sufficient funds to replace outdated or obsolete equipment and systems. This short-term approach was implemented in FY 2008-09, 2009-10, and 2010-11 but is not being recommended for FY 2011-12.
7. Reduce or eliminate the amount of depreciation set aside for Building Replacement- Similar to what was noted above, as part of the Countywide Cost Plan, the Auditor-Controller's Office calculates the amount of depreciation associated the County owned buildings. The standard practice has been to allocate this money to the Building Replacement fund center in order to help pay for the repair and replacement of County facilities. Some or all of this money could be redirected to the General Fund. The impact is that over time, there would not be sufficient funds to repair or replace County owned facilities. This short-term approach was implemented in FY 2008-09, FY 2009-10, and FY 2010-11 but is not recommended for FY 2011-12.
8. Voluntary Time Off (VTO), otherwise known as voluntary furloughs- Currently, County employees may take up to 160 hours of VTO in any given year. Individuals that do so do not receive a salary but continue to receive benefits and time and service credits. As a result, VTO helps to defray salary and benefit costs. This option is short-term in nature given that employees cannot be required to participate in this program (hence the name Voluntary Time Off) and it is not reasonable to expect employees to utilize VTO perpetually. This short-term approach was implemented in FY 2008-09, 2009-10, and 2010-11 and is recommended to be used again in FY 2011-12.
9. Federal Stimulus Funding- The American Recovery and Reinvestment Act (ARRA) of 2009 was authorized by the Federal government at the beginning of 2009. The intent of the program is to help stabilize the economy by providing up to \$780 billion to various programs and organization in order to mitigate future job loss and to potentially increase the number of jobs. The County has been actively pursuing ARRA funds as a means to help shore up our budget and fiscal challenges. A committee comprised of 15 departments meets on a regular basis in order to identify funding opportunities and to

coordinate grant applications and program designs. Additionally, the County is in regular contact with State and Federal lobbying organizations in order to further maximize ARRA funding opportunities.

This funding is truly short-term in nature as the ARRA legislation is set to expire at the end of 2010 and in many cases the funding must be expended by the end of 2011.

10. Early Retirement- Early retirement programs may be offered on a case-by-case basis. The intent is to reduce the number of layoffs by enticing individuals who are considering retirement to retire sooner rather than later in order to create attrition opportunities. Depending upon the specifics, an early retirement program may or may not provide cost savings. In instances where the program does not provide a cost savings (or is cost neutral), the sole benefit would be to reduce layoffs. This short-term approach was implemented in FY 2009-10.
11. Use of one-time reserves- The County has set aside money in reserves, which is not designated for a specific purpose. This money has been accumulated over a number of years and has historically been used to help pay for unexpected costs or to help fund new projects or programs.

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

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

1. Mandatory Time Off (MTO) (mandatory furloughs)- This approach has not been included in the budget balancing strategies because it is challenging to implement, does not save much more money than the Voluntary furlough program (VTO), and is short-term in nature. Further, feedback from department heads was overwhelmingly against the use of MTO. If economic conditions were to worsen, the use of MTO may be revisited.
2. Eliminate training- Maintaining a skilled workforce is important for every organization, especially one as labor intensive as the County. This approach has not been included in the budget balancing strategies because in times of budget reductions, additional demands are placed upon remaining employees and it is more important than ever to maintain and enhance the performance of the workforce in order to successfully manage an increased workload. Note that training plans and expenditures have been cut back considerably as part of the budget balancing process; however, they have not been eliminated.

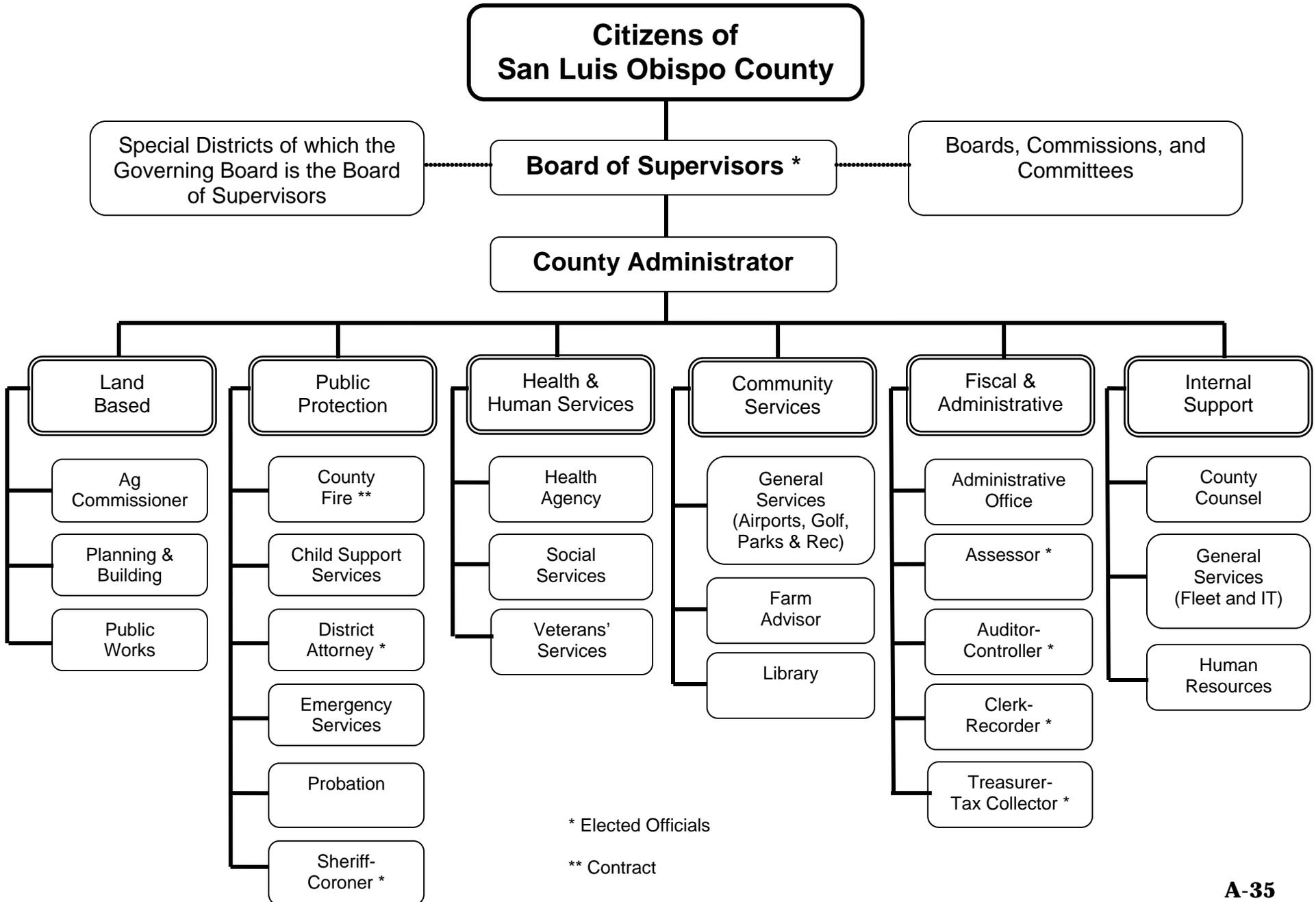
3. Revenue (tax) increases- In the past, tax increases such as sales taxes, transient occupancy taxes, business license taxes, and utility users taxes have been discussed. However, it was decided not to pursue these options given current economic conditions and voter sentiment.

General Budget Information

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

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

County of San Luis Obispo Organizational Chart



About San Luis Obispo County

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



Because of its distance from major metropolitan areas, the County has been able to retain its small-town and rural character. Despite this, the area also offers many of the same amenities that are found in more populated areas. The County is home to major educational institutions including California Polytechnic State University and Cuesta Community College—both of which draw students from all over the world and provide a wide array of educational and cultural opportunities. The varied geography and rich history of the area provide numerous opportunities for recreation. The nationally known Hearst Castle in San Simeon attracts over one million visitors each year and the historic Mission San Luis Obispo Tolosa, founded in 1772, is another popular attraction. Many locally sponsored events including the Mozart Festival,

Old-Fashioned Fourth of July, Renaissance Faire, Mid-State Fair, San Luis Obispo Expo, Central Coast Wine Festival, San Luis Obispo County Symphony, Colony Days, Pioneer Days, Strawberry Festival, Central Coast Wine Classic, Clam Festival, Harbor Festival, Paso Robles Wine Festival, Farmers’ Market, and various Christmas events also draw visitors to the County each year. Major U.S. highways, regional airports, railroad stations and the Port of San Luis all make the area accessible by land, air and water.

County Geography

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



County Government

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



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

- District 1 Adelaide, Cholame, Lake Nacimiento, Oak Shores, *Paso Robles*, San Miguel, Shandon, Templeton, Whitley Gardens
- District 2 Baywood Park, California Men’s Colony, Cal Poly State University (portion), Cambria, Cayucos, Cuesta-by-the-Sea, Cuesta College, Harmony, Los Osos, *Morro Bay*, *San Luis Obispo (portion)*, San Simeon
- District 3 *Arroyo Grande (portion)*, Avila Beach, Country Club, Edna-Los Ranchos, *Grover Beach*, *Pismo Beach*, Rolling Hills Estate, *San Luis Obispo (portion)*, Shell Beach, Squire Canyon, Sunset Palisades
- District 4 *Arroyo Grande (portion)*, Black Lake Canyon, Callendar-Garrett, Edna Valley, Halcyon, Huasna-Lopez, Los Berros, Nipomo, Nipomo Mesa, Oceano, Palo Mesa
- District 5 *Atascadero*, Cal Poly State University (portion), California Valley, Creston, Cuyama, Garden Farms, Pozo, *San Luis Obispo (portion)*, Santa Margarita

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

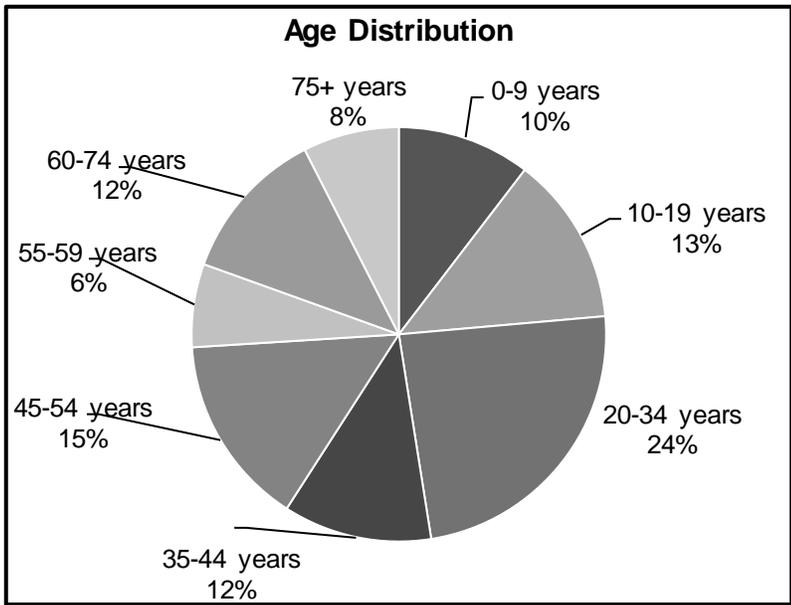
The County Administrative Officer is appointed by the Board of Supervisors and has responsibility for managing the operations of County departments, preparing the County budget and making recommendations to the Board of Supervisors to promote the efficiency and effectiveness of County operations. The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

County Demographic Profile

Population

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

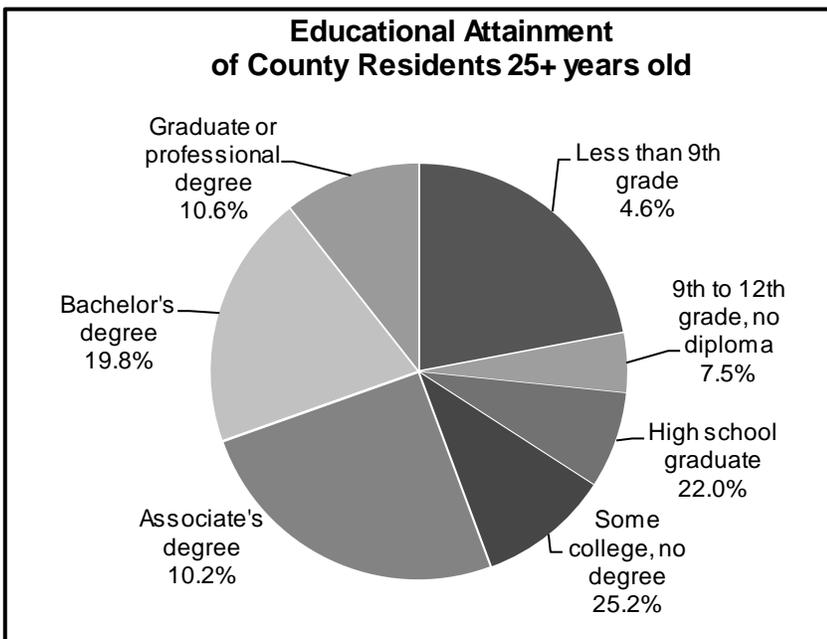
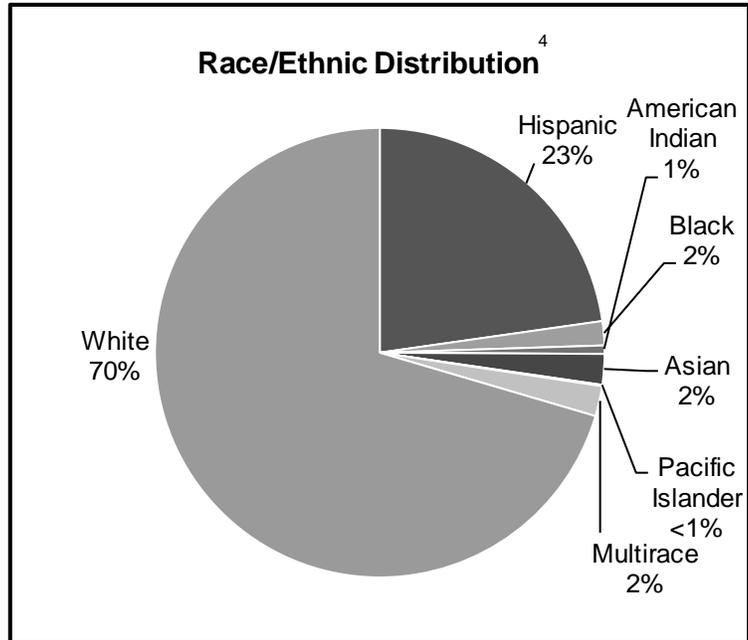
Population by City	
<u>City</u>	<u>Population</u>
Arroyo Grande	17,145
Atascadero	28,560
Grover Beach	13,276
Morro Bay	10,608
Paso Robles	30,072
Pismo Beach	8,704
San Luis Obispo	44,948
Unincorporated	119,918
Total	273,231



The median age of San Luis Obispo County residents was estimated at 37.6 years in 2008. This compares with 34.7 years in California and 36.7 years for the United States.²

¹ CA Department of Finance
² US Census Bureau 2008 American Community Survey

In 2008, an estimated 10.1 percent of the population was born in a foreign country compared with 27.1 percent for California and 12.5 percent for the United States.³



As of 2008, an estimated 87.8 percent of the population had graduated from high school and 30.4 percent had a bachelor's degree or higher. These percentages are higher than both California where an estimated 80.3 percent of people have at least graduated from high school and 29.4 percent have a bachelor's degree or higher and the United States where 84.5 percent have at least graduated from high school and 27.4 percent have a bachelor's degree or higher.⁴

³ US Census Bureau 2008 American Community Survey

⁴ US Census Bureau 2008 American Community Survey

Income and Housing

Median Household Income		
	<u>2008</u>	<u>2000</u>
San Luis Obispo County	\$ 57,722	\$ 42,428
California	\$ 61,154	\$ 47,493
United States	\$ 52,175	\$ 41,994

As of 2008, an estimated 5.7 percent of families in the County lived below the poverty level—a decrease from the 6.8 percent of families living below the poverty level in 2000.⁵

As of 2011, the median single-family home price in the County is \$395,247.⁶

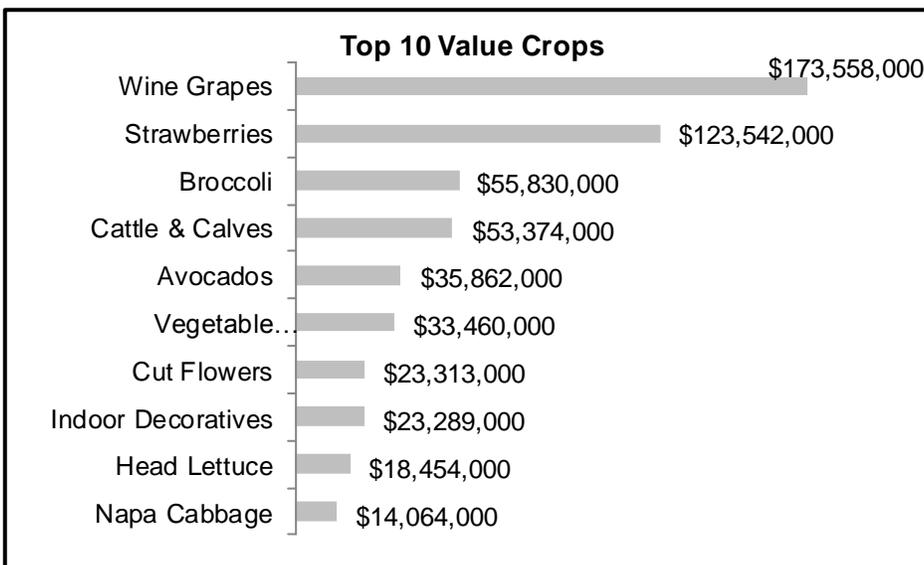
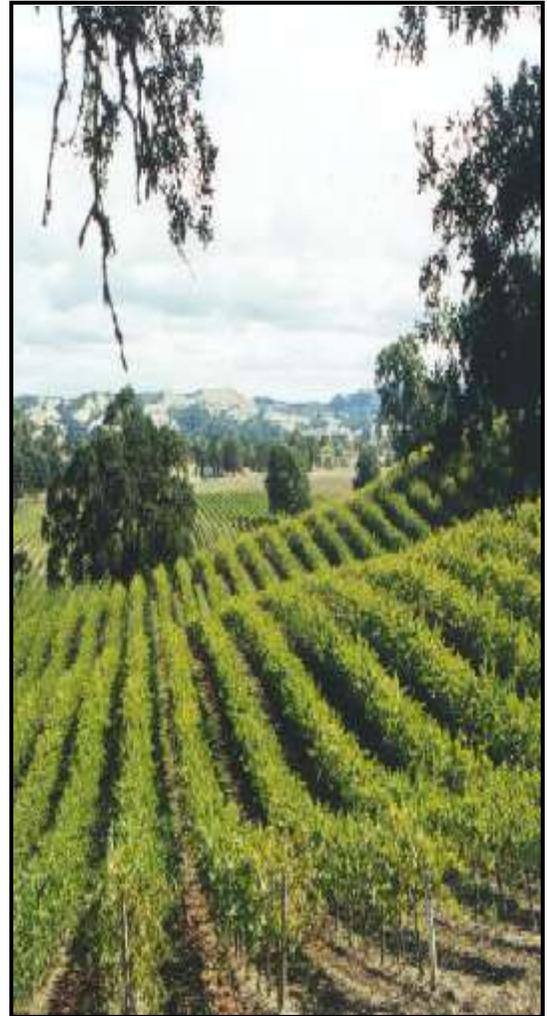
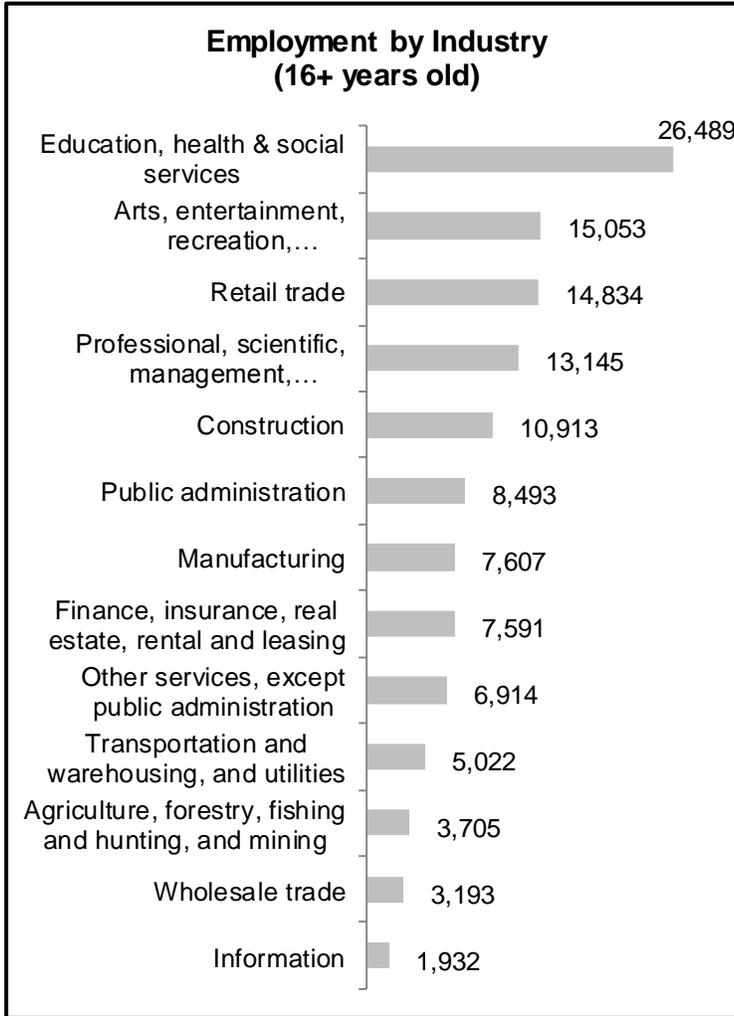
Median Home Price by City	
<u>City</u>	<u>Price</u>
Arroyo Grande	\$ 451,300
Atascadero	\$ 337,100
Grover Beach	\$ 333,800
Morro Bay	\$ 453,300
Paso Robles	\$ 304,500
Pismo Beach	\$ 544,400
San Luis Obispo	\$ 504,700

Employment and Industry

Home to California Polytechnic University, Cuesta College, Atascadero State Hospital and the California Men’s Colony, government institutions are the largest employers in the County. The box to the right lists the top 20 public and private employers in the County.⁷ The chart below details how many County residents over the age of 16 were employed in various industries as of 2008.⁸

- | Top 20 Employers in San Luis Obispo County |
|---|
| California Polytechnic University |
| County of San Luis Obispo |
| Arroyo Grande Community Hospital |
| Atascadero State Hospital |
| Pacific Gas and Electric |
| Cuesta College |
| Division of Juvenile Justice |
| Sierra Vista Regional Medical Center |
| Child Abuse and Neglect |
| County Office of Education |
| French Hospital Medical Center |
| Madonna Inn |
| Twin Cities Community Hospital |
| Walmart |
| California Men’s Colony |
| Tenet Healthcare |
| San Luis Coastal Unified School District |
| Paso Robles Public Schools |
| Atascadero Unified School District |
| City of San Luis Obispo |

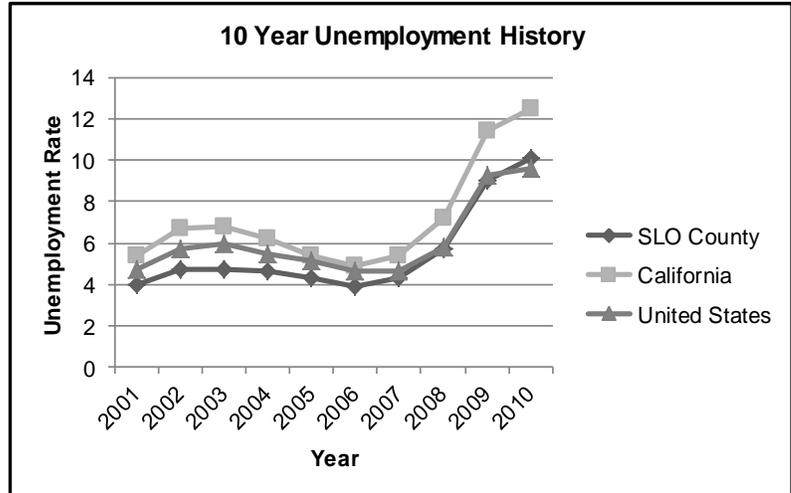
⁵ US Census Bureau 2008 American Community Survey
⁶ San Luis Obispo Chamber of Commerce 2011 Community Economic Profile
⁷ San Luis Obispo Chamber of Commerce 2011 Community Economic Profile
⁸ US Census Bureau 2008 American Community Survey



The County also has a productive agricultural industry. The chart to the left displays the top 10 value crops in the County in 2010.⁹

⁹ San Luis Obispo County Agricultural Commissioner

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



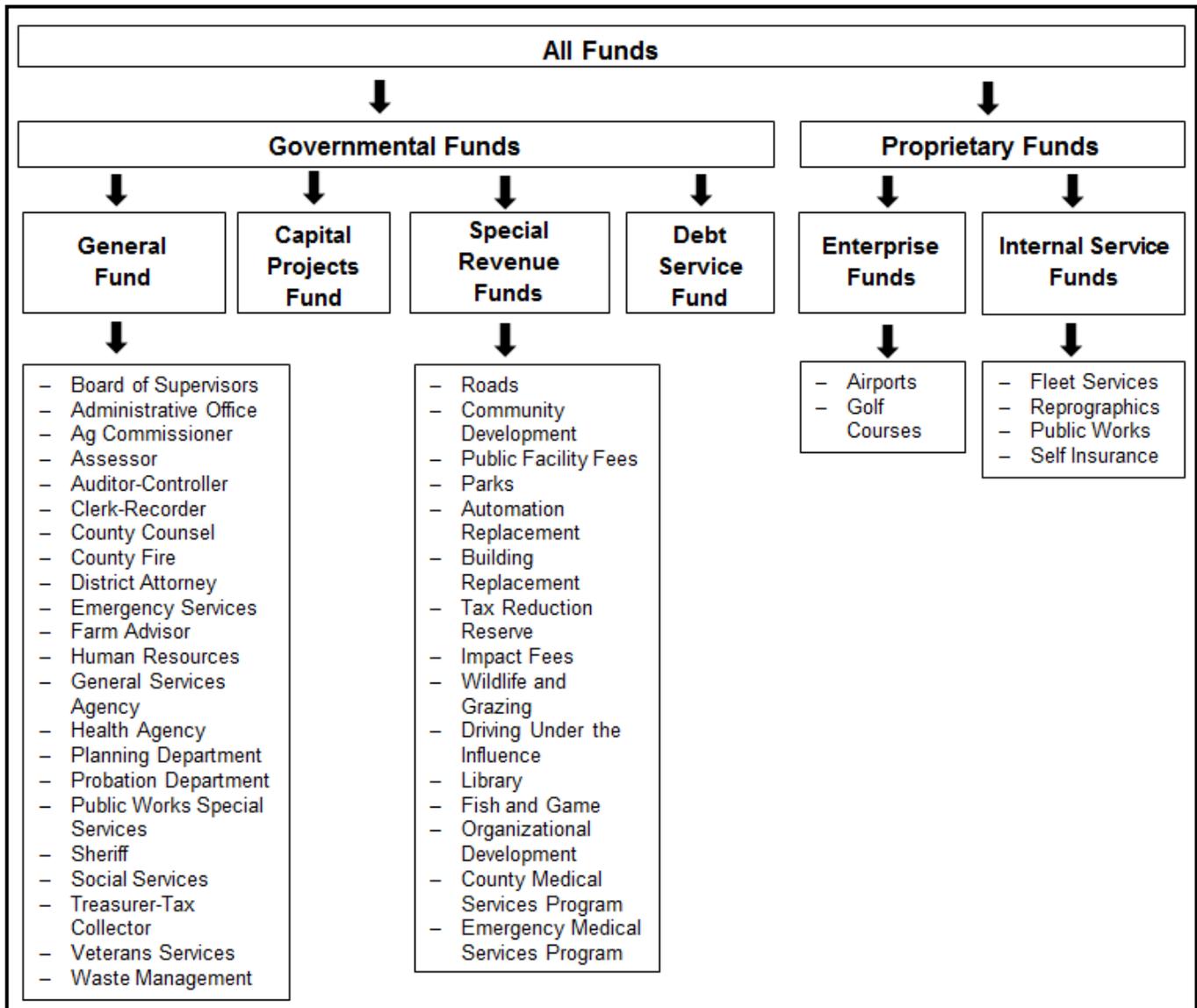
Budget Summary Information

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

Fund Structure

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

¹⁰ Bureau of Labor Statistics



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

Government Fund Types:

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

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

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

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

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

Proprietary Fund Types:

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

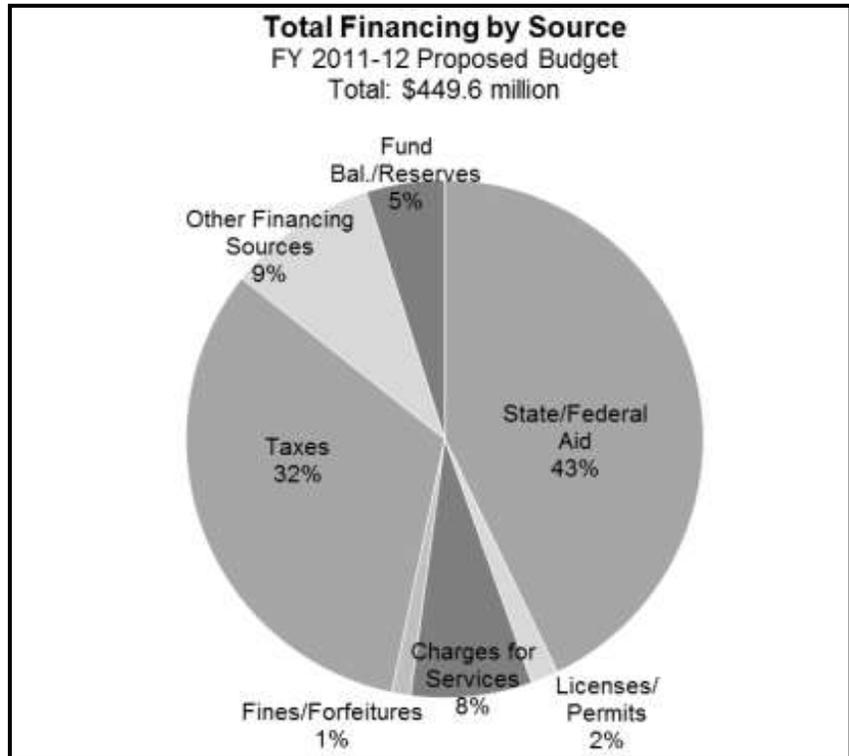
Internal Service Funds- Internal service funds are created for the sole purpose of providing specific internal services to County departments including Reprographics, Fleet Services and Self-Insurance. Internal service funds are funded through cost reimbursement by charges to departments for use of internal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

Summary of County Revenues

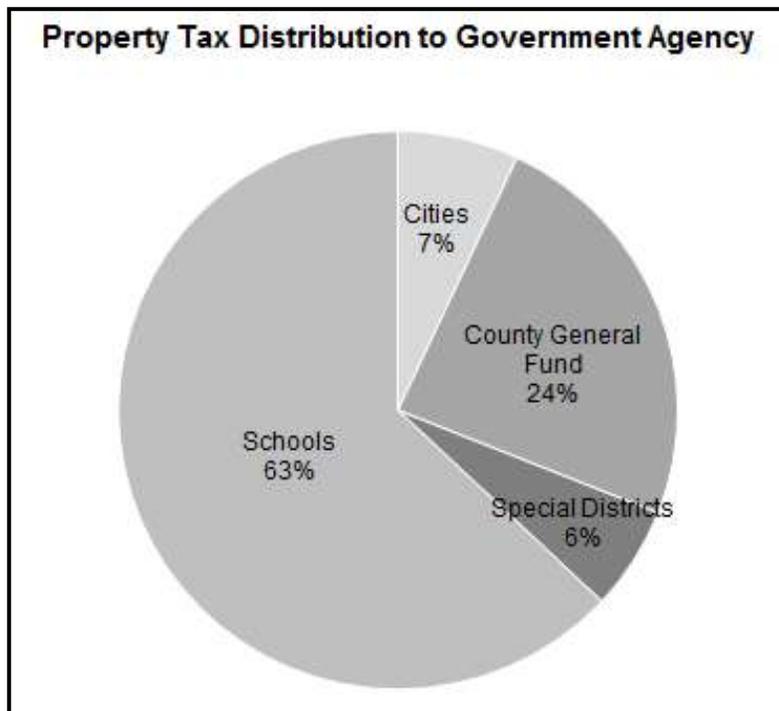
The County's operations are funded through a variety of sources. Detailed information pertaining to financing sources can also be found in departmental budgets located in the 'Departmental Budgets by Functional Area' section of this document. The chart on the following page demonstrates how much of the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

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

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



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



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

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

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

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

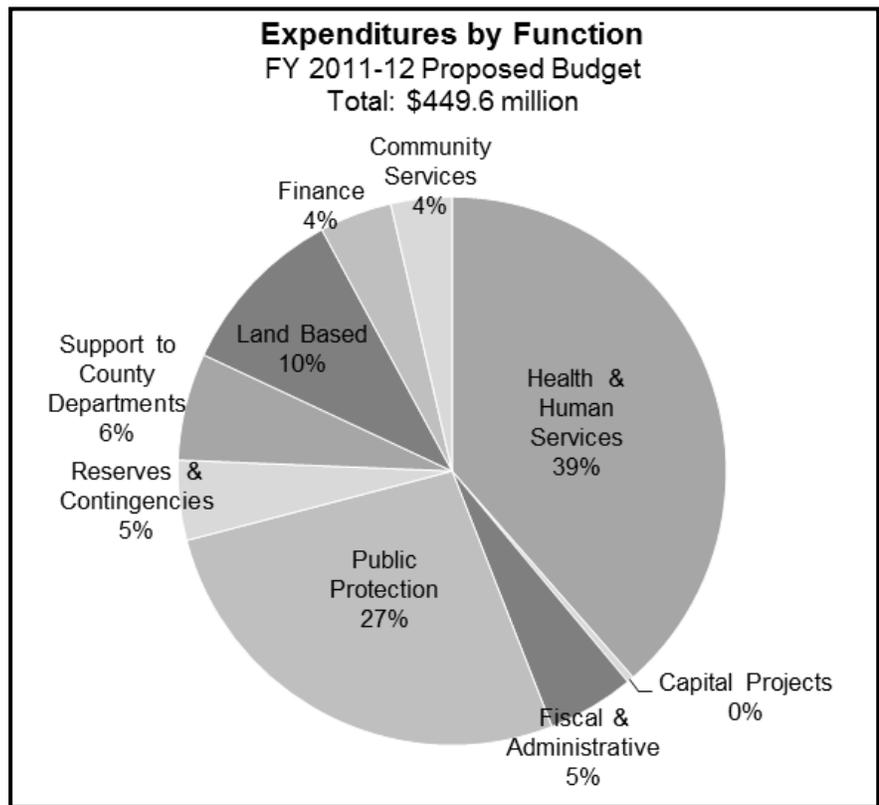
Interest earnings- Revenue in this category is received from the investment of County funds. The use of the revenue received from these sources is discretionary and is projected based upon prior year actual amounts. Estimates for revenues from interest earnings are based upon the projected treasury balance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

Fund Balance Available (FBA) and Use of Reserves- The fund balance available is the amount of money available at the end of one fiscal year for use in the next fiscal year. It is comprised of the unspent General Fund Contingency at the end of the year, plus any remaining General Fund dollars unspent or not encumbered by the various County departments at year end. The County has two types of reserves: general reserves and designations. General reserves are not designated for a specific purpose. They serve to stabilize the County's cash position prior to the receipt of property tax revenues and they provide protection against downturns in the economy or against major unexpected events. Designations are reserves that are set aside for specific purposes. These designations help provide for the County's long term financial needs.

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

Summary of County Expenditures

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



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

Salary and Benefits- This expenditure category accounts for the largest appropriation of County dollars. Salary and benefits includes employee wages, the amount that the County appropriates for employee pensions, the County's contribution for life insurance and various health benefits for employees and their dependents, and other

various employee benefits. Social security taxes, workers' compensation payments and unemployment insurance payments are also included in this expenditure category. Salary and benefit costs are driven by the number of County employees, negotiated labor agreements, and the cost of employee benefits.

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

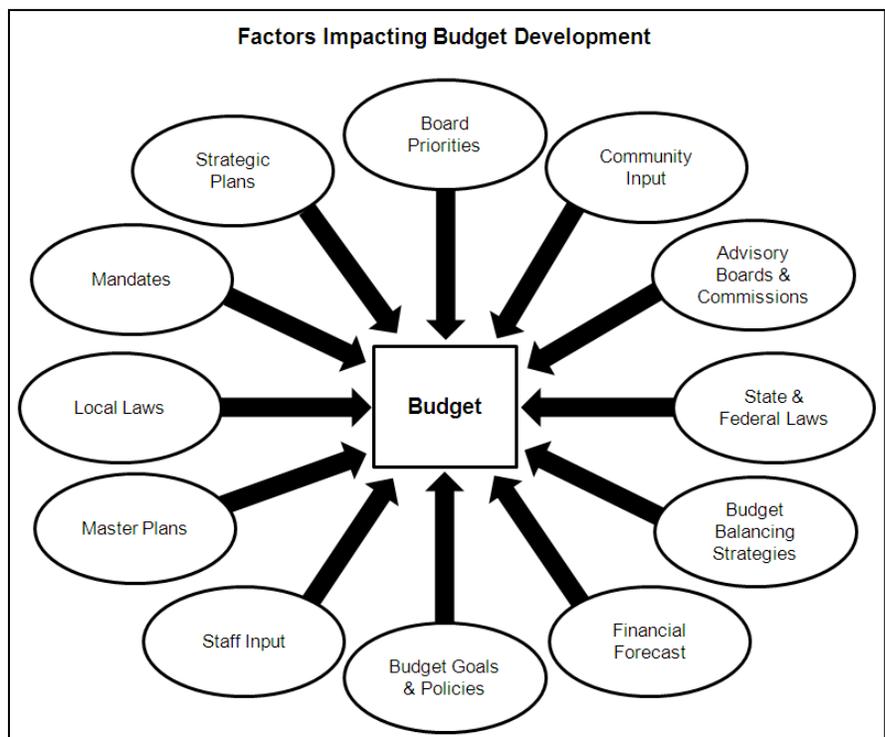
Other Charges- This category includes a variety of smaller expenditure categories such as debt payments and pass through expenses to other agencies and/or funds, and accounts for a significant portion of the County's total expenditures.

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

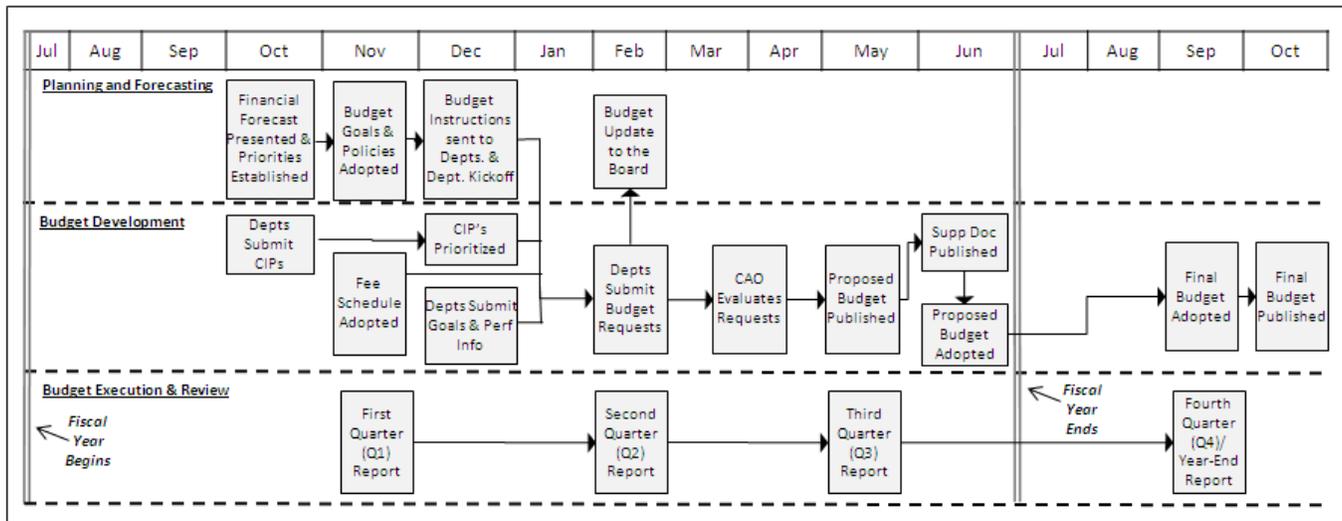
County Budget Development and Management Process

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

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



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



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

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

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

To develop the forecast, the Administrative Office works closely with multiple County departments including the Assessor's Office, the Auditor-Controller's Office, the Planning and Building Department and Clerk Recorder's Office as well as real estate experts, national, state and local economic forecasters and local businesses to estimate property tax and other revenue for the coming year. The amount of projected property tax revenue factors in predictions of property sales and assessment values given current housing market conditions. The Administrative Office works with the Auditor-Controller's Office and other departments to estimate other key revenue sources (such as sales tax, property transfer tax, and franchise fees), as well as the fund balance available for the coming year. The fund balance available is the amount of money available at the end of one fiscal year for use in the next fiscal year. It is comprised of the unspent General Fund Contingency at the end of the year, plus any remaining General Fund dollars unspent or not encumbered by the various County departments at year end. Other financial indicators such as the unemployment rate,

construction activity, consumer spending patterns, and the financial health of the State and Federal Governments are also evaluated in preparing the financial forecast.

Establishment of Budget Goals and Policies (October- November)

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

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

The County's Capital Improvement Plan also impacts the overall budget. In October of each year, County departments submit requests for capital projects for the next fiscal year. Department requests are to be consistent with the County's Five Year Capital Project plan. Once all project requests are submitted, a review team consisting of multiple County departments works together to review the requests to establish a priority ranking of all projects pursuant to the criteria outlined in the Capital Improvement Projects portion of the Board adopted Budget Goals and Policies (located on pages A- 27-28 of this document). Projects identified as a high priority, and for which funding is available, are included in the proposed budget.

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

Preparation of the Budget (September- May)

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

Phase 1 - Update Performance Information (September- January)

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

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

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

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

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

Budget Reductions:

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

Budget Augmentations:

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

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

Preparation of the Supplemental Budget Document (April- May)

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

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

Adoption and Publishing of the Final Budget

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

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

On-Going Budget Management and Mid-Year Adjustments

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

Mid-Year Adjustments

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

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

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

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

County of San Luis Obispo Budget Calendar

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

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

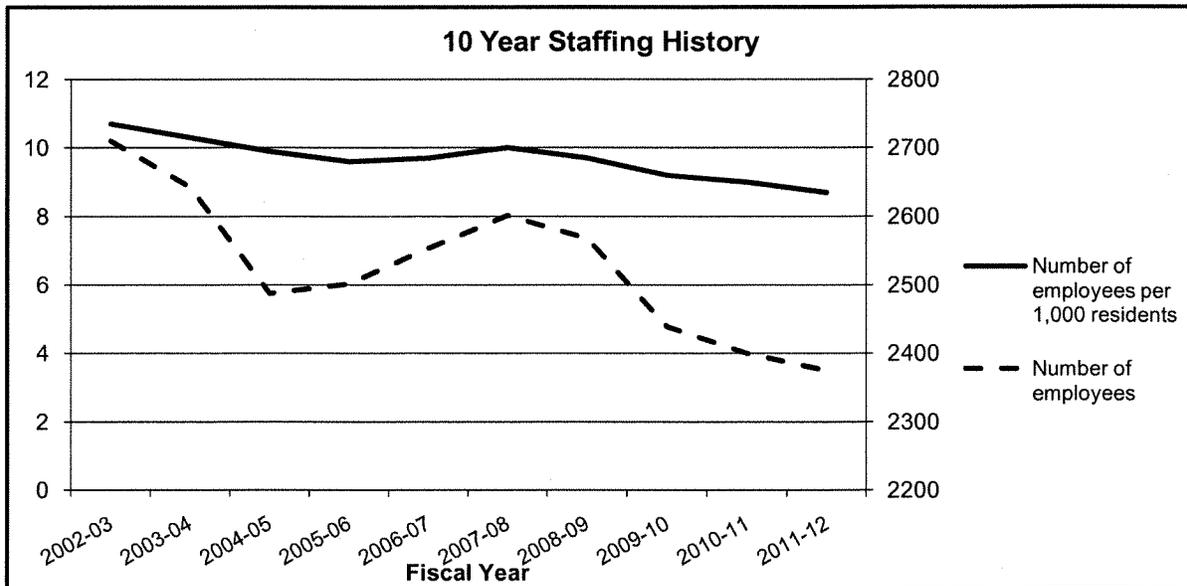
Personnel Information

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

Position Allocation by Functional Area

Functional Area	2010-11 Current Allocation	2011-12 Department Request	2011-12 C.A.O. Recommended	Increase (Decrease)
Community Services	148.50	143.50	143.50	-5.00
Fiscal & Administrative	195.50	195.25	193.25	-2.25
Health/Human Services	827.00 6.25 *	827.00 1.00 *	818.00 1.00 *	-9.00 -5.25 *
Land Based	326.50 0.00 *	326.50 0.00 *	319.00 5.00 *	-7.50 5.00 *
Public Protection	662.75 14.00 *	663.75 12.50 *	661.25 11.50 *	-1.50 -2.50 *
Support to County Depts	226.50	226.50	222.50	-4.00
Total Permanent FTE's	2,386.75	2,382.50	2,357.50	-29.25
Total Limited Terms	20.25	13.50	17.50	-2.75
Total FTE's	2,407.00	2,396.00	2,375.00	-32.00
Permanent Positions				
Full Time	2,308	2,298	2,275	-33
3/4 Time	48	56	54	6
1/2 Time	83	82	81	-2
1/4 Time	5	6	6	1
Total Permanent	2,444	2,442	2,416	-28
Limited Term Positions				
Full Time	16	12	16	0
3/4 Time	1	0	0	-1
1/2 Time	7	3	3	-4
1/4 Time	0	0	0	0
Total Limited Term	24	15	19	-5

*Indicates Limited Term positions



Position Allocation Summary

Dept	Title	2010-11 Budget	Adopted Changes	2010-11 Current Allocation	2011-12 Department Request	2011-12 C.A.O. Recommended	Increase (Decrease)
ADMINISTRATIVE OFFICE							
104	ADMINISTRATIVE OFFICE	12.00	0.00	12.00	12.00	11.00	-1.00
131	GRAND JURY	0.50	0.00	0.50	0.50	0.50	0.00
138	EMERGENCY SERVICES	5.25	0.00	5.25	5.25	5.25	0.00
		1.00 *	0.00 *	1.00 *	1.00 *	1.00 *	0.00 *
275	ORGANIZATIONAL DEVELOPMENT	1.00	0.00	1.00	1.00	1.00	0.00
	Total	19.75	0.00	19.75	19.75	18.75	-1.00
AGRICULTURAL COMMISSIONER							
141	AGRICULTURAL COMMISSIONER	42.00	0.00	42.00	42.00	42.00	0.00
ASSESSOR							
109	ASSESSOR	80.00	0.00	80.00	80.00	80.00	0.00
AUDITOR-CONTROLLER							
107	AUDITOR-CONTROLLER	39.50	0.00	39.50	39.50	38.50	-1.00
BOARD OF SUPERVISORS							
100	BOARD OF SUPERVISORS	12.50	0.00	12.50	12.50	12.50	0.00
CHILD SUPPORT SERVICES							
134	CHILD SUPPORT SERVICES	41.75	0.00	41.75	41.75	41.75	0.00
CLERK/RECORDER							
110	CLERK/RECORDER	22.50	0.00	22.50	22.25	22.25	-0.25
COUNTY COUNSEL							
111	COUNTY COUNSEL	21.25	0.00	21.25	21.25	20.25	-1.00
DISTRICT ATTORNEY							
132	DISTRICT ATTORNEY	93.50	0.00	93.50	93.50	92.50	-1.00
		2.00 *	0.00 *	2.00 *	1.50 *	1.50 *	-0.50 *
	Total	95.50	0.00	95.50	95.00	94.00	-1.50
FARM ADVISOR							
215	FARM ADVISOR	5.00	0.00	5.00	5.00	5.00	0.00
GENERAL SERVICES							
113	GENERAL SERVICES	90.00	0.00	90.00	90.00	88.00	-2.00
114	INFORMATION TECHNOLOGY DEPARTMENT	76.25	0.00	76.25	77.25	76.25	0.00
305	PARKS	40.00	0.00	40.00	39.00	39.00	-1.00
406	REPROGRAPHICS ISF	3.00	0.00	3.00	3.00	3.00	0.00
407	FLEET SERVICES ISF	14.00	0.00	14.00	13.00	13.00	-1.00
425	AIRPORTS ENTERPRISE	14.00	0.00	14.00	14.00	14.00	0.00
427	GOLF COURSES	16.00	0.00	16.00	13.00	13.00	-3.00
	Total	253.25	0.00	253.25	249.25	246.25	-7.00
HEALTH AGENCY							
137	ANIMAL SERVICES	19.00	0.00	19.00	19.00	18.50	-0.50
160	HEALTH AGENCY	158.00	0.00	158.00	160.75	158.75	0.75
		2.75 *	0.00 *	2.75 *	0.00 *	0.00 *	-2.75 *
166	BEHAVIORAL HEALTH	0.00	207.00	207.00	205.25	198.25	-8.75
		0.00 *	3.50 *	3.50 *	1.00 *	1.00 *	-2.50 *
184	LAW ENFORCEMENT MED CARE	12.50	0.00	12.50	12.50	12.50	0.00
350	CO MEDICAL SERVICES PROG	10.75	0.00	10.75	10.75	10.75	0.00
375	DRIVING UNDER THE INFLUENCE	14.00	0.00	14.00	13.00	13.00	-1.00
	Total	217.00	210.50	427.50	422.25	412.75	-14.75

Position Allocation Summary

Dept	Title	2010-11 Budget	Adopted Changes	2010-11 Current Allocation	2011-12 Department Request	2011-12 C.A.O. Recommended	Increase (Decrease)
HUMAN RESOURCES							
105	RISK MANAGEMENT	7.00	0.00	7.00	7.00	7.00	0.00
112	HUMAN RESOURCES	15.00	0.00	15.00	15.00	15.00	0.00
	Total	22.00	0.00	22.00	22.00	22.00	0.00
LIBRARY							
377	LIBRARY	73.50	0.00	73.50	72.50	72.50	-1.00
PLANNING & BUILDING DEPARTMENT							
142	PLANNING & BUILDING DEPARTMENT	90.25	0.00	90.25	90.25	88.25	-2.00
PROBATION DEPARTMENT							
139	PROBATION DEPARTMENT	139.75	0.00	139.75	140.75	139.75	0.00
		6.00 *	0.00 *	6.00 *	5.00 *	4.00 *	-2.00 *
	Total	145.75	0.00	145.75	145.75	143.75	-2.00
PUBLIC WORKS - ISF							
405	PUBLIC WORKS - ISF	194.25	0.00	194.25	194.25	188.75	-5.50
		0.00 *	0.00 *	0.00 *	0.00 *	5.00 *	5.00 *
	Total	194.25	0.00	194.25	194.25	193.75	-0.50
SHERIFF-CORONER							
136	SHERIFF-CORONER	363.00	0.00	363.00	363.00	363.00	0.00
		5.00 *	0.00 *	5.00 *	5.00 *	5.00 *	0.00 *
	Total	368.00	0.00	368.00	368.00	368.00	0.00
SOCIAL SERVICES ADMINISTRATION							
180	SOCIAL SERVICES ADMINISTRATION	420.75	0.00	420.75	420.75	420.75	0.00
TREAS-TAX COLL-PUBLIC ADM							
108	TREAS-TAX COLL-PUBLIC ADM	28.00	0.00	28.00	28.00	28.00	0.00
VETERANS SERVICES							
186	VETERANS SERVICES	4.00	0.00	4.00	4.00	4.00	0.00
	Total Permanent Employees	2,383.25	3.50	2,386.75	2,382.50	2,357.50	-29.25
	Total Limited Term Employees	20.25	0.00	20.25	13.50	17.50	-2.75
	Total Contract Employees	0.00	0.00	0.00	0.00	0.00	0.00
	GRAND TOTAL	2,403.50	3.50	2,407.00	2,396.00	2,375.00	-32.00

* Indicates Limited Term positions

County of San Luis Obispo

2011-2012 Proposed Budget

Position Allocation by Department

Class	Title	PT	2010-11 Budget	Adopted Changes	Current	2011-12 Requested	2011-12 Recommended	Recommended Changes
100	BOARD OF SUPERVISORS							
02223	Administrative Assistant Confidential Series		1.00	0.00	1.00	1.00	1.00	0.00
02223	Administrative Assistant Confidential Series	1/2	0.50	0.00	0.50	0.50	0.50	0.00
08799	Legislative Assistant		5.00	0.00	5.00	5.00	5.00	0.00
00925	Secretary - Confidential		1.00	0.00	1.00	1.00	1.00	0.00
00103	Supervisor		5.00	0.00	5.00	5.00	5.00	0.00
	Department Totals		<u>12.50</u>	<u>0.00</u>	<u>12.50</u>	<u>12.50</u>	<u>12.50</u>	<u>0.00</u>
104	ADMINISTRATIVE OFFICE							
08887	Administrative Analyst Aide - Confidential		1.00	0.00	1.00	1.00	1.00	0.00
08891	Administrative Services Officer I							
08892	or Administrative Services Officer II		1.00	0.00	1.00	1.00	1.00	0.00
08958	Assistant County Administrative Officer		1.00	0.00	1.00	1.00	1.00	0.00
00205	County Administrative Officer		1.00	0.00	1.00	1.00	1.00	0.00
08884	Administrative Analyst I							
08883	or Administrative Analyst II							
08882	or Administrative Analyst III							
08886	or Principal Administrative Analyst		7.00	0.00	7.00	7.00	6.00	-1.00
00883	Secretary I		1.00	0.00	1.00	1.00	1.00	0.00
	Department Totals		<u>12.00</u>	<u>0.00</u>	<u>12.00</u>	<u>12.00</u>	<u>11.00</u>	<u>-1.00</u>
105	RISK MANAGEMENT							
02203	Administrative Assistant Series		1.00	0.00	1.00	1.00	1.00	0.00
02111	Human Resources Analyst Aide		1.00	0.00	1.00	1.00	1.00	0.00
08952	Principal Human Resources Analyst		1.00	0.00	1.00	1.00	1.00	0.00
09657	Risk Management Analyst I							
09658	or Risk Management Analyst II							
09663	or Risk Management Analyst III		4.00	0.00	4.00	4.00	4.00	0.00
	Department Totals		<u>7.00</u>	<u>0.00</u>	<u>7.00</u>	<u>7.00</u>	<u>7.00</u>	<u>0.00</u>
107	AUDITOR-CONTROLLER							
02050	Accounting Systems Aide-Confidential		1.00	0.00	1.00	1.00	1.00	0.00
00914	Accounting Technician		4.00	0.00	4.00	4.00	4.00	0.00
00913	Accounting Technician - Confidential		3.00	0.00	3.00	3.00	3.00	0.00
02203	Administrative Assistant Series		1.00	0.00	1.00	1.00	0.00	-1.00
02223	Administrative Assistant Confidential Series		2.00	0.00	2.00	2.00	2.00	0.00
08891	Administrative Services Officer I							
08892	or Administrative Services Officer II		3.00	0.00	3.00	3.00	3.00	0.00
00900	Assistant Auditor-Controller		1.00	0.00	1.00	1.00	1.00	0.00
02056	Auditor-Analyst Trainee							
02053	or Auditor-Analyst I							
02054	or Auditor-Analyst II							
02055	or Auditor-Analyst III		14.00	0.00	14.00	14.00	14.00	0.00
00102	Auditor-Controller		1.00	0.00	1.00	1.00	1.00	0.00
02223	Administrative Assistant Confidential Series							
00982	or Data Entry Operator III - Confidential		1.00	0.00	1.00	1.00	1.00	0.00
02052	Division Manager-Auditor-Controller		2.00	0.00	2.00	2.00	2.00	0.00
00722	Principal Auditor-Analyst		5.00	0.00	5.00	5.00	5.00	0.00
00911	Account Clerk							
00909	or Senior Account Clerk		1.00	0.00	1.00	1.00	1.00	0.00
00911	Account Clerk	1/2						
00909	or Senior Account Clerk	1/2	0.50	0.00	0.50	0.50	0.50	0.00
	Department Totals		<u>39.50</u>	<u>0.00</u>	<u>39.50</u>	<u>39.50</u>	<u>38.50</u>	<u>-1.00</u>
108	TREAS-TAX COLL-PUBLIC ADM							
00914	Accounting Technician		1.00	0.00	1.00	1.00	1.00	0.00
00393	Assistant Treasurer/Tax Collector/Public Admn		1.00	0.00	1.00	1.00	1.00	0.00
08903	Departmental Automation Specialist I							
08904	or Departmental Automation Specialist II							
08906	or Departmental Automation Specialist III		1.00	0.00	1.00	1.00	1.00	0.00
00780	Financial Analyst I							

County of San Luis Obispo

2011-2012 Proposed Budget

Position Allocation by Department

Class	Title	PT	2010-11 Budget	Adopted Changes	Current	2011-12 Requested	2011-12 Recommended	Recommended Changes
00781	or Financial Analyst II							
00782	or Financial Analyst III		5.00	0.00	5.00	5.00	5.00	0.00
00770	or Principal Financial Analyst		1.00	0.00	1.00	1.00	1.00	0.00
00911	Account Clerk							
00909	or Senior Account Clerk		13.00	0.00	13.00	13.00	13.00	0.00
00927	Supervising Admin Clerk I		1.00	1.00	2.00	2.00	2.00	0.00
00938	Supervising Admin Clerk I - Confidential		1.00	-1.00	0.00	0.00	0.00	0.00
00928	Supervising Admin Clerk II		1.00	0.00	1.00	1.00	1.00	0.00
00893	Supervising Financial Technician		2.00	0.00	2.00	2.00	2.00	0.00
00110	Treasurer-Tax Collector-Public Administrator		1.00	0.00	1.00	1.00	1.00	0.00
	Department Totals		28.00	0.00	28.00	28.00	28.00	0.00
109	ASSESSOR							
00914	Accounting Technician		1.00	0.00	1.00	1.00	1.00	0.00
00913	or Accounting Technician - Confidential							
02203	Administrative Assistant Series		1.00	0.00	1.00	1.00	1.00	0.00
00718	Appraiser Trainee							
00711	or Appraiser I							
00709	or Appraiser II							
00707	or Appraiser III		23.00	0.00	23.00	23.00	23.00	0.00
08894	Assessment Analyst Trainee							
00941	or Assessment Analyst I							
00942	or Assessment Analyst II							
00943	or Assessment Analyst III		5.00	0.00	5.00	5.00	5.00	0.00
08948	Assessment Manager		5.00	0.00	5.00	5.00	5.00	0.00
00894	Assessment Technician I							
00895	or Assessment Technician II							
00896	or Assessment Technician III		13.00	0.00	13.00	13.00	13.00	0.00
00897	Assessment Technician IV		2.00	0.00	2.00	2.00	2.00	0.00
00658	Assessment Technician Supervisor		2.00	0.00	2.00	2.00	2.00	0.00
00101	Assessor		1.00	0.00	1.00	1.00	1.00	0.00
00701	Assistant Assessor		1.00	0.00	1.00	1.00	1.00	0.00
00723	Auditor-Appraiser Trainee							
00712	or Auditor-Appraiser I							
00710	or Auditor-Appraiser II							
00708	or Auditor-Appraiser III		5.00	0.00	5.00	5.00	5.00	0.00
00671	Cadastral Mapping Systems Specialist I							
00672	or Cadastral Mapping Systems Specialist II							
00673	or Cadastral Mapping Systems Specialist III		4.00	0.00	4.00	4.00	4.00	0.00
00675	Cadastral Mapping Systems Supervisor		1.00	0.00	1.00	1.00	1.00	0.00
02203	Administrative Assistant Series							
00587	or Property Transfer Tech I							
00588	or Property Transfer Tech II		9.00	0.00	9.00	9.00	9.00	0.00
00589	Property Transfer Tech III		2.00	0.00	2.00	2.00	2.00	0.00
00883	Secretary I		0.00	1.00	1.00	1.00	1.00	0.00
00938	Supervising Admin Clerk I - Confidential		1.00	-1.00	0.00	0.00	0.00	0.00
00724	Supervising Appraiser		3.00	0.00	3.00	3.00	3.00	0.00
00579	Supervising Property Transfer Technician		1.00	0.00	1.00	1.00	1.00	0.00
	Department Totals		80.00	0.00	80.00	80.00	80.00	0.00
110	CLERK/RECORDER							
08891	Administrative Services Officer I							
08892	or Administrative Services Officer II		1.00	0.00	1.00	1.00	1.00	0.00
00250	Assistant County Clerk-Recorder		1.00	0.00	1.00	1.00	1.00	0.00
02203	Administrative Assistant Series							
02552	or Clerk-Recorder Assistant II		10.00	0.00	10.00	9.00	9.00	-1.00
02553	or Clerk-Recorder Assistant III		3.00	0.00	3.00	3.00	3.00	0.00
02203	Administrative Assistant Series	3/4						
02552	or Clerk-Recorder Assistant II	3/4	0.00	0.00	0.00	0.75	0.75	0.75
02553	or Clerk-Recorder Assistant III	3/4						
02203	Administrative Assistant Series	1/2						
02552	or Clerk-Recorder Assistant II	1/2	0.50	0.00	0.50	0.50	0.50	0.00
02553	or Clerk-Recorder Assistant III	1/2						

County of San Luis Obispo

2011-2012 Proposed Budget

Position Allocation by Department

Class	Title	PT	2010-11 Budget	Adopted Changes	Current	2011-12 Requested	2011-12 Recommended	Recommended Changes
02554	Clerk-Recorder Assistant IV		3.00	0.00	3.00	3.00	3.00	0.00
00108	County Clerk-Recorder		1.00	0.00	1.00	1.00	1.00	0.00
02558	Division Supervisor-Clerk-Recorder		2.00	0.00	2.00	2.00	2.00	0.00
02261	Systems Administrator I							
02262	or Systems Administrator II							
02263	or Systems Administrator III		1.00	0.00	1.00	1.00	1.00	0.00
	Department Totals		22.50	0.00	22.50	22.25	22.25	-0.25
111	COUNTY COUNSEL							
02203	Administrative Assistant Series		2.00	0.00	2.00	2.00	2.00	0.00
08891	Administrative Services Officer I							
08892	or Administrative Services Officer II		1.00	0.00	1.00	1.00	1.00	0.00
00303	Assistant County Counsel		1.00	0.00	1.00	1.00	1.00	0.00
00310	Chief Deputy County Counsel		1.00	0.00	1.00	1.00	1.00	0.00
00302	County Counsel		1.00	0.00	1.00	1.00	1.00	0.00
00313	Deputy County Counsel I							
00317	or Deputy County Counsel II							
00318	or Deputy County Counsel III							
00312	or Deputy County Counsel IV		9.00	0.00	9.00	9.00	8.00	-1.00
00313	Deputy County Counsel I	3/4						
00317	or Deputy County Counsel II	3/4						
00318	or Deputy County Counsel III	3/4						
00312	or Deputy County Counsel IV	3/4	0.75	0.00	0.75	0.75	0.75	0.00
00313	Deputy County Counsel I	1/2						
00317	or Deputy County Counsel II	1/2						
00318	or Deputy County Counsel III	1/2						
00312	or Deputy County Counsel IV	1/2	0.50	0.00	0.50	0.50	0.50	0.00
02230	Legal Clerk		2.00	0.00	2.00	2.00	2.00	0.00
02223	Administrative Assistant Confidential Series							
02235	or Legal Clerk-Confidential		2.00	0.00	2.00	2.00	2.00	0.00
02236	Supervising Legal Clerk I-Confidential		1.00	0.00	1.00	1.00	1.00	0.00
	Department Totals		21.25	0.00	21.25	21.25	20.25	-1.00
112	HUMAN RESOURCES							
02203	Administrative Assistant Series		2.00	0.00	2.00	2.00	2.00	0.00
02223	Administrative Assistant Confidential Series		1.00	0.00	1.00	1.00	1.00	0.00
08903	Departmental Automation Specialist I							
08904	or Departmental Automation Specialist II							
08906	or Departmental Automation Specialist III		1.00	0.00	1.00	1.00	1.00	0.00
08957	Deputy Director of Human Resources		1.00	0.00	1.00	1.00	1.00	0.00
02111	Human Resources Analyst Aide		2.00	0.00	2.00	2.00	2.00	0.00
02110	Human Resources Analyst Aide-Confidential		1.00	0.00	1.00	1.00	1.00	0.00
08953	Human Resources Director		1.00	0.00	1.00	1.00	1.00	0.00
00874	Personnel Analyst I							
00873	or Personnel Analyst II							
00864	or Personnel Analyst III		6.00	0.00	6.00	6.00	6.00	0.00
00875	or Principal Personnel Analyst							
	Department Totals		15.00	0.00	15.00	15.00	15.00	0.00
113	GENERAL SERVICES							
00905	Accountant I							
00906	or Accountant II		0.00	0.00	0.00	1.00	1.00	1.00
00907	or Accountant III		3.00	0.00	3.00	2.00	2.00	-1.00
00914	Accounting Technician		2.00	0.00	2.00	2.00	2.00	0.00
02204	Administrative Assistant Aide		0.00	0.00	0.00	1.00	0.00	0.00
02201	or Administrative Assistant I							
02202	or Administrative Assistant II		0.00	0.00	0.00	1.00	1.00	1.00
02203	or Administrative Assistant Series		4.00	0.00	4.00	2.00	2.00	-2.00
08795	Administrative Services Manager		2.00	0.00	2.00	2.00	2.00	0.00
00620	Architectural Supervisor		1.00	0.00	1.00	1.00	1.00	0.00
00624	Architectural Technician		1.00	0.00	1.00	1.00	1.00	0.00
00609	Property Management Aide							

Position Allocation by Department

Class	Title	PT	2010-11 Budget	Adopted Changes	Current	2011-12 Requested	2011-12 Recommended	Recommended Changes
00622	or Assistant Real Property Agent		1.00	0.00	1.00	1.00	1.00	0.00
00623	or Associate Real Property Agent		2.00	0.00	2.00	2.00	2.00	0.00
01301	Building Maintenance Superintendant		1.00	0.00	1.00	1.00	1.00	0.00
02181	Buyer I							
02182	or Buyer II		3.00	0.00	3.00	3.00	3.00	0.00
01335	Custodian		25.00	0.00	25.00	25.00	24.00	-1.00
00280	Department Administrator		1.00	0.00	1.00	1.00	1.00	0.00
08963	Deputy Director-General Services		1.00	0.00	1.00	1.00	1.00	0.00
01314	Facilities Maintenance Mechanic I							
01316	or Facilities Maintenance Mechanic II							
01315	or Facilities Maintenance Mechanic III		14.00	0.00	14.00	14.00	15.00	1.00
01313	Facility Maintenance Mechanic Leadworker		1.00	0.00	1.00	1.00	0.00	-1.00
08961	General Services Agency Director		1.00	0.00	1.00	1.00	1.00	0.00
01319	Groundskeeper		1.00	-1.00	0.00	0.00	0.00	0.00
01317	Locksmith-Maintenance Worker		2.00	0.00	2.00	2.00	2.00	0.00
01307	Maintenance Painter I							
01308	or Maintenance Painter II		3.00	0.00	3.00	3.00	3.00	0.00
01223	Park Ranger Aide		0.00	0.00	0.00	1.00	1.00	1.00
01222	or Park Ranger I		1.00	1.00	2.00	1.00	1.00	-1.00
01221	or Park Ranger II							
01220	or Park Ranger III							
01210	Park Ranger Specialist		1.00	0.00	1.00	1.00	1.00	0.00
00614	Property Manager		1.00	0.00	1.00	1.00	1.00	0.00
00884	Secretary II		1.00	0.00	1.00	1.00	1.00	0.00
00909	Senior Account Clerk		1.00	0.00	1.00	1.00	1.00	0.00
00613	Assistant Capital Projects Coordinator		1.00	0.00	1.00	2.00	2.00	1.00
00615	or Associate Capital Projects Coordinator		4.00	0.00	4.00	4.00	4.00	0.00
00619	or Senior Capital Projects Coordinator		3.00	0.00	3.00	2.00	2.00	-1.00
01321	Senior Storekeeper		1.00	0.00	1.00	1.00	1.00	0.00
01338	Stock Clerk		1.00	0.00	1.00	1.00	1.00	0.00
00939	Supervising Admin Clerk II - Confidential		1.00	0.00	1.00	1.00	1.00	0.00
01352	Supervising Custodian		2.00	0.00	2.00	2.00	2.00	0.00
01318	Supervising Facility Maintenance Mechanic		2.00	0.00	2.00	2.00	2.00	0.00
02180	Utility Coordinator		1.00	0.00	1.00	1.00	1.00	0.00
	Department Totals		90.00	0.00	90.00	90.00	88.00	-2.00
114	INFORMATION TECHNOLOGY DEPARTMENT							
00911	Account Clerk	1/2	0.50	0.00	0.50	0.50	0.50	0.00
00913	Accounting Technician - Confidential		1.00	0.00	1.00	1.00	1.00	0.00
02203	Administrative Assistant Series		1.00	0.00	1.00	1.00	1.00	0.00
08795	Administrative Services Manager		1.00	0.00	1.00	1.00	1.00	0.00
09679	Communications Aide		1.00	0.00	1.00	1.00	1.00	0.00
00959	Communications Technician I							
00958	or Communications Technician II		5.00	0.00	5.00	5.00	5.00	0.00
01715	Computer Oper Supervisor - Confidential		1.00	0.00	1.00	1.00	1.00	0.00
00970	Computer Systems Tech Aide - Confidential							
00987	or Computer Systems Tech I - Confidential							
00988	or Computer Systems Tech II - Confidential							
01989	or Computer Systems Tech III - Confidential		4.00	0.00	4.00	4.00	4.00	0.00
08903	Departmental Automation Specialist I							
08904	or Departmental Automation Specialist II							
08906	or Departmental Automation Specialist III		7.00	0.00	7.00	7.00	7.00	0.00
08962	Deputy Director-Information Technology		1.00	0.00	1.00	1.00	1.00	0.00
09785	Geographic Information System Program Manager		0.00	0.00	0.00	1.00	1.00	1.00
02252	Information Technology Manager		2.00	0.00	2.00	2.00	2.00	0.00
02268	Information Technology Project Manager I							
02269	or Information Technology Project Manager II							
02270	or Information Technology Project Manager III		4.00	0.00	4.00	4.00	4.00	0.00
02267	Information Technology Supervisor		8.00	0.00	8.00	8.00	8.00	0.00
02257	Network Engineer I							
02258	or Network Engineer II							
02259	or Network Engineer III		4.00	0.00	4.00	4.00	4.00	0.00
01711	Network Hardware Specialist I							
01712	or Network Hardware Specialist II		1.00	0.00	1.00	1.00	1.00	0.00

County of San Luis Obispo

2011-2012 Proposed Budget

Position Allocation by Department

Class	Title	PT	2010-11 Budget	Adopted Changes	Current	2011-12 Requested	2011-12 Recommended	Recommended Changes
00969	Senior Communications Technician		1.00	0.00	1.00	1.00	1.00	0.00
01714	Senior Computer Sys Tech - Confidential		2.00	0.00	2.00	2.00	2.00	0.00
02260	Senior Network Engineer		1.00	0.00	1.00	1.00	1.00	0.00
02255	Senior Software Engineer		4.00	0.00	4.00	4.00	3.00	-1.00
02256	Senior Systems Administrator		2.00	0.00	2.00	2.00	2.00	0.00
02264	Software Engineer I							
02265	or Software Engineer II							
02266	or Software Engineer III		16.00	0.00	16.00	16.00	16.00	0.00
02264	Software Engineer I	1/2						
02265	or Software Engineer II	1/2						
02266	or Software Engineer III	1/2	0.50	0.00	0.50	0.50	0.50	0.00
02261	Systems Administrator I							
02262	or Systems Administrator II							
02263	or Systems Administrator III		7.00	0.00	7.00	7.00	7.00	0.00
00961	Telephone Systems Coordinator	3/4	0.75	0.00	0.75	0.75	0.75	0.00
00961	Telephone Systems Coordinator	1/2	0.50	0.00	0.50	0.50	0.50	0.00
Department Totals			76.25	0.00	76.25	77.25	76.25	0.00
131	GRAND JURY							
02203	Administrative Assistant Series	1/2	0.50	0.00	0.50	0.50	0.50	0.00
Department Totals			0.50	0.00	0.50	0.50	0.50	0.00
132	DISTRICT ATTORNEY							
02203	Administrative Assistant Series		4.00	0.00	4.00	4.00	4.00	0.00
02203	Administrative Assistant Series	1/2	1.00	0.00	1.00	1.00	1.00	0.00
08795	Administrative Services Manager		1.00	0.00	1.00	1.00	1.00	0.00
00392	Assistant District Attorney		1.00	0.00	1.00	1.00	1.00	0.00
00270	Chief Deputy District Attorney		2.00	0.00	2.00	2.00	2.00	0.00
09648	Chief District Attorney Investigator		1.00	0.00	1.00	1.00	1.00	0.00
08903	Departmental Automation Specialist I							
08904	or Departmental Automation Specialist II							
08906	or Departmental Automation Specialist III		1.00	0.00	1.00	1.00	1.00	0.00
00314	Deputy District Attorney IV		30.00	0.00	30.00	30.00	30.00	0.00
00105	District Attorney		1.00	0.00	1.00	1.00	1.00	0.00
09645	District Attorney Investigator I							
09646	or District Attorney Investigator II							
09647	or District Attorney Investigator III		11.00	0.00	11.00	11.00	11.00	0.00
00684	Division Manager-District Attorney		2.00	0.00	2.00	2.00	2.00	0.00
00380	Economic Crime Officer I							
00381	or Economic Crime Officer II							
00382	or Economic Crime Officer III		1.00	0.00	1.00	1.00	1.00	0.00
00382	Economic Crime Officer III	1/2	0.50	0.00	0.50	0.50	0.50	0.00
00383	Economic Crime Technician I							
00384	or Economic Crime Technician II		3.00	0.00	3.00	3.00	2.00	-1.00
02203	Administrative Assistant Series							
02230	or Legal Clerk		11.00	0.00	11.00	11.00	11.00	0.00
02238	Paralegal		2.00	0.00	2.00	2.00	2.00	0.00
00883	Secretary I		1.00	0.00	1.00	1.00	1.00	0.00
00909	Senior Account Clerk		1.00	0.00	1.00	1.00	1.00	0.00
09620	Senior Victim/Witness Coordinator		2.00	0.00	2.00	2.00	2.00	0.00
01536	Social Worker I							
01532	or Social Worker II							
01524	or Social Worker III							
01519	or Social Worker IV		2.00	0.00	2.00	2.00	2.00	0.00
09675	Supervising District Attorney Investigator		2.00	0.00	2.00	2.00	2.00	0.00
02231	Supervising Legal Clerk I		3.00	0.00	3.00	3.00	3.00	0.00
02232	Supervising Legal Clerk II		2.00	0.00	2.00	2.00	2.00	0.00
09634	Victim/Witness Assistance Coordinator I		1.00	0.00	1.00	1.00	1.00	0.00
09637	Victim/Witness Assistance Coordinator II		6.00	0.00	6.00	6.00	6.00	0.00
09637	Victim/Witness Assistance Coordinator II Limited Permanent	1/2	1.00	0.00	1.00	1.00	1.00	0.00
00309	Deputy District Attorney II	1/2	0.50	0.00	0.50	0.00	0.00	-0.50
02238	Paralegal	1/2	0.50	0.00	0.50	0.50	0.50	0.00

County of San Luis Obispo

2011-2012 Proposed Budget

Position Allocation by Department

Class	Title	PT	2010-11 Budget	Adopted Changes	Current	2011-12 Requested	2011-12 Recommended	Recommended Changes
09634	Victim/Witness Assistance Coordinator I	1/2	1.00	0.00	1.00	1.00	1.00	0.00
	Department Totals		95.50	0.00	95.50	95.00	94.00	-1.50
134	CHILD SUPPORT SERVICES							
08795	Administrative Services Manager		1.00	0.00	1.00	1.00	1.00	0.00
00394	Asst Director of Child Support Services		1.00	0.00	1.00	1.00	1.00	0.00
00256	Director of Child Support Services		1.00	0.00	1.00	1.00	1.00	0.00
09621	Family Support Officer I							
09622	or Family Support Officer II							
09682	or Family Support Officer III		15.00	0.00	15.00	15.00	15.00	0.00
09682	Family Support Officer III	3/4	0.75	0.00	0.75	0.75	0.75	0.00
02203	Administrative Assistant Series							
02230	or Legal Clerk		15.00	0.00	15.00	15.00	15.00	0.00
02203	Administrative Assistant Series	1/2						
02230	or Legal Clerk	1/2	1.00	0.00	1.00	1.00	1.00	0.00
09683	Supervising Family Support Officer		2.00	0.00	2.00	2.00	2.00	0.00
02231	Supervising Legal Clerk I		2.00	0.00	2.00	2.00	2.00	0.00
02232	Supervising Legal Clerk II		2.00	0.00	2.00	2.00	2.00	0.00
02261	Systems Administrator I							
02262	or Systems Administrator II							
02263	or Systems Administrator III		1.00	0.00	1.00	1.00	1.00	0.00
	Department Totals		41.75	0.00	41.75	41.75	41.75	0.00
136	SHERIFF-CORONER							
00905	Accountant I							
00906	or Accountant II		1.00	0.00	1.00	1.00	1.00	0.00
00907	or Accountant III							
00914	Accounting Technician		1.00	0.00	1.00	1.00	1.00	0.00
02203	Administrative Assistant Series		1.00	-1.00	0.00	0.00	0.00	0.00
08795	Administrative Services Manager		1.00	0.00	1.00	1.00	1.00	0.00
08891	Administrative Services Officer I							
08892	or Administrative Services Officer II		2.00	0.00	2.00	2.00	2.00	0.00
00341	CAL-ID Program Coordinator		1.00	0.00	1.00	1.00	1.00	0.00
01341	Cook I							
01340	or Cook II							
01350	or Cook III		6.00	0.00	6.00	6.00	6.00	0.00
00346	Correctional Technician		23.00	0.00	23.00	23.00	23.00	0.00
00350	Crime Prevention Specialist		2.00	0.00	2.00	2.00	2.00	0.00
02011	Department Personnel Technician - Conf.		1.00	0.00	1.00	1.00	1.00	0.00
08906	Departmental Automation Specialist III		1.00	0.00	1.00	1.00	1.00	0.00
00339	Sheriff's Cadet							
00338	or Deputy Sheriff		94.00	0.00	94.00	94.00	94.00	0.00
00354	Food Service Supervisor - Corrections		1.00	0.00	1.00	1.00	1.00	0.00
02203	Administrative Assistant Series							
02230	or Legal Clerk		22.00	1.00	23.00	23.00	23.00	0.00
02203	Administrative Assistant Series	1/2						
02230	or Legal Clerk	1/2	0.50	0.00	0.50	0.50	0.50	0.00
00909	Senior Account Clerk		2.00	0.00	2.00	2.00	2.00	0.00
02255	Senior Software Engineer		1.00	0.00	1.00	1.00	1.00	0.00
00336	Sergeant		15.00	0.00	15.00	15.00	15.00	0.00
00331	Sheriff's Chief Deputy		3.00	0.00	3.00	3.00	3.00	0.00
02593	Sheriff's Commander		6.00	0.00	6.00	6.00	6.00	0.00
00375	Sheriff's Correctional Deputy		0.00	89.00	89.00	89.00	89.00	0.00
00357	Sheriff's Correctional Lieutenant		3.00	0.00	3.00	3.00	3.00	0.00
00347	Sheriff's Correctional Officer		89.00	-89.00	0.00	0.00	0.00	0.00
00335	Sheriff's Correctional Sergeant		12.00	0.00	12.00	12.00	12.00	0.00
00342	Sheriff's Dispatcher		12.00	0.00	12.00	12.00	12.00	0.00
05000	Sheriff's Dispatcher Supervisor		1.00	0.00	1.00	1.00	1.00	0.00
02594	Sheriff's Forensic Specialist		2.00	0.00	2.00	2.00	2.00	0.00
00348	Sheriff's Property Officer		2.00	0.00	2.00	2.00	2.00	0.00
00376	Sheriff's Senior Correctional Deputy		0.00	15.00	15.00	15.00	15.00	0.00
00345	Sheriff's Senior Correctional Officer		15.00	-15.00	0.00	0.00	0.00	0.00
00340	Sheriff's Senior Deputy		29.00	0.00	29.00	29.00	29.00	0.00

Position Allocation by Department

Class	Title	PT	2010-11 Budget	Adopted Changes	Current	2011-12 Requested	2011-12 Recommended	Recommended Changes
00343	Sheriff's Senior Dispatcher		3.00	0.00	3.00	3.00	3.00	0.00
00107	Sheriff-Coroner		1.00	0.00	1.00	1.00	1.00	0.00
08960	Sr Correctional Technician		3.00	0.00	3.00	3.00	3.00	0.00
01336	Storekeeper I	1/2	0.50	0.00	0.50	0.50	0.50	0.00
01331	Storekeeper II		1.00	0.00	1.00	1.00	1.00	0.00
02231	Supervising Legal Clerk I		1.00	0.00	1.00	1.00	1.00	0.00
02232	Supervising Legal Clerk II		1.00	0.00	1.00	1.00	1.00	0.00
02261	Systems Administrator I							
02262	or Systems Administrator II							
02263	or Systems Administrator III		1.00	0.00	1.00	1.00	1.00	0.00
02254	Technology Supervisor		1.00	0.00	1.00	1.00	1.00	0.00
02592	Undersheriff		1.00	0.00	1.00	1.00	1.00	0.00
	Limited Permanent							
00350	Crime Prevention Specialist		1.00	0.00	1.00	1.00	1.00	0.00
00338	Deputy Sheriff		3.00	0.00	3.00	3.00	3.00	0.00
00597	Supervising Clinical Lab Technologist		1.00	0.00	1.00	1.00	1.00	0.00
	Department Totals		368.00	0.00	368.00	368.00	368.00	0.00
137	ANIMAL SERVICES							
02203	Administrative Assistant Series		4.00	0.00	4.00	4.00	4.00	0.00
08891	Administrative Services Officer I							
08892	or Administrative Services Officer II		1.00	0.00	1.00	1.00	1.00	0.00
01422	Animal Control Lead Officer		1.00	0.00	1.00	1.00	1.00	0.00
01417	Animal Control Officer		5.00	0.00	5.00	5.00	5.00	0.00
01424	Animal Control Supervising Officer		1.00	0.00	1.00	1.00	1.00	0.00
00219	Animal Services Humane Educator	1/2	0.50	0.00	0.50	0.50	0.00	-0.50
01410	Animal Services Manager (Non-Vet)							
01411	or Animal Services Manager (Vet)		1.00	0.00	1.00	1.00	1.00	0.00
01423	Animal Shelter Registered Veterinary Tech		1.00	0.00	1.00	1.00	1.00	0.00
01425	Animal Shelter Supervisor		1.00	0.00	1.00	1.00	1.00	0.00
01420	Kennel Worker		2.00	0.00	2.00	2.00	2.00	0.00
01420	Kennel Worker	1/2	0.50	0.00	0.50	0.50	0.50	0.00
00911	Account Clerk							
00909	or Senior Account Clerk		1.00	0.00	1.00	1.00	1.00	0.00
	Department Totals		19.00	0.00	19.00	19.00	18.50	-0.50
138	EMERGENCY SERVICES							
02203	Administrative Assistant Series	3/4	0.75	0.00	0.75	0.75	0.75	0.00
00844	Emergency Services Coordinator I							
00845	or Emergency Services Coordinator II							
00846	or Emergency Services Coordinator III		3.00	0.00	3.00	3.00	3.00	0.00
00844	Emergency Services Coordinator I	1/2						
00845	or Emergency Services Coordinator II	1/2						
00846	or Emergency Services Coordinator III	1/2	0.50	0.00	0.50	0.50	0.50	0.00
08884	Administrative Analyst I							
08883	or Administrative Analyst II							
08882	or Administrative Analyst III							
08886	or Principal Administrative Analyst		1.00	0.00	1.00	1.00	1.00	0.00
	Limited Permanent							
00844	Emergency Services Coordinator I							
00845	or Emergency Services Coordinator II		1.00	0.00	1.00	1.00	1.00	0.00
00846	or Emergency Services Coordinator III							
	Department Totals		6.25	0.00	6.25	6.25	6.25	0.00
139	PROBATION DEPARTMENT							
00911	Account Clerk		4.00	0.00	4.00	5.00	5.00	1.00
00905	Accountant I							
00906	or Accountant II		1.00	0.00	1.00	1.00	1.00	0.00
00907	or Accountant III							
02203	Administrative Assistant Series		5.00	0.00	5.00	5.00	5.00	0.00
08795	Administrative Services Manager		1.00	0.00	1.00	1.00	1.00	0.00
08891	Administrative Services Officer I							

Position Allocation by Department

Class	Title	PT	2010-11 Budget	Adopted Changes	Current	2011-12 Requested	2011-12 Recommended	Recommended Changes
08892	or Administrative Services Officer II		1.00	0.00	1.00	0.00	0.00	-1.00
09783	Chief Deputy Probation Officer		4.00	0.00	4.00	4.00	4.00	0.00
00213	Chief Probation Officer		1.00	0.00	1.00	1.00	1.00	0.00
03501	Collections Officer I		2.00	0.00	2.00	3.00	3.00	1.00
03502	or Collections Officer II		4.00	0.00	4.00	4.00	4.00	0.00
00346	Correctional Technician		4.00	0.00	4.00	4.00	4.00	0.00
00346	Correctional Technician	3/4	0.75	0.00	0.75	0.75	0.75	0.00
08903	Departmental Automation Specialist I							
08904	or Departmental Automation Specialist II							
08906	or Departmental Automation Specialist III		2.00	0.00	2.00	2.00	2.00	0.00
00324	Deputy Probation Officer I							
00323	or Deputy Probation Officer II		52.00	0.00	52.00	51.00	51.00	-1.00
00324	Deputy Probation Officer I	1/2						
00323	or Deputy Probation Officer II	1/2	0.50	0.00	0.50	0.50	0.50	0.00
00321	Deputy Probation Officer III		2.00	0.00	2.00	3.00	3.00	1.00
00370	Juvenile Services Officer I		3.00	0.00	3.00	3.00	0.00	-3.00
00371	or Juvenile Services Officer II		20.00	0.00	20.00	20.00	23.00	3.00
00372	Juvenile Services Officer III		6.00	0.00	6.00	6.00	6.00	0.00
02203	Administrative Assistant Series							
02230	or Legal Clerk		8.00	0.00	8.00	8.00	7.00	-1.00
02203	Administrative Assistant Series	1/2						
02230	or Legal Clerk	1/2	0.50	0.00	0.50	0.50	0.50	0.00
00326	Probation Assistant		4.00	0.00	4.00	4.00	4.00	0.00
00909	Senior Account Clerk		1.00	0.00	1.00	1.00	1.00	0.00
00927	Supervising Admin Clerk I		1.00	0.00	1.00	1.00	1.00	0.00
00928	Supervising Admin Clerk II		1.00	0.00	1.00	1.00	1.00	0.00
00373	Supervising Deputy Probation Officer Limited Permanent		11.00	0.00	11.00	11.00	11.00	0.00
00911	Account Clerk		1.00	0.00	1.00	1.00	1.00	0.00
03501	Collections Officer I		1.00	0.00	1.00	1.00	1.00	0.00
03502	or Collections Officer II							
00326	Probation Assistant		1.00	0.00	1.00	1.00	0.00	-1.00
00909	Senior Account Clerk		1.00	0.00	1.00	0.00	0.00	-1.00
00373	Supervising Deputy Probation Officer		2.00	0.00	2.00	2.00	2.00	0.00
Department Totals			145.75	0.00	145.75	145.75	143.75	-2.00
141	AGRICULTURAL COMMISSIONER							
02203	Administrative Assistant Series		3.00	0.00	3.00	3.00	3.00	0.00
08891	Administrative Services Officer I							
08892	or Administrative Services Officer II		1.00	0.00	1.00	1.00	1.00	0.00
00201	Ag Commissioner/Sealer of Weights & Measures		1.00	0.00	1.00	1.00	1.00	0.00
02731	Agr/Weights & Measures Tech I							
02732	or Agr/Weights & Measures Tech II		6.00	0.00	6.00	6.00	6.00	0.00
02732	Agr/Weights & Measures Tech II	3/4	2.25	0.00	2.25	2.25	2.25	0.00
02731	Agr/Weights & Measures Tech I	1/2						
02732	or Agr/Weights & Measures Tech II	1/2	0.50	0.00	0.50	0.50	0.50	0.00
00819	Agricultural Inspector/Biologist III	3/4	0.75	0.00	0.75	0.75	0.75	0.00
02730	Agricultural Resource Specialist		1.00	0.00	1.00	1.00	1.00	0.00
00802	Chief Deputy-Agricultural Commissioner		1.00	0.00	1.00	1.00	1.00	0.00
00823	Chief Deputy-Sealer Weights & Measures		1.00	0.00	1.00	1.00	1.00	0.00
08903	Departmental Automation Specialist I							
08904	or Departmental Automation Specialist II							
08906	or Departmental Automation Specialist III		0.00	0.00	0.00	0.00	1.00	1.00
08906	Departmental Automation Specialist III	3/4	1.50	0.00	1.50	1.50	0.00	-1.50
08903	Departmental Automation Specialist I	1/2						
08904	or Departmental Automation Specialist II	1/2						
08906	or Departmental Automation Specialist III	1/2	0.00	0.00	0.00	0.00	0.50	0.50
00816	Agricultural Inspector/Biologist Trainee							
00817	or Agricultural Inspector/Biologist I							
00818	or Agricultural Inspector/Biologist II							
00819	or Agricultural Inspector/Biologist III		13.00	0.00	13.00	13.00	13.00	0.00
00804	or Deputy Agricultural Commissioner		3.00	0.00	3.00	3.00	3.00	0.00
00816	Agricultural Inspector/Biologist Trainee	1/2						
00817	or Agricultural Inspector/Biologist I	1/2						

County of San Luis Obispo

2011-2012 Proposed Budget

Position Allocation by Department

Class	Title	PT	2010-11 Budget	Adopted Changes	Current	2011-12 Requested	2011-12 Recommended	Recommended Changes
00818	or Agricultural Inspector/Biologist II	1/2						
00819	or Agricultural Inspector/Biologist III	1/2	2.00	0.00	2.00	2.00	2.00	0.00
00804	or Deputy Agricultural Commissioner	1/2						
02803	Environmental Resource Specialist		1.00	0.00	1.00	1.00	1.00	0.00
01620	Mapping/Graphics Systems Specialist I							
01621	or Mapping/Graphics Systems Specialist II							
01622	or Mapping/Graphics Systems Specialist III		1.00	0.00	1.00	1.00	1.00	0.00
00826	Weights & Measures Inspector Trainee							
00824	or Weights & Measures Inspector I							
00821	or Weights & Measures Inspector II							
00825	or Weights & Measures Inspector III		3.00	0.00	3.00	3.00	3.00	0.00
Department Totals			42.00	0.00	42.00	42.00	42.00	0.00
142	PLANNING & BUILDING DEPARTMENT							
00905	Accountant I							
00906	or Accountant II							
00907	or Accountant III		1.00	0.00	1.00	1.00	1.00	0.00
00914	Accounting Technician		2.00	0.00	2.00	2.00	1.00	-1.00
00913	or Accounting Technician - Confidential							
02203	Administrative Assistant Series		6.00	0.00	6.00	6.00	6.00	0.00
08795	Administrative Services Manager		1.00	0.00	1.00	1.00	1.00	0.00
08891	Administrative Services Officer I							
08892	or Administrative Services Officer II		1.00	0.00	1.00	1.00	1.00	0.00
01699	Assistant Building Official		1.00	0.00	1.00	1.00	1.00	0.00
00391	Assistant Director-Planning and Building		1.00	0.00	1.00	1.00	1.00	0.00
01601	Building Inspector I							
01602	or Building Inspector II							
01603	or Building Inspector III		7.00	0.00	7.00	7.00	7.00	0.00
01601	Building Inspector I	3/4						
01602	or Building Inspector II	3/4						
01603	or Building Inspector III	3/4	0.75	0.00	0.75	0.75	0.75	0.00
01701	Building Plans Examiner I							
01702	or Building Plans Examiner II							
01703	or Building Plans Examiner III		6.00	0.00	6.00	6.00	6.00	0.00
08903	Departmental Automation Specialist I							
08904	or Departmental Automation Specialist II							
08906	or Departmental Automation Specialist III		1.00	0.00	1.00	1.00	1.00	0.00
08906	Departmental Automation Specialist III	3/4	1.50	0.00	1.50	1.50	1.50	0.00
00237	Director of Planning/Building		1.00	0.00	1.00	1.00	1.00	0.00
00681	Division Manager-Building (Chief Bldg Offcl)		1.00	0.00	1.00	1.00	1.00	0.00
00690	Division Manager-Planning		3.00	0.00	3.00	3.00	3.00	0.00
08415	Environmental Health Specialist III		1.00	0.00	1.00	1.00	1.00	0.00
00877	Environmental Quality Coord		1.00	0.00	1.00	1.00	1.00	0.00
01620	Mapping/Graphics Systems Specialist I							
01621	or Mapping/Graphics Systems Specialist II							
01622	or Mapping/Graphics Systems Specialist III		2.00	0.00	2.00	2.00	2.00	0.00
02805	Permit Technician		4.00	0.00	4.00	4.00	4.00	0.00
02800	Planner I							
02801	or Planner II							
02802	or Planner III		11.00	0.00	11.00	11.00	11.00	0.00
02803	or Environmental Resource Specialist		8.00	0.00	8.00	8.00	7.00	-1.00
02804	or Principal Environmental Specialist		1.00	0.00	1.00	1.00	1.00	0.00
02800	Planner I	3/4						
02801	or Planner II	3/4						
02802	or Planner III	3/4	1.50	0.00	1.50	1.50	1.50	0.00
02803	or Environmental Resource Specialist	3/4						
02804	or Principal Environmental Specialist	3/4						
01709	Resource Protection Specialist II		3.00	0.00	3.00	3.00	3.00	0.00
01710	Resource Protection Specialist III		1.00	0.00	1.00	1.00	1.00	0.00
01708	Resource Protection Specialist I	3/4						
01709	or Resource Protection Specialist II	3/4	0.75	0.00	0.75	0.75	0.75	0.00
01710	or Resource Protection Specialist III	3/4	0.00	0.00	0.00	0.00	0.00	0.00
00883	Secretary I		2.00	0.00	2.00	1.00	1.00	-1.00
00884	Secretary II		0.00	0.00	0.00	1.00	1.00	1.00

County of San Luis Obispo

2011-2012 Proposed Budget

Position Allocation by Department

Class	Title	PT	2010-11 Budget	Adopted Changes	Current	2011-12 Requested	2011-12 Recommended	Recommended Changes
00603	Senior Planner		8.00	0.00	8.00	8.00	8.00	0.00
00603	Senior Planner	3/4	0.75	0.00	0.75	0.75	0.75	0.00
00928	Supervising Admin Clerk II		1.00	0.00	1.00	1.00	1.00	0.00
01600	Supervising Building Inspector		2.00	0.00	2.00	2.00	2.00	0.00
01700	Supervising Building Plans Examiner		1.00	0.00	1.00	1.00	1.00	0.00
01707	Supervising Planner		5.00	0.00	5.00	5.00	5.00	0.00
01623	Supv Mapping/Graphics Systems Specialist		1.00	0.00	1.00	1.00	1.00	0.00
02261	Systems Administrator I							
02262	or Systems Administrator II							
02263	or Systems Administrator III		1.00	0.00	1.00	1.00	1.00	0.00
Department Totals			90.25	0.00	90.25	90.25	88.25	-2.00
160	HEALTH AGENCY							
00905	Accountant I		0.00	0.00	0.00	0.00	0.00	0.00
00906	or Accountant II		1.00	0.00	1.00	1.00	1.00	0.00
00907	or Accountant III		1.00	0.00	1.00	1.00	1.00	0.00
00914	Accounting Technician		4.00	0.00	4.00	4.00	3.00	-1.00
00914	Accounting Technician	1/2	0.50	0.00	0.50	0.50	0.50	0.00
02203	Administrative Assistant Series		18.00	0.00	18.00	18.00	18.00	0.00
02203	Administrative Assistant Series	3/4	0.75	0.00	0.75	0.75	0.75	0.00
02203	Administrative Assistant Series	1/2	1.00	0.00	1.00	1.00	1.00	0.00
08795	Administrative Services Manager		1.00	0.00	1.00	1.00	1.00	0.00
08891	Administrative Services Officer I							
08892	or Administrative Services Officer II		3.00	0.00	3.00	3.00	4.00	1.00
08891	Administrative Services Officer I	1/2	0.50	0.00	0.50	0.50	0.50	0.00
08892	or Administrative Services Officer II	1/2						
09632	Communicable Disease Investigator	3/4	0.75	0.00	0.75	0.75	0.75	0.00
00427	Community Service Aide	1/2	0.00	0.00	0.00	0.00	1.00	1.00
00410	Cross Connection Inspector		1.00	0.00	1.00	1.00	1.00	0.00
02010	Department Personnel Technician		3.00	0.00	3.00	3.00	2.00	-1.00
08903	Departmental Automation Specialist I							
08904	or Departmental Automation Specialist II							
08906	or Departmental Automation Specialist III		4.00	0.00	4.00	4.00	4.00	0.00
03005	Deputy Director-Health Agency		1.00	0.00	1.00	1.00	1.00	0.00
08954	Division Manager-Environmental Health		1.00	0.00	1.00	1.00	1.00	0.00
08950	Division Manager-Health Agency		1.00	0.00	1.00	1.00	1.00	0.00
08955	Division Manager-Public Health Nursing Serv		1.00	0.00	1.00	1.00	1.00	0.00
08413	Environmental Health Specialist I							
08414	or Environmental Health Specialist II							
08415	or Environmental Health Specialist III		15.00	0.00	15.00	15.00	14.00	-1.00
08413	Environmental Health Specialist I	1/2						
08414	or Environmental Health Specialist II	1/2						
08415	or Environmental Health Specialist III	1/2	0.50	0.00	0.50	0.50	1.00	0.50
00437	Epidemiologist		1.00	0.00	1.00	1.00	1.00	0.00
03003	Health Agency Director		1.00	0.00	1.00	1.00	1.00	0.00
00221	Health Education Specialist		4.00	0.00	4.00	4.00	4.00	0.00
00447	Laboratory Assistant I							
00446	or Laboratory Assistant II		2.00	0.00	2.00	2.00	2.00	0.00
02203	Administrative Assistant Series							
02230	or Legal Clerk		1.00	0.00	1.00	1.00	1.00	0.00
00543	Licensed Vocational Nurse	3/4	0.75	0.00	0.75	0.75	0.75	0.00
00420	Community Health Nurse							
00417	or Public Health Nurse							
00415	or Senior Community Health Nurse							
00421	or Senior Public Health Nurse							
00457	or Nurse Practitioner/Physician's Assistant		27.00	0.00	27.00	27.00	25.00	-2.00
00457	Nurse Practitioner/Physician's Assistant	3/4	0.75	0.00	0.75	0.75	0.75	0.00
00420	Community Health Nurse	1/2						
00417	or Public Health Nurse	1/2						
00415	or Senior Community Health Nurse	1/2						
00421	or Senior Public Health Nurse	1/2						
00457	or Nurse Practitioner/Physician's Assistant	1/2	2.00	0.00	2.00	2.00	2.00	0.00
00420	Community Health Nurse	1/4						
00417	or Public Health Nurse	1/4						

Position Allocation by Department

Class	Title	PT	2010-11 Budget	Adopted Changes	Current	2011-12 Requested	2011-12 Recommended	Recommended Changes
00415	or Senior Community Health Nurse	1/4						
00421	or Senior Public Health Nurse	1/4						
00457	or Nurse Practitioner/Physician's Assistant	1/4	0.25	0.00	0.25	0.25	0.25	0.00
09784	Oral Health Program Manager		1.00	0.00	1.00	1.00	1.00	0.00
08538	Patient Services Representative		4.00	0.00	4.00	4.00	3.00	-1.00
00575	Physical or Occupational Therapist Aide		2.00	0.00	2.00	2.00	2.00	0.00
00571	Physical or Occupational Therapist I							
00572	or Physical or Occupational Therapist II		5.00	0.00	5.00	5.00	5.00	0.00
00571	Physical or Occupational Therapist I	3/4						
00572	or Physical or Occupational Therapist II	3/4	0.00	0.00	0.00	0.00	0.75	0.75
00571	Physical or Occupational Therapist I	1/4						
00572	or Physical or Occupational Therapist II	1/4	0.50	0.00	0.50	0.50	0.50	0.00
01583	Program Manager I							
01584	or Program Manager II		3.00	0.00	3.00	3.00	3.00	0.00
03004	Public Health Admin/Health Officer		1.00	0.00	1.00	1.00	1.00	0.00
00422	Public Health Aide I							
00423	or Public Health Aide II		0.00	0.00	0.00	0.00	0.00	0.00
00424	or Public Health Aide III		10.00	0.00	10.00	12.00	12.00	2.00
08959	Public Health Laboratory Manager		1.00	0.00	1.00	1.00	1.00	0.00
00442	Public Health Microbiologist I							
00441	or Public Health Microbiologist II		4.00	0.00	4.00	4.00	4.00	0.00
00442	Public Health Microbiologist I	3/4						
00441	or Public Health Microbiologist II	3/4	0.75	0.00	0.75	0.75	0.75	0.00
00442	Public Health Microbiologist I	1/2						
00441	or Public Health Microbiologist II	1/2	0.50	0.00	0.50	0.50	0.50	0.00
01347	Public Health Nutritionist I		2.00	0.00	2.00	2.00	0.00	-2.00
01348	or Public Health Nutritionist II		1.00	0.00	1.00	1.00	3.00	2.00
01347	Public Health Nutritionist I	3/4	1.50	0.00	1.50	2.25	1.50	0.00
01348	or Public Health Nutritionist II	3/4	0.00	0.00	0.00	0.00	0.75	0.75
01347	Public Health Nutritionist I	1/2	1.00	0.00	1.00	1.00	1.50	0.50
01348	or Public Health Nutritionist II	1/2						
00886	Secretary I - Confidential		1.00	0.00	1.00	1.00	1.00	0.00
00909	Senior Account Clerk		6.00	0.00	6.00	6.00	6.00	0.00
01536	Social Worker I							
01532	or Social Worker II							
01524	or Social Worker III							
01519	or Social Worker IV		1.00	0.00	1.00	1.00	1.00	0.00
01536	Social Worker I	3/4						
01532	or Social Worker II	3/4						
01524	or Social Worker III	3/4						
01519	or Social Worker IV	3/4	0.75	0.00	0.75	0.75	0.75	0.00
01536	Social Worker I	1/2						
01532	or Social Worker II	1/2						
01524	or Social Worker III	1/2						
01519	or Social Worker IV	1/2	0.50	0.00	0.50	0.50	0.50	0.00
03001	Sr Physical or Occupational Therapist		0.00	0.00	0.00	0.00	1.00	1.00
03001	Sr Physical or Occupational Therapist	3/4	0.75	0.00	0.75	0.75	0.00	-0.75
00927	Supervising Admin Clerk I		1.00	0.00	1.00	1.00	1.00	0.00
08416	Supervising Environmental Health Specialist		3.00	0.00	3.00	3.00	3.00	0.00
00573	Supervising Physical or Occupational Ther		1.00	0.00	1.00	1.00	1.00	0.00
00444	Supervising Public Health Microbiologist		1.00	0.00	1.00	1.00	1.00	0.00
00414	Supervising Public Health Nurse		5.00	0.00	5.00	5.00	5.00	0.00
	Limited Permanent							
00422	Public Health Aide I							
00423	or Public Health Aide II							
00424	or Public Health Aide III		2.00	0.00	2.00	0.00	0.00	-2.00
01347	Public Health Nutritionist I	3/4	0.75	0.00	0.75	0.00	0.00	-0.75
01348	or Public Health Nutritionist II	3/4						
	Department Totals		160.75	0.00	160.75	160.75	158.75	-2.00
166	BEHAVIORAL HEALTH							
00905	Accountant I							
00906	or Accountant II		0.00	3.00	3.00	3.00	3.00	0.00
00907	or Accountant III		0.00	3.00	3.00	3.00	3.00	0.00

Position Allocation by Department

Class	Title	PT	2010-11 Budget	Adopted Changes	Current	2011-12 Requested	2011-12 Recommended	Recommended Changes
00914	Accounting Technician		0.00	2.00	2.00	2.00	2.00	0.00
00913	or Accounting Technician - Confidential							
02204	Administrative Assistant Aide							
02201	or Administrative Assistant I							
02202	or Administrative Assistant II							
02203	or Administrative Assistant Series		0.00	15.00	15.00	15.00	15.00	0.00
02204	Administrative Assistant Aide	3/4						
02201	or Administrative Assistant I	3/4						
02202	or Administrative Assistant II	3/4						
02203	or Administrative Assistant Series	3/4	0.00	0.75	0.75	0.00	0.00	-0.75
02204	Administrative Assistant Aide	1/2						
02201	or Administrative Assistant I	1/2						
02202	or Administrative Assistant II	1/2						
02203	or Administrative Assistant Series	1/2	0.00	1.50	1.50	1.50	1.00	-0.50
08795	Administrative Services Manager		0.00	1.00	1.00	1.00	1.00	0.00
08891	Administrative Services Officer I							
08892	or Administrative Services Officer II		0.00	6.00	6.00	6.00	5.00	-1.00
08891	Administrative Services Officer I	1/2	0.00	0.50	0.50	0.50	0.50	0.00
08892	or Administrative Services Officer II	1/2						
03071	Behavioral Health Administrator		0.00	1.00	1.00	1.00	1.00	0.00
08949	Division Manager-Drug & Alcohol Services		0.00	1.00	1.00	1.00	1.00	0.00
08951	Division Manager-Mental Health Services		0.00	4.00	4.00	4.00	4.00	0.00
08610	Drug & Alcohol Program Supervisor		0.00	4.00	4.00	4.00	3.00	-1.00
08610	Drug & Alcohol Program Supervisor	3/4	0.00	0.00	0.00	0.00	0.75	0.75
08620	Drug & Alcohol Services Specialist I							
08621	or Drug & Alcohol Services Specialist II							
08622	or Drug & Alcohol Services Specialist III							
08623	or Drug & Alcohol Services Specialist IV		0.00	27.00	27.00	26.00	25.00	-2.00
08620	Drug & Alcohol Services Specialist I	3/4						
08621	or Drug & Alcohol Services Specialist II	3/4						
08622	or Drug & Alcohol Services Specialist III	3/4						
08623	or Drug & Alcohol Services Specialist IV	3/4	0.00	3.75	3.75	3.75	3.75	0.00
08620	Drug & Alcohol Services Specialist I	1/2						
08621	or Drug & Alcohol Services Specialist II	1/2						
08622	or Drug & Alcohol Services Specialist III	1/2						
08623	or Drug & Alcohol Services Specialist IV	1/2	0.00	0.50	0.50	0.50	0.50	0.00
08606	Drug & Alcohol Worker Aide							
08607	or Drug & Alcohol Worker I							
08608	or Drug & Alcohol Worker II		0.00	4.00	4.00	4.00	4.00	0.00
08606	Drug & Alcohol Worker Aide	1/2						
08607	or Drug & Alcohol Worker I	1/2						
08608	or Drug & Alcohol Worker II	1/2	0.00	2.00	2.00	2.00	1.50	-0.50
00519	Mental Health Medical Director		0.00	1.00	1.00	1.00	1.00	0.00
08535	Mental Health Medical Records Supervisor		0.00	1.00	1.00	1.00	1.00	0.00
08568	Mental Health Pre-Licensed Nurse							
08570	or Mental Health Nurse Trainee							
08573	or Mental Health Nurse I							
08572	or Mental Health Nurse II		0.00	4.00	4.00	4.00	4.00	0.00
08571	or Mental Health Nurse III							
08525	Mental Health Program Supervisor		0.00	8.00	8.00	8.00	8.00	0.00
08569	Mental Health Supervising Nurse		0.00	1.00	1.00	1.00	1.00	0.00
08529	Mental Health Therapist I							
08528	or Mental Health Therapist II		0.00	1.00	1.00	1.00	1.00	0.00
08527	or Mental Health Therapist III							
08526	or Mental Health Therapist IV		0.00	80.00	80.00	80.00	80.00	0.00
08529	Mental Health Therapist I	3/4						
08528	or Mental Health Therapist II	3/4						
08527	or Mental Health Therapist III	3/4						
08526	or Mental Health Therapist IV	3/4	0.00	2.25	2.25	2.25	1.50	-0.75
08529	Mental Health Therapist I	1/2						
08528	or Mental Health Therapist II	1/2						
08527	or Mental Health Therapist III	1/2						
08526	or Mental Health Therapist IV	1/2	0.00	4.50	4.50	4.50	3.00	-1.50
08576	Mental Health Worker Aide		0.00	1.00	1.00	1.00	1.00	0.00
08575	or Mental Health Worker I							

County of San Luis Obispo

2011-2012 Proposed Budget

Position Allocation by Department

Class	Title	PT	2010-11 Budget	Adopted Changes	Current	2011-12 Requested	2011-12 Recommended	Recommended Changes
08574	or Mental Health Worker II		0.00	1.00	1.00	1.00	1.00	0.00
00420	Community Health Nurse							
00417	or Public Health Nurse							
00415	or Senior Community Health Nurse							
00421	or Senior Public Health Nurse							
00457	or Nurse Practitioner/Physician's Assistant		0.00	1.00	1.00	1.00	1.00	0.00
00420	Community Health Nurse	1/4						
00417	or Public Health Nurse	1/4						
00415	or Senior Community Health Nurse	1/4						
00421	or Senior Public Health Nurse	1/4						
00457	or Nurse Practitioner/Physician's Assistant	1/4	0.00	0.25	0.25	0.25	0.25	0.00
00525	Psychologist		0.00	3.00	3.00	3.00	2.00	-1.00
00883	Secretary I		0.00	1.00	1.00	1.00	1.00	0.00
00911	Account Clerk	1/2						
00909	or Senior Account Clerk	1/2	0.00	0.50	0.50	0.50	0.50	0.00
00582	Medical Records Technician		0.00	4.00	4.00	4.00	3.00	-1.00
00593	or Senior Medical Records Technician		0.00	5.00	5.00	5.00	5.00	0.00
00582	Medical Records Technician	1/2	0.00	0.00	0.00	0.00	0.50	0.50
00593	or Senior Medical Records Technician	1/2						
00522	Staff Psychiatrist		0.00	4.00	4.00	4.00	4.00	0.00
00522	Staff Psychiatrist	1/2	0.00	1.50	1.50	1.50	1.50	0.00
00899	Supervising Accounting Technician		0.00	1.00	1.00	1.00	1.00	0.00
00928	Supervising Admin Clerk II Limited Permanent		0.00	1.00	1.00	1.00	1.00	0.00
08795	Administrative Services Manager		0.00	1.00	1.00	1.00	1.00	0.00
08620	Drug & Alcohol Services Specialist I							
08621	or Drug & Alcohol Services Specialist II		0.00	1.00	1.00	0.00	0.00	-1.00
08622	or Drug & Alcohol Services Specialist III							
08623	or Drug & Alcohol Services Specialist IV							
08620	Drug & Alcohol Services Specialist I	1/2						
08621	or Drug & Alcohol Services Specialist II	1/2	0.00	1.00	1.00	0.00	0.00	-1.00
08622	or Drug & Alcohol Services Specialist III	1/2						
08623	or Drug & Alcohol Services Specialist IV	1/2						
08606	Drug & Alcohol Worker Aide	1/2						
08607	or Drug & Alcohol Worker I	1/2	0.00	0.50	0.50	0.00	0.00	-0.50
08608	or Drug & Alcohol Worker II	1/2						
Department Totals			0.00	210.50	210.50	206.25	199.25	-11.25
180	SOCIAL SERVICES ADMINISTRATION							
00914	Accounting Technician		3.00	0.00	3.00	3.00	3.00	0.00
02203	Administrative Assistant Series		63.00	0.00	63.00	63.00	64.00	1.00
08795	Administrative Services Manager		1.00	0.00	1.00	1.00	1.00	0.00
08891	Administrative Services Officer I							
08892	or Administrative Services Officer II		1.00	0.00	1.00	1.00	1.00	0.00
01502	Assistant Social Services Director		1.00	0.00	1.00	1.00	1.00	0.00
00427	Community Service Aide		16.00	0.00	16.00	16.00	16.00	0.00
01501	County Social Services Director		1.00	0.00	1.00	1.00	1.00	0.00
00280	Department Administrator		2.00	0.00	2.00	2.00	2.00	0.00
02010	Department Personnel Technician		2.00	0.00	2.00	2.00	2.00	0.00
02011	Department Personnel Technician - Conf.		1.00	0.00	1.00	1.00	1.00	0.00
08903	Departmental Automation Specialist I							
08904	or Departmental Automation Specialist II							
08906	or Departmental Automation Specialist III		4.00	0.00	4.00	4.00	4.00	0.00
00693	Division Manager-Social Services		8.00	0.00	8.00	8.00	8.00	0.00
01544	Employment/Resource Specialist I							
01545	or Employment/Resource Specialist II							
01546	or Employment/Resource Specialist III		113.00	0.00	113.00	113.00	113.00	0.00
01547	Employment/Resource Specialist IV		16.00	0.00	16.00	16.00	16.00	0.00
01550	Employment/Services Supervisor		20.00	0.00	20.00	20.00	20.00	0.00
02203	Administrative Assistant Series							
02230	or Legal Clerk		4.00	0.00	4.00	4.00	4.00	0.00
01560	Personal Care Aide		1.00	0.00	1.00	1.00	0.00	-1.00
01560	Personal Care Aide	3/4	3.00	0.00	3.00	3.00	3.00	0.00
01583	Program Manager I							

County of San Luis Obispo

2011-2012 Proposed Budget

Position Allocation by Department

Class	Title	PT	2010-11 Budget	Adopted Changes	Current	2011-12 Requested	2011-12 Recommended	Recommended Changes
01584	or Program Manager II		14.00	0.00	14.00	14.00	14.00	0.00
00909	Senior Account Clerk		10.00	0.00	10.00	10.00	10.00	0.00
02255	Senior Software Engineer		2.00	0.00	2.00	2.00	2.00	0.00
01531	Social Services Investigator		2.00	0.00	2.00	2.00	2.00	0.00
01555	Social Svcs Program Review Specialist		28.00	0.00	28.00	28.00	28.00	0.00
01536	Social Worker I							
01532	or Social Worker II							
01524	or Social Worker III							
01519	or Social Worker IV		71.00	0.00	71.00	71.00	71.00	0.00
01536	Social Worker I	3/4						
01532	or Social Worker II	3/4						
01524	or Social Worker III	3/4						
01519	or Social Worker IV	3/4	0.75	0.00	0.75	0.75	0.75	0.00
01536	Social Worker I	1/2						
01532	or Social Worker II	1/2						
01524	or Social Worker III	1/2						
01519	or Social Worker IV	1/2	1.00	0.00	1.00	1.00	1.00	0.00
01516	Social Worker Supervisor II		15.00	0.00	15.00	15.00	15.00	0.00
02264	Software Engineer I							
02265	or Software Engineer II							
02266	or Software Engineer III		2.00	0.00	2.00	2.00	2.00	0.00
00899	Supervising Accounting Technician		3.00	0.00	3.00	3.00	3.00	0.00
00927	Supervising Admin Clerk I		8.00	0.00	8.00	8.00	8.00	0.00
02231	Supervising Legal Clerk I		1.00	0.00	1.00	1.00	1.00	0.00
02232	Supervising Legal Clerk II		1.00	0.00	1.00	1.00	1.00	0.00
01537	Supervising Social Services Investigator		1.00	0.00	1.00	1.00	1.00	0.00
02261	Systems Administrator I							
02262	or Systems Administrator II							
02263	or Systems Administrator III		1.00	0.00	1.00	1.00	1.00	0.00
Department Totals			420.75	0.00	420.75	420.75	420.75	0.00
184 LAW ENFORCEMENT MED CARE								
02204	Administrative Assistant Aide							
02201	or Administrative Assistant I							
02202	or Administrative Assistant II		0.00	0.00	0.00	1.00	1.00	1.00
02203	or Administrative Assistant Series		1.00	0.00	1.00	0.00	0.00	-1.00
00500	Pre-Licensed Correctional Nurse							
00527	or Correctional Nurse I							
00528	or Correctional Nurse II		7.00	0.00	7.00	2.00	2.00	-5.00
00500	Pre-Licensed Correctional Nurse	3/4						
00527	or Correctional Nurse I	3/4						
00528	or Correctional Nurse II	3/4	0.00	0.00	0.00	4.50	4.50	4.50
00500	Pre-Licensed Correctional Nurse	1/2						
00527	or Correctional Nurse I	1/2	0.00	0.00	0.00	0.50	0.50	0.50
00528	or Correctional Nurse II	1/2						
00524	Correctional Nurse Supervisor	3/4	0.75	0.00	0.75	0.75	0.75	0.00
00543	Licensed Vocational Nurse		2.00	0.00	2.00	1.00	1.00	-1.00
00543	Licensed Vocational Nurse	3/4	0.00	0.00	0.00	0.75	0.75	0.75
08529	Mental Health Therapist I		0.00	0.00	0.00	1.00	1.00	1.00
08528	or Mental Health Therapist II							
08527	or Mental Health Therapist III							
08526	or Mental Health Therapist IV							
08529	Mental Health Therapist I	3/4	0.75	0.00	0.75	0.00	0.00	-0.75
08528	or Mental Health Therapist II	3/4						
08527	or Mental Health Therapist III	3/4						
08526	or Mental Health Therapist IV	3/4						
00420	Community Health Nurse							
00417	or Public Health Nurse							
00415	or Senior Community Health Nurse							
00421	or Senior Public Health Nurse							
00457	or Nurse Practitioner/Physician's Assistant		1.00	0.00	1.00	1.00	1.00	0.00
Department Totals			12.50	0.00	12.50	12.50	12.50	0.00

County of San Luis Obispo

2011-2012 Proposed Budget

Position Allocation by Department

Class	Title	PT	2010-11 Budget	Adopted Changes	Current	2011-12 Requested	2011-12 Recommended	Recommended Changes
186	VETERANS SERVICES							
02203	Administrative Assistant Series		1.00	0.00	1.00	1.00	1.00	0.00
00866	Assistant Veterans Service Officer II		2.00	0.00	2.00	2.00	2.00	0.00
00252	Veterans Service Officer		1.00	0.00	1.00	1.00	1.00	0.00
	Department Totals		<u>4.00</u>	<u>0.00</u>	<u>4.00</u>	<u>4.00</u>	<u>4.00</u>	<u>0.00</u>
215	FARM ADVISOR							
00813	4-H Program Assistant		1.00	0.00	1.00	1.00	1.00	0.00
02203	Administrative Assistant Series		1.00	0.00	1.00	1.00	1.00	0.00
02203	Administrative Assistant Series	1/2	0.50	0.00	0.50	0.50	0.50	0.00
02731	Agr/Weights & Measures Tech I		0.00	0.00	0.00	0.00	0.00	0.00
02732	or Agr/Weights & Measures Tech II		1.00	0.00	1.00	1.00	1.00	0.00
00221	Health Education Specialist	1/2	0.50	0.00	0.50	0.50	0.50	0.00
00927	Supervising Admin Clerk I		1.00	0.00	1.00	1.00	1.00	0.00
	Department Totals		<u>5.00</u>	<u>0.00</u>	<u>5.00</u>	<u>5.00</u>	<u>5.00</u>	<u>0.00</u>
275	ORGANIZATIONAL DEVELOPMENT							
08884	Administrative Analyst I							
08883	or Administrative Analyst II							
08882	or Administrative Analyst III		1.00	0.00	1.00	1.00	1.00	0.00
08886	or Principal Administrative Analyst							
	Department Totals		<u>1.00</u>	<u>0.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>
305	PARKS							
02203	Administrative Assistant Series		2.00	0.00	2.00	2.00	2.00	0.00
08965	Deputy Director-County Parks		1.00	0.00	1.00	1.00	1.00	0.00
01203	Park Operations Coordinator		1.00	0.00	1.00	1.00	1.00	0.00
01223	Park Ranger Aide		0.00	0.00	0.00	2.00	2.00	2.00
01222	or Park Ranger I							
01221	or Park Ranger II		17.00	0.00	17.00	16.00	16.00	-1.00
01220	or Park Ranger III		8.00	0.00	8.00	8.00	8.00	0.00
01210	Park Ranger Specialist		3.00	0.00	3.00	2.00	2.00	-1.00
01251	Parks Superintendent		2.00	0.00	2.00	1.00	1.00	-1.00
02800	Planner I							
02801	or Planner II							
02802	or Planner III		1.00	0.00	1.00	1.00	1.00	0.00
02803	or Environmental Resource Specialist							
02804	or Principal Environmental Specialist							
00603	Senior Planner		1.00	0.00	1.00	1.00	1.00	0.00
01204	Supervising Park Ranger		4.00	0.00	4.00	4.00	4.00	0.00
	Department Totals		<u>40.00</u>	<u>0.00</u>	<u>40.00</u>	<u>39.00</u>	<u>39.00</u>	<u>-1.00</u>
350	CO MEDICAL SERVICES PROG							
00905	Accountant I							
00906	or Accountant II							
00907	or Accountant III		1.00	0.00	1.00	1.00	1.00	0.00
00914	Accounting Technician		1.00	0.00	1.00	1.00	1.00	0.00
08950	Division Manager-Health Agency		1.00	0.00	1.00	1.00	1.00	0.00
01539	Eligibility Technician I							
01540	or Eligibility Technician II		1.00	0.00	1.00	1.00	1.00	0.00
01541	or Eligibility Technician III		2.00	0.00	2.00	2.00	2.00	0.00
00420	Community Health Nurse	1/2						
00417	or Public Health Nurse	1/2	0.50	0.00	0.50	0.50	0.50	0.00
00415	or Senior Community Health Nurse	1/2						
00421	or Senior Public Health Nurse	1/2						
00457	or Nurse Practitioner/Physician's Assistant	1/2						
08538	Patient Services Representative		1.00	0.00	1.00	1.00	1.00	0.00
00540	Registered Nurse I							
00537	or Registered Nurse II		1.00	0.00	1.00	1.00	1.00	0.00
00911	Account Clerk							

County of San Luis Obispo

2011-2012 Proposed Budget

Position Allocation by Department

Class	Title	PT	2010-11 Budget	Adopted Changes	Current	2011-12 Requested	2011-12 Recommended	Recommended Changes
00909	or Senior Account Clerk		1.00	0.00	1.00	1.00	1.00	0.00
00911	Account Clerk	3/4						
00909	or Senior Account Clerk	3/4	0.75	0.00	0.75	0.75	0.75	0.00
00911	Account Clerk	1/2						
00909	or Senior Account Clerk	1/2	0.50	0.00	0.50	0.50	0.50	0.00
	Department Totals		10.75	0.00	10.75	10.75	10.75	0.00
375	DRIVING UNDER THE INFLUENCE							
02203	Administrative Assistant Series		4.00	0.00	4.00	4.00	4.00	0.00
08620	Drug & Alcohol Services Specialist I		10.00	0.00	10.00	9.00	9.00	-1.00
08621	or Drug & Alcohol Services Specialist II							
08622	or Drug & Alcohol Services Specialist III							
08623	or Drug & Alcohol Services Specialist IV							
	Department Totals		14.00	0.00	14.00	13.00	13.00	-1.00
377	LIBRARY							
00905	Accountant I							
00906	or Accountant II		1.00	0.00	1.00	1.00	1.00	0.00
00907	or Accountant III							
02203	Administrative Assistant Series		33.00	0.00	33.00	33.00	33.00	0.00
02203	Administrative Assistant Series	3/4	0.00	0.00	0.00	0.75	0.75	0.75
02203	Administrative Assistant Series	1/2	3.00	0.00	3.00	2.00	2.00	-1.00
02203	Administrative Assistant Series	1/4	0.00	0.00	0.00	0.25	0.25	0.25
08891	Administrative Services Officer I							
08892	or Administrative Services Officer II		1.00	0.00	1.00	1.00	1.00	0.00
01001	Assistant Library Director		1.00	0.00	1.00	1.00	1.00	0.00
02010	Department Personnel Technician	1/2	0.50	0.00	0.50	0.50	0.50	0.00
01003	Librarian I							
01004	or Librarian II		7.00	0.00	7.00	6.00	6.00	-1.00
01004	Librarian II	3/4	1.50	0.00	1.50	1.50	1.50	0.00
01011	Librarian III		7.00	0.00	7.00	7.00	7.00	0.00
01013	Library Assistant	1/2	3.00	0.00	3.00	3.00	3.00	0.00
00210	Library Director		1.00	0.00	1.00	1.00	1.00	0.00
01009	Library Driver Clerk I							
01010	or Library Driver Clerk II		1.00	0.00	1.00	1.00	1.00	0.00
04000	Library Manager		2.00	0.00	2.00	2.00	2.00	0.00
00911	Account Clerk							
00909	or Senior Account Clerk		1.00	0.00	1.00	1.00	1.00	0.00
01002	Supervising Librarian		2.00	0.00	2.00	2.00	2.00	0.00
01007	Supervising Library Assistant		8.00	0.00	8.00	8.00	8.00	0.00
01007	Supervising Library Assistant	1/2	0.50	0.00	0.50	0.50	0.50	0.00
	Department Totals		73.50	0.00	73.50	72.50	72.50	-1.00
405	PUBLIC WORKS - ISF							
00905	Accountant I							
00906	or Accountant II							
00907	or Accountant III		3.00	0.00	3.00	3.00	3.00	0.00
00914	Accounting Technician		2.00	0.00	2.00	2.00	2.00	0.00
02203	Administrative Assistant Series		5.00	0.00	5.00	5.00	5.00	0.00
08795	Administrative Services Manager		4.00	0.00	4.00	4.00	5.00	1.00
08795	Administrative Services Manager	3/4	0.75	0.00	0.75	0.75	0.75	0.00
08795	Administrative Services Manager	1/2	0.50	0.00	0.50	0.50	0.00	-0.50
08891	Administrative Services Officer I							
08892	or Administrative Services Officer II		2.00	0.00	2.00	2.00	2.00	0.00
09624	Assistant Water Systems Superintendent		2.00	0.00	2.00	2.00	2.00	0.00
00609	Property Management Aide							
00622	or Assistant Real Property Agent							
00623	or Associate Real Property Agent		1.00	0.00	1.00	1.00	1.00	0.00
02901	Chief Water Treatment Plant Operator-Grade 3		1.00	0.00	1.00	1.00	1.00	0.00
02902	Chief Water Treatment Plant Operator-Grade 4		1.00	0.00	1.00	1.00	1.00	0.00
02903	Civil Engineering Technician Aide							

County of San Luis Obispo

2011-2012 Proposed Budget

Position Allocation by Department

Class	Title	PT	2010-11 Budget	Adopted Changes	Current	2011-12 Requested	2011-12 Recommended	Recommended Changes
00648	or Civil Engineer Technician I							
00650	or Civil Engineer Technician II							
00652	or Civil Engineer Technician III		17.00	0.00	17.00	17.00	17.00	0.00
00280	Department Administrator		2.00	0.00	2.00	2.00	2.00	0.00
08903	Departmental Automation Specialist I							
08904	or Departmental Automation Specialist II							
08906	or Departmental Automation Specialist III		2.00	0.00	2.00	2.00	2.00	0.00
00666	Deputy Director-Public Works		2.00	0.00	2.00	2.00	2.00	0.00
00245	Director of Public Works and Transportation		1.00	0.00	1.00	1.00	1.00	0.00
00664	Division Manager-Road Maintenance		1.00	0.00	1.00	1.00	1.00	0.00
00632	or Engineer V		4.00	0.00	4.00	4.00	4.00	0.00
00694	Division Manager-Utilities		1.00	0.00	1.00	1.00	1.00	0.00
00641	Engineer I							
00640	or Engineer II							
00634	or Engineer III		26.00	0.00	26.00	26.00	22.00	-4.00
00633	Engineer IV		12.00	0.00	12.00	12.00	14.00	2.00
02904	Environmental Division Manager		1.00	0.00	1.00	1.00	1.00	0.00
01106	Grounds Restoration Specialist		1.00	0.00	1.00	1.00	1.00	0.00
09680	Hydraulic Operations Administrator III		1.00	0.00	1.00	1.00	1.00	0.00
02905	Nacimiento Project Manager		1.00	0.00	1.00	1.00	0.00	-1.00
02800	Planner I		1.00	-1.00	0.00	0.00	0.00	0.00
02801	or Planner II							
02802	or Planner III							
02803	or Environmental Resource Specialist		5.00	1.00	6.00	6.00	6.00	0.00
02804	or Principal Environmental Specialist							
01115	Public Works Leadworker		9.00	0.00	9.00	9.00	9.00	0.00
01112	Public Works Section Supervisor		4.00	0.00	4.00	4.00	4.00	0.00
01105	Public Works Worker I							
01117	or Public Works Worker II							
01119	or Public Works Worker III		29.00	0.00	29.00	29.00	27.00	-2.00
01103	Public Works Worker IV		15.00	0.00	15.00	15.00	14.00	-1.00
00642	Right-of-Way Agent		1.00	0.00	1.00	1.00	1.00	0.00
00909	Senior Account Clerk		4.00	0.00	4.00	4.00	4.00	0.00
01321	Senior Storekeeper		1.00	0.00	1.00	1.00	1.00	0.00
09613	Senior Water Systems Chemist		1.00	0.00	1.00	1.00	1.00	0.00
00610	Solid Waste Coordinator I							
00611	or Solid Waste Coordinator II							
00612	or Solid Waste Coordinator III		1.00	0.00	1.00	1.00	1.00	0.00
00927	Supervising Admin Clerk I		1.00	0.00	1.00	1.00	1.00	0.00
00928	Supervising Admin Clerk II		1.00	0.00	1.00	1.00	1.00	0.00
09619	Water Quality Manager		1.00	0.00	1.00	1.00	1.00	0.00
09617	Water Systems Chemist I							
09618	or Water Systems Chemist II		4.00	0.00	4.00	4.00	4.00	0.00
09615	Water Systems Lab Tech I							
09616	or Water Systems Lab Tech II		3.00	0.00	3.00	3.00	3.00	0.00
09623	Water Systems Superintendent		2.00	0.00	2.00	2.00	2.00	0.00
09629	Water Systems Worker Trainee							
09628	or Water Systems Worker I							
09627	or Water Systems Worker II							
09626	or Water Systems Worker III Limited Permanent		17.00	0.00	17.00	17.00	17.00	0.00
01112	Public Works Section Supervisor		0.00	0.00	0.00	0.00	1.00	1.00
01105	Public Works Worker I							
01117	or Public Works Worker II							
01119	or Public Works Worker III		0.00	0.00	0.00	0.00	3.00	3.00
01103	Public Works Worker IV		0.00	0.00	0.00	0.00	1.00	1.00
	Department Totals		194.25	0.00	194.25	194.25	193.75	-0.50
406	REPROGRAPHICS ISF							
01000	Reprographics Leadworker		1.00	0.00	1.00	1.00	1.00	0.00
00996	Reprographics Technician I							
00992	or Reprographics Technician II							

County of San Luis Obispo

2011-2012 Proposed Budget

Position Allocation by Department

Class	Title	PT	2010-11 Budget	Adopted Changes	Current	2011-12 Requested	2011-12 Recommended	Recommended Changes
00994	or Reprographics Technician III		2.00	0.00	2.00	2.00	2.00	0.00
	Department Totals		<u>3.00</u>	<u>0.00</u>	<u>3.00</u>	<u>3.00</u>	<u>3.00</u>	<u>0.00</u>
407	FLEET SERVICES ISF							
09653	Automotive Mechanic I							
09654	or Automotive Mechanic II		4.00	0.00	4.00	4.00	4.00	0.00
01121	Equipment Mechanic I							
01120	or Equipment Mechanic II		4.00	0.00	4.00	4.00	4.00	0.00
01123	Equipment Service Worker		1.00	0.00	1.00	0.00	0.00	-1.00
02300	Fleet Manager		1.00	0.00	1.00	1.00	1.00	0.00
02303	Fleet Service Writer		2.00	0.00	2.00	2.00	2.00	0.00
02301	Fleet Shop Supervisor		1.00	0.00	1.00	1.00	1.00	0.00
02302	Lead Fleet Mechanic		1.00	0.00	1.00	1.00	1.00	0.00
	Department Totals		<u>14.00</u>	<u>0.00</u>	<u>14.00</u>	<u>13.00</u>	<u>13.00</u>	<u>-1.00</u>
425	AIRPORTS ENTERPRISE							
00905	Accountant I							
00906	or Accountant II							
00907	or Accountant III		1.00	0.00	1.00	1.00	1.00	0.00
00914	Accounting Technician		1.00	0.00	1.00	1.00	1.00	0.00
00913	or Accounting Technician - Confidential							
02203	Administrative Assistant Series	3/4	0.75	0.00	0.75	0.75	0.75	0.00
01406	Airport Maintenance Worker		5.00	0.00	5.00	5.00	5.00	0.00
01402	Airport Operation Specialist		1.00	0.00	1.00	1.00	1.00	0.00
01403	Airport Operations Supervisor		2.00	0.00	2.00	2.00	2.00	0.00
01401	Assistant Airports Manager		1.00	0.00	1.00	1.00	1.00	0.00
00609	Property Management Aide							
00622	or Assistant Real Property Agent							
00623	or Associate Real Property Agent		1.00	0.00	1.00	1.00	1.00	0.00
08964	Deputy Director-County Airports		1.00	0.00	1.00	1.00	1.00	0.00
00909	Senior Account Clerk	1/4	0.25	0.00	0.25	0.25	0.25	0.00
	Department Totals		<u>14.00</u>	<u>0.00</u>	<u>14.00</u>	<u>14.00</u>	<u>14.00</u>	<u>0.00</u>
427	GOLF COURSES							
01121	Equipment Mechanic I		0.00	0.00	0.00	1.00	1.00	1.00
01120	or Equipment Mechanic II		2.00	0.00	2.00	1.00	1.00	-1.00
01212	Golf Course Superintendent		1.00	0.00	1.00	1.00	1.00	0.00
01217	Golf Course Supervisor		1.00	0.00	1.00	1.00	1.00	0.00
01234	Greenskeeper		8.00	-8.00	0.00	0.00	0.00	0.00
01242	Greenskeeper Aide							
01243	or Greenskeeper I							
01244	or Greenskeeper II							
01245	or Greenskeeper III		0.00	12.00	12.00	9.00	9.00	-3.00
01233	Lead Greenskeeper		4.00	-4.00	0.00	0.00	0.00	0.00
	Department Totals		<u>16.00</u>	<u>0.00</u>	<u>16.00</u>	<u>13.00</u>	<u>13.00</u>	<u>-3.00</u>
	County Totals		2,196.50	210.50	2,407.00	2,396.00	2,375.00	-32.00

MAJOR COUNTY PAID EMPLOYEE BENEFITS FOR FISCAL YEAR 2011-2012

**COUNTY OFFICERS AND DEPARTMENT HEADS
2011-2012 SALARY SCHEDULE**

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

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

*These salaries, and the salary schedule on the following pages, are the 2010-2011 rates as of April 2011. Actual rates may change during Fiscal Year 2011-2012. For the most current salary information, contact the County Human Resources Department.

MAJOR COUNTY PAID EMPLOYEE BENEFITS FOR FISCAL YEAR 2011-2012

- Retirement. The County operates its own independent retirement plan. Participation in the plan is mandatory for all employees except elected officials. The County sold Pension Obligation Bonds (POBs) during 2004-2005. The County's share of the budgeted retirement contribution based upon salaries for 2011-2012 are shown below. Additionally, the County pays for the costs associated with the unfunded liability related to retiree healthcare costs. This latter cost is commonly referred to as Other Post Employment Benefits (OPEB). Currently this is funded at a flat rate of \$643 a month per employee and is in addition to the numbers noted in the table below.

<u>Employee Group</u>	<u>County</u> <u>2011-12</u>		<u>POBs</u> <u>2011-12</u>		<u>Total</u>
Attorneys	18.96	%	4.58	%	23.54
Management and Confidential	18.55		4.58		23.13
Public Services, Clerical and Supervisory	17.24		4.58		21.82
Trades, Crafts and Services	17.81		4.58		22.39
Probation Management	15.44		4.54		19.98
Probation Officers/Supervisors	15.21		4.54		19.75
Law Enforcement Safety Management	21.11		3.29		24.40
Law Enforcement Safety	27.93		3.29		31.22
Law Enforcement Non-safety	18.46		4.58		23.04

MAJOR COUNTY PAID EMPLOYEE BENEFITS FOR FISCAL YEAR 2011-2012

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

<u>Employee Group</u>	<u>2010-11</u>	<u>2011-12</u>
Elected Officials	13.55 %	13.55 %
Attorneys, Management and Confidential	9.29	9.29
Law Enforcement, Safety	7.00	7.00
Law Enforcement Non-Safety	4.20	4.20
District Attorney Investigators	7.20	7.20
Public Services, Clerical and Supervisory	8.75	8.75
Trades, Crafts and Services	10.38	10.38
Probation Officers/Supervisors	5.75	5.75
Probation Management	9.29	9.29

2. Workers' Compensation. The County's Workers' Compensation program is self-insured. Workers' Compensation is charged to departments to maintain adequate reserves and is based upon job classification and departmental experience. The following rates will become effective for 2011-2012 based on \$100.00 of payroll for each department:

RISK EXPOSURE:

<u>Code</u>	<u>Classification</u>	<u>Exposure Rate</u>
2	Police	\$.89
3	Clerical	.10
5	Institutional	.43
7	County-Other	.30
8	County-Manual	1.19
9	Roads	1.24

LOSS EXPOSURE:

<u>Department</u>	<u>Experience Factor</u>	<u>Department</u>	<u>Experience Factor</u>
Administrative Office	1.97	Agricultural Comm.	2.18
Auditor-Controller	2.05	Planning & Building	1.44
Treasurer-Tax Collector	1.83	Animal Services	2.61
Assessor	1.84	Public Works	2.41
County Counsel	1.49	Public Health	3.59
Personnel	25.00	Mental Health	5.89
Pension Trust	1.00	Drug & Alcohol Services	1.80
General Services	2.01	Air Pollution Control	1.00
Information Technology	2.01	Law Library	1.00
Clerk-Recorder	1.25	Social Services	8.11
Board of Supervisors	1.00	Veterans Services	1.00
District Attorney	1.42	Library	9.28
Child Support Services	1.68	Farm Advisor	1.79
Victim Witness	1.42	Sheriff-Coroner	2.76
Probation	4.24		

3. Social Security. The County contribution to Social Security for the 2011 calendar year is 6.20% of wages up to \$106,800. The County also matches the employee's contribution to Medicare. The 2011 calendar year rate is 1.45% of total wages (no maximum).
4. Disability Insurance. The County provides long-term disability insurance for all attorneys, management, District Attorney Investigators and confidential employees. The premium rates for 2011-2012 will be .369% of gross salary to a maximum monthly gross of \$13,500.

MAJOR COUNTY PAID EMPLOYEE BENEFITS FOR FISCAL YEAR 2011-2012

- 5. Unemployment. The County's unemployment insurance program is self-insured and is funded by charging departments to maintain adequate reserves. The rate for 2010-2011 is .13% of gross salary.
- 6. Life Insurance. The County provides \$30,000 term life insurance coverage to all District Attorney (DA) Investigators, attorneys, staff management and confidential employees at a cost of \$4.08 per month. General management and department heads receive \$50,000 coverage at a cost of \$6.80 per month.
- 7. Medical, Vision and Dental Insurance. The County offers medical insurance coverage through the Public Employees' Retirement System (PERS). Additionally, we offer two dental plans and a vision plan.

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

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

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

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

Employees must complete their first probationary period before taking any vacation time off. Vacation payoffs at the time of termination are limited to forty (40) days.

- 9. Sick Leave. Permanent employees accrue twelve (12) days sick leave for each year of service. The bargaining units and unrepresented groups can accrue sick leave up to specified maximums. Employees with more than five years of service (10 years for law enforcement, Probation Officers, and Juvenile Services Officers) are paid for one half of their accrued sick leave, to a maximum of 180 days, upon termination.
- 10. Holidays. Legal holidays are designated by the Board of Supervisors with county ordinance and agreements with the unions. Permanent employees are entitled to twelve (12) paid holidays and one (1) paid personal leave day per fiscal year.
- 11. Compensatory Time Off. Employees may earn one and one-half hours of compensatory time off (CTO) for each hour worked in lieu of being paid overtime according the Fair Labor Standards Act (FLSA) and Memorandum of Understanding (MOU). Public services, clerical and supervisory employees, confidential employees, DA investigators, law enforcement and dispatchers may accrue up to 120 hours of CTO. The Trades, Crafts and Services unit may accrue up to 90 hours. Employees are paid for their accrued CTO upon termination.
- 12. Administrative Leave. General management employees are allowed six days of administrative leave each fiscal year. Attorneys, operations and staff management are allowed four days each fiscal year. Confidential employees are allowed three days each fiscal year. There is no carry-over of unused administrative leave into the next fiscal year and employees are not paid for any administrative leave balances.
- 13. Annual Leave. Employees who work in designated 24-hour facilities may elect to participate in the annual leave program, which allows the employees to accrue holidays and utilize them as paid time off. Employees are paid for their accrued annual leave upon termination to a maximum of 12 days.

Job Class Listing by Title

Job Class	Title	Range	BU	Monthly Salary	
				Step 1	Step 5
00813	4-H Program Assistant	1723	13	2,987	3,630
03097	APCD Administrative Assistant Aide	1235	13	2,141	2,603
03098	APCD Administrative Assistant I	1360	13	2,357	2,865
03099	APCD Administrative Assistant II	1497	13	2,595	3,156
03100	APCD Administrative Assistant III	1647	13	2,855	3,468
03096	APCD Division Manager	4148	07	7,190	8,739
03094	APCD Fiscal/Admin Svcs Mgr	3747	07	6,495	7,895
03095	APCD Supervising Administrative Clerk II	2213	13	3,836	4,663
03101	APCD System Administrator I	2697	07	4,675	5,684
03102	APCD System Administrator II	3237	07	5,611	6,819
03103	APCD System Administrator III	3594	07	6,230	7,573
00911	Account Clerk	1484	13	2,572	3,127
00905	Accountant I	2264	07	3,924	4,770
00906	Accountant II	2647	07	4,588	5,576
00907	Accountant III	3078	07	5,335	6,486
00713	Accountant-Auditor I	2264	07	3,924	4,770
00714	Accountant-Auditor II	2716	07	4,708	5,723
00715	Accountant-Auditor III	3678	07	6,375	7,750
02051	Accountant-Auditor Trainee	2033	07	3,524	4,285
02050	Accounting Systems Aide-Confidential	2208	11	3,827	4,652
00914	Accounting Technician	1894	13	3,283	3,990
00913	Accounting Technician - Confidential	1920	11	3,328	4,046
00518	Acute Care Supervising Nurse	3605	05	6,249	7,595
08885	Administrative Analyst Aide	2180	01	3,779	4,592
08887	Administrative Analyst Aide - Confidential	2209	11	3,829	4,654
08884	Administrative Analyst I	2713	07	4,703	5,717
08883	Administrative Analyst II	3143	07	5,448	6,621
08882	Administrative Analyst III	3678	07	6,375	7,750
02204	Administrative Assistant Aide	1235	13	2,141	2,603
02201	Administrative Assistant I	1360	13	2,357	2,865
02202	Administrative Assistant II	1497	13	2,595	3,156
02203	Administrative Assistant III	1647	13	2,855	3,468
02220	Administrative Asst Aide-Confidential	1265	11	2,193	2,664
02221	Administrative Asst I-Confidential	1390	11	2,409	2,931
02222	Administrative Asst II-Confidential	1530	11	2,652	3,224
02223	Administrative Asst III-Confidential	1684	11	2,919	3,546
08795	Administrative Services Manager	3678	07	6,375	7,750
08891	Administrative Services Officer I	2264	07	3,924	4,770
08892	Administrative Services Officer II	2716	07	4,708	5,723
00201	Ag Commissioner/Sealer of Weights & Measures	5184	09	8,986	10,922
02731	Agr/Weights & Measures Tech I	1977	01	3,427	4,165
02732	Agr/Weights & Measures Tech II	2156	01	3,737	4,543
00817	Agricultural Inspector/Biologist I	2156	01	3,737	4,543
00818	Agricultural Inspector/Biologist II	2382	01	4,129	5,018
00819	Agricultural Inspector/Biologist III	2695	01	4,671	5,680
00816	Agricultural Inspector/Biologist Trainee	1977	01	3,427	4,165
02730	Agricultural Resource Specialist	3088	01	5,353	6,505
00791	Agricultural/Masurement Standards Tech I	1762	01	3,054	3,713
00792	Agricultural/Masurement Standards Tech II	1921	01	3,330	4,047
00222	Aids Program Coordinator	2554	07	4,427	5,382
00832	Air Pollution Control Engineer I	2881	01	4,994	6,070
00829	Air Pollution Control Engineer II	3231	01	5,600	6,809
00841	Air Pollution Control Engineer III	3509	01	6,082	7,391
03093	Air Pollution Control Officer	5284	09	9,159	11,131
00835	Air Quality Specialist I	2526	01	4,378	5,321
00836	Air Quality Specialist II	2849	01	4,938	6,003
00839	Air Quality Specialist III	3281	01	5,687	6,913
00834	Air Quality Specialist Trainee	2309	01	4,002	4,864
01406	Airport Maintenance Worker	1922	02	3,331	4,049
01402	Airport Operation Specialist	2185	01	3,787	4,602
01403	Airport Operations Supervisor	2582	05	4,475	5,439
00852	Airports Manager	4044	07	7,010	8,519
01422	Animal Control Lead Officer	2068	05	3,585	4,358
01417	Animal Control Officer	1763	01	3,056	3,715
01424	Animal Control Supervising Officer	2482	05	4,302	5,229
00219	Animal Services Humane Educator	1658	01	2,874	3,493

Job Class Listing by Title

Job Class	Title	Range	BU	Monthly Salary	
				Step 1	Step 5
01410	Animal Services Manager (Non-Vet)	3367	07	5,836	7,095
01411	Animal Services Manager (Vet)	4044	07	7,010	8,519
08956	Animal Shelter Coordinator	1851	01	3,208	3,900
01423	Animal Shelter Registered Veterinary Tech	1849	01	3,205	3,895
01425	Animal Shelter Supervisor	2482	05	4,302	5,229
00711	Appraiser I	2243	01	3,888	4,727
00709	Appraiser II	2598	01	4,503	5,472
00707	Appraiser III	2834	01	4,912	5,971
00718	Appraiser Trainee	1943	01	3,368	4,092
01238	Aquatics Coordinator	1252	00	2,170	2,640
00620	Architectural Supervisor	3683	05	6,384	7,758
00624	Architectural Technician	2015	01	3,493	4,247
00941	Assessment Analyst I	2713	07	4,703	5,717
00942	Assessment Analyst II	3143	07	5,448	6,621
00943	Assessment Analyst III	3678	07	6,375	7,750
08894	Assessment Analyst Trainee	1740	01	3,016	3,666
08948	Assessment Manager	3678	07	6,375	7,750
00894	Assessment Technician I	1476	01	2,558	3,110
00895	Assessment Technician II	1686	01	2,922	3,553
00896	Assessment Technician III	1842	01	3,193	3,883
00897	Assessment Technician IV	2079	01	3,604	4,380
00658	Assessment Technician Supervisor	2407	05	4,172	5,070
00101	Assessor	7502	10	13,003	13,003
01401	Assistant Airports Manager	3678	07	6,375	7,750
00701	Assistant Assessor	5050	08	8,753	10,639
00900	Assistant Auditor-Controller	5050	08	8,753	10,639
01699	Assistant Building Official	3723	07	6,453	7,842
00613	Assistant Capital Projects Coordinator	2567	01	4,449	5,410
02253	Assistant Chief Information Officer	4846	08	8,400	10,208
00329	Assistant Chief Probation Officer	4700	08	8,147	9,903
08958	Assistant County Administrative Officer	7186	08	12,456	15,139
00250	Assistant County Clerk-Recorder	4363	08	7,563	9,194
00303	Assistant County Counsel	6298	08	10,917	13,270
00390	Assistant Director-General Services	4781	08	8,287	10,074
00391	Assistant Director-Planning and Building	4825	08	8,363	10,164
00392	Assistant District Attorney	6298	08	10,917	13,270
01001	Assistant Library Director	3785	08	6,561	7,975
08534	Assistant Mental Health Administrator	3459	07	5,996	7,289
00622	Assistant Real Property Agent	2476	01	4,292	5,217
01502	Assistant Social Services Director	5349	08	9,272	11,270
00393	Assistant Treasurer/Tax Collector/Public Admn	4811	08	8,339	10,138
00868	Assistant Veterans Service Officer I	1860	01	3,224	3,921
00866	Assistant Veterans Service Officer II	2128	01	3,689	4,482
09624	Assistant Water Systems Superintendent	3564	05	6,178	7,507
00615	Associate Capital Projects Coordinator	3089	01	5,354	6,507
00623	Associate Real Property Agent	2871	01	4,976	6,049
00394	Asst Director of Child Support Services	4409	08	7,642	9,287
02053	Auditor-Analyst I	2264	07	3,924	4,770
02054	Auditor-Analyst II	2716	07	4,708	5,723
02055	Auditor-Analyst III	3678	07	6,375	7,750
02056	Auditor-Analyst Trainee	2033	07	3,524	4,285
00712	Auditor-Appraiser I	2264	07	3,924	4,770
00710	Auditor-Appraiser II	2679	07	4,644	5,645
00708	Auditor-Appraiser III	3372	07	5,845	7,105
00102	Auditor-Controller	7502	10	13,003	13,003
09653	Automotive Mechanic I	2133	02	3,697	4,496
09654	Automotive Mechanic II	2242	02	3,886	4,725
03071	Behavioral Health Administrator	6098	09	10,570	12,847
00265	Board of Construction Appeals	0515	00	893	1,085
01601	Building Inspector I	2290	01	3,969	4,826
01602	Building Inspector II	2625	01	4,550	5,531
01603	Building Inspector III	2904	01	5,034	6,117
01301	Building Maintenance Superintendent	3347	07	5,801	7,053
01701	Building Plans Examiner I	2817	01	4,883	5,935
01702	Building Plans Examiner II	3089	01	5,354	6,507
01703	Building Plans Examiner III	3339	01	5,788	7,034

Job Class Listing by Title

Job Class	Title	Range	BU	Monthly Salary	
				Step 1	Step 5
01304	Buildings Facilities Manager	4060	07	7,037	8,554
01327	Bus Driver	1432	02	2,482	3,018
02181	Buyer I	1986	01	3,442	4,183
02182	Buyer II	2288	01	3,966	4,819
00341	CAL-ID Program Coordinator	3703	07	6,419	7,800
00672	Cadastral Mapping Systems Specialis II	2444	01	4,236	5,148
00671	Cadastral Mapping Systems Specialist I	2066	01	3,581	4,352
00673	Cadastral Mapping Systems Specialist III	2928	01	5,075	6,167
00675	Cadastral Mapping Systems Supervisor	3392	05	5,879	7,147
00635	Capital Projects Inspector	3089	01	5,354	6,507
00891	Chief Accountant	4037	07	6,997	8,507
00704	Chief Appraiser	4037	07	6,997	8,507
00310	Chief Deputy County Counsel	5750	07	9,967	12,116
00270	Chief Deputy District Attorney	5750	07	9,967	12,116
09783	Chief Deputy Probation Officer	4434	08	7,686	9,343
00802	Chief Deputy-Agricultural Commissioner	4203	08	7,285	8,856
00823	Chief Deputy-Sealer Weights & Measures	3990	08	6,916	8,408
09648	Chief District Attorney Investigator	5598	07	9,703	11,795
02250	Chief Information Officer	6116	09	10,601	12,886
00213	Chief Probation Officer	5842	09	10,126	12,308
02901	Chief Water Treatment Plant Operator-Grade 3	3199	05	5,545	6,739
02902	Chief Water Treatment Plant Operator-Grade 4	3564	05	6,178	7,507
00578	Chief of Assessment Standards	4037	07	6,997	8,507
00389	Child Support Ombudsperson	3143	07	5,448	6,621
00648	Civil Engineer Technician I	2483	01	4,304	5,231
00650	Civil Engineer Technician II	2843	01	4,928	5,990
00652	Civil Engineer Technician III	3263	01	5,656	6,874
02903	Civil Engineering Technician Aide	1992	01	3,453	4,198
02552	Clerk-Recorder Assistant II	1776	13	3,078	3,742
02553	Clerk-Recorder Assistant III	1881	13	3,260	3,964
02554	Clerk-Recorder Assistant IV	2077	05	3,600	4,377
00596	Clinical Lab Technologist - Temp Licensed	1902	01	3,297	4,007
00576	Clinical Laboratory Assistant I	1352	01	2,343	2,850
00577	Clinical Laboratory Assistant II	1546	01	2,680	3,255
00550	Clinical Laboratory Manager	3052	07	5,290	6,431
00552	Clinical Laboratory Technologist	2356	01	4,084	4,964
03501	Collections Officer I	2018	01	3,498	4,252
03502	Collections Officer II	2120	01	3,675	4,467
00260	Commissioner - Civil Service	0515	00	893	1,085
00255	Commissioner - Planning	0515	00	893	1,085
09632	Communicable Disease Investigator	2063	01	3,576	4,345
09679	Communications Aide	1680	01	2,912	3,539
09677	Communications Manager	3880	07	6,725	8,176
00959	Communications Technician I	2408	01	4,174	5,072
00958	Communications Technician II	2707	01	4,692	5,703
03030	Community Health Liaison	0800	00	1,387	1,685
00420	Community Health Nurse	2855	01	4,949	6,015
00427	Community Service Aide	1241	01	2,151	2,614
01715	Computer Oper Supervisor - Confidential	3360	11	5,824	7,077
00970	Computer Systems Tech Aide - Confidential	1581	11	2,740	3,331
00987	Computer Systems Tech I - Confidential	1892	11	3,279	3,987
00988	Computer Systems Tech II - Confidential	2104	11	3,647	4,432
01989	Computer Systems Tech III - Confidential	2420	11	4,195	5,098
09999	Contract Employee	0515	00	893	1,085
01341	Cook I	1464	01	2,538	3,085
01340	Cook II	1759	01	3,049	3,706
01350	Cook III	1892	01	3,279	3,987
00527	Correctional Nurse I	2797	01	4,848	5,893
00528	Correctional Nurse II	3238	01	5,613	6,822
00524	Correctional Nurse Supervisor	3786	05	6,562	7,977
00346	Correctional Technician	1828	13	3,169	3,851
00205	County Administrative Officer	8730	09	15,132	18,392
00108	County Clerk-Recorder	6522	10	11,305	11,305
00302	County Counsel	7553	09	13,092	15,914
00512	County Physician	2893	00	5,015	6,098
01501	County Social Services Director	6418	09	11,125	13,523

Job Class Listing by Title

Job Class	Title	Range	BU	Monthly Salary	
				Step 1	Step 5
00350	Crime Prevention Specialist	2999	21	5,198	6,318
00410	Cross Connection Inspector	2623	01	4,547	5,528
01335	Custodian	1562	02	2,707	3,290
00983	Data Entry Operator III	1729	13	2,997	3,642
00982	Data Entry Operator III - Confidential	1753	11	3,039	3,695
00280	Department Administrator	4293	07	7,441	9,046
02010	Department Personnel Technician	1776	13	3,078	3,742
02011	Department Personnel Technician - Conf.	1798	11	3,117	3,787
08903	Departmental Automation Specialist I	2444	01	4,236	5,148
08904	Departmental Automation Specialist II	2928	01	5,075	6,167
08906	Departmental Automation Specialist III	3396	01	5,886	7,155
00804	Deputy Agricultural Commissioner	3283	07	5,691	6,916
00313	Deputy County Counsel I	3240	12	5,616	6,828
00317	Deputy County Counsel II	3752	12	6,503	7,906
00318	Deputy County Counsel III	4340	12	7,523	9,143
00312	Deputy County Counsel IV	5433	12	9,417	11,449
03002	Deputy County Health Officer	6323	08	10,960	13,322
08957	Deputy Director of Human Resources	5086	08	8,816	10,714
09514	Deputy Director of Social Services	4985	08	8,641	10,504
00662	Deputy Director-Admin-Dept of Public Wrks/T	6304	08	10,927	13,283
08964	Deputy Director-County Airports	4352	08	7,543	9,171
08965	Deputy Director-County Parks	4466	08	7,741	9,407
00663	Deputy Director-Eng Svcs-Dept of Public Wks/T	5481	08	9,500	11,547
08963	Deputy Director-General Services	5407	08	9,372	11,391
03005	Deputy Director-Health Agency	4690	08	8,129	9,883
08962	Deputy Director-Information Technology	5480	08	9,499	11,546
00666	Deputy Director-Public Works	5481	08	9,500	11,547
00308	Deputy District Attorney I	3240	04	5,616	6,828
00309	Deputy District Attorney II	3752	04	6,503	7,906
00311	Deputy District Attorney III	4340	04	7,523	9,143
00314	Deputy District Attorney IV	5433	04	9,417	11,449
00324	Deputy Probation Officer I	2253	31	3,905	4,746
00323	Deputy Probation Officer II	2707	31	4,692	5,703
00321	Deputy Probation Officer III	2962	05	5,134	6,240
00338	Deputy Sheriff	3514	27	6,091	7,405
00256	Director of Child Support Services	6298	09	10,917	13,270
08596	Director of Drug & Alcohol Services	4722	07	8,185	9,948
08401	Director of Environmental Health	4722	07	8,185	9,948
00509	Director of Health Promotion Services	2956	07	5,124	6,228
00237	Director of Planning/Building	6034	09	10,459	12,714
00412	Director of Public Health Nursing	4006	07	6,944	8,440
00245	Director of Public Works and Transportation	6727	09	11,660	14,172
00105	District Attorney	9181	10	15,914	19,914
09645	District Attorney Investigator I	3577	06	6,200	7,537
09646	District Attorney Investigator II	4092	06	7,093	8,623
09647	District Attorney Investigator III	4472	06	7,751	9,424
02052	Division Manager-Auditor-Controller	4734	08	8,206	9,975
00681	Division Manager-Building (Chief Bldg Offcl)	4228	08	7,329	8,908
00682	Division Manager-Child Support Services	3678	07	6,375	7,750
00684	Division Manager-District Attorney	3530	07	6,119	7,438
08949	Division Manager-Drug & Alcohol Services	4064	07	7,044	8,561
08954	Division Manager-Environmental Health	5045	07	8,745	10,629
08950	Division Manager-Health Agency	4064	07	7,044	8,561
08951	Division Manager-Mental Health Services	4064	07	7,044	8,561
00690	Division Manager-Planning	3837	07	6,651	8,084
00691	Division Manager-Probation	3893	07	6,748	8,202
08955	Division Manager-Public Health Nursing Serv	4333	07	7,511	9,131
00664	Division Manager-Road Maintenance	4001	07	6,935	8,431
00693	Division Manager-Social Services	4027	07	6,980	8,483
00694	Division Manager-Utilities	4475	07	7,757	9,429
02558	Division Supervisor-Clerk-Recorder	2582	05	4,475	5,439
08610	Drug & Alcohol Program Supervisor	2974	05	5,155	6,266
08620	Drug & Alcohol Services Specialist I	1953	01	3,385	4,117
08621	Drug & Alcohol Services Specialist II	2264	01	3,924	4,770
08622	Drug & Alcohol Services Specialist III	2493	01	4,321	5,252
08623	Drug & Alcohol Services Specialist IV	2753	01	4,772	5,801

Job Class Listing by Title

Job Class	Title	Range	BU	Monthly Salary	
				Step 1	Step 5
08615	Drug & Alcohol Svcs Clinical Programs Mgr	3607	07	6,252	7,599
08606	Drug & Alcohol Worker Aide	1326	01	2,298	2,794
08607	Drug & Alcohol Worker I	1691	01	2,931	3,564
08608	Drug & Alcohol Worker II	1856	01	3,217	3,909
00380	Economic Crime Officer I	1877	01	3,253	3,957
00381	Economic Crime Officer II	2068	01	3,585	4,358
00382	Economic Crime Officer III	2170	01	3,761	4,574
00383	Economic Crime Technician I	1903	01	3,299	4,009
00384	Economic Crime Technician II	2000	01	3,467	4,214
01539	Eligibility Technician I	1679	01	2,910	3,538
01540	Eligibility Technician II	1827	01	3,167	3,850
01541	Eligibility Technician III	2023	01	3,507	4,262
00844	Emergency Services Coordinator I	2713	07	4,703	5,717
00845	Emergency Services Coordinator II	2985	07	5,174	6,290
00846	Emergency Services Coordinator III	3678	07	6,375	7,750
01544	Employment/Resource Specialist I	1679	01	2,910	3,538
01545	Employment/Resource Specialist II	1827	01	3,167	3,850
01546	Employment/Resource Specialist III	2023	01	3,507	4,262
01547	Employment/Resource Specialist IV	2307	01	3,999	4,860
01550	Employment/Services Supervisor	2548	05	4,417	5,366
00641	Engineer I	2814	01	4,878	5,930
00640	Engineer II	3223	01	5,587	6,791
00634	Engineer III	3670	01	6,361	7,732
00633	Engineer IV	4208	05	7,294	8,866
00632	Engineer V	4475	07	7,757	9,429
01124	Engineering Equipment Manager	3114	07	5,398	6,562
02904	Environmental Division Manager	4293	07	7,441	9,046
08406	Environmental Health Aide	1843	01	3,195	3,884
08413	Environmental Health Specialist I	2404	01	4,167	5,065
08414	Environmental Health Specialist II	2759	01	4,782	5,814
08415	Environmental Health Specialist III	3044	01	5,276	6,413
00877	Environmental Quality Coord	4293	07	7,441	9,046
02803	Environmental Resource Specialist	3088	01	5,353	6,505
00437	Epidemiologist	3409	07	5,909	7,181
01121	Equipment Mechanic I	2187	02	3,791	4,609
01120	Equipment Mechanic II	2384	02	4,132	5,021
01123	Equipment Service Worker	1628	02	2,822	3,429
01314	Facilities Maintenance Mechanic I	1772	02	3,071	3,735
01316	Facilities Maintenance Mechanic II	1922	02	3,331	4,049
01315	Facilities Maintenance Mechanic III	2308	02	4,001	4,862
01313	Facility Maintenance Mechanic Leadworker	2423	02	4,200	5,105
09621	Family Support Officer I	1877	01	3,253	3,957
09622	Family Support Officer II	2068	01	3,585	4,358
09682	Family Support Officer III	2170	01	3,761	4,574
00780	Financial Analyst I	2264	07	3,924	4,770
00781	Financial Analyst II	2716	07	4,708	5,723
00782	Financial Analyst III	3678	07	6,375	7,750
02300	Fleet Manager	3855	07	6,682	8,122
02303	Fleet Service Writer	1670	02	2,895	3,520
02301	Fleet Shop Supervisor	2776	05	4,812	5,850
00354	Food Service Supervisor - Corrections	2344	05	4,063	4,938
08961	General Services Agency Director	6727	09	11,660	14,172
00248	General Services Director	5934	09	10,286	12,504
09785	Geographic Information System Program Manager	4074	07	7,062	8,585
01212	Golf Course Superintendent	3298	07	5,717	6,949
01217	Golf Course Supervisor	2762	05	4,787	5,819
01234	Greenskeeper	2012	02	3,487	4,241
01242	Greenskeeper Aide	1471	02	2,550	3,099
01243	Greenskeeper I	1757	02	3,045	3,702
01244	Greenskeeper II	2032	02	3,522	4,283
01245	Greenskeeper III	2309	02	4,002	4,864
01106	Grounds Restoration Specialist	2309	02	4,002	4,864
01319	Groundskeeper	1691	02	2,931	3,564
00536	Head Nurse	3111	01	5,392	6,555
00226	Health Agency Administrator I	2956	07	5,124	6,228
00227	Health Agency Administrator II	3547	07	6,148	7,472

Job Class Listing by Title

Job Class	Title	Range	BU	Monthly Salary	
				Step 1	Step 5
00228	Health Agency Administrator III	4411	07	7,646	9,294
00229	Health Agency Administrator IV	4743	08	8,221	9,993
03003	Health Agency Director	6736	09	11,676	14,193
00872	Health Care Analyst	2956	07	5,124	6,228
00221	Health Education Specialist	1902	01	3,297	4,007
02111	Human Resources Analyst Aide	2180	01	3,779	4,592
02110	Human Resources Analyst Aide-Confidential	2209	11	3,829	4,654
00856	Human Resources Director	5146	09	8,920	10,842
08953	Human Resources Director	5850	09	10,140	12,327
09680	Hydraulic Operations Administrator III	3106	05	5,384	6,543
02252	Information Technology Manager	4293	07	7,441	9,046
02268	Information Technology Project Manager I	2647	07	4,588	5,576
02269	Information Technology Project Manager II	3177	07	5,507	6,694
02270	Information Technology Project Manager III	3528	07	6,115	7,431
02267	Information Technology Supervisor	4074	07	7,062	8,585
00370	Juvenile Services Officer I	2104	31	3,647	4,432
00371	Juvenile Services Officer II	2317	31	4,016	4,883
00372	Juvenile Services Officer III	2549	31	4,418	5,372
01420	Kenel Worker	1553	02	2,692	3,274
00447	Laboratory Assistant I	1471	01	2,550	3,099
00446	Laboratory Assistant II	1679	01	2,910	3,538
00869	Law Librarian - Contract	1333	00	2,311	2,810
01334	Lead Custodian	1722	02	2,985	3,628
02302	Lead Fleet Mechanic	2503	02	4,339	5,273
01233	Lead Greenskeeper	2286	02	3,962	4,815
02230	Legal Clerk	1849	13	3,205	3,895
02235	Legal Clerk-Confidential	1873	11	3,247	3,945
08799	Legislative Assistant	3312	07	5,741	5,741
01003	Librarian I	2113	01	3,663	4,453
01004	Librarian II	2339	05	4,054	4,928
01011	Librarian III	2576	05	4,465	5,427
01013	Library Assistant	1717	01	2,976	3,617
00210	Library Director	5081	09	8,807	10,705
01009	Library Driver Clerk I	1442	01	2,499	3,040
01010	Library Driver Clerk II	1717	01	2,976	3,617
04000	Library Manager	3384	07	5,866	7,131
00543	Licensed Vocational Nurse	1893	01	3,281	3,988
01237	Lifeguard I	0926	00	1,605	1,952
01236	Lifeguard II	1103	00	1,912	2,324
01317	Locksmith-Maintenance Worker	2308	02	4,001	4,862
01307	Maintenance Painter I	2082	02	3,609	4,387
01308	Maintenance Painter II	2308	02	4,001	4,862
01620	Mapping/Graphics Systems Specialist I	2066	01	3,581	4,352
01621	Mapping/Graphics Systems Specialist II	2444	01	4,236	5,148
01622	Mapping/Graphics Systems Specialist III	2928	01	5,075	6,167
00582	Medical Records Technician	1757	13	3,045	3,702
08532	Mental Health Administrator	4037	07	6,997	8,507
08533	Mental Health Clinical Program Manager	3607	07	6,252	7,599
00519	Mental Health Medical Director	8679	07	15,044	18,285
08535	Mental Health Medical Records Supervisor	2350	05	4,073	4,952
08573	Mental Health Nurse I	2878	01	4,989	6,065
08572	Mental Health Nurse II	3238	01	5,613	6,822
08571	Mental Health Nurse III	3510	01	6,084	7,396
08570	Mental Health Nurse Trainee	2735	01	4,741	5,763
08568	Mental Health Pre-Licensed Nurse	2519	01	4,366	5,307
08525	Mental Health Program Supervisor	3237	05	5,611	6,819
08569	Mental Health Supervising Nurse	3763	05	6,523	7,928
08529	Mental Health Therapist I	2072	01	3,591	4,366
08528	Mental Health Therapist II	2398	01	4,157	5,053
08527	Mental Health Therapist III	2641	01	4,578	5,566
08526	Mental Health Therapist IV	2920	01	5,061	6,152
08576	Mental Health Worker Aide	1291	01	2,238	2,721
08575	Mental Health Worker I	1645	01	2,851	3,465
08574	Mental Health Worker II	1805	01	3,129	3,805
00979	Microcomputer Technician I	2196	01	3,806	4,626
00980	Microcomputer Technician II	2468	01	4,278	5,200

Job Class Listing by Title

Job Class	Title	Range	BU	Monthly Salary	
				Step 1	Step 5
02905	Nacimiento Project Manager	6851	07	11,875	14,437
02257	Network Engineer I	2821	07	4,890	5,944
02258	Network Engineer II	3350	07	5,807	7,060
02259	Network Engineer III	3703	07	6,419	7,800
01711	Network Hardware Specialist I	2311	01	4,006	4,869
01712	Network Hardware Specialist II	2598	01	4,503	5,472
00457	Nurse Practitioner/Physician's Assistant	3559	01	6,169	7,498
09784	Oral Health Program Manager	2856	07	4,950	6,016
02238	Paralegal	2143	01	3,715	4,515
09781	Park Aide I	0902	00	1,563	1,900
09782	Park Aide II	1067	00	1,849	2,248
00968	Park Gate Attendant	1098	00	1,903	2,316
01203	Park Operations Coordinator	2747	01	4,761	5,786
01223	Park Ranger Aide	1471	02	2,550	3,099
01222	Park Ranger I	1757	02	3,045	3,702
01221	Park Ranger II	2032	02	3,522	4,283
01220	Park Ranger III	2309	02	4,002	4,864
01210	Park Ranger Specialist	2538	02	4,399	5,347
01250	Parks Manager	4060	07	7,037	8,554
01251	Parks Superintendent	3298	07	5,717	6,949
08538	Patient Services Representative	1767	01	3,063	3,721
02805	Permit Technician	1954	01	3,387	4,118
01560	Personal Care Aide	1556	01	2,697	3,279
00874	Personnel Analyst I	2713	07	4,703	5,717
00873	Personnel Analyst II	3064	07	5,311	6,455
00864	Personnel Analyst III	3678	07	6,375	7,750
00820	Pest Detection Trapper	1307	00	2,265	2,754
00575	Physical or Occupational Therapist Aide	1751	01	3,035	3,690
00571	Physical or Occupational Therapist I	2648	01	4,590	5,578
00572	Physical or Occupational Therapist II	2920	01	5,061	6,152
02800	Planner I	2340	01	4,056	4,930
02801	Planner II	2635	01	4,567	5,552
02802	Planner III	2935	01	5,087	6,185
00500	Pre-Licensed Correctional Nurse	2516	01	4,361	5,302
00541	Pre-Licensed Nurse	2204	01	3,820	4,645
00716	Principal Accountant-Auditor	4018	07	6,965	8,467
08886	Principal Administrative Analyst	4293	07	7,441	9,046
00722	Principal Auditor-Analyst	4018	07	6,965	8,467
02804	Principal Environmental Specialist	3678	07	6,375	7,750
00770	Principal Financial Analyst	4018	07	6,965	8,467
08952	Principal Human Resources Analyst	4293	07	7,441	9,046
00875	Principal Personnel Analyst	3890	07	6,743	8,195
00326	Probation Assistant	1931	01	3,347	4,068
00374	Probation Community Liason	0823	00	1,427	1,733
01581	Program Coordinator I	2686	07	4,656	5,658
01582	Program Coordinator II	2956	07	5,124	6,228
01583	Program Manager I	2856	07	4,950	6,016
01584	Program Manager II	3143	07	5,448	6,621
00614	Property Manager	3943	07	6,835	8,306
00587	Property Transfer Tech I	1662	01	2,881	3,501
00588	Property Transfer Tech II	1824	01	3,162	3,845
00589	Property Transfer Tech III	1996	01	3,460	4,207
00525	Psychologist	3543	01	6,141	7,464
03004	Public Health Admin/Health Officer	7613	09	13,196	16,042
00422	Public Health Aide I	1380	01	2,392	2,907
00423	Public Health Aide II	1457	01	2,525	3,070
00424	Public Health Aide III	1658	01	2,874	3,493
08959	Public Health Laboratory Manager	4413	07	7,649	9,298
00442	Public Health Microbiologist I	2746	01	4,760	5,784
00441	Public Health Microbiologist II	3036	01	5,262	6,396
00417	Public Health Nurse	3026	01	5,245	6,375
01347	Public Health Nutritionist I	2483	01	4,304	5,231
01348	Public Health Nutritionist II	2735	01	4,741	5,763
01115	Public Works Leadworker	2355	02	4,082	4,963
01112	Public Works Section Supervisor	2784	05	4,826	5,864
01105	Public Works Worker I	1659	02	2,876	3,494

Job Class Listing by Title

Job Class	Title	Range	BU	Monthly Salary	
				Step 1	Step 5
01117	Public Works Worker II	1839	02	3,188	3,874
01119	Public Works Worker III	1937	02	3,357	4,082
01103	Public Works Worker IV	2159	02	3,742	4,548
01125	Purchasing Technician	1645	01	2,851	3,465
00540	Registered Nurse I	2616	01	4,534	5,510
00537	Registered Nurse II	2943	01	5,101	6,200
01000	Reprographics Leadworker	2005	01	3,475	4,224
00996	Reprographics Technician I	1327	01	2,300	2,796
00992	Reprographics Technician II	1663	01	2,883	3,503
00994	Reprographics Technician III	1912	01	3,314	4,028
00337	Reserve Deputy Sheriff	2622	00	4,545	5,526
01708	Resource Protection Specialist I	2244	01	3,890	4,729
01709	Resource Protection Specialist II	2814	01	4,878	5,930
01710	Resource Protection Specialist III	3106	01	5,384	6,543
00642	Right-of-Way Agent	3874	07	6,715	8,162
09657	Risk Management Analyst I	2713	07	4,703	5,717
09658	Risk Management Analyst II	3143	07	5,448	6,621
09663	Risk Management Analyst III	3678	07	6,375	7,750
00661	Road Maintenance Superintendent	3385	07	5,867	7,133
03281	SART Clinical Coordinator	3111	01	5,392	6,555
00925	Secretary - Confidential	1767	11	3,063	3,721
00883	Secretary I	1723	13	2,987	3,630
00886	Secretary I - Confidential	1767	11	3,063	3,721
00884	Secretary II	1783	13	3,091	3,756
00909	Senior Account Clerk	1735	13	3,007	3,656
00929	Senior Account Clerk - Confidential	1758	11	3,047	3,704
00619	Senior Capital Projects Coordinator	3347	05	5,801	7,053
00551	Senior Clinical Laboratory Technologist	2641	01	4,578	5,566
00969	Senior Communications Technician	2979	01	5,164	6,275
00415	Senior Community Health Nurse	2755	01	4,775	5,807
01714	Senior Computer Sys Tech - Confidential	2836	11	4,916	5,975
03200	Senior Division Manager-Social Services	4293	07	7,441	9,046
00593	Senior Medical Records Technician	1936	13	3,356	4,080
00972	Senior Microcomputer Technician	2715	01	4,706	5,722
02260	Senior Network Engineer	3972	07	6,885	8,370
09515	Senior Park Gate Attendant	1272	00	2,205	2,681
00603	Senior Planner	3237	05	5,611	6,819
00421	Senior Public Health Nurse	3244	01	5,623	6,835
02255	Senior Software Engineer	3884	07	6,732	8,183
01321	Senior Storekeeper	1841	02	3,191	3,881
02256	Senior Systems Administrator	3884	07	6,732	8,183
00978	Senior Systems Software Specialist	3349	07	5,805	7,056
09620	Senior Victim/Witness Coordinator	2382	05	4,129	5,018
09613	Senior Water Systems Chemist	3437	01	5,957	7,240
00336	Sergeant	4267	28	7,396	8,989
00339	Sheriff's Cadet	2999	21	5,198	6,318
00331	Sheriff's Chief Deputy	6024	15	10,442	12,691
02593	Sheriff's Commander	5430	15	9,412	11,440
00375	Sheriff's Correctional Deputy	2999	03	5,198	6,318
00357	Sheriff's Correctional Lieutenant	4918	15	8,525	10,362
00335	Sheriff's Correctional Sergeant	3754	14	6,507	7,909
00342	Sheriff's Dispatcher	2802	22	4,857	5,902
05000	Sheriff's Dispatcher Supervisor	3380	14	5,859	7,121
02594	Sheriff's Forensic Specialist	3379	21	5,857	7,119
00348	Sheriff's Property Officer	2999	21	5,198	6,318
00376	Sheriff's Senior Correctional Deputy	3310	03	5,737	6,977
00340	Sheriff's Senior Deputy	3877	27	6,720	8,169
00343	Sheriff's Senior Dispatcher	3074	22	5,328	6,476
00107	Sheriff-Coroner	8755	10	15,175	15,175
01518	Social Services In-Home Counselor	1845	01	3,198	3,888
01531	Social Services Investigator	2489	01	4,314	5,243
09507	Social Services Principal Fiscal Manager	3620	07	6,275	7,628
01555	Social Svcs Program Review Specialist	2307	01	3,999	4,860
01536	Social Worker I	1964	01	3,404	4,137
01532	Social Worker II	2143	01	3,715	4,515
01524	Social Worker III	2367	01	4,103	4,985

Job Class Listing by Title

Job Class	Title	Range	BU	Monthly Salary	
				Step 1	Step 5
01519	Social Worker IV	2732	01	4,735	5,756
01512	Social Worker Supervisor I	2624	05	4,548	5,529
01516	Social Worker Supervisor II	3013	05	5,223	6,347
02264	Software Engineer I	2647	07	4,588	5,576
02265	Software Engineer II	3177	07	5,507	6,694
02266	Software Engineer III	3528	07	6,115	7,431
00610	Solid Waste Coordinator I	2336	01	4,049	4,923
00611	Solid Waste Coordinator II	2927	01	5,073	6,165
00612	Solid Waste Coordinator III	3233	01	5,604	6,812
08960	Sr Correctional Technician	1943	13	3,368	4,092
03001	Sr Physical or Occupational Therapist	3119	01	5,406	6,573
00522	Staff Psychiatrist	7672	07	13,298	16,165
01338	Stock Clerk	1421	02	2,463	2,993
01336	Storekeeper I	1517	02	2,629	3,198
01331	Storekeeper II	1671	02	2,896	3,522
09673	Student Intern Trainee	0515	00	893	1,085
00898	Supervising Accounting Tech - Confidential	2230	11	3,865	4,699
00899	Supervising Accounting Technician	2201	05	3,815	4,637
00927	Supervising Admin Clerk I	1976	05	3,425	4,163
00938	Supervising Admin Clerk I - Confidential	2000	11	3,467	4,214
00928	Supervising Admin Clerk II	2213	05	3,836	4,663
00939	Supervising Admin Clerk II - Confidential	2241	11	3,884	4,723
00842	Supervising Air Pollution Control Engineer	3858	05	6,687	8,129
00840	Supervising Air Quality Specialist	3610	05	6,257	7,608
00724	Supervising Appraiser	3347	05	5,801	7,053
00725	Supervising Auditor-Appraiser	3713	07	6,436	7,824
01600	Supervising Building Inspector	3172	05	5,498	6,685
01700	Supervising Building Plans Examiner	3673	05	6,367	7,741
09644	Supervising Buyer	2528	05	4,382	5,325
00597	Supervising Clinical Lab Technologist	2903	05	5,032	6,115
01323	Supervising Custodial Leadworker	1849	05	3,205	3,895
01352	Supervising Custodian	1849	05	3,205	3,895
00373	Supervising Deputy Probation Officer	3247	32	5,628	6,840
09675	Supervising District Attorney Investigator	4860	06	8,424	10,239
08416	Supervising Environmental Health Specialist	3529	05	6,117	7,434
01318	Supervising Facility Maintenance Mechanic	2752	05	4,770	5,800
09683	Supervising Family Support Officer	2495	05	4,325	5,257
00893	Supervising Financial Technician	2201	05	3,815	4,637
02660	Supervising Juvenile Services Officer	2748	32	4,763	5,788
02231	Supervising Legal Clerk I	1985	05	3,441	4,181
02236	Supervising Legal Clerk I-Confidential	2013	11	3,489	4,243
02232	Supervising Legal Clerk II	2152	05	3,730	4,536
02237	Supervising Legal Clerk II-Confidential	2179	11	3,777	4,590
01002	Supervising Librarian	2835	05	4,914	5,973
01007	Supervising Library Assistant	1812	05	3,141	3,819
01204	Supervising Park Ranger	2762	05	4,787	5,819
00573	Supervising Physical or Occupational Therapist	3562	05	6,174	7,504
01707	Supervising Planner	3522	05	6,105	7,420
00579	Supervising Property Transfer Technician	2231	05	3,867	4,701
00444	Supervising Public Health Microbiologist	3396	05	5,886	7,155
00414	Supervising Public Health Nurse	3560	05	6,171	7,500
01537	Supervising Social Services Investigator	2951	05	5,115	6,219
00103	Supervisor	3943	17	6,835	8,335
01623	Supv Mapping/Graphics Systems Specialist	3392	05	5,879	7,147
02261	Systems Administrator I	2647	07	4,588	5,576
02262	Systems Administrator II	3177	07	5,507	6,694
02263	Systems Administrator III	3528	07	6,115	7,431
02254	Technology Supervisor	4074	07	7,062	8,585
00961	Telephone Systems Coordinator	1794	01	3,110	3,780
00726	Temporary Election Assistant	0800	00	1,387	1,685
09678	Transit Systems Supervisor	1849	13	3,205	3,895
00110	Treasurer-Tax Collector-Public Administrator	7502	10	13,003	13,003
00811	UC/Farm Advisor Assistant	0952	00	1,650	2,007
02592	Undersheriff	6743	16	11,688	14,206
00665	Utilities Division Manager	4208	07	7,294	8,866
02180	Utility Coordinator	3298	05	5,717	6,949

Job Class Listing by Title

Job Class	Title	Range	BU	Monthly Salary	
				Step 1	Step 5
00252	Veterans Service Officer	3313	09	5,743	6,982
09614	Victim/Witness Assistance Coordinator Aide	1727	01	2,993	3,638
09634	Victim/Witness Assistance Coordinator I	1854	01	3,214	3,905
09637	Victim/Witness Assistance Coordinator II	2157	01	3,739	4,545
09619	Water Quality Manager	3829	05	6,637	8,067
09617	Water Systems Chemist I	2960	01	5,131	6,235
09618	Water Systems Chemist II	3270	01	5,668	6,890
09615	Water Systems Lab Tech I	1980	01	3,432	4,172
09616	Water Systems Lab Tech II	2298	01	3,983	4,843
09623	Water Systems Superintendent	3717	05	6,443	7,831
09628	Water Systems Worker I	2304	02	3,994	4,853
09627	Water Systems Worker II	2762	02	4,787	5,819
09626	Water Systems Worker III	3069	02	5,320	6,465
09625	Water Systems Worker IV	3199	05	5,545	6,739
09629	Water Systems Worker Trainee	1842	02	3,193	3,883
00824	Weights & Measures Inspector I	2156	01	3,737	4,543
00821	Weights & Measures Inspector II	2382	01	4,129	5,018
00825	Weights & Measures Inspector III	2695	01	4,671	5,680
00826	Weights & Measures Inspector Trainee	1977	01	3,427	4,165

Fixed Assets

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

Fixed Assets by Department

Code	Description	2011-12 Department Request			2011-12 CAO Recommendation		
		Qty	Per Unit	Cost	Qty	Per Unit	Cost
109	ASSESSOR						
R	Replacement Copier	2	\$ 7,500	\$ 15,000	1	\$ 7,500	\$ 7,500
	Department Totals			\$ 15,000		\$ 7,500	\$ 7,500
110	CLERK/RECORDER						
R	REPLACEMENT SCANNER	1	\$ 30,000	\$ 30,000	1	\$ 30,000	\$ 30,000
A	ROLLING SHELVES	1	130,000	130,000	1	130,000	130,000
	Department Totals			\$ 160,000		\$ 160,000	\$ 160,000
113	GENERAL SERVICES						
R	BAND SAW	1	\$ 9,000	\$ 9,000	1	\$ 9,000	\$ 9,000
	Department Totals			\$ 9,000		\$ 9,000	\$ 9,000
114	INFORMATION TECHNOLOGY DEPARTMENT						
R	CD Writer System	1	\$ 61,160	\$ 61,160	1	\$ 61,160	\$ 61,160
R	DSM-II Simulcast cards	2	10,500	21,000	2	10,500	21,000
	Department Totals			\$ 82,160		\$ 82,160	\$ 82,160
140	COUNTY FIRE						
R	ALS Monitor/Defibrilator	1	\$ 25,000	\$ 25,000	0	\$ 0	\$ 0
A	Command Point Software	1	55,000	55,000	1	55,000	55,000
	Department Totals			\$ 80,000		\$ 55,000	\$ 55,000
142	PLANNING & BUILDING DEPARTMENT						
R	LARGE FORMAT PRINTER	1	\$ 11,000	\$ 11,000	1	\$ 11,000	\$ 11,000
R	SYSTEM MANAGEMENT PROGRAM	1	10,000	10,000	0	0	0
R	VEHICLE HYBRID UPGRADE	2	5,700	11,400	0	0	0
	Department Totals			\$ 32,400		\$ 11,000	\$ 11,000
180	SOCIAL SERVICES ADMINISTRATION						
R	Domain Controller Server - Higuera Bldg.	1	\$ 10,000	\$ 10,000	1	\$ 10,000	\$ 10,000
R	Domain Controller Server - Paso Bldg.	1	10,000	10,000	1	10,000	10,000
R	Heavy Duty Photocopier - Team services	1	14,000	14,000	1	14,000	14,000
R	Photocopiers	3	7,000	21,000	3	7,000	21,000
R	Server (Olympia)	1	10,000	10,000	1	10,000	10,000
R	Terminal Services Server -CalWin	1	8,000	8,000	1	8,000	8,000
	Department Totals			\$ 73,000		\$ 73,000	\$ 73,000
266	COUNTYWIDE AUTOMATION REPLACEMENT						
A	Agenda Management software	1	\$ 100,000	\$ 100,000	1	\$ 100,000	\$ 100,000
R	Board Chambers equipment	4	5,000	20,000	4	5,000	20,000
R	Brown Channel hardware	9	7,500	67,500	9	7,500	67,500
A	DS5100 disk drives	2	20,000	40,000	2	20,000	40,000
R	Fire Channel hardware	11	7,500	82,500	11	7,500	82,500
R	Lodge Hill & Tepesquet Peak auxiliary re	2	7,500	15,000	2	7,500	15,000
R	Red Channel hardware	10	7,500	75,000	10	7,500	75,000
	Department Totals			\$ 400,000		\$ 400,000	\$ 400,000
405	PUBLIC WORKS - ISF						
A	4 AND 1 BUCKET	1	\$ 18,000	\$ 18,000	1	\$ 18,000	\$ 18,000
R	DIESEL PARTICULATE FILTERS	5	16,000	80,000	5	16,000	80,000
R	NUCLEAR DENSITY GAUGE	1	12,000	12,000	1	12,000	12,000
R	TRUCK 3/4 TON	1	26,000	26,000	1	26,000	26,000
R	TRUCK, 1 TON STENCIL	1	45,000	45,000	1	45,000	45,000
R	TRUCK, 1.5 TON UTILITY	1	55,000	55,000	1	55,000	55,000
R	TRUCK, 1/2 TON	1	20,000	20,000	1	20,000	20,000
R	TRUCK, 10 YD DUMP	1	150,000	150,000	1	150,000	150,000
R	TRUCK, FLATBED	1	60,000	60,000	1	60,000	60,000
R	VAN, 3/4 TON UTILITY	1	28,000	28,000	1	28,000	28,000
R	WATER TRUCK	2	90,000	180,000	2	90,000	180,000
	Department Totals			\$ 674,000		\$ 674,000	\$ 674,000

Fixed Assets by Department

Code	Description	2011-12 Department Request			2011-12 CAO Recommendation		
		Qty	Per Unit	Cost	Qty	Per Unit	Cost
407	FLEET SERVICES ISF						
R	A/C CHARGING STATION-KANSAS	1	\$ 5,000	\$ 5,000	1	\$ 5,000	\$ 5,000
A	A/C CHARGING STATION-NORTH COUNTY	1	5,000	5,000	1	5,000	5,000
R	AIR COMPRESSOR	1	5,000	5,000	1	5,000	5,000
A	HEAVY TRUCK LIFT	1	8,000	8,000	1	8,000	8,000
A	LUBRICANT DISPENSING SYSTEM	1	7,812	7,812	1	7,812	7,812
R	SEDAN-FULL SIZE PATROL	6	28,000	168,000	6	28,000	168,000
R	SEDAN-MID SIZE 4 CYLINDER	4	18,100	72,400	4	18,100	72,400
R	SEDAN-MID SIZE 5 CYLINDER	2	19,500	39,000	2	19,500	39,000
R	SEDAN-MID SIZE PATROL	23	19,824	455,952	23	19,824	455,952
R	SUV-COMPACT (Option for Low Emissions)	1	35,200	35,200	1	35,200	35,200
R	SUV-COMPACT 4X4	2	33,000	66,000	2	33,000	66,000
R	SUV-FULL SIZE PATROL	2	34,000	68,000	2	34,000	68,000
R	SUV-FULL SIZE PATROL (option for Low EV)	1	48,713	48,713	1	48,713	48,713
R	TRUCK-1 TON STD CAB	1	44,500	44,500	1	44,500	44,500
R	TRUCK-1/2 TON CREW CAB	1	34,500	34,500	1	34,500	34,500
R	TRUCK-1/2 TON STD CAB	2	22,000	44,000	2	22,000	44,000
R	TRUCK-MID SIZE EXT CAB	1	18,500	18,500	1	18,500	18,500
R	TRUCK-MID SIZE STD CAB	1	18,500	18,500	1	18,500	18,500
R	TRUCK-OVER 1 TON STD CAB	1	82,000	82,000	1	82,000	82,000
R	VAN-SMALL 9 PSGR OR LESS	4	28,000	112,000	4	28,000	112,000
R	VAN-SMALL STD PSGR	1	24,900	24,900	1	24,900	24,900
R	WHEEL BALANCER	1	6,000	6,000	1	6,000	6,000
	Department Totals			\$ 1,368,977			\$ 1,368,977
425	AIRPORTS ENTERPRISE						
A	Mass Casualty Vehicle	1	\$ 115,000	\$ 115,000	0	\$ 0	\$ 0
	Department Totals			\$ 115,000			\$ 0
	County Totals			\$ 3,009,537			\$ 2,840,637

Summary Schedules

The County Budget Act, Government Code Section 29000-29144, outlines the process and format by which counties submit their annual financial documents to the State Controller's Office. The Budget Act was most recently amended in 2009 and subsequently, the State Controller's Office worked with county Auditor-Controllers and Administrative Officers to update the State's County Budget Guide to reflect amendments to the Budget Act which require changes to the financial schedules that counties must submit to the State.

The updated schedules resulting from the 2009 amendments to the County Budget Act were included in the Fiscal Year 2010-11 Final budget document for the first time. The schedules meet the content and formatting requirements set forth in the "Accounting Standards and Procedures for Counties" guidelines which are promulgated by the State Controller, and present the appropriations adopted by the Board of Supervisors for each departmental fund center and fund for the fiscal year.

Also included in this section are three revenue reports used by the County which summarize revenue by department, account and source. Revenue reports are a detailed listing of funding source(s) used by the County to fund its appropriations (expenditures) at the fund, fund center and account level. The three reports following the financial schedules are not required by the Budget Act referred to above and are used by County staff and included in the budget document to provide readers with additional information about revenues included in the budget.

Schedule 1

All Funds Summary

This schedule is a summary of financing sources and financing uses for all funds, including governmental-type funds (general, special revenue, capital projects, and debt service) as well as enterprise, internal service, special districts and other agencies governed by the Board of Supervisors. Enterprise, internal service, special district and other agency funds are included in Schedule 1 as a result of recent changes to the State Controller's required schedules.

All Funds Summary
 FOR FISCAL YEAR 2011-12

Fund Name (1)	TOTAL FINANCING SOURCES				TOTAL FINANCING USES		
	Fund Balance Unreserved/ Undesignated June 30,2011 (2)	Decreases to Reserves/ Designations/ Net Assets (3)	Additional Financing Sources (4)	Total Financing Sources (5)	Financing Uses (6)	Increases to Reserves/ Designations/ Net Assets (7)	Total Financing Uses (8)
Governmental Funds							
General Fund	17,300,000	350,461	359,302,617	376,953,078	376,953,078	0	376,953,078
Special Revenue Funds	494,022	2,991,790	57,974,058	61,459,870	55,670,893	5,788,977	61,459,870
Capital Projects Funds	0	358,900	0	358,900	358,900	0	358,900
<u>Debt Service Funds</u>	<u>492,965</u>	<u>0</u>	<u>10,324,163</u>	<u>10,817,128</u>	<u>10,243,632</u>	<u>573,496</u>	<u>10,817,128</u>
Total Governmental Funds	18,286,987	3,701,151	427,600,838	449,588,976	443,226,503	6,362,473	449,588,976
Other Funds							
Internal Service Funds	0	4,980,314	43,201,979	48,182,293	47,927,824	254,469	48,182,293
Enterprise Funds	0	2,266,745	6,462,201	8,698,946	8,698,946	0	8,698,946
<u>Special Districts and Other Agencies</u>	<u>6,739,382</u>	<u>801,454</u>	<u>91,582,548</u>	<u>99,123,384</u>	<u>94,308,782</u>	<u>4,814,602</u>	<u>99,123,384</u>
<u>Total Other Funds</u>	<u>6,739,382</u>	<u>8,018,513</u>	<u>141,246,728</u>	<u>156,004,623</u>	<u>150,935,552</u>	<u>5,069,071</u>	<u>156,004,623</u>
Total All Funds	<u>25,026,369</u>	<u>11,719,664</u>	<u>568,847,566</u>	<u>605,593,599</u>	<u>594,162,055</u>	<u>11,431,544</u>	<u>605,593,599</u>

Schedule 2
Governmental Funds Summary
(previously Schedule 1)

This schedule is a summary of financing sources and financing uses of only County governmental funds consisting of general, special revenue, capital projects, and debt service funds. Fiduciary, enterprise, internal service funds, special districts and other agencies are excluded from Schedule 2.

GOVERNMENTAL FUNDS SUMMARY
 FOR FISCAL YEAR 2011-12

COUNTY FUNDS (1)	Fund Number	TOTAL FINANCING SOURCES				TOTAL FINANCING USES		
		Estimated Fund Balance Unreserved/ Undesignated June 30, 2011 (2)	Decreases to Reserves/ Designations (3)	Additional Financing Sources (4)	Total Financing Sources (5)	Financing Uses (6)	Increases to Reserves/ Designations (7)	Total Financing Uses (8)
General Fund	1000000000	17,300,000	350,461	359,302,617	376,953,078	376,953,078	0	376,953,078
Capital Projects	1100000000	0	358,900	0	358,900	358,900	0	358,900
Special Revenue Funds								
Road Fund	1200000000	0	4,447	21,397,925	21,402,372	21,402,372	0	21,402,372
Comm Dev Pgm	1200500000	0	0	4,723,549	4,723,549	4,723,549	0	4,723,549
Pub Fac Fees	1201000000	0	360,771	1,019,904	1,380,675	500,000	880,675	1,380,675
Parks Spl Rev	1201500000	0	0	7,469,198	7,469,198	7,469,198	0	7,469,198
Automtn Replc	1202000000	0	280,265	2,865,754	3,146,019	2,417,000	729,019	3,146,019
Building Replcmt	1202500000	0	0	2,684,683	2,684,683	0	2,684,683	2,684,683
Tax Reductn Res	1203000000	0	1,700,000	0	1,700,000	1,700,000	0	1,700,000
Impact Fee	1203500000	0	0	2,434,600	2,434,600	944,000	1,490,600	2,434,600
Wildlife Grazing	1204000000	0	4,000	3,500	7,500	3,500	4,000	7,500
DUI	1204500000	6,386	54,670	1,412,707	1,473,763	1,473,763	0	1,473,763
Library	1205000000	402,940	313,118	7,773,408	8,489,466	8,489,466	0	8,489,466
Fish & Game	1205500000	0	7,701	20,000	27,701	27,701	0	27,701
Org Development	1206000000	84,696	179,123	262,166	525,985	525,985	0	525,985
Co Med Svcs Prog	1206500000	0	87,695	5,086,264	5,173,959	5,173,959	0	5,173,959
Emergency Med Svcs	1207000000	0	0	820,400	820,400	820,400	0	820,400
TOTAL Special Rev. Funds		494,022	2,991,790	57,974,058	61,459,870	55,670,893	5,788,977	61,459,870
Debt Service Funds								
Cop Loan DS	1208000000	0	0	2,250,163	2,250,163	2,250,163	0	2,250,163
POB- DSF	1801000000	492,965	0	8,074,000	8,566,965	7,993,469	573,496	8,566,965
TOTAL Debt Service Funds		492,965	0	10,324,163	10,817,128	10,243,632	573,496	10,817,128
TOTAL GOVERNMENTAL FUNDS		18,286,987	3,701,151	427,600,838	449,588,976	443,226,503	6,362,473	449,588,976

Schedule 3

Fund Balance- Governmental Funds

This schedule presents the various components of actual or estimated fund balance. Encumbrances, reserves and designations are subtracted from actual or estimated total fund balance to determine the amount of fund balance that is unreserved and undesignated as of June 30th of the preceding budget year, and therefore available for budgetary requirements.

FUND BALANCE - GOVERNMENTAL FUNDS
 FOR FISCAL YEAR 2011-12

COUNTY FUNDS (1)	Fund Number	TOTAL FUND BALANCE as of June 30, 2011		LESS: FUND BALANCE-RESERVED/DESIGNATED		FUND BALANCE Unreserved/ Undesignated June 30, 2011 Estimated (6)
		Estimated (2)	Encumbrances (3)	General & Other Reserves (4)	Designations (5)	
General Fund	1000000000	36,677,284	0	8,000,000	11,377,284	17,300,000
Capital Projects	1100000000	11,697,560	0	0	11,697,560	0
Special Revenue Funds						
Road Fund	1200000000	1,004,447	0	0	1,004,447	0
Public Facility Fees	1201000000	4,123,052	0	0	4,123,052	0
Parks	1201500000	274,768	0	0	274,768	0
Co-Wide Automation Replacement	1202000000	9,227,333	0	0	9,227,333	0
Gen Gov Building Replacement	1202500000	6,082,482	0	0	6,082,482	0
Tax Reduction Resrv	1203000000	13,039,941	0	0	13,039,941	0
Impact Fee-Traffic	1203500000	574,359	0	0	574,359	0
Wildlife And Grazing	1204000000	4,593	0	4,377	216	0
Driving Under the Influence	1204500000	537,174	0	208,129	322,659	6,386
Library	1205000000	1,917,198	0	94,690	1,419,568	402,940
Fish And Game	1205500000	154,437	0	47,539	106,898	0
Organizational Development	1206000000	1,673,104	0	389,366	1,199,042	84,696
County Med Svcs Prog	1206500000	87,695	0	0	87,695	0
TOTAL Special Rev. Funds		38,700,583	0	744,101	37,462,460	494,022
Debt Service Funds						
Debt Service-Cert of Participa	1208000000	16,373	0	0	16,373	0
Pension Obligation Bond DSF	1801000000	7,648,084	0	0	7,155,119	492,965
TOTAL Debt Service Funds		7,664,457	0	0	7,171,492	492,965
TOTAL GOVERNMENTAL FUNDS		94,739,884	0	8,744,101	67,708,796	18,286,987

Schedule 4

Reserves/Designations by Governmental Funds

This schedule lists reserves and designations sorted by fund. The schedule also presents new reserves and designations and recommended amounts, as well as reserves and designations recommended to increase, decrease or be canceled. Use of general reserves is limited to emergency situations. The use of designations is allowed throughout the fiscal year. Mid-year adjustments are subject to a 4/5th's vote by the Board of Supervisors, and a simple majority is required if the use of additional designations is approved by the Board during budget hearings.

RESERVES/DESIGNATIONS - BY GOVERNMENTAL FUNDS

X Encumbrances excluded

FOR FISCAL YEAR 2011-12

COUNTY FUNDS (1)	RESERVES/ DESIGNATIONS as of June 30, 2011 (2)	DECREASES OR CANCELLATION		INCREASES OR NEW		TOTAL RESERVES/ DESIGNATIONS FOR BUDGET YEAR (7)	Fund (8)
		RECOMMENDED (3)	ADOPTED BY THE BOARD OF SUPERVISORS (4)	RECOMMENDED (5)	ADOPTED BY THE BOARD OF SUPERVISORS (6)		
General Fund							1000000000
General Reserve	8,000,000	0	0	0	0	8,000,000	
Designations							
Co. Fire Equip. Replace	1,316,441	350,461	0	0	0	965,980	
Internal Financing	4,859,876	0	0	0	0	4,859,876	
Willow Rd Interchange	5,200,967	0	0	0	0	5,200,967	
TOTAL General Fund	19,377,284	350,461	0	0	0	19,026,823	
Capital Projects							1100000000
Designations							
Detention Facilities	6,500,000	0	0	0	0	6,500,000	
Facilities Planning	1,993,115	319,900	0	0	0	1,673,215	
Juvenile Hall Bldg	2,750,000	0	0	0	0	2,750,000	
LO Landfill Closure	454,445	39,000	0	0	0	415,445	
TOTAL Capital Projects	11,697,560	358,900	0	0	0	11,338,660	
SPECIAL REVENUE FUNDS							
Road Fund							1200000000
Designations							
Future Road Projects	921,447	4,447	0	0	0	917,000	
N. River Mine Reserve	83,000	0	0	0	0	83,000	
TOTAL Road Fund	1,004,447	4,447	0	0	0	1,000,000	
Public Facility Fees							1201000000
Designations							
Reserve for County Fire	1,192,508	0	0	418,286	0	1,610,794	
Reserve for General Gov't	360,771	360,771	0	0	0	0	
Reserve for Law Enforcmnt	956,202	0	0	72,406	0	1,028,608	
Reserve for Library	170,142	0	0	97,156	0	267,298	
Reserve for Parks	1,443,429	0	0	292,827	0	1,736,256	
TOTAL Public Facility Fees	4,123,052	360,771	0	880,675	0	4,642,956	
Parks							1201500000
Designations							
Lopez Park's Projects	60,000	0	0	0	0	60,000	
Parks Projects	214,768	0	0	0	0	214,768	
TOTAL Parks	274,768	0	0	0	0	274,768	

RESERVES/DESIGNATIONS - BY GOVERNMENTAL FUNDS

X Encumbrances excluded

FOR FISCAL YEAR 2011-12

COUNTY FUNDS (1)	RESERVES/ DESIGNATIONS as of June 30, 2011 (2)	RESERVES/DESIGNATIONS - BY GOVERNMENTAL FUNDS FOR FISCAL YEAR 2011-12		INCREASES OR NEW		TOTAL RESERVES/ DESIGNATIONS FOR BUDGET YEAR (7)	Fund (8)
		DECREASES OR CANCELLATION RECOMMENDED (3)	ADOPTED BY THE BOARD OF SUPERVISORS (4)	RECOMMENDED (5)	ADOPTED BY THE BOARD OF SUPERVISORS (6)		
Co-Wide Automation Replacement Designations							1202000000
Automation Replacement	8,176,794	0	0	729,019	0	8,905,813	
Budget System Developm	770,274	0	0	0	0	770,274	
Property Tax System	280,265	280,265	0	0	0	0	
TOTAL Co-Wide Automation Repla	9,227,333	280,265	0	729,019	0	9,676,087	
Gen Gov Building Replacement Designations							1202500000
Gov. Building Rpl	6,082,482	0	0	2,684,683	0	8,767,165	
TOTAL Gen Gov Building Replace	6,082,482	0	0	2,684,683	0	8,767,165	
Tax Reduction Resrv Designations							1203000000
Desig-Prop Tax Litigation	797,952	0	0	0	0	797,952	
Tax Reduction Reserves	12,241,989	1,700,000	0	0	0	10,541,989	
TOTAL Tax Reduction Resrv	13,039,941	1,700,000	0	0	0	11,339,941	
Impact Fee-Traffic Designations							1203500000
Improvement Fees	574,359	0	0	1,490,600	0	2,064,959	
TOTAL Impact Fee-Traffic	574,359	0	0	1,490,600	0	2,064,959	
Wildlife And Grazing General Reserve Designations							1204000000
General Reserve	4,377	4,000	0	0	0	377	
Wildlife Projects	216	0	0	4,000	0	4,216	
TOTAL Wildlife And Grazing	4,593	4,000	0	4,000	0	4,593	
Driving Under the Influence General Reserve Designations							1204500000
General Reserve	208,129	54,670	0	0	0	153,459	
Systems Development	322,659	0	0	0	0	322,659	
TOTAL Driving Under the Influe	530,788	54,670	0	0	0	476,118	

RESERVES/DESIGNATIONS - BY GOVERNMENTAL FUNDS

X Encumbrances excluded

FOR FISCAL YEAR 2011-12

COUNTY FUNDS (1)	RESERVES/ DESIGNATIONS as of June 30, 2011 (2)	FOR FISCAL YEAR 2011-12		INCREASES OR NEW		TOTAL RESERVES/ DESIGNATIONS FOR BUDGET YEAR (7)	Fund (8)
		DECREASES OR CANCELLATION RECOMMENDED (3)	ADOPTED BY THE BOARD OF SUPERVISORS (4)	RECOMMENDED (5)	ADOPTED BY THE BOARD OF SUPERVISORS (6)		
Library							1205000000
General Reserve	94,690	20,000	0	0	0	74,690	
Designations							
Atascadero Building Expan	203,940	0	0	0	0	203,940	
Facilities Planning	1,215,628	293,118	0	0	0	922,510	
TOTAL Library	1,514,258	313,118	0	0	0	1,201,140	
Fish And Game							1205500000
General Reserve	47,539	0	0	0	0	47,539	
Designations							
Environmental Settlemt	18,110	5,000	0	0	0	13,110	
Fish and Game Projects	88,788	2,701	0	0	0	86,087	
TOTAL Fish And Game	154,437	7,701	0	0	0	146,736	
Organizational Development							1206000000
General Reserve	389,366	0	0	0	0	389,366	
Designations							
Countywide Training	1,199,042	179,123	0	0	0	1,019,919	
TOTAL Organizational Developme	1,588,408	179,123	0	0	0	1,409,285	
County Med Svcs Prog							1206500000
Designations							
Automation replacement	87,695	87,695	0	0	0	0	
TOTAL County Med Svcs Prog	87,695	87,695	0	0	0	0	
TOTAL SPECIAL REV. FUNDS	38,206,561	2,991,790	0	5,788,977	0	41,003,748	
DEBT SERVICE FUNDS							
Debt Service-COP							1208000000
Loan Payment Reserve	16,373	0	0	0	0	16,373	
TOTAL Debt COP	16,373	0	0	0	0	16,373	
POB DSF							1801000000
Desig - POB Debt Service	7,155,119	0	0	573,496	0	7,728,615	
TOTAL Pension Obligation Bond	7,155,119	0	0	573,496	0	7,728,615	
TOTAL DEBT SERVICE FUNDS	7,171,492	0	0	573,496	0	7,744,988	
TOTAL GOVERNMENTAL FUNDS	76,452,897	3,701,151	0	6,362,473	0	79,114,219	

Schedule 5

Summary of Additional Financing Sources by Source and Fund

This schedule provides information about the County's financing sources other than fund balance and cancelled reserves and designations. Schedule 5 consists of two sections. The first section summarizes the additional financing sources by revenue category (sorted by revenue type) for the governmental funds and the second section summarizes the additional financing sources (sorted by fund) within the governmental funds.

SUMMARY OF ADDITIONAL FINANCING SOURCES BY SOURCE AND FUND
 GOVERNMENTAL FUNDS
 FOR THE FISCAL YEAR ENDED 2011-12

DESCRIPTION (1)	2009-10 ACTUAL (2)	2010-11 ESTIMATED (3)	2011-12 RECOMMENDED (4)	2011-12 ADOPTED BY BOS (5)
SUMMARIZATION BY SOURCE				
CURRENT SECURED PROPERTY TAX	98,080,875	96,956,920	96,673,903	
CURRENT UNSECURED PROPERTY TAX	2,570,748	2,335,132	2,350,396	
SUPPLEMENTAL PROPERTY TAX	1,618,082	1,606,188	1,064,859	
OTHER TAX (NON-CURRENT/SUPPL PROP TAX)	43,286,440	44,165,700	45,163,518	
Total	145,556,145	145,063,940	145,252,676	
LICENSES AND PERMITS	7,338,118	7,629,519	7,668,269	
FINES, FORFEITURES AND PENALTIES	6,305,364	5,760,417	5,219,955	
REVENUE FROM USE OF MONEY AND PROPERTY	1,280,740	1,407,499	845,522	
INTERGOVERNMENTAL REVENUES - STATE	121,268,336	116,284,368	118,917,223	
- FEDERAL	57,520,234	59,056,660	57,487,963	
- OTHER	15,117,393	15,764,960	15,815,606	
CHARGES FOR SERVICES	31,983,892	33,152,767	34,000,725	
OTHER REVENUES	21,362,113	22,574,783	22,754,002	
OTHER FINANCING SOURCES	69,857,845	25,620,216	19,638,897	
TOTAL SUMMARIZATION BY SOURCE	<u>477,590,180</u>	<u>432,315,129</u>	<u>427,600,838</u>	
SUMMARIZATION BY FUND				
1000000000 General Fund	352,115,482	365,075,362	359,302,617	
1100000000 Capital Projects	1,031,098	1,117,800	0	
1200000000 Road Fund	35,092,841	21,426,929	21,397,925	
1200500000 Community Devel Pgm	6,206,914	4,932,413	4,723,549	
1201000000 Public Facility Fees	1,247,133	1,028,638	1,019,904	
1201500000 Parks	8,262,587	7,725,441	7,469,198	
1202000000 Co-Wide Automation Replacement	1,987,020	1,945,636	2,865,754	
1202500000 Gen Gov Building Replacement	2,317,490	2,521,543	2,684,683	
1203000000 Tax Reduction Resrv	92,983	1,000,000	0	
1203500000 Impact Fee-Traffic	1,210,589	1,112,603	2,434,600	
1204000000 Wildlife And Grazing	2,912	3,500	3,500	
1204500000 Driving Under the Influence	1,566,524	1,550,121	1,412,707	
1205000000 Library	10,489,361	7,928,117	7,773,408	
1205500000 Fish And Game	28,719	20,000	20,000	
1206000000 Organizational Development	15,218	40,000	262,166	
1206500000 County Med Svcs Prog	2,794,707	2,684,006	5,086,264	
1207000000 Emergency Med Svcs	759,997	912,300	820,400	
1207500000 Cal Hlth Indig Prog	779,002	723,288	0	
1208000000 Debt Service-Cert of Participation	2,815,258	2,986,432	2,250,163	
1801000000 Pension Obligation Bond DSF	48,774,345	7,581,000	8,074,000	
TOTAL SUMMARIZATION BY FUND	<u>477,590,180</u>	<u>432,315,129</u>	<u>427,600,838</u>	

Schedule 6

Detail of Additional Financing Sources by Fund and Account

This schedule provides information about the County's financing sources other than fund balance and cancelled reserves and designations. Schedule 6 presents the additional financing sources for each governmental fund (sorted by fund and account) in accordance with the Chart of Accounts.

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
 GOVERNMENTAL FUNDS
 FOR THE FISCAL YEAR ENDED 2011-12

Financing

Fund Name	Source Category	Financing Source Account	2009-10 Actual	2010-11 Estimated	2011-12 Recommended	2011-12 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
General Fund						
Taxes						
	4000005	PROP. TAXES CURR. SECURED	85,914,937	84,862,390	84,291,670	
	4000007	PROPERTY TAX-UNITARY	7,344,050	7,344,949	7,558,284	
	4000010	SUPPLEMENTAL-CURR.SECURED	1,508,774	1,500,000	1,000,000	
	4000015	REDEVELOPMENT AGENCY TAX	(3,285,935)	(3,300,000)	(3,200,000)	
	4000025	PROP. TAXES CURR. UNSEC.	2,373,351	2,155,827	2,175,000	
	4000030	SUPPLEMENTAL-CURR.UNSEC.	11,823	15,000	15,000	
	Total - Taxes		93,867,000	92,578,166	91,839,954	
Other Taxes						
	4010005	PROP. TAXES PRIOR SECURED	(221,510)	(165,000)	(230,000)	
	4010010	SUPPLEMENTL-PRIOR SECURED	(22,977)	0	(20,000)	
	4010015	PROP. TAXES PRIOR UNSEC.	56,162	60,000	60,000	
	4010020	SUPPLEMENTAL-PRIOR UNSEC	16,073	25,000	15,000	
	4010025	REDEMPTION FEES	30,220	25,000	30,000	
	4010030	DELINQUENT/COST REIMBRMT	98,056	112,000	115,000	
	4010035	PENALTIES-DELINQUENT TAX	155,941	120,000	156,000	
	4010045	TLRF PROCEEDS	750,000	750,000	1,250,000	
	4010050	SALES AND USE TAXES	5,672,514	5,500,000	5,500,000	
	4010065	AIRCRAFT TAX	421,060	270,000	300,000	
	4010070	PROPERTY TRANSFER TAX	1,437,561	1,300,000	1,400,000	
	4010073	RACEHORSE TAX	18,023	6,000	18,000	
	4010075	TRANSIENT OCCUPANCY TAX	5,582,396	6,130,000	6,000,000	
	4010076	SALE OF TAX DEEDED PROP.	0	17,250	24,000	
	4010077	PROPERTY TAX IN-LIEU OF SALES TAX	1,555,698	2,300,000	1,800,000	
	4010078	PROPERTY TAX IN-LIEU OF VLF	27,251,673	27,250,000	27,000,000	
	Total - Other Taxes		42,800,890	43,700,250	43,418,000	
Licenses and Permits						
	4050005	FRANCHISES-CABLE	743,177	750,000	750,000	
	4050006	FRANCHISE FEES-PUB UTIL	1,232,479	1,460,000	1,300,000	
	4050010	FRANCHISE FEES-GARBAGE	712,326	725,000	725,000	
	4050011	FRANCHISE FEES-PETROLEUM	52	0	0	
	4050015	ANIMAL LICENSES	376,268	405,792	508,310	
	4050020	BUSINESS LICENSES	103,739	100,914	112,467	
	4050025	BUILDING PERMITS	1,412,437	1,270,969	1,513,611	
	4050030	GRADING PERMITS	832	0	0	
	4050035	PLAN CHECK FEES	1,242,751	1,245,752	922,011	
	4050040	SUB PERMITS-MECH EL PLUMB	68,907	0	226,000	
	4050043	BLDG STANDARDS ADMIN	423	0	0	
	4050045	MINOR USE PERMIT APPLICATION	19,809	22,158	27,138	
	4050065	LAND USE PERMITS	645,118	570,609	576,092	

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
 GOVERNMENTAL FUNDS
 FOR THE FISCAL YEAR ENDED 2011-12

Financing

Fund Name	Source Category	Financing Source Account	2009-10 Actual	2010-11 Estimated	2011-12 Recommended	2011-12 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
	4050070	PLOT PLANS	178,301	192,580	190,073	
	4050075	GENERAL PLAN AMENDMENTS	32,520	63,532	47,256	
	4050080	AGRICULTURAL PRESERVE FEE	80,560	96,539	64,831	
	4050085	SUBDIVISION PERMITS	104,968	271,463	235,238	
	4050090	SPECIFIC PLANS	5,500	25,000	0	
	4050095	FINGER PRINTING FEES	12,690	9,500	11,000	
	4050100	EXPLOSIVE PERMITS	2,994	1,200	680	
	4050105	OTHER LICENSES AND PERMIT	200,344	221,224	264,346	
	4050110	GUN PERMITS	5,417	2,200	4,000	
	4050111	DOMESTIC VIOLENCE FEES	57,150	59,544	59,544	
	4050120	BURIAL PERMITS	9,287	9,500	9,080	
	4050130	MISC PERMITS	67,489	103,362	99,207	
	4050145	SUBPOENA DUCES TECUM GC 1563	3,054	0	3,000	
	4050150	TOBACCO RETAILERS LICENSES	17,506	22,681	17,135	
	4050165	NOTARY FEE GC 8211	955	0	900	
	4050170	REPOSSESSION OF VEHICLE GC 26751	1,065	0	1,350	
		Total - Licenses and Permits	7,338,118	7,629,519	7,668,269	
	Fines and Forfeitures					
	4100000	FINES/FORF/PENALTIES	0	0	0	
	4100005	50% EXCESS MOE REVENUE-ST	(587,268)	(590,000)	(632,932)	
	4100010	LAND USE FINES	1,075	1,100	1,900	
	4100015	RED LIGHT - VC21453, 54, 57	1,767	1,200	1,300	
	4100045	VEHICLE FORFEITURES-VC14607.6	0	2,000	2,000	
	4100055	PROBA DRUG FEE-PC1203.1AB	2,443	6,450	3,360	
	4100065	CHILD RESTRNT FEE-COUNTY	5,715	1,600	1,600	
	4100070	CHILD RESTRAINT FEE-CITY	2,447	1,200	1,200	
	4100080	BATTRD WM SHEL-PC1203.097	14	0	0	
	4100085	TRAFFIC SCH-VC42007.1(\$24)	346,122	275,000	312,000	
	4100090	CNTY FIX IT-VC 40611	51,946	28,200	55,000	
	4100100	CO-FAILURE TO APPEAR(FTA)	16,233	10,000	14,000	
	4100105	CO MOTOR VEH/CRIM FINES	1,114,889	935,000	1,000,000	
	4100130	LAB FEE-PC1463.14	49,094	63,000	63,000	
	4100135	CITIES FIX IT-VC40611	18,689	13,000	18,000	
	4100140	SMALL CLAIMS ADVISORY FEE	8,828	10,800	10,000	
	4100155	SUPERIOR COURT FINES-BASE	91,760	150,000	93,965	
	4100165	SETTLEMENTS/JUDGEMENTS	384,500	84,000	329,000	
	4100180	BLDG CODE INVESTIG FEES	63,784	58,900	73,758	
	4100195	TRAFFIC SCHOOL FEES	1,447,347	1,000,000	1,100,000	
	4100206	ASSET FORFEITURES	647,802	16,615	82,034	
	4100220	BLOOD ALCOHOL FINES	170,772	336,000	195,000	
	4100225	AIDS EDUCATION FINE-PC264	529	0	0	
	4100230	PENALTY AS-FINGERPRINT ID	157,623	559,573	161,076	

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
 GOVERNMENTAL FUNDS
 FOR THE FISCAL YEAR ENDED 2011-12

Financing

Fund Name	Source Category	Financing Source Account	2009-10 Actual	2010-11 Estimated	2011-12 Recommended	2011-12 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
	4100255	OFF-HIGHWAY MOTOR FINES	30,587	0	0	
	4100260	AGRICULTURE FINES	16,860	0	0	
	4100265	BUSINESS & PROFESSIONS	(4,544)	(4,200)	(4,300)	
	4100270	HEALTH/SAFETY FINES/FORFT	8,628	71,375	8,000	
	4100285	CITIES- ALL MISDEMEANORS	27,329	23,000	22,000	
	4100290	FEES -ALCOHOL ABUSE & EDU	59,637	190,000	104,000	
	4100295	CITIES PARKING	46	0	1,200	
	4100300	CITY MOTOR VEHICLE FINES	102,838	96,000	80,000	
	4100337	REGISTRATION FEE-VC 9250.19	169,845	0	0	
	4100340	ST PENALTY ASSMNTS-PC1464	553,500	475,000	530,000	
	4100353	SCFCF ICNA PARKING PENALTY	3	0	0	
	4100354	COUNTY PORTION GC 76000	58,796	90,000	115,000	
	4100366	ADM PENALTY-HS 25187	0	175,000	220,000	
	4100390	TRAFFIC SCHOOL FEES - CITY	24,967	24,500	18,000	
	4100465	DNA Database	50,324	42,076	42,567	
	Total - Fines and Forfeitures		5,094,927	4,146,389	4,021,728	
	Use of Money and Property					
	4150000	INTEREST	386,260	801,000	300,216	
	4150015	COMMUNICATION LEASE FACIL	6,400	7,600	7,450	
	4150020	RENT-LAND/BLDG-SHORT TERM	10,764	10,872	11,200	
	4150025	RENT-LAND/BLDG-LONG TERM	140,098	177,424	237,671	
	4150035	RENTAL OF VETERANS BLDGS.	50,255	40,700	64,800	
	Total - Use of Money and Property		593,777	1,037,596	621,337	
	State Aid					
	4200005	ST RLG- SALES TX-SOC SRVC	6,533,434	6,272,798	6,729,436	
	4200010	ST RLG- SALES TAX-M H	3,533,768	3,450,000	3,639,781	
	4200015	ST RLG- SALES TAX-HEALTH	1,461,862	1,425,000	1,505,718	
	4200020	ST REALGN- VLF	3,700,358	3,910,541	3,764,186	
	4200022	ST AID REALIGNMENT	238,200	38,500	0	
	4200023	ST AID REALIGNMENT-VLF	99,273	99,273	99,273	
	4200035	SB90 STATE MANDATED COSTS	623,480	808,271	554,303	
	4200040	ST AID- DRUG/MENTL HEALTH	708,491	796,500	660,000	
	4200045	STATE AID- EXTRADITION	44,312	60,000	44,000	
	4200055	STATE AID FOR AGRICULTURE	801,161	849,648	748,046	
	4200065	STATE AID-NUCLEAR PLANNG	1,052,226	1,554,857	1,711,255	
	4200070	STATE AID VETERAN AFFAIRS	94,165	65,000	65,000	
	4200075	HOMEOWNER PROP TAX RELIEF	795,112	800,000	800,000	
	4200080	STATE REIMB-CMC/ASH CASES	1,260,358	1,224,500	1,455,000	
	4200085	ST AID-DRUG AND ALCOHOL	48,734	48,734	48,734	
	4200090	ST AID-INS FRAUD INVESTIG	190,051	187,000	0	
	4200095	ST AID-DMV-VEH CRIME INV	364,903	300,714	308,700	

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
 GOVERNMENTAL FUNDS
 FOR THE FISCAL YEAR ENDED 2011-12

Financing

Fund Name	Source Category	Financing Source Account	2009-10 Actual	2010-11 Estimated	2011-12 Recommended	2011-12 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
	4200100	ST AID-PERINATAL T E F	217,334	217,334	217,334	
	4200105	STATE AWARDED GRANTS	2,734,582	3,101,010	2,001,116	
	4200110	ST AID-MANGD CARE-INPATNT	364,185	314,000	415,000	
	4200125	STATE REIMB FOR DNA TESTING	81,142	67,197	75,115	
	4200132	ST AID PROP 36 TREATMENT PROGRAM	161,950	150,025	0	
	4200135	ST AID PROP 36 SUBSTANCE ABUSE GRANT	274,734	0	0	
	4200137	STATE AID PROP 40 CLEAN WATER CLEAN AIR	19,000	0	0	
	4200140	ST REV-PAROLE HOLDS	277,118	292,000	240,000	
	4200150	ST AID - CHILD SUP ADMIN	1,582,007	1,486,098	1,583,819	
	4200170	STATE AID - OTHER	1,279,848	1,393,874	2,099,241	
	4200175	STATE - WELFARE ADMIN.	27,529,223	29,661,394	33,104,519	
	4200185	STATE AID-PRIOR YEAR	278,189	0	100,000	
	4200190	STATE AID - ABATEMENT	41,093	34,580	42,731	
	4200195	ST AID-CS COLL-FOSTR CARE	42,502	60,000	60,362	
	4200200	MEDI-CAL:PATIENTS-ST +FED	10,411,288	10,845,109	9,533,390	
	4200210	ST AID-CALIF CHILDREN SRVC	946,461	1,096,128	1,289,988	
	4200215	STATE - HEALTH ADMIN.	423,165	443,660	436,515	
	4200220	ST AID-EPSDT-MENTAL HEALTH	4,311,222	2,763,455	3,852,001	
	4200226	ST AID-GAS TAX-UNCLAIMED	1,227,703	1,236,574	1,068,427	
	4200235	STATE OFF HWY MTR VH FEES	32,529	0	0	
	4200255	ST AID-PUBLIC SAFETY SRVC	16,735,187	17,300,000	17,481,260	
	4200275	OTHER STATE IN-LIEU TAXES	6,427	800	800	
	4200285	OPEN SPACE SUBVENTION	31	0	0	
	4200295	ST-10% SBOC VOC REBATE	8,275	3,335	8,000	
	4200305	ST AID - SLESF	794,885	630,297	630,297	
	4200320	ST AID-PASS THRU GRANTS	4,976	0	0	
	4200335	ST-WELFARE ADMIN-PRIOR YR	1,717,674	0	0	
	4200340	ST AID - MHSA	7,153,150	9,935,376	9,648,476	
	Total - State Aid		100,205,768	102,923,582	106,021,823	
	Federal Aid					
	4250005	FED AID ENTITLEMNT LAND	1,035,330	1,000,000	1,000,000	
	4250010	FEDERAL AID-STORM DAMAGE	0	0	0	
	4250015	FEDERAL - HEALTH ADMIN	3,896,270	3,438,265	3,705,827	
	4250020	FEDERAL AID CONSTRUCTION	87,940	0	0	
	4250035	FED AID-DRUG FREE SCH/COM	185,283	203,983	0	
	4250050	FED AID-LLEBG GRANT	3,304	0	0	
	4250055	FED AID - REIMB	41,108	56,000	56,000	
	4250061	FED AID - IDEA FUNDS	493,086	493,186	493,186	
	4250067	FED AID - CDBG RECOVERY AND REINV FNDS	42,561	0	0	
	4250085	FEDERAL AID - SECURITY	0	10,000	10,000	
	4250086	FED AID - SCAAP PASS THRU	77,451	275,000	353,990	
	4250090	FED AID-DRUG AND ALCOHOL	1,541,496	1,541,496	1,555,692	

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
 GOVERNMENTAL FUNDS
 FOR THE FISCAL YEAR ENDED 2011-12

Financing

Fund Name	Source Category	Financing Source Account	2009-10 Actual	2010-11 Estimated	2011-12 Recommended	2011-12 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
	4250095	FEDERAL-GRANTS	2,218,164	2,185,803	2,860,714	
	4250105	FEDERAL AID - OTHER	2,133,974	1,079,714	1,395,059	
	4250110	FEDERAL - WELFARE ADMIN	27,401,563	33,373,579	31,214,074	
	4250115	FEDERAL AID - ABATEMENT	30,602	40,000	26,000	
	4250120	FEDERAL AID-PRIOR YEAR	107,003	0	100,000	
	4250130	FED AID-PERINTL SETASIDE	72,201	72,201	72,201	
	4250136	FED AID - PUBLIC HEALTH SECURITY	1,220,211	905,413	815,276	
	4250140	FED AID-CHILD SUP ADMIN	2,791,778	2,884,779	2,808,127	
	4250141	FED-WELFARE ADMN-PRIOR YR	1,940,540	0	0	
	4250145	FED AID-INCENTIVES	279,178	266,347	266,347	
	4250160	FED AID WORKFORCE INVESTMENT ACT	1,027,374	2,056,343	2,368,743	
	4250205	FEDERAL AID-ARRA/PRIME RECIPIENT	124,367	166,667	161,178	
	4250206	FEDERAL AID-ARRA/STATE SUB RECIPIENT	1,303,941	2,032,383	235,532	
	4250210	FED AID ARRA/STATE PASS THROUGH WIA	317,101	0	0	
		Total - Federal Aid	48,371,826	52,081,159	49,497,946	
		Other Governmental Aid				
	4300005	OTHER GOVT AGENCY REVENUE	1,774,902	1,751,643	1,735,854	
	4300010	COMBINED FED/ST CALWORKS	11,578,931	12,179,903	12,429,791	
	4300015	OTHER GOV'T: RDA PASS THRU	1,709,139	1,781,413	1,600,000	
		Total - Other Governmental Aid	15,062,972	15,712,959	15,765,645	
		TOTAL AID FROM GOVERNMENTAL AGENCIES	163,640,566	170,717,700	171,285,414	
		Charges for Services				
	4350101	AFFORDABLE HOUSNG IN-LIEU	0	0	0	
	4350106	APPEAL FEE	0	12,048	8,883	
	4350109	AFFORDABLE HOUSING IMPACT FEE	423	0	1,500	
	4350209	REVENUE TRANSFER FROM TRUST FUNDS	120,364	100,900	69,468	
	4350235	BILLINGS OH-OUTSIDE AGENCIES	59,348	0	30,715	
	4350245	OTHER BILLINGS TO COURTS	1,695,451	1,458,782	1,381,997	
	4350250	SHERIFF BLNGS - COURT SECUR	3,381,767	3,575,897	3,570,750	
	4350255	BILLINGS TO OUTSIDE AGENCIES	181,665	159,404	207,021	
	4350295	PREAPPLICATION PROCESS	37,818	37,453	22,638	
	4350305	FLOOD HAZARD PROPERTY REPORTS	74	236	722	
	4350310	FIRE SUPPRESSION/COST REI	136,018	200,000	200,000	
	4350315	AMBULANCE REIMBURSEMENT	170,792	170,000	175,000	
	4350320	INMATE ASSISTANCE REIMBRS	1,149	800	1,000	
	4350325	BOOKING FEES-INDIVIDUALS	0	0	0	
	4350330	PUBLIC EDUCATION GOV'T ACCESS FEE	51,172	0	0	
	4350335	MONITORING FEE-PC1203.1B	107,496	265,000	132,995	
	4350340	JUVENILE INFORMAL SUPERVISION	58,000	58,000	58,000	
	4350345	DIVERSN MONITRG-PC1001.53	159	0	0	

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
GOVERNMENTAL FUNDS
FOR THE FISCAL YEAR ENDED 2011-12

Financing

Fund Name	Source Category	Financing Source Account	2009-10 Actual	2010-11 Estimated	2011-12 Recommended	2011-12 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
	4350350	MITIGATION FEE-AIR	354	240	240	
	4350365	CHANGE OF PLEA	500	800	800	
	4350370	PROBA MGMNT FEE-ADULTS	6,176	16,500	7,834	
	4350380	SENTENCING REPORT FEE	36,353	90,500	43,719	
	4350385	RESTITN COLL FEE-PC1203.1	70,223	200,000	121,542	
	4350390	RECORD SEALING FEE	547	3,800	824	
	4350395	RED INSTALLMENT PLAN FEE	5,209	4,540	5,050	
	4350400	ADMINISTRATIVE SERVICES	2,227,142	2,158,122	2,406,999	
	4350402	ADMIN FEE-SLO CTBID	24,038	25,400	26,416	
	4350404	ADMIN FEE - GC 29412	47,011	42,500	44,200	
	4350405	SPECIAL ASSESSMENT FEES	144,426	145,000	143,640	
	4350410	ASSESSMNT APPORTNMNT FEES	750	1,852	1,389	
	4350415	PROP.REDEMPT.SEARCH FEES	1,968	18,860	26,240	
	4350430	ELECTION SERVICES	119,777	220,000	31,000	
	4350435	DEFERRED ENTRY OF JUDGMENT	128,007	147,800	141,000	
	4350441	SEGREGATIONS FEE	0	152	152	
	4350445	DMV DELINQUENT VESSEL FEE	892	1,077	1,050	
	4350450	UNSEC DELINQUENT COLL FEE	16,214	16,525	19,825	
	4350457	PUBLIC DEFENDER REIMBURSEMENT FEES	666,147	803,000	628,526	
	4350460	LEGAL SERVICES	36,400	30,800	30,000	
	4350465	INVOLUNTARY LIEN NOTICES	18,150	10,000	10,000	
	4350470	INSTALLMENT FEES	(18)	0	0	
	4350475	PROCESSING FEES	66,426	108,000	73,212	
	4350480	ENVIRONMNTL ASSESSMT FEES	175,913	232,331	237,147	
	4350485	LAFCO PROCESSING FEES	2,831	0	1,877	
	4350490	PUBLICATION FEES	1,508	2,012	322	
	4350505	FILING FEES-CORNER RECORD	1,476	2,514	2,302	
	4350515	ALLOCATION ADMIN FEE	17,655	19,180	11,750	
	4350520	ITD BILL OUTSIDE AGENCIES	80,022	69,190	59,409	
	4350525	ITD BILL OUTSIDE AGENCIES COMM	48,605	12,169	17,298	
	4350530	FIRE PROTECTION SERVICES	1,876,373	1,845,075	1,941,838	
	4350535	RECORDERS FEE GC27361.4	0	0	0	
	4350540	AGRICULTURAL SERVICES	131,363	121,070	166,400	
	4350550	HOME DETENTION PROGRAM	334,475	312,000	312,000	
	4350555	STANDARDIZATION INSPECTS	4,235	4,000	6,650	
	4350560	ALTERNATIVE WORK PROG REV	117,243	132,250	90,000	
	4350567	ALT SENTENCING PROG	904	0	0	
	4350570	CIVIL PROCESS SERVICE	123,311	118,000	118,000	
	4350580	REIMB JUV COURT PROF FEES	39,148	50,000	27,000	
	4350581	ESTATE FEES	40,978	7,501	9,675	
	4350585	CONSERVATORSHIP FEES	150,046	218,000	145,000	
	4350590	REPRESENTATIVE PAYEE FEES	30,524	31,080	31,080	
	4350595	HUMANE SERVICES	53,510	22,061	17,327	

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
 GOVERNMENTAL FUNDS
 FOR THE FISCAL YEAR ENDED 2011-12

Financing

Fund Name	Source Category	Financing Source Account	2009-10 Actual	2010-11 Estimated	2011-12 Recommended	2011-12 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
	4350600	IMPOUND FEES	42,459	51,005	45,274	
	4350605	BOARDING FEES	18,335	91,755	101,180	
	4350610	ANIMAL PLACEMENT	162,564	251,155	225,260	
	4350616	LAW ENFORCEMENT SERVICES	20,333	65,000	55,000	
	4350620	BOOKING FEES (SB 2557)	308,286	328,544	328,544	
	4350625	RECORDER'S SPECL PROJECTS	627,760	465,651	718,983	
	4350630	RECORDG FEE-MICROGRAPHICS	262,418	42,410	39,110	
	4350632	Rec Fees-Real Estate Fraud GC 27388	116,360	7,000	183,000	
	4350635	RECORDING FEES	1,229,303	1,377,079	1,462,079	
	4350640	RECORDING FEES-VHS	2,714	2,754	13,466	
	4350641	CIVIL SPECIAL FEE GC26746	91,161	0	66,692	
	4350650	DEVELOPMENT FEE- ADMIN	26,183	16,000	29,000	
	4350655	SEPARATE TAX BILL COSTS	81,089	90,000	82,000	
	4350656	REIMB FOR PROJ COSTS	7,599	0	0	
	4350665	ROAD ABANDONMENT FEE	40,792	50,846	26,613	
	4350675	CURB & GUTTER WAIVERS	2,628	4,138	2,253	
	4350680	VENDING MACHINE REVENUE	4	0	0	
	4350690	MEDICAL RECORDS FEE	9,790	12,000	12,000	
	4350705	NURSING FEES	355,933	267,500	317,500	
	4350715	LABORATORY SERVICES	1,145,836	1,176,980	1,226,980	
	4350720	SUPPLEMENTAL ROLL-5% ADMN	458,619	500,000	200,000	
	4350725	MENTAL HEALTH SVCS-MEDICARE	44,184	172,550	168,000	
	4350735	ALCOHOLISM SERVICES	84,930	114,000	112,500	
	4350740	COBRA MED INS ADMIN FEE	697	800	800	
	4350745	ENVIRONMENTAL HEALTH SERVICES	1,724,428	1,912,600	1,881,100	
	4350760	INST CARE/SV-MEDICALSB855	31,763	42,863	42,863	
	4350765	MEDICAL REMB SERV/PAT CAR	745,255	567,404	718,404	
	4350770	CUTS & COMBINATN REQUESTS	8,620	7,500	2,500	
	4350775	ADOPTION FEES	6,165	3,000	2,560	
	4350785	CALIF CHILDREN SERVICES	2,760	3,000	500	
	4350790	INST.CARE-JUVENILE HALL	22,413	44,000	18,557	
	4350795	MENTAL HLTH SVCS-INSURANCE	150,230	250,000	200,000	
	4350820	WASTE TIPPING FEES-AB 939	14,736	14,736	14,736	
	4350835	COPYING FEES	9,756	12,000	12,000	
	4350890	INCOME FROM CONCESSIONS	16,642	20,000	7,200	
	4350920	MOBL HOME DUP TX CLEARNCE	150	150	150	
	4350925	PARKLAND FEE (QUIMBY FEE)	34,000	0	0	
	4350935	OTHER CLERK FEES	398,319	449,000	460,000	
	4350950	MISCELLANEOUS FEES	112,211	120,777	230,638	
	4350960	MONUMENTATION FEES	107,807	159,606	149,774	
	4350965	BLDG PRMT REVIEW-DRAINAGE	58,110	58,991	45,869	
	4350966	BLDG PRMT REVIEW-FLD HZD	0	16,720	18,812	
	4350990	DEVELOPMENT PLAN INSPECTN	24,080	33,861	32,090	

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
 GOVERNMENTAL FUNDS
 FOR THE FISCAL YEAR ENDED 2011-12

Financing

Fund Name	Source Category	Financing Source Account	2009-10 Actual	2010-11 Estimated	2011-12 Recommended	2011-12 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
	4350995	PAR MAP CHECKING THRU T/A	27,405	34,912	55,821	
	4351000	TR MAP CHECKING THRU T/A	(4,155)	3,970	2,845	
	4351005	RECORDS OF SURVEY FEES	23,851	26,850	28,892	
	4351010	OTHER SERVICE CHARGES	12,968	1,664	3,640	
	4351040	MENTAL HLTH SVCS-SELF PAY	14,902	30,000	20,000	
	4351045	PROGRAM REV - CHILD&FAMILIES	282,565	345,527	247,854	
	4351052	PROGRAM REV - MINOR	1,527	0	0	
	4351055	BOOK,PAMPHLT,BROCHR SALES	1,925	2,300	2,200	
	4351060	MAP SALES	1,715	1,830	2,694	
	4351065	PUB INFO SALE-COMP FILES	21,281	24,638	20,124	
	4351070	PM INSPECT-IMP PLANS P11E	46,149	63,118	54,651	
	4351075	TM INSPECT-IMP PLANS P11D	170,609	258,057	132,601	
	4351080	TOBACCO SETTLEMENT	0	0	89,185	
	4351095	LOT LINE ADJUST APPLICATION	2,774	2,415	5,304	
	4351100	COND USE PMT/DEV PLAN APP	19,434	32,166	21,753	
	4351105	CERT COMPLIANCE APP	358	888	3,076	
	4351110	CERT OF CORRECTION	908	716	1,593	
	4351115	MAP AMENDMENTS	3	0	0	
	4351120	CERT COMPLIANCE-NON LLA	0	0	0	
	4351125	LOT LINE ADJUST CHECKING	10,022	10,047	4,653	
	4351130	ANNEXATION MAP REVIEW	1,028	0	0	
	4352240	SB2557 PROPERTY TAX ADMIN FEE	1,972,944	1,850,412	1,972,944	
	4352245	RD EXCEPTION - PARCEL MAP	423	850	0	
	4352255	BULK TRANSFER FEE	1,049	1,150	1,150	
	4352260	SUBDIVISION/PARCEL TRACT MAP	4,599	6,205	4,453	
	4400020	WATER SALES FOR RESALE	36,406	101,895	100,869	
	Total - Charges for Services		24,106,620	24,885,406	24,849,711	
Other Revenues						
	4550000	OTHER REVENUE	(300,109)	886,713	340,802	
	4550010	SEMINAR/CONF/WORKSHOP FEE	93,292	95,000	95,000	
	4550011	SETTLEMENTS-ENVIRONMENTAL	0	100,000	214,000	
	4550015	LIBRARY CARD ACCESS FEES	6,305	6,300	0	
	4550020	REV APPLICABLE PRIOR YRS	(996,049)	0	0	
	4550030	REIMBURSEMENTS-ASSISTANCE	537,871	393,492	573,883	
	4550045	REFUNDS/EXCISE TAX	2,296	3,000	100	
	4550050	TAX DEPT RETRND CHECK FEE	4,657	6,600	6,000	
	4550055	SALE OF FIXED ASSETS	21,107	20,000	20,000	
	4550062	ADV COSTS TX DEEDED PROP	0	1,380	1,920	
	4550065	OTHER REIMBURSEMENTS	559,745	185,148	195,154	
	4550070	EMPLOYEE REIMBURSEMENTS	742	250	250	
	4550075	EMPL MEALS/IN-HOUSE FOOD	3,953	3,200	3,200	
	4550080	OTHER SALES	3,267	6,220	7,000	

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
 GOVERNMENTAL FUNDS
 FOR THE FISCAL YEAR ENDED 2011-12

Financing

Fund Name	Source Category	Financing Source Account	2009-10 Actual	2010-11 Estimated	2011-12 Recommended	2011-12 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
4550085	NUISANCE ABATEMENT		21,680	2,629	33,130	
4550090	SERVICE CHGE RETRND CHKS		7,839	10,306	7,960	
4550100	1915 BOND ACT ASSESSMENT		7,595	6,000	27,000	
4550120	CONTRIBUTIONS - NON GOVTL		23,551	49,400	95,963	
4550125	GRANTS: NON-GOVERNMENTAL		224,794	57,056	187,250	
4550150	MICROFILM		(38)	0	0	
4550160	CASH OVERAGES		5,148	2,600	2,300	
4550170	SETTLEMNTS,DAMAGES,&REST.		358,195	0	100,000	
4550200	INVOICE VARIANCES		2,372	5	5	
4550210	TOBACCO SETTLEMENT		1,801,871	1,711,011	1,621,826	
4900010	IFR-ADMIN DEPT SUPPORT		31,641	15,000	12,500	
4900080	IFR-INT SETT-ITD NETWORK SVCS		213,446	195,167	254,299	
4900090	IFR-INT SETT-PLANNING		37,688	5,000	0	
4900100	IFR-INT SETT-GEN SRVS S/S BILLINGS		1,295,485	1,316,423	1,161,418	
4900110	IFR-INT SETT-HEALTH BILLINGS		110,282	83,061	75,969	
4900130	IFR-INT SETT-MAINT PROJECTS		0	29,198	0	
4900140	IFR-INT SETT-ITD ENTERPRISE SVCS		239,792	338,462	417,882	
4900170	IFR-INT SETT-DRUG & ALCOHOL		178,615	130,804	136,349	
4900190	IFR-INT SETT-ITD DPTMTL SVCS		293,322	230,720	99,711	
4900200	IFR-INT SETT-ITD RADIO COMM		37,453	20,755	35,188	
4900220	IFR-INT SETT-SHERIFF SUPPORT		520,440	506,677	543,070	
4900250	IFR-INT SETT-MENTAL HEALTH		0	0	428,899	
4900299	IFR-INT SETT-ALL OTHER DEPTS		1,350	0	0	
4901000	IFR-OVERHEAD-OH ALLOCATIONS		175,094	0	271,255	
4901020	IFR-OVERHEAD-AGR		1,556	0	0	
4902010	IFR-MANUAL COST ALLOC-ITD VOICE		178,324	160,476	166,847	
4902030	IFR-MANUAL COST ALLOC-POSTAGE		56,562	59,481	70,405	
4903010	IFR-IAA-LABOR-REG		268,796	708,752	330,701	
4904000	IFR-IS-W/O SETTLEMENT		4,603	8,558	4,603	
4909000	IFR-JOURNAL ENTRY ALLOCATIONS		1,460	36,000	1,000	
4909001	IFR-JE-ADMIN OFFICE		32,512	28,997	65,085	
4909005	IFR-JE-RISK MGMT		826,308	946,304	990,117	
4909010	IFR-JE-AUDITOR/CONTROLLER		30,000	30,000	30,000	
4909015	IFR-JE-ITD		(1,117)	0	0	
4909020	IFR-JE-MAINTENANCE PROJ		164,610	0	0	
4909025	IFR-JE-GENERAL SERVICES		242,160	145,384	492,143	
4909030	IFR-JE-PERSONNEL		87,065	119,039	121,321	
4909035	IFR-JE-COUNTY COUNSEL		145,600	98,000	75,000	
4909040	IFR-JE ALLOC-PUBLIC HEALTH		257,940	155,868	140,402	
4909045	IFR-JE ALLOC-MENTAL HEALTH		0	0	0	
4909050	IFR-JE ALLOC-DRUG & ALCOHOL		0	2,359	0	
4909055	IFR-JE-SHERIFF		1,359	0	0	
4909070	IFR-JE-CDF		458,452	444,914	464,822	

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
 GOVERNMENTAL FUNDS
 FOR THE FISCAL YEAR ENDED 2011-12

Financing

Fund Name	Source Category	Financing Source Account	2009-10 Actual	2010-11 Estimated	2011-12 Recommended	2011-12 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
	4909080	IFR-JE-PLANNING	306,708	389,126	379,126	
	4909085	IFR-JE-SB 2557	324,576	326,613	326,613	
	4909090	IFR-JE ALLOC-CO-WIDE OVERHEAD	3,983,099	3,567,110	2,911,736	
	4909099	IFR-JE-UTILITY CHARGES-OPR CENTER	38,427	0	0	
	4909350	IFR-JE-PW ISF	0	750	0	
	4909999	IFR-CONVERSION ACCOUNT	0	9,000	0	
		Total - Other Revenues	12,933,692	13,654,308	13,539,204	
		Total Fund Revenues	350,375,590	358,349,334	357,243,617	
	Other Financing Sources					
	6000000	OPERATING TRANSFERS IN	1,024,579	726,028	1,739,000	
	6000005	OTI PROCEEDS INTRAFUND	123,524	0	0	
	6000130	TRANSFER IN FR AUTOMATION REPL FUND	112,020	0	0	
	6000140	OPR TRF IN - PFF LIBRARY	6,021	0	0	
	6000210	OP TRANS IN - QUIMBY FEES	0	0	320,000	
	6001000	INTERNAL LOAN REPAYMENT-PRIN	458,913	6,000,000	0	
	6001001	INTERNAL LOAN REPAYMENT-INT	14,835	0	0	
		Total - Other Financing Sources	1,739,892	6,726,028	2,059,000	
		Total - General Fund Financing Sources	352,115,482	365,075,362	359,302,617	
	=====					
	Capital Projects					
	Fines and Forfeitures					
	4100206	ASSET FORFEITURES	0	300,800	0	
		Total - Fines and Forfeitures	0	300,800	0	
	Use of Money and Property					
	4150000	INTEREST	141,270	0	0	
		Total - Use of Money and Property	141,270	0	0	
	State Aid					
	4200105	STATE AWARDED GRANTS	5,335	0	0	
	4200130	ST AID-PROP 12 PARKS GRANT	37,353	0	0	
	4200260	ST AID-BICYCLE LANE ACCT	121,443	0	0	
		Total - State Aid	164,131	0	0	
	Federal Aid					
	4250020	FEDERAL AID CONSTRUCTION	12,082	0	0	
	4250105	FEDERAL AID - OTHER	774	0	0	
		Total - Federal Aid	12,856	0	0	
		TOTAL AID FROM GOVERNMENTAL AGENCIES	176,987	0	0	

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
 GOVERNMENTAL FUNDS
 FOR THE FISCAL YEAR ENDED 2011-12

Financing

Fund Name	Source Category	Financing Source Account	2009-10 Actual	2010-11 Estimated	2011-12 Recommended	2011-12 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
Charges for Services						
	4350925	PARKLAND FEE (QUIMBY FEE)	35,873	0	0	
Total - Charges for Services			35,873	0	0	
Other Revenues						
	4550020	REV APPLICABLE PRIOR YRS	90	0	0	
	4902055	IFR-JE CAPITAL ASSETS FUNDING	68,178	0	0	
Total - Other Revenues			68,268	0	0	
Total Fund Revenues			422,398	300,800	0	
Other Financing Sources						
	6000000	OPERATING TRANSFERS IN	77,007	817,000	0	
	6000120	TRANSFERS IN FROM GEN FND	0	0	0	
	6000140	OPR TRF IN - PFF LIBRARY	94,188	0	0	
	6000145	OPR TRF IN - PFF FIRE	307,892	0	0	
	6000150	OPR TRF IN - PFF PARKS	125,755	0	0	
	6000160	OPR TRF IN - PFF GEN GOV'T	3,858	0	0	
Total - Other Financing Sources			608,700	817,000	0	
Total - Capital Projects Funds Fin. Srcs			1,031,098	1,117,800	0	
=====						
Special Revenue Funds						
Road Fund						
Taxes						
	4000005	PROP. TAXES CURR. SECURED	1,108,112	1,099,832	1,098,361	
	4000007	PROPERTY TAX-UNITARY	319,249	319,541	328,822	
	4000010	SUPPLEMENTAL-CURR.SECURED	14,454	0	3,600	
	4000025	PROP. TAXES CURR. UNSEC.	29,531	26,824	25,054	
	4000030	SUPPLEMENTAL-CURR.UNSEC.	113	0	115	
Total - Taxes			1,471,459	1,446,197	1,455,952	
Other Taxes						
	4010005	PROP. TAXES PRIOR SECURED	(2,746)	0	(6,062)	
	4010010	SUPPLEMENTL-PRIOR SECURED	(262)	0	0	
	4010015	PROP. TAXES PRIOR UNSEC.	696	0	0	
	4010020	SUPPLEMENTAL-PRIOR UNSEC	157	0	0	
Total - Other Taxes			(2,155)	0	(6,062)	
Use of Money and Property						
	4150000	INTEREST	33,892	60,000	60,000	
Total - Use of Money and Property			33,892	60,000	60,000	

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
 GOVERNMENTAL FUNDS
 FOR THE FISCAL YEAR ENDED 2011-12

Financing

Fund Name	Source Category	Financing Source Account	2009-10 Actual	2010-11 Estimated	2011-12 Recommended	2011-12 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
State Aid						
	4200075	HOMEOWNER PROP TAX RELIEF	9,857	9,910	9,811	
	4200118	ST AID PROP 1B	6,999,287	0	0	
	4200121	ST AID-PROP 1B ST & LOCAL	0	0	0	
	4200122	SEISMIC BRDG MATCH	68,020	0	0	
	4200185	STATE AID-PRIOR YEAR	(121,223)	0	0	
	4200230	STATE - HIGHWAY USERS TAX	5,434,523	5,485,000	8,600,000	
	4200235	STATE OFF HWY MTR VH FEES	143,000	0	0	
	4200240	STATE AID CONSTRUCTION	220,572	0	569,700	
	4200241	STATE AID - URBAN STATE HWY ACCOUNT	(21,042)	0	0	
	4200242	STATE AID - REGIONAL STATE HWY ACCOUNT	373,120	0	0	
	4200244	PRIOR YR RSHA (REGIONAL HWY ACCT)	(92,840)	0	0	
	4200245	TRANS DEV ACT SB 325	636,670	895,000	405,600	
	4200250	ST AID-ISTEA EXCHANGE	578,060	578,060	578,060	
	4200265	ST AID - TRAFFIC CONGESTION	3,438,757	3,600,000	0	
	4200330	STATE AID FOR DISASTER	93,000	0	0	
	Total - State Aid		17,759,761	10,567,970	10,163,171	
Federal Aid						
	4250010	FEDERAL AID-STORM DAMAGE	380,000	0	0	
	4250020	FEDERAL AID CONSTRUCTION	1,076,038	1,984,126	3,502,500	
	4250021	FEDERAL AID-BRIDGE TOLLS	0	0	0	
	4250026	FEDERAL AID FOREST RESERVE	9,330	11,500	11,500	
	4250205	FEDERAL AID-ARRA/PRIME RECIPIENT	33,897	300,000	0	
	4250206	FEDERAL AID-ARRA/STATE SUB RECIPIENT	1,757,741	0	0	
	Total - Federal Aid		3,257,006	2,295,626	3,514,000	
	TOTAL AID FROM GOVERNMENTAL AGENCIES		21,016,767	12,863,596	13,677,171	
Charges for Services						
	4350106	APPEAL FEE	1,436	0	0	
	4350265	ROAD TRANSVERSE CUT FEE	1,516	10,000	1,500	
	4350266	ROAD LONGITUDE CUT FEE	11,774	15,000	2,000	
	4350495	PLANNING/ENGINEERING SVCS	4,936	5,000	5,000	
	4350500	ROAD PERMIT FEES	11,996	10,000	10,000	
	4350660	ENCROACHMENT PERMIT FEES	63,285	60,000	98,106	
	4350675	CURB & GUTTER WAIVERS	657	500	0	
	4350676	CURB & GUTTER PERMIT WITH DESIGN	18,597	25,000	8,000	
	4350677	CURB & GUTTER PERMIT W/O DESIGN	23,232	19,411	18,000	
	4350950	MISCELLANEOUS FEES	632	0	0	
	Total - Charges for Services		138,061	144,911	142,606	

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
 GOVERNMENTAL FUNDS
 FOR THE FISCAL YEAR ENDED 2011-12

Financing

Fund Name	Source Category	Financing Source Account	2009-10 Actual	2010-11 Estimated	2011-12 Recommended	2011-12 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
Other Revenues						
	4550000	OTHER REVENUE	11,915	0	0	
	4550065	OTHER REIMBURSEMENTS	191,732	10,000	0	
	4550090	SERVICE CHGE RETRND CHKS	51	0	0	
	4550115	PENALTY/INTEREST	80,300	0	0	
	4550200	INVOICE VARIANCES	744	0	0	
	4900200	IFR-INT SETT-ITD RADIO COMM	0	0	0	
	4902055	IFR-JE CAPITAL ASSETS FUNDING	300,000	400,000	248,995	
	4909000	IFR-JOURNAL ENTRY ALLOCATIONS	73,915	0	0	
	Total - Other Revenues		658,657	410,000	248,995	
	Total Fund Revenues		23,316,681	14,924,704	15,578,662	
Other Financing Sources						
	6000011	OTI PROCEEDS BOND - COP	49,416	0	0	
	6000100	ROADS IMPACT FEES	3,958,974	207,648	489,000	
	6000120	TRANSFERS IN FROM GEN FND	7,767,770	6,294,577	5,330,263	
	Total - Other Financing Sources		11,776,160	6,502,225	5,819,263	
	Total - Road Fund		35,092,841	21,426,929	21,397,925	
=====						
Community Devel Pgm						
Use of Money and Property						
	4150000	INTEREST	564	0	0	
	Total - Use of Money and Property		564	0	0	
State Aid						
	4200170	STATE AID - OTHER	282,150	0	0	
	Total - State Aid		282,150	0	0	
Federal Aid						
	4250065	FEDERAL FUNDS - CDBG	2,397,422	2,263,010	2,198,865	
	4250066	FED AID - DRI FUNDS	733,561	0	0	
	4250067	FED AID - CDBG RECOVERY AND REINV FNDS	180,269	0	0	
	4250070	FEDERAL FUNDS - HOME	1,302,696	1,426,049	1,283,444	
	4250075	FEDERAL FUNDS - ESG	91,679	91,837	91,837	
	4250076	FEDERAL AID-HPRP FUNDS	157,296	0	0	
	4250080	FEDERAL FUNDS - SNAP	694,721	848,467	848,467	
	4250086	FED AID - SCAAP PASS THRU	0	0	0	
	4250155	FEDERAL AID-ADDI	27,205	0	0	
	Total - Federal Aid		5,584,849	4,629,363	4,422,613	

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
 GOVERNMENTAL FUNDS
 FOR THE FISCAL YEAR ENDED 2011-12

Financing

Fund Name	Source Category	Financing Source Account	2009-10 Actual	2010-11 Estimated	2011-12 Recommended	2011-12 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
Other Governmental Aid						
	4300005	OTHER GOVT AGENCY REVENUE	1,041	0	0	
Total - Other Governmental Aid			1,041	0	0	
TOTAL AID FROM GOVERNMENTAL AGENCIES			5,868,040	4,629,363	4,422,613	
Other Revenues						
	4550065	OTHER REIMBURSEMENTS	15,500	0	0	
	4550180	SUPPORT BLNG TO NON-GOVTL	9,310	0	0	
Total - Other Revenues			24,810	0	0	
Total Fund Revenues			5,893,414	4,629,363	4,422,613	
Other Financing Sources						
	6000120	TRANSFERS IN FROM GEN FND	313,500	303,050	300,936	
Total - Other Financing Sources			313,500	303,050	300,936	
Total - Community Devel Pgm			6,206,914	4,932,413	4,723,549	
=====						
Public Facility Fees						
Use of Money and Property						
	4150000	INTEREST	100,329	0	0	
Total - Use of Money and Property			100,329	0	0	
Charges for Services						
	4350100	AFFORDABLE HOUSING FEE TRANSFERRED	(5,542)	20,000	20,000	
	4350101	AFFORDABLE HOUSNG IN-LIEU	5,543	(20,000)	(20,000)	
	4350102	PUB FAC FEE-LIBRARY	97,271	95,242	97,156	
	4350103	PUB FACIL FEE-FIRE	486,149	410,044	418,286	
	4350104	PUB FACIL FEE-PARKS	351,020	315,887	292,827	
	4350105	PUB FACIL FEE-GEN GOVT	141,331	136,486	139,229	
	4350107	PUB FAC FEE-LAW ENFORCE	71,032	70,979	72,406	
Total - Charges for Services			1,146,804	1,028,638	1,019,904	
Total Fund Revenues			1,247,133	1,028,638	1,019,904	
Total - Public Facility Fees			1,247,133	1,028,638	1,019,904	
=====						

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
 GOVERNMENTAL FUNDS
 FOR THE FISCAL YEAR ENDED 2011-12

Financing

Fund Name	Source Category	Financing Source Account	2009-10 Actual	2010-11 Estimated	2011-12 Recommended	2011-12 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
Parks						
	Licenses and Permits					
	4050130	MISC PERMITS	0	0	0	
	Total - Licenses and Permits		0	0	0	
	Fines and Forfeitures					
	4100255	OFF-HIGHWAY MOTOR FINES	0	30,000	30,000	
	4100275	LITTER CLEANUP	13,892	0	20,108	
	Total - Fines and Forfeitures		13,892	30,000	50,108	
	Use of Money and Property					
	4150000	INTEREST	8,929	15,000	5,000	
	4150020	RENT-LAND/BLDG-SHORT TERM	17,276	41,600	29,648	
	4150025	RENT-LAND/BLDG-LONG TERM	41,493	33,900	57,237	
	4150030	FARM LAND RENT	1,800	1,800	1,800	
	Total - Use of Money and Property		69,498	92,300	93,685	
	State Aid					
	4200065	STATE AID-NUCLEAR PLANNG	0	9,134	5,000	
	Total - State Aid		0	9,134	5,000	
	TOTAL AID FROM GOVERNMENTAL AGENCIES		0	9,134	5,000	
	Charges for Services					
	4350255	BILLINGS TO OUTSIDE AGENCIES	36,706	35,000	35,000	
	4350650	DEVELOPMENT FEE- ADMIN	550	0	742	
	4350860	CAMPING FEES	2,538,907	2,856,700	2,627,455	
	4350865	DAILY PASSES	346,080	411,100	338,835	
	4350870	GROUP ENTRANCE FEES	156,006	171,300	198,433	
	4350875	SEASON PASSES	98,748	115,800	149,145	
	4350880	SEASON BOAT LICENSES	66,726	89,100	85,001	
	4350885	DAILY BOAT PASSES	86,675	114,600	109,620	
	4350890	INCOME FROM CONCESSIONS	77,717	119,200	94,191	
	4350895	SWIMMING POOL FEES	59,600	42,000	67,746	
	4350905	DOG/DAY USE	47,721	44,200	55,143	
	4350910	SHOWERS/LOCKERS	50,615	53,800	51,375	
	4350950	MISCELLANEOUS FEES	7,677	0	0	
	4350970	RECREATIONAL PROGRAMS	15,231	13,900	14,918	
	4350971	SKATE PARK FEES	9,548	13,400	6,179	
	4350980	OTHER RECREATIONAL FEES	31,878	34,300	34,514	
	Total - Charges for Services		3,630,385	4,114,400	3,868,297	

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
 GOVERNMENTAL FUNDS
 FOR THE FISCAL YEAR ENDED 2011-12

Financing

Fund Name	Source Category	Financing Source Account	2009-10 Actual	2010-11 Estimated	2011-12 Recommended	2011-12 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
Other Revenues						
	4550000	OTHER REVENUE	2,551	0	0	
	4550014	REV - ADJ CHARGEBACKS	(632)	0	0	
	4550020	REV APPLICABLE PRIOR YRS	(6,397)	0	0	
	4550025	REF/ADJ-PRIOR YEAR EXPENS	(9,999)	0	0	
	4550065	OTHER REIMBURSEMENTS	3,699	0	0	
	4550080	OTHER SALES	0	0	0	
	4550090	SERVICE CHGE RETRND CHKS	0	0	0	
	4550120	CONTRIBUTIONS - NON GOVTL	20,412	11,100	0	
	4550130	BAD DEBT RECOVERY	939	0	0	
	4550160	CASH OVERAGES	559	0	0	
	4550170	SETTLEMNTS,DAMAGES,&REST.	1,813	0	0	
	4550200	INVOICE VARIANCES	2,430	0	0	
	4900100	IFR-INT SETT-GEN SRVS S/S BILLINGS	4,786	0	0	
	4900260	IFR-INT SETT-PARKS BILLINGS	179,668	180,247	134,067	
	4901020	IFR-OVERHEAD-AGR	6,684	0	4,781	
	4903010	IFR-IAA-LABOR-REG	39,787	10,000	35,000	
	4909200	IFR-JE-PARKS	1,712	0	0	
	Total - Other Revenues		248,012	201,347	173,848	
	Total Fund Revenues		3,961,787	4,447,181	4,190,938	
Other Financing Sources						
	6000120	TRANSFERS IN FROM GEN FND	3,800,800	3,278,260	3,278,260	
	6000150	OPR TRF IN - PFF PARKS	500,000	0	0	
	Total - Other Financing Sources		4,300,800	3,278,260	3,278,260	
	Total - Parks		8,262,587	7,725,441	7,469,198	
=====						
Co-Wide Automation Replacement						
Other Taxes						
	4010045	TLRF PROCEEDS	0	0	1,296,735	
	Total - Other Taxes		0	0	1,296,735	
Use of Money and Property						
	4150000	INTEREST	53,689	0	0	
	Total - Use of Money and Property		53,689	0	0	

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
 GOVERNMENTAL FUNDS
 FOR THE FISCAL YEAR ENDED 2011-12

Financing

Fund Name (1)	Source Category (2)	Financing Source Account (3)	2009-10 Actual (4)	2010-11 Estimated (5)	2011-12 Recommended (6)	2011-12 Adopted By BOS (7)
Federal Aid						
	4250110	FEDERAL - WELFARE ADMIN	230,481	0	0	
	Total - Federal Aid		230,481	0	0	
	TOTAL AID FROM GOVERNMENTAL AGENCIES		230,481	0	0	
Charges for Services						
	4350209	REVENUE TRANSFER FROM TRUST FUNDS	(73,480)	182,000	0	
	Total - Charges for Services		(73,480)	182,000	0	
Other Revenues						
	4550200	INVOICE VARIANCES	0	0	0	
	4909100	IFR-JE-MAJOR SYSTEM DEV	148,224	0	0	
	4909105	IDC-JE COWIDE O&M CHARGES	0	0	0	
	Total - Other Revenues		148,224	0	0	
	Total Fund Revenues		358,914	182,000	1,296,735	
Other Financing Sources						
	6000120	TRANSFERS IN FROM GEN FND	1,628,106	1,763,636	1,569,019	
	Total - Other Financing Sources		1,628,106	1,763,636	1,569,019	
	Total - Co-Wide Automation Replacement		1,987,020	1,945,636	2,865,754	
=====						
Gen Gov Building Replacement						
Use of Money and Property						
	4150000	INTEREST	30,544	0	0	
	Total - Use of Money and Property		30,544	0	0	
	Total Fund Revenues		30,544	0	0	
Other Financing Sources						
	6000120	TRANSFERS IN FROM GEN FND	2,216,516	2,521,543	2,684,683	
	6001000	INTERNAL LOAN REPAYMENT-PRIN	70,430	0	0	
	Total - Other Financing Sources		2,286,946	2,521,543	2,684,683	
	Total - Gen Gov Building Replacement		2,317,490	2,521,543	2,684,683	
=====						

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
 GOVERNMENTAL FUNDS
 FOR THE FISCAL YEAR ENDED 2011-12

Financing

Fund Name	Source Category	Financing Source Account	2009-10 Actual	2010-11 Estimated	2011-12 Recommended	2011-12 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
Tax Reduction Resrv						
	Use of Money and Property					
	4150000	INTEREST	92,983	0	0	
	Total - Use of Money and Property		92,983	0	0	
	Total Fund Revenues		92,983	0	0	
Other Financing Sources						
	6000000	OPERATING TRANSFERS IN	0	1,000,000	0	
	6000120	TRANSFERS IN FROM GEN FND	0	0	0	
	6001000	INTERNAL LOAN REPAYMENT-PRIN	0	0	0	
	Total - Other Financing Sources		0	1,000,000	0	
	Total - Tax Reduction Resrv		92,983	1,000,000	0	
=====						
Impact Fee-Traffic						
	Use of Money and Property					
	4150000	INTEREST	84,702	84,603	24,600	
	Total - Use of Money and Property		84,702	84,603	24,600	
Charges for Services						
	4350108	ROAD IMPACT FEES	1,125,887	1,028,000	2,410,000	
	Total - Charges for Services		1,125,887	1,028,000	2,410,000	
	Total Fund Revenues		1,210,589	1,112,603	2,434,600	
	Total - Impact Fee-Traffic		1,210,589	1,112,603	2,434,600	
=====						
Wildlife And Grazing						
	Use of Money and Property					
	4150000	INTEREST	32	0	0	
	Total - Use of Money and Property		32	0	0	
Federal Aid						
	4250025	FEDERAL GRAZING FEES	2,880	3,500	3,500	
	Total - Federal Aid		2,880	3,500	3,500	
	TOTAL AID FROM GOVERNMENTAL AGENCIES		2,880	3,500	3,500	
	Total Fund Revenues		2,912	3,500	3,500	
	Total - Wildlife And Grazing		2,912	3,500	3,500	
=====						

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
 GOVERNMENTAL FUNDS
 FOR THE FISCAL YEAR ENDED 2011-12

Financing

Fund Name	Source Category	Financing Source Account	2009-10 Actual	2010-11 Estimated	2011-12 Recommended	2011-12 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
Driving Under the Influence						
	Fines and Forfeitures					
	4100470	WET AND RECKLESS REVENUE	0	45,709	0	
	Total - Fines and Forfeitures		0	45,709	0	
	Use of Money and Property					
	4150000	INTEREST	3,581	10,000	3,500	
	Total - Use of Money and Property		3,581	10,000	3,500	
	Federal Aid					
	4250090	FED AID-DRUG AND ALCOHOL	13	0	0	
	Total - Federal Aid		13	0	0	
	TOTAL AID FROM GOVERNMENTAL AGENCIES		13	0	0	
	Charges for Services					
	4350260	FEES-YOUNG ADULTS PROGRAM	95,982	102,599	80,977	
	4350285	EXTD FIRST OFFENDER FEES	191,283	221,949	178,065	
	4350730	SECOND CHANCE CHARGES-ALC	601,365	636,869	628,467	
	4350815	FIRST OFFENDER FEES	625,974	532,995	477,296	
	4350950	MISCELLANEOUS FEES	234	0	0	
	4352265	WET & RECKLESS	45,775	0	44,402	
	Total - Charges for Services		1,560,613	1,494,412	1,409,207	
	Other Revenues					
	4900170	IFR-INT SETT-DRUG & ALCOHOL	0	0	0	
	4900299	IFR-INT SETT-ALL OTHER DEPTS	2,317	0	0	
	Total - Other Revenues		2,317	0	0	
	Total Fund Revenues		1,566,524	1,550,121	1,412,707	
	Total - Driving Under the Influence		1,566,524	1,550,121	1,412,707	

Library

Taxes

4000005	PROP. TAXES CURR. SECURED	6,299,339	6,251,972	6,191,532	
4000007	PROPERTY TAX-UNITARY	530,374	530,473	545,880	
4000010	SUPPLEMENTAL-CURR.SECURED	82,274	90,088	45,044	
4000015	REDEVELOPMENT AGENCY TAX	(149,251)	(152,237)	(140,646)	
4000025	PROP. TAXES CURR. UNSEC.	167,866	152,481	150,342	
4000030	SUPPLEMENTAL-CURR.UNSEC.	644	1,100	1,100	
Total - Taxes		6,931,246	6,873,877	6,793,252	

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
 GOVERNMENTAL FUNDS
 FOR THE FISCAL YEAR ENDED 2011-12

Financing

Fund Name	Source Category	Financing Source Account	2009-10 Actual	2010-11 Estimated	2011-12 Recommended	2011-12 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
Other Taxes						
	4010005	PROP. TAXES PRIOR SECURED	(15,639)	(38,500)	(48,125)	
	4010010	SUPPLEMENTL-PRIOR SECURED	(1,517)	(2,000)	(2,000)	
	4010015	PROP. TAXES PRIOR UNSEC.	3,965	4,700	4,070	
	4010020	SUPPLEMENTAL-PRIOR UNSEC	893	1,000	900	
	4010035	PENALTIES-DELINQUENT TAX	3	250	0	
Total - Other Taxes			(12,295)	(34,550)	(45,155)	
Use of Money and Property						
	4150000	INTEREST	15,192	18,000	6,000	
Total - Use of Money and Property			15,192	18,000	6,000	
State Aid						
	4200075	HOMEOWNER PROP TAX RELIEF	56,031	56,428	55,775	
	4200105	STATE AWARDED GRANTS	55,544	57,000	39,954	
	4200170	STATE AID - OTHER	85,175	81,000	41,500	
Total - State Aid			196,750	194,428	137,229	
Federal Aid						
	4250105	FEDERAL AID - OTHER	5,000	0	0	
Total - Federal Aid			5,000	0	0	
Other Governmental Aid						
	4300015	OTHER GOV'T: RDA PASS THRU	53,380	52,001	49,961	
Total - Other Governmental Aid			53,380	52,001	49,961	
TOTAL AID FROM GOVERNMENTAL AGENCIES			255,130	246,429	187,190	
Charges for Services						
	4350805	LOST-DAMAGED MATERIALS	17,195	15,000	12,000	
	4350810	LIBRARY SERVICES	212,227	185,000	210,000	
	4350835	COPYING FEES	19,468	19,000	17,000	
	4350840	LIBRARY REQUEST FEES	64,240	56,000	62,000	
Total - Charges for Services			313,130	275,000	301,000	
Other Revenues						
	4550000	OTHER REVENUE	19,557	20,000	15,000	
	4550090	SERVICE CHGE RETRND CHKS	(181)	0	0	
	4550120	CONTRIBUTIONS - NON GOVTL	339,894	0	0	
	4550160	CASH OVERAGES	36	0	0	
Total - Other Revenues			359,306	20,000	15,000	
Total Fund Revenues			7,861,709	7,398,756	7,257,287	

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
 GOVERNMENTAL FUNDS
 FOR THE FISCAL YEAR ENDED 2011-12

Financing

Fund Name	Source Category	Financing Source Account	2009-10 Actual	2010-11 Estimated	2011-12 Recommended	2011-12 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
<hr/>						
Other Financing Sources						
	6000120	TRANSFERS IN FROM GEN FND	557,222	529,361	516,121	
	6000140	OPR TRF IN - PFF LIBRARY	371,878	0	0	
	6000205	PROCEEDS OF GF INTERNAL LOAN	1,698,552	0	0	
Total - Other Financing Sources			2,627,652	529,361	516,121	
Total - Library			10,489,361	7,928,117	7,773,408	
<hr/>						
Fish And Game						
Fines and Forfeitures						
	4100250	FISH AND GAME FINES	25,383	20,000	20,000	
	4100310	ST PENALTY F&GAME-PC1464	3,336	0	0	
Total - Fines and Forfeitures			28,719	20,000	20,000	
Total Fund Revenues			28,719	20,000	20,000	
Total - Fish And Game			28,719	20,000	20,000	
<hr/>						
Organizational Development						
Use of Money and Property						
	4150000	INTEREST	15,218	40,000	20,000	
Total - Use of Money and Property			15,218	40,000	20,000	
Total Fund Revenues			15,218	40,000	20,000	
Other Financing Sources						
	6000120	TRANSFERS IN FROM GEN FND	0	0	242,166	
Total - Other Financing Sources			0	0	242,166	
Total - Organizational Development			15,218	40,000	262,166	
<hr/>						
County Med Svcs Prog						
Use of Money and Property						
	4150000	INTEREST	12,194	18,000	4,000	
Total - Use of Money and Property			12,194	18,000	4,000	

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
 GOVERNMENTAL FUNDS
 FOR THE FISCAL YEAR ENDED 2011-12

Financing

Fund Name	Source Category	Financing Source Account	2009-10 Actual	2010-11 Estimated	2011-12 Recommended	2011-12 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
State Aid						
	4200020	ST REALGN- VLF	2,659,776	2,589,254	2,590,000	
Total - State Aid			2,659,776	2,589,254	2,590,000	
Federal Aid						
	4250015	FEDERAL - HEALTH ADMIN	55,323	47,012	49,904	
Total - Federal Aid			55,323	47,012	49,904	
TOTAL AID FROM GOVERNMENTAL AGENCIES			2,715,099	2,636,266	2,639,904	
Other Revenues						
	4550000	OTHER REVENUE	0	0	0	
	4550125	GRANTS: NON-GOVERNMENTAL	0	0	0	
	4550210	TOBACCO SETTLEMENT	0	0	698,864	
	4900110	IFR-INT SETT-HEALTH BILLINGS	21,970	0	0	
	4900299	IFR-INT SETT-ALL OTHER DEPTS	0	0	0	
	4909000	IFR-JOURNAL ENTRY ALLOCATIONS	45,444	0	0	
	4909999	IFR-CONVERSION ACCOUNT	0	29,740	16,091	
Total - Other Revenues			67,414	29,740	714,955	
Total Fund Revenues			2,794,707	2,684,006	3,358,859	
Other Financing Sources						
	6000105	TRANSFER IN - GF MED ASST PROG	0	0	1,727,405	
	6000120	TRANSFERS IN FROM GEN FND	0	0	0	
	6000205	PROCEEDS OF GF INTERNAL LOAN	0	0	0	
Total - Other Financing Sources			0	0	1,727,405	
Total - County Med Svcs Prog			2,794,707	2,684,006	5,086,264	
=====						
Emergency Med Svcs						
Fines and Forfeitures						
	4100150	PA-EMERGENCY MED SERVICES	374,106	428,000	360,000	
	4100152	PA-SB1773 RICHIE'S FUND	371,067	360,000	360,000	
	4100365	TRAFFIC SCH FEES-MADDY FUND	116,584	122,200	100,000	
Total - Fines and Forfeitures			861,757	910,200	820,000	
Use of Money and Property						
	4150000	INTEREST	1,473	2,100	400	
Total - Use of Money and Property			1,473	2,100	400	

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
 GOVERNMENTAL FUNDS
 FOR THE FISCAL YEAR ENDED 2011-12

Financing

Fund Name	Source Category	Financing Source Account	2009-10 Actual	2010-11 Estimated	2011-12 Recommended	2011-12 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
<hr/>						
Other Revenues						
	4550020	REV APPLICABLE PRIOR YRS	(103,233)	0	0	
Total - Other Revenues			(103,233)	0	0	
Total Fund Revenues			759,997	912,300	820,400	
Total - Emergency Med Svcs			759,997	912,300	820,400	
<hr/>						
Cal Hlth Indig Prog						
Use of Money and Property						
	4150000	INTEREST	4,163	4,900	0	
Total - Use of Money and Property			4,163	4,900	0	
Charges for Services						
	4350255	BILLINGS TO OUTSIDE AGENCIES	(1)	0	0	
Total - Charges for Services			(1)	0	0	
Other Revenues						
	4550210	TOBACCO SETTLEMENT	724,613	698,864	0	
	4909000	IFR-JOURNAL ENTRY ALLOCATIONS	50,227	0	0	
	4909999	IFR-CONVERSION ACCOUNT	0	19,524	0	
Total - Other Revenues			774,840	718,388	0	
Total Fund Revenues			779,002	723,288	0	
Total - Cal Hlth Indig Prog			779,002	723,288	0	
<hr/>						
TOTAL Special Revenue Funds Fin. Srcs			72,853,997	55,554,535	57,974,058	
<hr/>						
Debt Service Funds						
Debt Service-Cert of Participation						
Other Taxes						
	4010045	TLRF PROCEEDS	500,000	500,000	500,000	
Total - Other Taxes			500,000	500,000	500,000	
Fines and Forfeitures						
	4100320	PENALTY AS-CTHS TEMP CONS	306,069	307,319	308,119	
Total - Fines and Forfeitures			306,069	307,319	308,119	

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
 GOVERNMENTAL FUNDS
 FOR THE FISCAL YEAR ENDED 2011-12

Financing

Fund Name	Source Category	Financing Source Account	2009-10 Actual	2010-11 Estimated	2011-12 Recommended	2011-12 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
Use of Money and Property						
	4150006	INTEREST LEASE RESERVE FD	(1,900)	0	0	
Total - Use of Money and Property			(1,900)	0	0	
Total Fund Revenues			804,169	807,319	808,119	
Other Financing Sources						
	6000120	TRANSFERS IN FROM GEN FND	0	495,513	0	
	6000135	TRFR IN FOR DEBT SERVICE	1,511,089	1,183,600	942,044	
	6000160	OPR TRF IN - PFF GEN GOV'T	500,000	500,000	500,000	
Total - Other Financing Sources			2,011,089	2,179,113	1,442,044	
Total - Debt Service-Cert of Participati			2,815,258	2,986,432	2,250,163	
=====			=====	=====	=====	=====
Pension Obligation Bond DSF						
Use of Money and Property						
	4150000	INTEREST	29,539	40,000	12,000	
Total - Use of Money and Property			29,539	40,000	12,000	
Other Revenues						
	4550140	COUNTY CONTRIBUTIONS	6,179,806	7,541,000	8,062,000	
Total - Other Revenues			6,179,806	7,541,000	8,062,000	
Total Fund Revenues			6,209,345	7,581,000	8,074,000	
Other Financing Sources						
	6001150	PROCEEDS OF LT DEBT-POB	42,565,000	0	0	
Total - Other Financing Sources			42,565,000	0	0	
Total - Pension Obligation Bond DSF			48,774,345	7,581,000	8,074,000	
=====			=====	=====	=====	=====
TOTAL Debt Service Funds Fin. Sources			51,589,603	10,567,432	10,324,163	
=====			=====	=====	=====	=====
TOTAL ALL FUNDS			477,590,180	432,315,129	427,600,838	
=====			=====	=====	=====	=====

Schedule 7

Summary of Financing Uses by Function and Fund

Schedule 7 consists of two sections. The first section summarizes the total financing uses (sorted by function), appropriations for contingencies and provisions for new or increased reserves and designations for the governmental funds. The second section summarizes the financing uses (sorted by fund).

SUMMARY OF FINANCING USES BY FUNCTION AND FUND
 GOVERNMENTAL FUNDS
 FOR FISCAL YEAR 2011-12

DESCRIPTION (1)	2009-10 ACTUAL (2)	2010-11 ESTIMATED (3)	2011-12 RECOMMENDED (4)	2011-12 ADOPTED (BOS) (5)
SUMMARIZATION BY FUNCTION				
General Government	67,285,024	63,071,053	64,382,450	
Public Protection	135,208,135	138,156,262	137,174,222	
Public Ways & Facilities	35,395,624	22,587,677	22,846,372	
Health & Sanitation	63,076,691	66,507,211	65,480,530	
Public Assistance	99,849,851	103,577,804	106,337,271	
Education	13,261,496	10,304,301	10,381,405	
Recreation & Cultural Services	8,491,479	7,698,746	7,181,922	
Debt Service	52,099,639	10,526,353	10,243,632	
Financing Uses	5,309,618	4,756,175	4,370,954	
Total Financing Uses by Function	479,977,557	427,185,582	428,398,758	
APPROPRIATIONS FOR CONTINGENCIES				
1000000000 General Fund		14,489,051	14,490,469	
1200500000 Community Devel Pgm		16,983	0	
1201500000 Parks		321,550	287,276	
1204500000 Driving Under the Influence		59,839	50,000	
1205000000 Library		220,000	0	
1206500000 County Med Svcs Prog		350	0	
Total Appropriations for Contingencies		15,107,773	14,827,745	
Subtotal Financing Uses	479,977,557	442,293,355	443,226,503	
PROVISIONS FOR RESERVES AND DESIGNATIONS				
1000000000 General Fund		607,821	0	
1100000000 Capital Projects		141,361	0	
1200000000 Road Fund		804,447	0	
1201000000 Public Facility Fees		892,152	880,675	
1201500000 Parks		215,044	0	
1202000000 Co-Wide Automation Replacement		1,851,799	729,019	
1202500000 Gen Gov Building Replacement		1,774,973	2,684,683	
1203000000 Tax Reduction Resrv		1,000,000	0	
1203500000 Impact Fee-Traffic		451,855	1,490,600	
1204000000 Wildlife And Grazing		7	4,000	
1204500000 Driving Under the Influence		49,417	0	
1205000000 Library		126,313	0	
1205500000 Fish And Game		15,184	0	
1206000000 Organizational Development		38,422	0	
1208000000 Debt Service-Cert of Participation		14,471	0	
1801000000 Pension Obligation Bond DSF		195,353	573,496	
Total Reserves and Designations		8,178,619	6,362,473	
Total Financing Uses	479,977,557	450,471,974	449,588,976	

SUMMARY OF FINANCING USES BY FUNCTION AND FUND
 GOVERNMENTAL FUNDS
 FOR FISCAL YEAR 2011-12

DESCRIPTION (1)	2009-10 ACTUAL (2)	2010-11 ESTIMATED (3)	2011-12 RECOMMENDED (4)	2011-12 ADOPTED (BOS) (5)
SUMMARIZATION BY FUND				
1000000000 General Fund	352,402,886	379,107,782	376,953,078	
1100000000 Capital Projects	1,863,412	1,259,161	358,900	
1200000000 Road Fund	29,078,548	22,231,376	21,402,372	
1200500000 Community Devel Pgm	6,191,443	4,949,396	4,723,549	
1201000000 Public Facility Fees	1,909,593	1,392,152	1,380,675	
1201500000 Parks	8,491,479	8,235,340	7,469,198	
1202000000 Co-Wide Automation Replacement	952,760	2,592,442	3,146,019	
1202500000 Gen Gov Building Replacement	1,774,117	2,591,973	2,684,683	
1203000000 Tax Reduction Resrv	1,758,438	1,000,000	1,700,000	
1203500000 Impact Fee-Traffic	4,407,483	1,112,603	2,434,600	
1204000000 Wildlife And Grazing	2,905	3,507	7,500	
1204500000 Driving Under the Influence	1,559,008	1,659,377	1,473,763	
1205000000 Library	11,300,854	8,657,015	8,489,466	
1205500000 Fish And Game	12,996	48,715	27,701	
1206000000 Organizational Development	346,015	575,014	525,985	
1206500000 County Med Svcs Prog	4,119,412	2,684,356	5,173,959	
1207000000 Emergency Med Svcs	749,583	912,300	820,400	
1207500000 Cal Hlth Indig Prog	956,986	723,288	0	
1208000000 Debt Service-Cert of Participation	2,800,785	3,000,903	2,250,163	
1801000000 Pension Obligation Bond DSF	49,298,854	7,735,274	8,566,965	
Total Financing Uses	479,977,557	450,471,974	449,588,976	

Schedule 8
Detail of Financing Uses by Function, Activity
and Budget Unit (aka Fund Center)

This schedule summarizes the financing uses by function, activity and fund center for the governmental funds. Every fund center with a financing use is listed under the appropriate function and activity.

DETAIL OF FINANCING USES BY FUNCTION, ACTIVITY AND BUDGET UNIT
 GOVERNMENTAL FUNDS
 FOR FISCAL YEAR 2011-12

(1)	2009-10 ACTUAL (2)	2010-11 ESTIMATED (3)	2011-12 RECOMMENDED (4)	2011-12 ADOPTED (BOS) (5)
General Government				
Legislative & Administrative				
100 BOARD OF SUPERVISORS	1,635,576	1,650,343	1,656,006	
104 ADMINISTRATIVE OFFICE	1,576,117	1,784,257	1,731,212	
110 CLERK/RECORDER	3,431,067	3,079,468	3,182,621	
275 ORGANIZATIONAL DEVELOPMENT	346,015	536,592	525,985	
290 COMMUNITY DEVELOPMENT PROGRAM	<u>6,191,443</u>	<u>4,932,413</u>	<u>4,723,549</u>	
TOTAL Legislative & Administrative	13,180,218	11,983,073	11,819,373	
Finance				
101 NON-DEPARTMENTAL REVENUES	2	5	5	
107 AUDITOR-CONTROLLER	4,734,494	4,645,922	4,605,657	
108 TREAS-TAX COLL-PUBLIC ADM	2,698,847	2,940,365	2,892,687	
109 ASSESSOR	8,370,834	8,513,574	8,507,090	
268 TAX REDUCTION RESERVE	<u>1,758,438</u>	<u>0</u>	<u>1,700,000</u>	
TOTAL Finance	17,562,615	16,099,866	17,705,439	
Counsel				
111 COUNTY COUNSEL	<u>3,687,103</u>	<u>3,534,719</u>	<u>3,466,482</u>	
TOTAL Counsel	3,687,103	3,534,719	3,466,482	
Personnel				
112 HUMAN RESOURCES	<u>1,915,631</u>	<u>2,197,499</u>	<u>2,340,083</u>	
TOTAL Personnel	1,915,631	2,197,499	2,340,083	
Property Management				
113 GENERAL SERVICES	10,431,769	10,690,620	10,582,526	
200 MAINTENANCE PROJECTS	<u>1,534,640</u>	<u>1,000,000</u>	<u>1,456,550</u>	
TOTAL Property Management	11,966,409	11,690,620	12,039,076	
Plant Acquisition				
230 CAPITAL PROJECTS FUND	1,863,412	1,117,800	358,900	
267 GEN GOVT BUILDING REPLACEMENT	<u>1,774,117</u>	<u>817,000</u>	<u>0</u>	
TOTAL Plant Acquisition	3,637,529	1,934,800	358,900	
Other General				
105 RISK MANAGEMENT	1,425,209	1,655,180	1,587,747	

DETAIL OF FINANCING USES BY FUNCTION, ACTIVITY AND BUDGET UNIT

GOVERNMENTAL FUNDS
 FOR FISCAL YEAR 2011-12

(1)	2009-10 ACTUAL (2)	2010-11 ESTIMATED (3)	2011-12 RECOMMENDED (4)	2011-12 ADOPTED (BOS) (5)
114 INFORMATION TECHNOLOGY DEPARTMENT	10,655,719	10,810,940	10,424,141	
201 PUBLIC WORKS SPECIAL SERVICES	2,301,831	2,423,713	2,224,209	
266 COUNTYWIDE AUTOMATION REPLACEMENT	<u>952,760</u>	<u>740,643</u>	<u>2,417,000</u>	
TOTAL Other General	15,335,519	15,630,476	16,653,097	
TOTAL General Government	67,285,024	63,071,053	64,382,450	
Public Protection				
Judicial				
131 GRAND JURY	121,175	139,771	138,038	
132 DISTRICT ATTORNEY	12,596,788	14,227,054	14,162,970	
134 CHILD SUPPORT SERVICES	4,667,583	4,954,675	4,869,095	
135 PUBLIC DEFENDER	5,296,518	5,392,308	5,435,803	
143 COURT OPERATIONS	<u>2,453,423</u>	<u>2,490,773</u>	<u>2,490,773</u>	
TOTAL Judicial	25,135,487	27,204,581	27,096,679	
Police Protection				
136 SHERIFF-CORONER	<u>56,212,370</u>	<u>56,260,091</u>	<u>55,434,930</u>	
TOTAL Police Protection	56,212,370	56,260,091	55,434,930	
Detention & Correction				
139 PROBATION DEPARTMENT	<u>16,929,434</u>	<u>17,979,137</u>	<u>17,840,535</u>	
TOTAL Detention & Correction	16,929,434	17,979,137	17,840,535	
Fire Protection				
140 COUNTY FIRE	<u>15,293,126</u>	<u>15,720,447</u>	<u>15,695,875</u>	
TOTAL Fire Protection	15,293,126	15,720,447	15,695,875	
Flood Control, Soil & Water Conservation				
330 WILDLIFE AND GRAZING	<u>2,905</u>	<u>3,500</u>	<u>3,500</u>	
TOTAL Flood Control, Soil & Water Conservation	2,905	3,500	3,500	
Protective Inspection				
141 AGRICULTURAL COMMISSIONER	<u>5,213,583</u>	<u>5,274,482</u>	<u>5,419,010</u>	
TOTAL Protective Inspection	5,213,583	5,274,482	5,419,010	

DETAIL OF FINANCING USES BY FUNCTION, ACTIVITY AND BUDGET UNIT
 GOVERNMENTAL FUNDS
 FOR FISCAL YEAR 2011-12

(1)	2009-10 ACTUAL (2)	2010-11 ESTIMATED (3)	2011-12 RECOMMENDED (4)	2011-12 ADOPTED (BOS) (5)
Other Protection				
130 WASTE MANAGEMNT	663,509	683,012	715,115	
133 VICTIM/WITNESS ASSISTANCE	1,289,174	0	0	
137 ANIMAL SERVICES	2,420,191	2,393,348	2,381,262	
138 EMERGENCY SERVICES	1,046,220	1,445,748	1,580,601	
142 PLANNING & BUILDING DEPARTMENT	10,989,140	11,158,385	10,979,014	
331 FISH AND GAME	<u>12,996</u>	<u>33,531</u>	<u>27,701</u>	
TOTAL Other Protection	16,421,230	15,714,024	15,683,693	
TOTAL Public Protection	135,208,135	138,156,262	137,174,222	
Public Ways & Facilities				
Public Ways				
245 ROADS	29,078,548	21,426,929	21,402,372	
247 PUBLIC FACILITIES FEES	1,909,593	500,000	500,000	
248 ROADS - IMPACT FEES	<u>4,407,483</u>	<u>660,748</u>	<u>944,000</u>	
TOTAL Public Ways	35,395,624	22,587,677	22,846,372	
TOTAL Public Ways & Facilities	35,395,624	22,587,677	22,846,372	
Health & Sanitation				
Health				
160 HEALTH AGENCY	20,943,295	21,051,280	21,166,548	
161 MENTAL HEALTH	28,074,917	28,516,160	0	
162 DRUG & ALCOHOL SERVICES	4,943,764	5,037,193	0	
165 MENTAL HEALTH SERVICES ACT	9,114,715	11,902,578	0	
166 BEHAVIORAL HEALTH	<u>0</u>	<u>0</u>	<u>44,313,982</u>	
TOTAL Health	63,076,691	66,507,211	65,480,530	
TOTAL Health & Sanitation	63,076,691	66,507,211	65,480,530	
Public Assistance				
Administration				
180 SOCIAL SERVICES ADMINISTRATION	<u>55,238,737</u>	<u>59,198,943</u>	<u>58,576,902</u>	
TOTAL Administration	55,238,737	59,198,943	58,576,902	

DETAIL OF FINANCING USES BY FUNCTION, ACTIVITY AND BUDGET UNIT
 GOVERNMENTAL FUNDS
 FOR FISCAL YEAR 2011-12

(1)	2009-10 ACTUAL (2)	2010-11 ESTIMATED (3)	2011-12 RECOMMENDED (4)	2011-12 ADOPTED (BOS) (5)
Aid Programs				
181 FOSTER CARE-SOCIAL SERVICES	16,149,705	17,648,898	18,121,602	
182 CALWORKS	<u>13,486,347</u>	<u>14,128,042</u>	<u>14,544,746</u>	
TOTAL Aid Programs	29,636,052	31,776,940	32,666,348	
Medical Services				
183 MEDICAL ASSISTANCE PROG	3,871,296	3,000,000	3,927,405	
350 CO MEDICAL SERVICES PROG	4,119,412	2,684,006	5,173,959	
351 EMERGENCY MEDICAL SRVS FUND	749,583	912,300	820,400	
352 CAL HEALTHCARE INDIG PROG	<u>956,986</u>	<u>723,288</u>	<u>0</u>	
TOTAL Medical Services	9,697,277	7,319,594	9,921,764	
General Relief				
185 GENERAL ASSISTANCE	<u>1,120,538</u>	<u>1,190,346</u>	<u>1,172,875</u>	
TOTAL General Relief	1,120,538	1,190,346	1,172,875	
Veterans Services				
186 VETERANS SERVICES	<u>425,351</u>	<u>409,346</u>	<u>398,530</u>	
TOTAL Veterans Services	425,351	409,346	398,530	
Other Assistance				
106 CONTRIBUTIONS TO OTHER AGENCIES	2,075,212	1,844,781	1,825,019	
184 LAW ENFORCEMENT MED CARE	<u>1,656,684</u>	<u>1,837,854</u>	<u>1,775,833</u>	
TOTAL Other Assistance	3,731,896	3,682,635	3,600,852	
TOTAL Public Assistance	99,849,851	103,577,804	106,337,271	
Education				
Library Services				
377 LIBRARY	<u>11,300,854</u>	<u>8,310,702</u>	<u>8,489,466</u>	
TOTAL Library Services	11,300,854	8,310,702	8,489,466	
Agricultural Education				
215 FARM ADVISOR	<u>401,634</u>	<u>443,478</u>	<u>468,176</u>	
TOTAL Agricultural Education	401,634	443,478	468,176	

DETAIL OF FINANCING USES BY FUNCTION, ACTIVITY AND BUDGET UNIT
 GOVERNMENTAL FUNDS
 FOR FISCAL YEAR 2011-12

(1)	2009-10 ACTUAL (2)	2010-11 ESTIMATED (3)	2011-12 RECOMMENDED (4)	2011-12 ADOPTED (BOS) (5)
Other Education				
375 DRIVING UNDER THE INFLUENCE	<u>1,559,008</u>	<u>1,550,121</u>	<u>1,423,763</u>	
TOTAL Other Education	1,559,008	1,550,121	1,423,763	
TOTAL Education	13,261,496	10,304,301	10,381,405	
Recreation & Cultural Services				
Recreation Facilities				
305 PARKS	<u>8,491,479</u>	<u>7,698,746</u>	<u>7,181,922</u>	
TOTAL Recreation Facilities	8,491,479	7,698,746	7,181,922	
TOTAL Recreation & Cultural Services	8,491,479	7,698,746	7,181,922	
Debt Service				
Retirement Of Long-Term Debt				
277 DEBT SERVICE	2,800,785	2,986,432	2,250,163	
392 PENSION OBLIGATION BOND DSF	<u>49,298,854</u>	<u>7,539,921</u>	<u>7,993,469</u>	
TOTAL Retirement Of Long-Term Debt	52,099,639	10,526,353	10,243,632	
TOTAL Debt Service	52,099,639	10,526,353	10,243,632	
Financing Uses				
Transfers Out				
102 NON-DEPTL-OTHR FINCNG USE	<u>5,309,618</u>	<u>4,756,175</u>	<u>4,370,954</u>	
TOTAL Transfers Out	5,309,618	4,756,175	4,370,954	
TOTAL Financing Uses	5,309,618	4,756,175	4,370,954	
GRAND TOTAL FINANCING USES BY FUNCTION	<u>479,977,557</u>	<u>427,185,582</u>	<u>428,398,758</u>	

Schedule 9
Financing Sources and Uses by
Budget Unit (aka Fund Center) by Object

Schedule 9 is a summary schedule for Governmental Funds. Individual Schedule 9s can be found with each fund center in the Departmental Budget sections of this document (with the exception of Internal Service Funds and Enterprise Funds which are displayed in Schedule 10s and Schedule 11s).

DESCRIPTION (1)	2009-10 ACTUAL (2)	2010-11 BUDGET (3)	2011-12 REQUESTED (4)	2011-12 PROPOSED (5)	2011-12 ADOPTED (6)
Salary and Benefits	220,435,665	230,170,003	233,106,067	229,873,869	
Services and Supplies	130,946,831	130,526,070	132,513,135	130,326,184	
Other Charges	129,127,735	78,484,819	78,181,744	78,582,325	
Fixed Assets	20,504,452	8,948,137	10,166,921	9,120,673	
Transfers	(21,037,126)	(20,943,447)	(19,215,414)	(19,504,293)	
Contingencies	0	15,107,773	15,116,101	14,827,745	
TOTAL FINANCING REQUIREMENTS	<u>479,977,557</u>	<u>442,293,355</u>	<u>449,868,554</u>	<u>443,226,503</u>	

Analysis of Financing Sources by Source by Fund

This report lists all revenues, other financing sources, and transfers. It is inferred that the item is part of the General Fund if no identification is provided. This report was originally Schedule 5 in the State Controller's required schedules (in the prior version of required schedules).

ACCT	REVENUE CLASSIFICATION (1)	2009-10 ACTUAL (2)	2010-11 BUDGET (3)	2011-12 PROPOSED (4)	2011-12 ADOPTED (5)	FUND (6)
CURRENT PROPERTY TAXES						
4000005	PROP. TAXES CURR. SECURED	85,914,937	84,862,390	84,291,670		
4000005	PROP. TAXES CURR. SECURED	1,108,112	1,099,832	1,098,361		Road Fund
4000005	PROP. TAXES CURR. SECURED	6,299,339	6,251,972	6,191,532		Library
4000007	PROPERTY TAX-UNITARY	7,344,050	7,344,949	7,558,284		
4000007	PROPERTY TAX-UNITARY	319,249	319,541	328,822		Road Fund
4000007	PROPERTY TAX-UNITARY	530,374	530,473	545,880		Library
4000010	SUPPLEMENTAL-CURR.SECURED	1,508,774	1,500,000	1,000,000		
4000010	SUPPLEMENTAL-CURR.SECURED	14,454	0	3,600		Road Fund
4000010	SUPPLEMENTAL-CURR.SECURED	82,274	90,088	45,044		Library
4000015	REDEVELOPMENT AGENCY TAX	(3,285,935)	(3,300,000)	(3,200,000)		
4000015	REDEVELOPMENT AGENCY TAX	(149,251)	(152,237)	(140,646)		Library
4000025	PROP. TAXES CURR. UNSEC.	2,373,351	2,155,827	2,175,000		
4000025	PROP. TAXES CURR. UNSEC.	29,531	26,824	25,054		Road Fund
4000025	PROP. TAXES CURR. UNSEC.	167,866	152,481	150,342		Library
4000030	SUPPLEMENTAL-CURR.UNSEC.	11,823	15,000	15,000		
4000030	SUPPLEMENTAL-CURR.UNSEC.	113	0	115		Road Fund
4000030	SUPPLEMENTAL-CURR.UNSEC.	644	1,100	1,100		Library
	Total - CURRENT PROPERTY TAXES	102,269,705	100,898,240	100,089,158		
TAXES OTHER THAN CURRENT PROP						
4010005	PROP. TAXES PRIOR SECURED	(221,510)	(165,000)	(230,000)		
4010005	PROP. TAXES PRIOR SECURED	(2,746)	0	(6,062)		Road Fund
4010005	PROP. TAXES PRIOR SECURED	(15,639)	(38,500)	(48,125)		Library
4010010	SUPPLEMENTL-PRIOR SECURED	(22,977)	0	(20,000)		
4010010	SUPPLEMENTL-PRIOR SECURED	(262)	0	0		Road Fund
4010010	SUPPLEMENTL-PRIOR SECURED	(1,517)	(2,000)	(2,000)		Library
4010015	PROP. TAXES PRIOR UNSEC.	56,162	60,000	60,000		
4010015	PROP. TAXES PRIOR UNSEC.	696	0	0		Road Fund
4010015	PROP. TAXES PRIOR UNSEC.	3,965	4,700	4,070		Library
4010020	SUPPLEMENTAL-PRIOR UNSEC	16,073	25,000	15,000		
4010020	SUPPLEMENTAL-PRIOR UNSEC	157	0	0		Road Fund
4010020	SUPPLEMENTAL-PRIOR UNSEC	893	1,000	900		Library
4010025	REDEMPTION FEES	30,220	25,000	30,000		
4010030	DELINQUENT/COST REIMBRSMT	98,056	112,000	115,000		
4010035	PENALTIES-DELINQUENT TAX	155,941	120,000	156,000		
4010035	PENALTIES-DELINQUENT TAX	3	250	0		Library
4010045	TLRF PROCEEDS	750,000	750,000	1,250,000		
4010045	TLRF PROCEEDS	0	0	1,296,735		Automtn Replc
4010045	TLRF PROCEEDS	500,000	500,000	500,000		Cop Loan DS
4010050	SALES AND USE TAXES	5,672,514	5,500,000	5,500,000		
4010065	AIRCRAFT TAX	421,060	270,000	300,000		
4010070	PROPERTY TRANSFER TAX	1,437,561	1,300,000	1,400,000		
4010073	RACEHORSE TAX	18,023	6,000	18,000		
4010075	TRANSIENT OCCUPANCY TAX	5,582,396	6,130,000	6,000,000		
4010076	SALE OF TAX DEEDED PROP.	0	17,250	24,000		

ACCT	REVENUE CLASSIFICATION (1)	2009-10 ACTUAL (2)	2010-11 BUDGET (3)	2011-12 PROPOSED (4)	2011-12 ADOPTED (5)	FUND (6)
4010077	PROPERTY TAX IN-LIEU OF SALES TAX	1,555,698	2,300,000	1,800,000		
4010078	PROPERTY TAX IN-LIEU OF VLF	<u>27,251,673</u>	<u>27,250,000</u>	<u>27,000,000</u>		
	Total - TAXES OTHER THAN CURRENT PROP	43,286,440	44,165,700	45,163,518		
	LICENSES AND PERMITS					
4050005	FRANCHISES-CABLE	743,177	750,000	750,000		
4050006	FRANCHISE FEES-PUB UTIL	1,232,479	1,460,000	1,300,000		
4050010	FRANCHISE FEES-GARBAGE	712,326	725,000	725,000		
4050011	FRANCHISE FEES-PETROLEUM	52	0	0		
4050015	ANIMAL LICENSES	376,268	405,792	508,310		
4050020	BUSINESS LICENSES	103,739	100,914	112,467		
4050025	BUILDING PERMITS	1,412,437	1,270,969	1,513,611		
4050030	GRADING PERMITS	832	0	0		
4050035	PLAN CHECK FEES	1,242,751	1,245,752	922,011		
4050040	SUB PERMITS-MECH EL PLUMB	68,907	0	226,000		
4050043	BLDG STANDARDS ADMIN	423	0	0		
4050045	MINOR USE PERMIT APPLICATION	19,809	22,158	27,138		
4050065	LAND USE PERMITS	645,118	570,609	576,092		
4050070	PLOT PLANS	178,301	192,580	190,073		
4050075	GENERAL PLAN AMENDMENTS	32,520	63,532	47,256		
4050080	AGRICULTURAL PRESERVE FEE	80,560	96,539	64,831		
4050085	SUBDIVISION PERMITS	104,968	271,463	235,238		
4050090	SPECIFIC PLANS	5,500	25,000	0		
4050095	FINGER PRINTING FEES	12,690	9,500	11,000		
4050100	EXPLOSIVE PERMITS	2,994	1,200	680		
4050105	OTHER LICENSES AND PERMIT	200,344	221,224	264,346		
4050110	GUN PERMITS	5,417	2,200	4,000		
4050111	DOMESTIC VIOLENCE FEES	57,150	59,544	59,544		
4050120	BURIAL PERMITS	9,287	9,500	9,080		
4050130	MISC PERMITS	67,489	103,362	99,207		
4050145	SUBPOENA DUCES TECUM GC 1563	3,054	0	3,000		
4050150	TOBACCO RETAILERS LICENSES	17,506	22,681	17,135		
4050165	NOTARY FEE GC 8211	955	0	900		
4050170	REPOSSESSION OF VEHICLE GC 26751	<u>1,065</u>	<u>0</u>	<u>1,350</u>		
	Total - LICENSES AND PERMITS	7,338,118	7,629,519	7,668,269		
	FINES, FORFEITURES AND PENALTIES					
4100005	50% EXCESS MOE REVENUE-ST	(587,268)	(590,000)	(632,932)		
4100010	LAND USE FINES	1,075	1,100	1,900		
4100015	RED LIGHT - VC21453, 54, 57	1,767	1,200	1,300		
4100045	VEHICLE FORFEITURES-VC14607.6	0	2,000	2,000		
4100055	PROBA DRUG FEE-PC1203.1AB	2,443	6,450	3,360		
4100065	CHILD RESTRNT FEE-COUNTY	5,715	1,600	1,600		
4100070	CHILD RESTRAINT FEE-CITY	2,447	1,200	1,200		
4100080	BATTRD WM SHEL-PC1203.097	14	0	0		
4100085	TRAFFIC SCH-VC42007.1(\$24)	346,122	275,000	312,000		

ACCT	REVENUE CLASSIFICATION (1)	2009-10 ACTUAL (2)	2010-11 BUDGET (3)	2011-12 PROPOSED (4)	2011-12 ADOPTED (5)	FUND (6)
4100090	CNTY FIX IT-VC 40611	51,946	28,200	55,000		
4100100	CO-FAILURE TO APPEAR(FTA)	16,233	10,000	14,000		
4100105	CO MOTOR VEH/CRIM FINES	1,114,889	935,000	1,000,000		
4100130	LAB FEE-PC1463.14	49,094	63,000	63,000		
4100135	CITIES FIX IT-VC40611	18,689	13,000	18,000		
4100140	SMALL CLAIMS ADVISORY FEE	8,828	10,800	10,000		
4100150	PA-EMERGENCY MED SERVICES	374,106	428,000	360,000		Emergency Med Svcs
4100152	PA-SB1773 RICHIE'S FUND	371,067	360,000	360,000		Emergency Med Svcs
4100155	SUPERIOR COURT FINES-BASE	91,760	150,000	93,965		
4100165	SETTLEMENTS/JUDGEMENTS	384,500	84,000	329,000		
4100180	BLDG CODE INVESTIG FEES	63,784	58,900	73,758		
4100195	TRAFFIC SCHOOL FEES	1,447,347	1,000,000	1,100,000		
4100206	ASSET FORFEITURES	647,802	16,615	82,034		
4100206	ASSET FORFEITURES	0	300,800	0		Capital Projects
4100220	BLOOD ALCOHOL FINES	170,772	336,000	195,000		
4100225	AIDS EDUCATION FINE-PC264	529	0	0		
4100230	PENALTY AS-FINGERPRINT ID	157,623	559,573	161,076		
4100250	FISH AND GAME FINES	25,383	20,000	20,000		Fish & Game
4100255	OFF-HIGHWAY MOTOR FINES	30,587	0	0		
4100255	OFF-HIGHWAY MOTOR FINES	0	30,000	30,000		Parks Spl Rev
4100260	AGRICULTURE FINES	16,860	0	0		
4100265	BUSINESS & PROFESSIONS	(4,544)	(4,200)	(4,300)		
4100270	HEALTH/SAFETY FINES/FORFT	8,628	71,375	8,000		
4100275	LITTER CLEANUP	13,892	0	20,108		Parks Spl Rev
4100285	CITIES- ALL MISDEMEANORS	27,329	23,000	22,000		
4100290	FEES -ALCOHOL ABUSE & EDU	59,637	190,000	104,000		
4100295	CITIES PARKING	46	0	1,200		
4100300	CITY MOTOR VEHICLE FINES	102,838	96,000	80,000		
4100310	ST PENALTY F&GAME-PC1464	3,336	0	0		Fish & Game
4100320	PENALTY AS-CTHS TEMP CONS	306,069	307,319	308,119		Cop Loan DS
4100337	REGISTRATION FEE-VC 9250.19	169,845	0	0		
4100340	ST PENALTY ASSMNTS-PC1464	553,500	475,000	530,000		
4100353	SCFCF ICNA PARKING PENALTY	3	0	0		
4100354	COUNTY PORTION GC 76000	58,796	90,000	115,000		
4100365	TRAFFIC SCH FEES-MADDY FUND	116,584	122,200	100,000		Emergency Med Svcs
4100366	ADM PENALTY-HS 25187	0	175,000	220,000		
4100390	TRAFFIC SCHOOL FEES - CITY	24,967	24,500	18,000		
4100465	DNA Database	50,324	42,076	42,567		
4100470	WET AND RECKLESS REVENUE	0	45,709	0		DUI
	Total - FINES, FORFEITURES AND PENALT	6,305,364	5,760,417	5,219,955		
	USE OF MONEY AND PROPERTY					
4150000	INTEREST	386,260	801,000	300,216		
4150000	INTEREST	141,270	0	0		Capital Projects
4150000	INTEREST	33,892	60,000	60,000		Road Fund
4150000	INTEREST	564	0	0		Comm Dev Pgm

ACCT	REVENUE CLASSIFICATION (1)	2009-10 ACTUAL (2)	2010-11 BUDGET (3)	2011-12 PROPOSED (4)	2011-12 ADOPTED (5)	FUND (6)
4150000	INTEREST	100,329	0	0		Pub Fac Fees
4150000	INTEREST	8,929	15,000	5,000		Parks Spl Rev
4150000	INTEREST	53,689	0	0		Automtn Replc
4150000	INTEREST	30,544	0	0		Building Replcmt
4150000	INTEREST	92,983	0	0		Tax Reductn Res
4150000	INTEREST	84,702	84,603	24,600		Impact Fee
4150000	INTEREST	32	0	0		Wildlife Grazing
4150000	INTEREST	3,581	10,000	3,500		DUI
4150000	INTEREST	15,192	18,000	6,000		Library
4150000	INTEREST	15,218	40,000	20,000		Org Development
4150000	INTEREST	12,194	18,000	4,000		Co Med Svcs Prog
4150000	INTEREST	1,473	2,100	400		Emergency Med Svcs
4150000	INTEREST	4,163	4,900	0		Cal Hlth Ind Pgm
4150000	INTEREST	29,539	40,000	12,000		POB- DSF
4150006	INTEREST LEASE RESERVE FD	(1,900)	0	0		Cop Loan DS
4150015	COMMUNICATION LEASE FACIL	6,400	7,600	7,450		
4150020	RENT-LAND/BLDG-SHORT TERM	10,764	10,872	11,200		
4150020	RENT-LAND/BLDG-SHORT TERM	17,276	41,600	29,648		Parks Spl Rev
4150025	RENT-LAND/BLDG-LONG TERM	140,098	177,424	237,671		
4150025	RENT-LAND/BLDG-LONG TERM	41,493	33,900	57,237		Parks Spl Rev
4150030	FARM LAND RENT	1,800	1,800	1,800		Parks Spl Rev
4150035	RENTAL OF VETERANS BLDGS.	50,255	40,700	64,800		
	Total - USE OF MONEY AND PROPERTY	1,280,740	1,407,499	845,522		
	AID FROM STATE GOVERNMENT					
4200005	ST RLGN-SALES TX-SOC SRVC	6,533,434	6,272,798	6,729,436		
4200010	ST RLGN-SALES TAX-M H	3,533,768	3,450,000	3,639,781		
4200015	ST RLGN-SALES TAX-HEALTH	1,461,862	1,425,000	1,505,718		
4200020	ST REALGN- VLF	3,700,358	3,910,541	3,764,186		
4200020	ST REALGN- VLF	2,659,776	2,589,254	2,590,000		Co Med Svcs Prog
4200022	ST AID REALIGNMENT	238,200	38,500	0		
4200023	ST AID REALIGNMENT-VLF	99,273	99,273	99,273		
4200035	SB90 STATE MANDATED COSTS	623,480	808,271	554,303		
4200040	ST AID- DRUG/MENTL HEALTH	708,491	796,500	660,000		
4200045	STATE AID- EXTRADITION	44,312	60,000	44,000		
4200055	STATE AID FOR AGRICULTURE	801,161	849,648	748,046		
4200065	STATE AID-NUCLEAR PLANNG	1,052,226	1,554,857	1,711,255		
4200065	STATE AID-NUCLEAR PLANNG	0	9,134	5,000		Parks Spl Rev
4200070	STATE AID VETERAN AFFAIRS	94,165	65,000	65,000		
4200075	HOMEOWNER PROP TAX RELIEF	795,112	800,000	800,000		
4200075	HOMEOWNER PROP TAX RELIEF	9,857	9,910	9,811		Road Fund
4200075	HOMEOWNER PROP TAX RELIEF	56,031	56,428	55,775		Library
4200080	STATE REIMB-CMC/ASH CASES	1,260,358	1,224,500	1,455,000		
4200085	ST AID-DRUG AND ALCOHOL	48,734	48,734	48,734		
4200090	ST AID-INS FRAUD INVESTIG	190,051	187,000	0		
4200095	ST AID-DMV-VEH CRIME INV	364,903	300,714	308,700		

ACCT	REVENUE CLASSIFICATION (1)	2009-10 ACTUAL (2)	2010-11 BUDGET (3)	2011-12 PROPOSED (4)	2011-12 ADOPTED (5)	FUND (6)
4200100	ST AID-PERINATAL T E F	217,334	217,334	217,334		
4200105	STATE AWARDED GRANTS	2,734,582	3,101,010	2,001,116		
4200105	STATE AWARDED GRANTS	5,335	0	0		Capital Projects
4200105	STATE AWARDED GRANTS	55,544	57,000	39,954		Library
4200110	ST AID-MANGD CARE-INPATNT	364,185	314,000	415,000		
4200118	ST AID PROP 1B	6,999,287	0	0		Road Fund
4200122	SEISMIC BRDG MATCH	68,020	0	0		Road Fund
4200125	STATE REIMB FOR DNA TESTING	81,142	67,197	75,115		
4200130	ST AID-PROP 12 PARKS GRANT	37,353	0	0		Capital Projects
4200132	ST AID PROP 36 TREATMENT PROGRAM	161,950	150,025	0		
4200135	ST AID PROP 36 SUBSTANCE ABUSE GRANT	274,734	0	0		
4200137	STATE AID PROP 40 CLEAN WATER CLEAN A	19,000	0	0		
4200140	ST REV-PAROLE HOLDS	277,118	292,000	240,000		
4200150	ST AID - CHILD SUP ADMIN	1,582,007	1,486,098	1,583,819		
4200170	STATE AID - OTHER	1,279,848	1,393,874	2,099,241		
4200170	STATE AID - OTHER	282,150	0	0		Comm Dev Pgm
4200170	STATE AID - OTHER	85,175	81,000	41,500		Library
4200175	STATE - WELFARE ADMIN.	27,529,223	29,661,394	33,104,519		
4200185	STATE AID-PRIOR YEAR	278,189	0	100,000		
4200185	STATE AID-PRIOR YEAR	(121,223)	0	0		Road Fund
4200190	STATE AID - ABATEMENT	41,093	34,580	42,731		
4200195	ST AID-CS COLL-FOSTR CARE	42,502	60,000	60,362		
4200200	MEDI-CAL: PATIENTS-ST +FED	10,411,288	10,845,109	9,533,390		
4200210	ST AID-CALIF CHILDRN SRVC	946,461	1,096,128	1,289,988		
4200215	STATE - HEALTH ADMIN.	423,165	443,660	436,515		
4200220	ST AID-EPSDT-MENTAL HEALTH	4,311,222	2,763,455	3,852,001		
4200226	ST AID-GAS TAX-UNCLAIMED	1,227,703	1,236,574	1,068,427		
4200230	STATE - HIGHWAY USERS TAX	5,434,523	5,485,000	8,600,000		Road Fund
4200235	STATE OFF HWY MTR VH FEES	32,529	0	0		
4200235	STATE OFF HWY MTR VH FEES	143,000	0	0		Road Fund
4200240	STATE AID CONSTRUCTION	220,572	0	569,700		Road Fund
4200241	STATE AID - URBAN STATE HWY ACCOUNT	(21,042)	0	0		Road Fund
4200242	STATE AID - REGIONAL STATE HWY ACCOUN	373,120	0	0		Road Fund
4200244	PRIOR YR RSHA (REGIONAL HWY ACCT)	(92,840)	0	0		Road Fund
4200245	TRANS DEV ACT SB 325	636,670	895,000	405,600		Road Fund
4200250	ST AID-ISTEA EXCHANGE	578,060	578,060	578,060		Road Fund
4200255	ST AID-PUBLIC SAFETY SRVC	16,735,187	17,300,000	17,481,260		
4200260	ST AID-BICYCLE LANE ACCT	121,443	0	0		Capital Projects
4200265	ST AID - TRAFFIC CONGESTION	3,438,757	3,600,000	0		Road Fund
4200275	OTHER STATE IN-LIEU TAXES	6,427	800	800		
4200285	OPEN SPACE SUBVENTION	31	0	0		
4200295	ST-10% SBOC VOC REBATE	8,275	3,335	8,000		
4200305	ST AID - SLESF	794,885	630,297	630,297		
4200320	ST AID-PASS THRU GRANTS	4,976	0	0		
4200330	STATE AID FOR DISASTER	93,000	0	0		Road Fund
4200335	ST-WELFARE ADMIN-PRIOR YR	1,717,674	0	0		

ACCT	REVENUE CLASSIFICATION (1)	2009-10 ACTUAL (2)	2010-11 BUDGET (3)	2011-12 PROPOSED (4)	2011-12 ADOPTED (5)	FUND (6)
4200340	ST AID - MHSA	7,153,150	9,935,376	9,648,476		
	Total - AID FROM STATE GOVERNMENT	121,268,336	116,284,368	118,917,223		
	AID FROM FEDERAL GOVERNMENT					
4250005	FED AID ENTITLEMNT LAND	1,035,330	1,000,000	1,000,000		
4250010	FEDERAL AID-STORM DAMAGE	380,000	0	0		Road Fund
4250015	FEDERAL - HEALTH ADMIN	3,896,270	3,438,265	3,705,827		
4250015	FEDERAL - HEALTH ADMIN	55,323	47,012	49,904		Co Med Svcs Prog
4250020	FEDERAL AID CONSTRUCTION	87,940	0	0		
4250020	FEDERAL AID CONSTRUCTION	12,082	0	0		Capital Projects
4250020	FEDERAL AID CONSTRUCTION	1,076,038	1,984,126	3,502,500		Road Fund
4250025	FEDERAL GRAZING FEES	2,880	3,500	3,500		Wildlife Grazing
4250026	FEDERAL AID FOREST RESERVE	9,330	11,500	11,500		Road Fund
4250035	FED AID-DRUG FREE SCH/COM	185,283	203,983	0		
4250050	FED AID-LLEBG GRANT	3,304	0	0		
4250055	FED AID - REIMB	41,108	56,000	56,000		
4250061	FED AID - IDEA FUNDS	493,086	493,186	493,186		
4250065	FEDERAL FUNDS - CDBG	2,397,422	2,263,010	2,198,865		Comm Dev Pgm
4250066	FED AID - DRI FUNDS	733,561	0	0		Comm Dev Pgm
4250067	FED AID - CDBG RECOVERY AND REINV FND	42,561	0	0		
4250067	FED AID - CDBG RECOVERY AND REINV FND	180,269	0	0		Comm Dev Pgm
4250070	FEDERAL FUNDS - HOME	1,302,696	1,426,049	1,283,444		Comm Dev Pgm
4250075	FEDERAL FUNDS - ESG	91,679	91,837	91,837		Comm Dev Pgm
4250076	FEDERAL AID-HPRP FUNDS	157,296	0	0		Comm Dev Pgm
4250080	FEDERAL FUNDS - SNAP	694,721	848,467	848,467		Comm Dev Pgm
4250085	FEDERAL AID - SECURITY	0	10,000	10,000		
4250086	FED AID - SCAAP PASS THRU	77,451	275,000	353,990		
4250090	FED AID-DRUG AND ALCOHOL	1,541,496	1,541,496	1,555,692		
4250090	FED AID-DRUG AND ALCOHOL	13	0	0		DUI
4250095	FEDERAL-GRANTS	2,218,164	2,185,803	2,860,714		
4250105	FEDERAL AID - OTHER	2,133,974	1,079,714	1,395,059		
4250105	FEDERAL AID - OTHER	774	0	0		Capital Projects
4250105	FEDERAL AID - OTHER	5,000	0	0		Library
4250110	FEDERAL - WELFARE ADMIN	27,401,563	33,373,579	31,214,074		
4250110	FEDERAL - WELFARE ADMIN	230,481	0	0		Automtn Replc
4250115	FEDERAL AID - ABATEMENT	30,602	40,000	26,000		
4250120	FEDERAL AID-PRIOR YEAR	107,003	0	100,000		
4250130	FED AID-PERINTL SETASIDE	72,201	72,201	72,201		
4250136	FED AID - PUBLIC HEALTH SECURITY	1,220,211	905,413	815,276		
4250140	FED AID-CHILD SUP ADMIN	2,791,778	2,884,779	2,808,127		
4250141	FED-WELFARE ADMN-PRIOR YR	1,940,540	0	0		
4250145	FED AID-INCENTIVES	279,178	266,347	266,347		
4250155	FEDERAL AID-ADDI	27,205	0	0		Comm Dev Pgm
4250160	FED AID WORKFORCE INVESTMENT ACT	1,027,374	2,056,343	2,368,743		
4250205	FEDERAL AID-ARRA/PRIME RECIPIENT	124,367	166,667	161,178		
4250205	FEDERAL AID-ARRA/PRIME RECIPIENT	33,897	300,000	0		Road Fund

ACCT	REVENUE CLASSIFICATION (1)	2009-10 ACTUAL (2)	2010-11 BUDGET (3)	2011-12 PROPOSED (4)	2011-12 ADOPTED (5)	FUND (6)
4250206	FEDERAL AID-ARRA/STATE SUB RECIPIENT	1,303,941	2,032,383	235,532		
4250206	FEDERAL AID-ARRA/STATE SUB RECIPIENT	1,757,741	0	0		Road Fund
4250210	FED AID ARRA/STATE PASS THROUGH WIA	317,101	0	0		
	Total - AID FROM FEDERAL GOVERNMENT	57,520,234	59,056,660	57,487,963		
	AID FROM OTHER GOVERNMENT AGENCIES					
4300005	OTHER GOVT AGENCY REVENUE	1,774,902	1,751,643	1,735,854		
4300005	OTHER GOVT AGENCY REVENUE	1,041	0	0		Comm Dev Pgm
4300010	COMBINED FED/ST CALWORKS	11,578,931	12,179,903	12,429,791		
4300015	OTHER GOV'T: RDA PASS THRU	1,709,139	1,781,413	1,600,000		
4300015	OTHER GOV'T: RDA PASS THRU	53,380	52,001	49,961		Library
	Total - AID FROM OTHER GOVERNMENT AGE	15,117,393	15,764,960	15,815,606		
	TOTAL AID FROM GOVERNMENTAL AGENCIES	193,905,963	191,105,988	192,220,792		
	CHARGES FOR CURRENT SERVICES					
4350100	AFFORDABLE HOUSING FEE TRANSFERRED	(5,542)	20,000	20,000		Pub Fac Fees
4350101	AFFORDABLE HOUSNG IN-LIEU	5,543	(20,000)	(20,000)		Pub Fac Fees
4350102	PUB FAC FEE-LIBRARY	97,271	95,242	97,156		Pub Fac Fees
4350103	PUB FACIL FEE-FIRE	486,149	410,044	418,286		Pub Fac Fees
4350104	PUB FACIL FEE-PARKS	351,020	315,887	292,827		Pub Fac Fees
4350105	PUB FACIL FEE-GEN GOVT	141,331	136,486	139,229		Pub Fac Fees
4350106	APPEAL FEE	0	12,048	8,883		
4350106	APPEAL FEE	1,436	0	0		Road Fund
4350107	PUB FAC FEE-LAW ENFORCE	71,032	70,979	72,406		Pub Fac Fees
4350108	ROAD IMPACT FEES	1,125,887	1,028,000	2,410,000		Impact Fee
4350109	AFFORDABLE HOUSING IMPACT FEE	423	0	1,500		
4350209	REVENUE TRANSFER FROM TRUST FUNDS	120,364	100,900	69,468		
4350209	REVENUE TRANSFER FROM TRUST FUNDS	(73,480)	182,000	0		Automtn Replc
4350235	BILLINGS OH-OUTSIDE AGENCIES	59,348	0	30,715		
4350245	OTHER BILLINGS TO COURTS	1,695,451	1,458,782	1,381,997		
4350250	SHERIFF BLNGS - COURT SECUR	3,381,767	3,575,897	3,570,750		
4350255	BILLINGS TO OUTSIDE AGENCIES	181,665	159,404	207,021		
4350255	BILLINGS TO OUTSIDE AGENCIES	36,706	35,000	35,000		Parks Spl Rev
4350255	BILLINGS TO OUTSIDE AGENCIES	(1)	0	0		Cal Hlth Ind Pgm
4350260	FEES-YOUNG ADULTS PROGRAM	95,982	102,599	80,977		DUI
4350265	ROAD TRANSVERSE CUT FEE	1,516	10,000	1,500		Road Fund
4350266	ROAD LONGITUDE CUT FEE	11,774	15,000	2,000		Road Fund
4350285	EXTD FIRST OFFENDER FEES	191,283	221,949	178,065		DUI
4350295	PREAPPLICATION PROCESS	37,818	37,453	22,638		
4350305	FLOOD HAZARD PROPERTY REPORTS	74	236	722		
4350310	FIRE SUPPRESSION/COST REI	136,018	200,000	200,000		
4350315	AMBULANCE REIMBURSEMENT	170,792	170,000	175,000		
4350320	INMATE ASSISTANCE REIMBRS	1,149	800	1,000		
4350330	PUBLIC EDUCATION GOV'T ACCESS FEE	51,172	0	0		
4350335	MONITORING FEE-PC1203.1B	107,496	265,000	132,995		

ACCT	REVENUE CLASSIFICATION (1)	2009-10 ACTUAL (2)	2010-11 BUDGET (3)	2011-12 PROPOSED (4)	2011-12 ADOPTED (5)	FUND (6)
4350340	JUVENILE INFORMAL SUPERVISION	58,000	58,000	58,000		
4350345	DIVERSN MONITRG-PC1001.53	159	0	0		
4350350	MITIGATION FEE-AIR	354	240	240		
4350365	CHANGE OF PLEA	500	800	800		
4350370	PROBA MGMNT FEE-ADULTS	6,176	16,500	7,834		
4350380	SENTENCING REPORT FEE	36,353	90,500	43,719		
4350385	RESTITN COLL FEE-PC1203.1	70,223	200,000	121,542		
4350390	RECORD SEALING FEE	547	3,800	824		
4350395	RED INSTALLMENT PLAN FEE	5,209	4,540	5,050		
4350400	ADMINISTRATIVE SERVICES	2,227,142	2,158,122	2,406,999		
4350402	ADMIN FEE-SLO CTBID	24,038	25,400	26,416		
4350404	ADMIN FEE - GC 29412	47,011	42,500	44,200		
4350405	SPECIAL ASSESSMENT FEES	144,426	145,000	143,640		
4350410	ASSESSMNT APPORTNMNT FEES	750	1,852	1,389		
4350415	PROP.REDEMPT.SEARCH FEES	1,968	18,860	26,240		
4350430	ELECTION SERVICES	119,777	220,000	31,000		
4350435	DEFERRED ENTRY OF JUDGMENT	128,007	147,800	141,000		
4350441	SEGREGATIONS FEE	0	152	152		
4350445	DMV DELINQUENT VESSEL FEE	892	1,077	1,050		
4350450	UNSEC DELINQUENT COLL FEE	16,214	16,525	19,825		
4350457	PUBLIC DEFENDER REIMBURSEMENT FEES	666,147	803,000	628,526		
4350460	LEGAL SERVICES	36,400	30,800	30,000		
4350465	INVOLUNTARY LIEN NOTICES	18,150	10,000	10,000		
4350470	INSTALLMENT FEES	(18)	0	0		
4350475	PROCESSING FEES	66,426	108,000	73,212		
4350480	ENVIRONMNTL ASSESSMT FEES	175,913	232,331	237,147		
4350485	LAFCO PROCESSING FEES	2,831	0	1,877		
4350490	PUBLICATION FEES	1,508	2,012	322		
4350495	PLANNING/ENGINEERING SVCS	4,936	5,000	5,000		Road Fund
4350500	ROAD PERMIT FEES	11,996	10,000	10,000		Road Fund
4350505	FILING FEES-CORNER RECORD	1,476	2,514	2,302		
4350515	ALLOCATION ADMIN FEE	17,655	19,180	11,750		
4350520	ITD BILL OUTSIDE AGENCIES	80,022	69,190	59,409		
4350525	ITD BILL OUTSIDE AGENCIES COMM	48,605	12,169	17,298		
4350530	FIRE PROTECTION SERVICES	1,876,373	1,845,075	1,941,838		
4350540	AGRICULTURAL SERVICES	131,363	121,070	166,400		
4350550	HOME DETENTION PROGRAM	334,475	312,000	312,000		
4350555	STANDARDIZATION INSPECTS	4,235	4,000	6,650		
4350560	ALTERNATIVE WORK PROG REV	117,243	132,250	90,000		
4350567	ALT SENTENCING PROG	904	0	0		
4350570	CIVIL PROCESS SERVICE	123,311	118,000	118,000		
4350580	REIMB JUV COURT PROF FEES	39,148	50,000	27,000		
4350581	ESTATE FEES	40,978	7,501	9,675		
4350585	CONSERVATORSHIP FEES	150,046	218,000	145,000		
4350590	REPRESENTATIVE PAYEE FEES	30,524	31,080	31,080		
4350595	HUMANE SERVICES	53,510	22,061	17,327		

ACCT	REVENUE CLASSIFICATION (1)	2009-10 ACTUAL (2)	2010-11 BUDGET (3)	2011-12 PROPOSED (4)	2011-12 ADOPTED (5)	FUND (6)
4350600	IMPOUND FEES	42,459	51,005	45,274		
4350605	BOARDING FEES	18,335	91,755	101,180		
4350610	ANIMAL PLACEMENT	162,564	251,155	225,260		
4350616	LAW ENFORCEMENT SERVICES	20,333	65,000	55,000		
4350620	BOOKING FEES (SB 2557)	308,286	328,544	328,544		
4350625	RECORDER'S SPECL PROJECTS	627,760	465,651	718,983		
4350630	RECORDG FEE-MICROGRAPHICS	262,418	42,410	39,110		
4350632	Rec Fees-Real Estate Fraud GC 27388	116,360	7,000	183,000		
4350635	RECORDING FEES	1,229,303	1,377,079	1,462,079		
4350640	RECORDING FEES-VHS	2,714	2,754	13,466		
4350641	CIVIL SPECIAL FEE GC26746	91,161	0	66,692		
4350650	DEVELOPMENT FEE- ADMIN	26,183	16,000	29,000		
4350650	DEVELOPMENT FEE- ADMIN	550	0	742		Parks Spl Rev
4350655	SEPARATE TAX BILL COSTS	81,089	90,000	82,000		
4350656	REIMB FOR PROJ COSTS	7,599	0	0		
4350660	ENCROACHMENT PERMIT FEES	63,285	60,000	98,106		Road Fund
4350665	ROAD ABANDONMENT FEE	40,792	50,846	26,613		
4350675	CURB & GUTTER WAIVERS	2,628	4,138	2,253		
4350675	CURB & GUTTER WAIVERS	657	500	0		Road Fund
4350676	CURB & GUTTER PERMIT WITH DESIGN	18,597	25,000	8,000		Road Fund
4350677	CURB & GUTTER PERMIT W/O DESIGN	23,232	19,411	18,000		Road Fund
4350680	VENDING MACHINE REVENUE	4	0	0		
4350690	MEDICAL RECORDS FEE	9,790	12,000	12,000		
4350705	NURSING FEES	355,933	267,500	317,500		
4350715	LABORATORY SERVICES	1,145,836	1,176,980	1,226,980		
4350720	SUPPLEMENTAL ROLL-5% ADMN	458,619	500,000	200,000		
4350725	MENTAL HEALTH SVCS-MEDICARE	44,184	172,550	168,000		
4350730	SECOND CHANCE CHARGES-ALC	601,365	636,869	628,467		DUI
4350735	ALCOHOLISM SERVICES	84,930	114,000	112,500		
4350740	COBRA MED INS ADMIN FEE	697	800	800		
4350745	ENVIRONMENTAL HEALTH SERVICES	1,724,428	1,912,600	1,881,100		
4350760	INST CARE/SV-MEDICALSB855	31,763	42,863	42,863		
4350765	MEDICAL REMB SERV/PAT CAR	745,255	567,404	718,404		
4350770	CUTS & COMBINATN REQUESTS	8,620	7,500	2,500		
4350775	ADOPTION FEES	6,165	3,000	2,560		
4350785	CALIF CHILDREN SERVICES	2,760	3,000	500		
4350790	INST.CARE-JUVENILE HALL	22,413	44,000	18,557		
4350795	MENTAL HLTH SVCS-INSURANCE	150,230	250,000	200,000		
4350805	LOST-DAMAGED MATERIALS	17,195	15,000	12,000		Library
4350810	LIBRARY SERVICES	212,227	185,000	210,000		Library
4350815	FIRST OFFENDER FEES	625,974	532,995	477,296		DUI
4350820	WASTE TIPPING FEES-AB 939	14,736	14,736	14,736		
4350835	COPYING FEES	9,756	12,000	12,000		
4350835	COPYING FEES	19,468	19,000	17,000		Library
4350840	LIBRARY REQUEST FEES	64,240	56,000	62,000		Library
4350860	CAMPING FEES	2,538,907	2,856,700	2,627,455		Parks Spl Rev

ACCT	REVENUE CLASSIFICATION (1)	2009-10 ACTUAL (2)	2010-11 BUDGET (3)	2011-12 PROPOSED (4)	2011-12 ADOPTED (5)	FUND (6)
4350865	DAILY PASSES	346,080	411,100	338,835		Parks Sp1 Rev
4350870	GROUP ENTRANCE FEES	156,006	171,300	198,433		Parks Sp1 Rev
4350875	SEASON PASSES	98,748	115,800	149,145		Parks Sp1 Rev
4350880	SEASON BOAT LICENSES	66,726	89,100	85,001		Parks Sp1 Rev
4350885	DAILY BOAT PASSES	86,675	114,600	109,620		Parks Sp1 Rev
4350890	INCOME FROM CONCESSIONS	16,642	20,000	7,200		
4350890	INCOME FROM CONCESSIONS	77,717	119,200	94,191		Parks Sp1 Rev
4350895	SWIMMING POOL FEES	59,600	42,000	67,746		Parks Sp1 Rev
4350905	DOG/DAY USE	47,721	44,200	55,143		Parks Sp1 Rev
4350910	SHOWERS/LOCKERS	50,615	53,800	51,375		Parks Sp1 Rev
4350920	MOBL HOME DUP TX CLEARNCE	150	150	150		
4350925	PARKLAND FEE (QUIMBY FEE)	34,000	0	0		
4350925	PARKLAND FEE (QUIMBY FEE)	35,873	0	0		Capital Projects
4350935	OTHER CLERK FEES	398,319	449,000	460,000		
4350950	MISCELLANEOUS FEES	112,211	120,777	230,638		
4350950	MISCELLANEOUS FEES	632	0	0		Road Fund
4350950	MISCELLANEOUS FEES	7,677	0	0		Parks Sp1 Rev
4350950	MISCELLANEOUS FEES	234	0	0		DUI
4350960	MONUMENTATION FEES	107,807	159,606	149,774		
4350965	BLDG PRMT REVIEW-DRAINAGE	58,110	58,991	45,869		
4350966	BLDG PRMT REVIEW-FLD HZD	0	16,720	18,812		
4350970	RECREATIONAL PROGRAMS	15,231	13,900	14,918		Parks Sp1 Rev
4350971	SKATE PARK FEES	9,548	13,400	6,179		Parks Sp1 Rev
4350980	OTHER RECREATIONAL FEES	31,878	34,300	34,514		Parks Sp1 Rev
4350990	DEVELOPMENT PLAN INSPECTN	24,080	33,861	32,090		
4350995	PAR MAP CHECKING THRU T/A	27,405	34,912	55,821		
4351000	TR MAP CHECKING THRU T/A	(4,155)	3,970	2,845		
4351005	RECORDS OF SURVEY FEES	23,851	26,850	28,892		
4351010	OTHER SERVICE CHARGES	12,968	1,664	3,640		
4351040	MENTAL HLTH SVCS-SELF PAY	14,902	30,000	20,000		
4351045	PROGRAM REV - CHILD&FAMILIES	282,565	345,527	247,854		
4351052	PROGRAM REV - MINOR	1,527	0	0		
4351055	BOOK,PAMPHLT,BROCHR SALES	1,925	2,300	2,200		
4351060	MAP SALES	1,715	1,830	2,694		
4351065	PUB INFO SALE-COMP FILES	21,281	24,638	20,124		
4351070	PM INSPECT-IMP PLANS P11E	46,149	63,118	54,651		
4351075	TM INSPECT-IMP PLANS P11D	170,609	258,057	132,601		
4351080	TOBACCO SETTLEMENT	0	0	89,185		
4351095	LOT LINE ADJUST APPLICATION	2,774	2,415	5,304		
4351100	COND USE PMT/DEV PLAN APP	19,434	32,166	21,753		
4351105	CERT COMPLIANCE APP	358	888	3,076		
4351110	CERT OF CORRECTION	908	716	1,593		
4351115	MAP AMENDMENTS	3	0	0		
4351125	LOT LINE ADJUST CHECKING	10,022	10,047	4,653		
4351130	ANNEXATION MAP REVIEW	1,028	0	0		
4352240	SB2557 PROPERTY TAX ADMIN FEE	1,972,944	1,850,412	1,972,944		

ACCT	REVENUE CLASSIFICATION (1)	2009-10 ACTUAL (2)	2010-11 BUDGET (3)	2011-12 PROPOSED (4)	2011-12 ADOPTED (5)	FUND (6)
4352245	RD EXCEPTION - PARCEL MAP	423	850	0		
4352255	BULK TRANSFER FEE	1,049	1,150	1,150		
4352260	SUBDIVISION/PARCEL TRACT MAP	4,599	6,205	4,453		
4352265	WET & RECKLESS	45,775	0	44,402		DUI
4400020	WATER SALES FOR RESALE	<u>36,406</u>	<u>101,895</u>	<u>100,869</u>		
	Total - CHARGES FOR CURRENT SERVICES	31,983,892	33,152,767	34,000,725		
	OTHER REVENUES					
4550000	OTHER REVENUE	(300,109)	886,713	340,802		
4550000	OTHER REVENUE	11,915	0	0		Road Fund
4550000	OTHER REVENUE	2,551	0	0		Parks Spl Rev
4550000	OTHER REVENUE	19,557	20,000	15,000		Library
4550010	SEMINAR/CONF/WORKSHOP FEE	93,292	95,000	95,000		
4550011	SETTLEMENTS-ENVIRONMENTAL	0	100,000	214,000		
4550014	REV - ADJ CHARGEBACKS	(632)	0	0		Parks Spl Rev
4550015	LIBRARY CARD ACCESS FEES	6,305	6,300	0		
4550020	REV APPLICABLE PRIOR YRS	(996,049)	0	0		
4550020	REV APPLICABLE PRIOR YRS	90	0	0		Capital Projects
4550020	REV APPLICABLE PRIOR YRS	(6,397)	0	0		Parks Spl Rev
4550020	REV APPLICABLE PRIOR YRS	(103,233)	0	0		Emergency Med Svcs
4550025	REF/ADJ-PRIOR YEAR EXPENS	(9,999)	0	0		Parks Spl Rev
4550030	REIMBURSEMENTS-ASSISTANCE	537,871	393,492	573,883		
4550045	REFUNDS/EXCISE TAX	2,296	3,000	100		
4550050	TAX DEPT RETRND CHECK FEE	4,657	6,600	6,000		
4550055	SALE OF FIXED ASSETS	21,107	20,000	20,000		
4550062	ADV COSTS TX DEEDED PROP	0	1,380	1,920		
4550065	OTHER REIMBURSEMENTS	559,745	185,148	195,154		
4550065	OTHER REIMBURSEMENTS	191,732	10,000	0		Road Fund
4550065	OTHER REIMBURSEMENTS	15,500	0	0		Comm Dev Pgm
4550065	OTHER REIMBURSEMENTS	3,699	0	0		Parks Spl Rev
4550070	EMPLOYEE REIMBURSEMENTS	742	250	250		
4550075	EMPL MEALS/IN-HOUSE FOOD	3,953	3,200	3,200		
4550080	OTHER SALES	3,267	6,220	7,000		
4550085	NUISANCE ABATEMENT	21,680	2,629	33,130		
4550090	SERVICE CHGE RETRND CHKS	7,839	10,306	7,960		
4550090	SERVICE CHGE RETRND CHKS	51	0	0		Road Fund
4550090	SERVICE CHGE RETRND CHKS	(181)	0	0		Library
4550100	1915 BOND ACT ASSESSMENT	7,595	6,000	27,000		
4550115	PENALTY/INTEREST	80,300	0	0		Road Fund
4550120	CONTRIBUTIONS - NON GOVTL	23,551	49,400	95,963		
4550120	CONTRIBUTIONS - NON GOVTL	20,412	11,100	0		Parks Spl Rev
4550120	CONTRIBUTIONS - NON GOVTL	339,894	0	0		Library
4550125	GRANTS: NON-GOVERNMENTAL	224,794	57,056	187,250		
4550130	BAD DEBT RECOVERY	939	0	0		Parks Spl Rev
4550140	COUNTY CONTRIBUTIONS	6,179,806	7,541,000	8,062,000		POB- DSF
4550150	MICROFILM	(38)	0	0		

ACCT	REVENUE CLASSIFICATION (1)	2009-10 ACTUAL (2)	2010-11 BUDGET (3)	2011-12 PROPOSED (4)	2011-12 ADOPTED (5)	FUND (6)
4550160	CASH OVERAGES	5,148	2,600	2,300		
4550160	CASH OVERAGES	559	0	0		Parks Spl Rev
4550160	CASH OVERAGES	36	0	0		Library
4550170	SETTLEMNTS,DAMAGES,&REST.	358,195	0	100,000		
4550170	SETTLEMNTS,DAMAGES,&REST.	1,813	0	0		Parks Spl Rev
4550180	SUPPORT BLNG TO NON-GOVTL	9,310	0	0		Comm Dev Pgm
4550200	INVOICE VARIANCES	2,372	5	5		
4550200	INVOICE VARIANCES	744	0	0		Road Fund
4550200	INVOICE VARIANCES	2,430	0	0		Parks Spl Rev
4550210	TOBACCO SETTLEMENT	1,801,871	1,711,011	1,621,826		
4550210	TOBACCO SETTLEMENT	0	0	698,864		Co Med Svcs Prog
4550210	TOBACCO SETTLEMENT	724,613	698,864	0		Cal Hlth Ind Pgm
4900010	IFR-ADMIN DEPT SUPPORT	31,641	15,000	12,500		
4900080	IFR-INT SETT-ITD NETWORK SVCS	213,446	195,167	254,299		
4900090	IFR-INT SETT-PLANNING	37,688	5,000	0		
4900100	IFR-INT SETT-GEN SRVS S/S BILLINGS	1,295,485	1,316,423	1,161,418		
4900100	IFR-INT SETT-GEN SRVS S/S BILLINGS	4,786	0	0		Parks Spl Rev
4900110	IFR-INT SETT-HEALTH BILLINGS	110,282	83,061	75,969		
4900110	IFR-INT SETT-HEALTH BILLINGS	21,970	0	0		Co Med Svcs Prog
4900130	IFR-INT SETT-MAINT PROJECTS	0	29,198	0		
4900140	IFR-INT SETT-ITD ENTERPRISE SVCS	239,792	338,462	417,882		
4900170	IFR-INT SETT-DRUG & ALCOHOL	178,615	130,804	136,349		
4900190	IFR-INT SETT-ITD DPTMTL SVCS	293,322	230,720	99,711		
4900200	IFR-INT SETT-ITD RADIO COMM	37,453	20,755	35,188		
4900220	IFR-INT SETT-SHERIFF SUPPORT	520,440	506,677	543,070		
4900250	IFR-INT SETT-MENTAL HEALTH	0	0	428,899		
4900260	IFR-INT SETT-PARKS BILLINGS	179,668	180,247	134,067		Parks Spl Rev
4900299	IFR-INT SETT-ALL OTHER DEPTS	1,350	0	0		
4900299	IFR-INT SETT-ALL OTHER DEPTS	2,317	0	0		DUI
4901000	IFR-OVERHEAD-OH ALLOCATIONS	175,094	0	271,255		
4901020	IFR-OVERHEAD-AGR	1,556	0	0		
4901020	IFR-OVERHEAD-AGR	6,684	0	4,781		Parks Spl Rev
4902010	IFR-MANUAL COST ALLOC-ITD VOICE	178,324	160,476	166,847		
4902030	IFR-MANUAL COST ALLOC-POSTAGE	56,562	59,481	70,405		
4902055	IFR-JE CAPITAL ASSETS FUNDING	68,178	0	0		Capital Projects
4902055	IFR-JE CAPITAL ASSETS FUNDING	300,000	400,000	248,995		Road Fund
4903010	IFR-IAA-LABOR-REG	268,796	708,752	330,701		
4903010	IFR-IAA-LABOR-REG	39,787	10,000	35,000		Parks Spl Rev
4904000	IFR-IS-W/O SETTLEMENT	4,603	8,558	4,603		
4909000	IFR-JOURNAL ENTRY ALLOCATIONS	1,460	36,000	1,000		
4909000	IFR-JOURNAL ENTRY ALLOCATIONS	73,915	0	0		Road Fund
4909000	IFR-JOURNAL ENTRY ALLOCATIONS	45,444	0	0		Co Med Svcs Prog
4909000	IFR-JOURNAL ENTRY ALLOCATIONS	50,227	0	0		Cal Hlth Ind Pgm
4909001	IFR-JE-ADMIN OFFICE	32,512	28,997	65,085		
4909005	IFR-JE-RISK MGMT	826,308	946,304	990,117		
4909010	IFR-JE-AUDITOR/CONTROLLER	30,000	30,000	30,000		

ACCT	REVENUE CLASSIFICATION (1)	2009-10 ACTUAL (2)	2010-11 BUDGET (3)	2011-12 PROPOSED (4)	2011-12 ADOPTED (5)	FUND (6)
4909015	IFR-JE-ITD	(1,117)	0	0		
4909020	IFR-JE-MAINTENANCE PROJ	164,610	0	0		
4909025	IFR-JE-GENERAL SERVICES	242,160	145,384	492,143		
4909030	IFR-JE-PERSONNEL	87,065	119,039	121,321		
4909035	IFR-JE-COUNTY COUNSEL	145,600	98,000	75,000		
4909040	IFR-JE ALLOC-PUBLIC HEALTH	257,940	155,868	140,402		
4909050	IFR-JE ALLOC-DRUG & ALCOHOL	0	2,359	0		
4909055	IFR-JE-SHERIFF	1,359	0	0		
4909070	IFR-JE-CDF	458,452	444,914	464,822		
4909080	IFR-JE-PLANNING	306,708	389,126	379,126		
4909085	IFR-JE-SB 2557	324,576	326,613	326,613		
4909090	IFR-JE ALLOC-CO-WIDE OVERHEAD	3,983,099	3,567,110	2,911,736		
4909099	IFR-JE-UTILITY CHARGES-OPR CENTER	38,427	0	0		
4909100	IFR-JE-MAJOR SYSTEM DEV	148,224	0	0		Automtn Replc
4909200	IFR-JE-PARKS	1,712	0	0		Parks Spl Rev
4909350	IFR-JE-PW ISF	0	750	0		
4909999	IFR-CONVERSION ACCOUNT	0	9,000	0		
4909999	IFR-CONVERSION ACCOUNT	0	29,740	16,091		Co Med Svcs Prog
4909999	IFR-CONVERSION ACCOUNT	0	19,524	0		Cal Hlth Ind Pgm
	Total - OTHER REVENUES	21,362,113	22,574,783	22,754,002		
	TOTAL COUNTY REVENUES	407,732,335	406,694,913	407,961,941		
	OTHER FINANCING SOURCES					
6000000	OPERATING TRANSFERS IN	1,024,579	726,028	1,739,000		
6000000	OPERATING TRANSFERS IN	77,007	817,000	0		Capital Projects
6000000	OPERATING TRANSFERS IN	0	1,000,000	0		Tax Reductn Res
6000005	OTI PROCEEDS INTRAFUND	123,524	0	0		
6000011	OTI PROCEEDS BOND - COP	49,416	0	0		Road Fund
6000100	ROADS IMPACT FEES	3,958,974	207,648	489,000		Road Fund
6000105	TRANSFER IN - GF MED ASST PROG	0	0	1,727,405		Co Med Svcs Prog
6000120	TRANSFERS IN FROM GEN FND	7,767,770	6,294,577	5,330,263		Road Fund
6000120	TRANSFERS IN FROM GEN FND	313,500	303,050	300,936		Comm Dev Pgm
6000120	TRANSFERS IN FROM GEN FND	3,800,800	3,278,260	3,278,260		Parks Spl Rev
6000120	TRANSFERS IN FROM GEN FND	1,628,106	1,763,636	1,569,019		Automtn Replc
6000120	TRANSFERS IN FROM GEN FND	2,216,516	2,521,543	2,684,683		Building Replcmt
6000120	TRANSFERS IN FROM GEN FND	557,222	529,361	516,121		Library
6000120	TRANSFERS IN FROM GEN FND	0	0	242,166		Org Development
6000120	TRANSFERS IN FROM GEN FND	0	495,513	0		Cop Loan DS
6000130	TRANSFER IN FR AUTOMATION REPL FUND	112,020	0	0		
6000135	TRFR IN FOR DEBT SERVICE	1,511,089	1,183,600	942,044		Cop Loan DS
6000140	OPR TRF IN - PFF LIBRARY	6,021	0	0		
6000140	OPR TRF IN - PFF LIBRARY	94,188	0	0		Capital Projects
6000140	OPR TRF IN - PFF LIBRARY	371,878	0	0		Library
6000145	OPR TRF IN - PFF FIRE	307,892	0	0		Capital Projects
6000150	OPR TRF IN - PFF PARKS	125,755	0	0		Capital Projects

ACCT	REVENUE CLASSIFICATION (1)	2009-10 ACTUAL (2)	2010-11 BUDGET (3)	2011-12 PROPOSED (4)	2011-12 ADOPTED (5)	FUND (6)
6000150	OPR TRF IN - PFF PARKS	500,000	0	0		Parks Sp1 Rev
6000160	OPR TRF IN - PFF GEN GOV'T	3,858	0	0		Capital Projects
6000160	OPR TRF IN - PFF GEN GOV'T	500,000	500,000	500,000		Cop Loan DS
6000205	PROCEEDS OF GF INTERNAL LOAN	1,698,552	0	0		Library
6000210	OP TRANS IN - QUIMBY FEES	0	0	320,000		
6001000	INTERNAL LOAN REPAYMENT-PRIN	458,913	6,000,000	0		
6001000	INTERNAL LOAN REPAYMENT-PRIN	70,430	0	0		Building Replcmt
6001001	INTERNAL LOAN REPAYMENT-INT	14,835	0	0		
6001150	PROCEEDS OF LT DEBT-POB	<u>42,565,000</u>	<u>0</u>	<u>0</u>		POB- DSF
	Total - OTHER FINANCING SOURCES	69,857,845	25,620,216	19,638,897		
	OVERALL COUNTY TOTALS	<u>477,590,180</u>	<u>432,315,129</u>	<u>427,600,838</u>		

Revenue Detail by Department

This report details revenue, other financing sources and transfers by governmental fund center and by account number.

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY DEPARTMENT

DEPARTMENT	REVENUE TYPE	2010-11	2011-12	2011-12
		ADOPTED	REQUESTED	RECOMMENDED
101 NON-DEPARTMENTAL REVENUES	4000005 PROP. TAXES CURR. SECURED	84,862,390	84,715,246	84,291,670
	4000007 PROPERTY TAX-UNITARY	7,344,949	7,463,757	7,558,284
	4000010 SUPPLEMENTAL-CURR.SECURED	1,500,000	1,000,000	1,000,000
	4000015 REDEVELOPMENT AGENCY TAX	(3,300,000)	(3,200,000)	(3,200,000)
	4000025 PROP. TAXES CURR. UNSEC.	2,155,827	2,175,000	2,175,000
	4000030 SUPPLEMENTAL-CURR.UNSEC.	15,000	15,000	15,000
	4010005 PROP. TAXES PRIOR SECURED	(165,000)	(230,000)	(230,000)
	4010010 SUPPLEMENTL-PRIOR SECURED	0	(20,000)	(20,000)
	4010015 PROP. TAXES PRIOR UNSEC.	60,000	60,000	60,000
	4010020 SUPPLEMENTAL-PRIOR UNSEC	25,000	15,000	15,000
	4010025 REDEMPTION FEES	25,000	30,000	30,000
	4010035 PENALTIES-DELINQUENT TAX	120,000	156,000	156,000
	4010045 TLRP PROCEEDS	500,000	500,000	1,000,000
	4010050 SALES AND USE TAXES	5,500,000	5,500,000	5,500,000
	4010065 AIRCRAFT TAX	270,000	300,000	300,000
	4010070 PROPERTY TRANSFER TAX	1,300,000	1,400,000	1,400,000
	4010073 RACEHORSE TAX	6,000	18,000	18,000
	4010075 TRANSIENT OCCUPANCY TAX	6,130,000	6,000,000	6,000,000
	4010077 PROPERTY TAX IN-LIEU OF SALES	2,300,000	1,800,000	1,800,000
	4010078 PROPERTY TAX IN-LIEU OF VLF	27,250,000	27,000,000	27,000,000
	4050005 FRANCHISES-CABLE	750,000	750,000	750,000
	4050006 FRANCHISE FEES-PUB UTIL	1,460,000	1,300,000	1,300,000
	4050010 FRANCHISE FEES-GARBAGE	725,000	725,000	725,000
	4150000 INTEREST	800,000	300,000	300,000
	4200075 HOMEOWNER PROP TAX RELIEF	800,000	800,000	800,000
	4200275 OTHER STATE IN-LIEU TAXES	800	800	800
	4250005 FED AID ENTITLEMNT LAND	1,000,000	1,000,000	1,000,000
	4300015 OTHER GOV'T: RDA PASS THRU	1,781,413	1,600,000	1,600,000
	4350315 AMBULANCE REIMBURSEMENT	40,000	40,000	40,000
	4350655 SEPARATE TAX BILL COSTS	90,000	82,000	82,000
	4350720 SUPPLEMENTAL ROLL-5% ADMN	500,000	200,000	200,000
	4352240 SB2557 PROPERTY TAX ADMIN FEE	1,850,412	1,972,944	1,972,944
	4550000 OTHER REVENUE	4,000	4,000	4,000
	4550200 INVOICE VARIANCES	5	5	5
	4909085 IFR-JE-SB 2557	326,613	326,613	326,613
TOTAL:	146,027,409	143,799,365	143,970,316	
102 NON-DEPTL-OTHR FINCNG USE	4350235 BILLINGS OH-OUTSIDE AGENCIES	0	30,715	30,715
	4909090 IFR-JE ALLOC-CO-WIDE OVERHEAD	3,567,110	2,911,736	2,911,736
	6000000 OPERATING TRANSFERS IN	0	0	1,700,000
	6001000 INTERNAL LOAN REPAYMENT-PRIN	6,000,000	0	0
	TOTAL:	9,567,110	2,942,451	4,642,451
104 ADMINISTRATIVE OFFICE	4351065 PUB INFO SALE-COMP FILES	124	124	124
	4909001 IFR-JE-ADMIN OFFICE	28,997	29,085	29,085
	TOTAL:	29,121	29,209	29,209
105 RISK MANAGEMENT	4909005 IFR-JE-RISK MGMT	946,304	990,117	990,117
	TOTAL:	946,304	990,117	990,117

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY DEPARTMENT

DEPARTMENT	REVENUE TYPE	2010-11 ADOPTED	2011-12 REQUESTED	2011-12 RECOMMENDED
106	CONTRIBUTIONS TO OTHER AGENCIE			
	4550210 TOBACCO SETTLEMENT	361,481	361,481	361,481
	4909000 IFR-JOURNAL ENTRY ALLOCATIONS	36,000	0	0
	4909001 IFR-JE-ADMIN OFFICE	0	36,000	36,000
	TOTAL:	397,481	397,481	397,481
107	AUDITOR-CONTROLLER			
	4010045 TLRP PROCEEDS	250,000	360,000	250,000
	4100295 CITIES PARKING	0	1,200	1,200
	4100354 COUNTY PORTION GC 76000	0	25,000	25,000
	4200035 SB90 STATE MANDATED COSTS	26,500	14,000	14,000
	4200065 STATE AID-NUCLEAR PLANNG	3,000	3,000	3,000
	4350255 BILLINGS TO OUTSIDE AGENCIES	300	300	300
	4350400 ADMINISTRATIVE SERVICES	272,945	248,432	213,432
	4350404 ADMIN FEE - GC 29412	42,500	44,200	44,200
	4350405 SPECIAL ASSESSMENT FEES	145,000	143,640	143,640
	4350740 COBRA MED INS ADMIN FEE	800	800	800
	4350820 WASTE TIPPING FEES-AB 939	14,736	14,736	14,736
	4351055 BOOK,PAMPHLT,BROCHR SALES	300	200	200
	4550000 OTHER REVENUE	300	3,300	3,300
	4550100 1915 BOND ACT ASSESSMENT	6,000	27,000	27,000
	4909010 IFR-JE-AUDITOR/CONTROLLER	30,000	30,000	30,000
		TOTAL:	792,381	915,808
108	TREAS-TAX COLL-PUBLIC ADM			
	4010030 DELINQUENT/COST REIMBRMST	112,000	115,000	115,000
	4010076 SALE OF TAX DEEDED PROP.	17,250	24,000	24,000
	4050020 BUSINESS LICENSES	97,898	105,663	105,663
	4050150 TOBACCO RETAILERS LICENSES	3,630	3,630	3,630
	4350395 RED INSTALLMENT PLAN FEE	4,540	5,050	5,050
	4350400 ADMINISTRATIVE SERVICES	970,732	926,169	926,169
	4350402 ADMIN FEE-SLO CTBID	25,400	26,416	26,416
	4350415 PROP.REDEMP.T.SEARCH FEES	18,860	26,240	26,240
	4350441 SEGREGATIONS FEE	152	152	152
	4350445 DMV DELINQUENT VESSEL FEE	1,077	1,050	1,050
	4350450 UNSEC DELINQUENT COLL FEE	16,525	19,825	19,825
	4350581 ESTATE FEES	7,501	9,675	9,675
	4350920 MOBL HOME DUP TX CLEARNCE	150	150	150
	4350950 MISCELLANEOUS FEES	575	0	0
	4351065 PUB INFO SALE-COMP FILES	2,014	0	0
	4352255 BULK TRANSFER FEE	1,150	1,150	1,150
	4352260 SUBDIVISION/PARCEL TRACT MAP	6,205	4,453	4,453
	4550000 OTHER REVENUE	6,072	5,950	5,950
	4550015 LIBRARY CARD ACCESS FEES	6,300	0	0
	4550050 TAX DEPT RETRND CHECK FEE	6,600	6,000	6,000
	4550062 ADV COSTS TX DEEDED PROP	1,380	1,920	1,920
	4550090 SERVICE CHGE RETRND CHKS	10,306	7,960	7,960
4550160 CASH OVRAGES	2,600	2,300	2,300	
	TOTAL:	1,318,917	1,292,753	1,292,753
109	ASSESSOR			
	4200065 STATE AID-NUCLEAR PLANNG	0	2,000	8,437
	4350770 CUTS & COMBINATN REQUESTS	7,500	2,500	2,500
	4351060 MAP SALES	1,000	500	500

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY DEPARTMENT

DEPARTMENT	REVENUE TYPE	2010-11 ADOPTED	2011-12 REQUESTED	2011-12 RECOMMENDED
109	(Continued)			
	4351065 PUB INFO SALE-COMP FILES	22,500	20,000	20,000
	TOTAL:	31,000	25,000	31,437
110	CLERK/RECORDER			
	4200035 SB90 STATE MANDATED COSTS	317,659	0	0
	4200170 STATE AID - OTHER	10,000	14,000	14,000
	4350255 BILLINGS TO OUTSIDE AGENCIES	9,003	9,770	9,770
	4350430 ELECTION SERVICES	220,000	31,000	31,000
	4350465 INVOLUNTARY LIEN NOTICES	10,000	10,000	10,000
	4350625 RECORDER'S SPECL PROJECTS	465,651	718,983	718,983
	4350630 RECORDG FEE-MICROGRAPHICS	42,410	39,110	39,110
	4350632 Rec Fees-Real Estate Fraud GC	7,000	7,000	7,000
	4350635 RECORDING FEES	1,040,000	1,100,000	1,100,000
	4350640 RECORDING FEES-VHS	2,754	13,466	13,466
	4350935 OTHER CLERK FEES	449,000	460,000	460,000
	TOTAL:	2,573,477	2,403,329	2,403,329
111	COUNTY COUNSEL			
	4200065 STATE AID-NUCLEAR PLANNG	3,032	1,039	4,112
	4350460 LEGAL SERVICES	30,800	30,000	30,000
	4350585 CONSERVATORSHIP FEES	6,000	5,000	5,000
	4909035 IFR-JE-COUNTY COUNSEL	98,000	75,000	75,000
	TOTAL:	137,832	111,039	114,112
112	HUMAN RESOURCES			
	4200065 STATE AID-NUCLEAR PLANNG	3,978	0	6,252
	4350255 BILLINGS TO OUTSIDE AGENCIES	49,025	49,025	49,025
	4550170 SETTLEMNTS,DAMAGES,&REST.	0	0	100,000
	4909030 IFR-JE-PERSONNEL	119,039	121,321	121,321
	TOTAL:	172,042	170,346	276,598
113	GENERAL SERVICES			
	4050130 MISC PERMITS	13,000	10,000	10,000
	4150015 COMMUNICATION LEASE FACIL	7,600	7,450	7,450
	4150020 RENT-LAND/BLDG-SHORT TERM	10,872	11,200	11,200
	4150025 RENT-LAND/BLDG-LONG TERM	177,424	162,941	162,941
	4150035 RENTAL OF VETERANS BLDGS.	40,700	64,800	64,800
	4200065 STATE AID-NUCLEAR PLANNG	18,648	4,527	4,527
	4350245 OTHER BILLINGS TO COURTS	541,283	568,788	568,788
	4350890 INCOME FROM CONCESSIONS	20,000	7,200	7,200
	4550055 SALE OF FIXED ASSETS	20,000	20,000	20,000
	4550065 OTHER REIMBURSEMENTS	47,965	59,337	59,337
	4550080 OTHER SALES	6,220	7,000	7,000
	4900100 IFR-INT SETT-GEN SRVS S/S BILL	1,316,423	1,161,418	1,161,418
	4900130 IFR-INT SETT-MAINT PROJECTS	29,198	0	0
	4901000 IFR-OVERHEAD-OH ALLOCATIONS	0	271,255	271,255
	4902030 IFR-MANUAL COST ALLOC-POSTAGE	59,481	70,405	70,405
	4903010 IFR-IAA-LABOR-REG	708,752	330,701	330,701
	4904000 IFR-IS-W/O SETTLEMENT	8,558	4,603	4,603
	4909025 IFR-JE-GENERAL SERVICES	145,384	492,143	492,143
	4909040 IFR-JE ALLOC-PUBLIC HEALTH	1,843	0	0
	4909050 IFR-JE ALLOC-DRUG & ALCOHOL	2,359	0	0
	4909350 IFR-JE-PW ISF	750	0	0
	TOTAL:	3,176,460	3,253,768	3,253,768

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY DEPARTMENT

DEPARTMENT	REVENUE TYPE	2010-11 ADOPTED	2011-12 REQUESTED	2011-12 RECOMMENDED	
114 INFORMATION TECHNOLOGY DEPARTM	4200065 STATE AID-NUCLEAR PLANNG	252,605	252,605	252,605	
	4350245 OTHER BILLINGS TO COURTS	917,499	813,209	813,209	
	4350520 ITD BILL OUTSIDE AGENCIES	69,190	59,409	59,409	
	4350525 ITD BILL OUTSIDE AGENCIES COMM	12,169	17,298	17,298	
	4900010 IFR-ADMIN DEPT SUPPORT	15,000	12,500	12,500	
	4900080 IFR-INT SETT-ITD NETWORK SVCS	195,167	254,299	254,299	
	4900140 IFR-INT SETT-ITD ENTERPRISE SV	338,462	417,882	417,882	
	4900190 IFR-INT SETT-ITD DPTMTL SVCS	230,720	99,711	99,711	
	4900200 IFR-INT SETT-ITD RADIO COMM	20,755	35,188	35,188	
	4902010 IFR-MANUAL COST ALLOC-ITD VOIC	160,476	166,847	166,847	
	TOTAL:	2,212,043	2,128,948	2,128,948	
	130 WASTE MANAGEMNT	4050130 MISC PERMITS	31,609	31,609	31,609
		4350950 MISCELLANEOUS FEES	0	26,036	26,036
6000000 OPERATING TRANSFERS IN		0	0	39,000	
TOTAL:		31,609	57,645	96,645	
132 DISTRICT ATTORNEY	4050111 DOMESTIC VIOLENCE FEES	59,544	59,544	59,544	
	4100045 VEHICLE FORFEITURES-VC14607.6	2,000	2,000	2,000	
	4100140 SMALL CLAIMS ADVISORY FEE	10,800	10,000	10,000	
	4100165 SETTLEMENTS/JUDGEMENTS	84,000	247,000	329,000	
	4100206 ASSET FORFEITURES	14,000	14,000	14,000	
	4100220 BLOOD ALCOHOL FINES	68,000	68,000	68,000	
	4200035 SB90 STATE MANDATED COSTS	296,193	272,500	204,500	
	4200045 STATE AID- EXTRADITION	60,000	44,000	44,000	
	4200080 STATE REIMB-CMC/ASH CASES	702,500	740,000	740,000	
	4200090 ST AID-INS FRAUD INVESTIG	187,000	0	0	
	4200095 ST AID-DMV-VEH CRIME INV	145,000	160,000	160,000	
	4200105 STATE AWARDED GRANTS	581,502	551,112	551,112	
	4200170 STATE AID - OTHER	21,000	21,000	21,000	
	4200255 ST AID-PUBLIC SAFETY SRVC	2,307,820	2,307,820	2,330,820	
	4250105 FEDERAL AID - OTHER	207,120	207,120	207,120	
	4350255 BILLINGS TO OUTSIDE AGENCIES	67,151	67,926	67,926	
	4350400 ADMINISTRATIVE SERVICES	140,000	115,000	115,000	
	4350435 DEFERRED ENTRY OF JUDGMENT	85,000	62,000	62,000	
	4350632 Rec Fees-Real Estate Fraud GC	0	128,000	176,000	
	4350835 COPYING FEES	12,000	12,000	12,000	
	4550000 OTHER REVENUE	205,000	45,000	81,000	
	4550011 SETTLEMENTS-ENVIRONMENTAL	100,000	214,000	214,000	
	TOTAL:	5,355,630	5,348,022	5,469,022	
	134 CHILD SUPPORT SERVICES	4200150 ST AID - CHILD SUP ADMIN	1,486,098	1,583,819	1,583,819
		4250140 FED AID-CHILD SUP ADMIN	2,884,779	2,808,127	2,808,127
		4250145 FED AID-INCENTIVES	266,347	266,347	266,347
4550000 OTHER REVENUE		246,577	139,928	139,928	
TOTAL:		4,883,801	4,798,221	4,798,221	
135 PUBLIC DEFENDER	4200080 STATE REIMB-CMC/ASH CASES	300,000	500,000	500,000	
	4350457 PUBLIC DEFENDER REIMBURSEMENT	507,000	330,000	330,000	
	4350580 REIMB JUV COURT PROF FEES	50,000	27,000	27,000	
	TOTAL:	857,000	857,000	857,000	

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY DEPARTMENT

DEPARTMENT	REVENUE TYPE	2010-11	2011-12	2011-12
		ADOPTED	REQUESTED	RECOMMENDED
136 SHERIFF-CORONER	4050095 FINGER PRINTING FEES	9,500	11,000	11,000
	4050100 EXPLOSIVE PERMITS	1,200	680	680
	4050110 GUN PERMITS	2,200	4,000	4,000
	4050145 SUBPOENA DUCES TECUM GC 1563	0	3,000	3,000
	4050165 NOTARY FEE GC 8211	0	900	900
	4050170 REPOSSESSION OF VEHICLE GC 267	0	1,350	1,350
	4100130 LAB FEE-PC1463.14	63,000	63,000	63,000
	4100206 ASSET FORFEITURES	2,615	28,034	68,034
	4100230 PENALTY AS-FINGERPRINT ID	559,573	161,076	161,076
	4200065 STATE AID-NUCLEAR PLANNG	9,088	13,831	13,831
	4200080 STATE REIMB-CMC/ASH CASES	132,000	125,000	125,000
	4200095 ST AID-DMV-VEH CRIME INV	155,714	148,700	148,700
	4200105 STATE AWARDED GRANTS	1,046,311	997,352	997,352
	4200125 STATE REIMB FOR DNA TESTING	67,197	75,115	75,115
	4200140 ST REV-PAROLE HOLDS	292,000	240,000	240,000
	4200170 STATE AID - OTHER	179,183	144,240	144,240
	4200255 ST AID-PUBLIC SAFETY SRVC	10,404,220	10,404,220	10,508,262
	4250086 FED AID - SCAAP PASS THRU	275,000	150,000	353,990
	4250105 FEDERAL AID - OTHER	83,000	85,300	85,300
	4300005 OTHER GOVT AGENCY REVENUE	40,125	35,690	35,690
	4350209 REVENUE TRANSFER FROM TRUST FU	100,900	69,468	69,468
	4350250 SHERIFF BLNGS - COURT SECUR	3,575,897	3,570,750	3,570,750
	4350320 INMATE ASSISTANCE REIMBRS	800	1,000	1,000
	4350340 JUVENILE INFORMAL SUPERVISION	58,000	58,000	58,000
	4350550 HOME DETENTION PROGRAM	312,000	312,000	312,000
	4350560 ALTERNATIVE WORK PROG REV	132,250	90,000	90,000
	4350570 CIVIL PROCESS SERVICE	118,000	118,000	118,000
	4350616 LAW ENFORCEMENT SERVICES	65,000	65,000	55,000
	4350620 BOOKING FEES (SB 2557)	328,544	328,544	328,544
	4350641 CIVIL SPECIAL FEE GC26746	0	66,692	66,692
	4550000 OTHER REVENUE	7,000	6,000	6,000
	4550065 OTHER REIMBURSEMENTS	1,150	1,200	1,200
	4550075 EMPL MEALS/IN-HOUSE FOOD	3,200	3,200	3,200
4550210 TOBACCO SETTLEMENT	120,494	120,494	120,494	
4900220 IFR-INT SETT-SHERIFF SUPPORT	506,677	516,461	543,070	
TOTAL:	18,651,838	18,019,297	18,383,938	
137 ANIMAL SERVICES	4050015 ANIMAL LICENSES	405,792	508,310	508,310
	4050130 MISC PERMITS	58,753	57,598	57,598
	4300005 OTHER GOVT AGENCY REVENUE	920,579	905,575	905,575
	4350400 ADMINISTRATIVE SERVICES	6,345	6,345	1,865
	4350595 HUMANE SERVICES	22,061	17,327	17,327
	4350600 IMPOUND FEES	51,005	45,274	45,274
	4350605 BOARDING FEES	91,755	101,180	101,180
	4350610 ANIMAL PLACEMENT	251,155	225,260	225,260
	4550120 CONTRIBUTIONS - NON GOVTL	49,400	10,400	10,400
	TOTAL:	1,856,845	1,877,269	1,872,789

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY DEPARTMENT

DEPARTMENT	REVENUE TYPE	2010-11	2011-12	2011-12
		ADOPTED	REQUESTED	RECOMMENDED
138 EMERGENCY SERVICES	4200065 STATE AID-NUCLEAR PLANNG	1,036,920	1,171,000	1,171,000
	4200215 STATE - HEALTH ADMIN.	99,595	106,758	106,758
	4250085 FEDERAL AID - SECURITY	10,000	10,000	10,000
	4250095 FEDERAL-GRANTS	64,500	64,350	64,350
	4250105 FEDERAL AID - OTHER	75,725	75,725	75,725
	4550070 EMPLOYEE REIMBURSEMENTS	250	250	250
	TOTAL:	1,286,990	1,428,083	1,428,083
139 PROBATION DEPARTMENT	4100055 PROBA DRUG FEE-PC1203.1AB	6,450	3,360	3,360
	4100155 SUPERIOR COURT FINES-BASE	150,000	93,965	93,965
	4100270 HEALTH/SAFETY FINES/FORFT	69,775	0	0
	4100465 DNA Database	42,076	42,567	42,567
	4200005 ST RLGN-SALES TX-SOC SRVC	240,572	240,572	240,572
	4200035 SB90 STATE MANDATED COSTS	45,000	45,000	45,000
	4200080 STATE REIMB-CMC/ASH CASES	90,000	90,000	90,000
	4200105 STATE AWARDED GRANTS	720,545	0	0
	4200170 STATE AID - OTHER	563,196	1,243,050	1,243,050
	4200255 ST AID-PUBLIC SAFETY SRVC	2,710,910	2,710,910	2,738,019
	4200295 ST-10% SBOC VOC REBATE	3,335	8,000	8,000
	4200305 ST AID - SLESF	630,297	630,297	630,297
	4250095 FEDERAL-GRANTS	13,689	15,982	15,982
	4250110 FEDERAL - WELFARE ADMIN	1,625,625	1,642,625	1,642,625
	4250206 FEDERAL AID-ARRA/STATE SUB REC	235,532	235,532	235,532
	4300005 OTHER GOVT AGENCY REVENUE	392,875	358,869	358,869
	4350335 MONITORING FEE-PC1203.1B	265,000	132,995	132,995
	4350365 CHANGE OF PLEA	800	800	800
	4350370 PROBA MGMNT FEE-ADULTS	16,500	7,834	7,834
	4350380 SENTENCING REPORT FEE	90,500	43,719	43,719
	4350385 RESTITN COLL FEE-PC1203.1	200,000	121,542	121,542
	4350390 RECORD SEALING FEE	3,800	824	824
	4350400 ADMINISTRATIVE SERVICES	483,100	850,533	850,533
	4350457 PUBLIC DEFENDER REIMBURSEMENT	296,000	298,526	298,526
	4350475 PROCESSING FEES	108,000	73,212	73,212
	4350790 INST.CARE-JUVENILE HALL	44,000	18,557	18,557
	4550000 OTHER REVENUE	8,575	8,575	8,575
TOTAL:	9,056,152	8,917,846	8,944,955	
140 COUNTY FIRE	4050035 PLAN CHECK FEES	200,000	200,000	200,000
	4200065 STATE AID-NUCLEAR PLANNG	51,004	51,780	56,593
	4200255 ST AID-PUBLIC SAFETY SRVC	1,877,050	1,877,050	1,904,159
	4250095 FEDERAL-GRANTS	0	0	30,000
	4350310 FIRE SUPPRESSION/COST REI	200,000	75,000	200,000
	4350315 AMBULANCE REIMBURSEMENT	130,000	135,000	135,000
	4350530 FIRE PROTECTION SERVICES	1,845,075	1,891,291	1,941,838
	4550010 SEMINAR/CONF/WORKSHOP FEE	95,000	95,000	95,000
	4909070 IFR-JE-CDF	444,914	464,822	464,822
	TOTAL:	4,843,043	4,789,943	5,027,412

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY DEPARTMENT

DEPARTMENT		REVENUE TYPE	2010-11 ADOPTED	2011-12 REQUESTED	2011-12 RECOMMENDED	
141	AGRICULTURAL COMMISSIONER	4050065	LAND USE PERMITS	50,000	40,000	40,000
		4050105	OTHER LICENSES AND PERMIT	196,600	224,035	224,035
		4200055	STATE AID FOR AGRICULTURE	849,648	793,146	748,046
		4200065	STATE AID-NUCLEAR PLANNG	54,800	54,800	54,800
		4200226	ST AID-GAS TAX-UNCLAIMED	1,236,574	1,068,427	1,068,427
		4250105	FEDERAL AID - OTHER	571,592	874,784	987,254
		4300005	OTHER GOVT AGENCY REVENUE	1,000	0	0
		4350540	AGRICULTURAL SERVICES	121,070	166,400	166,400
		4350555	STANDARDIZATION INSPECTS	4,000	6,650	6,650
		4550000	OTHER REVENUE	2,500	2,500	2,500
		4909000	IFR-JOURNAL ENTRY ALLOCATIONS	0	1,000	1,000
		4909999	IFR-CONVERSION ACCOUNT	9,000	0	0
			TOTAL :	3,096,784	3,231,742	3,299,112
		142	PLANNING & BUILDING DEPARTMENT	4050020	BUSINESS LICENSES	3,016
4050025	BUILDING PERMITS			1,225,963	1,075,194	1,450,194
4050035	PLAN CHECK FEES			1,045,752	697,011	722,011
4050040	SUB PERMITS-MECH EL PLUMB			0	226,000	226,000
4050065	LAND USE PERMITS			520,609	536,092	536,092
4050070	PLOT PLANS			192,580	190,073	190,073
4050075	GENERAL PLAN AMENDMENTS			63,532	47,256	47,256
4050080	AGRICULTURAL PRESERVE FEE			96,539	64,831	64,831
4050085	SUBDIVISION PERMITS			271,463	235,238	235,238
4050090	SPECIFIC PLANS			25,000	0	0
4050105	OTHER LICENSES AND PERMIT			24,624	40,311	40,311
4100010	LAND USE FINES			1,100	1,900	1,900
4100180	BLDG CODE INVESTIG FEES			58,900	73,758	73,758
4200065	STATE AID-NUCLEAR PLANNG			5,000	5,000	20,541
4250205	FEDERAL AID-ARRA/PRIME RECIPIE			166,667	161,178	161,178
4250206	FEDERAL AID-ARRA/STATE SUB REC			122,572	0	0
4350106	APPEAL FEE			12,048	8,883	8,883
4350109	AFFORDABLE HOUSING IMPACT FEE			0	0	1,500
4350295	PREAPPLICATION PROCESS			33,460	19,152	19,152
4350350	MITIGATION FEE-AIR			240	240	240
4350400	ADMINISTRATIVE SERVICES			285,000	300,000	300,000
4350480	ENVIRONMNTL ASSESSMT FEES			232,331	237,147	237,147
4350485	LAFCO PROCESSING FEES			0	1,877	1,877
4350490	PUBLICATION FEES			2,012	322	322
4350515	ALLOCATION ADMIN FEE			19,180	11,750	11,750
4350650	DEVELOPMENT FEE- ADMIN			16,000	25,000	29,000
4350665	ROAD ABANDONMENT FEE			50,846	26,613	26,613
4350675	CURB & GUTTER WAIVERS			4,138	2,253	2,253
4350950	MISCELLANEOUS FEES			81,083	49,602	49,602
4351010	OTHER SERVICE CHARGES			1,664	3,640	3,640
4351055	BOOK,PAMPHLT,BROCHR SALES			2,000	2,000	2,000
4550000	OTHER REVENUE			8,100	3,000	3,000
4550085	NUISANCE ABATEMENT			2,629	33,130	33,130
4550125	GRANTS: NON-GOVERNMENTAL			0	57,250	57,250
4900090	IFR-INT SETT-PLANNING	5,000	0	0		
4909080	IFR-JE-PLANNING	389,126	379,126	379,126		
	TOTAL :	4,968,174	4,521,631	4,942,672		

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY DEPARTMENT

DEPARTMENT	REVENUE TYPE	2010-11 ADOPTED	2011-12 REQUESTED	2011-12 RECOMMENDED
143	COURT OPERATIONS			
	4100005 50% EXCESS MOE REVENUE-ST	(590,000)	(632,932)	(632,932)
	4100015 RED LIGHT - VC21453, 54, 57	1,200	1,300	1,300
	4100085 TRAFFIC SCH-VC42007.1(\$24)	275,000	312,000	312,000
	4100090 CNTY FIX IT-VC 40611	28,200	55,000	55,000
	4100100 CO-FAILURE TO APPEAR(FTA)	10,000	14,000	14,000
	4100105 CO MOTOR VEH/CRIM FINES	935,000	1,000,000	1,000,000
	4100135 CITIES FIX IT-VC40611	13,000	18,000	18,000
	4100195 TRAFFIC SCHOOL FEES	1,000,000	1,100,000	1,100,000
	4100220 BLOOD ALCOHOL FINES	95,000	70,000	70,000
	4100265 BUSINESS & PROFESSIONS	(4,200)	(4,300)	(4,300)
	4100270 HEALTH/SAFETY FINES/FORFT	1,600	8,000	8,000
	4100285 CITIES- ALL MISDEMEANORS	23,000	22,000	22,000
	4100300 CITY MOTOR VEHICLE FINES	96,000	80,000	80,000
	4100340 ST PENALTY ASSMNTS-PC1464	475,000	530,000	530,000
	4100354 COUNTY PORTION GC 76000	90,000	90,000	90,000
	4100390 TRAFFIC SCHOOL FEES - CITY	24,500	18,000	18,000
	4350635 RECORDING FEES	200,000	225,000	225,000
	TOTAL:	2,673,300	2,906,068	2,906,068
160	HEALTH AGENCY			
	4050120 BURIAL PERMITS	4,500	4,500	4,500
	4050150 TOBACCO RETAILERS LICENSES	19,051	13,505	13,505
	4100065 CHILD RESTRNT FEE-COUNTY	1,600	1,600	1,600
	4100070 CHILD RESTRAINT FEE-CITY	1,200	1,200	1,200
	4100366 ADM PENALTY-HS 25187	175,000	220,000	220,000
	4150000 INTEREST	1,000	216	216
	4200005 ST RLGN-SALES TX-SOC SRVC	158,700	158,700	158,700
	4200015 ST RLGN-SALES TAX-HEALTH	1,225,000	1,260,000	1,305,718
	4200020 ST REALGN- VLF	1,885,746	1,850,746	1,850,746
	4200065 STATE AID-NUCLEAR PLANNG	71,997	70,556	70,556
	4200170 STATE AID - OTHER	466,487	473,202	473,202
	4200200 MEDI-CAL: PATIENTS-ST +FED	34,725	34,725	34,725
	4200210 ST AID-CALIF CHILDREN SRVC	1,096,128	1,231,573	1,289,988
	4200215 STATE - HEALTH ADMIN.	344,065	329,757	329,757
	4250015 FEDERAL - HEALTH ADMIN	3,178,265	3,507,735	3,507,107
	4250095 FEDERAL -GRANTS	1,440,567	1,310,000	1,310,000
	4250105 FEDERAL AID - OTHER	0	39,660	39,660
	4250136 FED AID - PUBLIC HEALTH SECURI	905,413	815,276	815,276
	4250206 FEDERAL AID-ARRA/STATE SUB REC	319,853	0	0
	4300005 OTHER GOVT AGENCY REVENUE	61,000	64,000	124,000
	4350255 BILLINGS TO OUTSIDE AGENCIES	33,925	0	0
	4350585 CONSERVATORSHIP FEES	212,000	140,000	140,000
	4350590 REPRESENTATIVE PAYEE FEES	31,080	31,080	31,080
	4350635 RECORDING FEES	137,079	137,079	137,079
	4350705 NURSING FEES	267,500	317,500	317,500
	4350715 LABORATORY SERVICES	1,176,980	1,226,980	1,226,980
	4350745 ENVIRONMENTAL HEALTH SERVICES	1,912,600	1,881,100	1,881,100
	4350765 MEDICAL REMB SERV/PAT CAR	567,404	713,404	718,404
	4350785 CALIF CHILDREN SERVICES	3,000	500	500
	4350950 MISCELLANEOUS FEES	39,119	155,000	155,000
	4351045 PROGRAM REV - CHILD&FAMILIES	345,527	229,604	247,854

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY DEPARTMENT

DEPARTMENT	REVENUE TYPE	2010-11 ADOPTED	2011-12 REQUESTED	2011-12 RECOMMENDED
160	(Continued)			
	4550000 OTHER REVENUE	19,089	38,750	86,169
	4550125 GRANTS: NON-GOVERNMENTAL	57,056	130,000	130,000
	4550210 TOBACCO SETTLEMENT	379,487	379,487	379,487
	4900110 IFR-INT SETT-HEALTH BILLINGS	83,061	75,969	75,969
	4909040 IFR-JE ALLOC-PUBLIC HEALTH	154,025	140,402	140,402
	TOTAL:	16,809,229	16,983,806	17,217,980
161	MENTAL HEALTH			
	4200010 ST RLGN-SALES TAX-M H	3,450,000	0	0
	4200020 ST REALGN- VLF	1,510,000	0	0
	4200022 ST AID REALIGNMENT	38,500	0	0
	4200023 ST AID REALIGNMENT-VLF	99,273	0	0
	4200035 SB90 STATE MANDATED COSTS	122,919	0	0
	4200040 ST AID- DRUG/MENTL HEALTH	796,500	0	0
	4200065 STATE AID-NUCLEAR PLANNG	16,069	0	0
	4200110 ST AID-MANGD CARE-INPATNT	314,000	0	0
	4200170 STATE AID - OTHER	80,000	0	0
	4200200 MEDI-CAL: PATIENTS-ST +FED	9,284,908	0	0
	4200220 ST AID-EPST-MENTAL HEALTH	2,464,006	0	0
	4250015 FEDERAL - HEALTH ADMIN	260,000	0	0
	4250061 FED AID - IDEA FUNDS	493,186	0	0
	4250095 FEDERAL-GRANTS	347,226	0	0
	4300005 OTHER GOVT AGENCY REVENUE	45,540	0	0
	4350690 MEDICAL RECORDS FEE	12,000	0	0
	4350725 MENTAL HEALTH SVCS-MEDICARE	172,550	0	0
	4350760 INST CARE/SV-MEDICALSB855	42,863	0	0
	4350795 MENTAL HLTH SVCS-INSURANCE	250,000	0	0
	4351040 MENTAL HLTH SVCS-SELF PAY	30,000	0	0
	4550000 OTHER REVENUE	379,000	0	0
	4550210 TOBACCO SETTLEMENT	760,364	0	0
	TOTAL:	20,968,904	0	0
162	DRUG & ALCOHOL SERVICES			
	4100220 BLOOD ALCOHOL FINES	173,000	0	0
	4100290 FEES -ALCOHOL ABUSE & EDU	190,000	0	0
	4200085 ST AID-DRUG AND ALCOHOL	48,734	0	0
	4200100 ST AID-PERINATAL T E F	217,334	0	0
	4200105 STATE AWARDED GRANTS	752,652	0	0
	4200132 ST AID PROP 36 TREATMENT PROGR	150,025	0	0
	4200170 STATE AID - OTHER	69,973	0	0
	4250035 FED AID-DRUG FREE SCH/COM	203,983	0	0
	4250090 FED AID-DRUG AND ALCOHOL	1,541,496	0	0
	4250095 FEDERAL-GRANTS	319,821	0	0
	4250130 FED AID-PERINTL SETASIDE	72,201	0	0
	4300005 OTHER GOVT AGENCY REVENUE	215,794	0	0
	4350435 DEFERRED ENTRY OF JUDGMENT	62,800	0	0
	4350735 ALCOHOLISM SERVICES	114,000	0	0
	4550065 OTHER REIMBURSEMENTS	80,300	0	0
	4550210 TOBACCO SETTLEMENT	89,185	0	0
	4900170 IFR-INT SETT-DRUG & ALCOHOL	130,804	0	0
	TOTAL:	4,432,102	0	0

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY DEPARTMENT

DEPARTMENT	REVENUE TYPE	2010-11	2011-12	2011-12
		ADOPTED	REQUESTED	RECOMMENDED
165 MENTAL HEALTH SERVICES ACT	4200200 MEDI-CAL:PATIENTS-ST +FED	1,525,476	0	0
	4200220 ST AID-EPSDT-MENTAL HEALTH	299,449	0	0
	4200340 ST AID - MHSA	9,935,376	0	0
	4250105 FEDERAL AID - OTHER	142,277	0	0
	TOTAL:	11,902,578	0	0
166 BEHAVIORAL HEALTH	4100220 BLOOD ALCOHOL FINES	0	57,000	57,000
	4100290 FEES -ALCOHOL ABUSE & EDU	0	104,000	104,000
	4200010 ST RLGN-SALES TAX-M H	0	3,550,000	3,639,781
	4200020 ST REALGN- VLF	0	1,410,000	1,410,000
	4200023 ST AID REALIGNMENT-VLF	0	99,273	99,273
	4200035 SB90 STATE MANDATED COSTS	0	290,803	290,803
	4200040 ST AID- DRUG/MENTL HEALTH	0	660,000	660,000
	4200065 STATE AID-NUCLEAR PLANNG	0	6,313	6,313
	4200085 ST AID-DRUG AND ALCOHOL	0	48,734	48,734
	4200100 ST AID-PERINATAL T E F	0	217,334	217,334
	4200105 STATE AWARDED GRANTS	0	452,652	452,652
	4200110 ST AID-MANGD CARE-INPATNT	0	415,000	415,000
	4200170 STATE AID - OTHER	0	197,724	197,724
	4200200 MEDI-CAL:PATIENTS-ST +FED	0	9,690,464	9,498,665
	4200220 ST AID-EPSDT-MENTAL HEALTH	0	3,852,001	3,852,001
	4200340 ST AID - MHSA	0	9,648,476	9,648,476
	4250015 FEDERAL - HEALTH ADMIN	0	198,720	198,720
	4250061 FED AID - IDEA FUNDS	0	493,186	493,186
	4250090 FED AID-DRUG AND ALCOHOL	0	1,555,692	1,555,692
	4250095 FEDERAL-GRANTS	0	1,440,382	1,440,382
	4250130 FED AID-PERINTL SETASIDE	0	72,201	72,201
	4300005 OTHER GOVT AGENCY REVENUE	0	311,720	311,720
	4350255 BILLINGS TO OUTSIDE AGENCIES	0	80,000	80,000
	4350435 DEFERRED ENTRY OF JUDGMENT	0	79,000	79,000
	4350690 MEDICAL RECORDS FEE	0	12,000	12,000
	4350725 MENTAL HEALTH SVCS-MEDICARE	0	168,000	168,000
	4350735 ALCOHOLISM SERVICES	0	112,500	112,500
	4350760 INST CARE/SV-MEDICALSB855	0	42,863	42,863
	4350795 MENTAL HLTH SVCS-INSURANCE	0	200,000	200,000
	4351040 MENTAL HLTH SVCS-SELF PAY	0	20,000	20,000
	4351080 TOBACCO SETTLEMENT	0	89,185	89,185
	4550000 OTHER REVENUE	0	150,000	0
	4550065 OTHER REIMBURSEMENTS	0	74,000	74,000
	4550120 CONTRIBUTIONS - NON GOVTL	0	4,500	4,500
	4550210 TOBACCO SETTLEMENT	0	760,364	760,364
4900170 IFR-INT SETT-DRUG & ALCOHOL	0	136,349	136,349	
4900250 IFR-INT SETT-MENTAL HEALTH	0	428,899	428,899	
TOTAL:	0	37,129,335	36,877,317	
180 SOCIAL SERVICES ADMINISTRATION	4200005 ST RLGN-SALES TX-SOC SRVC	895,176	919,808	1,214,829
	4200020 ST REALGN- VLF	289,795	278,440	278,440
	4200065 STATE AID-NUCLEAR PLANNG	12,015	21,988	21,988
	4200175 STATE - WELFARE ADMIN.	22,920,851	24,940,872	24,941,740
	4200185 STATE AID-PRIOR YEAR	0	0	100,000

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY DEPARTMENT

DEPARTMENT	REVENUE TYPE	2010-11 ADOPTED	2011-12 REQUESTED	2011-12 RECOMMENDED
180	(Continued)			
	4250110 FEDERAL - WELFARE ADMIN	25,600,966	23,928,163	23,929,226
	4250120 FEDERAL AID-PRIOR YEAR	0	0	100,000
	4250160 FED AID WORKFORCE INVESTMENT A	2,056,343	2,368,743	2,368,743
	4250206 FEDERAL AID-ARRA/STATE SUB REC	735,118	0	0
	4350775 ADOPTION FEES	3,000	2,560	2,560
	4550000 OTHER REVENUE	500	380	380
	4550030 REIMBURSEMENTS-ASSISTANCE	0	500	500
	4550045 REFUNDS/EXCISE TAX	3,000	100	100
	4550065 OTHER REIMBURSEMENTS	50,000	11,940	11,940
	6000000 OPERATING TRANSFERS IN	726,028	0	0
	TOTAL:	53,292,792	52,473,494	52,970,446
181	FOSTER CARE-SOCIAL SERVICES			
	4200005 ST RLGN-SALES TX-SOC SRVC	4,978,350	5,115,335	5,115,335
	4200175 STATE - WELFARE ADMIN.	5,964,579	6,411,805	6,411,805
	4200190 STATE AID - ABATEMENT	34,580	42,731	42,731
	4200195 ST AID-CS COLL-FOSTR CARE	30,000	35,362	35,362
	4250055 FED AID - REIMB	26,000	30,000	30,000
	4250110 FEDERAL - WELFARE ADMIN	5,125,801	5,438,768	5,438,768
	4250115 FEDERAL AID - ABATEMENT	40,000	26,000	26,000
	4250206 FEDERAL AID-ARRA/STATE SUB REC	619,308	0	0
	4550030 REIMBURSEMENTS-ASSISTANCE	163,000	141,081	141,081
	4550065 OTHER REIMBURSEMENTS	0	44,023	44,023
	TOTAL:	16,981,618	17,285,105	17,285,105
182	CALWORKS			
	4200175 STATE - WELFARE ADMIN.	444,850	1,429,682	1,429,682
	4200195 ST AID-CS COLL-FOSTR CARE	30,000	25,000	25,000
	4250055 FED AID - REIMB	30,000	26,000	26,000
	4250110 FEDERAL - WELFARE ADMIN	1,021,187	203,455	203,455
	4300010 COMBINED FED/ST CALWORKS	12,179,903	12,429,791	12,429,791
	4550030 REIMBURSEMENTS-ASSISTANCE	60,000	60,000	60,000
	TOTAL:	13,765,940	14,173,928	14,173,928
183	MEDICAL ASSISTANCE PROG			
	4150025 RENT-LAND/BLDG-LONG TERM	0	74,730	74,730
	4300005 OTHER GOVT AGENCY REVENUE	74,730	0	0
	4550120 CONTRIBUTIONS - NON GOVTL	0	0	81,063
	TOTAL:	74,730	74,730	155,793
184	LAW ENFORCEMENT MED CARE			
	4200015 ST RLGN-SALES TAX-HEALTH	200,000	200,000	200,000
	4200020 ST REALGN- VLF	225,000	225,000	225,000
	TOTAL:	425,000	425,000	425,000
185	GENERAL ASSISTANCE			
	4050120 BURIAL PERMITS	5,000	4,580	4,580
	4200175 STATE - WELFARE ADMIN.	331,114	321,292	321,292
	4550030 REIMBURSEMENTS-ASSISTANCE	170,492	372,302	372,302
	TOTAL:	506,606	698,174	698,174
186	VETERANS SERVICES			
	4200070 STATE AID VETERAN AFFAIRS	65,000	0	65,000
	TOTAL:	65,000	0	65,000

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY DEPARTMENT

DEPARTMENT		REVENUE TYPE		2010-11	2011-12	2011-12
				ADOPTED	REQUESTED	RECOMMENDED
200	MAINTENANCE PROJECTS	6000210	OP TRANS IN - QUIMBY FEES	0	0	320,000
201	PUBLIC WORKS SPECIAL SERVICES	4050025	BUILDING PERMITS	45,006	63,417	63,417
		4050045	MINOR USE PERMIT APPLICATION	22,158	27,138	27,138
		4200065	STATE AID-NUCLEAR PLANNG	16,701	16,700	16,700
		4350295	PREAPPLICATION PROCESS	3,993	3,486	3,486
		4350305	FLOOD HAZARD PROPERTY REPORTS	236	722	722
		4350410	ASSESSMNT APPORTNMNT FEES	1,852	1,389	1,389
		4350505	FILING FEES-CORNER RECORD	2,514	2,302	2,302
		4350960	MONUMENTATION FEES	159,606	149,774	149,774
		4350965	BLDG PRMT REVIEW-DRAINAGE	58,991	45,869	45,869
		4350966	BLDG PRMT REVIEW-FLD HZD	16,720	18,812	18,812
		4350990	DEVELOPMENT PLAN INSPECTN	33,861	32,090	32,090
		4350995	PAR MAP CHECKING THRU T/A	34,912	55,821	55,821
		4351000	TR MAP CHECKING THRU T/A	3,970	2,845	2,845
		4351005	RECORDS OF SURVEY FEES	26,850	28,892	28,892
		4351060	MAP SALES	830	2,194	2,194
		4351070	PM INSPECT-IMP PLANS P11E	63,118	54,651	54,651
		4351075	TM INSPECT-IMP PLANS P11D	258,057	132,601	132,601
		4351095	LOT LINE ADJUST APPLICATION	2,415	5,304	5,304
		4351100	COND USE PMT/DEV PLAN APP	32,166	21,753	21,753
		4351105	CERT COMPLIANCE APP	888	3,076	3,076
		4351110	CERT OF CORRECTION	716	1,593	1,593
		4351125	LOT LINE ADJUST CHECKING	10,047	4,653	4,653
		4352245	RD EXCEPTION - PARCEL MAP	850	0	0
		4400020	WATER SALES FOR RESALE	101,895	100,869	100,869
		4550065	OTHER REIMBURSEMENTS	5,733	4,654	4,654
			TOTAL:	904,085	780,605	780,605
215	FARM ADVISOR	4200170	STATE AID - OTHER	4,035	6,025	6,025
			TOTAL:	4,035	6,025	6,025
230	CAPITAL PROJECTS FUND	4100206	ASSET FORFEITURES	300,800	0	0
		6000000	OPERATING TRANSFERS IN	817,000	0	0
			TOTAL:	1,117,800	0	0
245	ROADS	4000005	PROP. TAXES CURR. SECURED	1,099,832	1,098,361	1,098,361
		4000007	PROPERTY TAX-UNITARY	319,541	328,822	328,822
		4000010	SUPPLEMENTAL-CURR.SECURED	0	3,600	3,600
		4000025	PROP. TAXES CURR. UNSEC.	26,824	25,054	25,054
		4000030	SUPPLEMENTAL-CURR.UNSEC.	0	115	115
		4010005	PROP. TAXES PRIOR SECURED	0	(6,062)	(6,062)
		4150000	INTEREST	60,000	60,000	60,000
		4200075	HOMEOWNER PROP TAX RELIEF	9,910	9,811	9,811
		4200230	STATE - HIGHWAY USERS TAX	5,485,000	8,600,000	8,600,000
		4200240	STATE AID CONSTRUCTION	0	569,700	569,700
		4200245	TRANS DEV ACT SB 325	895,000	405,600	405,600
		4200250	ST AID-ISTEA EXCHANGE	578,060	578,060	578,060
		4200265	ST AID - TRAFFIC CONGESTION	3,600,000	0	0
		4250020	FEDERAL AID CONSTRUCTION	1,984,126	3,502,500	3,502,500

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY DEPARTMENT

DEPARTMENT	REVENUE TYPE	2010-11	2011-12	2011-12
		ADOPTED	REQUESTED	RECOMMENDED
245	(Continued)			
	4250026 FEDERAL AID FOREST RESERVE	11,500	11,500	11,500
	4250205 FEDERAL AID-ARRA/PRIME RECIPIE	300,000	0	0
	4350265 ROAD TRANSVERSE CUT FEE	10,000	1,500	1,500
	4350266 ROAD LONGITUDE CUT FEE	15,000	2,000	2,000
	4350495 PLANNING/ENGINEERING SVCS	5,000	5,000	5,000
	4350500 ROAD PERMIT FEES	10,000	10,000	10,000
	4350660 ENCROACHMENT PERMIT FEES	60,000	98,106	98,106
	4350675 CURB & GUTTER WAIVERS	500	0	0
	4350676 CURB & GUTTER PERMIT WITH DESI	25,000	8,000	8,000
	4350677 CURB & GUTTER PERMIT W/O DESIG	19,411	18,000	18,000
	4550065 OTHER REIMBURSEMENTS	10,000	0	0
	4902055 IFR-JE CAPITAL ASSETS FUNDING	400,000	248,995	248,995
	6000100 ROADS IMPACT FEES	207,648	489,000	489,000
	6000120 TRANSFERS IN FROM GEN FND	<u>6,294,577</u>	<u>6,294,577</u>	<u>5,330,263</u>
	TOTAL:	21,426,929	22,362,239	21,397,925
290	COMMUNITY DEVELOPMENT PROGRAM			
	4250065 FEDERAL FUNDS - CDBG	2,263,010	2,198,865	2,198,865
	4250070 FEDERAL FUNDS - HOME	1,426,049	1,283,444	1,283,444
	4250075 FEDERAL FUNDS - ESG	91,837	91,837	91,837
	4250080 FEDERAL FUNDS - SNAP	848,467	848,467	848,467
	6000120 TRANSFERS IN FROM GEN FND	<u>303,050</u>	<u>303,050</u>	<u>300,936</u>
	TOTAL:	4,932,413	4,725,663	4,723,549
247	PUBLIC FACILITIES FEES			
	4350100 AFFORDABLE HOUSING FEE TRANSFE	20,000	20,000	20,000
	4350101 AFFORDABLE HOUSNG IN-LIEU	(20,000)	(20,000)	(20,000)
	4350102 PUB FAC FEE-LIBRARY	95,242	97,156	97,156
	4350103 PUB FACIL FEE-FIRE	410,044	418,286	418,286
	4350104 PUB FACIL FEE-PARKS	315,887	292,827	292,827
	4350105 PUB FACIL FEE-GEN GOVT	136,486	139,229	139,229
	4350107 PUB FAC FEE-LAW ENFORCE	<u>70,979</u>	<u>72,406</u>	<u>72,406</u>
	TOTAL:	1,028,638	1,019,904	1,019,904
305	PARKS			
	4100255 OFF-HIGHWAY MOTOR FINES	30,000	30,000	30,000
	4100275 LITTER CLEANUP	0	20,108	20,108
	4150000 INTEREST	15,000	5,000	5,000
	4150020 RENT-LAND/BLDG-SHORT TERM	41,600	29,648	29,648
	4150025 RENT-LAND/BLDG-LONG TERM	33,900	57,237	57,237
	4150030 FARM LAND RENT	1,800	1,800	1,800
	4200065 STATE AID-NUCLEAR PLANNG	9,134	5,000	5,000
	4350255 BILLINGS TO OUTSIDE AGENCIES	35,000	35,000	35,000
	4350650 DEVELOPMENT FEE- ADMIN	0	742	742
	4350860 CAMPING FEES	2,856,700	2,627,455	2,627,455
	4350865 DAILY PASSES	411,100	338,835	338,835
	4350870 GROUP ENTRANCE FEES	171,300	198,433	198,433
	4350875 SEASON PASSES	115,800	149,145	149,145
	4350880 SEASON BOAT LICENSES	89,100	85,001	85,001
	4350885 DAILY BOAT PASSES	114,600	109,620	109,620
	4350890 INCOME FROM CONCESSIONS	119,200	94,191	94,191
	4350895 SWIMMING POOL FEES	42,000	67,746	67,746
	4350905 DOG/DAY USE	44,200	55,143	55,143

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY DEPARTMENT

DEPARTMENT		REVENUE TYPE	2010-11 ADOPTED	2011-12 REQUESTED	2011-12 RECOMMENDED
305	(Continued)	4350910 SHOWERS/LOCKERS	53,800	51,375	51,375
		4350970 RECREATIONAL PROGRAMS	13,900	14,918	14,918
		4350971 SKATE PARK FEES	13,400	6,179	6,179
		4350980 OTHER RECREATIONAL FEES	34,300	34,514	34,514
		4550120 CONTRIBUTIONS - NON GOVTL	11,100	0	0
		4900260 IFR-INT SETT-PARKS BILLINGS	180,247	134,067	134,067
		4901020 IFR-OVERHEAD-AGR	0	4,781	4,781
		4903010 IFR-IAA-LABOR-REG	10,000	35,000	35,000
		6000120 TRANSFERS IN FROM GEN FND	<u>3,278,260</u>	<u>3,278,260</u>	<u>3,278,260</u>
		TOTAL:	7,725,441	7,469,198	7,469,198
266	COUNTYWIDE AUTOMATION REPLACEM	4010045 TLRP PROCEEDS	0	0	1,296,735
		4350209 REVENUE TRANSFER FROM TRUST FU	182,000	0	0
		6000120 TRANSFERS IN FROM GEN FND	<u>1,763,636</u>	<u>0</u>	<u>1,569,019</u>
		TOTAL:	1,945,636	0	2,865,754
267	GEN GOVT BUILDING REPLACEMENT	6000120 TRANSFERS IN FROM GEN FND	<u>2,521,543</u>	<u>2,684,683</u>	<u>2,684,683</u>
		TOTAL:	2,521,543	2,684,683	2,684,683
268	TAX REDUCTION RESERVE	6000000 OPERATING TRANSFERS IN	1,000,000	0	0
248	ROADS - IMPACT FEES	4150000 INTEREST	84,603	24,600	24,600
		4350108 ROAD IMPACT FEES	<u>1,028,000</u>	<u>2,410,000</u>	<u>2,410,000</u>
		TOTAL:	1,112,603	2,434,600	2,434,600
330	WILDLIFE AND GRAZING	4250025 FEDERAL GRAZING FEES	<u>3,500</u>	<u>3,500</u>	<u>3,500</u>
		TOTAL:	3,500	3,500	3,500
375	DRIVING UNDER THE INFLUENCE	4100470 WET AND RECKLESS REVENUE	45,709	0	0
		4150000 INTEREST	10,000	3,500	3,500
		4350260 FEES-YOUNG ADULTS PROGRAM	102,599	80,977	80,977
		4350285 EXTD FIRST OFFENDER FEES	221,949	178,065	178,065
		4350730 SECOND CHANCE CHARGES-ALC	636,869	628,467	628,467
		4350815 FIRST OFFENDER FEES	532,995	477,296	477,296
		4352265 WET & RECKLESS	<u>0</u>	<u>44,402</u>	<u>44,402</u>
		TOTAL:	1,550,121	1,412,707	1,412,707
377	LIBRARY	4000005 PROP. TAXES CURR. SECURED	6,251,972	6,243,954	6,191,532
		4000007 PROPERTY TAX-UNITARY	530,473	545,880	545,880
		4000010 SUPPLEMENTAL-CURR.SECURED	90,088	45,044	45,044
		4000015 REDEVELOPMENT AGENCY TAX	(152,237)	(140,646)	(140,646)
		4000025 PROP. TAXES CURR. UNSEC.	152,481	142,430	150,342
		4000030 SUPPLEMENTAL-CURR.UNSEC.	1,100	1,100	1,100
		4010005 PROP. TAXES PRIOR SECURED	(38,500)	(48,125)	(48,125)
		4010010 SUPPLEMENTL-PRIOR SECURED	(2,000)	(2,000)	(2,000)
		4010015 PROP. TAXES PRIOR UNSEC.	4,700	4,070	4,070
		4010020 SUPPLEMENTAL-PRIOR UNSEC	1,000	900	900
		4010035 PENALTIES-DELINQUENT TAX	250	0	0
		4150000 INTEREST	18,000	6,000	6,000
		4200075 HOMEOWNER PROP TAX RELIEF	56,428	55,775	55,775

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY DEPARTMENT

DEPARTMENT		REVENUE TYPE	2010-11 ADOPTED	2011-12 REQUESTED	2011-12 RECOMMENDED
377	(Continued)	4200105 STATE AWARDED GRANTS	57,000	0	39,954
		4200170 STATE AID - OTHER	81,000	0	41,500
		4300015 OTHER GOV'T: RDA PASS THRU	52,001	49,961	49,961
		4350805 LOST-DAMAGED MATERIALS	15,000	12,000	12,000
		4350810 LIBRARY SERVICES	185,000	210,000	210,000
		4350835 COPYING FEES	19,000	17,000	17,000
		4350840 LIBRARY REQUEST FEES	56,000	62,000	62,000
		4550000 OTHER REVENUE	20,000	15,000	15,000
		6000120 TRANSFERS IN FROM GEN FND	529,361	601,303	516,121
		TOTAL:	7,928,117	7,821,646	7,773,408
331	FISH AND GAME	4100250 FISH AND GAME FINES	20,000	20,000	20,000
		TOTAL:	20,000	20,000	20,000
275	ORGANIZATIONAL DEVELOPMENT	4150000 INTEREST	40,000	20,000	20,000
		6000120 TRANSFERS IN FROM GEN FND	0	450,000	242,166
		TOTAL:	40,000	470,000	262,166
350	CO MEDICAL SERVICES PROG	4150000 INTEREST	18,000	4,000	4,000
		4200020 ST REALGN- VLF	2,589,254	2,590,000	2,590,000
		4250015 FEDERAL - HEALTH ADMIN	47,012	49,904	49,904
		4550210 TOBACCO SETTLEMENT	0	698,864	698,864
		4909999 IFR-CONVERSION ACCOUNT	29,740	16,091	16,091
		6000105 TRANSFER IN - GF MED ASST PROG	0	1,802,405	1,727,405
		TOTAL:	2,684,006	5,161,264	5,086,264
351	EMERGENCY MEDICAL SRVS FUND	4100150 PA-EMERGENCY MED SERVICES	428,000	360,000	360,000
		4100152 PA-SB1773 RICHIE'S FUND	360,000	360,000	360,000
		4100365 TRAFFIC SCH FEES-MADDY FUND	122,200	100,000	100,000
		4150000 INTEREST	2,100	400	400
		TOTAL:	912,300	820,400	820,400
352	CAL HEALTHCARE INDIG PROG	4150000 INTEREST	4,900	0	0
		4550210 TOBACCO SETTLEMENT	698,864	0	0
		4909999 IFR-CONVERSION ACCOUNT	19,524	0	0
		TOTAL:	723,288	0	0
277	DEBT SERVICE	4010045 TLRP PROCEEDS	500,000	500,000	500,000
		4100320 PENALTY AS-CRHS TEMP CONS	307,319	308,119	308,119
		6000120 TRANSFERS IN FROM GEN FND	495,513	0	0
		6000135 TRFR IN FOR DEBT SERVICE	1,183,600	942,044	942,044
		6000160 OPR TRF IN - PFF GEN GOV'T	500,000	500,000	500,000
		TOTAL:	2,986,432	2,250,163	2,250,163
392	PENSION OBLIGATION BOND DSF	4150000 INTEREST	40,000	12,000	12,000
		4550140 COUNTY CONTRIBUTIONS	7,541,000	8,062,000	8,062,000
		TOTAL:	7,581,000	8,074,000	8,074,000
		TOTAL COUNTY REVENUE:	432,315,129	421,972,550	427,600,838

Revenue Detail by Account

This report provides revenue, other financing sources and transfers detail at the account level and by governmental fund center.

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT		2010-11 ADOPTED	2011-12 REQUESTED	2011-12 RECOMMENDED
4000005 PROP. TAXES CURR. SECURED	101	NON-DEPARTMENTAL REVENUES	84,862,390	84,715,246	84,291,670
	245	ROADS	1,099,832	1,098,361	1,098,361
	377	LIBRARY	<u>6,251,972</u>	<u>6,243,954</u>	<u>6,191,532</u>
		TOTAL :	92,214,194	92,057,561	91,581,563
4000007 PROPERTY TAX-UNITARY	101	NON-DEPARTMENTAL REVENUES	7,344,949	7,463,757	7,558,284
	245	ROADS	319,541	328,822	328,822
	377	LIBRARY	<u>530,473</u>	<u>545,880</u>	<u>545,880</u>
		TOTAL :	8,194,963	8,338,459	8,432,986
4000010 SUPPLEMENTAL-CURR.SECURED	101	NON-DEPARTMENTAL REVENUES	1,500,000	1,000,000	1,000,000
	245	ROADS	0	3,600	3,600
	377	LIBRARY	<u>90,088</u>	<u>45,044</u>	<u>45,044</u>
		TOTAL :	1,590,088	1,048,644	1,048,644
4000015 REDEVELOPMENT AGENCY TAX	101	NON-DEPARTMENTAL REVENUES	(3,300,000)	(3,200,000)	(3,200,000)
	377	LIBRARY	<u>(152,237)</u>	<u>(140,646)</u>	<u>(140,646)</u>
		TOTAL :	(3,452,237)	(3,340,646)	(3,340,646)
4000025 PROP. TAXES CURR. UNSEC.	101	NON-DEPARTMENTAL REVENUES	2,155,827	2,175,000	2,175,000
	245	ROADS	26,824	25,054	25,054
	377	LIBRARY	<u>152,481</u>	<u>142,430</u>	<u>150,342</u>
		TOTAL :	2,335,132	2,342,484	2,350,396
4000030 SUPPLEMENTAL-CURR.UNSEC.	101	NON-DEPARTMENTAL REVENUES	15,000	15,000	15,000
	245	ROADS	0	115	115
	377	LIBRARY	<u>1,100</u>	<u>1,100</u>	<u>1,100</u>
		TOTAL :	16,100	16,215	16,215
4010005 PROP. TAXES PRIOR SECURED	101	NON-DEPARTMENTAL REVENUES	(165,000)	(230,000)	(230,000)
	245	ROADS	0	(6,062)	(6,062)
	377	LIBRARY	<u>(38,500)</u>	<u>(48,125)</u>	<u>(48,125)</u>
		TOTAL :	(203,500)	(284,187)	(284,187)
4010010 SUPPLEMENTL-PRIOR SECURED	101	NON-DEPARTMENTAL REVENUES	0	(20,000)	(20,000)
	377	LIBRARY	<u>(2,000)</u>	<u>(2,000)</u>	<u>(2,000)</u>
		TOTAL :	(2,000)	(22,000)	(22,000)
4010015 PROP. TAXES PRIOR UNSEC.	101	NON-DEPARTMENTAL REVENUES	60,000	60,000	60,000
	377	LIBRARY	<u>4,700</u>	<u>4,070</u>	<u>4,070</u>
		TOTAL :	64,700	64,070	64,070
4010020 SUPPLEMENTAL-PRIOR UNSEC	101	NON-DEPARTMENTAL REVENUES	25,000	15,000	15,000
	377	LIBRARY	<u>1,000</u>	<u>900</u>	<u>900</u>
		TOTAL :	26,000	15,900	15,900
4010025 REDEMPTION FEES	101	NON-DEPARTMENTAL REVENUES	<u>25,000</u>	<u>30,000</u>	<u>30,000</u>
		TOTAL :	25,000	30,000	30,000

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2010-11 ADOPTED	2011-12 REQUESTED	2011-12 RECOMMENDED
4010030 DELINQUENT/COST REIMBRSM	108 TREAS-TAX COLL-PUBLIC ADM	112,000	115,000	115,000
	TOTAL:	112,000	115,000	115,000
4010035 PENALTIES-DELINQUENT TAX	101 NON-DEPARTMENTAL REVENUES	120,000	156,000	156,000
	377 LIBRARY	250	0	0
	TOTAL:	120,250	156,000	156,000
4010045 TLRP PROCEEDS	101 NON-DEPARTMENTAL REVENUES	500,000	500,000	1,000,000
	107 AUDITOR-CONTROLLER	250,000	360,000	250,000
	266 COUNTYWIDE AUTOMATION REPLACEM	0	0	1,296,735
	277 DEBT SERVICE	500,000	500,000	500,000
	TOTAL:	1,250,000	1,360,000	3,046,735
4010050 SALES AND USE TAXES	101 NON-DEPARTMENTAL REVENUES	5,500,000	5,500,000	5,500,000
	TOTAL:	5,500,000	5,500,000	5,500,000
4010065 AIRCRAFT TAX	101 NON-DEPARTMENTAL REVENUES	270,000	300,000	300,000
	TOTAL:	270,000	300,000	300,000
4010070 PROPERTY TRANSFER TAX	101 NON-DEPARTMENTAL REVENUES	1,300,000	1,400,000	1,400,000
	TOTAL:	1,300,000	1,400,000	1,400,000
4010073 RACEHORSE TAX	101 NON-DEPARTMENTAL REVENUES	6,000	18,000	18,000
	TOTAL:	6,000	18,000	18,000
4010075 TRANSIENT OCCUPANCY TAX	101 NON-DEPARTMENTAL REVENUES	6,130,000	6,000,000	6,000,000
	TOTAL:	6,130,000	6,000,000	6,000,000
4010076 SALE OF TAX DEEDED PROP.	108 TREAS-TAX COLL-PUBLIC ADM	17,250	24,000	24,000
	TOTAL:	17,250	24,000	24,000
4010077 PROPERTY TAX IN-LIEU OF SALES	101 NON-DEPARTMENTAL REVENUES	2,300,000	1,800,000	1,800,000
	TOTAL:	2,300,000	1,800,000	1,800,000
4010078 PROPERTY TAX IN-LIEU OF VLF	101 NON-DEPARTMENTAL REVENUES	27,250,000	27,000,000	27,000,000
	TOTAL:	27,250,000	27,000,000	27,000,000
4050005 FRANCHISES-CABLE	101 NON-DEPARTMENTAL REVENUES	750,000	750,000	750,000
	TOTAL:	750,000	750,000	750,000
4050006 FRANCHISE FEES-PUB UTIL	101 NON-DEPARTMENTAL REVENUES	1,460,000	1,300,000	1,300,000
	TOTAL:	1,460,000	1,300,000	1,300,000
4050010 FRANCHISE FEES-GARBAGE	101 NON-DEPARTMENTAL REVENUES	725,000	725,000	725,000
	TOTAL:	725,000	725,000	725,000
4050015 ANIMAL LICENSES	137 ANIMAL SERVICES	405,792	508,310	508,310
	TOTAL:	405,792	508,310	508,310

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2010-11 ADOPTED	2011-12 REQUESTED	2011-12 RECOMMENDED
4050020 BUSINESS LICENSES	108 TREAS-TAX COLL-PUBLIC ADM	97,898	105,663	105,663
	142 PLANNING & BUILDING DEPARTMENT	<u>3,016</u>	<u>6,804</u>	<u>6,804</u>
	TOTAL:	100,914	112,467	112,467
4050025 BUILDING PERMITS	142 PLANNING & BUILDING DEPARTMENT	1,225,963	1,075,194	1,450,194
	201 PUBLIC WORKS SPECIAL SERVICES	<u>45,006</u>	<u>63,417</u>	<u>63,417</u>
	TOTAL:	1,270,969	1,138,611	1,513,611
4050035 PLAN CHECK FEES	140 COUNTY FIRE	200,000	200,000	200,000
	142 PLANNING & BUILDING DEPARTMENT	<u>1,045,752</u>	<u>697,011</u>	<u>722,011</u>
	TOTAL:	1,245,752	897,011	922,011
4050040 SUB PERMITS-MECH EL PLUMB	142 PLANNING & BUILDING DEPARTMENT	0	226,000	226,000
4050045 MINOR USE PERMIT APPLICATION	201 PUBLIC WORKS SPECIAL SERVICES	<u>22,158</u>	<u>27,138</u>	<u>27,138</u>
	TOTAL:	22,158	27,138	27,138
4050065 LAND USE PERMITS	141 AGRICULTURAL COMMISSIONER	50,000	40,000	40,000
	142 PLANNING & BUILDING DEPARTMENT	<u>520,609</u>	<u>536,092</u>	<u>536,092</u>
	TOTAL:	570,609	576,092	576,092
4050070 PLOT PLANS	142 PLANNING & BUILDING DEPARTMENT	<u>192,580</u>	<u>190,073</u>	<u>190,073</u>
	TOTAL:	192,580	190,073	190,073
4050075 GENERAL PLAN AMENDMENTS	142 PLANNING & BUILDING DEPARTMENT	<u>63,532</u>	<u>47,256</u>	<u>47,256</u>
	TOTAL:	63,532	47,256	47,256
4050080 AGRICULTURAL PRESERVE FEE	142 PLANNING & BUILDING DEPARTMENT	<u>96,539</u>	<u>64,831</u>	<u>64,831</u>
	TOTAL:	96,539	64,831	64,831
4050085 SUBDIVISION PERMITS	142 PLANNING & BUILDING DEPARTMENT	<u>271,463</u>	<u>235,238</u>	<u>235,238</u>
	TOTAL:	271,463	235,238	235,238
4050090 SPECIFIC PLANS	142 PLANNING & BUILDING DEPARTMENT	25,000	0	0
4050095 FINGER PRINTING FEES	136 SHERIFF-CORONER	<u>9,500</u>	<u>11,000</u>	<u>11,000</u>
	TOTAL:	9,500	11,000	11,000
4050100 EXPLOSIVE PERMITS	136 SHERIFF-CORONER	<u>1,200</u>	<u>680</u>	<u>680</u>
	TOTAL:	1,200	680	680
4050105 OTHER LICENSES AND PERMIT	141 AGRICULTURAL COMMISSIONER	196,600	224,035	224,035
	142 PLANNING & BUILDING DEPARTMENT	<u>24,624</u>	<u>40,311</u>	<u>40,311</u>
	TOTAL:	221,224	264,346	264,346
4050110 GUN PERMITS	136 SHERIFF-CORONER	<u>2,200</u>	<u>4,000</u>	<u>4,000</u>
	TOTAL:	2,200	4,000	4,000

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2010-11 ADOPTED	2011-12 REQUESTED	2011-12 RECOMMENDED
4050111 DOMESTIC VIOLENCE FEES	132 DISTRICT ATTORNEY	59,544	59,544	59,544
	TOTAL :	59,544	59,544	59,544
4050120 BURIAL PERMITS	160 HEALTH AGENCY	4,500	4,500	4,500
	185 GENERAL ASSISTANCE	5,000	4,580	4,580
	TOTAL :	9,500	9,080	9,080
4050130 MISC PERMITS	113 GENERAL SERVICES	13,000	10,000	10,000
	130 WASTE MANAGEMNT	31,609	31,609	31,609
	137 ANIMAL SERVICES	58,753	57,598	57,598
	TOTAL :	103,362	99,207	99,207
4050145 SUBPOENA DUCES TECUM GC 1563	136 SHERIFF-CORONER	0	3,000	3,000
4050150 TOBACCO RETAILERS LICENSES	108 TREAS-TAX COLL-PUBLIC ADM	3,630	3,630	3,630
	160 HEALTH AGENCY	19,051	13,505	13,505
	TOTAL :	22,681	17,135	17,135
4050165 NOTARY FEE GC 8211	136 SHERIFF-CORONER	0	900	900
4050170 REPOSSESSION OF VEHICLE GC 267	136 SHERIFF-CORONER	0	1,350	1,350
4100005 50% EXCESS MOE REVENUE-ST	143 COURT OPERATIONS	(590,000)	(632,932)	(632,932)
	TOTAL :	(590,000)	(632,932)	(632,932)
4100010 LAND USE FINES	142 PLANNING & BUILDING DEPARTMENT	1,100	1,900	1,900
	TOTAL :	1,100	1,900	1,900
4100015 RED LIGHT - VC21453, 54, 57	143 COURT OPERATIONS	1,200	1,300	1,300
	TOTAL :	1,200	1,300	1,300
4100045 VEHICLE FORFEITURES-VC14607.6	132 DISTRICT ATTORNEY	2,000	2,000	2,000
	TOTAL :	2,000	2,000	2,000
4100055 PROBA DRUG FEE-PC1203.1AB	139 PROBATION DEPARTMENT	6,450	3,360	3,360
	TOTAL :	6,450	3,360	3,360
4100065 CHILD RESTRNT FEE-COUNTY	160 HEALTH AGENCY	1,600	1,600	1,600
	TOTAL :	1,600	1,600	1,600
4100070 CHILD RESTRAINT FEE-CITY	160 HEALTH AGENCY	1,200	1,200	1,200
	TOTAL :	1,200	1,200	1,200
4100085 TRAFFIC SCH-VC42007.1(\$24)	143 COURT OPERATIONS	275,000	312,000	312,000
	TOTAL :	275,000	312,000	312,000
4100090 CNTY FIX IT-VC 40611	143 COURT OPERATIONS	28,200	55,000	55,000
	TOTAL :	28,200	55,000	55,000

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2010-11 ADOPTED	2011-12 REQUESTED	2011-12 RECOMMENDED
4100100 CO-FAILURE TO APPEAR(FTA)	143 COURT OPERATIONS	10,000	14,000	14,000
	TOTAL:	10,000	14,000	14,000
4100105 CO MOTOR VEH/CRIM FINES	143 COURT OPERATIONS	935,000	1,000,000	1,000,000
	TOTAL:	935,000	1,000,000	1,000,000
4100130 LAB FEE-PC1463.14	136 SHERIFF-CORONER	63,000	63,000	63,000
	TOTAL:	63,000	63,000	63,000
4100135 CITIES FIX IT-VC40611	143 COURT OPERATIONS	13,000	18,000	18,000
	TOTAL:	13,000	18,000	18,000
4100140 SMALL CLAIMS ADVISORY FEE	132 DISTRICT ATTORNEY	10,800	10,000	10,000
	TOTAL:	10,800	10,000	10,000
4100150 PA-EMERGENCY MED SERVICES	351 EMERGENCY MEDICAL SRVS FUND	428,000	360,000	360,000
	TOTAL:	428,000	360,000	360,000
4100152 PA-SB1773 RICHIE'S FUND	351 EMERGENCY MEDICAL SRVS FUND	360,000	360,000	360,000
	TOTAL:	360,000	360,000	360,000
4100155 SUPERIOR COURT FINES-BASE	139 PROBATION DEPARTMENT	150,000	93,965	93,965
	TOTAL:	150,000	93,965	93,965
4100165 SETTLEMENTS/JUDGEMENTS	132 DISTRICT ATTORNEY	84,000	247,000	329,000
	TOTAL:	84,000	247,000	329,000
4100180 BLDG CODE INVESTIG FEES	142 PLANNING & BUILDING DEPARTMENT	58,900	73,758	73,758
	TOTAL:	58,900	73,758	73,758
4100195 TRAFFIC SCHOOL FEES	143 COURT OPERATIONS	1,000,000	1,100,000	1,100,000
	TOTAL:	1,000,000	1,100,000	1,100,000
4100206 ASSET FORFEITURES	132 DISTRICT ATTORNEY	14,000	14,000	14,000
	136 SHERIFF-CORONER	2,615	28,034	68,034
	230 CAPITAL PROJECTS FUND	300,800	0	0
	TOTAL:	317,415	42,034	82,034
4100220 BLOOD ALCOHOL FINES	132 DISTRICT ATTORNEY	68,000	68,000	68,000
	143 COURT OPERATIONS	95,000	70,000	70,000
	162 DRUG & ALCOHOL SERVICES	173,000	0	0
	166 BEHAVIORAL HEALTH	0	57,000	57,000
	TOTAL:	336,000	195,000	195,000
4100230 PENALTY AS-FINGERPRINT ID	136 SHERIFF-CORONER	559,573	161,076	161,076
	TOTAL:	559,573	161,076	161,076
4100250 FISH AND GAME FINES	331 FISH AND GAME	20,000	20,000	20,000
	TOTAL:	20,000	20,000	20,000

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2010-11 ADOPTED	2011-12 REQUESTED	2011-12 RECOMMENDED
4100255 OFF-HIGHWAY MOTOR FINES	305 PARKS	30,000	30,000	30,000
	TOTAL :	30,000	30,000	30,000
4100265 BUSINESS & PROFESSIONS	143 COURT OPERATIONS	(4,200)	(4,300)	(4,300)
	TOTAL :	(4,200)	(4,300)	(4,300)
4100270 HEALTH/SAFETY FINES/FORFT	139 PROBATION DEPARTMENT	69,775	0	0
	143 COURT OPERATIONS	1,600	8,000	8,000
	TOTAL :	71,375	8,000	8,000
4100275 LITTER CLEANUP	305 PARKS	0	20,108	20,108
4100285 CITIES- ALL MISDEMEANORS	143 COURT OPERATIONS	23,000	22,000	22,000
	TOTAL :	23,000	22,000	22,000
4100290 FEES -ALCOHOL ABUSE & EDU	162 DRUG & ALCOHOL SERVICES	190,000	0	0
	166 BEHAVIORAL HEALTH	0	104,000	104,000
	TOTAL :	190,000	104,000	104,000
4100295 CITIES PARKING	107 AUDITOR-CONTROLLER	0	1,200	1,200
4100300 CITY MOTOR VEHICLE FINES	143 COURT OPERATIONS	96,000	80,000	80,000
	TOTAL :	96,000	80,000	80,000
4100320 PENALTY AS-CTHS TEMP CONS	277 DEBT SERVICE	307,319	308,119	308,119
	TOTAL :	307,319	308,119	308,119
4100340 ST PENALTY ASSMNTS-PC1464	143 COURT OPERATIONS	475,000	530,000	530,000
	TOTAL :	475,000	530,000	530,000
4100354 COUNTY PORTION GC 76000	107 AUDITOR-CONTROLLER	0	25,000	25,000
	143 COURT OPERATIONS	90,000	90,000	90,000
	TOTAL :	90,000	115,000	115,000
4100365 TRAFFIC SCH FEES-MADDY FUND	351 EMERGENCY MEDICAL SRVS FUND	122,200	100,000	100,000
	TOTAL :	122,200	100,000	100,000
4100366 ADM PENALTY-HS 25187	160 HEALTH AGENCY	175,000	220,000	220,000
	TOTAL :	175,000	220,000	220,000
4100390 TRAFFIC SCHOOL FEES - CITY	143 COURT OPERATIONS	24,500	18,000	18,000
	TOTAL :	24,500	18,000	18,000
4100465 DNA Database	139 PROBATION DEPARTMENT	42,076	42,567	42,567
	TOTAL :	42,076	42,567	42,567
4100470 WET AND RECKLESS REVENUE	375 DRIVING UNDER THE INFLUENCE	45,709	0	0

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2010-11 ADOPTED	2011-12 REQUESTED	2011-12 RECOMMENDED	
4150000 INTEREST	101	NON-DEPARTMENTAL REVENUES	800,000	300,000	300,000
	160	HEALTH AGENCY	1,000	216	216
	245	ROADS	60,000	60,000	60,000
	248	ROADS - IMPACT FEES	84,603	24,600	24,600
	275	ORGANIZATIONAL DEVELOPMENT	40,000	20,000	20,000
	305	PARKS	15,000	5,000	5,000
	350	CO MEDICAL SERVICES PROG	18,000	4,000	4,000
	351	EMERGENCY MEDICAL SRVS FUND	2,100	400	400
	352	CAL HEALTHCARE INDIG PROG	4,900	0	0
	375	DRIVING UNDER THE INFLUENCE	10,000	3,500	3,500
	377	LIBRARY	18,000	6,000	6,000
	392	PENSION OBLIGATION BOND DSF	40,000	12,000	12,000
		TOTAL:	1,093,603	435,716	435,716
	4150015 COMMUNICATION LEASE FACIL	113	GENERAL SERVICES	7,600	7,450
		TOTAL:	7,600	7,450	7,450
4150020 RENT-LAND/BLDG-SHORT TERM	113	GENERAL SERVICES	10,872	11,200	11,200
	305	PARKS	41,600	29,648	29,648
		TOTAL:	52,472	40,848	40,848
4150025 RENT-LAND/BLDG-LONG TERM	113	GENERAL SERVICES	177,424	162,941	162,941
	183	MEDICAL ASSISTANCE PROG	0	74,730	74,730
	305	PARKS	33,900	57,237	57,237
		TOTAL:	211,324	294,908	294,908
4150030 FARM LAND RENT	305	PARKS	1,800	1,800	1,800
		TOTAL:	1,800	1,800	1,800
4150035 RENTAL OF VETERANS BLDGS.	113	GENERAL SERVICES	40,700	64,800	64,800
		TOTAL:	40,700	64,800	64,800
4200005 ST RLG-N-SALES TX-SOC SRVC	139	PROBATION DEPARTMENT	240,572	240,572	240,572
	160	HEALTH AGENCY	158,700	158,700	158,700
	180	SOCIAL SERVICES ADMINISTRATION	895,176	919,808	1,214,829
	181	FOSTER CARE-SOCIAL SERVICES	4,978,350	5,115,335	5,115,335
		TOTAL:	6,272,798	6,434,415	6,729,436
4200010 ST RLG-N-SALES TAX-M H	161	MENTAL HEALTH	3,450,000	0	0
	166	BEHAVIORAL HEALTH	0	3,550,000	3,639,781
		TOTAL:	3,450,000	3,550,000	3,639,781
4200015 ST RLG-N-SALES TAX-HEALTH	160	HEALTH AGENCY	1,225,000	1,260,000	1,305,718
	184	LAW ENFORCEMENT MED CARE	200,000	200,000	200,000
		TOTAL:	1,425,000	1,460,000	1,505,718
4200020 ST REALGN- VLF	160	HEALTH AGENCY	1,885,746	1,850,746	1,850,746
	161	MENTAL HEALTH	1,510,000	0	0
	166	BEHAVIORAL HEALTH	0	1,410,000	1,410,000
	180	SOCIAL SERVICES ADMINISTRATION	289,795	278,440	278,440
		TOTAL:	3,685,541	3,539,186	3,539,186

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2010-11 ADOPTED	2011-12 REQUESTED	2011-12 RECOMMENDED
4200020 (Continued)	184 LAW ENFORCEMENT MED CARE	225,000	225,000	225,000
	350 CO MEDICAL SERVICES PROG	<u>2,589,254</u>	<u>2,590,000</u>	<u>2,590,000</u>
	TOTAL:	6,499,795	6,354,186	6,354,186
4200022 ST AID REALIGNMENT	161 MENTAL HEALTH	38,500	0	0
4200023 ST AID REALIGNMENT-VLF	161 MENTAL HEALTH	99,273	0	0
	166 BEHAVIORAL HEALTH	<u>0</u>	<u>99,273</u>	<u>99,273</u>
	TOTAL:	99,273	99,273	99,273
4200035 SB90 STATE MANDATED COSTS	107 AUDITOR-CONTROLLER	26,500	14,000	14,000
	110 CLERK/RECORDER	317,659	0	0
	132 DISTRICT ATTORNEY	296,193	272,500	204,500
	139 PROBATION DEPARTMENT	45,000	45,000	45,000
	161 MENTAL HEALTH	122,919	0	0
	166 BEHAVIORAL HEALTH	<u>0</u>	<u>290,803</u>	<u>290,803</u>
TOTAL:	808,271	622,303	554,303	
4200040 ST AID- DRUG/MENTL HEALTH	161 MENTAL HEALTH	796,500	0	0
	166 BEHAVIORAL HEALTH	<u>0</u>	<u>660,000</u>	<u>660,000</u>
	TOTAL:	796,500	660,000	660,000
4200045 STATE AID- EXTRADITION	132 DISTRICT ATTORNEY	<u>60,000</u>	<u>44,000</u>	<u>44,000</u>
TOTAL:	60,000	44,000	44,000	
4200055 STATE AID FOR AGRICULTURE	141 AGRICULTURAL COMMISSIONER	<u>849,648</u>	<u>793,146</u>	<u>748,046</u>
TOTAL:	849,648	793,146	748,046	
4200065 STATE AID-NUCLEAR PLANNG	107 AUDITOR-CONTROLLER	3,000	3,000	3,000
	109 ASSESSOR	0	2,000	8,437
	111 COUNTY COUNSEL	3,032	1,039	4,112
	112 HUMAN RESOURCES	3,978	0	6,252
	113 GENERAL SERVICES	18,648	4,527	4,527
	114 INFORMATION TECHNOLOGY DEPARTM	252,605	252,605	252,605
	136 SHERIFF-CORONER	9,088	13,831	13,831
	138 EMERGENCY SERVICES	1,036,920	1,171,000	1,171,000
	140 COUNTY FIRE	51,004	51,780	56,593
	141 AGRICULTURAL COMMISSIONER	54,800	54,800	54,800
	142 PLANNING & BUILDING DEPARTMENT	5,000	5,000	20,541
	160 HEALTH AGENCY	71,997	70,556	70,556
	161 MENTAL HEALTH	16,069	0	0
	166 BEHAVIORAL HEALTH	0	6,313	6,313
	180 SOCIAL SERVICES ADMINISTRATION	12,015	21,988	21,988
	201 PUBLIC WORKS SPECIAL SERVICES	16,701	16,700	16,700
	305 PARKS	<u>9,134</u>	<u>5,000</u>	<u>5,000</u>
TOTAL:	1,563,991	1,680,139	1,716,255	
4200070 STATE AID VETERAN AFFAIRS	186 VETERANS SERVICES	<u>65,000</u>	<u>0</u>	<u>65,000</u>
TOTAL:	65,000	0	65,000	

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2010-11 ADOPTED	2011-12 REQUESTED	2011-12 RECOMMENDED
4200075 HOMEOWNER PROP TAX RELIEF	101 NON-DEPARTMENTAL REVENUES	800,000	800,000	800,000
	245 ROADS	9,910	9,811	9,811
	377 LIBRARY	<u>56,428</u>	<u>55,775</u>	<u>55,775</u>
	TOTAL :	866,338	865,586	865,586
4200080 STATE REIMB-CMC/ASH CASES	132 DISTRICT ATTORNEY	702,500	740,000	740,000
	135 PUBLIC DEFENDER	300,000	500,000	500,000
	136 SHERIFF-CORONER	132,000	125,000	125,000
	139 PROBATION DEPARTMENT	<u>90,000</u>	<u>90,000</u>	<u>90,000</u>
	TOTAL :	1,224,500	1,455,000	1,455,000
4200085 ST AID-DRUG AND ALCOHOL	162 DRUG & ALCOHOL SERVICES	48,734	0	0
	166 BEHAVIORAL HEALTH	<u>0</u>	<u>48,734</u>	<u>48,734</u>
	TOTAL :	48,734	48,734	48,734
4200090 ST AID-INS FRAUD INVESTIG	132 DISTRICT ATTORNEY	187,000	0	0
4200095 ST AID-DMV-VEH CRIME INV	132 DISTRICT ATTORNEY	145,000	160,000	160,000
	136 SHERIFF-CORONER	<u>155,714</u>	<u>148,700</u>	<u>148,700</u>
	TOTAL :	300,714	308,700	308,700
4200100 ST AID-PERINATAL T E F	162 DRUG & ALCOHOL SERVICES	217,334	0	0
	166 BEHAVIORAL HEALTH	<u>0</u>	<u>217,334</u>	<u>217,334</u>
	TOTAL :	217,334	217,334	217,334
4200105 STATE AWARDED GRANTS	132 DISTRICT ATTORNEY	581,502	551,112	551,112
	136 SHERIFF-CORONER	1,046,311	997,352	997,352
	139 PROBATION DEPARTMENT	720,545	0	0
	162 DRUG & ALCOHOL SERVICES	752,652	0	0
	166 BEHAVIORAL HEALTH	0	452,652	452,652
	377 LIBRARY	<u>57,000</u>	<u>0</u>	<u>39,954</u>
	TOTAL :	3,158,010	2,001,116	2,041,070
4200110 ST AID-MANGD CARE-INPATNT	161 MENTAL HEALTH	314,000	0	0
	166 BEHAVIORAL HEALTH	<u>0</u>	<u>415,000</u>	<u>415,000</u>
	TOTAL :	314,000	415,000	415,000
4200125 STATE REIMB FOR DNA TESTING	136 SHERIFF-CORONER	<u>67,197</u>	<u>75,115</u>	<u>75,115</u>
	TOTAL :	67,197	75,115	75,115
4200132 ST AID PROP 36 TREATMENT PROGR	162 DRUG & ALCOHOL SERVICES	150,025	0	0
4200140 ST REV-PAROLE HOLDS	136 SHERIFF-CORONER	<u>292,000</u>	<u>240,000</u>	<u>240,000</u>
	TOTAL :	292,000	240,000	240,000
4200150 ST AID - CHILD SUP ADMIN	134 CHILD SUPPORT SERVICES	<u>1,486,098</u>	<u>1,583,819</u>	<u>1,583,819</u>
	TOTAL :	1,486,098	1,583,819	1,583,819

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2010-11 ADOPTED	2011-12 REQUESTED	2011-12 RECOMMENDED	
4200170 STATE AID - OTHER	110	CLERK/RECORDER	10,000	14,000	14,000
	132	DISTRICT ATTORNEY	21,000	21,000	21,000
	136	SHERIFF-CORONER	179,183	144,240	144,240
	139	PROBATION DEPARTMENT	563,196	1,243,050	1,243,050
	160	HEALTH AGENCY	466,487	473,202	473,202
	161	MENTAL HEALTH	80,000	0	0
	162	DRUG & ALCOHOL SERVICES	69,973	0	0
	166	BEHAVIORAL HEALTH	0	197,724	197,724
	215	FARM ADVISOR	4,035	6,025	6,025
	377	LIBRARY	81,000	0	41,500
	TOTAL:	1,474,874	2,099,241	2,140,741	
4200175 STATE - WELFARE ADMIN.	180	SOCIAL SERVICES ADMINISTRATION	22,920,851	24,940,872	24,941,740
	181	FOSTER CARE-SOCIAL SERVICES	5,964,579	6,411,805	6,411,805
	182	CALWORKS	444,850	1,429,682	1,429,682
	185	GENERAL ASSISTANCE	331,114	321,292	321,292
		TOTAL:	29,661,394	33,103,651	33,104,519
4200185 STATE AID-PRIOR YEAR	180	SOCIAL SERVICES ADMINISTRATION	0	0	100,000
4200190 STATE AID - ABATEMENT	181	FOSTER CARE-SOCIAL SERVICES	34,580	42,731	42,731
		TOTAL:	34,580	42,731	42,731
4200195 ST AID-CS COLL-FOSTR CARE	181	FOSTER CARE-SOCIAL SERVICES	30,000	35,362	35,362
	182	CALWORKS	30,000	25,000	25,000
		TOTAL:	60,000	60,362	60,362
4200200 MEDI-CAL: PATIENTS-ST +FED	160	HEALTH AGENCY	34,725	34,725	34,725
	161	MENTAL HEALTH	9,284,908	0	0
	165	MENTAL HEALTH SERVICES ACT	1,525,476	0	0
	166	BEHAVIORAL HEALTH	0	9,690,464	9,498,665
		TOTAL:	10,845,109	9,725,189	9,533,390
4200210 ST AID-CALIF CHILDRN SRVC	160	HEALTH AGENCY	1,096,128	1,231,573	1,289,988
		TOTAL:	1,096,128	1,231,573	1,289,988
4200215 STATE - HEALTH ADMIN.	138	EMERGENCY SERVICES	99,595	106,758	106,758
	160	HEALTH AGENCY	344,065	329,757	329,757
		TOTAL:	443,660	436,515	436,515
4200220 ST AID-EPSDT-MENTAL HEALTH	161	MENTAL HEALTH	2,464,006	0	0
	165	MENTAL HEALTH SERVICES ACT	299,449	0	0
	166	BEHAVIORAL HEALTH	0	3,852,001	3,852,001
		TOTAL:	2,763,455	3,852,001	3,852,001
4200226 ST AID-GAS TAX-UNCLAIMED	141	AGRICULTURAL COMMISSIONER	1,236,574	1,068,427	1,068,427
		TOTAL:	1,236,574	1,068,427	1,068,427

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2010-11 ADOPTED	2011-12 REQUESTED	2011-12 RECOMMENDED
4200230 STATE - HIGHWAY USERS TAX	245 ROADS	<u>5,485,000</u>	<u>8,600,000</u>	<u>8,600,000</u>
	TOTAL :	5,485,000	8,600,000	8,600,000
4200240 STATE AID CONSTRUCTION	245 ROADS	0	569,700	569,700
4200245 TRANS DEV ACT SB 325	245 ROADS	<u>895,000</u>	<u>405,600</u>	<u>405,600</u>
	TOTAL :	895,000	405,600	405,600
4200250 ST AID-ISTEA EXCHANGE	245 ROADS	<u>578,060</u>	<u>578,060</u>	<u>578,060</u>
	TOTAL :	578,060	578,060	578,060
4200255 ST AID-PUBLIC SAFETY SRVC	132 DISTRICT ATTORNEY	2,307,820	2,307,820	2,330,820
	136 SHERIFF-CORONER	10,404,220	10,404,220	10,508,262
	139 PROBATION DEPARTMENT	2,710,910	2,710,910	2,738,019
	140 COUNTY FIRE	<u>1,877,050</u>	<u>1,877,050</u>	<u>1,904,159</u>
	TOTAL :	17,300,000	17,300,000	17,481,260
4200265 ST AID - TRAFFIC CONGESTION	245 ROADS	3,600,000	0	0
4200275 OTHER STATE IN-LIEU TAXES	101 NON-DEPARTMENTAL REVENUES	<u>800</u>	<u>800</u>	<u>800</u>
	TOTAL :	800	800	800
4200295 ST-10% SBOC VOC REBATE	139 PROBATION DEPARTMENT	<u>3,335</u>	<u>8,000</u>	<u>8,000</u>
	TOTAL :	3,335	8,000	8,000
4200305 ST AID - SLESF	139 PROBATION DEPARTMENT	<u>630,297</u>	<u>630,297</u>	<u>630,297</u>
	TOTAL :	630,297	630,297	630,297
4200340 ST AID - MHSA	165 MENTAL HEALTH SERVICES ACT	9,935,376	0	0
	166 BEHAVIORAL HEALTH	<u>0</u>	<u>9,648,476</u>	<u>9,648,476</u>
	TOTAL :	9,935,376	9,648,476	9,648,476
4250005 FED AID ENTITLEMNT LAND	101 NON-DEPARTMENTAL REVENUES	<u>1,000,000</u>	<u>1,000,000</u>	<u>1,000,000</u>
	TOTAL :	1,000,000	1,000,000	1,000,000
4250015 FEDERAL - HEALTH ADMIN	160 HEALTH AGENCY	3,178,265	3,507,735	3,507,107
	161 MENTAL HEALTH	260,000	0	0
	166 BEHAVIORAL HEALTH	0	198,720	198,720
	350 CO MEDICAL SERVICES PROG	<u>47,012</u>	<u>49,904</u>	<u>49,904</u>
	TOTAL :	3,485,277	3,756,359	3,755,731
4250020 FEDERAL AID CONSTRUCTION	245 ROADS	<u>1,984,126</u>	<u>3,502,500</u>	<u>3,502,500</u>
	TOTAL :	1,984,126	3,502,500	3,502,500
4250025 FEDERAL GRAZING FEES	330 WILDLIFE AND GRAZING	<u>3,500</u>	<u>3,500</u>	<u>3,500</u>
	TOTAL :	3,500	3,500	3,500
4250026 FEDERAL AID FOREST RESERVE	245 ROADS	<u>11,500</u>	<u>11,500</u>	<u>11,500</u>
	TOTAL :	11,500	11,500	11,500

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2010-11 ADOPTED	2011-12 REQUESTED	2011-12 RECOMMENDED
4250035 FED AID-DRUG FREE SCH/COM	162 DRUG & ALCOHOL SERVICES	203,983	0	0
4250055 FED AID - REIMB	181 FOSTER CARE-SOCIAL SERVICES	26,000	30,000	30,000
	182 CALWORKS	30,000	26,000	26,000
	TOTAL:	56,000	56,000	56,000
4250061 FED AID - IDEA FUNDS	161 MENTAL HEALTH	493,186	0	0
	166 BEHAVIORAL HEALTH	0	493,186	493,186
	TOTAL:	493,186	493,186	493,186
4250065 FEDERAL FUNDS - CDBG	290 COMMUNITY DEVELOPMENT PROGRAM	2,263,010	2,198,865	2,198,865
	TOTAL:	2,263,010	2,198,865	2,198,865
4250070 FEDERAL FUNDS - HOME	290 COMMUNITY DEVELOPMENT PROGRAM	1,426,049	1,283,444	1,283,444
	TOTAL:	1,426,049	1,283,444	1,283,444
4250075 FEDERAL FUNDS - ESG	290 COMMUNITY DEVELOPMENT PROGRAM	91,837	91,837	91,837
	TOTAL:	91,837	91,837	91,837
4250080 FEDERAL FUNDS - SNAP	290 COMMUNITY DEVELOPMENT PROGRAM	848,467	848,467	848,467
	TOTAL:	848,467	848,467	848,467
4250085 FEDERAL AID - SECURITY	138 EMERGENCY SERVICES	10,000	10,000	10,000
	TOTAL:	10,000	10,000	10,000
4250086 FED AID - SCAAP PASS THRU	136 SHERIFF-CORONER	275,000	150,000	353,990
	TOTAL:	275,000	150,000	353,990
4250090 FED AID-DRUG AND ALCOHOL	162 DRUG & ALCOHOL SERVICES	1,541,496	0	0
	166 BEHAVIORAL HEALTH	0	1,555,692	1,555,692
	TOTAL:	1,541,496	1,555,692	1,555,692
4250095 FEDERAL-GRANTS	138 EMERGENCY SERVICES	64,500	64,350	64,350
	139 PROBATION DEPARTMENT	13,689	15,982	15,982
	140 COUNTY FIRE	0	0	30,000
	160 HEALTH AGENCY	1,440,567	1,310,000	1,310,000
	161 MENTAL HEALTH	347,226	0	0
	162 DRUG & ALCOHOL SERVICES	319,821	0	0
	166 BEHAVIORAL HEALTH	0	1,440,382	1,440,382
	TOTAL:	2,185,803	2,830,714	2,860,714
4250105 FEDERAL AID - OTHER	132 DISTRICT ATTORNEY	207,120	207,120	207,120
	136 SHERIFF-CORONER	83,000	85,300	85,300
	138 EMERGENCY SERVICES	75,725	75,725	75,725
	141 AGRICULTURAL COMMISSIONER	571,592	874,784	987,254
	160 HEALTH AGENCY	0	39,660	39,660
	165 MENTAL HEALTH SERVICES ACT	142,277	0	0
	TOTAL:	1,079,714	1,282,589	1,395,059

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2010-11 ADOPTED	2011-12 REQUESTED	2011-12 RECOMMENDED
4250110 FEDERAL - WELFARE ADMIN	139 PROBATION DEPARTMENT	1,625,625	1,642,625	1,642,625
	180 SOCIAL SERVICES ADMINISTRATION	25,600,966	23,928,163	23,929,226
	181 FOSTER CARE-SOCIAL SERVICES	5,125,801	5,438,768	5,438,768
	182 CALWORKS	<u>1,021,187</u>	<u>203,455</u>	<u>203,455</u>
	TOTAL:	33,373,579	31,213,011	31,214,074
4250115 FEDERAL AID - ABATEMENT	181 FOSTER CARE-SOCIAL SERVICES	<u>40,000</u>	<u>26,000</u>	<u>26,000</u>
	TOTAL:	40,000	26,000	26,000
4250120 FEDERAL AID-PRIOR YEAR	180 SOCIAL SERVICES ADMINISTRATION	0	0	100,000
4250130 FED AID-PERINTL SETASIDE	162 DRUG & ALCOHOL SERVICES	72,201	0	0
	166 BEHAVIORAL HEALTH	<u>0</u>	<u>72,201</u>	<u>72,201</u>
	TOTAL:	72,201	72,201	72,201
4250136 FED AID - PUBLIC HEALTH SECURI	160 HEALTH AGENCY	<u>905,413</u>	<u>815,276</u>	<u>815,276</u>
	TOTAL:	905,413	815,276	815,276
4250140 FED AID-CHILD SUP ADMIN	134 CHILD SUPPORT SERVICES	<u>2,884,779</u>	<u>2,808,127</u>	<u>2,808,127</u>
	TOTAL:	2,884,779	2,808,127	2,808,127
4250145 FED AID-INCENTIVES	134 CHILD SUPPORT SERVICES	<u>266,347</u>	<u>266,347</u>	<u>266,347</u>
	TOTAL:	266,347	266,347	266,347
4250160 FED AID WORKFORCE INVESTMENT A	180 SOCIAL SERVICES ADMINISTRATION	<u>2,056,343</u>	<u>2,368,743</u>	<u>2,368,743</u>
	TOTAL:	2,056,343	2,368,743	2,368,743
4250205 FEDERAL AID-ARRA/PRIME RECIPIE	142 PLANNING & BUILDING DEPARTMENT	166,667	161,178	161,178
	245 ROADS	<u>300,000</u>	<u>0</u>	<u>0</u>
	TOTAL:	466,667	161,178	161,178
4250206 FEDERAL AID-ARRA/STATE SUB REC	139 PROBATION DEPARTMENT	235,532	235,532	235,532
	142 PLANNING & BUILDING DEPARTMENT	122,572	0	0
	160 HEALTH AGENCY	319,853	0	0
	180 SOCIAL SERVICES ADMINISTRATION	735,118	0	0
	181 FOSTER CARE-SOCIAL SERVICES	<u>619,308</u>	<u>0</u>	<u>0</u>
	TOTAL:	2,032,383	235,532	235,532
4300005 OTHER GOVT AGENCY REVENUE	136 SHERIFF-CORONER	40,125	35,690	35,690
	137 ANIMAL SERVICES	920,579	905,575	905,575
	139 PROBATION DEPARTMENT	392,875	358,869	358,869
	141 AGRICULTURAL COMMISSIONER	1,000	0	0
	160 HEALTH AGENCY	61,000	64,000	124,000
	161 MENTAL HEALTH	45,540	0	0
	162 DRUG & ALCOHOL SERVICES	215,794	0	0
	166 BEHAVIORAL HEALTH	0	311,720	311,720
	183 MEDICAL ASSISTANCE PROG	<u>74,730</u>	<u>0</u>	<u>0</u>
	TOTAL:	1,751,643	1,675,854	1,735,854

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2010-11 ADOPTED	2011-12 REQUESTED	2011-12 RECOMMENDED
4300010 COMBINED FED/ST CALWORKS	182 CALWORKS	<u>12,179,903</u>	<u>12,429,791</u>	<u>12,429,791</u>
	TOTAL:	12,179,903	12,429,791	12,429,791
4300015 OTHER GOV'T: RDA PASS THRU	101 NON-DEPARTMENTAL REVENUES	1,781,413	1,600,000	1,600,000
	377 LIBRARY	<u>52,001</u>	<u>49,961</u>	<u>49,961</u>
	TOTAL:	1,833,414	1,649,961	1,649,961
4350100 AFFORDABLE HOUSING FEE TRANSFE	247 PUBLIC FACILITIES FEES	<u>20,000</u>	<u>20,000</u>	<u>20,000</u>
	TOTAL:	20,000	20,000	20,000
4350101 AFFORDABLE HOUSNG IN-LIEU	247 PUBLIC FACILITIES FEES	<u>(20,000)</u>	<u>(20,000)</u>	<u>(20,000)</u>
	TOTAL:	(20,000)	(20,000)	(20,000)
4350102 PUB FAC FEE-LIBRARY	247 PUBLIC FACILITIES FEES	<u>95,242</u>	<u>97,156</u>	<u>97,156</u>
	TOTAL:	95,242	97,156	97,156
4350103 PUB FACIL FEE-FIRE	247 PUBLIC FACILITIES FEES	<u>410,044</u>	<u>418,286</u>	<u>418,286</u>
	TOTAL:	410,044	418,286	418,286
4350104 PUB FACIL FEE-PARKS	247 PUBLIC FACILITIES FEES	<u>315,887</u>	<u>292,827</u>	<u>292,827</u>
	TOTAL:	315,887	292,827	292,827
4350105 PUB FACIL FEE-GEN GOVT	247 PUBLIC FACILITIES FEES	<u>136,486</u>	<u>139,229</u>	<u>139,229</u>
	TOTAL:	136,486	139,229	139,229
4350106 APPEAL FEE	142 PLANNING & BUILDING DEPARTMENT	<u>12,048</u>	<u>8,883</u>	<u>8,883</u>
	TOTAL:	12,048	8,883	8,883
4350107 PUB FAC FEE-LAW ENFORCE	247 PUBLIC FACILITIES FEES	<u>70,979</u>	<u>72,406</u>	<u>72,406</u>
	TOTAL:	70,979	72,406	72,406
4350108 ROAD IMPACT FEES	248 ROADS - IMPACT FEES	<u>1,028,000</u>	<u>2,410,000</u>	<u>2,410,000</u>
	TOTAL:	1,028,000	2,410,000	2,410,000
4350109 AFFORDABLE HOUSING IMPACT FEE	142 PLANNING & BUILDING DEPARTMENT	0	0	1,500
4350209 REVENUE TRANSFER FROM TRUST FU	136 SHERIFF-CORONER	100,900	69,468	69,468
	266 COUNTYWIDE AUTOMATION REPLACEM	<u>182,000</u>	<u>0</u>	<u>0</u>
	TOTAL:	282,900	69,468	69,468
4350235 BILLINGS OH-OUTSIDE AGENCIES	102 NON-DEPTL-OTHR FINCNG USE	0	30,715	30,715
4350245 OTHER BILLINGS TO COURTS	113 GENERAL SERVICES	541,283	568,788	568,788
	114 INFORMATION TECHNOLOGY DEPARTM	<u>917,499</u>	<u>813,209</u>	<u>813,209</u>
	TOTAL:	1,458,782	1,381,997	1,381,997
4350250 SHERIFF BLNGS - COURT SECUR	136 SHERIFF-CORONER	<u>3,575,897</u>	<u>3,570,750</u>	<u>3,570,750</u>
	TOTAL:	3,575,897	3,570,750	3,570,750

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2010-11 ADOPTED	2011-12 REQUESTED	2011-12 RECOMMENDED
4350255 BILLINGS TO OUTSIDE AGENCIES	107 AUDITOR-CONTROLLER	300	300	300
	110 CLERK/RECORDER	9,003	9,770	9,770
	112 HUMAN RESOURCES	49,025	49,025	49,025
	132 DISTRICT ATTORNEY	67,151	67,926	67,926
	160 HEALTH AGENCY	33,925	0	0
	166 BEHAVIORAL HEALTH	0	80,000	80,000
	305 PARKS	35,000	35,000	35,000
	TOTAL:	194,404	242,021	242,021
4350260 FEES-YOUNG ADULTS PROGRAM	375 DRIVING UNDER THE INFLUENCE	102,599	80,977	80,977
	TOTAL:	102,599	80,977	80,977
4350265 ROAD TRANSVERSE CUT FEE	245 ROADS	10,000	1,500	1,500
	TOTAL:	10,000	1,500	1,500
4350266 ROAD LONGITUDE CUT FEE	245 ROADS	15,000	2,000	2,000
	TOTAL:	15,000	2,000	2,000
4350285 EXTD FIRST OFFENDER FEES	375 DRIVING UNDER THE INFLUENCE	221,949	178,065	178,065
	TOTAL:	221,949	178,065	178,065
4350295 PREAPPLICATION PROCESS	142 PLANNING & BUILDING DEPARTMENT	33,460	19,152	19,152
	201 PUBLIC WORKS SPECIAL SERVICES	3,993	3,486	3,486
	TOTAL:	37,453	22,638	22,638
4350305 FLOOD HAZARD PROPERTY REPORTS	201 PUBLIC WORKS SPECIAL SERVICES	236	722	722
	TOTAL:	236	722	722
4350310 FIRE SUPPRESSION/COST REI	140 COUNTY FIRE	200,000	75,000	200,000
	TOTAL:	200,000	75,000	200,000
4350315 AMBULANCE REIMBURSEMENT	101 NON-DEPARTMENTAL REVENUES	40,000	40,000	40,000
	140 COUNTY FIRE	130,000	135,000	135,000
	TOTAL:	170,000	175,000	175,000
4350320 INMATE ASSISTANCE REIMBRS	136 SHERIFF-CORONER	800	1,000	1,000
	TOTAL:	800	1,000	1,000
4350335 MONITORING FEE-PC1203.1B	139 PROBATION DEPARTMENT	265,000	132,995	132,995
	TOTAL:	265,000	132,995	132,995
4350340 JUVENILE INFORMAL SUPERVISION	136 SHERIFF-CORONER	58,000	58,000	58,000
	TOTAL:	58,000	58,000	58,000
4350350 MITIGATION FEE-AIR	142 PLANNING & BUILDING DEPARTMENT	240	240	240
	TOTAL:	240	240	240
4350365 CHANGE OF PLEA	139 PROBATION DEPARTMENT	800	800	800
	TOTAL:	800	800	800

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2010-11 ADOPTED	2011-12 REQUESTED	2011-12 RECOMMENDED
4350370 PROBA MGMNT FEE-ADULTS	139 PROBATION DEPARTMENT	16,500	7,834	7,834
	TOTAL :	16,500	7,834	7,834
4350380 SENTENCING REPORT FEE	139 PROBATION DEPARTMENT	90,500	43,719	43,719
	TOTAL :	90,500	43,719	43,719
4350385 RESTITN COLL FEE-PC1203.1	139 PROBATION DEPARTMENT	200,000	121,542	121,542
	TOTAL :	200,000	121,542	121,542
4350390 RECORD SEALING FEE	139 PROBATION DEPARTMENT	3,800	824	824
	TOTAL :	3,800	824	824
4350395 RED INSTALLMENT PLAN FEE	108 TREAS-TAX COLL-PUBLIC ADM	4,540	5,050	5,050
	TOTAL :	4,540	5,050	5,050
4350400 ADMINISTRATIVE SERVICES	107 AUDITOR-CONTROLLER	272,945	248,432	213,432
	108 TREAS-TAX COLL-PUBLIC ADM	970,732	926,169	926,169
	132 DISTRICT ATTORNEY	140,000	115,000	115,000
	137 ANIMAL SERVICES	6,345	6,345	1,865
	139 PROBATION DEPARTMENT	483,100	850,533	850,533
	142 PLANNING & BUILDING DEPARTMENT	285,000	300,000	300,000
	TOTAL :	2,158,122	2,446,479	2,406,999
4350402 ADMIN FEE-SLO CTBID	108 TREAS-TAX COLL-PUBLIC ADM	25,400	26,416	26,416
	TOTAL :	25,400	26,416	26,416
4350404 ADMIN FEE - GC 29412	107 AUDITOR-CONTROLLER	42,500	44,200	44,200
	TOTAL :	42,500	44,200	44,200
4350405 SPECIAL ASSESSMENT FEES	107 AUDITOR-CONTROLLER	145,000	143,640	143,640
	TOTAL :	145,000	143,640	143,640
4350410 ASSESSMNT APPORTNMNT FEES	201 PUBLIC WORKS SPECIAL SERVICES	1,852	1,389	1,389
	TOTAL :	1,852	1,389	1,389
4350415 PROP.REDEMPT.SEARCH FEES	108 TREAS-TAX COLL-PUBLIC ADM	18,860	26,240	26,240
	TOTAL :	18,860	26,240	26,240
4350430 ELECTION SERVICES	110 CLERK/RECORDER	220,000	31,000	31,000
	TOTAL :	220,000	31,000	31,000
4350435 DEFERRED ENTRY OF JUDGMENT	132 DISTRICT ATTORNEY	85,000	62,000	62,000
	162 DRUG & ALCOHOL SERVICES	62,800	0	0
	166 BEHAVIORAL HEALTH	0	79,000	79,000
	TOTAL :	147,800	141,000	141,000
4350441 SEGREGATIONS FEE	108 TREAS-TAX COLL-PUBLIC ADM	152	152	152
	TOTAL :	152	152	152

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2010-11 ADOPTED	2011-12 REQUESTED	2011-12 RECOMMENDED
4350445 DMV DELINQUENT VESSEL FEE	108 TREAS-TAX COLL-PUBLIC ADM	1,077	1,050	1,050
	TOTAL :	1,077	1,050	1,050
4350450 UNSEC DELINQUENT COLL FEE	108 TREAS-TAX COLL-PUBLIC ADM	16,525	19,825	19,825
	TOTAL :	16,525	19,825	19,825
4350457 PUBLIC DEFENDER REIMBURSEMENT	135 PUBLIC DEFENDER	507,000	330,000	330,000
	139 PROBATION DEPARTMENT	296,000	298,526	298,526
	TOTAL :	803,000	628,526	628,526
4350460 LEGAL SERVICES	111 COUNTY COUNSEL	30,800	30,000	30,000
	TOTAL :	30,800	30,000	30,000
4350465 INVOLUNTARY LIEN NOTICES	110 CLERK/RECORDER	10,000	10,000	10,000
	TOTAL :	10,000	10,000	10,000
4350475 PROCESSING FEES	139 PROBATION DEPARTMENT	108,000	73,212	73,212
	TOTAL :	108,000	73,212	73,212
4350480 ENVIRONMNTL ASSESSMT FEES	142 PLANNING & BUILDING DEPARTMENT	232,331	237,147	237,147
	TOTAL :	232,331	237,147	237,147
4350485 LAFCO PROCESSING FEES	142 PLANNING & BUILDING DEPARTMENT	0	1,877	1,877
4350490 PUBLICATION FEES	142 PLANNING & BUILDING DEPARTMENT	2,012	322	322
	TOTAL :	2,012	322	322
4350495 PLANNING/ENGINEERING SVCS	245 ROADS	5,000	5,000	5,000
	TOTAL :	5,000	5,000	5,000
4350500 ROAD PERMIT FEES	245 ROADS	10,000	10,000	10,000
	TOTAL :	10,000	10,000	10,000
4350505 FILING FEES-CORNER RECORD	201 PUBLIC WORKS SPECIAL SERVICES	2,514	2,302	2,302
	TOTAL :	2,514	2,302	2,302
4350515 ALLOCATION ADMIN FEE	142 PLANNING & BUILDING DEPARTMENT	19,180	11,750	11,750
	TOTAL :	19,180	11,750	11,750
4350520 ITD BILL OUTSIDE AGENCIES	114 INFORMATION TECHNOLOGY DEPARTM	69,190	59,409	59,409
	TOTAL :	69,190	59,409	59,409
4350525 ITD BILL OUTSIDE AGENCIES COMM	114 INFORMATION TECHNOLOGY DEPARTM	12,169	17,298	17,298
	TOTAL :	12,169	17,298	17,298
4350530 FIRE PROTECTION SERVICES	140 COUNTY FIRE	1,845,075	1,891,291	1,941,838
	TOTAL :	1,845,075	1,891,291	1,941,838

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2010-11 ADOPTED	2011-12 REQUESTED	2011-12 RECOMMENDED
4350540 AGRICULTURAL SERVICES	141 AGRICULTURAL COMMISSIONER	<u>121,070</u>	<u>166,400</u>	<u>166,400</u>
	TOTAL:	121,070	166,400	166,400
4350550 HOME DETENTION PROGRAM	136 SHERIFF-CORONER	<u>312,000</u>	<u>312,000</u>	<u>312,000</u>
	TOTAL:	312,000	312,000	312,000
4350555 STANDARDIZATION INSPECTS	141 AGRICULTURAL COMMISSIONER	<u>4,000</u>	<u>6,650</u>	<u>6,650</u>
	TOTAL:	4,000	6,650	6,650
4350560 ALTERNATIVE WORK PROG REV	136 SHERIFF-CORONER	<u>132,250</u>	<u>90,000</u>	<u>90,000</u>
	TOTAL:	132,250	90,000	90,000
4350570 CIVIL PROCESS SERVICE	136 SHERIFF-CORONER	<u>118,000</u>	<u>118,000</u>	<u>118,000</u>
	TOTAL:	118,000	118,000	118,000
4350580 REIMB JUV COURT PROF FEES	135 PUBLIC DEFENDER	<u>50,000</u>	<u>27,000</u>	<u>27,000</u>
	TOTAL:	50,000	27,000	27,000
4350581 ESTATE FEES	108 TREAS-TAX COLL-PUBLIC ADM	<u>7,501</u>	<u>9,675</u>	<u>9,675</u>
	TOTAL:	7,501	9,675	9,675
4350585 CONSERVATORSHIP FEES	111 COUNTY COUNSEL	6,000	5,000	5,000
	160 HEALTH AGENCY	<u>212,000</u>	<u>140,000</u>	<u>140,000</u>
	TOTAL:	218,000	145,000	145,000
4350590 REPRESENTATIVE PAYEE FEES	160 HEALTH AGENCY	<u>31,080</u>	<u>31,080</u>	<u>31,080</u>
	TOTAL:	31,080	31,080	31,080
4350595 HUMANE SERVICES	137 ANIMAL SERVICES	<u>22,061</u>	<u>17,327</u>	<u>17,327</u>
	TOTAL:	22,061	17,327	17,327
4350600 IMPOUND FEES	137 ANIMAL SERVICES	<u>51,005</u>	<u>45,274</u>	<u>45,274</u>
	TOTAL:	51,005	45,274	45,274
4350605 BOARDING FEES	137 ANIMAL SERVICES	<u>91,755</u>	<u>101,180</u>	<u>101,180</u>
	TOTAL:	91,755	101,180	101,180
4350610 ANIMAL PLACEMENT	137 ANIMAL SERVICES	<u>251,155</u>	<u>225,260</u>	<u>225,260</u>
	TOTAL:	251,155	225,260	225,260
4350616 LAW ENFORCEMENT SERVICES	136 SHERIFF-CORONER	<u>65,000</u>	<u>65,000</u>	<u>55,000</u>
	TOTAL:	65,000	65,000	55,000
4350620 BOOKING FEES (SB 2557)	136 SHERIFF-CORONER	<u>328,544</u>	<u>328,544</u>	<u>328,544</u>
	TOTAL:	328,544	328,544	328,544
4350625 RECORDER'S SPECL PROJECTS	110 CLERK/RECORDER	<u>465,651</u>	<u>718,983</u>	<u>718,983</u>
	TOTAL:	465,651	718,983	718,983

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2010-11 ADOPTED	2011-12 REQUESTED	2011-12 RECOMMENDED
4350630 RECORDG FEE-MICROGRAPHICS	110 CLERK/RECORDER	42,410	39,110	39,110
	TOTAL :	42,410	39,110	39,110
4350632 Rec Fees-Real Estate Fraud GC	110 CLERK/RECORDER	7,000	7,000	7,000
	132 DISTRICT ATTORNEY	0	128,000	176,000
	TOTAL :	7,000	135,000	183,000
4350635 RECORDING FEES	110 CLERK/RECORDER	1,040,000	1,100,000	1,100,000
	143 COURT OPERATIONS	200,000	225,000	225,000
	160 HEALTH AGENCY	137,079	137,079	137,079
	TOTAL :	1,377,079	1,462,079	1,462,079
4350640 RECORDING FEES-VHS	110 CLERK/RECORDER	2,754	13,466	13,466
	TOTAL :	2,754	13,466	13,466
4350641 CIVIL SPECIAL FEE GC26746	136 SHERIFF-CORONER	0	66,692	66,692
4350650 DEVELOPMENT FEE- ADMIN	142 PLANNING & BUILDING DEPARTMENT	16,000	25,000	29,000
	305 PARKS	0	742	742
	TOTAL :	16,000	25,742	29,742
4350655 SEPARATE TAX BILL COSTS	101 NON-DEPARTMENTAL REVENUES	90,000	82,000	82,000
	TOTAL :	90,000	82,000	82,000
4350660 ENCROACHMENT PERMIT FEES	245 ROADS	60,000	98,106	98,106
	TOTAL :	60,000	98,106	98,106
4350665 ROAD ABANDONMENT FEE	142 PLANNING & BUILDING DEPARTMENT	50,846	26,613	26,613
	TOTAL :	50,846	26,613	26,613
4350675 CURB & GUTTER WAIVERS	142 PLANNING & BUILDING DEPARTMENT	4,138	2,253	2,253
	245 ROADS	500	0	0
	TOTAL :	4,638	2,253	2,253
4350676 CURB & GUTTER PERMIT WITH DESI	245 ROADS	25,000	8,000	8,000
	TOTAL :	25,000	8,000	8,000
4350677 CURB & GUTTER PERMIT W/O DESIG	245 ROADS	19,411	18,000	18,000
	TOTAL :	19,411	18,000	18,000
4350690 MEDICAL RECORDS FEE	161 MENTAL HEALTH	12,000	0	0
	166 BEHAVIORAL HEALTH	0	12,000	12,000
	TOTAL :	12,000	12,000	12,000
4350705 NURSING FEES	160 HEALTH AGENCY	267,500	317,500	317,500
	TOTAL :	267,500	317,500	317,500
4350715 LABORATORY SERVICES	160 HEALTH AGENCY	1,176,980	1,226,980	1,226,980
	TOTAL :	1,176,980	1,226,980	1,226,980

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2010-11 ADOPTED	2011-12 REQUESTED	2011-12 RECOMMENDED
4350720 SUPPLEMENTAL ROLL-5% ADMN	101 NON-DEPARTMENTAL REVENUES	500,000	200,000	200,000
	TOTAL :	500,000	200,000	200,000
4350725 MENTAL HEALTH SVCS-MEDICARE	161 MENTAL HEALTH	172,550	0	0
	166 BEHAVIORAL HEALTH	0	168,000	168,000
	TOTAL :	172,550	168,000	168,000
4350730 SECOND CHANCE CHARGES-ALC	375 DRIVING UNDER THE INFLUENCE	636,869	628,467	628,467
	TOTAL :	636,869	628,467	628,467
4350735 ALCOHOLISM SERVICES	162 DRUG & ALCOHOL SERVICES	114,000	0	0
	166 BEHAVIORAL HEALTH	0	112,500	112,500
	TOTAL :	114,000	112,500	112,500
4350740 COBRA MED INS ADMIN FEE	107 AUDITOR-CONTROLLER	800	800	800
	TOTAL :	800	800	800
4350745 ENVIRONMENTAL HEALTH SERVICES	160 HEALTH AGENCY	1,912,600	1,881,100	1,881,100
	TOTAL :	1,912,600	1,881,100	1,881,100
4350760 INST CARE/SV-MEDICALSB855	161 MENTAL HEALTH	42,863	0	0
	166 BEHAVIORAL HEALTH	0	42,863	42,863
	TOTAL :	42,863	42,863	42,863
4350765 MEDICAL REMB SERV/PAT CAR	160 HEALTH AGENCY	567,404	713,404	718,404
	TOTAL :	567,404	713,404	718,404
4350770 CUTS & COMBINATN REQUESTS	109 ASSESSOR	7,500	2,500	2,500
	TOTAL :	7,500	2,500	2,500
4350775 ADOPTION FEES	180 SOCIAL SERVICES ADMINISTRATION	3,000	2,560	2,560
	TOTAL :	3,000	2,560	2,560
4350785 CALIF CHILDREN SERVICES	160 HEALTH AGENCY	3,000	500	500
	TOTAL :	3,000	500	500
4350790 INST.CARE-JUVENILE HALL	139 PROBATION DEPARTMENT	44,000	18,557	18,557
	TOTAL :	44,000	18,557	18,557
4350795 MENTAL HLTH SVCS-INSURANCE	161 MENTAL HEALTH	250,000	0	0
	166 BEHAVIORAL HEALTH	0	200,000	200,000
	TOTAL :	250,000	200,000	200,000
4350805 LOST-DAMAGED MATERIALS	377 LIBRARY	15,000	12,000	12,000
	TOTAL :	15,000	12,000	12,000
4350810 LIBRARY SERVICES	377 LIBRARY	185,000	210,000	210,000
	TOTAL :	185,000	210,000	210,000

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2010-11 ADOPTED	2011-12 REQUESTED	2011-12 RECOMMENDED
4350815 FIRST OFFENDER FEES	375 DRIVING UNDER THE INFLUENCE	532,995	477,296	477,296
	TOTAL :	532,995	477,296	477,296
4350820 WASTE TIPPING FEES-AB 939	107 AUDITOR-CONTROLLER	14,736	14,736	14,736
	TOTAL :	14,736	14,736	14,736
4350835 COPYING FEES	132 DISTRICT ATTORNEY	12,000	12,000	12,000
	377 LIBRARY	19,000	17,000	17,000
	TOTAL :	31,000	29,000	29,000
4350840 LIBRARY REQUEST FEES	377 LIBRARY	56,000	62,000	62,000
	TOTAL :	56,000	62,000	62,000
4350860 CAMPING FEES	305 PARKS	2,856,700	2,627,455	2,627,455
	TOTAL :	2,856,700	2,627,455	2,627,455
4350865 DAILY PASSES	305 PARKS	411,100	338,835	338,835
	TOTAL :	411,100	338,835	338,835
4350870 GROUP ENTRANCE FEES	305 PARKS	171,300	198,433	198,433
	TOTAL :	171,300	198,433	198,433
4350875 SEASON PASSES	305 PARKS	115,800	149,145	149,145
	TOTAL :	115,800	149,145	149,145
4350880 SEASON BOAT LICENSES	305 PARKS	89,100	85,001	85,001
	TOTAL :	89,100	85,001	85,001
4350885 DAILY BOAT PASSES	305 PARKS	114,600	109,620	109,620
	TOTAL :	114,600	109,620	109,620
4350890 INCOME FROM CONCESSIONS	113 GENERAL SERVICES	20,000	7,200	7,200
	305 PARKS	119,200	94,191	94,191
	TOTAL :	139,200	101,391	101,391
4350895 SWIMMING POOL FEES	305 PARKS	42,000	67,746	67,746
	TOTAL :	42,000	67,746	67,746
4350905 DOG/DAY USE	305 PARKS	44,200	55,143	55,143
	TOTAL :	44,200	55,143	55,143
4350910 SHOWERS/LOCKERS	305 PARKS	53,800	51,375	51,375
	TOTAL :	53,800	51,375	51,375
4350920 MOBL HOME DUP TX CLEARNCE	108 TREAS-TAX COLL-PUBLIC ADM	150	150	150
	TOTAL :	150	150	150
4350935 OTHER CLERK FEES	110 CLERK/RECORDER	449,000	460,000	460,000
	TOTAL :	449,000	460,000	460,000

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2010-11 ADOPTED	2011-12 REQUESTED	2011-12 RECOMMENDED
4350950 MISCELLANEOUS FEES	108 TREAS-TAX COLL-PUBLIC ADM	575	0	0
	130 WASTE MANAGEMNT	0	26,036	26,036
	142 PLANNING & BUILDING DEPARTMENT	81,083	49,602	49,602
	160 HEALTH AGENCY	39,119	155,000	155,000
	TOTAL:	120,777	230,638	230,638
4350960 MONUMENTATION FEES	201 PUBLIC WORKS SPECIAL SERVICES	159,606	149,774	149,774
	TOTAL:	159,606	149,774	149,774
4350965 BLDG PRMT REVIEW-DRAINAGE	201 PUBLIC WORKS SPECIAL SERVICES	58,991	45,869	45,869
	TOTAL:	58,991	45,869	45,869
4350966 BLDG PRMT REVIEW-FLD HZD	201 PUBLIC WORKS SPECIAL SERVICES	16,720	18,812	18,812
	TOTAL:	16,720	18,812	18,812
4350970 RECREATIONAL PROGRAMS	305 PARKS	13,900	14,918	14,918
	TOTAL:	13,900	14,918	14,918
4350971 SKATE PARK FEES	305 PARKS	13,400	6,179	6,179
	TOTAL:	13,400	6,179	6,179
4350980 OTHER RECREATIONAL FEES	305 PARKS	34,300	34,514	34,514
	TOTAL:	34,300	34,514	34,514
4350990 DEVELOPMENT PLAN INSPECTN	201 PUBLIC WORKS SPECIAL SERVICES	33,861	32,090	32,090
	TOTAL:	33,861	32,090	32,090
4350995 PAR MAP CHECKING THRU T/A	201 PUBLIC WORKS SPECIAL SERVICES	34,912	55,821	55,821
	TOTAL:	34,912	55,821	55,821
4351000 TR MAP CHECKING THRU T/A	201 PUBLIC WORKS SPECIAL SERVICES	3,970	2,845	2,845
	TOTAL:	3,970	2,845	2,845
4351005 RECORDS OF SURVEY FEES	201 PUBLIC WORKS SPECIAL SERVICES	26,850	28,892	28,892
	TOTAL:	26,850	28,892	28,892
4351010 OTHER SERVICE CHARGES	142 PLANNING & BUILDING DEPARTMENT	1,664	3,640	3,640
	TOTAL:	1,664	3,640	3,640
4351040 MENTAL HLTH SVCS-SELF PAY	161 MENTAL HEALTH	30,000	0	0
	166 BEHAVIORAL HEALTH	0	20,000	20,000
	TOTAL:	30,000	20,000	20,000
4351045 PROGRAM REV - CHILD&FAMILIES	160 HEALTH AGENCY	345,527	229,604	247,854
	TOTAL:	345,527	229,604	247,854
4351055 BOOK,PAMPHLT,BROCHR SALES	107 AUDITOR-CONTROLLER	300	200	200
	142 PLANNING & BUILDING DEPARTMENT	2,000	2,000	2,000
	TOTAL:	2,300	2,200	2,200

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2010-11 ADOPTED	2011-12 REQUESTED	2011-12 RECOMMENDED
4351060 MAP SALES	109 ASSESSOR	1,000	500	500
	201 PUBLIC WORKS SPECIAL SERVICES	830	2,194	2,194
	TOTAL:	1,830	2,694	2,694
4351065 PUB INFO SALE-COMP FILES	104 ADMINISTRATIVE OFFICE	124	124	124
	108 TREAS-TAX COLL-PUBLIC ADM	2,014	0	0
	109 ASSESSOR	22,500	20,000	20,000
	TOTAL:	24,638	20,124	20,124
4351070 PM INSPECT-IMP PLANS P11E	201 PUBLIC WORKS SPECIAL SERVICES	63,118	54,651	54,651
	TOTAL:	63,118	54,651	54,651
4351075 TM INSPECT-IMP PLANS P11D	201 PUBLIC WORKS SPECIAL SERVICES	258,057	132,601	132,601
	TOTAL:	258,057	132,601	132,601
4351080 TOBACCO SETTLEMENT	166 BEHAVIORAL HEALTH	0	89,185	89,185
4351095 LOT LINE ADJUST APPLICATION	201 PUBLIC WORKS SPECIAL SERVICES	2,415	5,304	5,304
	TOTAL:	2,415	5,304	5,304
4351100 COND USE PMT/DEV PLAN APP	201 PUBLIC WORKS SPECIAL SERVICES	32,166	21,753	21,753
	TOTAL:	32,166	21,753	21,753
4351105 CERT COMPLIANCE APP	201 PUBLIC WORKS SPECIAL SERVICES	888	3,076	3,076
	TOTAL:	888	3,076	3,076
4351110 CERT OF CORRECTION	201 PUBLIC WORKS SPECIAL SERVICES	716	1,593	1,593
	TOTAL:	716	1,593	1,593
4351125 LOT LINE ADJUST CHECKING	201 PUBLIC WORKS SPECIAL SERVICES	10,047	4,653	4,653
	TOTAL:	10,047	4,653	4,653
4352240 SB2557 PROPERTY TAX ADMIN FEE	101 NON-DEPARTMENTAL REVENUES	1,850,412	1,972,944	1,972,944
	TOTAL:	1,850,412	1,972,944	1,972,944
4352245 RD EXCEPTION - PARCEL MAP	201 PUBLIC WORKS SPECIAL SERVICES	850	0	0
4352255 BULK TRANSFER FEE	108 TREAS-TAX COLL-PUBLIC ADM	1,150	1,150	1,150
	TOTAL:	1,150	1,150	1,150
4352260 SUBDIVISION/PARCEL TRACT MAP	108 TREAS-TAX COLL-PUBLIC ADM	6,205	4,453	4,453
	TOTAL:	6,205	4,453	4,453
4352265 WET & RECKLESS	375 DRIVING UNDER THE INFLUENCE	0	44,402	44,402
4400020 WATER SALES FOR RESALE	201 PUBLIC WORKS SPECIAL SERVICES	101,895	100,869	100,869
	TOTAL:	101,895	100,869	100,869

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2010-11 ADOPTED	2011-12 REQUESTED	2011-12 RECOMMENDED	
4550000 OTHER REVENUE	101 NON-DEPARTMENTAL REVENUES	4,000	4,000	4,000	
	107 AUDITOR-CONTROLLER	300	3,300	3,300	
	108 TREAS-TAX COLL-PUBLIC ADM	6,072	5,950	5,950	
	132 DISTRICT ATTORNEY	205,000	45,000	81,000	
	134 CHILD SUPPORT SERVICES	246,577	139,928	139,928	
	136 SHERIFF-CORONER	7,000	6,000	6,000	
	139 PROBATION DEPARTMENT	8,575	8,575	8,575	
	141 AGRICULTURAL COMMISSIONER	2,500	2,500	2,500	
	142 PLANNING & BUILDING DEPARTMENT	8,100	3,000	3,000	
	160 HEALTH AGENCY	19,089	38,750	86,169	
	161 MENTAL HEALTH	379,000	0	0	
	166 BEHAVIORAL HEALTH	0	150,000	0	
	180 SOCIAL SERVICES ADMINISTRATION	500	380	380	
	377 LIBRARY	20,000	15,000	15,000	
		TOTAL:	906,713	422,383	355,802
	4550010 SEMINAR/CONF/WORKSHOP FEE	140 COUNTY FIRE	95,000	95,000	95,000
TOTAL:		95,000	95,000	95,000	
4550011 SETTLEMENTS-ENVIRONMENTAL	132 DISTRICT ATTORNEY	100,000	214,000	214,000	
	TOTAL:	100,000	214,000	214,000	
4550015 LIBRARY CARD ACCESS FEES	108 TREAS-TAX COLL-PUBLIC ADM	6,300	0	0	
4550030 REIMBURSEMENTS-ASSISTANCE	180 SOCIAL SERVICES ADMINISTRATION	0	500	500	
	181 FOSTER CARE-SOCIAL SERVICES	163,000	141,081	141,081	
	182 CALWORKS	60,000	60,000	60,000	
	185 GENERAL ASSISTANCE	170,492	372,302	372,302	
	TOTAL:	393,492	573,883	573,883	
4550045 REFUNDS/EXCISE TAX	180 SOCIAL SERVICES ADMINISTRATION	3,000	100	100	
	TOTAL:	3,000	100	100	
4550050 TAX DEPT RETRND CHECK FEE	108 TREAS-TAX COLL-PUBLIC ADM	6,600	6,000	6,000	
	TOTAL:	6,600	6,000	6,000	
4550055 SALE OF FIXED ASSETS	113 GENERAL SERVICES	20,000	20,000	20,000	
	TOTAL:	20,000	20,000	20,000	
4550062 ADV COSTS TX DEEDED PROP	108 TREAS-TAX COLL-PUBLIC ADM	1,380	1,920	1,920	
	TOTAL:	1,380	1,920	1,920	
4550065 OTHER REIMBURSEMENTS	113 GENERAL SERVICES	47,965	59,337	59,337	
	136 SHERIFF-CORONER	1,150	1,200	1,200	
	162 DRUG & ALCOHOL SERVICES	80,300	0	0	
	166 BEHAVIORAL HEALTH	0	74,000	74,000	
	180 SOCIAL SERVICES ADMINISTRATION	50,000	11,940	11,940	
	181 FOSTER CARE-SOCIAL SERVICES	0	44,023	44,023	
	201 PUBLIC WORKS SPECIAL SERVICES	5,733	4,654	4,654	
	245 ROADS	10,000	0	0	
	TOTAL:	195,148	195,154	195,154	

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2010-11 ADOPTED	2011-12 REQUESTED	2011-12 RECOMMENDED
4550070 EMPLOYEE REIMBURSEMENTS	138 EMERGENCY SERVICES	250	250	250
	TOTAL :	250	250	250
4550075 EMPL MEALS/IN-HOUSE FOOD	136 SHERIFF-CORONER	3,200	3,200	3,200
	TOTAL :	3,200	3,200	3,200
4550080 OTHER SALES	113 GENERAL SERVICES	6,220	7,000	7,000
	TOTAL :	6,220	7,000	7,000
4550085 NUISANCE ABATEMENT	142 PLANNING & BUILDING DEPARTMENT	2,629	33,130	33,130
	TOTAL :	2,629	33,130	33,130
4550090 SERVICE CHGE RETRND CHKS	108 TREAS-TAX COLL-PUBLIC ADM	10,306	7,960	7,960
	TOTAL :	10,306	7,960	7,960
4550100 1915 BOND ACT ASSESSMENT	107 AUDITOR-CONTROLLER	6,000	27,000	27,000
	TOTAL :	6,000	27,000	27,000
4550120 CONTRIBUTIONS - NON GOVTL	137 ANIMAL SERVICES	49,400	10,400	10,400
	166 BEHAVIORAL HEALTH	0	4,500	4,500
	183 MEDICAL ASSISTANCE PROG	0	0	81,063
	305 PARKS	11,100	0	0
	TOTAL :	60,500	14,900	95,963
4550125 GRANTS: NON-GOVERNMENTAL	142 PLANNING & BUILDING DEPARTMENT	0	57,250	57,250
	160 HEALTH AGENCY	57,056	130,000	130,000
	TOTAL :	57,056	187,250	187,250
4550140 COUNTY CONTRIBUTIONS	392 PENSION OBLIGATION BOND DSF	7,541,000	8,062,000	8,062,000
	TOTAL :	7,541,000	8,062,000	8,062,000
4550160 CASH OVERAGES	108 TREAS-TAX COLL-PUBLIC ADM	2,600	2,300	2,300
	TOTAL :	2,600	2,300	2,300
4550170 SETTLEMNTS,DAMAGES,&REST.	112 HUMAN RESOURCES	0	0	100,000
4550200 INVOICE VARIANCES	101 NON-DEPARTMENTAL REVENUES	5	5	5
	TOTAL :	5	5	5
4550210 TOBACCO SETTLEMENT	106 CONTRIBUTIONS TO OTHER AGENCIE	361,481	361,481	361,481
	136 SHERIFF-CORONER	120,494	120,494	120,494
	160 HEALTH AGENCY	379,487	379,487	379,487
	161 MENTAL HEALTH	760,364	0	0
	162 DRUG & ALCOHOL SERVICES	89,185	0	0
	166 BEHAVIORAL HEALTH	0	760,364	760,364
	350 CO MEDICAL SERVICES PROG	0	698,864	698,864
	352 CAL HEALTHCARE INDIG PROG	698,864	0	0
	TOTAL :	2,409,875	2,320,690	2,320,690

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE		DEPARTMENT		2010-11 ADOPTED	2011-12 REQUESTED	2011-12 RECOMMENDED
4900010	IFR-ADMIN DEPT SUPPORT	114	INFORMATION TECHNOLOGY DEPARTM	15,000	12,500	12,500
	TOTAL :			15,000	12,500	12,500
4900080	IFR-INT SETT-ITD NETWORK SVCS	114	INFORMATION TECHNOLOGY DEPARTM	195,167	254,299	254,299
	TOTAL :			195,167	254,299	254,299
4900090	IFR-INT SETT-PLANNING	142	PLANNING & BUILDING DEPARTMENT	5,000	0	0
4900100	IFR-INT SETT-GEN SRVS S/S BILL	113	GENERAL SERVICES	1,316,423	1,161,418	1,161,418
	TOTAL :			1,316,423	1,161,418	1,161,418
4900110	IFR-INT SETT-HEALTH BILLINGS	160	HEALTH AGENCY	83,061	75,969	75,969
	TOTAL :			83,061	75,969	75,969
4900130	IFR-INT SETT-MAINT PROJECTS	113	GENERAL SERVICES	29,198	0	0
4900140	IFR-INT SETT-ITD ENTERPRISE SV	114	INFORMATION TECHNOLOGY DEPARTM	338,462	417,882	417,882
	TOTAL :			338,462	417,882	417,882
4900170	IFR-INT SETT-DRUG & ALCOHOL	162	DRUG & ALCOHOL SERVICES	130,804	0	0
		166	BEHAVIORAL HEALTH	0	136,349	136,349
	TOTAL :			130,804	136,349	136,349
4900190	IFR-INT SETT-ITD DPTMTL SVCS	114	INFORMATION TECHNOLOGY DEPARTM	230,720	99,711	99,711
	TOTAL :			230,720	99,711	99,711
4900200	IFR-INT SETT-ITD RADIO COMM	114	INFORMATION TECHNOLOGY DEPARTM	20,755	35,188	35,188
	TOTAL :			20,755	35,188	35,188
4900220	IFR-INT SETT-SHERIFF SUPPORT	136	SHERIFF-CORONER	506,677	516,461	543,070
	TOTAL :			506,677	516,461	543,070
4900250	IFR-INT SETT-MENTAL HEALTH	166	BEHAVIORAL HEALTH	0	428,899	428,899
4900260	IFR-INT SETT-PARKS BILLINGS	305	PARKS	180,247	134,067	134,067
	TOTAL :			180,247	134,067	134,067
4901000	IFR-OVERHEAD-OH ALLOCATIONS	113	GENERAL SERVICES	0	271,255	271,255
4901020	IFR-OVERHEAD-AGR	305	PARKS	0	4,781	4,781
4902010	IFR-MANUAL COST ALLOC-ITD VOIC	114	INFORMATION TECHNOLOGY DEPARTM	160,476	166,847	166,847
	TOTAL :			160,476	166,847	166,847
4902030	IFR-MANUAL COST ALLOC-POSTAGE	113	GENERAL SERVICES	59,481	70,405	70,405
	TOTAL :			59,481	70,405	70,405
4902055	IFR-JE CAPITAL ASSETS FUNDING	245	ROADS	400,000	248,995	248,995
	TOTAL :			400,000	248,995	248,995

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2010-11 ADOPTED	2011-12 REQUESTED	2011-12 RECOMMENDED
4903010 IFR-IAA-LABOR-REG	113 GENERAL SERVICES	708,752	330,701	330,701
	305 PARKS	10,000	35,000	35,000
	TOTAL:	718,752	365,701	365,701
4904000 IFR-IS-W/O SETTLEMENT	113 GENERAL SERVICES	8,558	4,603	4,603
	TOTAL:	8,558	4,603	4,603
4909000 IFR-JOURNAL ENTRY ALLOCATIONS	106 CONTRIBUTIONS TO OTHER AGENCIE	36,000	0	0
	141 AGRICULTURAL COMMISSIONER	0	1,000	1,000
	TOTAL:	36,000	1,000	1,000
4909001 IFR-JE-ADMIN OFFICE	104 ADMINISTRATIVE OFFICE	28,997	29,085	29,085
	106 CONTRIBUTIONS TO OTHER AGENCIE	0	36,000	36,000
	TOTAL:	28,997	65,085	65,085
4909005 IFR-JE-RISK MGMT	105 RISK MANAGEMENT	946,304	990,117	990,117
	TOTAL:	946,304	990,117	990,117
4909010 IFR-JE-AUDITOR/CONTROLLER	107 AUDITOR-CONTROLLER	30,000	30,000	30,000
	TOTAL:	30,000	30,000	30,000
4909025 IFR-JE-GENERAL SERVICES	113 GENERAL SERVICES	145,384	492,143	492,143
	TOTAL:	145,384	492,143	492,143
4909030 IFR-JE-PERSONNEL	112 HUMAN RESOURCES	119,039	121,321	121,321
	TOTAL:	119,039	121,321	121,321
4909035 IFR-JE-COUNTY COUNSEL	111 COUNTY COUNSEL	98,000	75,000	75,000
	TOTAL:	98,000	75,000	75,000
4909040 IFR-JE ALLOC-PUBLIC HEALTH	113 GENERAL SERVICES	1,843	0	0
	160 HEALTH AGENCY	154,025	140,402	140,402
	TOTAL:	155,868	140,402	140,402
4909050 IFR-JE ALLOC-DRUG & ALCOHOL	113 GENERAL SERVICES	2,359	0	0
4909070 IFR-JE-CDF	140 COUNTY FIRE	444,914	464,822	464,822
	TOTAL:	444,914	464,822	464,822
4909080 IFR-JE-PLANNING	142 PLANNING & BUILDING DEPARTMENT	389,126	379,126	379,126
	TOTAL:	389,126	379,126	379,126
4909085 IFR-JE-SB 2557	101 NON-DEPARTMENTAL REVENUES	326,613	326,613	326,613
	TOTAL:	326,613	326,613	326,613
4909090 IFR-JE ALLOC-CO-WIDE OVERHEAD	102 NON-DEPTL-OTHR FINCNG USE	3,567,110	2,911,736	2,911,736
	TOTAL:	3,567,110	2,911,736	2,911,736

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2010-11 ADOPTED	2011-12 REQUESTED	2011-12 RECOMMENDED
4909350 IFR-JE-PW ISF	113 GENERAL SERVICES	750	0	0
4909999 IFR-CONVERSION ACCOUNT	141 AGRICULTURAL COMMISSIONER	9,000	0	0
	350 CO MEDICAL SERVICES PROG	29,740	16,091	16,091
	352 CAL HEALTHCARE INDIG PROG	19,524	0	0
	TOTAL:	58,264	16,091	16,091
6000000 OPERATING TRANSFERS IN	102 NON-DEPTL-OTHR FINCNG USE	0	0	1,700,000
	130 WASTE MANAGEMNT	0	0	39,000
	180 SOCIAL SERVICES ADMINISTRATION	726,028	0	0
	230 CAPITAL PROJECTS FUND	817,000	0	0
	268 TAX REDUCTION RESERVE	1,000,000	0	0
	TOTAL:	2,543,028	0	1,739,000
6000100 ROADS IMPACT FEES	245 ROADS	207,648	489,000	489,000
	TOTAL:	207,648	489,000	489,000
6000105 TRANSFER IN - GF MED ASST PROG	350 CO MEDICAL SERVICES PROG	0	1,802,405	1,727,405
6000120 TRANSFERS IN FROM GEN FND	245 ROADS	6,294,577	6,294,577	5,330,263
	266 COUNTYWIDE AUTOMATION REPLACEM	1,763,636	0	1,569,019
	267 GEN GOVT BUILDING REPLACEMENT	2,521,543	2,684,683	2,684,683
	275 ORGANIZATIONAL DEVELOPMENT	0	450,000	242,166
	277 DEBT SERVICE	495,513	0	0
	290 COMMUNITY DEVELOPMENT PROGRAM	303,050	303,050	300,936
	305 PARKS	3,278,260	3,278,260	3,278,260
	377 LIBRARY	529,361	601,303	516,121
	TOTAL:	15,185,940	13,611,873	13,921,448
6000135 TRFR IN FOR DEBT SERVICE	277 DEBT SERVICE	1,183,600	942,044	942,044
	TOTAL:	1,183,600	942,044	942,044
6000160 OPR TRF IN - PFF GEN GOV'T	277 DEBT SERVICE	500,000	500,000	500,000
	TOTAL:	500,000	500,000	500,000
6000210 OP TRANS IN - QUIMBY FEES	200 MAINTENANCE PROJECTS	0	0	320,000
6001000 INTERNAL LOAN REPAYMENT-PRIN	102 NON-DEPTL-OTHR FINCNG USE	6,000,000	0	0
	TOTAL COUNTY REVENUE:	<u>432,315,129</u>	<u>421,972,550</u>	<u>427,600,838</u>

Departmental Budgets by Functional Area

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

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

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

Schedule 10

Internal Service Funds

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

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

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

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

Schedule 11

Enterprise Funds

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

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

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

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

Land Based

Agricultural Commissioner

Planning and Building
Community Development

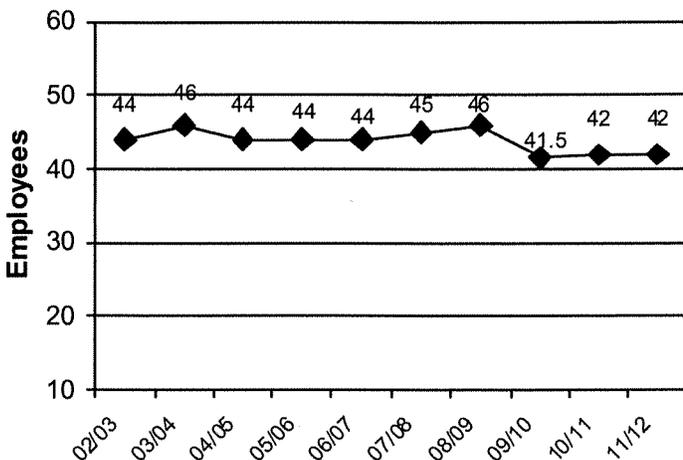
Public Works
Public Works Special Services
Roads
Road Impact Fees

MISSION STATEMENT

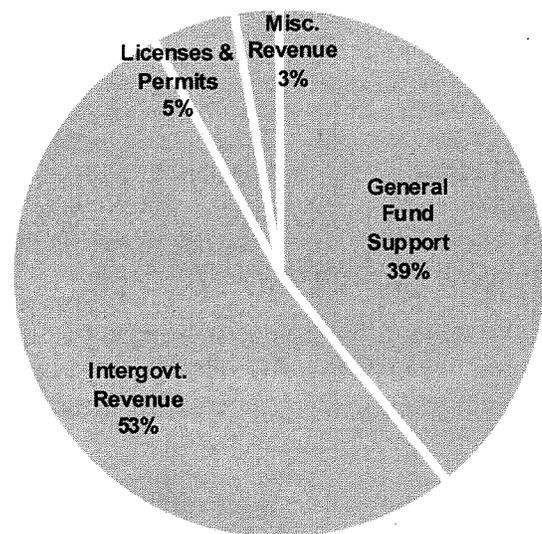
The Department of Agriculture/Weights and Measures is committed to serving the community by protecting agriculture, the environment, and the health and safety of its citizens, and by ensuring equity in the marketplace.

Financial Summary	2010-11 Budget	2010-11 Projected	2011-12 Requested	2011-12 Recommended	Change From 2010-11
Licenses and Permits	\$ 246,600	\$ 240,800	\$ 264,035	\$ 264,035	\$ 17,435
Fines, Forfeitures and Penalties	0	14,350	0	0	0
Intergovernmental Revenue	2,713,614	3,134,196	2,791,157	2,858,527	144,913
Charges for Current Services	125,070	172,050	173,050	173,050	47,980
Other Revenues	2,500	6,295	2,500	2,500	0
Interfund	9,000	10,000	1,000	1,000	(8,000)
**Total Revenue	\$ 3,096,784	\$ 3,577,691	\$ 3,231,742	\$ 3,299,112	\$ 202,328
Salary and Benefits	4,596,772	4,783,460	4,600,389	4,725,476	128,704
Services and Supplies	664,210	715,719	686,257	693,534	29,324
Fixed Assets	13,500	13,909	0	0	(13,500)
**Gross Expenditures	\$ 5,274,482	\$ 5,513,088	\$ 5,286,646	\$ 5,419,010	\$ 144,528
General Fund Support (G.F.S.)	<u>\$ 2,177,698</u>	<u>\$ 1,935,397</u>	<u>\$ 2,054,904</u>	<u>\$ 2,119,898</u>	<u>\$ (57,800)</u>

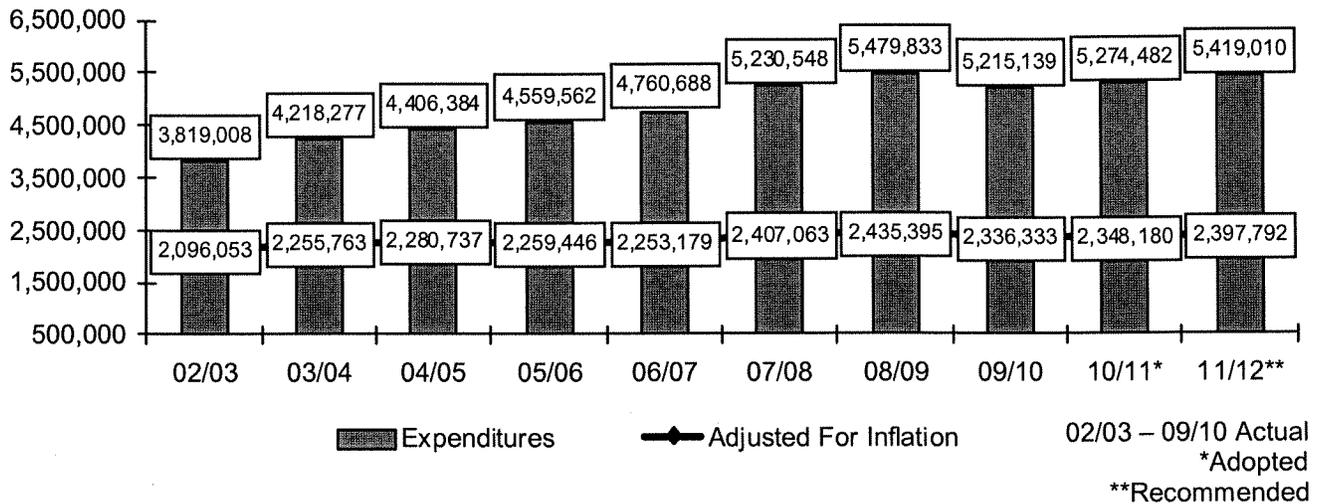
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

The Agricultural Commissioner has a total expenditure level of \$5,419,010 and a total staffing level of 42.00 FTE to provide the following services:

Pesticide Use Enforcement

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

Total Expenditures: \$1,522,042 Total FTE: 12.42

Agricultural Resources Management

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

Total Expenditures: \$375,253 Total FTE: 3.04

Pest Management

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

Total Expenditures: \$395,809 Total FTE: 2.11

Pest Prevention

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

Total Expenditures: \$2,439,056 Total FTE: 18.96

Product Quality

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

Total Expenditures: \$163,697 Total FTE: 1.33

Weights and Measures

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

Total Expenditures: \$523,153 Total FTE: 4.14

DEPARTMENT COMMENTS

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

Automated record keeping and services continue to be a departmental focus. The department has identified key program areas for continued implementation of automated systems including a statewide Pesticide Permitting and Use Reporting system, automated Weights and Measures record keeping, expanded use of the United States Department of Agriculture's internet based Phytosanitary Certificate Issuance and Tracking system and improved electronic database utilization for stakeholder outreach efforts. Automation and improved use of technology in these areas will help to create more effective and efficient means of acquiring information, reporting and rendering services to the community.

The department continues to identify outside revenue from state, federal and industry sources to maintain mandated activities and service levels. Through efforts by the California Agricultural Commissioners and Sealers Association, the department has realized increased funding for qualifying agricultural programs and emerging agricultural pest threats. The primary emphasis for new funding has been to address prevention, detection and eradication of detrimental pests of significance to our local agricultural industry.

FY 2010-11 Accomplishments

- Increased the number of licensed professional maintenance gardeners in San Luis Obispo County by 63% (from 38 to 62) through training, outreach and examination. The increase in countywide licensing for these professionals provides greater assurance that human health and safety and the environment are protected when pesticides are applied in residential landscapes.
- Involvement and membership in the California Agricultural Commissioners and Sealers Association provided the means to acquire additional funding from state and federal sources. These funds in the amount of \$310,876 specific to pest prevention effort and qualifying agricultural programs helped to reduce reliance on the County General Fund.

FY 2011-12 Objectives

- Improve electronic database for industry outreach and to facilitate field response to imminent pest threats. Identify key stakeholders and provide electronic communications to increase awareness of regulatory impacts to specific industry groups. Bring current electronic database from 20% to 80% of identified stakeholders.
- In response to anticipated retirements and ongoing recruitment challenges in the management classifications, we will focus on developing current staff by providing cross training in programs, standard operating procedures and policies. We will support staff taking the required state written and oral licensing exams by offering four intense, focused training sessions.

- Automation of the device inspection recordkeeping and reporting component of the weights and measures program was completed in January 2010. During the 12 months since the upgrade, administrative recordkeeping functions have been reduced by approximately 200 hours, or 44%.
- Six staff training sessions will be presented in May and June 2011 and will precede implementation of the new Pesticide Permitting and Use Reporting system, renamed CalAgPermits, scheduled for SLO County implementation in July.
- The department will transition the issuance of all state plant certifications from a paper based system to an internet based system using the Phytosanitary Certificate Issuance and Tracking system developed by the United States Department of Agriculture. With this transition, we are estimating a 20% decrease in staff time per certificate. These resources will be shifted toward improved thoroughness of mid to high risk pest prevention inspections.
- The department will assess the implementation of an Automated Price Scanner Registration ordinance. Stakeholder input will be solicited through a customer survey to assess support for an industry funded price verification program.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Overall, revenues are recommended to increase \$202,328 (6%), expenditures are recommended to increase \$144,528 (2%), and the level of General Fund support for the Agricultural Commissioner is recommended to decrease \$57,800 (2%) compared to the FY 2010-11 Adopted Budget.

The substantial increase in revenue recommended is primarily a result of increased funding from the U.S. Department of Agriculture for the detection of two new pests that have been identified in California: the European Grape Vine Moth which could impact the wine grape industry and the Asian Citrus Psyllid which could impact the citrus industry. The recommended budget includes more than \$190,000 in revenue for the detection of the European Grape Vine Moth and almost \$168,000 in revenue for the detection of the Asian Citrus Psyllid. In addition, an increase of approximately \$108,000 in revenue from the State for the eradication of the Glassywinged Sharpshooter (GWSS) is included in the recommended budget. This pest transmits Pierces Disease, which can also impact the wine grape industry. The increase in revenue is due to the recent detection of the Glassywinged Sharpshooter in certain areas of the County.

This increase in revenue more than offsets a \$168,147 (13%) reduction in Unclaimed Gas Tax revenue. This reduction reflects a similar amount to the actual Unclaimed Gas Tax revenue allocation expected in FY 2010-11, which is lower than the amount included in the FY 2010-11 Adopted Budget. It should be noted that Section 224.5 (3) of the Food and Agriculture Code requires that, in order to be eligible to receive Unclaimed Gas Tax revenue, the County must maintain a level of General Fund support "for agricultural commissioner services at least equal to the average amount expended for the five preceding fiscal years, unless the county is facing unusual economic hardship that precludes that support." Most counties in the state, including San Luis Obispo County, have submitted documentation of economic hardship in order to obtain a waiver of this requirement and receive Unclaimed Gas Tax revenue in FY 2010-11. The County recently received notification by the CA Department of Food and Agriculture that our request for a waiver has been granted. With the recommended 2% reduction in General Fund support in the recommended budget, the County will again need to submit a request for an economic hardship waiver in FY 2011-12.

As noted above, expenditures are recommended to increase \$144,528 (2%) primarily due to a \$128,704 (2%) increase in salary and benefits. The most significant variance in this account is the expenditure for temporary help which is increasing by \$117,712 (103%) as a result of the recommended budget augmentation requests described in the table below.

Expenditures in the Services and Supplies accounts are increasing \$29,324 (4%). The most significant variances in these accounts include: an increase of \$17,519 (14%) in the Professional Services account reflecting a \$9,000 contract to address the GWSS infestation, a \$5,000 increase in the cost for the U.S. Department of Agriculture Wildlife Trappers and a \$5,000 increase in the weed removal contract and an increase of \$7,977 (17%) in vehicle depreciation charges.

Two changes to the Position Allocation List are included in the recommended budget. The Ag department currently has two ¾ time Department Automation Specialist (DAS) positions. These positions were reduced from full time status in the FY 2009-10 Adopted Budget in order to reduce the level of General Fund support for the budget. Recently, one of the incumbents left the County presenting an opportunity to reconfigure the 1.5 FTE DAS staffing to one full time position (to be filled with the remaining DAS) and one half time position (which is now vacant). This reconfiguration is reflected in the recommended budget.

BUDGET AUGMENTATION REQUESTS RECOMMENDED

Unit Amount	Description	Results
Gross: \$14,049 General Fund: \$0	Using State Revenue from the Pierce's Disease Control Program, increase temporary help by a total of .36 FTE to support staff in the Glassywinged Sharpshooter pest exclusion, detection, trapping and quarantine efforts.	Improve detection and eradication of Glassy Winged Sharpshooter and thus prevent Pierce's disease. <ul style="list-style-type: none"> • Maintain and service on a biweekly basis all insect trapping routes within the eradication zone (100-300 traps); • Conduct post treatment visual monitoring of the eradication zone (60-100 properties); and • Conduct any necessary follow-up treatments.
Gross: \$69,556 General Fund: \$0	With funds from the CA Department of Food and Agriculture, increase Pest Detection Trapper temporary help by a total of 2.27 FTE to support staff in the European Grapevine Moth (EGVM) detection effort.	Fulfill the contract requirements with CA Department of Food and Agriculture in terms of thoroughly surveying vineyards in the county for the presence of EGVM to limit potential harm to the \$166 million countywide wine grape industry.
Gross: \$41,366 General Fund: \$0	With funds from the CA Department of Food and Agriculture, increase Pest Detection Trapper temporary help by a total of 1.35 FTE to support staff in the Asian Citrus Psyllid (ACP) detection effort.	Fulfill the contract requirements with CA Department of Food and Agriculture in terms of thoroughly surveying high-risk areas of the county for the presence of ACP to limit potential harm to the \$1.88 billion statewide citrus industry.

BUDGET AUGMENTATION REQUESTS NOT RECOMMENDED

Unit Amount	Description	Results
Gross: \$33,634 General Fund: \$33,634	Increase one 0.75 Department Automation Specialist (DAS) to 1.0 FTE*	Increased computer support. Will restore internal and external customer services: specifically standardizing the file structure for the department's shared drive to streamline network operations and facilitate file storage and management.
Gross: \$33,634 General Fund: \$33,634	Increase one 0.75 DAS to 1.0 FTE*	Standardize database platform to increase efficiency and reduce software licensing costs.

*As noted above, the recommended budget maintains the current allocation of 1.5 FTE DAS positions but is now represented as one full-time DAS and one half-time DAS.

GOALS AND PERFORMANCE MEASURES

Department Goal: Ensure the department's Mission Statement commitment to serving the community is demonstrated by all services.						
Communitywide Result Link: A well-governed community.						
1. Performance Measure: Percentage of clients that indicate they are satisfied with departmental services. (Quality measure)						
06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
95% overall satisfaction with services provided to the Planning department, LAFCO, and other agencies regarding land use planning projects	98.5% overall satisfaction with services provided to local customers receiving plant shipments from Glassy-winged Sharpshooter infested areas	95% overall satisfaction with services provided to local customers submitting pesticide use reports over the internet	100% overall satisfaction with services provided to local customers who receive certification for famers markets	95% overall satisfaction with services provided to local customers who receive export certification services	94.4% overall satisfaction with services provided to local customers who receive export certification services	95% overall satisfaction with services provided to local grape growers who participate in the detection of European Grapevine Moth
<p>What: The department solicits feedback including ideas for improvement from its clients each fiscal year. Each year we choose a different program within our department to survey for customer satisfaction. Survey methods vary depending on clientele, and include direct mailings, person-to-person handouts, and through www.slocounty.gov/agcomm. Surveys are solicited at various times during the year and the format is standardized to maintain comparative results.</p> <p>Why: The department is committed to excellent customer service. Customer feedback and suggestions help us achieve that goal.</p> <p>How are we doing? During the first quarter of FY 2010-11, survey forms were distributed to all customers who regularly use the department's plant export certification services. Thirty-two survey forms were mailed to customers. Of the eighteen survey forms returned, 94.4% indicated overall satisfaction with the department's services. In FY 2011-12, we will survey county grape growers who participate in the pest detection survey for European Grapevine Moth.</p>						
2. Performance Measure: The number of packages denied entry into San Luis Obispo County due to violations of quarantine laws per 1,000 packages inspected at Federal Express. (Outcome measure)						
06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
17.4	15.3	14	15.3	15	19	15
<p>What: San Luis Obispo County enjoys a relatively pristine environment, mostly free from quarantine agricultural pests and diseases. Ag Commissioner staff intercept incoming packages containing plant material at freight and package shipping terminals and inspect for the presence of detrimental pests. Shipments in violation of quarantine laws are denied delivery to the receiver, and the shipment must be treated, returned to the sender or destroyed, thereby protecting the county from potential pest infestations or disease outbreaks. This measure tracks the number of "Notices of Rejection" issued per one thousand packages inspected at the San Luis Obispo County Federal Express terminal and reflects our effectiveness in protecting the agricultural and environmental resources of the county. Although we inspect shipments passing through other shipping terminals, such as UPS and OnTrac, we consider Federal Express to be the highest risk pathway due to the volume of shipments originating from areas with high populations of significant agricultural pests. Thorough inspections also serve as a deterrent for shippers to avoid sending infested shipments to San Luis Obispo County.</p> <p>Why: To protect agriculture and the urban and natural ecosystems in San Luis Obispo County. Each pest found is one new infestation prevented, which eliminates eradication costs and the negative affects on the county.</p> <p>How are we doing? From July 1, 2010 to September 18, 2010, staff inspected 427 packages at Federal Express and 11 packages were denied entry for an overall rejection rate of 26 packages per 1000 inspected. We have projected a year-end result of 19 rejected packages per 1000 inspected, as our current results are 27% higher than the same period last year. California statewide rejection data is not readily available. The department continues to provide a valuable service to the county by preventing new pest infestations. Due to the uncertainty of origin inspection programs nationwide, we are continuing the current target for FY 2011-12 based on a five year average.</p>						

3. Performance Measure: The percentage of the statewide total of all California Counties intercepting live Glassy-winged Sharpshooter life-stage finds on nursery plant shipments entering San Luis Obispo County from any source within a regulated portion of California. (Outcome measure)

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
25%	55%	46.5%	50%	30%	30%	30%

What: County staff inspect shipments of plants originating from outside San Luis Obispo County and imported by any shipper for compliance with Glassy-winged Sharpshooter Quarantine laws and reject shipments not in compliance, including the presence of live pests. This measure compares the level of pest interception in San Luis Obispo County to overall statewide data. A high percentage of the statewide total shows the level of thoroughness and accuracy of inspections performed locally compared to other counties.

Why: To prevent the introduction of this detrimental pest into SLO County, which is necessary to protect grapes and other plants from the deadly Pierce's Disease.

How are we doing? San Luis Obispo County continues to detect a significant portion of statewide Glassy-winged Sharpshooter infested plant shipments. From July 1, 2010 to October 20, 2010, a total of 6 infested shipments were detected in the 43 counties contracted to do inspections. San Luis Obispo County detected 2 infested shipments, or 33% of all statewide infested shipments. The number of Glassy-winged Sharpshooter infested shipments has dropped in recent years due primarily to revised protocols implemented by the California Department of Food and Agriculture placing heightened restrictions on nurseries shipping from Glassy-winged Sharpshooter infested areas. This, in turn, provides for cleaner nursery stock arriving in destination counties. Our FY 2011-12 target remains unchanged from FY 2010-11 because of the effectiveness of the origin programs.

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

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
97.2%	95.6%	96.5%	96.4%	97.5%	97.0%	97.5%

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

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

How are we doing? The Pesticide Use Enforcement Program continues to provide a high level of protection for the community. We continue to focus inspections on field fumigations and urban use of pesticides by maintenance gardeners. During the first four months of FY 2010-11, staff inspected 2827 compliance requirements and found 2732 requirements in compliance for a 96.6% compliance rate. We expect to achieve 97.0%, which is slightly less than the target of 97.5%. Our efforts to improve maintenance gardener compliance through outreach, licensing workshops and pesticide safety training has been effective, however, it will take time for their compliance as a whole to improve. The overall statewide pesticide use enforcement compliance rate for 2009 was 98.3%; however, each county has a unique work plan negotiated with the state that focuses inspections on specific areas of concern. San Luis Obispo County's compliance rate is lower than the state average due to our focus on pesticide use in and near urban areas, which has been an under-regulated component of the program. The FY 2011-12 target remains the same as FY 2010-11 as compliance trends continue to improve.

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

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
37.2	38.4	50.3	75.9	80.0	78.0	80.0

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

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

How are we doing? Department pesticide use report efficiencies continue to improve. Our processing rate for the first four months of FY 2010-11 is 67.5 records per hour. That level is slightly behind what was achieved at this time last year, at 69.7 records per hour. We continue to make improvements and streamline use report processing and increase the number of automated records submitted via the internet. There is no statewide or comparable county data available to compare this measure. FY 2011-12 will be a transitional year into a new web-based use reporting system. The target will remain the same as FY 2010-11 until the new program is implemented.

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

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
SLO County 91.9%	SLO County 88.2%	SLO County 92.0%	SLO County 94.3%	To equal or exceed the statewide compliance average	SLO County 92.0%	To equal or exceed the statewide compliance average
Statewide 92.3%	Statewide 91.3%	Statewide 93.5%	Statewide data not currently available		Statewide data not currently available	

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

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

How are we doing? The annual statewide compliance averages for all California counties have ranged from 87.9% to 93.5% since FY 2001-02. Our results have averaged about 92% in recent years. During the first four months of FY 2010-11, 829 weighing and measuring devices were found in compliance out of 964 devices inspected, for an 86.0% compliance rate. Statewide compliance data for FY 2009-10 will be published in Spring 2011. Thoroughness of inspections results in slightly lower local compliance rates as compared to the statewide average.

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

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
SLO County 98.5%	SLO County 98.6%	SLO County 98.0%	SLO County 99.1%	To equal or exceed the statewide compliance average	SLO County 98.0%	To equal or exceed the statewide compliance average
Statewide 98.0%	Statewide 97.8%	Statewide 98.1%	Statewide data not currently available		Statewide data not currently available	

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

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

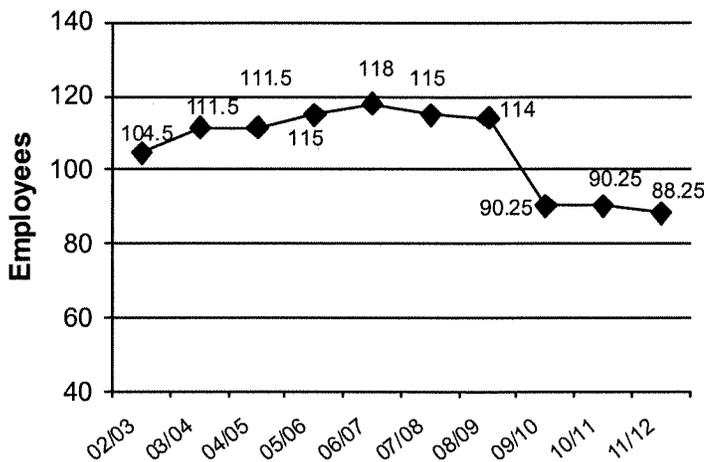
How are we doing? The annual statewide compliance averages for all California counties have ranged between 96% and 98.1% since FY 2001-02. Our compliance rate typically exceeds 98.0%. During the first four months of FY 2010-11, only 22 locations were inspected due to reductions in this non-mandated general fund program. Of the 770 items inspected, 761 items were in compliance, for a 98.8% compliance rate. Although we anticipate our compliance rates to gradually deteriorate due to reduced weights and measures staffing levels, we retain the standard target for FY 2011-12. Statewide compliance data for FY 2009-10 will be published in Spring 2011.

MISSION STATEMENT

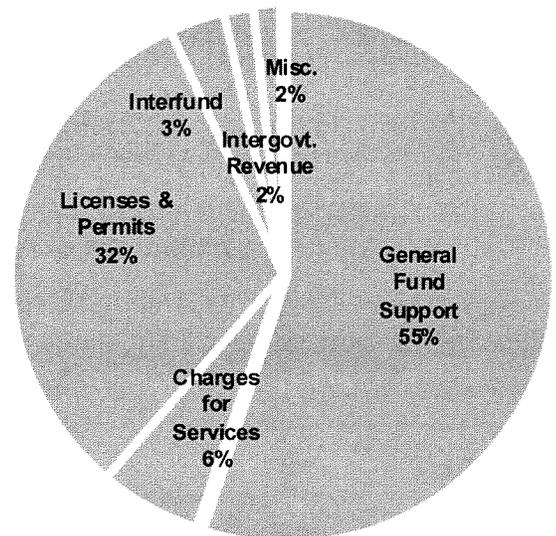
Promoting the wise use of land. Helping to build great communities.

<u>Financial Summary</u>	<u>2010-11 Budget</u>	<u>2010-11 Projected</u>	<u>2011-12 Requested</u>	<u>2011-12 Recommended</u>	<u>Change From 2010-11</u>
Licenses and Permits	\$ 3,469,078	\$ 3,788,556	\$ 3,118,810	\$ 3,518,810	\$ 49,732
Fines, Forfeitures and Penalties	60,000	111,540	75,658	75,658	15,658
Intergovernmental Revenue	294,239	1,017,818	166,178	181,719	(112,520)
Charges for Current Services	740,002	790,660	688,479	693,979	(46,023)
Other Revenues	10,729	59,420	93,380	93,380	82,651
Interfund	394,126	385,644	379,126	379,126	(15,000)
**Total Revenue	\$ 4,968,174	\$ 6,153,638	\$ 4,521,631	\$ 4,942,672	\$ (25,502)
Salary and Benefits	10,006,061	10,091,565	9,871,095	9,783,493	(222,568)
Services and Supplies	1,132,324	2,587,749	1,361,687	1,170,843	38,519
Other Charges	20,000	40,010	19,478	19,478	(522)
Fixed Assets	0	0	32,400	11,000	11,000
**Gross Expenditures	\$ 11,158,385	\$ 12,719,324	\$ 11,284,660	\$ 10,984,814	\$ (173,571)
Less Intrafund Transfers	0	0	0	5,800	5,800
**Net Expenditures	\$ 11,158,385	\$ 12,719,324	\$ 11,284,660	\$ 10,979,014	\$ (179,371)
General Fund Support (G.F.S.)	\$ 6,190,211	\$ 6,565,686	\$ 6,763,029	\$ 6,036,342	\$ (153,869)

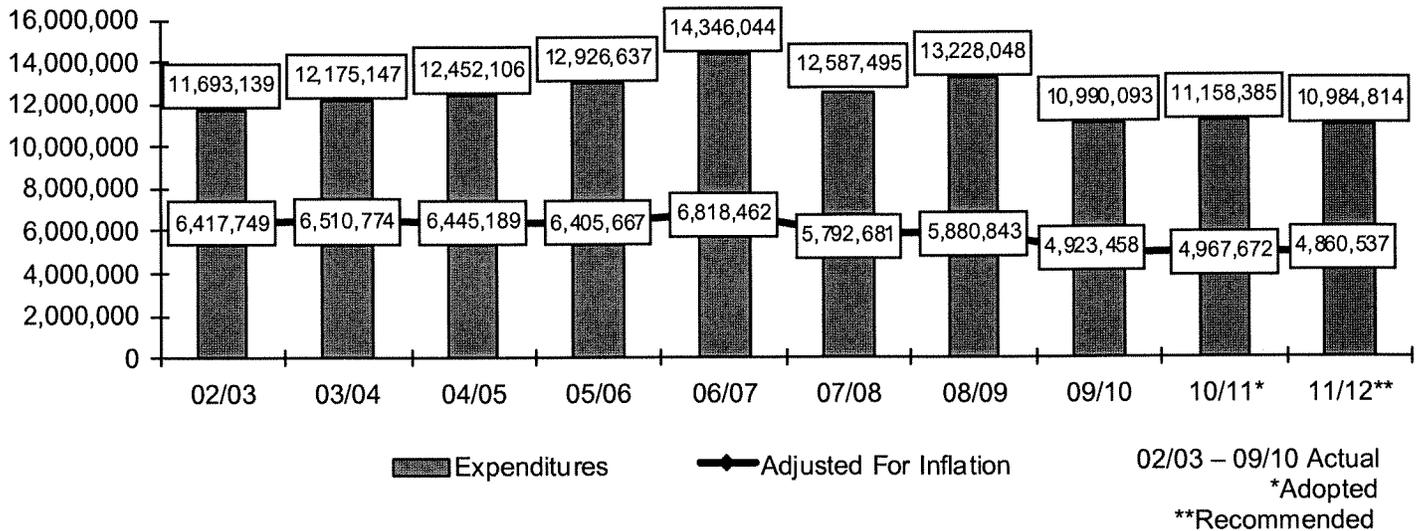
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Planning and Building has a total expenditure level of \$10,984,814 and a total staffing level of 88.25 FTE to provide the following services:

Land Use Planning

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

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

Total Expenditures: \$3,532,445 Total Staffing (FTE): 32.00

Development and Permit Review

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

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

Total Expenditures: \$3,529,276 Total Staffing (FTE): 31.25

Resource Management and Monitoring

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

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

Total Expenditures: \$1,576,502 Total Staffing (FTE): 12.50

Supporting Services

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

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

Total Expenditures: \$2,346,591 Total Staffing (FTE): 12.50

DEPARTMENT COMMENTS

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

The following accomplishments for FY 2010-11 and the objectives for FY 2011-12 reflect the Department's Strategic Plan Key Priorities of Balance, Education, Leadership and Service:

FY 2010-11 Accomplishments

Balance

Implemented new California Building Codes, including the new Cal Green Code, which became effective January 1, 2011.

Education

Prepared a Climate Action Plan to reduce emissions and energy use and reach air quality goals established through the updated Conservation and Open Space Element.

FY 2011-12 Objectives

Balance

Prepare or adopt Community Plans

- Shandon Community Plan
- San Miguel Community Plan

Education

Implement condition compliance monitoring program

Leadership

Developed a Board adopted Infrastructure Funding Policy to guide preparation and implementation of future Infrastructure Funding Plans in order to fund infrastructure necessary to enable orderly development consistent with the adopted Strategic Growth Policies of the General Plan.

Service

Completed a process improvement review with two Process Improvement Committees (Building and Land Use) made up of users of the Department's systems including contractors, architects, developers, planning representatives and environmental representatives.

Leadership

Begin to implement a Green Energy Program

- Adopt Green Building Codes
- Implement Energy Programs

Service

Complete General Plan and Ordinance Amendments relating to:

- Planned Development
- Agricultural Clusters
- Special Events

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Overall, revenues are recommended to decrease \$25,502 (less than 1%), expenditures are recommended to decrease \$179,371 (1%), and the level of General Fund support for Planning and Building is recommended to decrease \$153,869 (2%) compared to the FY 2010-11 Adopted Budget.

The downturn in the housing market has had an impact on revenues for the department over the past few years and activity remains relatively low. While building permit fee revenue is expected to increase approximately \$126,000 (6%) compared to the FY 2010-11 Adopted Budget, revenue from land use fees is expected to decline by approximately \$121,000 (11%) based on actual data from the current year. In addition, the overall decline in revenue includes the elimination of \$122,572 in federal stimulus funding for the Property Assessed Clean Energy (PACE) program, which never was received due to the discontinuation of this program. Other revenue accounts are increasing or decreasing by various amounts, resulting in the overall slight reduction in revenue. (It is important to note that, after submitting their request, the department realized their building-related revenue projections were too conservative and submitted an adjustment to increase revenue by \$375,000. This increase is reflected in the recommended budget.)

The reduced expense is primarily due to a \$222,568 (2%) decrease in salary and benefit expenditures. This reduction reflects the elimination of one vacant Accounting Technician and one vacant Environmental Resource Specialist. The workload once performed by the Accounting Technician has either been automated or absorbed by other staff and the department is reporting that service level impacts should be minimal. The Environmental Resource Specialist (ERS) position was vacated by the person now serving as the County's Energy Coordinator. However since funding for the Energy Coordinator position has not been sufficient to fully cover the cost of this position, the incumbent has continued to work on the Los Osos and North County Habitat Conservation Plans – projects assigned to the ERS position. By eliminating this ERS position, the Energy Coordinator will need to continue working on these plans so that grant funding of these plans is not jeopardized and service to paying customers for permit applications is maintained. The service level impact will be a diminished capacity in the department to coordinate the County's energy programs and maximize use of available grant funding for energy strategies.

The budget recommends a slight increase in the services and supplies accounts (\$38,519 or 3%). This recommendation reflects a reduction of \$190,844 from the department's budget request. Several reductions were recommended to reduce the level of General Fund support required for this fund center. The most significant reduction was made in the Professional and Special Services account, which the department had requested to increase by \$138,645 or 122%. Planning and Building had included \$180,000 in expense to hire consultants to conduct special studies such as a nexus study for the Inclusionary Housing Ordinance and studies to support California Environmental Quality Act (CEQA) review for various long range planning initiatives which may include traffic reports, fiscal analysis, hydrological analysis and greenhouse gas (GHG) analysis. While the CEQA review is conducted in house, the department reports these specialized studies are beyond the capability of in-house

staff. The development of the Santa Margarita Resource Capacity Study and amendments to the Resource Management System and Growth Management Ordinance could be delayed if the department does not have sufficient funding to complete these special studies. The department will prioritize their available budget to complete the necessary studies for the top 10 priorities approved by the Board of Supervisors.

Other services and supplies reductions included in the recommended budget include deferral of computer and printer replacements, reduction in staff training expenses, and reduction in the amount of microfiche documents that are scanned. Service level impacts resulting from these cuts are not expected to be significant and will primarily impact staff in terms of: 1) potential downtime due to malfunction of aging automation equipment and 2) the possible inability to stay current with Geographic Information Systems (GIS) technology and advances in automation.

Capital Outlay (also known as Fixed Assets) are recommended to increase by \$11,000 due to the replacement of a large format printer. The recommended amount is less than the requested amount which included \$10,000 for a software program to automate many computer system management tasks and \$11,400 for the incremental cost to replace two vehicles with hybrid models. Both of these items were identified by the department as reductions that could be made to reduce General Fund support.

Overall, the recommended budget reduces the General Fund support for this fund center by \$726,687 (11%) from the department's requested budget. A portion of this is a result of the \$375,000 increase in building related revenue added after the department's budget request was submitted. The remaining \$351,687 reduction in General Fund support was achieved through the budget reductions described above.

GOALS AND PERFORMANCE MEASURES

Department Goal: Conserve natural resources to promote a healthy environment.						
Communitywide Result Link: A Livable Community; a Well-governed Community						
1. Performance Measure: Acres of land protected through the agricultural preserve program.						
06-07 Previously Reported Results	07-08 Previously Reported Results	08-09 Previously Reported Results	09-10 Previously Reported Results	10-11 Adopted	10-11 Projected	11-12 Target
830,106 acres protected/ \$6,816 avg annual tax relief per property	832,233 acres protected/ \$4,048 avg annual tax relief per property	834,552 acres protected / \$7,106 avg annual tax relief per property	840,130 acres protected	844,738 acres protected	N/A (See Below)	N/A (See Below)
06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Revised Adopted	10-11 Projected	11-12 Target
793,852 acres protected	794,394 acres protected	799,914 acres protected	792,900 acres protected	794,010 acres protected	794,010 acres protected	795,015 acres protected
What: The objective of the Agricultural Preserve Program (Williamson Act) is to protect agricultural lands for continued production of food & fiber. The land is reassessed on the basis of the agricultural income producing capability of the land. This assures the landowners that property valuations and taxes will remain at generally lower levels						
Why: To protect agricultural land, strengthen the County's agricultural economy and preserve natural resources, consistent with County policy.						
How are we doing? The FY 2010-11 Projected and FY 2011-12 Target reflect a change in the methodology used to calculate total acres protected in the agricultural preserve program. Agricultural Preserve contracts are for either 10 or 20 years and are automatically extended annually for another year unless the owner files a notice of non-renewal. Consequently, some contracts expire each year after completing their 10 or 20 year non-renewal period. While the Department reported on acreage added each year, the Assessor's Office annually prepares a subvention report to the State that includes the acreage of land preserved and subtracts the acreage for contracts that expired through non-renewals or have been terminated through public acquisitions. The Assessor's subvention report will be used for the reporting in future years as this more accurately describes the amount of acreage protected. The Department's Geographical Information System (GIS) also maintains an inventory of properties under contract used to identify soil capacity and zoning consistent with the rules of the Williamson Act Program which provides a reliable data base for tracking the total acreage of land under contract.						

**Planning and Building
Fiscal Year 2011-12 Proposed Budget**

Fund Center 142

Department Goal: Protect public health and safety by effective and timely administration of development regulations and by fostering clean and safe communities through responsive code enforcement and preparation and implementation of the County General Plan.
Communitywide Result Link: A Safe Community; A Livable Community; A Well Governed Community

2. Performance Measure Percentage of annual reports and public review drafts of long range plans completed within the timeframes set in their respective work programs

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
N/A	N/A	90%	90%	100%	45%	Delete Measure

What: Long range planning documents consist of community plans, general plan element updates, specific plans, annual reports, and special studies. Each has work plans, major milestones, schedules, and time frames for completion.

Why: Release of the public review draft is the first opportunity for the public to review staff's formal recommendation. Timely completion of these draft plans ensures a plan produced within budget and adequate time respond to the community's vision, local needs and issues before the document begins the hearing process. Timely completion of annual reports keeps the communities and decision makers current on issues affecting the County.

How are we doing? This measure is now integrated into Measure 3 (See the report for "Long Range Planning".)

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

	06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
<u>Building Permit applications</u> Goal: Single-family dwelling permits - 20 days to complete plan check.	80%	70%	87%	96%	90%	98%	98%
Goal: Commercial project permits - 30 days to complete plan check	n/a	n/a	n/a	90%	90%	95%	95%
<u>Building Inspection</u> Goal: All building inspections requested completed by the next day	100%	99%	99%	98%	---	New Measure	98%
<u>Over the counter permits:</u> Goal: 30 days to complete plan check	97%	98%	98%	98%	95%	Delete	Delete
<u>Land Use Permit & Subdivision applications</u> Goal: Exemptions from CEQA - 60 days from acceptance	56%	59%	64%	65%	75%	57%	70%

**Planning and Building
Fiscal Year 2011-12 Proposed Budget**

Fund Center 142

Goal: Negative Declaration - 180 days from acceptance	51%	51%	47%	56%	70%	87%	75%
Code Enforcement							
Goal: All complaints reviewed within 10 working days.	---	---	---	---	---	New Measure	100%
Goal: Voluntary compliance resolved within 45 days of initial inspection	---	---	---	---	---	New Measure	90%
Long Range Planning							
Goal: Complete annual reports and public review drafts within the timeframes set by their respective work programs	n/a	n/a	90%	90%	100%	43%	85%
What: Timely processing of applications/permits and complaints and the timely completion of long range planning initiatives.							
Why: To provide timely, quality service that saves applicants time and money, adds value to tax base and local economy, and meets local and state laws. Timely completion of long range plans ensures a plan produced within budget and adequate time respond to the community's vision, local needs and issues before the document begins the hearing process. Timely annual reports keep the communities and decision makers current on issues affecting the County.							
How are we doing?							
Building Permits – We monitor our workload weekly to accomplish our goal of completing 90% of the initial plan review for new dwellings within 20 working days. We are exceeding this goal by reviewing 98% of the new dwellings within 20 days (104 out of 105 permits). Out of that 98%, 60% (63 out of 105 permits) are completed within 10 working days. We are also exceeding our goal of 90% of commercial plans being reviewed within 30 days by 5% (47 out of 49 plans). Although there has been a decrease in the total number of construction permits, we have seen no appreciable decrease in customer service activity in the permit center compared to past fiscal years (FY 2008-09: 26,173 permit center contacts, FY 2009-10: 26,980 permit center contacts). We are also devoting time to: (a) developing new code knowledge due to the code changes that become effective January 1, 2011, (b) reviewing the more complex projects in house, (c) providing frequent consultations to customers for expired/abandoned projects and unpermitted construction due to the changing economy, (d) preparing a new Green Building Ordinance and (e) administering the Storm Water Pollution Program.							
Building Inspections- This new measure is intended to report the percentage of construction inspections completed within a day of the request. Most inspections are completed the day after they are requested, except in a limited number of remote areas of the County. Our goal is to complete 98% of construction inspections on the day after they are requested. This is data that has been collected in the past that was unreported. From July 1, 2010 to December 31, 2010, we have completed 5,417 inspections out of 5,417 inspections on the date requested. This measure replaces measures #5 and 6.							
Over-the-counter permits – The data for this measure was difficult to accurately track. This is because any type of permit could potentially be an "over the counter" permit and is not given a separate designation in the department's permit tracking system. As the validity of the data was questionable, the department has chosen to delete this measure.							

Land Use Permits/Subdivisions – The number of land use and subdivision applications processed in FY 2009-10 was 152. The number processed in FY 2010-11 through October 31, 2010 was 52, which projects to 156 for the entire fiscal year. This is 3% more than the FY 2009-10 total. Processing times have generally improved except for projects processed with a CEQA exemption as compared to FY 2009-10. The generally improved processing times are due to process improvements, fewer new applications being received and the backlog of prior applications being reduced. 21 out of 37 (57%) Categorical Exemption projects were processed within 60 days of acceptance and 13 out of 15 (87%) Negative Declaration projects were processed in 180 days from acceptance. The average processing times to take all projects to a Review Authority for action decreased from 113 to 101 days (11% decrease) and decreased from 166 to 131 days (21% decrease) for projects that require Negative Declarations.

Code Enforcement: This is a new measure to report the percentage of building and land use complaint/violation response. Our goal is all complaints received will be reviewed within 10 working days and once a complaint is determined to be a legitimate violation, staff members will work with the responsible party to seek voluntary compliance within 45 working days. This proposed measure replaces measure #7

Long Range: Approximately 43% of the reports and public review drafts of long range plans have been completed within the timeframes set by their work programs. Out of the seven plans either completed or in process, three are on schedule or have had their schedules revised to reflect changes in circumstances. The seven long-range plans discussed are the Shandon Community Plan and Environmental Impact Report (EIR), the Climate Action Plan (CAP), the Land Use and Circulation Element (LUCE) update, the Annual Report on the General Plan, the Annual Summary Report (ASR) of the Resource Management System and two Resource Capacity Studies (RCS). The department has recently begun to provide the Board with regular updates regarding department workload. Setting department priorities with the Board through these updates should allow the department to better estimate time needed for completion of long range planning initiatives.

The following provides a description of each long range plan, including current status, whether it is on time and the reason or circumstance for any delay. The Draft of the Shandon Community Plan was released in March 2010, nearly on schedule. The Draft EIR, released in May 2010, was delayed due to the need for additional technical information on the water, sewer and habitat issues. Project completion is now expected in Summer 2011. The draft CAP is expected to be released in Spring 2011 and approval is expected in Summer 2011. This project has been delayed a few months due to extended stakeholder outreach. The LUCE update was to be released in January 2011. Due to other workload needing extended review times (as described in this section), the public review draft of the LUCE is now expected to be complete in the Summer/Fall of 2011 with the EIR following. The Annual Report on the General Plan was presented to the Board of Supervisors on December 14, 2010, within the expected timeframe. The ASR is expected to be presented to the Board in January or February 2011--about one-to-two months beyond the normal annual date--due to the need for additional technical work. The Paso Robles Groundwater Basin RCS was originally to have been completed in 2009, but was delayed because an additional study was requested by the affected cities and Community Services Districts. The RCS was considered by the Planning Commission on December 9, 2010 and then by the Board on February 1, 2011. The Santa Margarita RCS is not yet underway. It was expected to be completed in early 2010, but staff commitment to other priority projects has caused that study to be postponed until 2011. This measure replaces measure #2.

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

Communitywide Result Link: A Prosperous Community; A Livable Community

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

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
92%	94%	90%	92%	95%	95%	95%

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

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

How are we doing? Surveys are available to Permit Center customers on a daily basis. In addition, the survey is available on the department website. The FY 2009-10 survey results show that 92% of the respondents gave the Planning and Building Department a rating of "above satisfactory" or higher. The 3% shortfall compared to our target for all of FY 2009-10 is a result of customers indicating dissatisfaction with our fees not being reduced to reflect the recent economic downturn. Our goal is that by the end of FY 2010-11, we will have achieved a 95% rating of "above-satisfactory" or higher. To date we are tracking at 98% of our customers surveyed rating the department at "above satisfactory" or higher.

5. Performance Measure: Enhance public health and safety by ensuring construction projects comply with applicable codes, regulations and ordinances, using in-field evaluations to assure inspections are completed with no significant errors or oversights.

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
96%	95%	90%	80%	95%	80%	Delete Measure

What: In-field evaluations of inspectors and of completed inspections including inspection documents are conducted during key inspections to rate the quality of inspections performed by County Building Inspectors. This measures the percentage of inspector evaluations resulting in no significant errors or oversights. These evaluations provide feedback to inspectors concerning code knowledge, efficient use of resources, time and movement, personal interactions, problem solving ability, record keeping and safety practices that fosters continuous improvement and consistency in the inspection process.

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

How are we doing? From July through December, 65 quality inspection reviews have occurred. 47 reviews scored 90% or above, 6 reviews were scored 80-90% and 12 reviews were scored below 80%. All inspectors are required to participate in ongoing training to stay current with the changes in the building standards we enforce.

As this measure does not measure the department's performance, but rather an individual inspector's performance, the department is proposing to delete this measure as a budget performance measure, but continue to track this information in order to improve our inspector's knowledge and focus additional training where improvement is needed.

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

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
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9 9 7 8 9 8 Delete Measure

What: Inspectors should perform an average of nine inspection stops per inspector per eight-hour day. This average number of inspection assures timely response to our customer's needs and quality inspections with a high degree of accuracy. Each inspection stop typically requires inspection of up to four construction disciplines (i.e.: plumbing, electrical, foundation, installation, etc).

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

How are we doing? In the first two quarters of FY2010-11, the inspectors have averaged 7 inspections per day. This is below our adopted target of 9 inspection stops and is a direct result of the ailing local construction economy. This dip in our average inspections stops allows the inspectors to spend 10% of their time completing other required tasks such as file maintenance and permit review. This has also allowed the department to focus one inspector, 40% of the time, on completing specialty plan checks on photo voltaic permits.

The department is replacing this measure with a measure that evaluates percentage of requests for inspections that are conducted by the "next day". Department stakeholders have indicated that having the option for a next day inspection is extremely important to them, so the department believes this is a better measure to track. We will continue to track inspections completed each day by individual inspectors in order to prioritize workload in the inspection section.

7. Performance Measure: Percentage of Code Enforcement cases resolved within 120 days of initiation.

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
----------------------------	----------------------------	----------------------------	----------------------------	------------------	--------------------	-----------------

N/A N/A N/A 73% 80% 70% Delete Measure

What: Code enforcement cases are opened as a result of constituent complaints, proactive enforcement, or other agency referrals. The complexity of the case and the level of cooperation from the property owner affect the time it takes to achieve resolution.

Why: Successful and timely resolution of code enforcement cases directly supports communitywide character and values, resulting in clean and safe neighborhoods.

How are we doing? From July 1, 2010 to December 31, 2010, 445 new cases were opened. 267 of those were closed within 120 days (60%). The types of cases opened involve more unpermitted construction than the department typically sees. The low number of cases closed in 120 days is primarily due to the policy change of not closing enforcement cases on unpermitted construction until final inspection and the larger than normal number of unpermitted construction cases opened.

This measure is being replaced with measure # 3 which more accurately tracks Planning and Building staff's response to code violation complaints instead of how long a violator takes to resolve a complaint. In addition, the new measure seeks to promote voluntary compliance of complaints, over a more punitive response through citation or court.

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

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
----------------------------	----------------------------	----------------------------	----------------------------	------------------	--------------------	-----------------

63 housing units 218 housing units 105 housing units 82 housing units 57 housing units 109 housing units 194 housing units

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

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

How are we doing? A total of 109 new or purchased affordable units are expected to be added to the affordable housing stock in FY 2010-11. These include: 52 renovated units at the Rolling Hills Apartments and 10 units (Terbinth Lane Homes) in Templeton both by Peoples' Self-Help Housing Corporation, 5 new townhomes in the Woodlands project near Nipomo, 5 purchased homes through the First Time Homebuyer program, 23 new secondary dwelling units countywide, 10 farm support quarters countywide, 2 purchased condominiums for very low-income category in the City of San Luis Obispo by Transitions Mental Health, and 2 new single family homes by a private developer (Borges) in Cambria. The target for FY 2011-12 is 194 units, including 11 units (Oak Leaf Homes) in Nipomo, 6 units in Oceano, 36 units (Courtland Homes) in Arroyo Grande, and 19 units (Terbinth Lane Homes) in Templeton, all by Peoples' Self-Help Housing Corporation, 5 units for very-low income category in Arroyo Grande by Transitions Mental Health, 80 units in Paso Robles by the Housing Authority, 6 apartment units in San Simeon, 25 secondary dwellings units countywide, and 6 units of farm support quarters countywide. The targeted 194 housing units for FY 2011-12 include 161 units for very low and low income households and 33 units for moderate income households.

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

Communitywide Result Link: A Prosperous Community; A Livable Community

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

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
N/A	N/A	N/A	370	460	460	Revised Measure 100%

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

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

How are we doing? The success of our work depends on our ability to gather information from stakeholders, inform residents and property owners of our efforts and educate the general public about planning and building. Our public outreach and education is designed to promote public awareness for a wide variety of audience and stakeholders within and outside government. We modified this measure in order to specifically note what the department was going to focus its outreach efforts on, not just number of meetings attended.

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

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

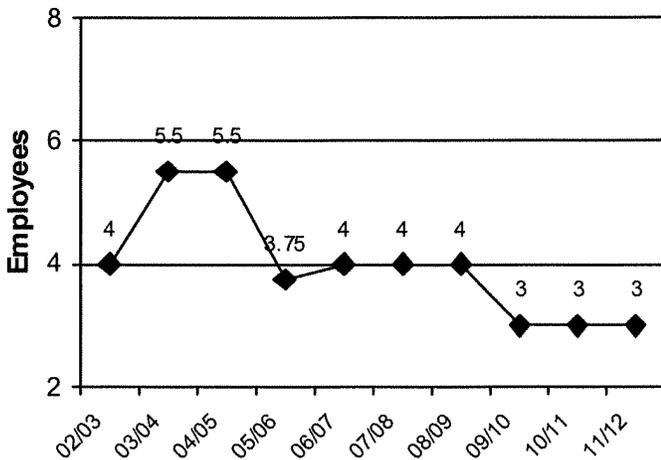
- CDBG / HOME Outreach & Public Workshops (report on the number of grants awarded in FY 2011-12)
- Homeless Services Oversight Council Meetings
- Land Use and Circulation Element Outreach
- Energy Retrofit Training and Energy Efficiency Outreach (report on the number of contractors trained in energy efficiency)
- Green Building Code Training
- Ag Tourism Ordinance Amendment Outreach
- Mobilehome Park Amendment Outreach
- Camp Roberts Joint Land Use Study Meetings & Outreach
- NPDES Training & Outreach (report on number of grading regulation violations as compared to permits issued)
- Santa Margarita Resource Capacity Study Outreach
- Housing Needs Education (Various Stakeholder Groups)
- Economic Development Education
- San Miguel Community Plan Outreach
- Resource Education (Water, Oak Woodlands, Mining, GIS, etc)
- Stakeholder Outreach (Building Industry, Environmental Interests, Professional Organizations, Service Organizations, etc)

MISSION STATEMENT

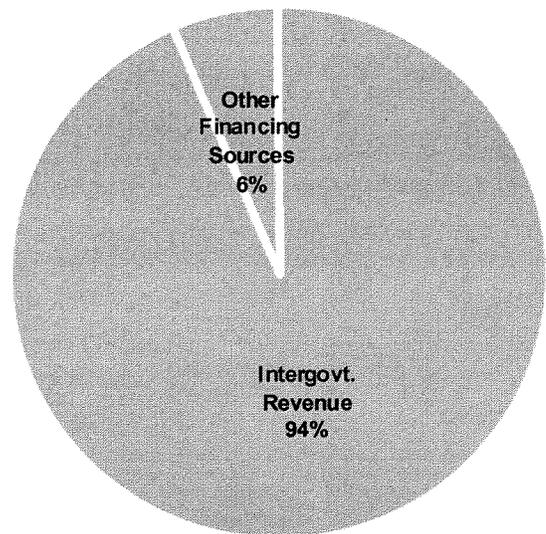
The mission of Community Development is to enhance the quality of life for San Luis Obispo County through programs that provide affordable housing, shelter and services for the homeless, economic development opportunities, and public improvements to benefit the communities that we serve.

	2010-11 <u>Budget</u>	2010-11 <u>Projected</u>	2011-12 <u>Requested</u>	2011-12 <u>Recommended</u>	Change from <u>2010-11</u>
Financial Summary					
Intergovernmental Revenue	\$ 4,629,363	\$ 6,192,224	\$ 4,422,613	\$ 4,422,613	\$ (206,750)
Other Financing Sources	<u>303,050</u>	<u>303,050</u>	<u>303,050</u>	<u>300,936</u>	<u>(2,114)</u>
Total Revenue	\$ 4,932,413	\$ 6,495,274	\$ 4,725,663	\$ 4,723,549	\$ (208,864)
Fund Balance Available	\$ 16,983	\$ 16,983	\$ 0	\$ 0	\$ (16,983)
Cancelled Reserves	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Financing Sources	\$ 4,949,396	\$ 6,512,257	\$ 4,725,663	\$ 4,723,549	\$ (225,847)
Salary and Benefits	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Services and Supplies	623,508	603,358	635,758	633,644	10,136
Other Charges	4,308,905	5,891,916	4,089,905	4,089,905	(219,000)
Fixed Assets	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Gross Expenditures	\$ 4,932,413	\$ 6,495,274	\$ 4,725,663	\$ 4,723,549	\$ (208,864)
Contingencies	16,983	0	0	0	(16,983)
New Reserves	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Financing Requirements	\$ 4,949,396	\$ 6,495,274	\$ 4,725,663	\$ 4,723,549	\$ (225,847)

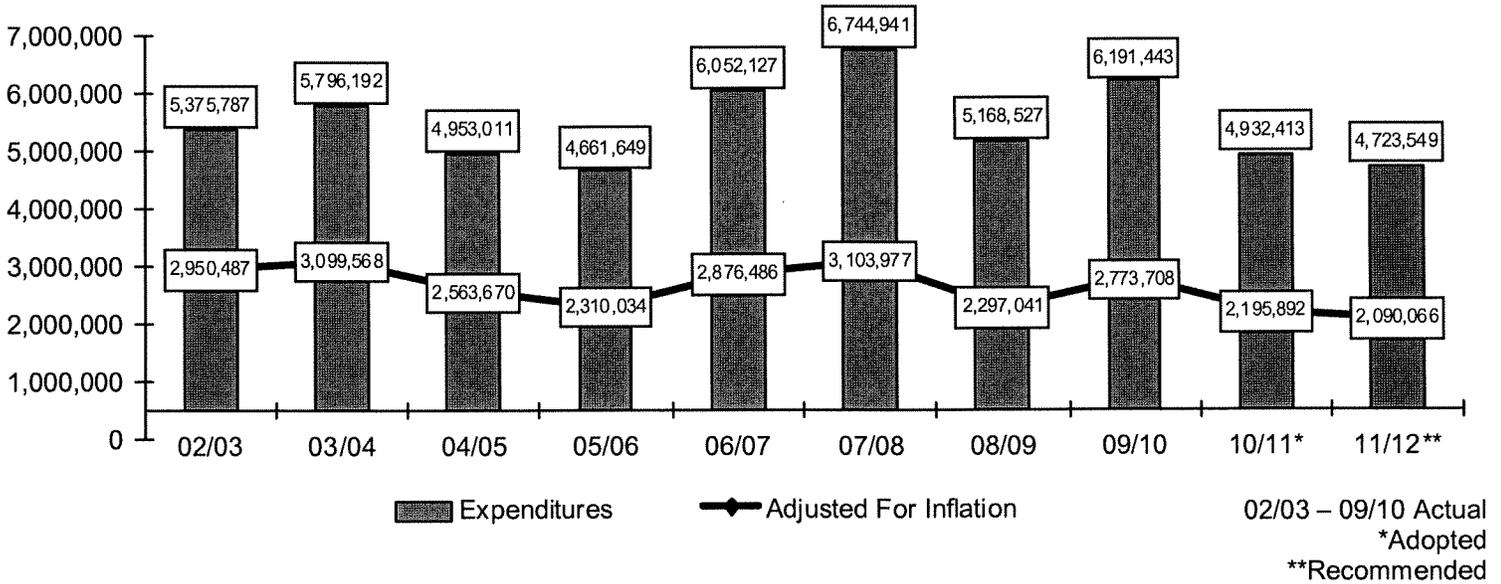
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Community Development has a total expenditure level of \$4,723,549 and a total staffing level of 3.00 FTE to provide the following services. Note: Staff is budgeted in FC 142 – Planning and Building; full time equivalent (FTE) shown represents staff assigned to projects within FC 290 – Community Development.

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

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

Total Expenditures: \$2,198,865 Total Staffing (FTE): 1.50

Home Investment Partnership Act (HOME) Funds

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

Total Expenditures: \$1,283,444 Total Staffing (FTE): .9

Federal Emergency Shelter Grants (ESG)

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

Total Expenditures: \$91,837 Total Staffing (FTE): .1

Continuum of Care (CoC) Funds

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

Total Expenditures: \$848,467 Total Staffing (FTE): .2

General Fund Support for Programs Benefiting the Homeless

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

Total Expenditures: \$180,000 Total Staffing (FTE): .1

General Fund Support for the Economic Vitality Corporation (EVC)

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

Total Expenditures: \$80,775 Total Staffing (FTE): .1

General Fund Support for SLO Co Housing Trust Fund

Provides funding for housing finance services throughout the County.

Total Expenditures: \$40,161 Total Staffing (FTE): .1

DEPARTMENT COMMENTS

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

FY 2010-11 Accomplishments

- Distributed approximately \$6.5 million dollars in Federal and state grant funds (including some ARRA and other one-time funding) for affordable housing, public facilities, public services and economic development programs to individuals, cities, unincorporated communities and local non-profit organizations
- Completed Architectural Barrier Removal projects mainly in the cities of San Luis Obispo, Atascadero and Paso Robles – these include curb/sidewalk improvements and ADA compliance
- Provided shelter and other services to more than 1,000 homeless persons countywide.
- Implemented the Federally-required Homeless Management Information System (HMIS) – all nonprofits receiving federal grants must be on the system
- Provided \$1.3 million of HOME funds for a nonprofit group to acquire the 51-unit Rolling Hills Family Apartments in Templeton
- Completed the Bridge Street studios in Arroyo Grande – 5 affordable units

FY 2011-12 Objectives

- Distribute approximately \$4.7 million dollars in federal grant funds for affordable housing, public facilities, public services and economic development programs to individuals, cities, unincorporated communities and local non-profit organizations
- Complete Oceano Drainage Improvements on Hwy 1 by County Public Works Department
- Complete Sewer line Replacement on 16th Street in San Miguel
- Provide shelter and other services for homeless persons and families
- Provide \$400,000 to construct the 81-unit Hidden Creek Village family apartments in Paso Robles
- Provide \$1.5 million of HOME funds to construct the 36-unit Courtland St Apartments in Arroyo Grande
- Provide \$265,000 to Housing Authority of San Luis Obispo to construct 19-unit Humbert Ave apartments

- Enabled two families to purchase their first homes through the First Time Homebuyer Program

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

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

The budgeted revenue and expense for Community Development is recommended to decrease by \$225,847, or 4% as compared to the FY 2010-11 Adopted Budget. The decrease in revenue is primarily associated with an expected 10% decrease (\$142,605) in the U.S Department of Housing and Urban Development (HUD) HOME grant and an expected 3% (\$64,145) decrease in the HUD Community Development Block Grant. The final amount of these grants for FY 2011-12 have not yet been released by HUD, so the budgeted amounts reflect staff's best estimate at this time.

The reduction in expenditures reflects the reduced grant funding noted above. Almost \$1.4 million will be distributed to five incorporated cities, with the largest shares going to the City of San Luis Obispo (more than \$647,000) and the City of Paso Robles (more than \$308,000). Approximately \$332,700 will be transferred to Fund Center 142 – Planning and Building to cover staff expenses for administration of these grant programs

The General Fund support for this budget is recommended to decrease by \$2,114 (less than 1%), compared to the FY 2010-11 Adopted Budget. No service level impacts are anticipated as a result of this minor reduction in General Fund support. The recommended General Fund support includes:

- \$180,000 for Homeless Programs – maintaining the same level of funding in the FY 2010-11 Adopted Budget.
- \$80,775 for the Economic Vitality Commission (EVC) – maintaining the same level of funding in the FY 2010-11 Adopted Budget.
- \$40,161 for the San Luis Obispo Housing Trust Fund. This is a decrease of \$2,114, (5%) compared to the FY 2010-11 Adopted Budget. The Housing Trust Fund staff have indicated that this reduction can be absorbed by the organization with no anticipated decline in existing service levels.

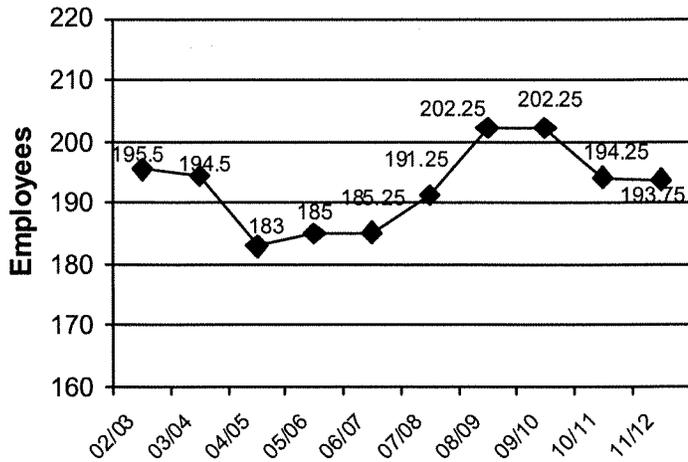
This recommended budget includes sufficient Federal and state grant funding to maintain the existing level of services for affordable housing, public facilities, public services and economic development programs to individuals, cities, unincorporated communities and local non-profit organizations.

MISSION STATEMENT

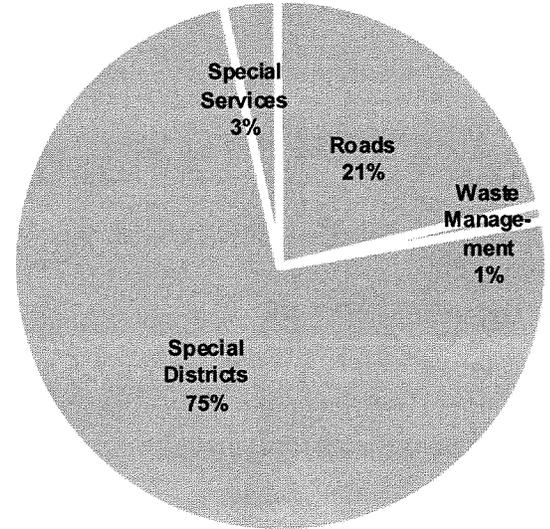
Provide public services related to the safe and efficient movement of traffic on the 1,320 miles of County maintained roadways; engineering and surveying review of proposed land development; administration and operation of various water and waste water wholesale and retail facilities; long term master water planning; and franchise administration for the unincorporated areas.

OPERATING DETAIL (1)	2009-10 ACTUAL (2)	2010-11 ESTIMATED (3)	2011-12 PROPOSED ESTIMATES (4)	2011-12 RECOMMENDED ESTIMATES (5)
OPERATING REVENUES				
Charges for Services	26,329,673	30,269,259	29,018,076	28,793,029
TOTAL OPERATING REVENUES	26,329,673	30,269,259	29,018,076	28,793,029
OPERATING EXPENSES				
Salaries and Benefits	20,288,825	21,908,658	21,634,964	21,409,917
Services and Supplies	4,702,244	7,232,246	6,257,837	6,257,837
Insurance Benefit Payment	386,210	316,737	316,324	316,324
Depreciation	675,634	714,793	729,685	729,685
Countywide Overhead Allocation	103,873	96,825	79,266	79,266
TOTAL OPERATING EXPENSES	26,156,786	30,269,259	29,018,076	28,793,029
OPERATING INCOME (LOSS)	172,887	0	0	0
NON-OPERATING REVENUES (EXPENSES)				
Interest	54,665	150,000	150,000	150,000
Gain (Loss) on sale of Asset	(19,232)	0	0	0
TOTAL NON-OPERATING REVENUES (EXPENSES)	35,433	150,000	150,000	150,000
INCOME BEF. CAPITAL CONTRBS. & TRANSFERS	208,320	150,000	150,000	150,000
Contributions in (Out)	0	0	0	0
CHANGE IN NET ASSETS	208,320	150,000	150,000	150,000
Net assets - beginning	13,787,340	13,995,660	14,145,660	14,145,660
Net assets - ending	13,995,660	14,145,660	14,295,660	14,295,660
FIXED ASSET EXPENDITURES				
Equipment	309,273	972,000	674,000	674,000
TOTAL FIXED ASSET EXPENDITURES	309,273	972,000	674,000	674,000

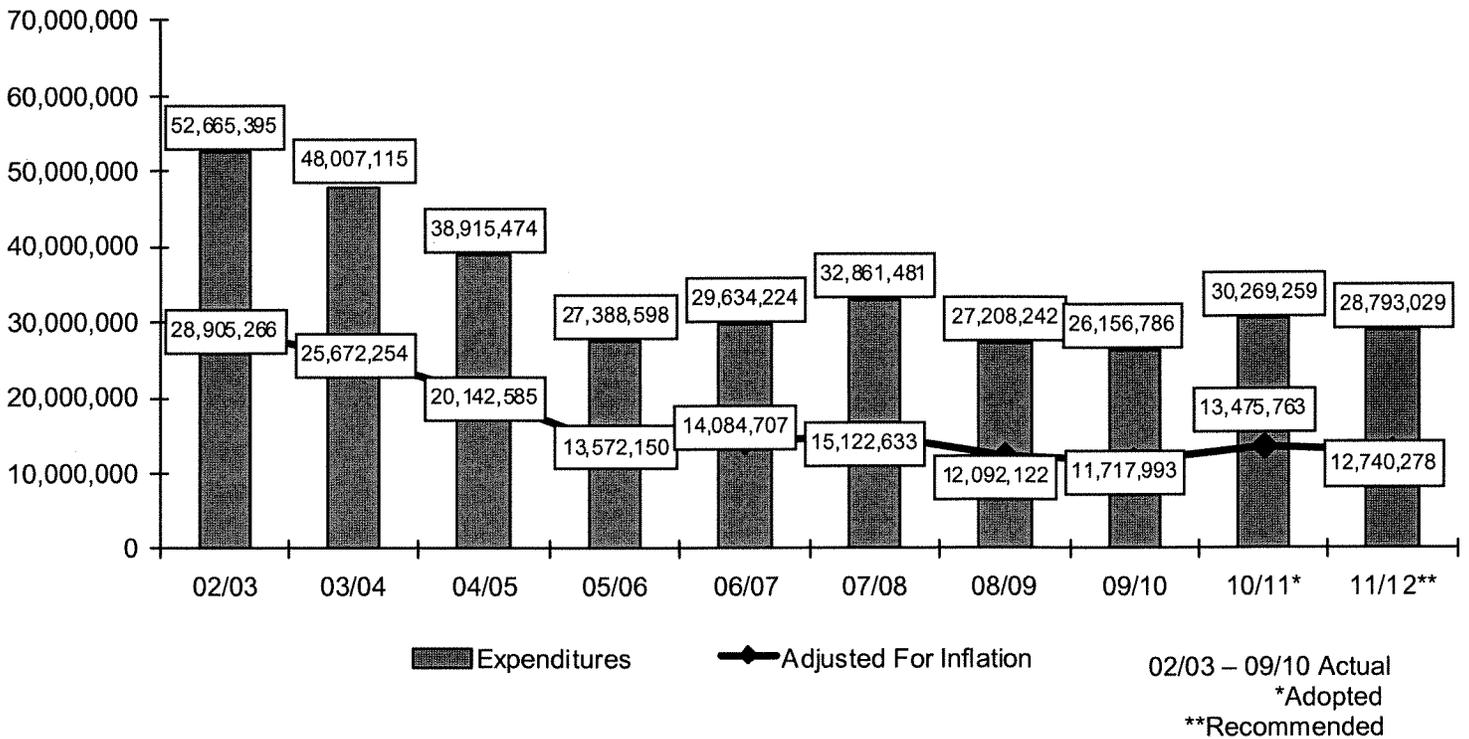
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

The Public Works Internal Services Fund has a total expenditure level of \$28,793,029 and a total staffing level of 193.75 FTE to provide the following services:

Development Services

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

Total Expenditures: \$599,820 Total Staffing (FTE): 4.25

Operations Center - Water and Sewer

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

Total Expenditures: \$121,276 Total Staffing (FTE): 0.92

Roads

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

Total Expenditures: \$6,144,021 Total Staffing (FTE): 90.00

Services to Special Districts

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

Total Expenditures: \$275,393 Total Staffing (FTE): 1.72

Special Districts

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

Total Expenditures: \$21,243,640 Total Staffing (FTE): 93.12

Waste Management Programs

Administer and implement solid waste management activities in certain unincorporated areas, including compliance with state mandates such as the Integrated Waste Management Plan, National Pollutant Discharge Elimination System (NPDES), post-closure compliance orders regarding the Los Osos Landfill, and Board of Supervisors policies regarding County solid waste issues.

Total Expenditures: \$350,610 Total Staffing (FTE): 2.74

Work for Outside Departments

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

Total Expenditures: \$58,269 Total Staffing (FTE): 1.00

DEPARTMENT COMMENTS

The primary function of the Public Works Internal Service Fund (ISF) is overall accounting and reporting for the department. The ISF includes the position allocation list and funding for all of the employees in the department and accounts for the department's equipment and other reserves. The ISF incurs the labor and indirect cost of operations that are then recovered from programs, projects and services through departmental labor charges and overhead allocations.

Following are some of the notable accomplishments for FY 2010-11 and some specific objectives for FY 2011-12.

FY 2010-11 Accomplishments

- Completed the American Public Works Association (APWA) Self-Assessment process to determine how well national standards are being addressed. This is the first step to becoming an APWA accredited agency.
- Completed construction of the Nacimiento Water Project and transitioned into the operating phase which began water deliveries to the participating agencies. This is the largest Public Works project in San Luis Obispo County history.
- Obtained a Coastal Development Permit and secured low-cost financing (including a \$16 million grant) for the Los Osos Wastewater Project.
- Delivered over \$26 million in Public Works infrastructure projects.
- Continued to replace and retrofit equipment in order to meet new Federal Air Quality unfunded mandates.

FY 2011-12 Objectives

- The department will continue to meet regularly with Advisory Committees, the public, the Board of Supervisors, and numerous federal and state agencies to discuss customer needs and expectations and better serve the department's internal and external customers.
- Engage the American Public Works Association to assess the department's policies and procedures in all aspects of Public Works duties with the goal of becoming accredited within three years.
- Continue to manage the equipment fleet in order to meet new Federal Air Quality unfunded mandates phased in over the next several years and avoid fines for non-compliance.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The Public Works Internal Service Fund (ISF) budget reflects appropriation amounts included in other fund centers, including Fund Center 245 – Roads, Fund Center 201 – Public Works Special Services, Fund Center 130 – Waste Management, and Special District budgets. Charges for services represent sources of revenue for the ISF. Recommended appropriations for those budgets, along with summaries for each program that purchases services from the ISF are indicated in the Service Program Summary.

It should be noted that the State Controller's Office requires an Operation of Internal Service Fund Schedule 10. The format of the Schedule 10, and some of the data it contains, is different from how other County departments' budgets are reported. For consistency purposes, the data provided for in the narrative, service programs, and 10 year expenditure chart are from the Schedule 10, including depreciation. Additionally, the narrative compares FY 2011-12 recommended estimated numbers to FY 2010-11 estimated year end numbers. As fixed assets are noted separately on the Schedule 10 and are not included as part of total expenses, they are not included as part of the overall comparison.

The recommended FY 2011-12 budget of \$28,793,029 is a decrease of approximately 5% (\$1.5 million) compared to the estimated FY 2010-11 amount of \$30,269,259 due to a combination of factors such as: 1) there is no estimated prevailing wage increase budgeted in FY 2011-12 as there was in FY 2010-11 (2%); 2) a reduction in salary and benefit accounts by approximately 2% (\$498,741) due to several position allocation changes (listed below); and 3) a decrease in the ISF's total countywide overhead (\$359,107 or 38%) from FY 2010-11 budgeted amounts. It should be noted that the Schedule 10 reflects countywide overhead charged to Special District budgets only. Countywide overhead charged back to the other functional areas within the ISF can be found in the individual fund center budgets. Other factors contributing to the overall budget decrease include reduced inter-departmental charges for services, and departmental overhead charges.

As noted above, salary and benefit accounts are decreasing by 2% due to:

- the elimination of two (2) Engineer I-III positions;
- the deletion of the Nacimiento Project Manager position as this project is anticipated to be completed by the end of FY 2010-11;
- the addition of one (1) Public Works Section Supervisor and one (1) Public Works Worker I-III limited term positions. These positions will be funded through the Los Osos Wastewater Project;
- the conversion of two (2) Engineer I-III positions to Engineer IV positions; and
- increasing a ½ FTE Administrative Service Manager to full time; this position will be funded through the Los Osos Wastewater Project.

The overall change to the ISF's position allocation will be a decrease of 0.5 FTE.

The Public Works ISF includes budgeted amounts for Special Districts that include the Flood Control District and County Service Areas. Special Districts provide flood control, road maintenance, water, sewer and other services through the use of assessments and other sources of funding. The majority of the ISF's operating revenue and expense (74% or \$21 million) is comprised of charges to Special Districts. These charges are projected to decrease by \$578,013 (or 3%) from FY 2010-11 budgeted levels. Although the total expense and revenue for Special Districts is shown on the Public Works ISF's Schedule 10, each district has its own budget that is separate from the overall County budget. These budgets are contained in the Special District Budget document prepared by Public Works and approved by the Board of Supervisors during the County's annual budget hearings in June.

The three (3) other functional areas in the ISF- Roads (FC 245), Special Services (FC 201) and Waste Management (FC 130) - account for the balance of the ISF operating revenues and expenditures. Specific details about these budgets can be found in the individual fund centers write ups. However, Roads (FC 245) is budgeted to decrease by \$791,355 (11%) from FY 2010-11 levels; Special Services (FC 201) is decreasing by \$105,082 or 10% as compared to the FY 2010-11 adopted budget; and Waste Management (FC 130) is recommended to decrease by less than .5% (\$1,780) from FY 2010-11 amounts.

Services and supplies accounts are decreasing by \$974,409 or 13% compared to FY 2010-11 which can be attributed to reductions in charges to Special Districts for non-labor work order, equipment, departmental and countywide overhead. Inter-department charges, e.g. insurance or Fleet charges, are increasing minimally (\$12,156 or less than one percent).

Fixed assets are recommended in the amount of \$674,000, a 31% or \$298,000 decrease from FY 10-11 budgeted levels of \$972,000. Public Works has a program that ranks the replacement of equipment on several criteria such as useful life, maintenance cost, usage, overall condition, importance to the department and funding available.

A total of 9 replacement vehicles, one piece of replacement equipment plus the purchase of one new piece of equipment and five particulate filters are recommended for FY 2011-12. No General Fund support will be required in the purchase of this equipment as the majority will come from the ISF equipment replacement programs and contribution from the Road fund. A five-yard dump truck and a sedan will be sold. These savings reduce the contribution from Roads by \$68,686. The Roads fund will contribute approximately \$243,000 in funding. The following vehicles and equipment is recommended to be purchased in FY 2011-12:

- 5 – Diesel Particulate Filters – the purchase of these filters continues the CA Air Resources Board mandate to retrofit all 2006 or older diesel engine equipment with diesel particulate filters by January 2023; the department has indicated that all of Public Work's older equipment will be retrofitted after FY 2011-12; the cost for these filters is \$80,000 (\$16,000 each) and will be funded through the Road Fund;

New

- 1 - 4 and 1 Bucket – this loader will be used by the North County Road Yard to clear roadways of debris such as downed trees or rocks; the 4 and 1 bucket is safer and requires less staff to do the job; the cost is \$18,000 and will be funded through the Road Fund;

Replacement

- 1 - Nuclear density gauge – this will replace an existing gauge (used to verify compaction requirements on road projects) that is 17 years old and is no longer reliable; the cost is \$12,000 and is funded through the Road fund;
- 1- ¾ ton truck – this will replace a 2001 ¾ ton truck, with 100,000 miles on it, that is three years past its useful life of seven years; cost is \$26,000 and it is funded through the ISF and Road fund;
- 1 - 1 ton stencil truck – replaces a 2000 one ton stencil truck that is three years past its useful life of eight years; cost is \$45,000 and its purchase is funded through the ISF and Road fund;
- 1- 1.5 ton utility truck – to replace a 2003 1.5 ton utility truck that has 100,000 miles on it and is past its useful life of eight years; cost is \$55,000 and is funded through the ISF and Road fund;
- 1 - ½ ton truck – to replace a 2001 ½ ton truck that is three years past its useful seven year life; cost is \$20,000 and funding will come from the ISF;
- 1 – 10 yard dump truck -- will replace a 1999 dump truck that is past its useful life and has 100,000 miles on it; the cost of the truck is \$150,000 and funding will come from the ISF and Road fund;
- 1- Flatbed truck – to replace a 2002 2-ton truck that has 140,000 miles on it; cost is \$60,000 and will be funded through the ISF;
- 1 - ¾ ton utility truck – this purchase will replace a 2002 utility van that is past its useful life and has 100,000 miles on it; cost is \$28,000 and will be funded through the ISF;
- 2 – water trucks – replaces two (2) 2000 water trucks that are at the end of their useful life; cost is \$180,000 (\$90,000 each) and funding is through the ISF and Road fund.

GOALS AND PERFORMANCE MEASURES

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

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

Community-wide Result Link: A safe community, A well-governed community.

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

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
61%	42%	56%	64%	80%	89%	80%

What: This measures the percentage of Public Works Capital Project phases actually completed compared to the phase estimated to be complete as stated in each year's budget.

Why: To determine the timeliness of capital project completion which enhances public health and safety by correcting potentially dangerous problems identified in the need for each project.

How are we doing? For FY 2010-11, the Department is projecting a favorable result of 89%. We anticipate 48 out of 54 approved phases will be completed on-schedule. Six projects are expected to be delayed and can be grouped as follows: 2 projects have had schedule slips, 1 project has a regulatory agency delay, 1 project will require additional environmental time and 2 projects have been placed on hold or assigned as a lower priority.

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

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
91%	83%	89%	86%	90%	92%	90%

What: This measures the percentage of Public Works Capital Projects where actual costs are at or under the budget for the particular project phase approved by the Board of Supervisors in a given fiscal year.

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

How are we doing? A favorable result of 92% is projected for FY 2010-11. Of the 48 projects that are anticipated to be completed on-schedule, it's estimated that 44 projects will be completed within the allocated budget. The four projects that are expected to exceed their allocated budget can be grouped as follows: 1 project will have project scope change, 1 project will incur additional construction costs and 2 projects require multi-year design.

**Public Works Special Services
Fiscal Year 2011-12 Proposed Budget**

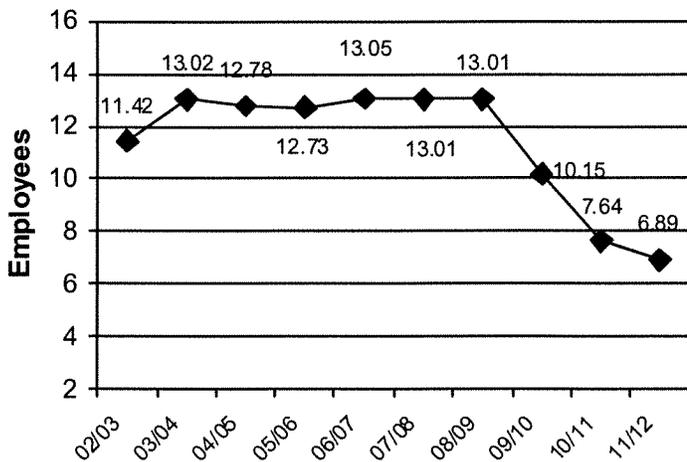
Fund Center 201

MISSION STATEMENT

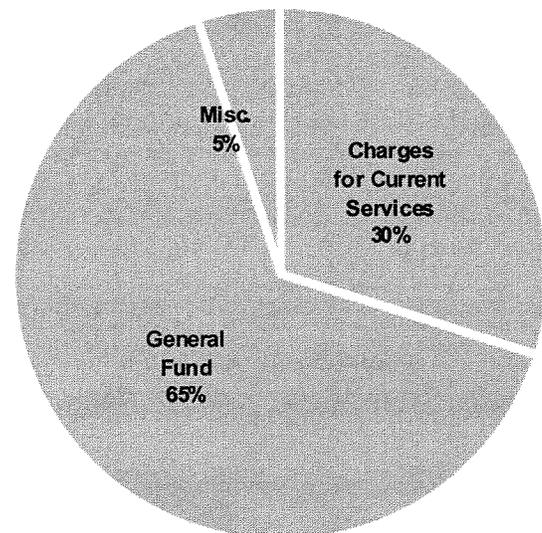
Provide public services related to engineering and surveying review of proposed land development; administration and operation of water and waste water service at the County Operations Center; engineering support to special districts; and franchise administration for the unincorporated areas.

Financial Summary	2010-11 Budget	2010-11 Projected	2011-12 Requested	2011-12 Recommended	Change From 2010-11
Licenses and Permits	\$ 67,164	\$ 84,354	\$ 90,555	\$ 90,555	\$ 23,391
Intergovernmental Revenue	16,701	16,701	16,700	16,700	(1)
Charges for Current Services	814,487	617,622	668,696	668,696	(145,791)
Other Revenues	5,733	2,012,085	4,654	4,654	(1,079)
**Total Revenue	\$ 904,085	\$ 2,730,762	\$ 780,605	\$ 780,605	\$ (123,480)
Services and Supplies	2,420,713	2,206,839	2,217,197	2,224,209	(196,504)
Other Charges	3,000	0	0	0	(3,000)
Fixed Assets	0	1,941,805	0	0	0
**Gross Expenditures	\$ 2,423,713	\$ 4,148,644	\$ 2,217,197	\$ 2,224,209	\$ (199,504)
General Fund Support (G.F.S.)	\$ 1,519,628	\$ 1,417,882	\$ 1,436,592	\$ 1,443,604	\$ (76,024)

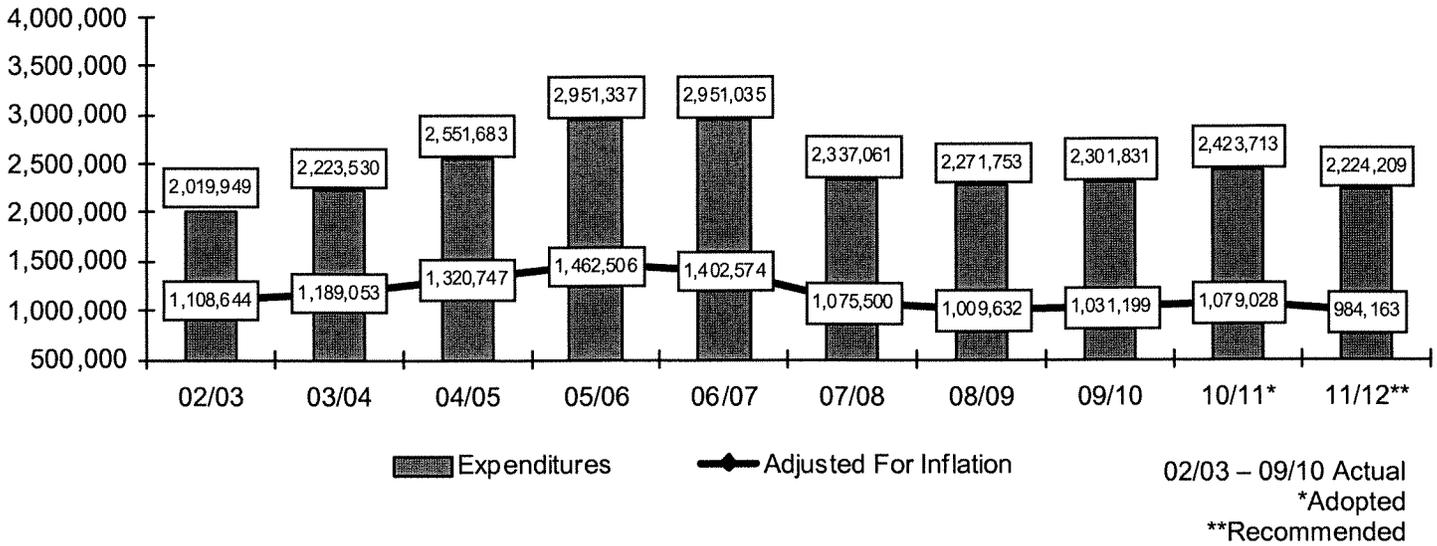
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Public Works Special Services has a total expenditure level of \$2,224,209 and a total staffing level of 6.89 FTE to provide the following services.

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

Development Services

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

Total Expenditures: \$952,328 Total Staffing (FTE): 4.25

Operations Center - Water and Sewer

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

Total Expenditures: \$912,233 Total Staffing (FTE): .92

Services to Special Districts

Provide fiscal, legal and engineering support to districts in the formation process; to perform general utility district planning, assessment apportionments, special studies and projects as directed by the Board of Supervisors; to acquire supplemental road purpose equipment which is not fundable through FC 405 – Public Works Internal Service Fund financing methods; to provide administration of the County's cooperative road improvement program; to provide cable TV regulation and access activities; and to provide franchise administration.

Total Expenditures: \$359,648 Total Staffing (FTE): 1.72

DEPARTMENT COMMENTS

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

The following are some of the notable accomplishments for FY 2010-11 and some specific objectives for FY 2011-12.

FY 2010-11 Accomplishments

- Completed the design and permitting phase of the Ops Center waterline extension project. This project will upgrade and extend the waterline to serve the proposed new Women's Jail.
- Entered into a memorandum of understanding (MOU) with the Nipomo Community Services District to create an assessment district in the Nipomo area in order to fund the construction of a waterline intertie to the City of Santa Maria which will allow the purchase of water from Santa Maria for the Nipomo Mesa.
- Assisted County Counsel in obtaining over a \$2 million insurance settlement relating to the Maria Vista Estates development located in Nipomo. This money will be used to complete the necessary infrastructure improvements required for the development.
- Improved the overall Development Services Customer Satisfaction rating from 4.3 to 4.4 out of 5.
- Completed the biennial update to the Public Improvement Standards used by the public to design their projects to County standards.
- Completed the preliminary engineering study to identify a solution to flooding problems on Highway 1 in Oceano. This project will be a cooperative effort between the County, CalTrans, and San Luis Obispo Council of Governments (SLOCOG) requiring a combination of funding sources to complete construction. Construction will be completed through the County Road Fund.

FY 2011-12 Objectives

- Construct the Ops Center waterline extension project in order to serve the proposed new Women's Jail.
- Complete water and sewer master plans to identify and prioritize infrastructure projects at the Operations Center.
- Form the assessment district and conduct the Proposition 218 assessment vote for the Nipomo waterline intertie project.
- Complete the infrastructure improvements required for the Maria Vista Estates development.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

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

The FY 2011-12 General Fund support for the programs within this fund center are recommended to decrease approximately 5% or \$76,024 compared to FY 2010-11 adopted amounts. Recommended revenues are decreasing by 13% or \$123,480 as compared to FY 2010-11 adopted amounts for a variety of reasons, including changes to the department's charges for services (fees) approved in November 2010 and effective July 1, 2011; however, the majority of the revenue decrease can be attributed to subdivision and planned development revenue

which is budgeted to decrease by \$133,923. This is primarily attributed to the slow economy which continues to affect these activities.

Expenditures for FY 2011-12 are recommended to decrease by 8% or \$199,504 compared to the FY 2010-11 adopted amount primarily due to reduced charges by the ISF for labor, a reduction in overhead charged by the ISF as well as a decrease in countywide overhead. Together these accounts are decreasing by \$178,243 or 11%. No fixed assets are budgeted for in FY 2011-12. There are no service level impacts associated with the recommended budget.

Specifically,

- **Operations Center:**
 - Revenues are projected to decreasing by 1% (\$1,026) due to a change in the water billing formula for Woods Humane Center;
 - Services and supplies accounts are increasing by \$23,333 (2.6%) due to updates to several master plans scheduled in FY 2011-12.
- **Development Services:**
 - Overall, revenues are recommended to decrease by 15.5% (\$120,911) as a result of the decreased subdivision and planned development activities noted above as well as several decreases in fees;
 - Services and supplies accounts are budgeted at \$952,328, an 18.5% (or \$216,755) decrease from FY 2010-11 amounts. This is the result of decreased staffing charges from the ISF as well as a decrease in building activities.
- **Services to Special Districts:**
 - Revenue accounts are recommended to decrease by 6.4% or \$1,543 due to a decrease in administrative charges to the Co-Operative Road Program;
 - Services and supplies accounts are also decreasing by 17% (\$6,080) due to a reduction in staffing charges from the ISF.

GOALS AND PERFORMANCE MEASURES

Department Goal: Maintain the water distribution and wastewater collections systems at the County Operations Center to provide safe drinking water, maintain adequate reserves for irrigation and fire fighting to protect the public and environmental health, and ensure regulatory compliance. The County Operations Center customers are other county departments and one private agency, Woods Humane Society.						
Communitywide Result Link: A healthy community. A safe community.						
1. Performance Measure: Percentage of days per year that the water system is able to meet mandated water quality standards.						
06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
100%	100%	100%	100%	100%	100%	100%
What: This measures the percentage of time during the year that the water distribution system is able to meet State and Federal water quality standards.						
Why: To insure that the water system provides safe drinking water.						
How are we doing? There are no issues to report and the water system continues to meet all Federal, State and local safe drinking water requirements.						
2. Performance Measure: Number of wastewater collection system and water system failures per year.						
06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
0	4	2	0	0	0	0

<p>What: A count of all incidents of blockages, spills and unscheduled interruption in wastewater service and water system failures.</p> <p>Why: The number of failures per year can be a reflection of the system integrity. Monitoring the location and frequency of failures will help to identify areas where additional resources may need to be focused in order to assure continued system integrity and to protect the environment.</p> <p>How are we doing? No system failures occurred during FY 2009-10. Professional video inspection and operational difficulties have shown that the sewer line in Oklahoma Avenue at the County Operations Center needs replacement. Several areas of the sewer line have dips which cause the build-up of sewage, and cracks in the line which allow infiltration to occur. Operators have to clean the line on a regular basis in order to improve flow. Through the FY 2011-12 Capital Project process, funding for the replacement of this sewer line was requested; however, we have been notified that our request was not approved.</p> <p>To meet the water needs of the Operations Center and the new jail facility, State funding has been secured for a project that is now in the design phase to upsize the existing waterline to a 10-inch PVC pipe from Chorro Creek Bridge to the new jail facility. Once the design phase is completed (anticipated in FY 2010-11) the construction phase will be initiated in FY 2011-12.</p>							
<p>Department Goal: Review and approve applications, maps and plans for new development projects in a timely manner to ensure compliance with regulatory requirements, enhance customer service, and protect the public's safety.</p> <p>Communitywide Result Link: A safe community, A well-governed community.</p>							
<p>3. Performance Measure: Annual number of improvement plan reviews per Full Time Equivalent (FTE) employee.</p>							
06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target	
57	66	69	50	50	74	65	
<p>What: Total number of Improvement Plan reviews by Plan Check Unit divided by the number of Full Time Equivalent (FTE) employees.</p> <p>Why: Measures the efficiency of the Plan Check Unit in reviewing improvement plans.</p> <p>How are we doing? We anticipate only a slight reduction in the number of public improvement plans submitted for checking and inspection services (51 in FY 2009-10 down to an assumed 48 in FY 2010-11). With only one seasoned staff dedicated to plan check and inspection of development projects, and due to the reduced number of projects being processed, we are anticipating an increase in our efficiency, 15 points as projected. We will continue to adjust staff responsibilities as necessary to best match the economic situation as reflected in our projected performance. There is no standardized comparable county data available.</p>							
<p>4. Performance Measure: Number of weeks to review improvement plans.</p>							
06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target	
3.1 weeks 1st submittals	3.2 weeks 1st submittals	2.0 weeks 1st submittals	2.5 weeks 1st submittals	4.0 weeks 1st submittals	2.0 weeks 1st submittals	2.5 weeks 1st submittals	
2.5 weeks resubmittals	2.2 weeks resubmittals	1.2 weeks resubmittals	2.2 weeks resubmittals	2.0 weeks resubmittals	2.0 weeks resubmittals	2.0 weeks resubmittals	
<p>What: Average time it takes to review public improvement construction plans associated with development after receipt from engineers.</p> <p>Why: State law requires that improvement plans be acted upon within sixty working days (approximately 12 weeks) of submittal. This measures accomplishment of our goal of timely service.</p> <p>How are we doing? Staff consistently provides our clients a favorable response time in commencing first submittal and resubmittal plan checks when compared to our target goals. Because the continued depressed economic climate in the development industry equates to fewer projects being processed we are proposing to adjust the FY 2011-12 target goals downward (increase efficiency) by 1.5-weeks on first submittals. This adjustment also reflects historic trends. No standardized comparable county data available.</p>							
<p>5. Performance Measure: Annual number of survey map reviews per Full Time Equivalent (FTE) employee.</p>							
06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target	
887	1,070	1,122	1,330	1,215	1,415	1,300	
<p>What: Total number of survey maps (i.e. any land surveying map that falls under the professional land surveyor act such as records of survey, subdivision maps and corner records) reviews by Surveying Unit divided by the number of Full Time Equivalent (FTE) employees.</p> <p>Why: Measures the efficiency of the Surveying Unit in reviewing survey maps.</p>							

How are we doing? The favorable efficiency continues to be associated with the reduced complexity of maps being checked and our experienced map check staff. The County Surveyor retired earlier in the fiscal year and we distributed the duties to two highly experienced and motivated Deputy County Surveyors. We are in the process of hiring a new County Surveyor and, dependant upon the candidate selected; there may be a slight reduction in our year-end performance measures based on the training requirements. Because of these variables we are proposing only an minor projected performance increase for the FY 2011-12 target. No standardized comparable county data available.

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

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
0.9 weeks	1.1 weeks	1.0 weeks	1.1 weeks	1.0 weeks	1.2 Weeks	1.0 Weeks

What: Average time from receipt of maps (i.e. any land surveying map that falls under the professional land surveyor act such as records of survey, subdivision maps and corner records) from engineers and surveyors, until response.

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

How are we doing? For the past four years our performance continues to fluctuate around 1-week, but remains well below the statutory requirement of processing maps within 20 working days (4 weeks). This consistency can be attributed to the fewer number of maps being processed and to the experience of our long time map check staff. There are no proposed changes for the FY 2011-12 target since it appears to be the maximum efficiency achievable. No standardized comparable county data available.

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

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
100%	N/A	87%	88%	85%	85%	90%

What: Measures customer satisfaction with Development Services.

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

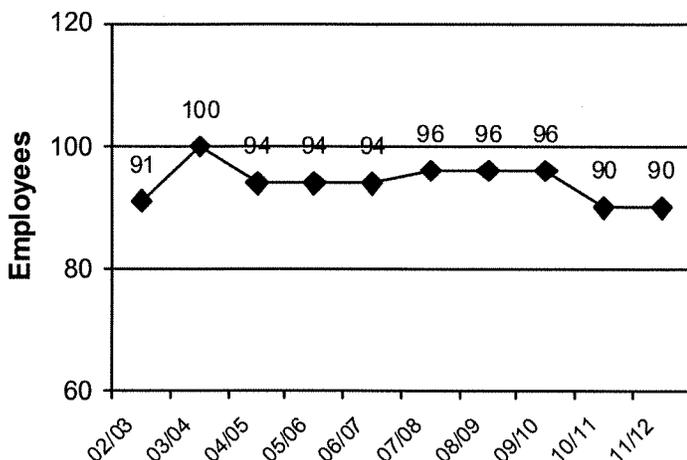
How are we doing? Our next annual customer survey will be conducted in May 2011 when we will again solicit customer feedback in at least five areas of Development Services' work. These areas include Surveying Services, Plan Check Services, Inspection Services, Permit Services and Response to Public Inquiries. Given the improved performance in map and plan check services, as identified above, we anticipate an increased approval rating during on next survey. Therefore we are adjusting the FY 2011-12 target goals.

MISSION STATEMENT

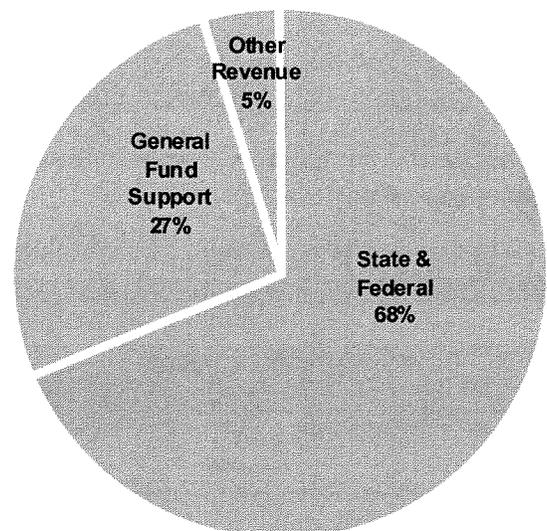
Provide public services related to the safe and efficient movement of traffic on the 1,310 miles of County maintained roadways.

	2010-11	2010-11	2011-12	2011-12	Change from
<u>Financial Summary</u>	<u>Budget</u>	<u>Projected</u>	<u>Requested</u>	<u>Recommended</u>	<u>2010-11</u>
Taxes	\$ 1,446,197	\$ 1,446,197	\$ 1,449,890	\$ 1,449,890	\$ 3,693
Revenue from Use of Money & Property	60,000	60,000	60,000	60,000	0
Intergovernmental Revenue	12,863,596	11,863,596	13,677,171	13,677,171	813,575
Charges for Current Services	144,911	144,911	142,606	142,606	(2,305)
Other Revenues	10,000	10,000	0	0	(10,000)
Other Financing Sources	6,502,225	6,502,225	6,783,577	5,819,263	(682,962)
Interfund	400,000	400,000	248,995	248,995	(151,005)
Total Revenue	\$ 21,426,929	\$ 20,426,929	\$ 22,362,239	\$ 21,397,925	\$ (29,004)
Fund Balance Available	\$ 804,447	\$ 804,447	\$ 0	\$ 0	\$ (804,447)
Cancelled Reserves	0	800,000	4,447	4,447	4,447
Total Financing Sources	\$ 22,231,376	\$ 22,031,376	\$ 22,366,686	\$ 21,402,372	\$ (829,004)
Salary and Benefits	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Services and Supplies	14,562,331	13,571,331	13,229,526	13,229,526	(1,332,805)
Other Charges	234,014	234,014	246,733	246,733	12,719
Fixed Assets	6,630,584	6,630,584	8,890,427	7,926,113	1,295,529
Gross Expenditures	\$ 21,426,929	\$ 20,435,929	\$ 22,366,686	\$ 21,402,372	\$ (24,557)
Contingencies	0	0	0	0	0
New Reserves	804,447	804,447	0	0	(804,447)
Total Financing Requirements	\$ 22,231,376	\$ 21,240,376	\$ 22,366,686	\$ 21,402,372	\$ (829,004)

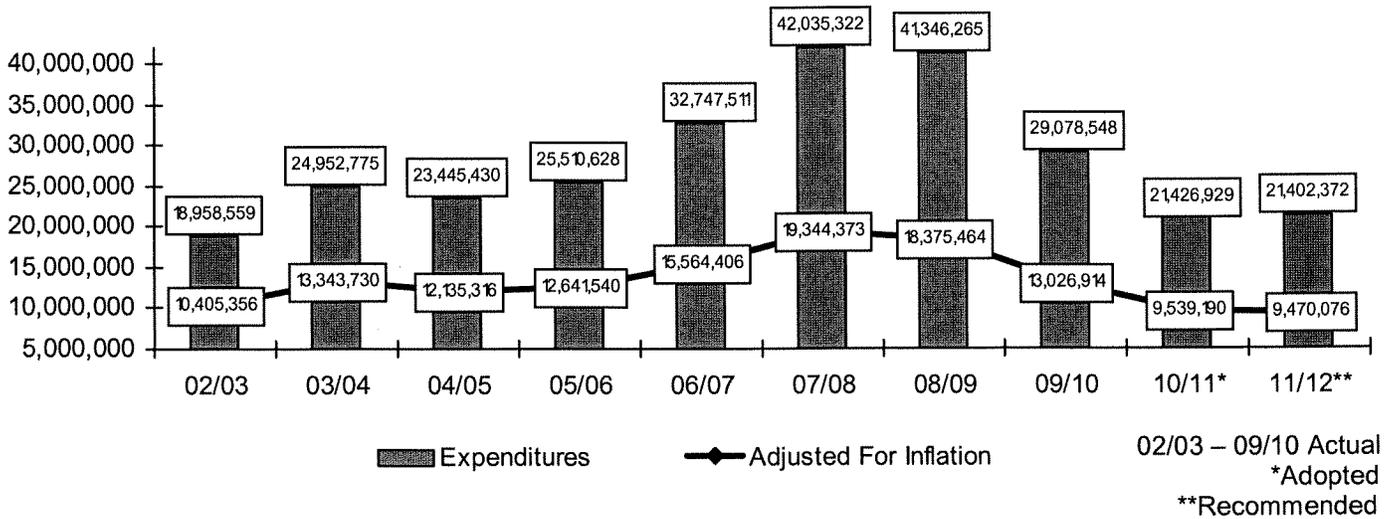
Number of Employees
 (Full Time Equivalent)



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Roads has a total expenditure level of \$21,402,372 and a total staffing level of 90.00 FTE to provide the following services.

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

Roads Construction

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

Total Expenditures: \$7,926,113 Total Staffing (FTE): 19.00

Roads Maintenance

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

Total Expenditures: \$13,476,259 Total Staffing (FTE): 71.00

DEPARTMENT COMMENTS

The primary functions of the Road Fund are Construction and Maintenance. Construction related activities include new roads, enhancements to existing roads, road reconstruction, new lights and traffic signals, bridges, pedestrian ways and bike paths, drainage improvements, transportation planning, right of way acquisition, environmental mitigation, encroachment inspections, curb gutter and sidewalk design, and administration. Maintenance related activities include County Road Crew work to maintain these structures as well as administration of a pavement management program on over 1,320 miles of County Roads and a bridge maintenance program on about 200 bridges countywide.

Following are some of the notable accomplishments for FY 2010-11 and some specific objectives for FY 2011-12.

FY 2010-11 Accomplishments

- Successfully secured all necessary funding for and began construction of the Willow Road extension and interchange at Highway 101 in Nipomo. This project will reduce overall trip mileage on the Mesa, provide a secondary access to Nipomo High School from the west side of Highway 101, and help relieve congestion at Tefft Street and Highway 101.
- Completed 31 miles of chip sealing which improves pavement preservation.
- Overlaid nearly 6 miles of pavement in the South County to maintain average pavement condition in the mid 60 range which is considered good (61-80) by industry standards (using a 100 point scale). Most of the paving was done in urban areas with multiple driveways and included upgraded handicapped access. An experimental method of "Cold-in-place Recycling" was used that saved over 30% compared to conventional methods.
- Delivered over \$15 million in capital projects to address safety, capacity and drainage concerns.
- Successfully responded to the December storms during the emergency declaration. Completed emergency repairs to prevent slope erosion on Avila Beach Drive and maintain access to Diablo Canyon Nuclear Power Plant and Port San Luis.

FY 2011-12 Objectives

- With reduced funding available for the Pavement Management Program, a strategy will be implemented to cost effectively maintain the Pavement Condition Rating (PCI) at the highest level with available funding.
- A road crew will be dedicated to Los Osos to address road conditions and drainage issues in connection with the wastewater project that is scheduled to begin during the year.
- Complete Phase 1 of the Willow Road Extension project from Pomeroy to Hetrick Road, in Nipomo.
- Continue work on Phase 2 of the Willow Road project including the extension of Willow Road to State Highway 101, the construction of an interchange, and the continued extension of Willow Road to Thompson Avenue, in Nipomo.
- Complete construction of the two San Simeon Creek bridges in Cambria.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

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

The recommended FY 2011-12 budget for Roads provides for a 15% (\$964,314) decrease in General Fund support compared to FY 2010-11 adopted amounts. This reduction will decrease funding to the pavement management program by 29% and will have an impact on the condition of County roads. Currently, the overall road system has a pavement condition rating (PCR) of 62 (on a 1 to 100 scale; see Performance Measure #1). However, the department is projecting that as a result of the reduction, the PCR could fall to 60. If the reductions continued over the next 10 years, the PCR has the potential to drop to the mid-40s.

Overall, FY 2011-12 revenues, including reductions in General Fund support noted above and cancelled reserves of \$4,447, is projected to decrease by 3% or \$829,004 as compared to FY 2010-11 amounts. Notable revenue accounts, as compared to FY 2010-11, are:

- State Highway Users Tax (gas tax) is decreasing by \$485,000 or 5%; this revenue fluctuates depending on the demand for fuel. In FY 2010-11, the State enacted "gas tax" swap legislation that essentially eliminated Prop 42 (traffic congestion relief) funding to counties and replaced it with an increase to the gas excise tax. Due to the voter approval of Proposition 26, the State was required to reenact the swap or counties could lose millions of gas tax revenue. Legislation to do just that was signed by the Governor in March.

Roads
Fiscal Year 2011-12 Proposed Budget

Fund Center 245

- Transportation Development Act revenue is decreasing by 54% or \$489,400;
- State Aid Construction: \$569,800 is budgeted for the Vineyard Bike Lanes project;
- Federal Aid Construction revenue is increasing by \$1,518,374 primarily due to Federal funding for the Santa Rosa Creek bridge replacement projects.

FY 2011-12, expenditures for Roads are decreasing overall by 3% or \$829,004 from adopted FY 2010-11 levels primarily due to a 9% (\$1,332,805) decrease in budgeted services and supplies accounts. Some notable decreases are:

- Labor charged by the ISF is decreasing by 24% (\$1,400,777);
- Overhead (both departmental and countywide) is decreasing by 45% (\$399,927);
- Insurance charges are decreasing by 20% or \$103,465.

Capital project expenditures are budgeted to increase by 19% or \$1.3 million due to budgeting for the Halcyon Road realignment project and the Santa Rosa Creek bridges referenced to above. A list of capital projects will be included as part of the Public Works ISF section of the supplemental budget document. The Road Fund has budgeted \$242,719 for replacement equipment and vehicles. This requested funding represents a 5% or \$12,719 increase from FY 2010-11 budgeted amount. A list of the specific equipment and vehicles to be replaced can be found in FC 405 - Public Works ISF budget.

GOALS AND PERFORMANCE MEASURES

Department Goal: Maintain a good quality county-road system.						
Communitywide Result Link: A livable community, a safe community.						
1. Performance Measure: Pavement Condition Rating (PCR) for ALL county roads.						
06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
69	65	62	65	61	61	60
<p>What: Pavement Condition Rating, (also called Pavement Condition Index, PCI), is used to determine the structural condition of road pavement. Rating system from 1 to 100 indicates the remaining functional life of pavement. A rating of 60 would indicate that 40% of the structural integrity is gone and the road has 60% of its pavement life remaining. Arterial roads link cities with larger towns, are spaced at such intervals that all areas are within a reasonable distance of the road, and provide service to travel corridors with trip lengths and traffic volume greater than collector or local roads. Collector roads provide interconnections between arterial roads, conduct traffic from rural areas into cities or urban areas, and generally but not necessarily carry larger traffic volumes than local roads. Local roads connect individual residences and farms to collector or arterial roads.</p> <p>Why: To determine the maintenance needs of the road system to effectively serve the traveling public. The Board of Supervisors has established the goal of maintaining a PCR for all roads within the unincorporated area of the County at Pavement Condition Index (PCI) of 70 or better, with no one road category falling below a PCI of 60.</p> <p>How are we doing? Public Works completed the inspection of all 1,080 miles of paved County maintained roads this year. The recent inspections reflect the pavement chip seal and asphalt overlay work done in FY 2009-10. The results of this year's inspection indicate an overall PCR of 62 as of the time inspected. The greatest emphasis is put on keeping arterial roads in good condition since they most impact the traveling public. Arterial roads had an average PCR of 69 with the best rating in the system. North County collector roads remain at a 54 PCR and continue to deteriorate. Because of this they should receive particular attention, with asphalt overlay in the worst areas; and an emphasis on chip seal for marginal roads that still have good structural integrity. Many arterials would also benefit from a chip seal coating to extend the pavement life at a lower cost through repaving. The target of 60 PCR assume similar funding as FY 2010-11. Both the FY 2010-11 projected and FY 2011-12 target ratings were based upon information provided in the 2010 Pavement Management Report.</p>						
2. Performance Measure: Collisions per 100 million entering vehicles at non-signalized intersection.						
06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
34	31	29	28	29	27	28
<p>What: Number of collisions per 100 million entering vehicles traveled within the unincorporated area of the county (5-year average).</p> <p>Why: To determine if this component of the road system is maintaining its expected safety level. To review possible safety problem areas if the measure exceeds expectations and determine which improvements are warranted.</p>						

<p>How are we doing? For non-signalized intersections, the collision rate has continued to decline since 2005. The rate is well below the statewide average of 53 per 100 million entering vehicles at similar State Highway intersections. Based on the collision reports received during the FY 2010-11 analysis period and previous trends, it is anticipated that the collision rate will further decline. The FY 2011-12 target is based on the FY 2009-10 Actual Results.</p>							
<p>3. Performance Measure: Collisions per 100 million entering vehicles at signalized intersections.</p>							
06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target	
38	32	30	27	30	27	27	
<p>What: Number of signalized intersection collisions per 100 million entering vehicles within the unincorporated area of the county (5-year average).</p> <p>Why: To determine if this component of the road system is maintaining its expected safety level. To review possible safety problem areas if the measure exceeds expectations.</p> <p>How are we doing? For signalized intersections, the collision rate has continued to decline since 2002. The County's rate is below the statewide average of 29 per 100 million entering vehicles at similar State Highway intersections. Based on the collision reports received during the FY 2010-11 analysis period and previous trends, it is anticipated that the collision rate will remain constant. The FY 2011-12 Target is based on the FY 2009-10 Actual Results.</p>							
<p>4. Performance Measure: Collisions per 100 million miles on rural roads.</p>							
06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target	
174	188	172	166	171	166	166	
<p>What: Number of rural road collisions per 100 million miles traveled within the unincorporated area of the county (5-year average).</p> <p>Why: To determine if this component of the road system is maintaining its expected safety level. To review possible safety problem areas if the measure exceeds expectations. These are arterial, collector, or local roadways that are located outside the urban reserve lines of the communities.</p> <p>How are we doing? Based on the collision reports received during FY 2010-11 analysis period and current roadway projects, it is anticipated that the collision rate will remain constant. The FY 2011-12 Target is based on the FY 2009-10 Actual Results. For rural roads, the collision rate has declined over the past two years. The County's rate is below the statewide average of 189 per 100 million vehicle miles on similar State Highways.</p>							
<p>5. Performance Measure: Collisions per 100 million miles on suburban roads.</p>							
06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target	
225	248	248	250	230	247	248	
<p>What: Number of suburban road collisions per 100 million miles traveled (5-year average). Roads that fall within the urban designation line are considered urban roads and all others are rural.</p> <p>Why: To determine if this component of the road system is maintaining its expected safety level. To review possible safety problem areas if the measure exceeds expectations. These roads are located within the urban reserve lines.</p> <p>How are we doing? The collision rate on suburban roads increased slightly in FY 2009-10 when roadways with a high collision frequency were added to our roads system. The County's rate is below the statewide average of 278 per 100 million vehicle miles on similar State Highways. Based on the collision reports received during the FY 2010-11 analysis period and current roadway projects, it is anticipated that the collision rate will decrease to FY 2008-09 levels. The 2011-12 Target is based on the FY 2010-11 Projected.</p>							
<p>6. Performance Measure: Bridge sufficiency rating.</p>							
06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target	
90%	90%	91%	91%	92%	90%	91%	
<p>What: Percentage of bridges with State assigned sufficiency rating over 50.0 (above 50.0 indicates a bridge is in good repair.)</p> <p>Why: To review maintenance and funding needs in order to keep the structures in a good state of repair.</p>							

How are we doing? Progress continues on various phases of seven County bridge replacement projects. Construction of the two San Simeon Creek Road bridges were held up due to a delay in funding but, construction is scheduled to begin in May 2011 with project completion scheduled for Fall 2012. Construction on two Price Canyon Road bridges (widening) is also expected to begin Spring 2011; however, these bridges have sufficiency ratings greater than 50. The Main Street Bridge at Santa Rosa Creek project has been appealed to the California Coastal Commission and construction has been delayed, possibly until spring 2012. Funding for preliminary engineering has been received for the replacement of the following two bridges: River Grove Drive at the Estrella River and Branch Mill Road at Tar Springs Creek. The County has nominated the following bridges for replacement in the Federal Highway Administration's Highway Bridge Program (HBP): Cypress Mountain Road at Klau Creek & Air Park Drive at Ocean Beach Lagoon.

**Road Impact Fees
Fiscal Year 2011-12 Proposed Budget**

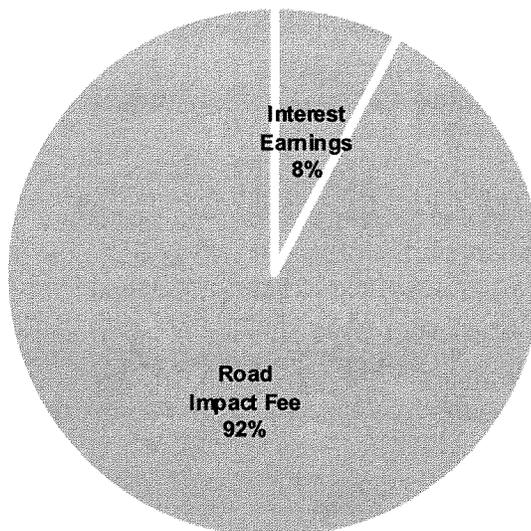
Fund Center 248

PURPOSE

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

<u>Financial Summary</u>	<u>2010-11 Budget</u>	<u>2010-11 Projected</u>	<u>2011-12 Requested</u>	<u>2011-12 Recommended</u>	<u>Change from 2010-11</u>
Revenue from Use of Money & Property	\$ 84,603	\$ 49,000	\$ 24,600	\$ 24,600	\$ (60,003)
Charges for Current Services	<u>1,028,000</u>	<u>5,300,000</u>	<u>2,410,000</u>	<u>2,410,000</u>	<u>1,382,000</u>
Total Revenue	\$ 1,112,603	\$ 5,349,000	\$ 2,434,600	\$ 2,434,600	\$ 1,321,997
Fund Balance Available	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Cancelled Reserves	<u>0</u>	<u>8,803,350</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Financing Sources	\$ 1,112,603	\$ 14,152,350	\$ 2,434,600	\$ 2,434,600	\$ 1,321,997
Salary and Benefits	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Services and Supplies	0	0	0	0	0
Other Charges	660,748	1,453,100	944,000	944,000	283,252
Fixed Assets	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Gross Expenditures	\$ 660,748	\$ 1,453,100	\$ 944,000	\$ 944,000	\$ 283,252
Contingencies	0	0	0	0	0
New Reserves	<u>451,855</u>	<u>451,855</u>	<u>1,490,600</u>	<u>1,490,600</u>	<u>1,038,745</u>
Total Financing Requirements	\$ 1,112,603	\$ 1,904,955	\$ 2,434,600	\$ 2,434,600	\$ 1,321,997

Source of Funds



**Road Impact Fees
Fiscal Year 2011-12 Proposed Budget**

Fund Center 248

DEPARTMENT COMMENTS

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

Budgeted expenditures from this special revenue fund fluctuate from year to year reflecting the fact that most capital projects are multi-year projects completed in phases with costs varying from phase to phase. Planned new expenditures of \$944,000 represent 8 projects that are reflected in the department's FY 2011-12 budget request for Fund Center 245 – Roads and a debt Service Payment to repay Debt incurred on the Vineyard Drive Project. Proposed projects and Debt Service Payments include:

Project Name	Amount of Fees Allocated
1. Nipomo Areas 1 and 2 Traffic Study	\$20,000
2. Avila Traffic Study	\$10,000
3. Templeton Traffic Study	\$10,000
4. North Coast Traffic Study	\$19,000
5. Los Osos Traffic Study	\$10,000
6. Nacimiento Traffic Study	\$10,000
7. San Miguel Traffic Study	\$10,000
8. Halcyon Realignment Phase I	\$400,000
Debt Service Pmt Due from Templeton Area for Vineyard Drive	\$455,000
Total Fees Allocated	\$944,000

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The recommended budget makes no changes to the status quo budget submitted for the Road Impact Fees fund center. The recommended budget for FY 2011-12 is a 118% or \$1.3 million increase as compared to the adopted FY 2010-11 levels.

The budget is funded through road impact fees and overall, revenues are projected to increase by \$1.3 million or 118% as compared to the FY 2010-11 budget. Interest income is anticipated to decrease by 70% or \$60,003. The increase in revenue is attributed to the expected developer's payment (\$2 million) for the Woodlands Project in Nipomo. As a result, new reserves are being budgeted in the amount of \$1,490,600. This equates to a 229% or \$1.03 million increase in reserves from FY 2010-11 budgeted amounts.

Budgeted expenditures of \$944,000, which include the payment of \$455,000 for the debt service for the Vineyard Drive Interchange Project, is a 42% (\$283,252) increase from FY 2010-11 adopted amounts. This increase is attributed to the realignment of Halcyon Road – Phase 1 project which is budgeted at \$400,000. As noted above in the department's comment, expenditures in this fund center tends to fluctuate from year to year as most capital projects are multi-year projects, completed in phases with costs varying from phase to phase.

Public Protection

Animal Services

Child Support Services

Contribution to Court Operations

County Fire

District Attorney

Emergency Services

Grand Jury

Probation

Public Defender

Sheriff-Coroner

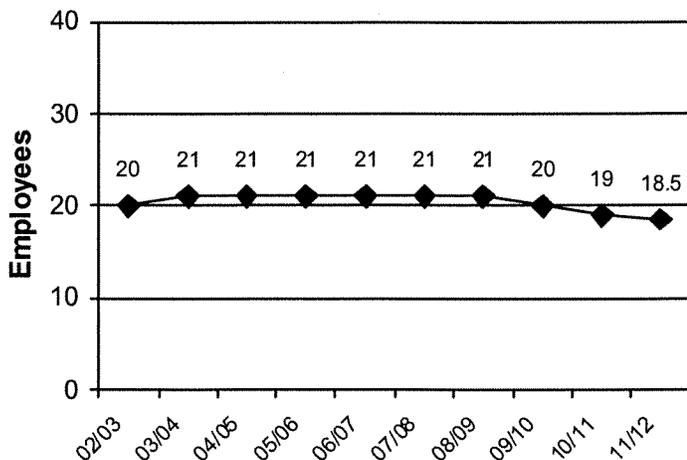
Waste Management

MISSION STATEMENT

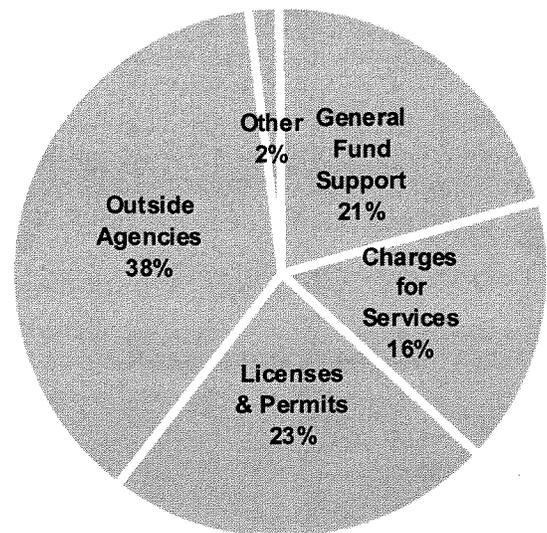
The mission of the San Luis Obispo County Division of Animal Services is to ensure the health, safety, and welfare of domestic animals and the people we serve through public education, enforcement of applicable laws, and the humane care and re-homing of impounded and sheltered animals.

	2010-11 Budget	2010-11 Projected	2011-12 Requested	2011-12 Recommended	Change From 2010-11
Financial Summary					
Licenses and Permits	\$ 464,545	\$ 479,753	\$ 565,908	\$ 565,908	\$ 101,363
Intergovernmental Revenue	920,579	893,164	905,575	905,575	(15,004)
Charges for Current Services	422,321	391,113	395,386	390,906	(31,415)
Other Revenues	49,400	49,400	10,400	10,400	(39,000)
**Total Revenue	\$ 1,856,845	\$ 1,813,430	\$ 1,877,269	\$ 1,872,789	\$ 15,944
Salary and Benefits	1,500,395	1,475,395	1,544,261	1,499,205	(1,190)
Services and Supplies	892,953	874,541	914,684	882,057	(10,896)
**Gross Expenditures	\$ 2,393,348	\$ 2,349,936	\$ 2,458,945	\$ 2,381,262	\$ (12,086)
General Fund Support (G.F.S.)	\$ 536,503	\$ 536,506	\$ 581,676	\$ 508,473	\$ (28,030)

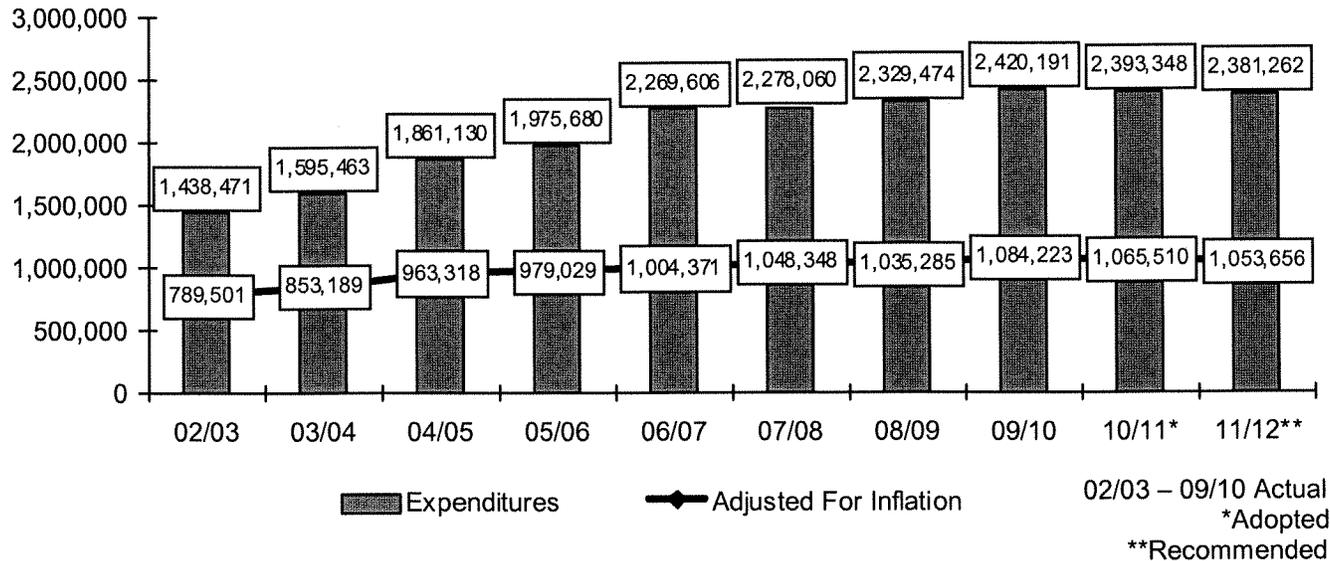
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Animal Services has a total expenditure level of \$2,381,262 and a total staffing level of 18.50 FTE to provide the following services:

Field Services

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

Total Expenditures: \$1,132,345 Total Staffing (FTE): 10.25

Humane Education

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

Total Expenditures: \$41,829 Total Staffing (FTE): 0.25

Shelter Operations

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

Total Expenditures: \$1,207,088 Total Staffing (FTE): 8.00

Public Protection

DEPARTMENT COMMENTS

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

With the continuation of an uncertain economic climate and its associated impact on pet owners, Animal Services has been presented with increasing demands for service. This has been particularly notable in shelter operations, with increasing intakes of stray and owner surrendered animals coupled with decreasing rates of animal redemption and adoption. However, the increased number of stray and abandoned animals has also created additional demands on the field services operations.

During FY 2010-11, Animal Services worked to build upon the operational improvements resulting from the reassignment of the division to the Health Agency in 2009 and to finalize implementation of the highest priority recommendations identified in the consultation report from the Humane Society of the United States. While progress in these areas has been observed, it has been tempered by the concurrent demands of increasing animal sheltering pressures and limited funding availability for new programs or additional personnel.

FY 2010-11 Accomplishments

- Increased public messaging potential by developing a social media outlet.
- Continued to provide strong customer service and satisfaction as indicated by 93% favorable responses in broad based sampling of citizens with Animal Services contact.
- Provided staff training on animal health, welfare, and management topics by incorporating educational modules into monthly staff meetings.
- Accommodated a 9% increase in shelter animal intakes (2009 vs. 2010) - including multiple large scale animal cruelty confiscations - within existing resource and staffing limitations.

FY 2011-12 Objectives

- Explore and evaluate potential to develop administrative citation process which will generate revenue by redirecting fines which are currently collected by the Superior Court.
- Continue to maintain high customer service satisfaction ratings.
- Identify key metrics for evaluation of animal services operations and conduct survey of other counties to evaluate Animal Services' success relevant to other communities and agencies.
- Assist development of Volunteer Advisory Committee to facilitate organization and enhancement of volunteer program.
- Develop standardized statistical reporting system with posting of key metrics on Animal Services website.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Overall, expenditures are recommended to decrease \$12,086 (<1%), revenues are recommended to increase \$15,944 (also <1%) and the level of General Fund support for Animal Services is recommended to decrease \$28,030 or 5% compared to the FY 2010-11 Adopted Budget.

As in past years, cost savings measures have been incorporated into the Health Agency budget to reduce the need for General Fund support. Accordingly, the following measures are included in the FY 2011-12 recommended budget for Animal Services:

1. The elimination of the 0.5 FTE Humane Educator position and a reduction in the scope of the Humane education program, for a total expenditure savings of more than \$49,500. Animal Services is obligated by San Luis Obispo County Code 9.04.025 to maintain a humane education program. This requirement has

been met through the part-time employment of a Humane Educator. The program itself focuses primarily upon the education of elementary age children through the provision of approximately 600 hours of in-class presentations during the normal school year and an annual summer day camp (Camp PAWS) for 64 children from ages 8-12. The Humane Educator also conducts occasional presentations for local adult service or community organizations. In order to continue meeting the mandate for provision of a humane education program, other Animal Services staff will be required to absorb many of the associated duties. While Animal Control Officers and the Animal Services Manager can provide school room presentations on responsible pet ownership and animal related issues, concurrent obligations on these positions will require a substantial reduction in the number and total hours of such presentations (as much as 90%). Additionally, Animal Services is not adequately staffed to conduct Camp PAWS without a Humane Educator and this program will need to be eliminated. Woods Humane Society offers a similar summer program (Criticter Camp) for approximately 160 children, ages 9-12 at a cost that is approximately \$175 higher per participant than our Camp Paws program.

2. The elimination of vouchers that have been issued to pet owners in the community to help bring down the cost of spay/neuter, for a savings of \$30,000. By promoting the alteration (spay or neuter) of pet animals, Animal Services has sought to mitigate some of the pressure on the shelter caused by unintended or unwanted litters of cats and dogs. These vouchers help lower-income pet owners afford the cost of the surgery and also help to motivate pet owners who would otherwise be ambivalent about the need for having their pets altered. In 2010, Animal Services modified the distribution of these certificates to more effectively target segments of the County's animal population which contribute most substantially to overall shelter populations. Specifically, the total distribution of 200 vouchers was limited to cats from the north county and to pit bull dogs from throughout the community. Unless there is a community effort to raise funds for these vouchers, the impact of this reduction could result in an increase in unwanted litters as early as FY 2012-13, which may then potentially increase the number of animals that end up in the shelter. This situation could ultimately result in an increase in the rate of euthanasia of adoptable pets.

Revenues are budgeted to increase \$15,944 as noted above. The most significant variances in revenue include a 25% (\$102,518) increase in revenue expected from animal licenses (due in part to a 15% increase in fees), a \$39,000 (78%) reduction in funds anticipated from donations due to the use of one-time funds in FY 2010-11 for rabies vaccinations and alteration surgeries, a \$25,895 (10%) decrease in revenue from Animal Placement fees (which includes revenue for adoption of pets, deposits for alteration surgeries as well as fines for failure to alter pets), and a \$15,004 (1%) reduction in revenue from contracts with the seven incorporated cities. It should also be noted that the elimination of Camp Paws will result in a loss of approximately \$4,500 in revenue generated by program registration fees.

Total expenditures for this fund center are budgeted to decrease \$12,086 (less than 1%) compared to the FY 2010-11 Adopted budget. Salary and Benefits expenditures are budgeted to decrease slightly (\$1,190), and incorporates step increases and slight increases in variable benefits, which are offset by the elimination of the half-time Humane Educator position noted above. Services and supplies expenditures are also budgeted to decrease slightly (by \$10,896) mainly due to a \$25,542 increase (42%) in fleet charges which is more than offset by the elimination of \$30,000 in spay/neuter vouchers mentioned above.

GOALS AND PERFORMANCE MEASURES

Department Goal: Promote the health, safety, and welfare of domestic animals and of the general public.						
Communitywide Result Link: A safe, healthy, and well governed community.						
1. Performance Measure: Average response time to priority service calls. (New performance measure in FY 2010-11.)						
06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
New Measure	New Measure	New Measure	New Measure	20 minutes	20 minutes	20 minutes
What: This measure tracks the average amount of time in minutes between when a priority service call (loose aggressive animals, injured/ill animals at large, law enforcement assistance, etc.) is dispatched to an officer and their arrival on scene. Calls are classified as follows: priority 1 is a person in danger or at risk, priority 2 is an animal in danger or at risk and priority 3 is urgent-next available officer.						

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

How are we doing? Projected performance for FY 2010-11 is based on the 37 calls with a priority number of 1, 2, or 3 for the first quarter of FY 2010-11, from the time they were dispatched to working in average minutes. During the first quarter of FY 2010-11, Animal Services average response time to priority calls has been 20 minutes which is in line with projected levels for the year.

2. Performance Measure: Percentage of county-wide dog population which is licensed. (New performance measure in FY 2010-11)

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
New Measure	New Measure	New Measure	34%	33%	34%	33%

What: This measure compares the actual number of licensed dogs in the County of San Luis Obispo to the total dog population as projected from US Census data.

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

How are we doing? During the first quarter of FY 2010-11, Animal Services' licensing compliance rate was 34% which is in line with projected levels for the year. This new performance measure is proposed to more accurately reflect community-wide trends in animal ownership and licensing. The measure compares total number of dogs licensed (22,661) in the county against the total calculated number of dogs based upon US census and American Veterinary Medical Association pet ownership statistics (67,490).

3. Performance Measure: Live animal outcome rate. (New performance measure in FY 2010-11.)

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
New Measure	New Measure	New Measure	New Measure	85%	67%	70%

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

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

How are we doing? For the first quarter of FY 2010-11, the live animal outcome rate was 67%, based on 1,330 total animals discharged from the shelter. When you consider dogs and cats alone, the live outcome rate was 62%, substantially below the Adopted budget for the year. The variance is reflective of increased intakes of stray and owner surrendered animals together with decreased rates of owner redemptions and adoptions. These trends result from the current economic environment which exerts negative pressure on the public's ability to take on new animal ownership responsibilities and, in some cases, meet the continuing care requirements of their existing pets. Animal Services is working to offset these factors through the provision of spay/neuter assistance vouchers, promotional adoption events, public outreach, and similar efforts. Given that current economic conditions are expected to remain relatively unchanged, however, the division expects the general trend to continue for the duration of FY 2010-11.

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

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
86%	89%	91%	79%	100%	93%	100%

What: Animal Services distributes random quarterly mailings of a customer satisfaction survey to approximately 250 members of the public each quarter, which have had contact with Animal Services during the preceding three months.

Why: It is our goal to consistently provide quality service to the county's citizens, promote public health and welfare, and ensure our facility is safe and clean. This survey assists Animal Services in identifying areas for improvement or those of particular success.

How are we doing? Animal Services is projecting 93% of customer surveys to be returned with "satisfactory" or "excellent" ratings. While this response represents a high degree of success in providing the public with a favorable service experience, it is moderately below the targeted level of 100%. It is unlikely that every customer interaction will be perceived as a positive experience, particularly in those situations where an individual is the subject of a regulatory or enforcement action. Nevertheless, Animal Services believes that this remains a worthwhile goal and continues to target a 100% satisfaction rate. The satisfaction rate is based on the public's response to "overall satisfaction" with Animal Services.

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

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
New Measure	\$6.42	\$5.25	\$7.04	\$7.04	\$7.04	\$7.04

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

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

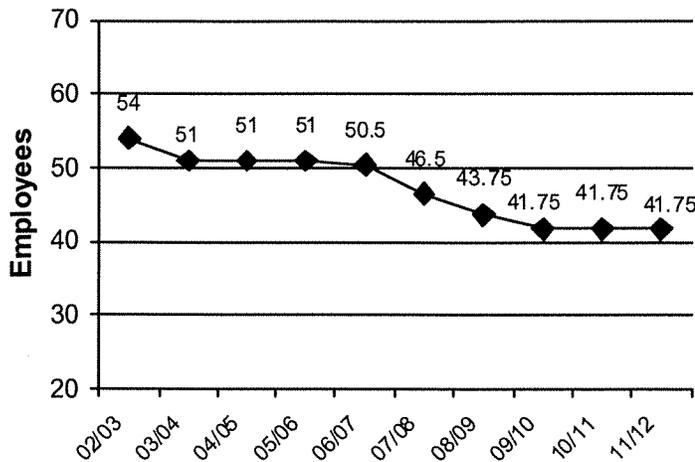
How are we doing? Animal Services is currently on target to meet projected levels.

MISSION STATEMENT

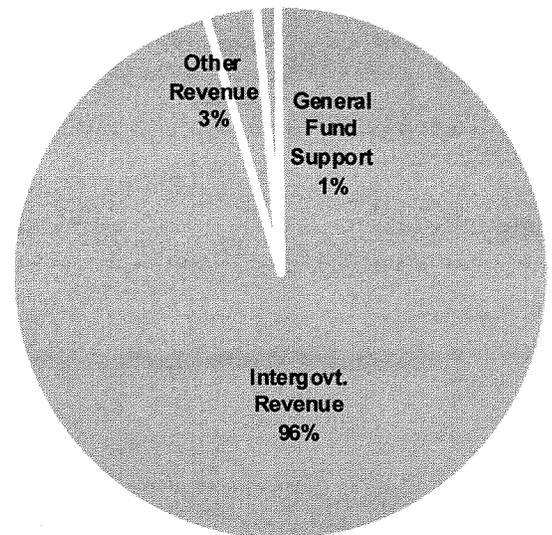
Enhance the well-being of children and the self-sufficiency of families by delivering professional child support establishment and enforcement services

Financial Summary	2010-11 Budget	2010-11 Projected	2011-12 Requested	2011-12 Recommended	Change From 2010-11
Intergovernmental Revenue	\$ 4,637,224	\$ 4,752,804	\$ 4,658,293	\$ 4,658,293	\$ 21,069
Other Revenues	246,577	88,209	139,928	139,928	(106,649)
**Total Revenue	\$ 4,883,801	\$ 4,841,013	\$ 4,798,221	\$ 4,798,221	\$ (85,580)
Salary and Benefits	3,752,340	3,732,829	3,692,455	3,692,455	(59,885)
Services and Supplies	1,202,335	1,166,208	1,176,640	1,176,640	(25,695)
**Gross Expenditures	\$ 4,954,675	\$ 4,899,037	\$ 4,869,095	\$ 4,869,095	\$ (85,580)
General Fund Support (G.F.S.)	\$ 70,874	\$ 58,024	\$ 70,874	\$ 70,874	\$ 0

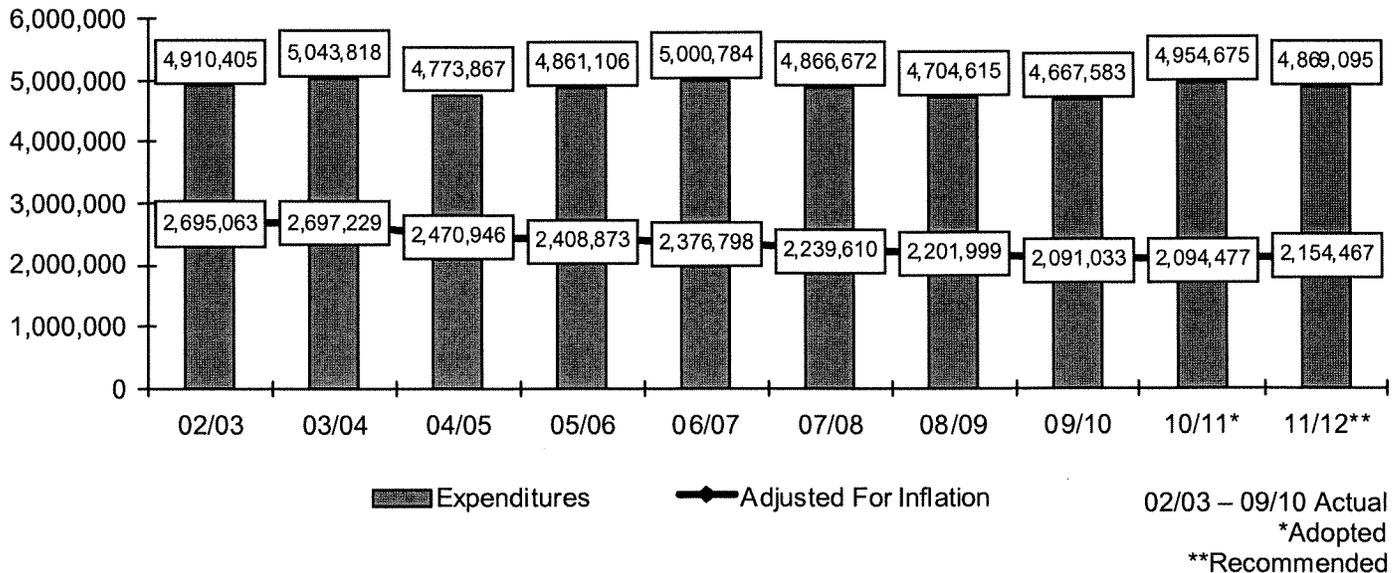
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Child Support Services has a total expenditure level of \$4,869,095 and a total staffing level of 41.75 FTE to provide the following services:

Child Support Assistance to Families

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

Total Expenditures: \$4,869,095 Total Staffing (FTE): 41.75

DEPARTMENT COMMENTS

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

In FY 2011-12, the department will be challenged by the question of how the realignment of the governor's budget will affect the level of funding for the State Department of Child Support Services, and what impacts that will have at the local level.

Following are some of the department's notable accomplishments for FY 2010-2011 and specific objectives for FY 2011-2012:

FY 2010-11 Accomplishments

- Established court orders for child and medical support for 94.3% of cases to better ensure that families and children were able to receive the support to which they were entitled.
- Collected 70% of current child support owed so that families and children were able to receive the support to which they were entitled.
- Collected past due child support for 71.6% of cases in which past due support was owed.
- We work in a highly automated case management environment with many interfaces. Our computer system is known for being one of the largest, most complex systems in the nation. Our many dozens of data clean-up reports have very few errors, which means our staff is well trained and proficient. Well trained professional staff manage the data, which contributes to our overall performance success. Other counties and state child support staff contact our department to elicit how we do things, and come to our office to see how we conduct business. San Luis Obispo County Department of Child Support Services has a reputation for being a model Child Support Department, which effectively and efficiently manages resources to provide excellent customer service. We've had a high staff retention level for many years.

FY 2011-12 Objectives

- Establish court orders for child and medical support for 94.5% of cases to create a legal basis for enforcing child and medical support obligations, so that families are better able to be self-sufficient.
- Collect 71% of all current child support owed, so that children receive the supported that they are entitled to. Support is primarily used for basic needs of food, clothing and shelter. Basic needs are essential to create healthier and successful families and communities.
- Collect past due child support for 73% of cases in which past due support is owed. Collection of past due support can make the difference between whether a family lives in their own home or lives in a homeless shelter.
- Conduct a Managerial Communication Climate Staff Survey to find out how staff feel about the management and organization of the department, what is important to them as employees, and what suggestions they have for improvement by September 30, 2011. Based on the outcomes of the survey, there will be opportunities to better understand and manage succession planning, trainings, supervision, restructuring, and overall operations.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Child Support Services operates almost entirely on revenue from State and Federal sources. For the last three years, a minimal amount (\$14,620) of General Fund support has been recommended for this budget to offset some of the charges from the Sheriff's department for providing "service of process" (delivery of summons and complaints). In FY 2010-11, a budget augmentation request in the amount of \$56,254, to help fund the salary and benefits for 3 FTE Legal Clerks (matched with \$166,197 of State funds) was recommended and approved by the Board, bringing the department's level of General Fund support to \$70,874.

The level of General Fund support for this budget is recommend to remain flat compared to the FY 2010-11 adopted level of \$70,874. Revenues and expenditures are both recommended to decrease \$85,580 or 1%.

GOALS AND PERFORMANCE MEASURES

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

**Child Support Services
Fiscal Year 2011-12 Proposed Budget**

Fund Center 134

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

Community-wide Result Link: A well-governed and healthy community.

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

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
94.69%	92.99%	93.72%	94.30%	94%	94.50%	94.50%

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

Why: Establishment of support orders creates the legal basis to enforce obligations for child and medical support. The more court orders established the more children receive the support to which they are entitled, and the less public aid they are required to rely on.

How are we doing? We expect to continue being one of the top performing counties in this category, assuming we retain existing staffing levels. The statewide average is 82.50%.

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

Communitywide Result Link: A healthy and prosperous community.

2. Performance Measure: Percentage of current support collected.

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
67.50%	67.32%	68%	70%	68%	70%	71%

What: The total current support collected during the course of the year as compared to the total amount of current support owed during the course of the year. Current support refers to the total dollar amount of the monthly child support obligation enforced by our department.

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

How are we doing? Staffing levels have decreased over the years due to increases in salary and benefits, and other service and supply costs, without corresponding increases in revenue. The department relies primarily on State revenue to fund the program, and due to the State fiscal crisis, a corresponding revenue increase is unlikely. We believe performance correlates to staffing levels and could improve with more staff. The fact that our performance has been sustained shows we have become more efficient, doing more with less. If we can maintain existing staffing levels, we expect to continue being one of the top performing counties in this category. The statewide average is 56%.

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

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
75.59%	74.27%	72.73%	71.60%	74%	73%	73%

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

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

How are we doing? The fiscal and associated staffing issues noted above will also have an impact on our ability to pursue payment of past due child support. In cases where there is current and past due support owed, current support must be paid first. Given the current conditions affecting our economy, payment toward past due support may not be as robust as in prior years. This is demonstrated with the decline starting in FY 2008-09. If we can maintain existing staffing levels, we expect to continue being one of the top performing counties in this category. The statewide average is 60.30%.

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

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
\$2.94	\$3.11	\$3.01	Currently Unavailable	\$3.10	\$3.10	\$3.10

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

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

How are we doing? Based on the FFY 2008-09 comparative summary of performance measures issued by the State, our actual result was \$3.01 of total child support dollars collected per \$1.00 of total program dollars spent. Our FFY 2011-12 target is consistent with our State Performance Management Plan goal, which was set by the State DCSS. The State average for FFY 2008-09 was \$2.10. The results for FFY 2009-10 will not be available until March of 2011.

**Contributions to Court Operations
Fiscal Year 2011-12 Proposed Budget**

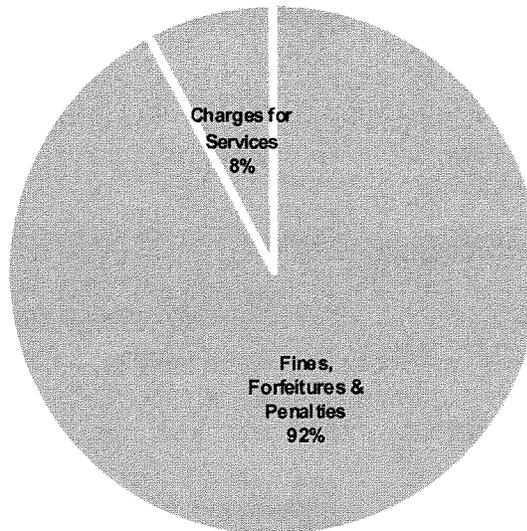
Fund Center 143

PURPOSE

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

<u>Financial Summary</u>	<u>2010-11 Budget</u>	<u>2010-11 Projected</u>	<u>2011-12 Requested</u>	<u>2011-12 Recommended</u>	<u>Change From 2010-11</u>
Fines, Forfeitures and Penalties	\$ 2,473,300	\$ 2,675,348	\$ 2,681,068	\$ 2,681,068	\$ 207,768
Charges for Current Services	200,000	225,000	225,000	225,000	25,000
**Total Revenue	\$ 2,673,300	\$ 2,900,348	\$ 2,906,068	\$ 2,906,068	\$ 232,768
Services and Supplies	155,000	155,000	155,000	155,000	0
Other Charges	2,335,773	2,335,773	2,335,773	2,335,773	0
**Gross Expenditures	\$ 2,490,773	\$ 2,490,773	\$ 2,490,773	\$ 2,490,773	\$ 0
General Fund Support (G.F.S.)	\$ (182,527)	\$ (409,575)	\$ (415,295)	\$ (415,295)	\$ (232,768)

Source of Funds



SERVICE PROGRAMS

Contributions to Court Operations has a total expenditure level of \$2,490,773 and a total staffing level of 0.00 FTE to provide the following services.

Courts

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

Total Expenditures: \$2,490,773 Total Staffing (FTE): 0.00

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

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

No change is recommended in Court Operations expenditures compared to the FY 2010-11 adopted budget. A revenue increase of \$232,768 is recommended, resulting in a \$232,768 decrease in General Fund support compared to the FY 2010-11 adopted budget.

Before FY 2009-10, the only expenditure in this budget was for the mandated County MOE payment to the State. In FY 2011-12 this MOE payment is budgeted at \$1,754,132, which is the same amount as in the FY 2009-10 actual amount and FY 2010-11 adopted budget amount. Beginning in FY 2009-10, expenditures for annual Court Facility Payments were added. These payments are made to the State Administrative Office of the Courts pursuant to the terms of the court transfer agreements finalized in 2009. In return for these payments, the County is no longer responsible for the cost of maintaining Court facilities or their related utility expenses. These payments add \$581,641 in expense to the Court Operations budget.

Revenues from fees, fines and penalties are estimated based on prior year actuals and are set at conservative levels. Revenue that is actually received is dependent on the mix of cases heard by the Courts and judicial decisions to waive any or all fees, fines and penalties. There are some notable changes compared to the FY 2010-11 adopted budget and based on current year actuals: Traffic School fee revenue is budgeted to increase \$100,000 or 10%; Motor Vehicle Criminal Fine revenue is budgeted to increase \$65,000 or 6%; and State Penalty Assessments revenue is budgeted to increase \$55,000 or 11%.

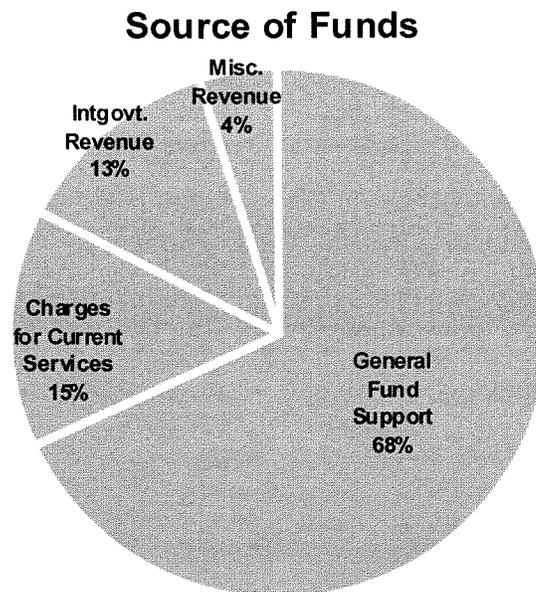
Other Court related expenses listed below are included in other fund centers and are not covered by the revenue reflected in the Court Operations budget, including:

- County Sheriff's office expenses related to supplies, equipment and services used by Court Bailiffs, which are excluded from reimbursement of Court security costs provided by the County Sheriff. The expense of inmate transportation from the County jail to Superior Court is similarly excluded from allowable reimbursement and remains a County-paid cost. These expenses are included in Fund Center 136 – Sheriff-Coroner.
- Legal defense costs for indigents charged with crimes remain a County obligation, which are included in Fund Center 135 – Public Defender.
- Court-ordered expert witness and psychological examinations are funded by the County, also budgeted in Fund Center 135 – Public Defender.

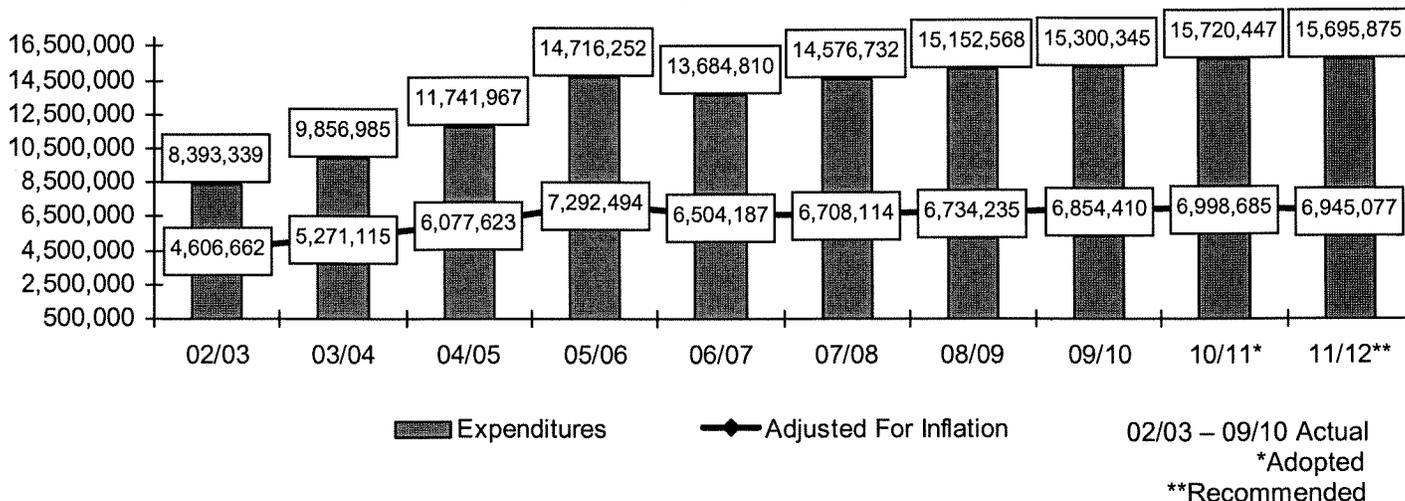
MISSION STATEMENT

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

	2010-11 Budget	2010-11 Projected	2011-12 Requested	2011-12 Recommended	Change From 2010-11
Financial Summary					
Licenses and Permits	\$ 200,000	\$ 192,400	\$ 200,000	\$ 200,000	\$ 0
Intergovernmental Revenue	1,928,054	2,242,916	1,928,830	1,990,752	62,698
Charges for Current Services	2,175,075	2,051,558	2,101,291	2,276,838	101,763
Other Revenues	95,000	107,010	95,000	95,000	0
Interfund	444,914	444,914	464,822	464,822	19,908
**Total Revenue	\$ 4,843,043	\$ 5,038,798	\$ 4,789,943	\$ 5,027,412	\$ 184,369
Services and Supplies	15,547,546	15,513,514	15,880,868	15,640,875	93,329
Fixed Assets	172,901	1,120,624	80,000	55,000	(117,901)
**Gross Expenditures	\$ 15,720,447	\$ 16,634,138	\$ 15,960,868	\$ 15,695,875	\$ (24,572)
General Fund Support (G.F.S.)	\$ 10,877,404	\$ 11,595,340	\$ 11,170,925	\$ 10,668,463	\$ (208,941)



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

County Fire has a total expenditure level of \$15,695,875 and a total staffing level of 90.00 FTE to provide the following services.

Note that County Fire service is provided through a contract with CAL FIRE, the State fire service. The staffing (FTE) indicated below are provided through that contract and therefore do not represent County staff and are not shown on the County's Position Allocation List (PAL).

Response to Emergencies

Take effective action in order to protect lives, property and the environment, and to reduce the impacts of disasters and emergencies such as fires, floods, earthquakes, rescues, hazardous materials spills, medical emergencies, and terrorist attacks.

Total Expenditures: \$12,266,113 Total Staffing (FTE): 72.00

Preparation for Emergencies

Provide the materials, equipment, facilities, training and services the Department needs in order to respond to emergencies, and which will compliment the activities of other public safety organizations.

Total Expenditures: \$1,293,055 Total Staffing (FTE): 7.00

Prevention of Emergencies

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

Total Expenditures: \$606,049 Total Staffing (FTE): 4.00

Management of the Department

Lead the Department to use taxpayer dollars in an efficient and responsible manner. Allocate resources to effectively respond to emergencies. Evaluate activities and plan for the future.

Total Expenditures: \$1,530,658 Total Staffing (FTE): 7.00

Public Protection

DEPARTMENT COMMENTS

The County Fire Department responds to emergency requests for assistance, provides medical aid, extinguishes fires, abates hazardous situations, prevents fires from occurring, develops plans for and responds to disasters, enforces fire-related regulations, and educates the community to prevent fires.

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

Listed below are some of the many department accomplishments from the prior year, and objectives which will guide the department in the budget year.

FY 2010-11 Accomplishments

- Met or exceeded response time targets established for most stations.
- Minimized fire-related deaths and property losses, averaging 0.129 deaths per 10,000 population and \$30,968 property losses per 1,000 population.
- Developed pre-fire plans for the Suey Creek area and tsunami plans for the Mid-Coast areas.
- Controlled operating costs, and carried out Department operations as efficiently as possible, averaging \$165 in operating costs per capita, and generating non-General Fund revenues totaling 30% of the Department's budget.
- Replaced aging fire apparatus and equipment.
- Continued enforcement of residential sprinkler ordinance.
- Completed design phase for Station 43 (Creston).
- Significantly increased skills and safety training provided to Department staff and Paid-Call Firefighters (PCFs).
- Sought staff and PCF input through meetings, rank-and-file working groups, and open door policies.
- Upgraded and improved Geographic Information System (GIS) capabilities, and integrated them into day-to-day operations.
- Implemented first phase of Computer Assisted Dispatch (CAD) "CAD to CAD" Mobile Data Computing system with rollout of computers in eight vehicles.

FY 2011-12 Objectives

- Increase percentage of completed commercial building pre-fire plans.
- Increase County areas covered by pre-fire, evacuation and tsunami plans.
- Pursue additional grant funding to offset operating costs and improve customer service.
- Re-direct department resources to improve efficiency and cost-effectiveness of operations, based on the Fire Protection Master Plan.
- Continue to enforce fire ordinances to reduce fire-related deaths and property losses.
- Begin construction on Station 43 (Creston).
- Utilize Homeland Security Grant funding to improve technical and operational capabilities of the department.
- Pursue additional employee development opportunities.
- Implement second phase of CAD to CAD Mobile Data Computing (MDC) system with rollout of Command Point software
- Improve off-highway response capabilities in the Nipomo Oceano dunes area, and throughout the County.
- Address issues with declining Paid Call Firefighter (PCF) numbers, recruiting where possible and seeking alternatives elsewhere.
- Begin construction of new Fire Training Drill Grounds at Camp San Luis Obispo.
- Complete leadership transition with selection of new County Fire Chief.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The level of General Fund support for this budget is recommended to decrease \$208,941 or 1.9% compared to the FY 2010-11 adopted level. Revenues are recommended to increase \$184,369 or 3%. Total expenditures are recommended to decrease \$24,572 or less than 1%.

The decrease in total expenditures recommended in this budget represents a reduction of \$502,462 or 4.5% from the Department's Status Quo request. However, the requested budget does not include an additional \$347,733 of costs that were added to the budget after the budget request was submitted to the County. Roughly three weeks after the budget was submitted, CAL FIRE was notified that the State was raising its employee benefit rates and increasing the State's administrative overhead rate. The total impact to the County was an additional cost of \$397,588, in addition to the \$293,521 increase in General Fund support requested in the Status Quo budget. The additional General Fund cost imposed by the State includes: \$256,084 for increased PERS (Public Employee Retirement System) rates; \$37,476 of decreased CAL FIRE indirect (overhead) charges; and \$178,980 from an increase to the States "pro rata" overhead charge.

Although the additional \$397,588 is not included in the FY 2011-12 requested budget figures shown in the Financial Summary for this budget, it does represent additional General Fund costs to County Fire that are reduced in the recommended budget. As a result, the total General Fund reduction included in the recommended budget is almost \$900,000. This reduction is partially offset by approximately \$237,469 of non-General Fund revenue not included in the requested budget. This includes new funding from a Federal emergency management grant, additional reimbursement revenue from assisting other jurisdictions during fire season, and additional revenue from the Avila Beach and Los Osos Community Services Districts for their portion of the increase in State charges. The remainder is made up of \$657,000 of General Fund savings from expense reductions, made up of the following:

- \$115,000 from deferred purchase of equipment scheduled for replacement, including: ten basic life support defibrillators and an advanced life support defibrillator; turnout (protective clothing) replacements; extrication equipment replacement; and three self-contained breathing apparatus replacements. County Fire reports that these reductions will likely have no impact on service levels.
- \$207,000 from elimination of a vacant 1.00 FTE Assistant Fire Chief position. County Fire reports that this reduction will continue the strain already on the other six Assistant Chief positions, but will have minimal impact on service levels.
- \$100,000 from elimination of a vacant 1.00 FTE Fire Captain position. The duties of this position will be distributed among the other 28 Fire Captains, with minimal impact to service levels.
- \$235,000 from the elimination of paid staffing for Fire Station 12 (San Luis Obispo) during the winter months. Through what is known as an "Amador agreement," CAL FIRE funds staffing for Station 12 during fire season, which usually runs about six months, from May through October. The County historically has paid to keep the station staffed during the other six months. Under this recommended reduction, paid staff during the winter will be replaced with volunteer Paid Call Firefighters (PCFs). The savings would result from the elimination of three (3) 0.50 FTE Firefighter II positions (which would have been hired in November) and their associated support costs.

The response area affected includes Highway 1 from the San Luis Obispo city limits to Morro Bay. County Fire will respond to this area from its three stations in Los Osos, Cayucos and the San Luis Obispo Airport, but will also ask for response commitments from the cities of San Luis Obispo and Morro Bay, as well as the California Men's Colony, which also has a fire department. County Fire estimates average response times during the winter months may be delayed anywhere from 3 minutes to 15 minutes as a result of this reduction.

Overall service and supplies expenditures are budgeted to increase \$93,329 or less than 1% compared to the FY 2010-11 adopted level. The County's contract with CAL FIRE is included in services and supplies. Labor costs make up approximately 72% of the recommended budget and fund 90.00 FTE, a reduction of 3.5 FTE. Contract expenditures in FY 2011-12 are recommended to increase by \$196,958 or 1% compared to the FY 2010-11

adopted level. This amount includes costs associated with services provided to the communities of Los Osos and Avila Beach, which are revenue offset from assessments levied in these communities. Labor costs for the contract with the County are budgeted at \$11,308,227 and include a total of approximately \$542,600 in salary savings, including the staffing reductions noted above, a decrease of 4.6%.

Other expense changes compared to the FY 2010-11 adopted budget include a decrease of \$244,317 or 46% in the Significant Value Purchases account, due in part to the absence of the FY 2010-11 cost to refurbish a Heavy Rescue Vehicle; and a \$117,901 or 68% reduction in the Capital Outlay (fixed assets) account due to the absence of three replacement vehicles budgeted in FY 2010-11. \$55,000 is recommended in this account for purchase of computer aided dispatching software, which will be recorded as a fixed asset.

A fire equipment replacement schedule was implemented beginning in FY 2010-11. In the past, funds were added to the Fire Equipment Replacement designation as financial circumstances allowed, and equipment replacement decisions were made each year based on available financing. Setting aside funds based on a depreciation schedule, as is done with the County's fleet of vehicles, will limit the possibility that the County would defer replacement past the useful life of the equipment putting County Fire staff and/or the public at risk. A total of \$1,274,751 is recommended to be expended on vehicle replacement from the Fire Equipment Replacement designation in FY 2011-12.

Revenues are recommended to increase \$184,369 or 3% compared to the FY 2010-11 adopted level. The increase is primarily due to three sources: \$30,000 of Federal Emergency Management Performance Grant (EMPG) funding which was not included in the FY 2010-11 budget; a \$27,109 increase in State Prop 172 funding, the ½ cent sales tax for public safety, representing a 1% increase over the FY 2010-11 budgeted level based on actual receipts in the current year, and \$96,763 in additional Fire Protection Revenue from the Los Osos and Avila Beach Community Services District to cover their share of increases costs to contract with CAL FIRE to serve as the County Fire Department.

BUDGET AUGMENTATION REQUESTS RECOMMENDED

None.

BUDGET AUGMENTATION REQUESTS NOT BEING RECOMMENDED

Unit Amount	Description	Results
Gross: \$541,152 General Fund support: \$541,152	Increase staffing at Creston Fire Station: To increase staffing from two to six personnel assigned to the Creston fire station (Station 43) to provide 24/7 coverage. This station is currently staffed part-time (24/7 for three days of the week) and relies on volunteer fire fighters for the other four days of the week.	Average response four days per week would be reduced from between 5-15 minutes per call.
Gross: \$541,152 General Fund support: \$541,152	Increase staffing at Carrizo Fire Station: To increase staffing from two to five personnel assigned to the Carrizo fire station (Station 42) to provide 24/7 coverage. This station is currently staffed part-time (24/7 for three days of the week) and relies on volunteer fire fighters for the other four days of the week. This request may be revisited once the permitting process for the two solar energy plants proposed for the Carrizo Plain has been completed.	Average response four days per week would be reduced from between 5-15 minutes per call.
Gross: \$387,350 General Fund support: \$387,350	Increase staffing at Shandon Fire Station: To increase staffing at the Shandon fire station (Station 31) to provide 24/7 coverage during fire season. This station is currently staffed part-time (covering the 6 month non-fire season). Specific details on the number and type of positions requested were not provided.	Average response times when the State fire engine is out of the area will be reduced by 13 minutes.

Gross: \$387,350 General Fund support: \$387,350	Increase staffing at Cambria Fire Station: To increase staffing at the Cambria fire station (Station 10) to provide 24/7 coverage during fire season. This station is currently staffed part-time (covering the 6 month non-fire season). Specific details on the number and type of positions requested were not provided.	Average response times when the State fire engine is out of the area will be reduced by 20 minutes.
Gross: \$190,000 Funding Source: State Off-Highway Vehicle (OHV) Fees	Purchase a lightweight, four-wheel drive vehicle for use at Mesa Fire Station (Station 22) for patrol and response at the Oceano/ Guadalupe Dunes area.	Average response times will be reduced by 15 minutes.

GOALS AND PERFORMANCE MEASURES

Department Goal: Respond to requests for assistance within timeframes which meet or exceed community expectations.						
Communitywide Result Link: A safe community; A healthy community.						
1. Performance Measure: Average time elapsed from receiving a request for assistance until the first unit arrives on scene:						
(a) From stations with all-volunteer staffing (Morro-Toro and Oak Shores stations).						
(b) From stations with part-time staffing (Cambria, Carrizo Plain, Creston, San Luis Obispo and Shandon stations).						
(c) From stations with full-time staffing (Airport, Avila Valley, Heritage Ranch, Meridian, Nipomo, Nipomo Mesa, Parkhill, and Paso Robles).						
06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
(a) 16 minutes	(a) 12 minutes	(a) 10.9 minutes	(a) 11.4 minutes	(a) 12 minutes	(a) 9.9 minutes	(a) 11 minutes
(b) 14 minutes	(b) 12 minutes	(b) 9.5 minutes	(b) 11 minutes	(b) 11 minutes	(b) 9.6 minutes	(b) 10 minutes
(c) 10 minutes	(c) 9 minutes	(c) 7.9 minutes	(c) 7.5 minutes	(c) 9 minutes	(c) 6.6 minutes	(c) 8 minutes
What: These measures evaluate the Department's ability to provide assistance within acceptable timeframes.						
Why: Research has shown that the longer it takes emergency responders to arrive at the scene of an emergency, the less successful they will be in rendering aid, saving lives, and protecting property and the environment.						
How are we doing? Response times are reported on a calendar year (CY) basis, for the year ending during the fiscal year shown (for example, FY 2008-09 uses CY 2008). Averages for 2010 were: 12.0 minutes for all-volunteer stations; 9.6 minutes for part-time-staffed stations; and, 6.6 minutes for full-time-staffed stations. These results surpassed the adopted targets as well as the actual performance levels from most previous years. During 2010, the total number of first-on-scene calls was: 20 from all-volunteer stations; 291 from part-time-staffed stations; and, 3,044 from full-time-staffed stations; generally, averages are more reliable as the numbers of responses increase. These results show a clear trend of decreasing response times, which can be tied to the Department's continuing improvements in dispatch procedures and technology.						
While these results indicate success, we are still far from achieving the national standard of five minutes, 90% of the time. However, this standard is based on response capabilities of urban fire departments. In rural areas such as ours, with fewer resources and longer response distances, adopted performance targets are set higher than the national standard. The county's size, topography, and road network all present challenges to the Department in meeting these performance measures. All-volunteer and part-time-staffed stations face additional challenges, such as recruiting, training and retaining volunteers. It may become necessary to consider additional staffing and additional stations in order to overcome these challenges and bring performance results more in line with national standards.						
Department Goal: Protect lives, property and the environment at levels which meet or exceed community expectations.						
Communitywide Result Link: A safe community; A healthy community.						
2. Performance Measure: Annual fire-related property loss per thousand population, averaged over five years.						
06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
\$34,006	\$34,385	\$32,267	\$28,250	No more than \$30,000	\$30,968	No more than \$30,000

What: This measure evaluates the Department's ability to protect property, one of its primary missions. Losses from structure, vehicle, and wildland fires occurring in County Fire jurisdictions are included in the calculation, based on records maintained by the Department's Fire Prevention Bureau. Population numbers used are for County Fire jurisdictions only. Fire losses are reported on a calendar year basis (CY), for the year ending during the fiscal year shown (for example FY 2008-09 uses CY 2008). In prior year FY 2006-07, actual performance results are portrayed for that year only, rather than reflecting a five-year average. Because a single large incident could dramatically affect performance results, this measure was changed to reflect a rolling five-year average, beginning with FY 2007-08.

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

How are we doing? For this measure, our five-year average for 2006 through 2010 was \$30,968 in property losses per thousand population. This was 3.2% above our target for the year, but remains consistent with a downward decline over the prior years, both in terms of single year data and five-year averages. Fire loss details for 2010 included: vegetation fires \$124,260; vehicle fires \$552,300; structure fires \$3,138,210 (including a single residential fire with over \$2 million property loss); total fire losses \$3,814,770. Nationwide fire-related property losses totaled \$12.5 billion in 2009, or \$41,593 per thousand population.

After many years of escalating property values and construction costs, there is a tendency for property losses to increase over previous years, even if the number and size of fires decreases. In spite of that tendency, Department performance continues to improve thanks to ongoing public education efforts in cooperation with the Fire Safe Council and newly-adopted residential sprinkler codes, along with continuing improvements in dispatch procedures and technology.

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

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
0.223	0.114	0.110	0.132	0	0.129	0

What: This measure evaluates the Department's ability to protect lives, one of its primary missions. Losses from structure, vehicle, and wildland fires occurring in County Fire jurisdictions are included in the calculation, based on records maintained by the Department's Fire Prevention Bureau. Population numbers used are for County Fire jurisdictions only. Fire losses are reported on a calendar year basis (CY), for the year ending during the fiscal year shown (for example, FY 2008-09 uses CY 2008). In prior year FY 2006-07, actual performance results are portrayed for that year only, rather than reflecting a five-year average. Because a single large incident could dramatically affect performance results, this measure was changed to reflect a rolling five-year average, beginning with FY 2007-08.

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

How are we doing? During 2010, there was one fire-related death in County Fire jurisdictions. For this measure, our five-year average for 2005 through 2010 was 0.109 deaths per ten thousand population. Nationwide fire-related deaths totaled 3,010 in 2009, or 0.097 per ten thousand population. We believe that public education efforts by the Department and the Fire Safe Council will result in improved fire prevention, and newly-adopted residential sprinkler codes will reduce the impact of fires, including reducing deaths. Regardless of statistics and past history, our goal in this measure will always be zero fire-related deaths.

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

Communitywide Result Link: A well-governed community.

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

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
0.82	0.80	0.80	0.80	0.80	0.80	0.80

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

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

How are we doing? For FY 2010-11, the Department utilized 73.5 full-time equivalent emergency responders, for a rate of 0.80 per thousand population. Nationally-recognized standards identify 1.0 to 1.5 firefighters per thousand population as the optimum staffing level for a community such as ours. In 2009, the National Fire Protection Association estimated that nationally there were 1.08 career firefighters per thousand population. For FY 2011-12, the target remains at 0.80, which equates to the current staffing level. In future years, it will be necessary to re-evaluate this target in order to ensure the department is able to comply with increasing national training and service delivery standards and with local increases in service requests.

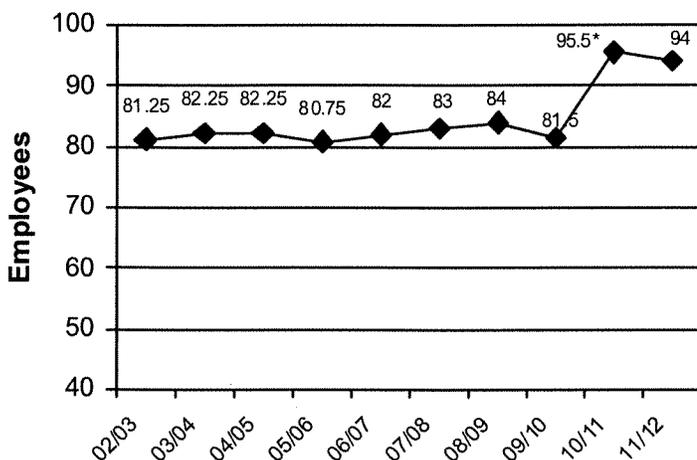
5. Performance Measure: Annual cost to fund department operating expenditures, on a per capita basis.						
06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
\$140.98	\$160.45	\$147.55	\$156.64	No more than \$160.00	\$165.00	No more than \$160.00
<p>What: This measure evaluates what it costs the Department to operate, in terms of total operating cost, on a per resident basis. The number of residents is calculated for County Fire jurisdictions only. Capital Outlay and personnel costs are not considered operating expenditures and so have not been included.</p> <p>Why: The Department is committed to fulfilling its mission in an efficient and cost-effective manner, providing maximum value per tax dollar.</p> <p>How are we doing? FY 2008-09 was the first year in which this performance measure was used. FY 2008-09 results are considered to be unusually low due to a number of factors which reduced overall personnel costs. Actual performance for FY 2010-11 was \$165.00, which exceeds the target by 3%, and is a 5% increase over the actual amount for the prior year. This increase is the result of additional, unbudgeted costs incurred for maintenance of the department's Information Technology system, including Computer-Aided Dispatch which has played a crucial role in reaching response time targets in performance measure one.</p>						
6. Performance Measure: Percentage of annual Department expenditures funded from sources other than the County General Fund.						
06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
38%	37%	35%	33%	No less than 35%	30%	No less than 35%
<p>What: This measure evaluates what the Department's ability to fund operations from sources other than the General Fund. These sources include, among others, grants, reimbursements for responses to other jurisdictions, and planning and development fees.</p> <p>Why: The Department is committed to fulfilling its mission in an efficient and cost-effective manner, providing maximum value per tax dollar.</p> <p>How are we doing? FY 2008-09 was the first year in which this performance measure was used. The actual result was 30% for FY 2010-11, which is below the target because key non-General Fund revenues fell short of budgeted levels, including Prop 172 and Plan Check fees. Other non-General Fund revenues include grants and reimbursements for fire fighting activities. Specific types and amounts of revenues are subject to significant changes from year to year, so the 35% target has been set below historic performance levels. It should be noted that achieving this target will only be possible if federal and state monies remain available for grant programs and fire-fighting cost reimbursements, which is uncertain in the current economic environment.</p>						

MISSION STATEMENT

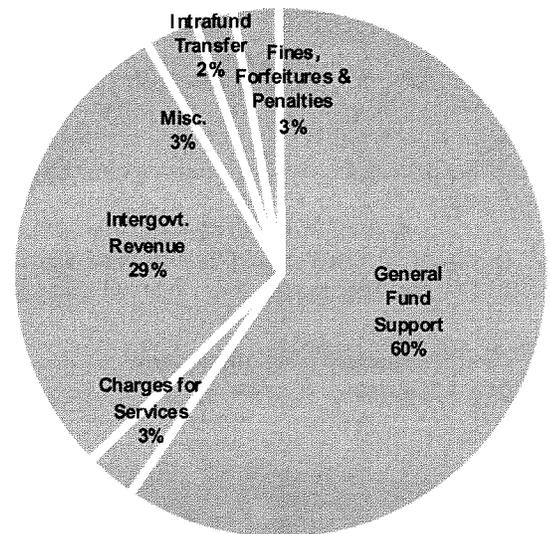
Our mission is to bring justice and safety to our community by aggressively and fairly prosecuting crime and protecting the rights of victims.

	2010-11 Budget	2010-11 Projected	2011-12 Requested	2011-12 Recommended	Change From 2010-11
Financial Summary					
Licenses and Permits	\$ 59,544	\$ 57,673	\$ 59,544	\$ 59,544	\$ 0
Fines, Forfeitures and Penalties	178,800	168,500	341,000	423,000	244,200
Intergovernmental Revenue	4,508,135	4,304,678	4,303,552	4,258,552	(249,583)
Charges for Current Services	304,151	259,151	384,926	432,926	128,775
Other Revenues	305,000	305,000	259,000	295,000	(10,000)
**Total Revenue	\$ 5,355,630	\$ 5,095,002	\$ 5,348,022	\$ 5,469,022	\$ 113,392
Salary and Benefits	13,159,797	13,012,709	13,162,754	13,112,797	(47,000)
Services and Supplies	1,430,077	1,304,026	1,443,554	1,404,184	(25,893)
**Gross Expenditures	\$ 14,589,874	\$ 14,316,735	\$ 14,606,308	\$ 14,516,981	\$ (72,893)
Less Intrafund Transfers	362,820	347,388	354,011	354,011	(8,809)
**Net Expenditures	\$ 14,227,054	\$ 13,969,347	\$ 14,252,297	\$ 14,162,970	\$ (64,084)
General Fund Support (G.F.S.)	\$ 8,871,424*	\$ 8,874,345	\$ 8,904,275	\$ 8,693,948	\$ (177,476)

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

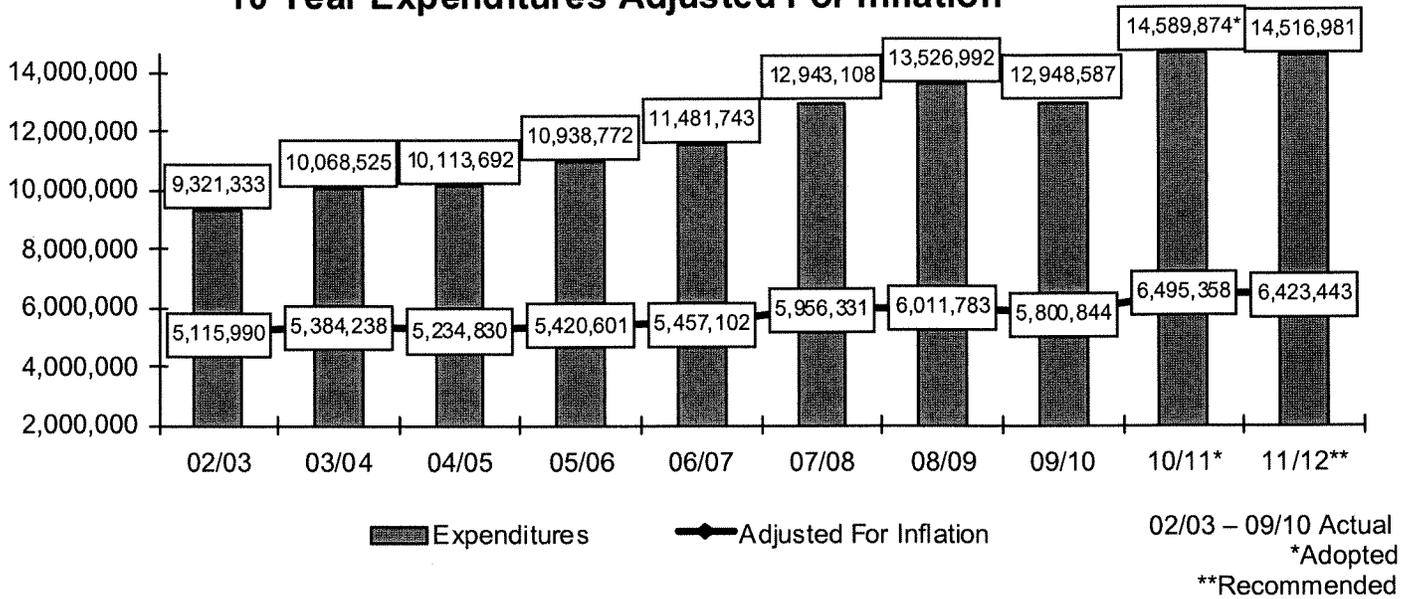


Source of Funds



* The increase in FY 2010-11 General Fund support and number of employees is solely due to the consolidation of Victim Witness and District Attorney budgets into a single fund center.

10 Year Expenditures Adjusted For Inflation



* The increase in FY 2010-11 General Fund Support is solely due to the consolidation of the DA Fund Center with the Victim Witness Fund Center which was decreased by the same amount.

SERVICE PROGRAMS

The District Attorney has a total expenditure level of \$14,516,981 and a total staffing level of 94.00 FTE to provide the following services.

Administration

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

Total Expenditures: \$1,174,441 Total Staffing (FTE): 7.00

Consumer/Environmental

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

Total Expenditures: \$964,261 Total Staffing (FTE): 6.50

Victim-Witness

To inform victims of crime and their families of their constitutional and statutory rights and to assist them by providing crisis and support services including information, notification, and restitution assistance to aid in the recovery from physical, emotional and financial injuries; and to minimize the inconvenience and cost for District Attorney witnesses to appear in court by providing court information updates and travel assistance.

Total Expenditures: \$1,240,358 Total Staffing (FTE): 14.00

Prosecutions

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

Total Expenditures: \$11,137,921 Total Staffing (FTE): 66.50

DEPARTMENT COMMENTS

The San Luis Obispo County District Attorney's (DA) Office represents the People of the State of California in all criminal cases occurring within San Luis Obispo County.

There are a number of different units within the DA's office responsible for criminal prosecutions. The combined General Felony and Misdemeanor Unit handles the majority of the more than 17,000 criminal cases filed in court last year by the District Attorney's Office. The Sexual Assault/Domestic Violence Unit handles cases related to sexual assault, child abuse and domestic violence. The Narcotics Prosecution Team prosecutes a variety of drug offenses, from the manufacturing, possession for sale and transportation of high-level narcotics, to the lesser street-level possession cases. The Juvenile Unit prosecutes criminal misdemeanor and serious felony cases involving minors under the age of 18.

Other specialized prosecution units exist within the DA's Office for cases involving Elder Abuse, Consumer Fraud, and Environmental Protection. An Economic Crimes Division also assists with a variety of white collar crime related issues, including false and misleading advertising and non-sufficient fund check restitution. Additionally, the District Attorney's Bureau of Investigation provides investigative support in both criminal and a limited number of civil matters. The Bureau's investigators are sworn peace officers who do follow-up investigations on the criminal cases already filed in court and occasionally respond to law enforcement emergency requests.

The Victim/Witness Protection program, a separate Division within the DA's Office, exists to make the criminal justice system more accessible, easier to understand, and more responsive to the rights and needs of victims of crime. The program's victim advocate personnel are skilled in crisis intervention, emergency assistance, and thorough responses to the individual needs of victims.

Following are some of the Department's notable accomplishments for FY 2010-11 and specific objectives for FY 2011-12:

FY 2010-11 Accomplishments

- Issued elder scam and money wiring alerts to Crime Stoppers and community information outlets regarding local criminal activity and public assistance provided by District Attorney's Office, if needed.
- One of the nine lead agencies responsible for organizing and executing local 2-day multi-disciplined, non-stranger sexual assault conference.
- Developed and implemented Proposition 9 (Marsy's Rights) checklist for addition to prosecutors' case files to ensure compliance with victims' expanded constitutional rights.
- Continued review of possible Case Management Systems as office and outlying law enforcement partners work toward the implementation of an integrated system.
- Completed First Responder training to California Highway Patrol (CHP) to better serve the community's elder population.

FY 2011-12 Objectives

- Implementation of new Case Management system will provide quicker and broader information access and a more thorough and efficient handling of cases.
- Implementation of Case Management System to integrate information between law enforcement partners and court operations.
- Continue offering VTO (Voluntary Time Off) to enhance salary savings, yet maintaining current service levels.
- Continue to encourage attorneys to participate in on-line legal education training via webinar to reduce travel and related expense.
- Reduce General Fund costs through a 2011 civil settlement to fund the department's Case Management System replacement.
- Continue reduced cost training by outside experts and in-office experienced staff on court holidays so as to not interrupt course of business.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The level of General Fund support for this budget is recommended to decrease \$177,476 or 2% compared to the FY 2010-11 adopted level. Revenues are recommended to increase \$113,392 or 2%. Total expenditures are recommended to decrease \$64,084 or less than 1%.

Revenues are recommended to increase \$113,392 or 2% compared to the FY 2010-11 adopted level. State SB 90 reimbursements for mandated activities are budgeted to decline \$91,693 or 30% based on actual claims and the suspension of eligibility for certain types of claims. State grants for fraud investigation have been eliminated, resulting in a loss of \$187,000. The Cal EMA stimulus grant received in FY 2010-11 will expire at the end of the year, resulting in an additional loss of \$30,390. State reimbursement revenue from cases related to crimes committed at the California Men's Colony or Mentally Disordered Offenders held at Atascadero State Hospital are expected to increase \$37,500 or 5% based on expected FY 2011-12 claims. State Prop 172 revenue, the ½ cent sales tax for public safety, is recommended to increase \$23,000 or 1% over the FY 2010-11 budgeted level, based on actual receipts in the current year.

Settlement revenue is budgeted to increase \$359,000 over the FY 2010-11 adopted amount. These funds are received as the result of settlements or judgments on environmental, consumer or other types of cases prosecuted by the District Attorney's office. \$409,000 of the FY 2011-12 settlement revenue is from two major cases that were recently concluded and is either already held in trust or is scheduled to be received during the budget year. The remaining \$134,000 is from a case that is expected to be concluded early in FY 2011-12. Other funds are also budgeted to be received from trust accounts held by the DA. These include a one-time transfer of \$36,000 from the DA's automation trust fund to offset the purchase of replacement computers, and \$176,000 budgeted to be transferred in as revenue from the DA's real estate fraud trust account. Funding in this account is received from a \$3 fee charge on property transactions in the County Clerk-Recorder's Office.

Total expenditures are recommended to decrease \$64,084 or less than 1% compared to the FY 2010-11 adopted level. Salary and Benefits expenditures are budgeted to decrease \$47,000 or less than 1% compared to the FY 2010-11 adopted level. Regular hours are expected to decrease approximately \$91,000 or less than 1% compared to the FY 2010-11 budgeted level. This reduction is due to the budgeting of a 1% vacancy rate, budgeting two positions as vacant for six months, and the elimination of a Economic Crimes Technician position. These savings measures are included in the CAO's recommended budget as strategies for reducing General Fund support, and are addressed below. Temporary help is recommended to increase \$44,000 compared to the prior year adopted budget based on expected State revenue from the Sexual Assault Felony Enforcement (SAFE) grant program. Service and supplies expenditures are budgeted to decrease \$25,000 or 1% compared to the FY 2010-11 adopted level, and is primarily the result of the General Fund savings measures described below.

The recommended amount of General Fund support in FY 2011-12 is \$8,693,948, a 2% decrease from the FY 2010-11 adopted level. This reduction is due to a number of significant General Fund savings measures recommended by the CAO in FY 2011-12. The recommended savings measures include:

- \$20,000 from deferring purchases of office supplies.
- \$10,000 from deferring purchase of replacement computers.
- \$63,000 from budgeting a vacant 1.00 Deputy District Attorney position as vacant for six months. This vacancy is not expected to have a significant impact on operations.
- \$94,992 from budgeting a vacant 1.00 Supervising District Attorney Investigator position as vacant for six months. This vacancy is not expected to have a significant impact on operations.
- \$13,000 from eliminating a vacant 0.50 Deputy District Attorney position. The total expenditure reduction for this position is \$57,000; however it is mostly offset by grant revenue received from the State. This revenue is still expected to be received in FY 2011-12 and will be used to fund temporary help.
- \$76,965 from the elimination of 1.00 Economic Crimes Technician I. This position is filled and will result in a layoff. No service level impact is expected from the elimination of this position based on the decline in workload in the Bad Check Program in recent years, which likely due the decline in use of checks as a method of payment.

A total of 1.50 FTE are recommended to be eliminated from the Position Allocation List (PAL) in FY 2011-12:

- - 0.50 Deputy District Attorney I
- - 1.00 Economic Crimes Technician I

GOALS AND PERFORMANCE MEASURES

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

Communitywide Result Link: A safe community.

1. Performance Measure: Crime rate for law enforcement agencies that serve populations over 100,000 in the State. (Replaces previous California Crime Index (CCI) performance measure.)

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
Crime rate lower than 100% of comparable counties	Crime rate lower than 71% of comparable counties	Crime rate lower than 83% of comparable counties	Crime rate lower than 85% of comparable counties	Crime rate lower than 100% of comparable counties	Data not available	Crime rate lower than 85% of comparable counties

What: This measure tracks the number of serious crimes reported each year for all law enforcement agencies serving populations over 100,000. The rate reported here is the rate for crimes committed in the unincorporated areas of the county. Recently our County went from a Group 3 County (under 100,000 in population in the unincorporated area) to a Group 2 County (100,000 to 250,000 in population in the unincorporated area) with comparable counties of Kern, Monterey, Santa Barbara, Santa Cruz, Placer and Marin. These counties are used for, comparison because they are Group 2 counties and because Kern, Santa Barbara and Monterey are neighboring counties.

Why: This compares the crime rate for serious, violent and property offenses in the unincorporated area of the County with that of other law enforcement agencies that serve populations of 100,000 or more and most closely approximates the CCI data that we have historically used.

How are we doing? We have maintained an overall crime rate lower than 85% of our comparable counties. This is based on the most recent data from the Dept. of Justice which includes the first six months of 2009. Of the six comparable counties, Santa Barbara County's crime rate was the same as ours and all of the other comparable counties were higher than San Luis Obispo County for that reporting period.

Department Goal: To maximize the efficient use of criminal justice system resources by promptly and effectively handling cases.

Community Result Link: A safe community; a well governed community

2. Performance Measure: Percentage of misdemeanor cases brought to final disposition within 90 days of arraignment.

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
94%	92%	97.2%	95%	97%	95%	95%

What: The percentage of the approximately 15,000 annual misdemeanor criminal cases which are brought to a final disposition within 90 days of arraignment as tracked by the "90-day case aging" report generated by the District Attorney's Office and the Court.

Why: To determine prosecution efficiency.

How are we doing? The vast majority of misdemeanor cases with District Attorney (DA) case numbers are brought to a final disposition in a timely fashion, serving the interests of justice, victims and witnesses. A new report was created to report all misdemeanor cases handled by this office including those without DA case numbers for this report and for future reporting. This will provide a more complete accounting of disposition rates, as it will now include those without case numbers.

Department Goal: Continue to enhance law enforcement collaborative investigation efforts and communications.

Communitywide Result Link: A safe community; a well-governed community.

3. Performance Measure: Number of established cooperative efforts and standardized communication methods with law enforcement.

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
12	12 or more	14	14	14	14	14

What: Pooling of investigative resources between and among agencies which provides collaboration and countywide leadership. Additionally, cooperative efforts have produced outside law enforcement funding by way of state and federal grants. (See below.) The Real Estate Fraud efforts include the FBI, Cal. Dept. of Real Estate and Cal. Dept. of Corporations.

Why: Successful multi-agency investigative cooperative efforts qualified the District Attorney for State and Federal funding, and inter-agency communications provides opportunities to take a state leadership role in technological innovation.

How are we doing? State and federal grants and subsidies have been obtained through District Attorney and other law enforcement agency collaboration efforts involving:

- | | | | |
|-----------------------------------|--|------------------------------------|---------------------------------|
| 1. Gang Task Force | 5. Elder Abuse Task Force | 9. Environmental Crimes Task Force | 13. Anti Gang Coord. Commission |
| 2. Narcotics Task Force | 6. Child Abduction Investigation Program | 10. Worker's Compensation Fraud | 14. Real Estate Fraud |
| 3. Sexual Offender Mgt Task Force | 7. Domestic Violence Task Force | 11. Central Valley Rural Crimes | |
| 4. High Tech Task Force | 8. DUI Task Force | 12. Auto Insurance Fraud Program | |

Department Goal: To promote a community approach to juvenile crime which blends the effective use of treatment or diversion programs with the appropriate use of criminal sanctions so as to rehabilitate the juvenile and deter criminal activity.

Communitywide Result Link: A safe community

4. Performance Measure: Number of juvenile criminal prosecution petitions reviewed and filed annually.

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
731	622	644	561	650	575	560

What: This measures the number of new juvenile criminal petitions filed with the Superior Court per year. A juvenile petition is defined as a Superior Court document charging an individual under 18 years of age with criminal offenses enumerated within the standard California codes (such as the Penal Code and Health & Safety Code).

Why: This measure is important to track as it represents the more serious juvenile criminal activity within the county; i.e., cases which cannot be handled through probation diversion programs. Fewer petitions filed means fewer juvenile criminal prosecutions were necessary for serious crimes.

How are we doing? The number of juvenile prosecutions decreased in FY 2009-10, and has remained well below 800 since FY 2001-02. This continues to be due in large part to juvenile diversion programs that the DA participates in jointly, with the Probation Department, which are designed to identify, divert and rehabilitate juvenile offenders before their crimes reach the level requiring a criminal petition.

Department Goal: To provide services to victims who receive bad checks so that they may promptly recover restitution for non-sufficient funds (NSF) checks, and to victims of other consumer fraud and environmental crime.

Communitywide Result Link: A safe community; a prosperous community.

5. Performance Measure: Bad check restitution recovery.

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
65%	75%	68%	67%	65%	65%	65%

What: Percentage of recovery on bad check cases processed by the Bad Check Unit.

Why: The higher the collection percentage the more effective the program.

How are we doing? In FY 2009-10 we achieved a recovery rate of 67% (1,782 out of 2,661), which was 2% above the targeted rate of 65%. Because of administrative fees charged to the bad check writer, the program costs are substantially covered by the administrative fees at no cost to the victim. Collections exceed traditional private agency rates, which range from 35% to 55%.

6. Performance Measure: Average restitution recovery period from case opening.

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
60 days	75 days	52 days	55 days	55 days	55 days	55 days

What: The average number of business days required to recover restitution for victims of bad check crime.

Why: The more rapid the case initiation and restitution recovery, the more prosperous and safe the community.

How are we doing? The Bad Check Division initiates cases involving approximately 3,000 checks per year (FY 2009-10 actual number was 2,915) with an average case opening period of four (4) days and an average restitution recovery period that has improved from seventy-five (75) days to fifty-five (55) days in FY 2009-10. The number of bad checks written in the county has declined due to increased use of debit and credit cards.

Department Goal: Assisting victims to recover from the aftermath of crime and minimizing the inconvenience to witnesses involved in the criminal justice system.

Communitywide Result Link: A safe community; a healthy community.

7. Performance Measure: In crimes against persons filed, the percentage of crime victims who are contacted for services within 8 business days of referral to Victim Witness.

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
78%	76%	77%	77%	75%	85%	80%

What: Victim/Witness advocates provide a wide variety of services to crime victims including information about their legal rights, case information and updates, court escort and support during hearings, assistance with state compensation claims, restraining order assistance and many other services. This measure tracks timeliness of Victim/Witness outreach in cases charged by the District Attorney so that services can be provided and successful prosecutions maximized. Many other victims are assisted in crimes that are still under investigation by local law enforcement, or are under review for criminal charging by the DA, or cannot be charged by the DA for a variety of reasons.

Why: Empirical research supports that prompt intervention and support with crime victims after a crime occurs reduces crime victims' confusion, frustration and emotional trauma and improves the victim's satisfaction with the criminal justice system.

How are we doing: During FY 2009-10, Victim/Witness advocates assisted 1,559 victims in crimes against persons cases charged by our office, and 77% of those victims were contacted within the 8 day target for outreach. For FY 2010-11, as of November 1, 2010, Victim/Witness advocates had contacted 88% of 579 victims in crimes against persons cases within 8 days, and on average in 3.5 days.

8. Percentage of local crime victim compensation claims verified and recommended for approval by the Victim Witness Claims Unit that are also approved by the state for payment to victims and service providers.

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
99.4%	100%	100%	100%	99%	100%	100%

What: The Victim/Witness Division contracts with the State Victim Compensation & Government Claims Board to provide claim verification at the local level, thereby expediting claim benefits and improving the prompt repayment of out-of-pocket losses resulting from crime to the victim.

Why: With the availability of local victim compensation claims verification services, victims have a local contact and the required documentation from local providers is more readily obtained. This results in a higher percentage of claim awards than if those claims were not handled locally.

How are we doing? During FY 2009-10, of the 608 crime victim compensation claims verified and recommended for approval by the San Luis Obispo Victim/Witness Division, 100% were also approved by the state for FY 2010-11. As of November 1, 2010, 100% of 214 crime victim compensation claims verified and recommended for approval by Victim/Witness, were also approved by the state.

Department Goal: To increase the criminal justice efficiency response to crime victims and witnesses.

Communitywide Result Link: A safe community; a well-governed community.

9. Performance Measure: Percentage of civilian witnesses who receive mailed subpoenas and which subpoenas are confirmed by Victim/Witness.

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
95%	96%	95%	91%	95%	95%	95%

What: For a subpoena to have legal effect, it must be personally served or mailed and its receipt confirmed. This measure tracks the percentage of mailed subpoenas that are confirmed by Victim/Witness in an effort to save law enforcement the time and expense of personally serving subpoenas.

Why: This demonstrates how cost effectively we confirm the receipt of mailed subpoenas to civilian witnesses. Based on the 3,342 civilian subpoenas that were mailed and then confirmed by telephone rather than personally served, the estimated savings to the County in FY 2009-10 was over \$400,000. By confirming and managing court appearances of subpoenaed witnesses, Victim Witness personnel significantly reduce loss of work time by witnesses when their court appearances are delayed or no longer required. This enhances the public's confidence in the criminal justice system and its local government.

How are we doing? For FY 2009-10, 91% of civilian witnesses who received mailed subpoenas were contacted by Victim Witness and receipt of the subpoenas was confirmed. The FY 2009-10 results were lower than the target due to a significant increase (32%) in the number of civilian subpoenas and changes to staff assignments in October, 2009. For FY 2010-11, as of November 1, 2010, 94% of civilian victim subpoenas were confirmed by Victim/Witness.

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

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
3,405 victims; 10,180 subpoenaed witness court appearances	3,763 victims; 10,210 subpoenaed witness court appearances	3,600 victims; 11,000 subpoenaed witness court appearances	3,790 victims; 11,664 subpoenaed witness court appearances	3,500 victims; 11,500 subpoenaed witness court appearances	3,500 victims; 11,500 subpoenaed witness court appearances	3,700 victims; 11,500 subpoenaed witness court appearances

What: The number of crime victims assisted by the Victim Witness Division and the number of subpoenaed witnesses notified.

Why: The California Constitution was amended in November of 2008 granting California crime victims a substantial number of Constitutional and statutory rights that are provided by Victim/Witness personnel. That same amendment defined more broadly the definition of victim, increasing the number of victims per case. For that reason, we expect to see increased demand for victim services in FY 2011-12. Assistance to crime victims and the coordination of subpoenaed witnesses in criminal cases enhances public safety and confidence in the criminal justice system.

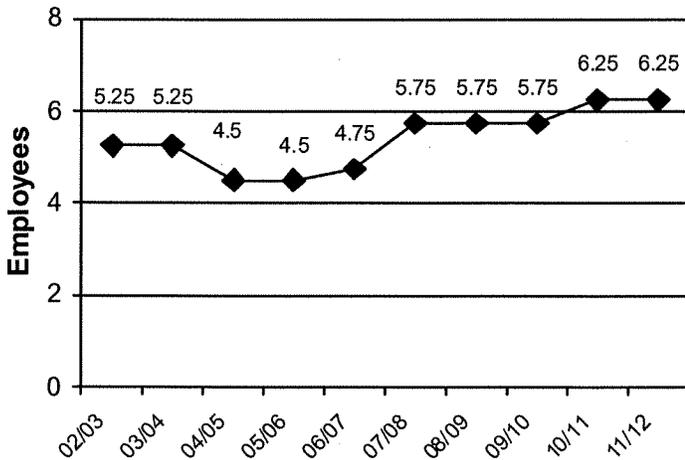
How are we doing? We are consistently meeting and exceeding our targets. The coordination of subpoenaed witnesses allows for more efficient use of prosecution, court and defense staff in that court cases are heard at the time scheduled and not delayed due to the absence of essential witnesses. Victim Witness confirms receipt of mailed subpoenas which saves hundreds of thousands of dollars in County costs that would otherwise be required in order to personally serve subpoenas.

MISSION STATEMENT

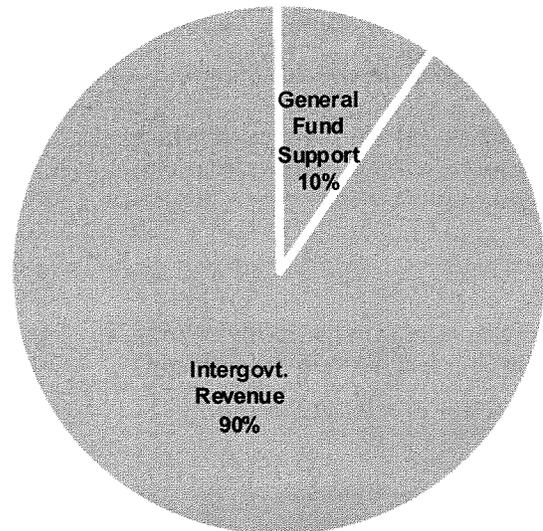
The County Office of Emergency Services is committed to serving the public before, during and after times of emergency and disaster by promoting effective coordination between agencies and encouraging emergency preparedness of the public and organizations involved in emergency response.

<u>Financial Summary</u>	<u>2010-11 Budget</u>	<u>2010-11 Projected</u>	<u>2011-12 Requested</u>	<u>2011-12 Recommended</u>	<u>Change From 2010-11</u>
Intergovernmental Revenue	\$ 1,286,740	\$ 1,442,595	\$ 1,427,833	\$ 1,427,833	\$ 141,093
Other Revenues	250	50	250	250	0
**Total Revenue	\$ 1,286,990	\$ 1,442,645	\$ 1,428,083	\$ 1,428,083	\$ 141,093
Salary and Benefits	716,643	676,500	746,884	746,884	30,241
Services and Supplies	369,105	563,208	429,000	418,717	49,612
Other Charges	360,000	360,000	415,000	415,000	55,000
**Gross Expenditures	\$ 1,445,748	\$ 1,599,708	\$ 1,590,884	\$ 1,580,601	\$ 134,853
General Fund Support (G.F.S.)	\$ 158,758	\$ 157,063	\$ 162,801	\$ 152,518	\$ (6,240)

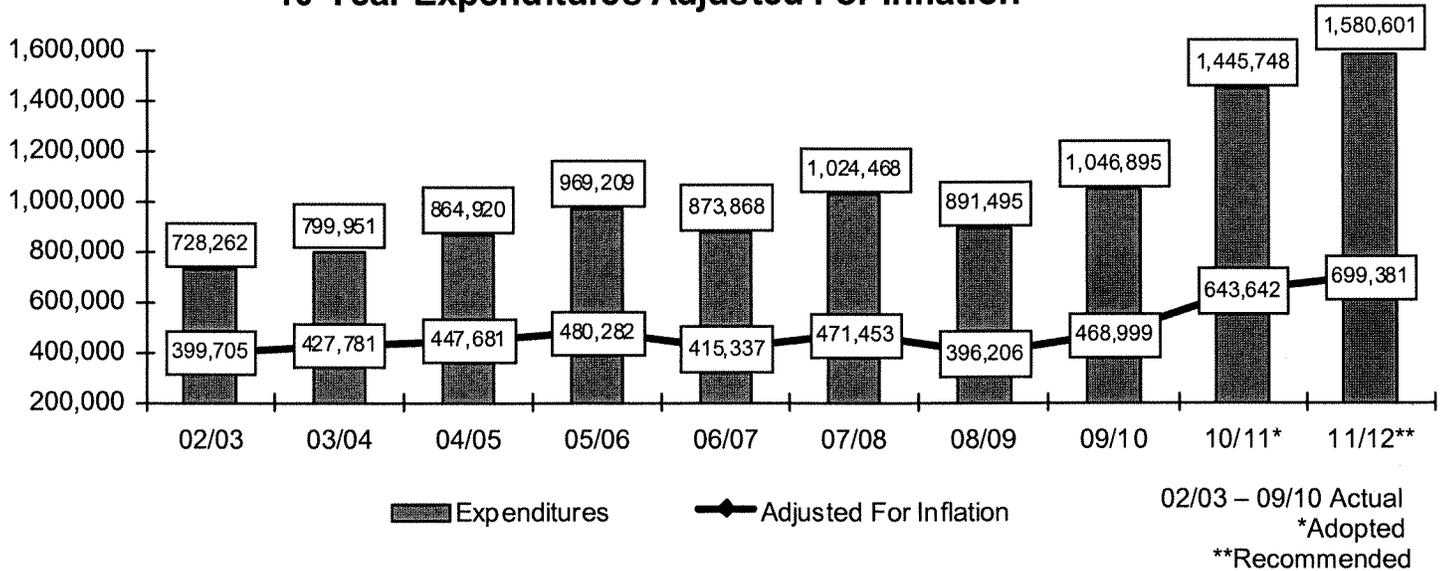
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

The Office of Emergency Services has a total expenditure level of \$1,580,601 and a total staffing level of 6.25 FTE to provide the following services:

Emergency Planning

Develop and maintain specific disaster and emergency contingency plans including the San Luis Obispo County Emergency Operations Plan to ensure compliance with State guidelines regarding multi-hazard planning. Assist outside agencies and jurisdictions in developing coordinated emergency plans. Maintain the San Luis Obispo County/Cities Nuclear Power Plant Emergency Response Plan. Coordinate response and evacuation planning and the development of standard operating procedures.

Total Expenditures: \$236,200 Total Staffing (FTE): 1.5

Emergency Preparedness/Coordination

Plan and coordinate pre-emergency actions which will result in an effective and timely response to multi-jurisdictional emergencies by affected agencies. Maintain emergency operations centers in a state of readiness. Prepare reports required by the California Emergency Management Agency and the Federal Emergency Management Agency (FEMA) to ensure regulatory compliance and maintain the County's eligibility to participate fully in state and federal funding programs.

Total Expenditures: \$957,844 Total Staffing (FTE): 2.25

Emergency Response, Exercises, and Drills

Coordinate deployment of public resources in response to emergencies through activation and support of the County-wide emergency organization and plans. Develop and administer emergency response exercises and drills which provide effective training experiences, test emergency response plans, and comply with appropriate state and federal requirements.

Total Expenditures: \$202,317 Total Staffing (FTE): 1.15

Emergency Worker Training

Develop, maintain, and coordinate the San Luis Obispo County emergency worker training program (classroom training, drills, and exercises) to train county employees and other emergency responders to effectively respond to emergencies and disasters.

Total Expenditures: \$153,692 Total Staffing (FTE): 1.15

Public Information

Disseminate emergency information during large emergencies of which the county is a lead agency. Coordinate dissemination of emergency information as requested by other agencies. Develop and distribute information, and/or coordinate distribution of, emergency procedures to the public to enhance emergency preparedness.

Total Expenditures: \$20,548 Total Staffing (FTE): 0.10

Disaster Recovery Coordination

Coordinate initial disaster recovery operations between cities, special districts, county departments, the California Emergency Management Agency and the Federal Emergency Management Agency. Coordinate damage assessment and assist the public and local government jurisdictions in determining eligibility and obtaining State and/or Federal disaster assistance.

Total Expenditures: \$10,000 Total Staffing (FTE): 0.10

DEPARTMENT COMMENTS

The Office of Emergency Services (OES) continued to efficiently serve in its role of coordinating emergency management and planning efforts between various local government public safety and other agencies throughout the county during 2010-2011.

Following are some of the department's notable accomplishments for FY 2010-11 and some specific objectives for FY 2011-12

FY 2010-11 Accomplishments

- A federally evaluated emergency drill, which simulated a nuclear power plant accident, and involved over 500 people from various local, county, and State agencies was held. FEMA evaluated the exercise and found no issues of note.
- A major renovation was made to the Emergency Operations Center, which is used to coordinate response and recovery efforts countywide, with and between local and locally based state agencies. This was the first renovation since the EOC was put in service in 1982. The result is an increased efficiency for coordinating countywide response and recovery efforts during emergencies.

FY 2011-12 Objectives

- Preparation for and participation in a federally evaluated nuclear power plant drill relating to the care and shelter of evacuated citizens.
- Revise the County Local Hazard Mitigation Plan to meet the updated standards of the Federal Emergency Management Agency and new California mitigation regulations.
- Provide training to at least 750 person-equivalents (some people may receive separate training more than once) related to their nuclear power plant emergency readiness and response roles.

- As a result of damages due to December 2010 storms, OES worked diligently to pursue federal disaster assistance for victims of the storms. While we were disappointed to not receive a major disaster declaration from the federal government, we were pleased that recovery efforts did result in a U.S. Small Business disaster declaration that did make available low interest loans to those affected by the storms, including homeowners, renters, and businesses.
- OES provided training to approximately 900 person-equivalents (some people may receive separate training more than once) related to nuclear power plant readiness.
- Update the National Incident Management System (NIMS) local training program guidelines to help ensure compliance by the County with the federal NIMS training requirements.
- Continue to oversee and coordinate State nuclear power plant emergency readiness funding with the 39 jurisdictions and department which receive such monies.
- Update the Administration portion of the County-Cities Nuclear Power Plant Emergency Response Plan.
- Update the Emergency Operations Plan, which is the County's master emergency preparedness plan.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The recommended budget includes General Fund support of \$152,518, a decrease of \$6,240 or 3% from FY 2010-11 levels. This represents 9.6% of the department's total recommended funding of \$1,580,601, with the remaining revenue generated by Federal and State grants as well as nuclear power plant emergency readiness funding.

Total expenditures for this department are recommended to increase by 9% or \$134,853 over FY 2010-11 adopted levels. \$55,000 of the increase is comprised of projected nuclear preparedness and Homeland Security grant claims from local agencies such as cities and special districts that are distributed through this fund center. Additional Homeland Security grants and nuclear readiness funding will supply the remaining \$79,583 that will be used to fund Incident Action Planning, Local Hazard Mitigation Plan development and National Incident Management System training and improvements.

GOALS AND PERFORMANCE MEASURES

Department Goal: Coordinate emergency planning efforts of government and community based organizations to ensure a consistent, countywide response to emergency situations and compliance with regulatory requirements.						
Communitywide Result Link: A safe community.						
1. Performance Measure: Number of deficiencies received during biennial and other Federal Emergency Management Agency (FEMA) evaluations related to compliance with regulations involving nuclear power plant related emergency plans and procedures.						
06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
0	No Evaluation	0	0	0	0	No Evaluation
What: The Federal Emergency Management Agency (FEMA) evaluates a full-scale nuclear power plant emergency exercise every two years. This is done to evaluate emergency preparedness and to ensure compliance with regulatory requirements.						
Why: A zero deficiency rating by FEMA is a statement that emergency planning, training, and coordination within San Luis Obispo County is at the level necessary to provide a reasonable assurance of protection of the public health and safety.						
How are we doing? The full scale exercise held during FY 2010-11 had no deficiencies. The next full scale evaluated exercise will be in FY 2012-13. As for the rating criteria, during each exercise the specific number of areas evaluated by FEMA do vary but for the FY 2010-11 exercise 50 separate areas were evaluated by FEMA. No evaluation is planned for FY 2011-12.						

2. Performance Measure: Number of Areas Requiring Corrective Action (ARCA) received during biennial and other Federal Emergency Management Agency (FEMA) evaluations related to compliance with regulations involving nuclear power plant related emergency plans and procedures.

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
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One ARCA, which places us within the top 25% of all jurisdictions	No evaluation	3	1	0	0	No Evaluation
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What: ARCAs are recommendations to improve procedures or training which do not jeopardize the health and safety of the community.

Why: To refine emergency management and response capability.

How are we doing? We received no ARCAs as a result of the FEMA evaluation of our full scale exercise in FY 2010-11. As for the rating criteria, during each exercise the specific number of areas evaluated by FEMA do vary but for the FY 2010-11 exercise 50 separate areas were evaluated by FEMA. In FY 2008-09 we received three ARCAs out of 168 areas evaluated which means we met 98% of our full scale exercise objectives with no ARCAs being issued. The FY 2009-10 results are not from a biennial full scale exercise but from a FEMA evaluated exercise involving specific procedures related to radiological decontamination and care of evacuated persons. No evaluation is planned for FY 2011-12.

3. Performance Measure: Percentage of survey respondents rating the overall effectiveness of our emergency management coordination efforts for cities, schools districts, public safety, and other local agencies involved in emergency drills/exercises or actual events/incidents as good to excellent.

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
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90%	90%	84%	96%	95%	95%	95%
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What: This measures the effectiveness of our coordination efforts related to emergency drills/exercises and actual events.

Why: This feedback is important so that we can continually improve our coordination efforts.

How are we doing? The Office of Emergency Services continues to effectively coordinate emergency drills/exercises and actual response to incidents in an effective, efficient manner.

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

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
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95%	97%	96%	95%	95%	91%	95%
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What: The County Office of Emergency Services incorporates a variety of training programs for both County employees and members of other jurisdictions and organizations involved with emergency response.

Why: Survey results are a reflection of the effectiveness of the training as determined by the training participants.

How are we doing? Survey results are good and in the area of 91% but below our projected goal. Although 91% is a good result, the Office of Emergency Services will continue to strive to meet a 95% target during FY 2010-11. During FY 2007-08 targets for this measure were raised to 95% from 90%. Training classes or sessions are conducted or coordinated by the Office of Emergency Services staff on subjects ranging from overviews of emergency response procedures to proper equipment use and other resources.

Department Goal: Maximize reimbursement and revenues from State, Federal, and local sources.

Communitywide Result Link: A prosperous community.

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

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
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44¢	66¢	33¢	54¢	61¢	58¢	57¢
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What: This measure provides a baseline for comparing the costs of emergency services costs to other like agencies.

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

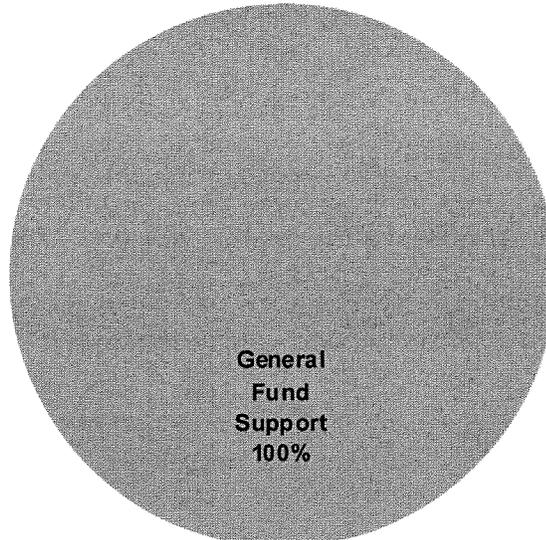
How are we doing? Comparable counties spent, on average, an estimated \$1.35 in General Fund Support per capita for emergency management services during FY 2010-11. A key reason for the difference from compared counties is due to our nuclear power plant (NPP) emergency planning and readiness efforts which are revenue offset.

MISSION STATEMENT

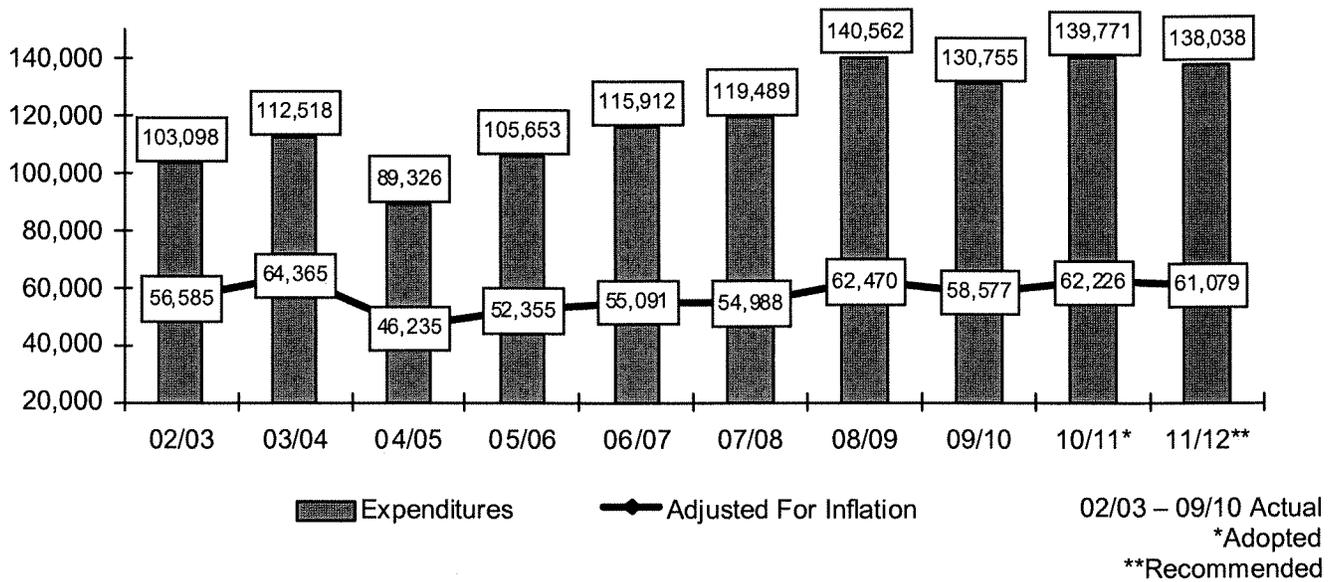
To objectively examine all aspects of local government and recommend corrective action where appropriate, ensure that the County is being governed honestly and efficiently, and County monies are being handled judiciously.

<u>Financial Summary</u>	<u>2010-11 Budget</u>	<u>2010-11 Projected</u>	<u>2011-12 Requested</u>	<u>2011-12 Recommended</u>	<u>Change From 2010-11</u>
Salary and Benefits	\$ 38,547	\$ 38,928	\$ 38,928	\$ 38,928	\$ 381
Services and Supplies	101,224	102,932	99,110	99,110	(2,114)
**Gross Expenditures	\$ 139,771	\$ 141,860	\$ 138,038	\$ 138,038	\$ (1,733)
General Fund Support (G.F.S.)	\$ 139,771	\$ 141,860	\$ 138,038	\$ 138,038	\$ (1,733)

Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

The Grand Jury has a total expenditure level of \$138,038 and a total staffing level of .50 FTE to provide the following services.

Committee Investigations

To fulfill the responsibility of reviewing county, city and other public entity operations and management. Certain departments and agencies are selected each year for thorough committee investigation. Interim or final reports, which acknowledge needs, recommend improvements and suggest possible corrective measures, are prepared for submission to the Board of Supervisors.

Total Expenditures: \$113,191 Total Staffing (FTE): .41

Special Investigations

With the approval of the Superior Court, the Grand Jury may order special audits and special investigations of various county and city government operations.

Total Expenditures: \$24,847 Total Staffing (FTE): .09

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

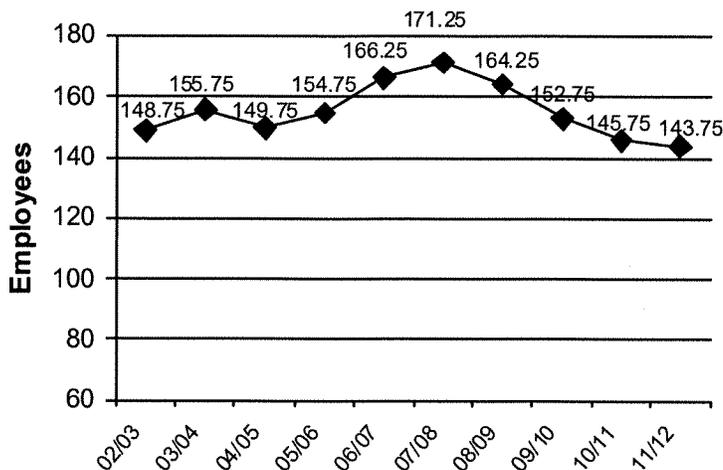
The Superior Court appoints the Grand Jury members and oversees its operation. However, State law requires the County to fund the Grand Jury function. The recommended budget maintains current support and service levels. Total expenditures for FY 2011-12 are expected to decrease by \$1,733 from the FY 2010-11 adopted levels. Salary and benefit accounts for the half-time Administrative Assistant are increasing slightly by \$324, while service and supply accounts are decreasing by 2%, or \$2,114 compared to FY 2010-11 budgeted amounts.

MISSION STATEMENT

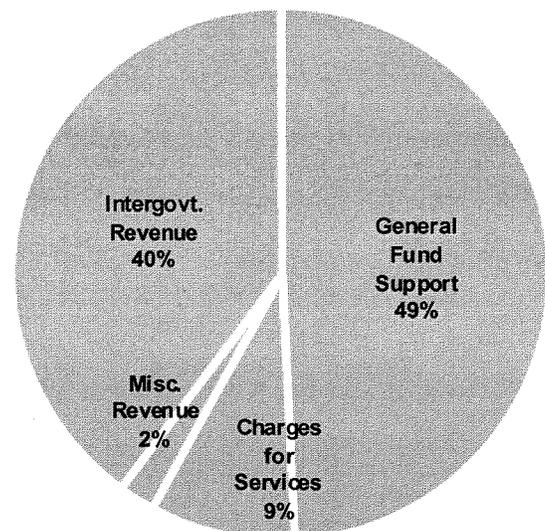
The Probation Department contributes to the safety of the community by conducting investigations for the Court; enforcing orders of the Courts through community supervision; assisting victims; operating a safe and secure juvenile hall; and facilitating the socialization of offenders.

Financial Summary	2010-11 Budget	2010-11 Projected	2011-12 Requested	2011-12 Recommended	Change From 2010-11
Fines, Forfeitures and Penalties	\$ 268,301	\$ 114,561	\$ 139,892	\$ 139,892	\$ (128,409)
Intergovernmental Revenue	7,271,576	6,823,300	7,220,837	7,247,946	(23,630)
Charges for Current Services	1,507,700	1,218,428	1,548,542	1,548,542	40,842
Other Revenues	8,575	8,876	8,575	8,575	0
**Total Revenue	\$ 9,056,152	\$ 8,165,165	\$ 8,917,846	\$ 8,944,955	\$ (111,197)
Salary and Benefits	14,632,503	13,512,504	14,601,464	14,457,459	(175,044)
Services and Supplies	3,616,527	3,119,601	3,612,322	3,634,390	17,863
**Gross Expenditures	\$ 18,249,030	\$ 16,632,105	\$ 18,213,786	\$ 18,091,849	\$ (157,181)
Less Intrafund Transfers	269,893	258,084	251,314	251,314	(18,579)
**Net Expenditures	\$ 17,979,137	\$ 16,374,021	\$ 17,962,472	\$ 17,840,535	\$ (138,602)
General Fund Support (G.F.S.)	\$ 8,922,985	\$ 8,208,856	\$ 9,044,626	\$ 8,895,580	\$ (27,405)

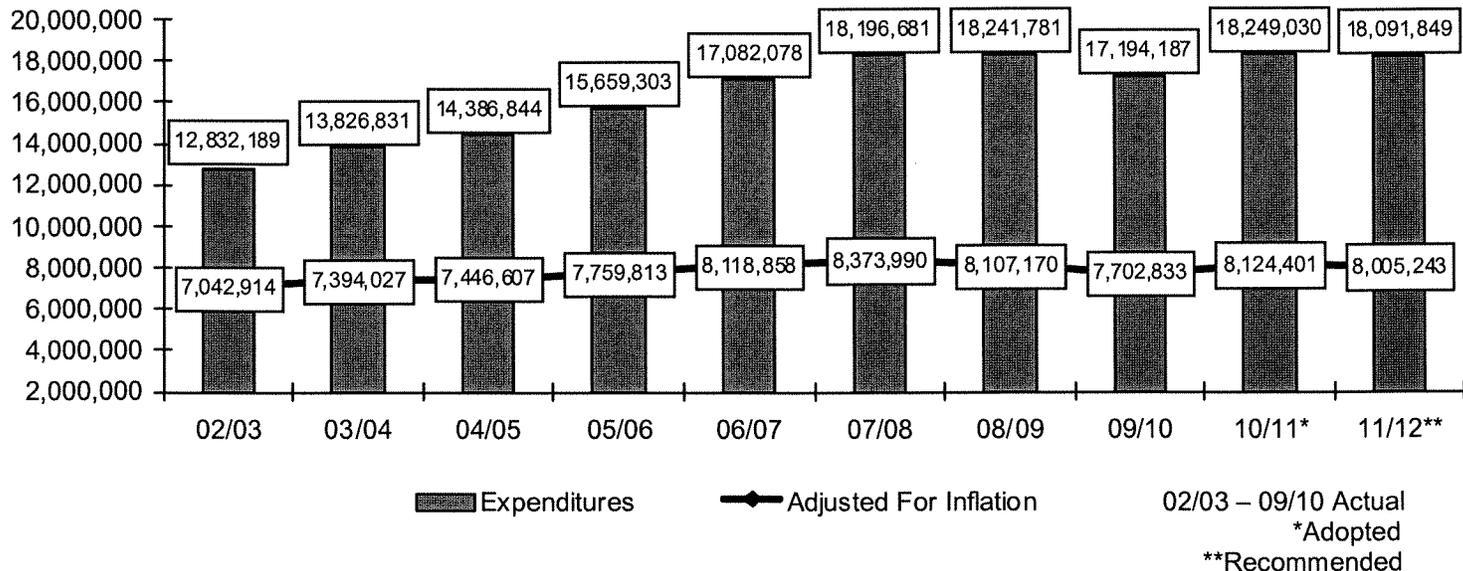
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

The Probation Department has a total expenditure level of \$18,091,849 and a total staffing level of 143.75 FTE to provide the following services.

Administrative Services

Administration provides overall policy development, directs and coordinates the functions of the department, program oversight and development, community relations, and development and monitoring of the departmental budget.

Total Expenditures: \$743,207 Total Staffing (FTE): 4.00

Support Services

Support Services provides for the procurement of services and supplies; human resources administration; information technology support and training; special projects; and provides training as required by the State Standards and Training for Corrections (STC) and Board of Corrections for all peace officers and for other employees as needed.

Total Expenditures: \$2,213,175 Total Staffing (FTE): 7.00

Revenue Recovery Services

Revenue Recovery services is responsible for the collection and disbursement of court ordered fines and fees, and restitution to victims.

Total Expenditures: \$1,277,734 Total Staffing (FTE): 16.00

Detention Services

Detention Services manages and maintains the Juvenile Hall detention facility, providing a safe and secure environment for youthful offenders in compliance with Title 15 and 24 of the California Code of Regulations, which govern state-wide juvenile detention facilities.

Total Expenditures: \$5,054,983 Total Staffing (FTE): 37.75

Juvenile Services

Juvenile Services provides services to the Juvenile Justice System along a continuum of care ranging from prevention and intervention to supervision and incarceration. These services include Diversion, Court Investigation, Community Supervision and placement in Foster Homes, Group Homes and Probation Camps. The Juvenile Division also engages in partnerships with the Department of Social Services, Mental Health, Law Enforcement Agencies, Drug & Alcohol Services and County School Districts in an effort to reduce the incidence of juvenile delinquency.

Total Expenditure: \$4,606,336 Total Staffing (FTE): 39.00

Adult Services

Adult Services conducts investigations, provides information, and makes recommendations to the Criminal Courts to assist decision makers in determining the appropriate disposition of cases. Protects the community through appropriate case management, prevention, intervention, and enforcement activities with felons and misdemeanants to ensure compliance with court orders while supporting the rights of victims. Programs include Drug Court, Prop 36 Drug Offender, Domestic Violence, Gang Task Force, Narcotics Task Force and Sex Offender monitoring.

Total Expenditures: \$4,196,414 Total Staffing (FTE): 40.00

DEPARTMENT COMMENTS

The Probation Department is responsible for providing community corrections services that are mandated by law. These services include; providing social history reports on offenders being sentenced by the Court, supervision of offenders placed on probation, juvenile diversion services, the operation of a juvenile hall, and restitution recovery for victims of crime.

In 2009, with a grant from the National Institute of Corrections, the Probation Department developed and began to implement a strategic plan to establish the department as a community corrections evidence based organization. This plan includes the use of a validated risk tool to determine which offenders are at risk to re-offend. Using the risk tool, the Department is able to identify the personality traits the offender possesses that most likely will lead to re-offending. Finally, the plan calls for the development of a matrix of evidence based interventions designed to reduce the offender's risk to re-offend.

By concentrating limited resources on offenders most likely to re-offend and by providing interventions proven to work in reducing an offender's risk to re-offend; the Probation Department is able to realize efficiencies while enhancing community safety.

Following are some of the department's notable accomplishments for FY 2010-2011, and some specific objectives for FY 2011-12.

FY 2010-11 Accomplishments

- All offenders on Probation are supervised based upon a validated risk tool.
- Probation Officers have been trained in evidence based practices in the field of community corrections.
- Contracts have been established with providers to conduct evidence based interventions for offenders.
- Recidivism rates of offenders are consistent with their risk scores:
High Risk: Adult 18.18% Juvenile 20.79%
Med Risk: Adult 12.18% Juvenile 13.87%
Low Risk: Adult 0.58% Juvenile 2.86%

FY 2011-12 Objectives

- High and medium risk offenders will participate in evidence based treatment.
- Supervision standards will be established for high and medium risk caseloads.
- The Probation Department will purchase and implement a new collections case management system to increase efficiency and revenue recovery.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The level of General Fund support for this budget is recommended to decrease \$27,405 or less than 1% compared to the FY 2010-11 adopted level. Revenues are recommended to decrease \$111,197 or 1%. Total expenditures are recommended to decrease \$138,602 or less than 1%.

Revenues are recommended to decrease \$111,197 or 1% compared to the FY 2010-11 adopted level. The decrease is primarily due to three factors, including a \$40,691 decrease in the Youthful Offender Block Grant, a \$69,775 decrease in Health and Safety Fine revenue that now goes to schools, and a \$34,006 decrease in funding from the Atascadero Unified School District for juvenile programs based in schools. These losses are mitigated somewhat by a small increase in Prop 172 revenue, the ½ cent sales tax for public safety, which is projected to increase \$27,109 or 1% over the FY 2010-11 budgeted level based on actual receipts in the current year.

Total expenditures are recommended to decrease \$138,602 or less than 1% compared to the FY 2010-11 adopted level. This is primarily due to reductions in salary and benefits expenditures, which are budgeted to decrease \$175,044 or 1% compared to the FY 2010-11 adopted level. This reduction is due primarily to savings generated by the elimination of two positions and two minor reorganizations that resulted in salary and benefits savings. Both changes are discussed below. Service and supplies expenditures are relatively unchanged, budgeted to increase \$17,863 or less than 1% compared to the FY 2010-11 adopted level.

The recommended amount of General Fund support in FY 2011-12 is \$27,405 or less than 1% less than the FY 2010-11 adopted level. This reduction is due to three significant General Fund savings measures recommended by the CAO in FY 2011-12. The recommended savings measures and their impacts include:

- \$25,820 in General Fund savings expected from the use of Voluntary Time Off (VTO) by Probation staff. This is the fourth year that VTO has been budgeted in order to reduce the need for General Fund support and help avoid potential layoffs.
- \$67,766 in General Fund savings from the elimination of a vacant Probation Assistant in the Adult Division responsible for coordinating placement in residential treatment facilities, assisting with the transportation of probationers to these facilities, and providing educational, vocational and employment referrals to the probationers. Approximately 20% of probationers are ordered by the Courts to attend treatment programs. Elimination of this position means Deputy Probation Officers now perform these

- duties, at the expense of monitoring the activities and whereabouts of medium to high risk offenders. Placement services will be reduced, increasing the risk that probationers' jail time may be lengthened while an appropriate placement for treatment is sought. The availability of vocational, employment and educational training and opportunities will be reduced, which increase probationers' risk of reoffending.
- \$50,419 in General Fund savings from the elimination of a vacant Administrative Assistant III, also in the Adult Division. The reduction will leave the front desk at the Probation office unstaffed during the lunch hour. This position also reviews warrant-related jail admissions each day, and advises the assigned officers so that they may respond in a timely manner. This reduction will slow this process.

The recommended budget includes two minor reorganizations, resulting in a net expenditure savings of \$10,826. First, a vacant 1.00 FTE Administrative Services Officer (ASO) I position is deleted and a 1.00 FTE Collection Officer I position is added. The new position will work directly with probationers, victims, the courts and third party vendors to collect Court ordered fines, fees and reimbursement. Second, a vacant 1.00 FTE Deputy Probation Officer I is deleted and a 1.00 FTE Deputy Probation Officer III will be added. The new position will represent the Department as a Court Officer and as a Traffic Hearing Officer, which will free up Supervising Deputy Probation Officers, who currently perform these duties, to focus on staff supervision.

A net reduction of 2.00 FTE is recommended to be reduced from the Position Allocation List (PAL) in FY 2011-12. The recommended changes to the PAL include the following:

- -1.00 FTE Probation Assistant, to reduce General Fund support in this budget.
- -1.00 FTE Administrative Assistant III, to reduce General Fund support in this budget.
- -1.00 FTE Administrative Services Officer I, to allow for the addition of a Collection Officer.
- +1.00 FTE Collection Officer
- -1.00 FTE Deputy Probation Officer I
- +1.00 FTE Deputy Probation Officer III

GOALS AND PERFORMANCE MEASURES

Department Goal: Provide an efficient and cost effective alternative to incarcerating adult felons and misdemeanants through the enforcement of court orders and support of successful completion of term of probation, thus enhancing public safety.						
Communitywide Result Link: A safe community.						
1. Performance Measure: Annual cost per probationer to provide supervision services.						
06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
\$2,200	\$2,100	\$2,022	\$2,004	\$2,100	\$2,100	\$2,100
What: Cost to supervise adult probationers who are assigned to the Probation Department, divided by the number of probationers served.						
Why: A cost effective alternative to incarceration.						
How are we doing? There are currently 2,084 adults being supervised by the Department. The projected cost of supervision for FY 2010-11 is \$4,373,816. These projected numbers give us the projected outcome of \$2,100 for FY 2010-11. The current annual cost to incarcerate an adult in the County Jail is \$28,167. The current annual cost to incarcerate an adult in State prison is \$49,000 (per the California Department of Corrections website). Additionally, probationers who remain in the community are able to continue working and paying their court-ordered fines, fees and restitution. In FY 2010-11 we are projecting to collect \$163,943 in Monthly Monitoring Fees, which offset 3% of the cost of supervision. Other Probation Departments in California are not tracking or reporting this outcome, so we do not have comparison outcomes at this time.						

2. Performance Measure: Recidivism rate of assigned probationers, both adult and juvenile.						
06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
Adult – 10.7% Juvenile – 4%	Adult – 11% Juvenile – 6%	Adult – 11.7 Juvenile – 6%	Adult – 11.4% Juvenile – 10%	Adult – 11% Juvenile – 4%	Adult – 9% Juvenile – 11%	Adult – 9% Juvenile – 12%
<p>What: Adult – The recidivism rate measures those probationers who were assigned to field supervision who have been convicted of a new crime in San Luis Obispo County. Juvenile – The recidivism rate measures those probationers, assigned to field supervision that are found to be convicted of a new crime if adult or adjudicated of a new crime if juvenile in San Luis Obispo County.</p> <p>Why: A lower recidivism rate among those probationers who have been supervised equates to a decrease in the incidence of crime, creates fewer victims and provides for a safer community.</p> <p>How are we doing: We have implemented our new case management system, which will provide greater statistical reporting capabilities. In previous years, recidivism in the Juvenile arena was calculated by a manual entry into a spreadsheet. Each officer would manually go through every juvenile case and note any new law violation in the spreadsheet. The new case management system is updated daily with information, including any new juvenile law violation. We believe this change in procedure accounts for the difference in the previously reported recidivism rates for juveniles and the rate we are reporting now.</p> <p>As of December 2010, the recidivism rates were calculated as reported above in the FY 2010-11 projected field. IT has completed a report generator that extracts the raw data from the mainframe. Probation's IT staff then calculates the outcome from that raw data. We hope to continue to develop a more automated report. At this point, there is not projected time frame for the completion of that report, however the Department will continue to calculate recidivism rates biannually. We have set a target for FY 2011-12 that is nearly the same as the projection for FY 2010-11. With uncertainties in funding, the Department is not able to forecast any significant changes in services levels, or additional programs for defendants that would positively impact recidivism rates in the subsequent fiscal year.</p> <p>Probation is currently implementing a strategic plan using evidence based practices to reduce recidivism among offenders who are on probation.</p>						
3. Performance Measure: Percentage of Adult and Juvenile offenders who successfully complete the terms and condition of their probation.						
06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
Adult – 82% Juvenile – 89%	Adult – 82% Juvenile – 86%	Adult – 80% Juvenile – 81%	Adult – 65% Juvenile – 81%	Adult – 65% Juvenile – 81%	Adult – 65% Juvenile – 81%	Adult – 65% Juvenile – 81%
<p>What: This measure indicates that the probationer has successfully remained in the community, working, going to school and contributing. Completing probation successfully is defined as satisfactorily completing the terms and condition of probation.</p> <p>Why: The successful completion of probation encourages the offenders' rehabilitation, re-socialization and reintegration into the community as a law-abiding, contributing citizen.</p> <p>How are we doing? This performance measure was previously shown as being deleted in the FY 2010-11 Final Budget. However, the Department has decided to continue using this performance measure. Recidivism is good measure of community safety, but successful completion of probation measures the Department's success in addressing the needs of the probationers and providing programs and interventions that address these needs and assist the probationer in successfully completing the terms and conditions of probation and rehabilitation.</p> <p>As of December 2010, the successful completion rates were calculated as reported above in the FY 2010-11 projected field. The Information Technology (IT) Department has completed a report generator that extracts the raw data from the mainframe. Probation's IT staff then calculates the outcome from that raw data. We hope to continue to develop a more automated report. At this point, there is not projected time frame for the completion of that report, however the Department will continue to calculate successful completion rates biannually. We have set a target for FY 2011-12 that is nearly the same as the projection for FY 2010-11. With uncertainties in funding, the Department is not able to forecast any significant changes in services levels, or additional programs for defendants that would positively impact successful completion rates in the subsequent fiscal year.</p>						
<p>Department Goal: Support crime victims by collecting court-ordered restitution from offenders.</p> <p>Communitywide Result Link: A safe community.</p>						

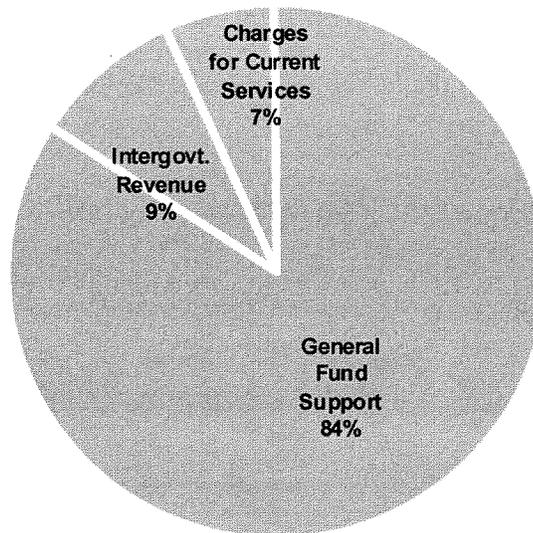
4. Performance Measure: Cost of collection of victim restitution, fines and fees.						
06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
\$.24 for every dollar collected	\$.20 for every dollar collected	\$.25 for every dollar collected	\$.24 for every dollar collected	\$.27 for every dollar collected	\$.27 for every dollar collected	\$.27 for every dollar collected
<p>What: Cost to collect court-ordered victim restitution, fines and fees.</p> <p>Why: Efficiency measure demonstrating cost effectiveness of collecting criminal debt internally while maintaining confidentiality of sensitive victim identification information.</p> <p>How are we doing? In FY 2010-11 we are projecting to collect \$2,996,714 in fines, fees and restitution and spend \$809,113 to collect this money. The average cost of collection for private collectors to collect civil debt is approximately \$.50 for every dollar collected. The cost for private collectors to collect delinquent criminal debt is approximately \$.65 for each dollar collected, plus additional expenses. We did not decrease our target outcome for FY 2011-12 as we do not anticipate a significant improvement in the economy. We are seeing more probationers who are unemployed or underemployed. We are currently working towards implementing a process that will allow probationers to pay fines, fees and restitution on-line, but that will not occur until sometime in the next two to three years. We have set up a process for probationers to have their credit card automatically charged each month to alleviate cashier window traffic. If someone does come to the window while it is closed, but during regular Probation Department hours, and cannot make a payment using the drop box (cash), we will accept the payment. The Department is working on replacing the aging collections database, which will hopefully increase collections by being a more efficient and power tool, however we do not expect to see a change in outcomes until twelve to eighteen months after implementation.</p> <p>Other counties currently do not track or report this outcome, so there are no outcomes to compare our performance to at the county level. We continue to be extremely cost effective in the collection of court-ordered debt as compared to private collector agencies.</p>						

PURPOSE

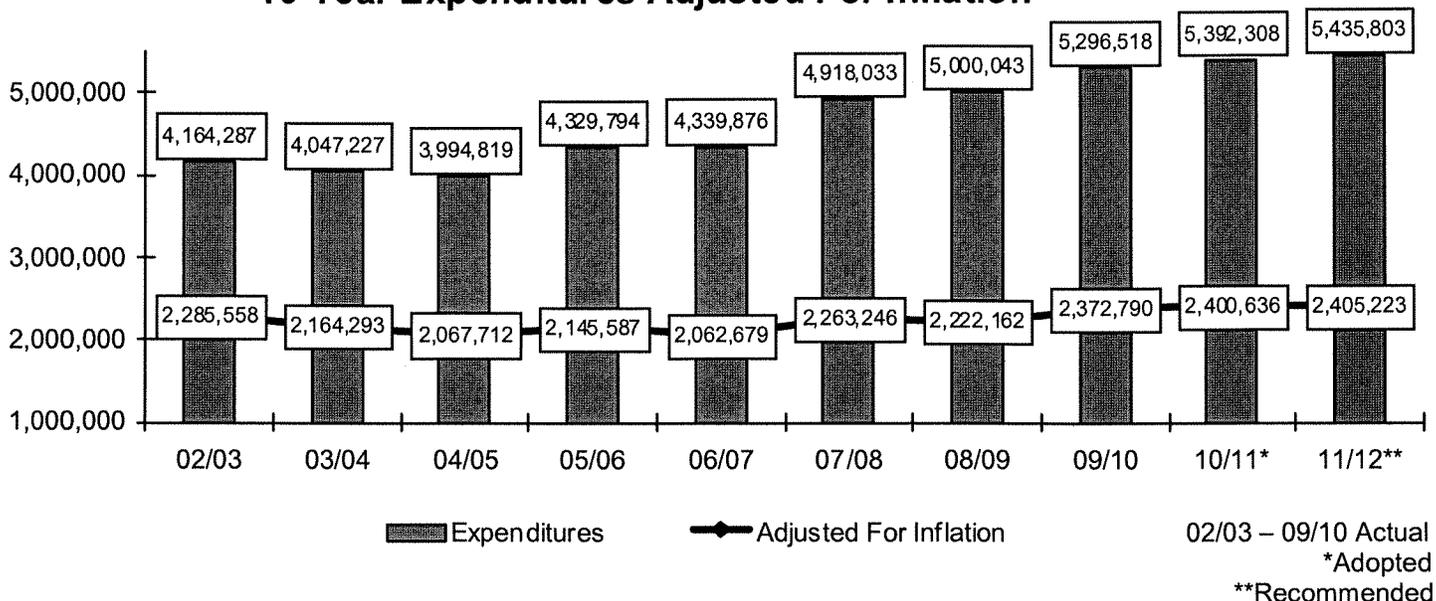
To provide cost effective mandated legal defense services to defendants unable to afford private attorneys.

<u>Financial Summary</u>	<u>2010-11 Budget</u>	<u>2010-11 Projected</u>	<u>2011-12 Requested</u>	<u>2011-12 Recommended</u>	<u>Change From 2010-11</u>
Intergovernmental Revenue	\$ 300,000	\$ 206,000	\$ 500,000	\$ 500,000	\$ 200,000
Charges for Current Services	557,000	366,000	357,000	357,000	(200,000)
**Total Revenue	\$ 857,000	\$ 572,000	\$ 857,000	\$ 857,000	\$ 0
Services and Supplies	5,392,308	5,192,500	5,435,803	5,435,803	43,495
**Gross Expenditures	\$ 5,392,308	\$ 5,192,500	\$ 5,435,803	\$ 5,435,803	\$ 43,495
General Fund Support (G.F.S.)	\$ 4,535,308	\$ 4,620,500	\$ 4,578,803	\$ 4,578,803	\$ 43,495

Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

The Public Defender has a total expenditure level of \$5,435,803 and a total staffing level of 0.00 FTE to provide the following services.

Primary Public Defender

To contract at a competitive cost for public defender services.

Total Expenditures: \$3,473,413 Total FTE: 0.00

Conflict Public Defender

To contract at a competitive cost for public defender services in the event the Primary Public Defender has a conflict of interest (also referred to as the first level conflict indigent legal defense).

Total Expenditures: \$624,667 Total FTE: 0.00

Conflict-Conflict Public Defender

To contract at a competitive cost for public defender services in the event the Primary Public Defender and Conflict Public Defender have a conflict of interest (also referred to as the second level conflict indigent legal defense).

Total Expenditures: \$338,752 Total FTE: 0.00

Conflict-Conflict-Conflict Public Defense

Court appointed attorneys not on contract with the County who provide legal counsel for indigents who cannot afford their own defense when it is determined (by the Court) that a conflict of interest exists with the County's contracted Primary, Conflict and Secondary Conflict Public Defenders (also referred to as the third level conflict indigent legal defense).

Total Expenditures: \$672,261 Total FTE: 0.00

State Institutional Legal Defense (ASH/CMC)

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

Total Expenditures: \$326,710 Total FTE: 0.00

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

This budget funds State and constitutionally required legal defense services for indigents accused of crimes. San Luis Obispo County contracts with private attorneys to provide such "public defender" services. Contracts with three separate legal firms provide primary, conflict and secondary conflict public defender services. In addition, the County contracts with a fourth law firm to provide specialized legal defense services for mentally disordered offenders (MDO) at Atascadero State Hospital. This budget also funds attorneys appointed by the Court to handle cases where all three firms under contract have case-related conflicts. This typically occurs when there are multiple defendants in a case and each of the three contract firms represents one defendant and additional defendants are represented by a Court-appointed attorney.

The level of General Fund support for this budget is recommended to increase \$43,495 or less than 1% compared to the FY 2010-11 adopted level. Overall revenues are recommended to remain flat, and total expenditures are recommended to increase \$43,495 or less than 1%. The contracts with the law firms that provide public defender services include a consumer price index (CPI) inflator of 1.3%, the annual CPI for 2011. Payments to these firms, totaling more than \$4.5 million, represent the bulk of expenditures in this budget and are fixed by contract. Additional expense for defense services for mentally ill defendants, increased costs for psychological exams, expert witnesses and medical and laboratory reports used in the defense of clients comprise the remainder of the expense increase in this budget.

Although FY 2011-12 revenues are budgeted to remain flat overall, there are significant variances expected within accounts. Revenue received as reimbursement from the State for providing for the defense of institutionalized indigents in criminal matters which occur at the Atascadero State Hospital and California Men's Colony is expected to increase approximately \$200,000 in FY 2011-12 based on current year claims. At the same time, revenues received as reimbursement from defendants that have been determined to be financially able to offset a portion of the expense for their legal defense are expected to decrease by approximately the same amount, based on current year actuals. In November, 2009, your Board approved a resolution to modify the fee structure applied to these defendants, in order to improve fairness and equity in fees charged for this service. The decline in revenue from this source may be related to the change in the fee structure; it may also be related to the downturn in the economy, in that there may be fewer defendants able to pay any portion of cost for their defense; or it may be a combination of the two. This question was still under investigation at the time this budget was prepared.

GOALS AND PERFORMANCE MEASURES

Department Goal: To provide cost effective Public Defender services.						
Communitywide Result Link: A well-governed community; A safe community.						
1. Performance Measure: Annual number of cases reversed based on the allegation of inadequate defense.						
06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
0	0	0	0	0	0	0
What: Counties are mandated to provide public defender services for people who are unable to afford a private attorney. The number of cases that are overturned based upon an inadequate defense measures the effectiveness of public defender services in terms of the meeting the constitutional right to an adequate defense.						
Why: Providing an adequate defense is a constitutional right and promotes justice. Cases that are overturned because of an inadequate defense ultimately are more costly to taxpayers.						

How are we doing? We continue to meet our target. Defense services provided by Public Defenders continue to meet legally required standards.

2. Performance Measure: Per capita costs for public defender services.

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
\$17.25	\$18.74	\$18.56	\$20.55	\$19.27	\$20.00	\$20.00

What: This measure shows the per capita gross costs to provide public defender services, based on budgeted amounts.

Why: We are measuring per capita gross public defender costs in an effort to capture efficiency data.

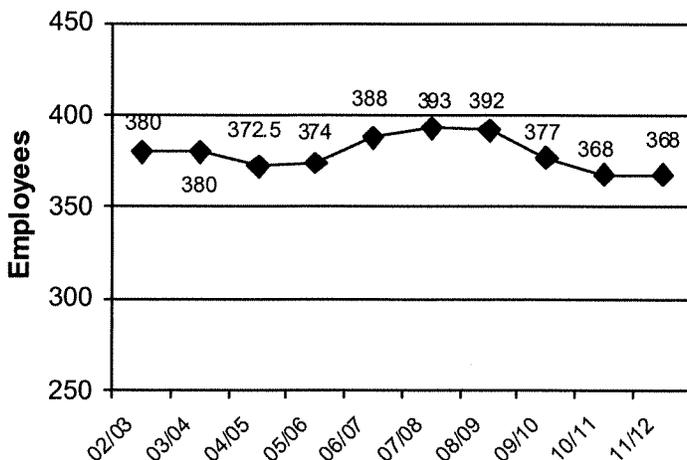
How are we doing? The results for FY 2009-10 were based on budgeted amounts rather than actual expenditures, given that counties had not completed the process of closing their books for the fiscal year when our survey was taken. The San Luis Obispo County population estimate used for the calculation is 270,429, the latest estimate published by the US Census Bureau. The adopted target for FY 2009-10 of \$18.60 was based on an adopted budget that was \$512,400 less than the actual total expenditures at year end. The increase was due to an unusually expensive, high profile case that drove expenses higher than budgeted. As a result, the County's actual per capital cost for public defender services was \$20.55. The average of the per capita cost for our six comparable counties (Marin, Monterey, Napa, Santa Barbara, Santa Cruz, and Placer) in FY 2009-10 was \$24.76. San Luis Obispo County per capita cost for Public Defender services is lower than all six comparable counties. Napa County has the highest per capita cost of the six, at \$33.42. The target for FY 2010-11 reflects a Status Quo budget that is approximately 7% more than the FY 2009-10 Adopted Budget. The FY 2010-11 projected actual and the FY 2011-12 target have been set higher in anticipation of increased costs in both year due to the occurrence of several recent murder cases which are expected to drive up total costs for public defender costs.

MISSION STATEMENT

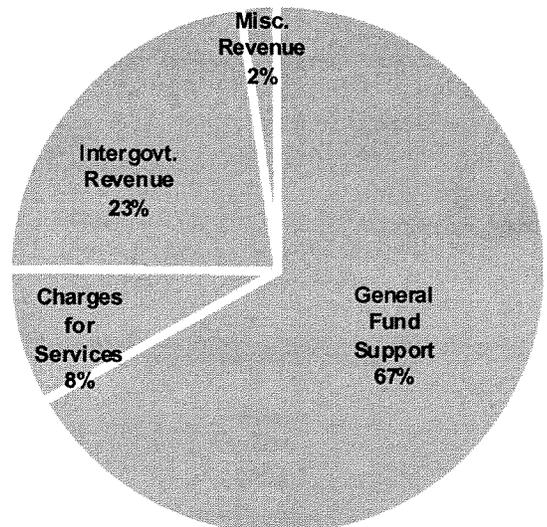
The Mission of the San Luis Obispo County Sheriff's Department is to protect all life and property and to provide service, security and safety to the community, as directed by law and moral responsibility.

	2010-11 Budget	2010-11 Projected	2011-12 Requested	2011-12 Recommended	Change From 2010-11
Financial Summary					
Licenses and Permits	\$ 12,900	\$ 20,170	\$ 20,930	\$ 20,930	\$ 8,030
Fines, Forfeitures and Penalties	625,188	625,188	252,110	292,110	(333,078)
Intergovernmental Revenue	12,683,838	12,634,138	12,419,448	12,727,480	43,642
Charges for Current Services	4,691,391	4,593,244	4,679,454	4,669,454	(21,937)
Other Revenues	131,844	131,844	130,894	130,894	(950)
Interfund	506,677	506,677	516,461	543,070	36,393
**Total Revenue	\$ 18,651,838	\$ 18,511,261	\$ 18,019,297	\$ 18,383,938	\$ (267,900)
Salary and Benefits	48,663,741	47,439,618	48,537,098	47,900,537	(763,204)
Services and Supplies	7,383,460	7,561,490	7,579,925	7,724,893	341,433
Fixed Assets	410,290	410,290	28,034	0	(410,290)
**Gross Expenditures	\$ 56,457,491	\$ 55,411,398	\$ 56,145,057	\$ 55,625,430	\$ (832,061)
Less Intrafund Transfers	197,400	197,400	190,500	190,500	(6,900)
**Net Expenditures	\$ 56,260,091	\$ 55,213,998	\$ 55,954,557	\$ 55,434,930	\$ (825,161)
General Fund Support (G.F.S.)	\$ 37,608,253	\$ 36,702,737	\$ 37,935,260	\$ 37,050,992	\$ (557,261)

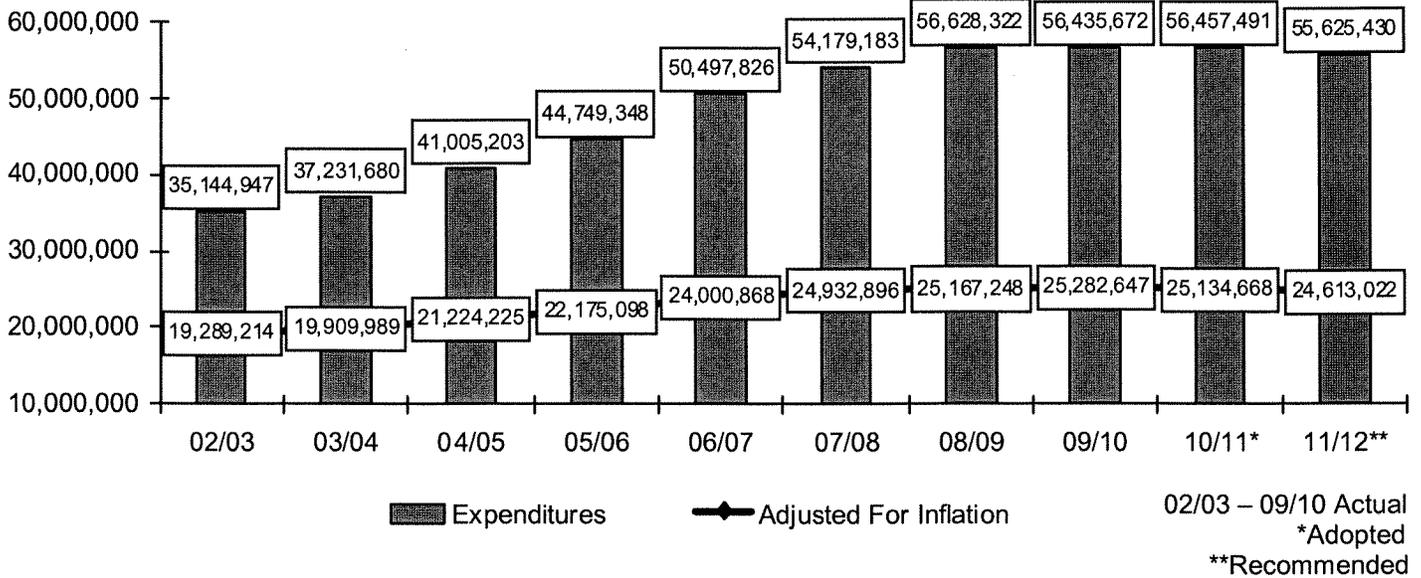
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

The Sheriff-Coroner has a total expenditure level of \$55,625,430 and a total staffing level of 368.00 FTE to provide the following services.

Administration

Direct, coordinate, and control the functions of the Sheriff-Coroner's Office.

Total Expenditures: \$923,503 Total Staffing (FTE): 5.00

Automation Services

Provide automated support, computer systems and statistical information to all divisions of the Sheriff-Coroner's Office.

Total Expenditures: \$845,557 Total Staffing (FTE): 4.00

Civil

Receive and serve all civil processes and notices including summons, complaints, attachments, garnishments, and subpoenas. Provide bailiff services to the Courts.

Total Expenditures: \$3,724,603 Total Staffing (FTE): 25.50

Custody

Operate the County Jail; provide custodial care, vocational training, rehabilitative services, booking, food services, and inmate work assignments, alternate forms of incarceration, operation of the court holding facilities and transportation of jail inmates to and from court.

Total Expenditures: \$20,527,956 Total Staffing (FTE): 157.50

Detectives

Investigate criminal activities and prepare for prosecution where indicated, provide coroner investigative functions, and determine the circumstances, manner, and the cause of all violent deaths. Coordinate a countywide crime prevention program designed to educate the residents of the County in security and prevention techniques and precautions.

Total Expenditures: \$2,720,532 Total Staffing (FTE): 14.00

Fiscal Services

Provide budget, payroll, accounting support, grant management for all divisions of the Sheriff-Coroner's Office.

Total Expenditures: \$2,894,129 Total Staffing (FTE): 4.00

Patrol

First responders to emergencies, crimes in progress, disasters, preserve the peace, respond to citizen's requests for assistance, and prevent criminal activity.

Total Expenditures: \$19,939,656 Total Staffing (FTE): 131.00

Records and Warrants

Processes, stores, and maintains Department criminal records and warrants; receives and processes permit applications; coordinates extraditions; fingerprints applicants, and registers all sex, drug, and arson offenders residing within the Sheriff's Office jurisdiction.

Total Expenditures: \$736,864 Total Staffing (FTE): 9.00

Special Operations

Conduct investigations involving illegal drug possession and sales, unlawful activity associated with criminal street gangs and augment Patrol in addressing special problems in communities.

Total Expenditures: \$2,406,049 Total Staffing (FTE): 13.00

Support Services

Organize the recruitment of all Sheriff's personnel; maintain personnel files for full time and volunteer personnel, coordinate personnel investigations and civil litigation. Supply support as needed to other bureaus. Provide training to all department personnel.

Total Expenditures: \$906,581 Total Staffing (FTE): 5.00

DEPARTMENT COMMENTS

The Sheriff's Office is divided into three primary bureaus: Field Operations, Custody/Civil and Courts, and Support Services.

Field Operations is responsible for the delivery of law enforcement and related emergency services to the unincorporated areas of San Luis Obispo County, an area of approximately 3,200 square miles. The Operations bureau also provides law enforcement assistance to the seven incorporated cities of San Luis Obispo County. Divisions of Field Operations include patrol, detectives, special operations, and the Coroner's Office. In 2010 the Coroner's Office processed 1,441 reportable deaths and certified 285 of those.

Custody/Civil and Courts is responsible for operation of the County Jail, delivery of civil process and enforcement, and provides security for the courts. The County Jail daily population often exceeds 600 inmates. Jail staff serves over 634,000 meals per year and washes and dries over 255 tons of laundry for jail inmates, and 36 tons of laundry for the Juvenile Services Center next door.

Support Services is responsible for human resources, safety, worker's compensation, risk management, litigation, discipline and training office-wide. This bureau also includes records and warrants, training and property and evidence.

The Sheriff's Office continues to implement new and improved technology, such as the computer-aided-dispatch project, which links all emergency communications centers throughout San Luis Obispo County with instant, real-time updates to ongoing emergencies; the utilization of medical diagnostic imaging in coroner's investigations, which replaces x-ray and invasive surgical procedures in selected death investigations; and the implementation of in-car computers. The Sheriff's Office also continues to focus on the expansion of the County Jail by pursuing State grant funding to help reduce millions of dollars in cost.

FY 2010-11 Accomplishments

- Continued to refine and improve the way sex registrants are tracked and their residences and employment are verified. San Luis Obispo has one of the highest compliance rates in the state, with 98% of registrants in the unincorporated areas of the county accounted for.
- Pursued outside financing to fund critical needs. In 2010, over \$1.1 million in grant monies funded law enforcement programs under the Sheriff's direction.
- Met and in most cases exceeded minimum training standards for peace officers and correctional deputies. At the same time the Office was able to use alternative funding sources, such as the Sheriff's Advisory Council, to enhance training above minimum standards and offer training to other agencies within the county.
- Continued to work with county staff in improving the recruitment process for new hires. Measures include focused recruitments and paid announcements in professional journals, and Saturday physical agility testing for correctional applicants.
- Implemented pre-academy training for entry-level law enforcement hires to prepare them for the rigors of academy training.
- Implemented Penal Code section 830.1(C), which allowed correctional deputies to be peace officers. This better reflects their duties and saves money for Concealed Carry Weapon (CCW).

FY 2011-12 Objectives

- A Professional Standards Unit will address citizens complaints and training issues to improve public support through tracking trends and employee performance.
- The Property Room will be audited and building improvements will be completed to deal with the increased volume of evidence and property stored for criminal cases and recovery of evidence.
- The Custody Division will have added programs and counseling of inmates as well as providing education with the focus being on reduction of recidivism.
- Changes in deployment of patrol personnel will provide better field supervision, use of resident deputies in rural areas and continued school resource programs.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The level of General Fund support for this budget is recommended to decrease \$557,261 or 1.5% compared to the FY 2010-11 adopted level. Revenues are recommended to decrease \$267,900 or 1%. Total expenditures are recommended to decrease \$825,161 or 1%.

Revenues are expected to decrease \$267,900 in FY 2011-12, a decline of 1% compared to the FY 2010-11 adopted budget. State and Federal revenue, which makes up the majority of revenue in this budget, is projected to be a mix of increases and decreases in FY 2011-12. State Prop 172 revenue, the ½ cent sales tax for public safety, is recommended to increase \$104,042 or 1% over the FY 2010-11 budgeted level based on actual receipts in the current year. State public safety grants funded from Vehicle License Fees (VLF) are expected to

decrease \$48,959 or 4% based on current year actuals. State Parole Holds are budgeted to decline \$52,000 or 17% based on current year actuals and the expectation that the State will continue to hold the reimbursement rate at the FY 2007-08 level. State reimbursement revenue for enhanced 911 and Peace Officer Standards and Training (POST) activities are budgeted to decline \$34,943 or 19% based on estimated expenditures.

Revenue from the State Criminal Alien Assistance Program (SCAAP), which is received as reimbursement from the Federal Government, is budgeted to increase \$78,990 or 28% due to additional revenue being transferred in from a trust account where this revenue was booked in prior years. In addition to this transfer in, the estimated SCAAP revenue for FY 2011-12 is budgeted directly as revenue, rather than being received in the trust account and transferred into the budget at a later date. Other revenue sources (those not received from the State or Federal government) are budgeted to decline by \$398,497 or 71% due to the absence in FY 2011-12 of one time trust fund revenues budgeted in FY 2010-11 for the purchase of a fingerprint identification system and a scene scope for use at crime scenes.

Total expenditures are recommended to decrease \$825,161 or 1% compared to the FY 2010-11 adopted level. Salary and benefits expenditures are budgeted to decrease \$763,204 or 1% compared to the FY 2010-11 adopted level. Regular hours decrease \$1.1 million due to two factors. Approximately \$655,000 of the decrease is due to the fact that the 3% prevailing wage adjustment factor included in the FY 2010-11 adopted budget is not included in FY 2011-12 recommended budget. Additionally, the CAO is recommending two General Fund reduction measures for a savings of \$349,106.

- \$220,308 of savings from holding a Chief Deputy position vacant.
- \$128,798 of savings from holding a Correctional Sergeant position vacant.

Both positions are currently vacant and are recommended to be budgeted as vacancies, rather than being deleted from the Position Allocation List (PAL). This is recommended to allow the new Sheriff time to complete an organizational assessment. Following his assessment, the Sheriff will be better able to prioritize programs and associated staffing needs. Overtime expenditures are recommended to increase \$355,400 or 23% based on current year estimates. The recommended level of \$1.8 million is on par with the FY 2008-09 level and is 12% lower than the four year average of actual overtime expenditures from FY 2005-06 to FY 2008-09.

Services and supplies expenditures are budgeted to increase \$341,433 or 4% compared to the FY 2010-11 adopted level. The increase is mainly due to increased costs for vehicle and garage charges, and increased costs for fuel. It was discovered early in the current budget year that County Fleet Services had underestimated charges provided to the Sheriff's Office for use in the FY 2010-11 budget. Based on current year actuals costs, \$200,578 of Fleet Services charges have been added to the FY 2011-12 budget. \$30,463 has also been added to reflect rising fuel costs.

Other significant changes in services and supplies expenditures include \$82,390 of newly added expenditures to support the operation and maintenance of computers that have been installed in all patrol vehicles. The in-car computers were installed mid-year using asset forfeiture funds transferred from a trust account. The added cost represents new on-going expenditures needed to support the in-car computer program. A one time cost of \$53,750 is recommended for a maintenance project to repair and improve the Sheriff's evidence storage room. \$40,000 is also recommended from asset forfeiture trust revenue to purchase safety equipment and provide additional jail programming for inmates.

A total of \$220,494 is recommended to be transferred to the Health Agency to support the cost of medical care provided in the County Jail. This includes \$120,494 of Tobacco Settlement revenue, the same amount as budgeted in FY 2010-11, and an additional \$100,000 is recommended to support the cost of mental health services provided to inmates. This expenditure will be supported with State Criminal Alien Assistance Program (SCAAP) reimbursement funds received from the Federal Government.

No fixed asset expenditures are requested in FY 2011-12. This is a reduction of \$410,290 compared to the FY 2010-11 adopted budget, and is due to the one-time purchase of a fingerprint ID system and a scene-scope in FY 2010-11.

No changes to the Position Allocation List (PAL) are recommended for FY 2011-12 and the Department's total allocation of 368.00 FTE remains unchanged from FY 2010-11.

GOALS AND PERFORMANCE MEASURES

Department Goal: Perform all mandates of the Office of Sheriff-Coroner, investigate crime, enforce laws, prevent criminal activities, maintain a safe and secure jail, provide security for the courts, plan for and implement emergency response for disasters and acts of terrorism.

Communitywide Result Link: A safe community.

1. Performance Measure: Crime rate for law enforcement agencies that serve populations over 100,000 in the State. (Replaces previous California Crime Index performance measure)

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
Crime rate lower than 100% of comparable counties	Crime rate lower than 71% of comparable counties	Crime rate lower than 100% of comparable counties	Crime rate lower than 85% of comparable counties	Crime rate lower than 90% of comparable counties	Crime rate lower than 90% of comparable counties	Crime rate lower than 90% of comparable counties

What: This measure tracks the number of serious crimes reported each year for all law enforcement agencies (i.e., police departments, sheriff departments, and cities that contract for law enforcement) serving populations over 100,000. The rate reported here is the rate for crimes committed in the unincorporated areas of the county. The San Luis Obispo County is a Group 2 County (100,000 to 250,000 population) with the comparable counties of Napa, Monterey, Santa Barbara, Santa Cruz, Placer and Marin.

Why: This compares the crime rate for serious violent and property offenses in the unincorporated area of the county with that of other law enforcement agencies that serve populations of 100,000 or more.

How are we doing? Department members are trained to be very proactive in reduction strategies through crime prevention programs, community presentations, patrols, school programs, security surveys and rural patrol as well as aggressive prosecutions through specialized investigative units. Confirmed statistics are unavailable for comparable counties for the five month block of time being reported, however we have maintained a 3% or less variance in our crime rate when compared to the same time frame in 2007 through 2009. Based on this preliminary statistical study we should be able to maintain a crime rate lower than 90% of the comparable counties.

2. Performance Measure Percentage of high priority, life threatening calls for service that receive a 10 minute response time in the Coast Station area of the county.

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
95%	74%	77%	59%	80%	73%	77%

What: This measures the percentage of calls from the time the first patrol unit is dispatched to the call to arriving at the scene that are under 10 minutes in response time. The Coast Station area extends from Avila Beach and up the coastline to the Monterey County line.

Why: Timely response is critical to successful resolution of a life threatening call for service. Even though there are no national standards for this measure, the Sheriff's Department considers this to be an important issue for the public.

How are we doing? Overall average response time was 13:36 minutes for July through November 2010. During this time frame Coast Patrol responded to 73% of high priority, life threatening emergency calls for service within 10 minutes. This percentage is based on Coast Patrol receiving 44 high priority calls and of those calls 32 or 73% were responded to in the targeted time. While this is an average response time for the entire coast area, it includes responses in very remote areas of the patrol area with low population. Response times are based on the location of the closest available unit at the time the call is dispatched. Because the location of any unit in a beat area randomly changes based on call volume, time of day and number of cars in a beat, times will vary in any given month or year. A total of 15 staff positions were eliminated in FY 2009-2010, primarily from the patrol division. Three of these positions were eliminated from the Coast Station. This decrease in staffing levels has impacted emergency response times and arrest rate performance measures.

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

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
80%	90%	85%	64%	80%	80%	80%

What: This measures the percentage of calls where the response time from when the first patrol unit is dispatched to when the unit arrives at the scene is 15 minutes or less. The North Station area covers inland north county from Santa Margarita to Monterey and Kern County lines.

Why: Timely response is critical to successful resolution of a life threatening call for service. Even though there are no national standards for this measure, the Sheriff's Department considers this to be an important issue for the public.

How are we doing? Overall average response time was 19:18 minutes for July through November 2010. This patrol station has the largest geographical area, yet still remains the least populated area of the three patrol stations. This percentage is based on North Station receiving 49 high priority calls and of those calls 33 or 67% were responded to in the targeted time. Response times are based on the location of the closest available unit at the time the call is dispatched. Because the location of any unit in a beat area randomly changes based on call volume, time of day and number of cars in a beat, times will vary in any given month or year. A total of 15 staff positions were eliminated in FY 2009-2010, primarily from the patrol division. Two of these positions were eliminated from the North Station. This decrease in staffing levels has impacted emergency response times and arrest rate performance measures.

4. Performance Measure: Percentage of high priority, life threatening calls for service that receive a 10 minute response time in the South Station area of the county.

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
80%	80%	93%	73%	80%	80%	80%

What: This measures the percentage of calls where the response time from when the first patrol unit is dispatched to when the unit arrives at the scene is 10 minutes or less. The South Station area extends from the City of San Luis Obispo and Avila Beach, south to the Santa Barbara County line and east to unpopulated areas of the Los Padres National Forest.

Why: Timely response is critical to successful resolution of a life threatening call for service. Even though there are no national standards for this measure, the Sheriff's Department considers this to be an important issue for the public.

How are we doing? Overall average response time was 10:16 minutes in July through November, 2010. This patrol area has a growing population and deputies here respond to as many if not more calls for service than either of the other two station areas. This percentage is based on South Station receiving 70 high priority calls and of those calls 57 or 81% were responded to in the targeted time. Response times are based on the location of the closest available unit at the time the call is dispatched. Because the location of any unit in a beat area randomly changes based on call volume, time of day and number of cars in a beat, times will vary in any given month or year. A total of 15 staff positions were eliminated, in FY 2009-2010 primarily from the patrol division. Three of these positions were eliminated from the South Station. This decrease in staffing levels has impacted emergency response times and arrest rate performance measures.

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

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
100%	100%	50%	100% (Better than National Average)	Better than National Average	Better than National Average	90%

What: Using national Uniform Crime Reporting (UCR) data collected by the Federal Bureau of Investigation (FBI), this measure shows the percentage of homicide investigations that result in an arrest by the Sheriff's Department.

Why: Arrest/Clearance rates are indicative of effectiveness.

How are we doing? The department has a 100% arrest/clearance rate for homicides reported from July through November 2010. There were two homicides reported and cleared within the County. Comparable statistics from other counties are not available for this time frame.

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

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
78%	60%	60%	15%	Better than National Average	Better than National Average	53%

What: Using national Uniform Crime Reporting (UCR) data collected by the FBI, this measure shows the percentage of forcible rape investigations that result in an arrest by the Sheriff's Department.

Why: Arrest rates are indicative of effectiveness.

How are we doing? Of the 9 rapes verified as offenses during July through November 2010, arrests were made for 2 of these or 22% arrest rate. The number of forcible rape offenses has decreased from the same period in 2009 which was 14, of which 2 were cleared. Comparable statistics from other counties are not available for this time frame.

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

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
25%	32%	44%	69% (Better than National Average)	Better than National Average	Better than National Average	45%

What: Using national Uniform Crime Reporting (UCR) data collected by the FBI, this measure shows the percentage of robbery investigations that result in an arrest by the Sheriff's Department. The Penal Code defines robbery as the taking or attempting to take anything of value from the care, custody or control of a person or persons by force or threat of force or violence and/or by putting the victim in fear.

Why: Arrest rates are indicative of effectiveness.

How are we doing? Of the 9 robbery offenses during July through November 2010, arrests were made for 4 of these or 44%. The actual number of robberies has slightly increased from same period of 2009, which was a total of 8 robberies of which 4 were cleared. Comparable statistics from other counties are not available for this time frame.

8. Performance Measure: Arrest rate for crimes classified as aggravated assault.

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
74%	73%	70%	73% (Better than National Average)	Less than National Average	Better than National Average	73%

What: Using national Uniform Crime Reporting (UCR) data collected by the FBI, this measure shows the percentage of aggravated assault investigations that result in an arrest by the Sheriff's Department. The Penal Code defines aggravated assault as the unlawful attack by person(s) upon another for the purpose of inflicting severe or aggravated bodily injury.

Why: Arrest rates are indicative of effectiveness.

How are we doing? Of the 90 assault offenses during July through November 2010, arrests were made for 61 of them or 68%. During the same period in 2009 there were a total number of 72 aggravated assaults, of which 49 were cleared. Comparable statistics from other counties are not available for this time frame.

9. Performance Measure: Annual physical altercation rate per hundred inmates at the Main Jail.

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
1.15%	.87%	.74%	.74%	Under 1.00%	.64%	.83%

What: This measure tracks our success relative to keeping the Main Jail safe for inmates and County employees alike.

Why: It is important to track the physical altercation rate at the Main Jail for two reasons: 1) it provides a measure for how safe our facility is; and 2) demonstrates the degree to which we effectively manage the inmate population.

How are we doing? The jail housed an average of 544 inmates per day during July through November 2010, with physical altercations equaling .64 per 100 inmates. There have been 29 assaults, between inmates, and 6 employees assaulted during this time.

10. Performance Measure: Overtime as a percentage of the Custody salaries budget.

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
5.3%	2.91%	2.1%	1.43%	1.4%	2.7%	3.0%

What: This measure tracks the amount of overtime expended annually by the Sheriff to keep the Main Jail running twenty-four hours a day, seven days a week.

Why: Barring unforeseen emergencies/events, overtime costs can be kept in check by employing sound scheduling and management techniques. Tracking our efforts in this area demonstrates the Sheriff's commitment to maximize the use of limited resources.

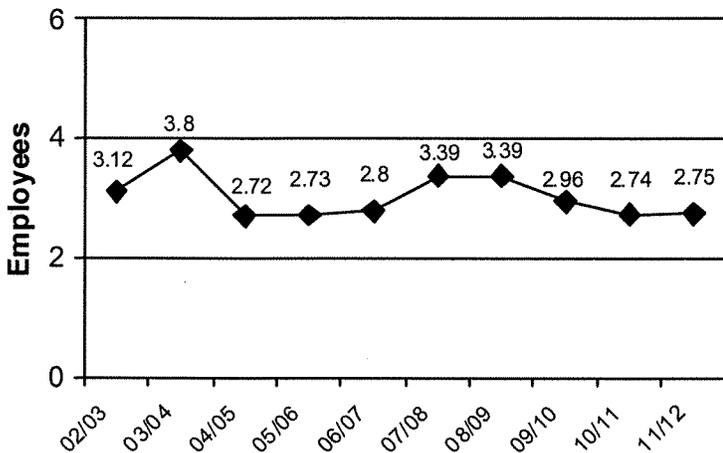
How are we doing? Overtime hours and costs have increased this fiscal year over the last few fiscal years. In FY 2009-10 overtime hours were 2,454 for the period July 2009 to December 2009. In FY 2010-11 overtime hours were 4,308 hrs for the same period, almost twice as many hours. This trend will continue for the remainder of FY 2010-11 because four Custody Officer positions were eliminated for the 2010-11 fiscal year and two Custody Officers were eliminated in FY 2009-10 budget. With fewer Custody Officers the need for overtime will increase. Overtime is generated by holidays, sick, vacation, training needs, inmate transportation, unusual events and to maintain minimum staffing levels. Even when Custody is fully staffed there will be a need for overtime to cover vacations, holidays, sick days and training. Custody has 19 positions that must be manned at all times.

MISSION STATEMENT

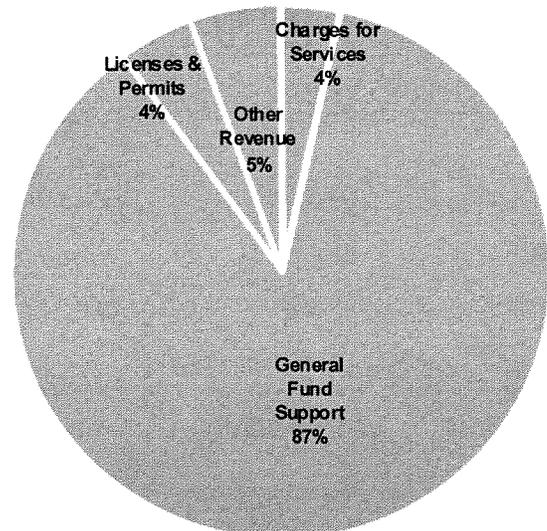
Provide post-closure monitoring and maintenance of the Los Osos Landfill; administration of County wide National Pollutant Discharge Elimination System programs; and coordination of solid waste programs in the unincorporated areas of the County.

<u>Financial Summary</u>	<u>2010-11 Budget</u>	<u>2010-11 Projected</u>	<u>2011-12 Requested</u>	<u>2011-12 Recommended</u>	<u>Change From 2010-11</u>
Licenses and Permits	\$ 31,609	\$ 109,717	\$ 31,609	\$ 31,609	\$ 0
Charges for Current Services	0	0	26,036	26,036	26,036
Other Financing Sources	0	0	0	39,000	39,000
**Total Revenue	\$ 31,609	\$ 109,717	\$ 57,645	\$ 96,645	\$ 65,036
Services and Supplies	683,012	761,120	715,115	715,115	32,103
**Gross Expenditures	\$ 683,012	\$ 761,120	\$ 715,115	\$ 715,115	\$ 32,103
General Fund Support (G.F.S.)	\$ 651,403	\$ 651,403	\$ 657,470	\$ 618,470	\$ (32,933)

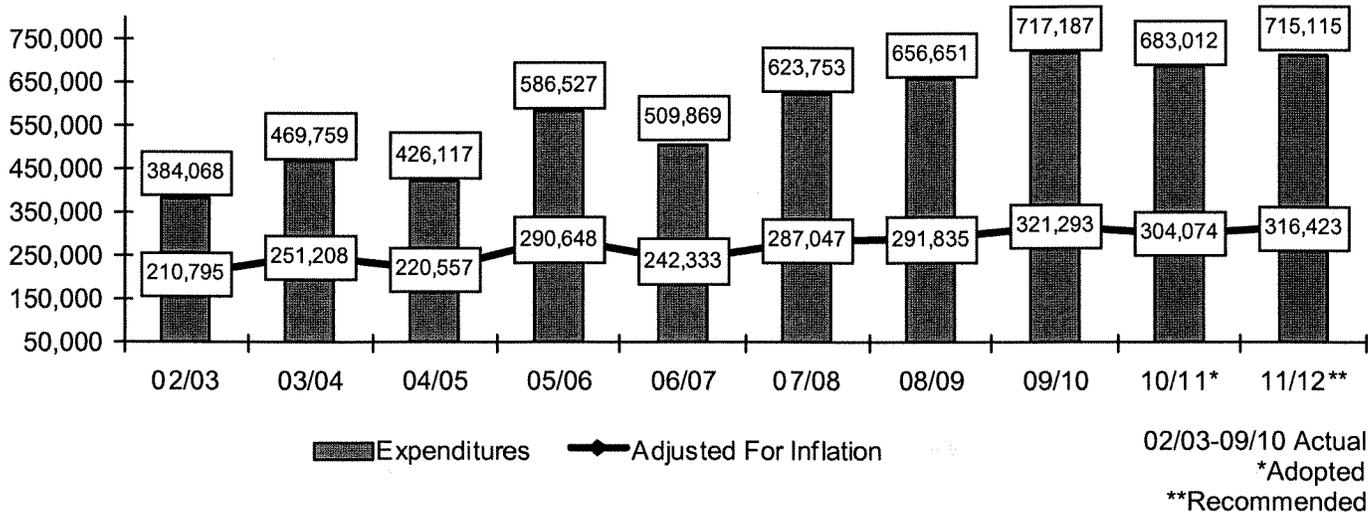
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Waste Management has a total expenditure level of \$715,115 and a total staffing level of 2.75 FTE to provide the following services.

Note: Staff is budgeted in FC 405 – Public Works Internal Service Fund; full time equivalent (FTE) shown represents staff assigned to projects within Fund Center 130 – Waste Management.

Landfill Management

Supervise and perform maintenance at the closed Los Osos Landfill in a fiscally and environmentally sound manner to ensure compliance with Federal, State and local regulations. Monitor and report environmental impact results, inspect and maintain the gas control system, and perform corrective action.

Total Expenditures: \$306,889 Total Staffing (FTE): 0.67

Solid Waste Coordination

Monitor programs to reduce solid waste and increase recycling in the unincorporated areas of the County; implementation of the Construction and Demolition Debris Recycling Ordinance. Administer franchise contracts with waste hauling service providers. Consult with Community Services Districts, other special districts and the public as necessary regarding solid waste program implementation and waste collection franchise issues. Consult and coordinate with the Auditor-Controller's Office on rate setting for solid waste collection and facility enterprises. Consult and coordinate with the Environmental Health Division of the Health Agency on solid waste permitting and enforcement issues. Act as a central information source for inquiries from the public and other agencies regarding solid waste matters.

Total Expenditures: \$165,127 Total Staffing (FTE): 1.05

National Pollutant Discharge Elimination System (NPDES); Storm Water

Develop and implement programs and best practices to reduce pollutants in storm water runoff to ensure compliance with Federal and State regulations. Act as the countywide storm water coordinator and provide storm water information and resources to other departments, agencies and the public.

Total Expenditures: \$243,099 Total Staffing (FTE): 1.03

DEPARTMENT COMMENTS

The primary programs of the Waste Management fund center are all mandated under Federal and State laws and regulations. They include Landfill Management which provides post-closure maintenance of the Los Osos landfill, Solid Waste Coordination which manages countywide recycling and waste management efforts, and the countywide implementation of the National Pollutant Discharge Elimination System (NPDES).

Following are some of the notable accomplishments for FY 2010-11 and some specific objectives for FY 2011-12.

FY 2010-11 Accomplishments

- Continued to meet all regulatory reporting, maintenance, and monitoring requirements from the Regional Water Quality Control Board, CalRecycle, and Air Pollution Control District.
- Initiated a landfill maintenance contract with a new vendor which saved approximately \$15,000 compared to the previous vendor.
- Reviewed the Cold Canyon Landfill Environmental Impact Report in a timely manner which kept the project on schedule.
- Provided stormwater pollution prevention classroom education to schools in the unincorporated areas of the County.
- Broadcast Sammy the Steelhead radio and television public service announcements reaching approximately 200,000 people and live Sammy the Steelhead appearances at events throughout the County.
- Broadly promoted the County's third annual Countywide Creek Day.
- Continued the "Our Water, Our World" pesticide use reduction program in twelve home and garden retail outlets throughout the County.
- Conducted a variety of workshops relating to low impact development and sediment reduction for the Mountain Springs Creek watershed.

FY 2011-12 Objectives

- Continue to meet all regulatory requirements.
- Explore new opportunities for waste reduction through new technologies with an emphasis on the composting program.
- Continue to implement the Storm Water Management Program by addressing the requirements for year five.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The Waste Management budget provides funding for County run programs involving solid waste, landfill management, and those that manage storm water pollutants. The Waste Management fund center is a division of the Public Works Internal Service Fund (ISF) and as such, all staff, equipment and services are provided by the ISF and charged back to this budget.

General Fund support for Waste Management is recommended to decrease by approximately 5% or \$32,933 compared to FY 2010-11 adopted levels. Overall, revenue is projected to increase by \$65,036 (or 205%) from prior year adopted amounts. Revenue for the fund center comes from the Demolition and Recycling Permit fee (budgeted to remain flat as compared to FY 2010-11 adopted amounts) and revenue received annually in the amount of \$26,000 from the South County Sanitation District per the revised franchise agreement. This is the first year that this revenue has been budgeted for. Additionally, \$39,000 from the Los Osos Landfill closure

designation is being budgeted in order to mitigate the required General Fund support reduction. This designation can be found in the Capital Projects fund center (FC 230).

Overall, services and supplies accounts are increasing by 5% or \$32,103. This increase can be primarily attributed to a requirement by the Regional Water Quality Control Board to do a 5-year water quality test. As a result, Water Quality Laboratory costs are increasing by \$43,850 (130%). While there is an overall increase in expenditures, the fund center's countywide and departmental overhead as well as labor charges from the ISF decreased a total of 5% or \$25,880. There are no service level impacts associated with the recommended budget.

GOALS AND PERFORMANCE MEASURES

Department Goal: Implement programs to satisfy or exceed the requirements of the Integrated Waste Management Act as currently written and as amended in the future.						
Communitywide Result Link: A healthy community.						
1. Performance Measure: Countywide 50% reduction in the percentage of solid waste disposed in regional landfills as required by State law and converted to regional per capita disposal rate.						
06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
62% N/A	64% 5.4 lbs	68% 4.8 lbs	70% 4.4 lbs	67% -	70% 4.4 lbs	70% 4.4 lbs
What: Measures the percentage of solid waste diverted from regional landfills from both the unincorporated and incorporated areas of San Luis Obispo County. In the past, this measurement has used a formula based on the changes of population, taxable sales, employment and inflation using waste generation data from 1998. Beginning in 2007, the method of measuring success in recycling changed to measuring the waste reduction on a per capita basis.						
Why: The objective of this program is to extend the life of existing landfills by reducing the amount of solid waste being disposed by 50%. This is a State mandated objective.						
How are we doing? In FY 2010-11 we expect to maintain a waste reduction achievement of 67% to 70% despite the change in measurement methodology. Beginning in FY 2010-11, the results will be also be reported in pounds per person per day. The current measurement method (pounds per capita) has shown that in 2008 the San Luis Obispo County region had a disposal rate of 4.8 pounds per person per day. This is an improvement over the 5.4 pounds per person per day in 2007, which was the first year of measuring disposal in this way. During the past two years, reduced consumer spending has had an impact on disposal and recycling of solid waste; the amount of waste being disposed is not increasing. This may continue through FY 2010-11, but could begin to change in FY 2011-12. As noted above, the regional per capita disposal rate has decreased to 4.4 pounds per person per day for a 70 % diversion rate. This compares favorably with the statewide disposal of 4.5 pounds per person per day in 2009. In order to achieve greater diversion or less disposal per person, new programs will need to be implemented. The program with the highest potential for decreasing disposal is food waste composting. Food waste composting programs will take time to put in place and are expected to be gradually implemented throughout the county over the next several years.						

Health and Human Services

Contributions to Other Agencies

Health Agency

- Behavioral Health
- County Medical Services Program
- Driving Under the Influence
- Emergency Medical Services Fund
- Law Enforcement Medical Care
- Medical Assistance Program
- Public Health

Social Services Administration

- CalWORKs
- Foster Care
- General Assistance

Veterans Services

**Contributions to Other Agencies
Fiscal Year 2011-2012 Proposed Budget**

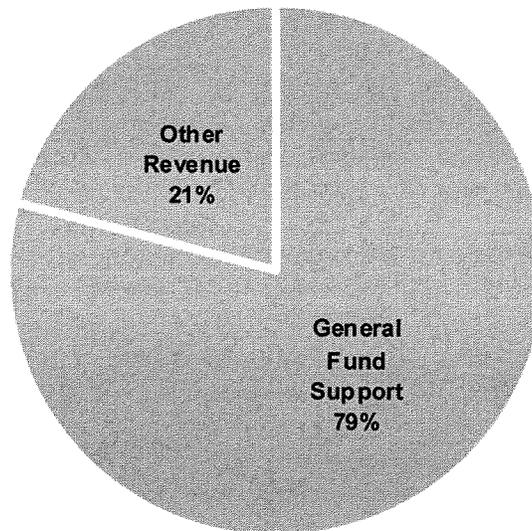
Fund Center 106

PURPOSE

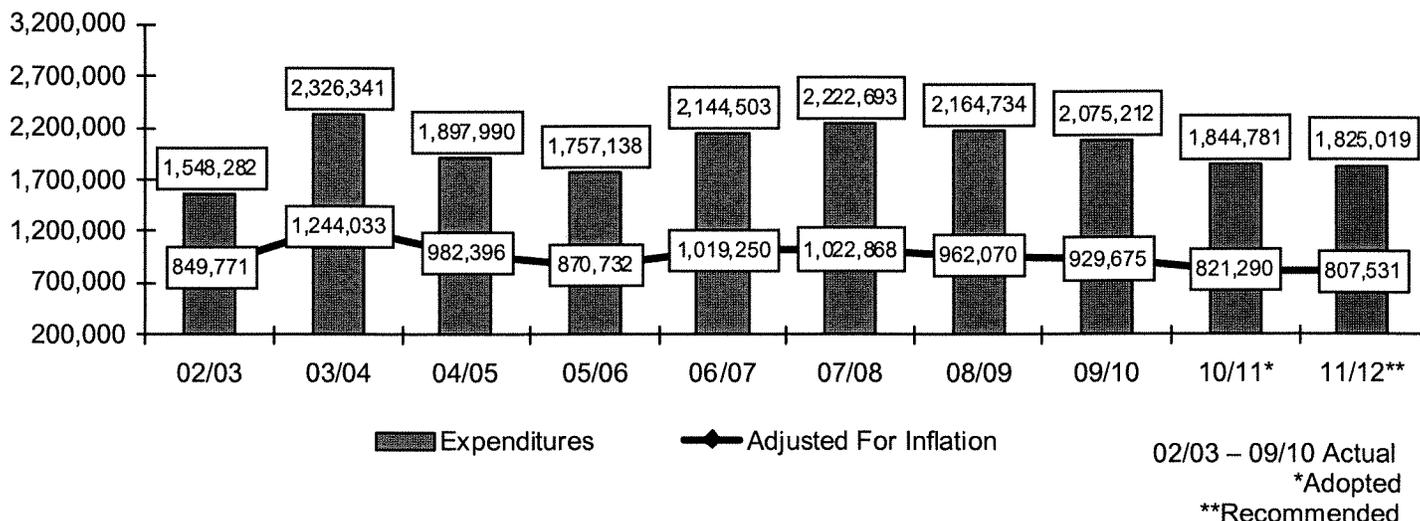
To assist non-profit agencies and organizations by providing financial support for essential services not provided by the County; and to support County recognized advisory committees and councils with their on-going operations.

<u>Financial Summary</u>	<u>2010-11 Budget</u>	<u>2010-11 Projected</u>	<u>2011-12 Requested</u>	<u>2011-12 Recommended</u>	<u>Change From 2010-11</u>
Other Revenues	\$ 361,481	\$ 361,481	\$ 361,481	\$ 361,481	\$ 0
Interfund	36,000	36,000	36,000	36,000	0
**Total Revenue	\$ 397,481	\$ 397,481	\$ 397,481	\$ 397,481	\$ 0
Services and Supplies	1,844,781	1,844,781	1,844,762	1,825,019	(19,762)
**Gross Expenditures	\$ 1,844,781	\$ 1,844,781	\$ 1,844,762	\$ 1,825,019	\$ (19,762)
General Fund Support (G.F.S.)	\$ 1,447,300	\$ 1,447,300	\$ 1,447,281	\$ 1,427,538	\$ (19,762)

Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Contributions to Other Agencies has a total expenditure level of \$1,825,019 to provide the following services:

District Community Project Grants

Provides discretionary monies to each County Supervisor to fund projects of non-profit organizations; provides funds operating expenses for County recognized advisory committees and councils. Applications may be submitted for community project grant funds throughout the year.

Total Expenditures: \$117,190 Total Staffing (FTE): 0.00

Community Based Organizations

Provides funds to non-profit health and human services organizations for programs and services which are not provided by County departments. Eligible organizations submit applications in January of each year. Funding recommendations are included in the proposed budget and considered by the Board of Supervisors during the County's annual budget hearings.

Total Expenditures: \$708,000 Total Staffing (FTE): 0.00

Preventive Health

Provides funds for programs and projects that promote the health and well-being of the community, encourage behaviors and activities that focus on preventing disease, and enable County residents to reach and maintain optimal health stability and independence. Funding recommendations are included in the proposed budget and considered by the Board of Supervisors during the County's annual budget hearings.

Total Expenditures: \$360,900 Total Staffing (FTE): 0.00

Other Agency Requests

Provides funds for a variety of non-profit organizations for operations and specific projects; some of these organizations are funded on a recurring basis and others are funded for specific one-time projects. Funding requests are considered by the Board of Supervisors during the County's annual budget hearings.

Total Expenditures: \$638,929 Total Staffing (FTE): 0.00

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The FY 2011-12 recommended level of General Fund support for this fund center at \$1,427,538, is decreasing by 1% or \$19,762 from FY 2010-11 adopted levels. The recommended budget provides for \$1,825,019 in grant funds, a less than 1% or \$19,762 decrease compared to FY 2010-11 amounts. The following is a description, by category, of the recommended funding distribution:

District Community Project Grants: For FY 2011-12, it is recommended that funding for District Community grants remain at FY 2010-11 levels of \$117,190. This funding would again allocate \$23,438 for each supervisorial district and as in prior years, any District funds remaining from FY 2010-11 will be carried forward to FY 2011-12.

Community Based Organization (CBO) and Preventive Health Grant (PHG): Representatives from the Adult Policy Council, the Mental Health Advisory Board, Drug & Alcohol Board, the Health Commission and Children's Services Network, along with Administrative Office staff, formulated the funding recommendations below. A total of 62 project proposals, from 52 non-profit organizations, were reviewed and prioritized with emphasis placed on an organization's ability to leverage the grant funds and/or fundraise, requirement to obtain a public match, projected performance measures/results/outcomes, prior year results/outcomes, cost per population served, community need, distribution of services provided, project and/or organization sustainability with funds granted, and total resources available to carry out the project. The CBO/PHG Review Committee is recommending funding for 55 of the 62 projects proposed.

- Funding for CBO programs is recommended for 34 projects, totaling \$708,000. This recommended funding is an overall 2.5% or approximately \$18,000 decrease from FY 2010-11 budgeted levels. This decrease is comparable to the General Fund support reduction recommended for many County departments.
- Preventive health grants are budgeted to remain essentially at FY 2010-11 levels of \$360,900 and it is recommended that 21 projects be funded. These grants are funded with Tobacco Settlement funds.

Other Agency Requests: Programs funded in this category cover a wide range of services including services the County is required to contribute to per State or Federal law. Overall, funding for the "Other Agency Requests" section of this fund center is recommended at \$638,929. Adjusting for non-grant funding (LAFCO, the Triple AAA and State and Federal legislative advocates), funding for this category is a 2.5% or \$7,998 decrease compared to FY 2010-11 adopted levels.

- The \$40,000 for Central Coast Commission for Senior Citizens – Area Agency on Aging (Triple AAA) is a required match.
- The County is required to share in the funding of the Local Agency Formation Commission (LAFCO) with the cities and special districts per the Cortese-Knox-Hertzberg Act of 2000. It should be noted at the time this narrative was written the LAFCO Commission had not approved the LAFCO budget. LAFCO staff has indicated that the County share could increase 3-5% (\$4,411-\$7,073). For now, the County's share of LAFCO is being budgeted at \$155,000 which represents a 5% increase (\$7,936) as compared to the FY 2010-11 budgeted amount of \$147,064. This amount will be adjusted to the approved LAFCO budgeted amount at the time of disbursement of the funds.
- Funding for the San Luis Obispo Visitors and Conference Bureau (SLOVCB) is recommended at \$275,854, a 2.5% (\$7,073) decrease compared to FY 2010-11 levels.
- Funding in the amount of \$18,525 is recommended for the San Luis Obispo County Arts Council for FY 2011-12. This represents a decrease of 2.5% (\$475) from FY 2010-11 adopted levels of \$19,000. This decrease continues the Board's direction to incrementally decrease funding to the San Luis Obispo County Arts Council in order to match the State-Local Partnership Program (SLPP) administered by the State and is comparable to the recommended reductions for many other agencies receiving grants from this fund center. The State Arts Council grants funds for the SLPP on a two-year (State's fiscal year) cycle with the maximum grant being \$15,000 per year. The SLPP

**Contributions to Other Agencies
Fiscal Year 2011-2012 Proposed Budget**

Fund Center 106

requires matching funds on a one to one level. The required match may be from any public or private source and in some instances, in-kind donated services may be eligible to be used as a match.

- Funding for the Coastal San Luis and Upper Salinas-Las tables Resources Conservation Districts is recommended at \$8,775 (each) which equates to a decrease of 2.5% or \$225 from FY 2010-11 levels of \$9,000 (each).
- For FY 2011-12 funding for the County's State legislative advocate and Federal lobbyist remains at FY 2010-11 levels, \$60,000 and \$72,000 respectively. The Public Works Internal Service Fund (FC 405) will reimburse this fund center half of the cost of the Federal lobbyist contract.
- Funding is not recommended for the Economic Vitality Corporation (EVC) for the economic development strategy from this fund center. At the writing of this narrative, an item was being prepared by the Department of Social Services (DSS) that asks the Board to approve an additional \$62,500 from Workforce Investment Act (WIA) federal stimulus funds to the EVC for implementation of the economic development strategy. Additionally, the EVC previously received \$50,000 from Community Development Block Grant funds to create the economic strategy and \$50,000 from WIA funds for the implementation of the strategy. Factoring in the \$100,000 previously expended, approval of the Board item would bring the County's total contribution to the economic development strategy to \$162,500. It should also be noted that the County continues to fund the EVC's operational budget as part of the Community Development (FC 290). In FY 2011-12, that funding is recommended in the amount of \$80,775.

COMMUNITY PROJECTS	2011-12 Request	2011-12 Recommendation
District 1 Community Projects	\$ 23,438 + carryover	\$ 23,438 + carryover
District 2 Community Projects	\$ 23,438 + carryover	\$ 23,438 + carryover
District 3 Community Projects	\$ 23,438 + carryover	\$ 23,438 + carryover
District 4 Community Projects	\$ 23,438 + carryover	\$ 23,438 + carryover
District 5 Community Projects	\$ 23,438 + carryover	\$ 23,438 + carryover
Total Community Projects	\$117,190	\$117,190

Community Based Organizations/ Preventive Health Grants	2010-11 Adopted	2011-12 Requested	2011-12 - CBO Recommendation	2011-12 - PHG Recommendation
AIDS Support Network – Housing Assistance Program	18,000	19,000	15,000	
AIDS Support Network – Hep C Project	22,000	25,000		20,000
AIDS Support Network for SLO Syringe Exchange Program	10,000	10,000		10,000
Alzheimer's Association of the Central Coast	2,000	5,000	2,000	
American Red Cross	2,000	6,000	3,000	

**Contributions to Other Agencies
Fiscal Year 2011-2012 Proposed Budget**

Fund Center 106

Community Based Organizations/ Preventive Health Grants	2010-11 Adopted	2011-12 Requested	2011-12 - CBO Recommendation	2011-12 - PHG Recommendation
Assistance League		8,000	4,000	
Atascadero Loaves & Fishes	14,000	15,500	15,000	
Big Brothers Big Sisters	8,000	15,000	8,000	
Cambria Connection	20,000	27,000		12,500
Camp Fire Girls		6,662	0	0
Captive Hearts		34,273		5,000
Casa Solana	20,000	25,000		20,000
Central Coast Ag Network	5,000	17,500	0	0
Central Coast Zoo Society	5,000	30,000	5,000	
Children's Health Initiative	198,000	200,000	200,000	
Children's Services Network	18,000	20,000		18,000
Coast Unified School District	35,000	64,200		25,000
Community Action Partnership- Adult Day Services Centers	25,100	27,300	27,000	
Community Action Partnership – Forty Wonderful Program	7,000	7,500		7,000
Community Action Partnership – Senior Health Screening	15,000	25,000		10,000
Community Action Partnership – Tattoo Removal Program	5,500	5,500		5,500
Community Counseling Center	22,000	24,000	24,000	
Community Health Centers of the Central Coast - on-site school obesity program	15,000	20,800		10,400
County of San Luis Obispo, Drug & Alcohol, Division of Behavioral Health (programs for San Miguel)	35,000	70,943		25,000
Court Appointed Special Advocates (CASA)	15,000	19,000	15,000	
El Camino Homeless Organization	14,000	15,000		15,000
Equine Alliance Youth Foundation		9,000	0	0

**Contributions to Other Agencies
Fiscal Year 2011-2012 Proposed Budget**

Fund Center 106

<u>Community Based Organizations/ Preventive Health Grants</u>	2010-11 Adopted	2011-12 Requested	2011-12 - CBO Recommendation	2011-12 - PHG Recommendation
Festival Mosaic	2,000	5,000	0	0
Five Cities Meals on Wheels	5,000	5,000	5,000	
Food Bank	91,000	100,000	92,000	
French Hospital Foundation	2,000	10,383	0	0
Gatehelp, Inc./Gryphon Place – sober living for men	10,000	20,000		20,000
Heaven Can Wait		27,980	0	0
Housing Authority of Paso Robles	7,000	7,500	7,000	
Life Steps Foundation	3,000	5,000	3,000	
Long Term Care Ombudsman Services	12,000	15,000	12,000	
Lucia Mar Unified School District (parenting program for teens)	18,000	22,000		18,000
North County Connections	20,000	30,000		12,500
North County Women's Shelter/Resource Center	30,000	30,000	30,000	
Partnership for Children	15,000	30,000	15,000	
People's Self Help Housing	15,000	25,000	15,000	
SLO Alpha	5,000	7,000	3,000	
SLO Child Abuse Prevention Council (SLOCAP)	10,000	12,500	8,000	
SLO Child Development Center	24,000	46,866	30,000	
SLO Noor Foundation		89,946		75,000
Senior Legal Services Project (SLO Legal Alternatives)	4,000	6,448	4,000	
Senior Nutrition Program	28,000	30,000	29,000	
Senior Volunteer Services (RSVP)	8,000	10,000	9,000	
Sexual Assault Counseling Program (SARP)	22,000	22,000	22,000	

**Contributions to Other Agencies
Fiscal Year 2011-2012 Proposed Budget**

Fund Center 106

<u>Community Based Organizations/ Preventive Health Grants</u>	2010-11 Adopted	2011-12 Requested	2011-12 - CBO Recommendation	2011-12 - PHG Recommendation
South County Youth Coalition	35,000	83,782		25,000
The Link/Central Coast Link	3,000	3,000	3,000	
Transitional Food and Shelter	20,000	20,000	20,000	
Transition-Mental Health Association – Growing Grounds Program	15,000	18,000	15,000	
Transition-Mental Health Association – North County Drop In Center	10,000	10,000	10,000	
United Way – 211	50,000	50,000	40,000	
United Way – nonviolent communication program	7,000	9,956	0	0
Wilshire Community Services – Caring Callers Program	4,000	4,900		4,000
Wilshire Community Services – Senior Peer Counseling Program	2,000	4,500		3,000
Wilshire Community Services – Neighbor Helping Neighbor Program	5,000	5,000	5,000	
Women's Community Center	2,000	2,500	2,000	
Women's Shelter Program	36,000	40,000	11,000	20,000
Total Community Based Organization/ Preventive Health Grant Requests		\$1,561,439	\$708,000	\$360,900

<u>OTHER AGENCIES REQUESTS</u>	2010-11 Adopted	2011-12 Requested	2011-12 Recommended
Central Coast Commission for Senior Citizens- Area Agency on Aging	40,000	40,000	40,000
Coastal San Luis Resources Conservation District	9,000	10,000	8,775
Economic Vitality Corporation		50,000	0
Federal lobbyist	72,000	72,000	72,000
Local Agency Formation Commission (LAFCO)	147,064	155,000	155,000
State lobbyist	60,000	60,000	60,000

**Contributions to Other Agencies
Fiscal Year 2011-2012 Proposed Budget**

Fund Center 106

<u>OTHER AGENCIES REQUESTS</u>	2010-11 Adopted	2011-12 Requested	2011-12 Recommended
San Luis Obispo County Arts Council/Arts Obispo	19,000	30,000	18,525
San Luis Obispo Visitors & Conference Bureau	282,927	449,564	275,854
Upper Salinas-Las Tablas Resources Conservation District	9,000	10,000	8,775
<u>Total Other Agencies Requests</u>		\$876,564	\$638,929
<u>TOTAL FOR FUND CENTER 106 – CONTRIBUTIONS TO OTHER AGENCIES</u>		\$2,555,193	\$1,825,019

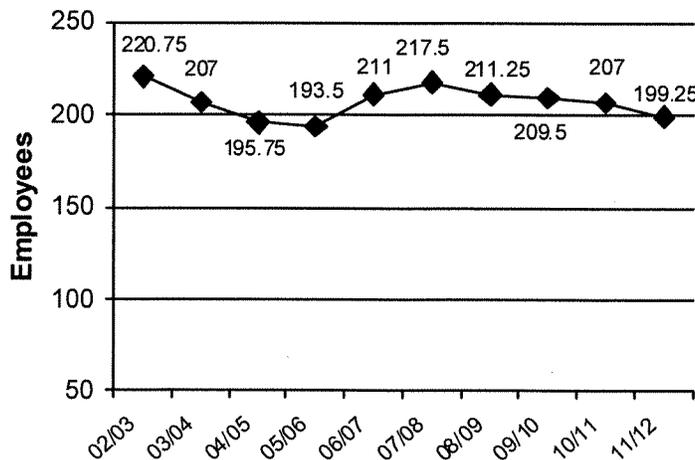
MISSION STATEMENT

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

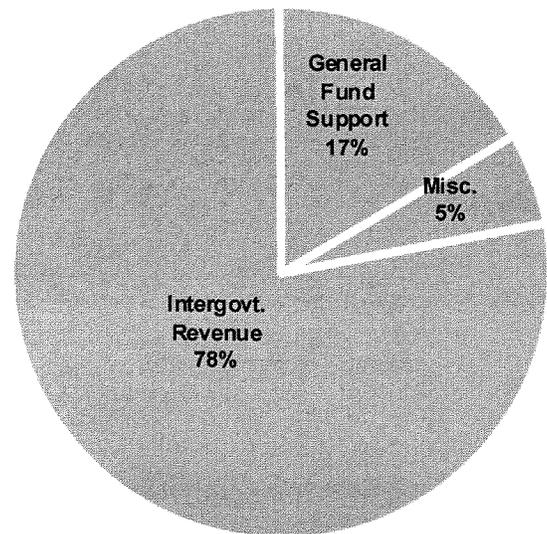
	2010-11 <u>Budget</u>	2010-11 <u>Projected</u>	2011-12 <u>Requested</u>	2011-12 <u>Recommended</u>	Change From <u>2010-11</u>
Financial Summary					
Fines, Forfeitures and Penalties	\$ 0	\$ 363,000	\$ 161,000	\$ 161,000	N/A
Intergovernmental Revenue	0	35,362,220	34,610,675	34,508,657	N/A
Charges for Current Services	0	778,913	803,548	803,548	N/A
Other Revenues	0	1,191,394	988,864	838,864	N/A
Interfund	0	580,432	565,248	565,248	N/A
**Total Revenue	\$ 0	\$ 38,275,959	\$ 37,129,335	\$ 36,877,317	N/A
Salary and Benefits	0	21,745,974	23,507,205	22,740,230	N/A
Services and Supplies	0	26,070,325	23,526,881	23,240,368	N/A
Other Charges	0	52,225	38,400	38,400	N/A
**Gross Expenditures	\$ 0	\$ 47,868,524	\$ 47,072,486	\$ 46,018,998	N/A
Less Intrafund Transfers	0	1,542,164	1,605,016	1,705,016	N/A
**Net Expenditures	\$ 0	\$ 46,326,360	\$ 45,467,470	\$ 44,313,982	N/A
General Fund Support (G.F.S.)	\$ 0	\$ 8,050,401	\$ 8,338,135	\$ 7,436,665	\$ N/A

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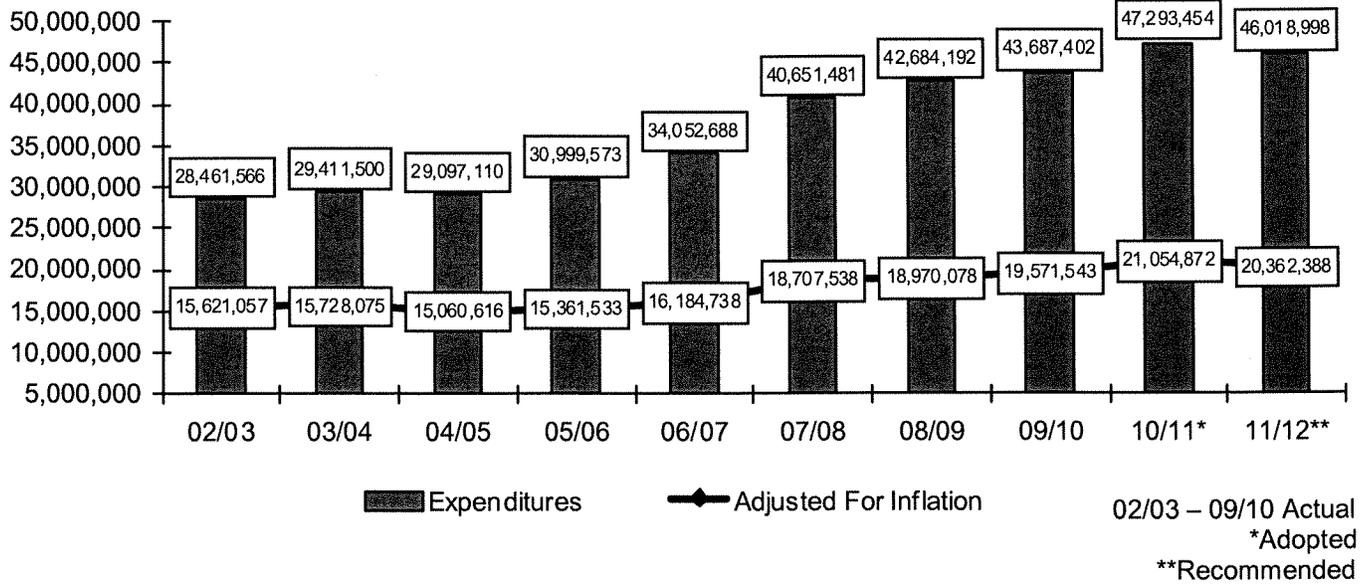
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Behavioral Health has a total expenditure level of \$46,018,998 and a total staffing level of 199.25 FTE to provide the following services:

Mental Health Services

The San Luis Obispo County Mental Health Services Department offers a full range of specialty mental health services provided by a culturally diverse network of community mental health programs, clinics and private psychiatrists, psychologists, and therapists.

Total Expenditures: \$28,909,389 Total Staffing (FTE): 118.00

Mental Health Services Act (MHSA)

The Mental Health Services Act (MHSA) was designed to expand and transform county mental health systems by increasing the taxes of high income individuals. The MHSA initiative provides for developing, through an extensive stakeholder process, a comprehensive approach to providing community based mental health services. MHSA addresses five components of building a better mental health system to guide policies and programs that include community services and supports, prevention and early intervention, capital facilities and technology, workforce education, and innovation.

Total Expenditures: \$5,479,670 Total Staffing (FTE): 39.25

Drug and Alcohol Services

Drug & Alcohol Services offers a variety of services and programs to help people with drug and alcohol problems, including public walk-in clinics, prevention programs, youth and adult programs, and court-mandated programs.

Total Expenditures: \$11,629,939 Total Staffing (FTE): 42.00

DEPARTMENT COMMENTS

Behavioral Health is one of three departments in the Health Agency. It is commissioned by the State of California to provide residents experiencing severe and disabling mental illnesses, drug and alcohol addiction disorders, and children with serious emotional disturbances access to services and programs that assist them to better control their illnesses and improve their lives. Additionally the department works with the community to inform, educate, and build skills which promote wellness.

The State budget crisis has and continues to have a significant impact in the day-to-day operations of the Behavioral Health Department. State revenue provides approximately 90% of the department's budgeted revenue. Budget cuts are nothing new to the department. Over the last several fiscal years, the department has had to prioritize and restructure services based on limited resources available to them and with the least impact to clients. Some examples of recent service level cuts include; combining two North County clinics into one, with minimal impact to service delivery; reevaluating staffing classification levels and reducing to a lower level when appropriate; combining and eliminating administrative management positions; and limits on the number of services with fee-for-service providers. These actions achieved significant savings and with minimal impact to our clients. In the upcoming fiscal year, the department will again be asked to reduce expenditures, requiring tough decisions on service levels and which programs to offer.

Through separate Mental Health Services Act (MHSA) funding, the department was able to expand access to underserved populations, introduce prevention and early intervention practices, and provide a focus on wellness and recovery by developing a more educated workforce. In Fiscal Year (FY) 2009-10, the staff and contracted partners provided many services to approximately 6,100 clients throughout the year.

As with other areas of State and local government, the Behavioral Health Department will continue to remain passionate for the work done and the clients served and continue to serve the mission of the County of San Luis Obispo.

FY 2010-11 Accomplishments

- Martha's Place was successfully transitioned into the department from Community Action Partnership of San Luis Obispo.
- North County outpatient mental health clinics were consolidated; services were integrated to provide more efficiency with little impact to residents.
- Successfully negotiated a contract with the Special Education Local Plan Area (SELPA) to provide mental health services for 3,632 clients without a disruption of services to existing clients.
- Began the implementation of Electronic Health Records project, funded as part of the MHSA technology initiative, to provide efficiencies in service delivery, client data management, and billing.
- Increased the number of alcohol and drug residential treatment beds by 8 (from 5 to 13) over the past year, due to the implementation of a new federal grant focusing on parents with children.

FY 2011-12 Objectives

- Continuation of the implementation of the Electronic Health Records project.
- Prevention and Early Intervention program evaluation will assess 50% of the county's middle school population, engaged in MHSA programs, and provide recommendations for school-based mental health and wellness practices across the education continuum.
- Implementation of the Innovation component of the MHSA will introduce eight new community-based mental health service trials, engaging more than 1,000 underserved consumers, family members, and providers in new services.
- Implementation of E-Learning which will provide staff an opportunity to receive clinical training through their computer.
- Implementation of the levels of care for mental health clients which includes development of standardized discharge criteria.
- Continue to recruit and retain psychiatrists, nurses and other professional and technical staff.

- Worked with the Federal Substance Abuse and Mental Health Services Administration to increase the number of admissions to the Dependency Drug Court by 54% (from 26 to 40) over the prior year, which will save foster care placement time and reunify families.
- Centralized Deferred Entry of Judgment program, which increased fee collection revenue by \$ 17,700 and improved completion rate from 49% to 52% over the past fiscal year.
- Obtained \$1,480,000 in federal grant money to serve drug affected children.
- Complete three Drug Medi-Cal outpatient treatment applications for the regional clinics to increase revenue by at least \$100,000 annually.
- Implement the new federal grant to conduct effective treatment services for 60 drug affected children per year providing life-long benefits.
- Continue to educate and evaluate the impact of Health Care Reform on the local level.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Behavioral Health – Fund Center 166 is a new fund center that consists of a combination of the three discontinued fund centers: Fund Center 161 – Mental Health, Fund Center 162 – Drug and Alcohol Services and Fund Center 165 – Mental Health Services Act (MHSA). These are now reflected as separate divisions within Fund Center 166.

The recommended budget reflects a decrease in revenues of \$426,267 (1%), a decrease in total expenditures of more than \$1.14 million (2.5%) and a decrease in General Fund support of \$715,682 (8.8%) compared to the FY 2010-11 adopted budget.

General Fund Reduction Strategies

As in past years, cost savings measures have been incorporated into the Health Agency budget to reduce the need for General Fund support. Accordingly, measures listed below are included in the FY 2011-12 recommended budget for Behavioral Health:

1. Elimination or reduction of the following positions:
 - One vacant 0.50 FTE Administrative Assistant that supported Youth Services, for a savings of approximately \$23,400,
 - 1.0 filled ASO II working in the Drug and Alcohol Division for a savings of approximately \$90,000,
 - Reduction of a full-time Drug and Alcohol Program Supervisor to .75 FTE for a savings of approximately \$28,700,
 - One vacant 0.50 FTE Drug and Alcohol Worker I allocated to the Perinatal program for a savings of approximately \$32,000,
 - 1.0 FTE vacant Drug and Alcohol Specialist II allocated to Prevention (Friday Night Live) for a savings of approximately \$89,300,
 - 2 half-time (1.0 FTE) vacant Mental Health Therapist IIIs that worked in programs for children in the north county and in San Luis Obispo for a savings of approximately \$104,600,
 - 1.25 FTE Mental Health Therapists providing treatment services at Martha's Place (both filled) for a savings of approximately \$147,000,
 - 1.0 FTE filled Psychologist providing treatment services at Martha's Place for a savings of approximately 168,000, and
 - Reduction of a full-time Medical Records Technician working at Martha's Place to half-time (filled) for a savings of approximately \$33,400.

(Note – the elimination of staffing positions working at Martha's Place will result in an estimated loss of \$43,400 in Federal MediCal revenue that can be claimed by these positions performing reimbursable activities.)

In addition, approximately \$76,100 in salary savings from Voluntary Time Off is included in the salary and benefit accounts.

2. Funding for the Family Care Network associated with rehabilitation services for foster youth has been reduced by \$123,600 to more accurately reflect historical spending levels. This reduction also results in a reduction of the requested revenue level in the budget by almost \$108,000. This revenue would only be realized if reimbursable services were provided. Service level impacts from this reduction are expected to be minimal.
3. Funding for Transitions Mental Health Association's Social Rehabilitation Services is reduced by approximately \$82,100, which will reduce the frequency of services provided to clients from 5 days/week to 3 days/week. Associated with this reduction is a cut in revenues from the requested level in the budget by approximately \$40,400. Client participating in this program may experience more isolation and longer rehabilitation times, thus potentially impacting their ability to find lasting employment and independence.

Summary of Service Level Impacts Associated with Budget Reductions:

Duties that were performed by the positions listed above that are now vacant have been absorbed by remaining staff. While services to other staff or clients may have been impacted due to the loss of these resources, the impacts are not significant. In the case of the elimination of the two half time Mental Health Therapists, each carried a case load of 11 clients and these clients have been reassigned to other therapists working in these clinics. Increasing the case load of therapists can result in less intensive services provided to clients. Elimination of the vacant half-time Drug and Alcohol Worker I working in the Perinatal program in San Luis Obispo results in a 14% reduction in staffing available for childcare, transportation and family socialization services. The elimination of the Drug and Alcohol Specialist II will reduce prevention services in the Friday Night Live program by 33% which will likely have the most impact on rural high schools that participate in the program. Numbers of participants at these schools tend to be relatively low.

Martha's Place: the primary cause for service level reductions at Martha's Place is the loss of revenues compared to the FY 2010-11 budgeted level. The First Five Commission provided \$250,000 in FY 2010-11 but will not provide funding for the program in FY 2011-12. In addition, anticipated revenues from MediCal and EPSDT reimbursements are expected to fall short of FY 2010-11 budgeted levels by approximately \$273,000 - \$389,000. The FY 2011-12 requested budget reflects more realistic revenue levels from these sources. Reductions to Martha's Place, totaling \$401,579 will have minimal impact on assessment services provided to clients. There may be less intensive testing done with the loss of the Psychologist position. The primary impact on services will be in treatment provided to clients. Martha's Place will refer clients to service providers in the community once the assessment has been completed. This is consistent with the original vision of the Martha's Place program. However, reduction of treatment services will reduce this program's ability to receive MediCal and EPSDT reimbursements, which can help offset the costs and help sustain this program.

Summary of the Recommended Budget

Overall, revenues are recommended to decrease \$426,267 (1%) compared to the FY 2010-11 Adopted Budget. While several grants will expire at the end of FY 2010-11 several grants awarded in FY 2010-11 will continue into FY 2011-12 for an overall increase of \$633,215. One is a substantial grant in the amount of \$333,215 from the Substance Abuse and Mental Health Services Administration (SAMHSA) – the "Children Affected by Methamphetamines (CAM)" grant – will offset much of the loss of revenue from other sources.

The most significant variances in the revenue include: a net loss of approximately \$223,000 in Mental Health and Mental Health Services Act Medi-Cal and Early Periodic Screening Diagnosis and Treatment (EPSDT) revenues, a reduction of \$286,900 in funds drawn from the MHSA trust fund due to a reduction in expenses, the loss of \$250,000 in First Five Commission funding for Martha's Place, the loss of approximately \$202,000 in trust fund balances (used to fund the budget in FY 2010-11) available from blood alcohol fines and alcohol services fees, an increase of \$189,781 (5.5%) in state realignment derived from sales tax, a reduction of \$100,000 (6.6%) in state realignment revenue derived from Vehicle License fees (both based on projections for FY 2010-11), the addition of \$162,000 in Drug MediCal funding that the County will now be eligible to claim (to offset services currently provided), an increase of \$167,919 in revenue for services provided students with special needs, and a \$101,000 (32%) increase in State funding for managed care allocation.

Total expenditures for this fund center are budgeted at approximately \$44.3 million and are recommended to decline by more than \$1.14 million (2.5%) compared to the FY 2010-11 Adopted Budget. This reflects a reduction of more than \$1.15 million (2.5%) compared to the Health Agency's budget request. Most of the variance between the requested and recommended budget is due to a reduction of \$766,975 (3.3%) in salary and benefit accounts built in to the recommended budget to reduce the General Fund support required for Behavioral Health. The reduction in salary and benefit accounts represents the elimination of a total of 11.25 FTE (4.25 FTE eliminated in the department's budget request and another 7.0 FTE eliminated to reduce the level of General Fund support for this budget.) A salary savings of 1.5% (almost \$208,000) was built in to the department's budget request due to anticipated vacancies and another \$330,000 in expected salary savings was shifted to the services and supplies accounts due to the challenge in filling the staff psychiatrist positions. The expense will be incurred in contracting with locum tenens firms to provide the services staff psychiatrists would have provided.

Service and supplies expenditures are budgeted to decrease approximately \$1.3 million or 5.4% compared to the FY 2010-11 Adopted Budget. Significant variances include: a decrease of \$582,183 (4.7%) in Professional Services as a result of a \$1.178 million decrease in MHSA (primarily in the Innovation component) and a \$490,000 increase in the Family Care Network contract, an increase of almost \$77,900 (2.5%) in the Professional Services – Other account primarily due to a \$151,444 contract for services under the CAM grant, a decrease in Pharmaceuticals expense of \$130,000 (18%) due to success in prescribing lower cost drugs, and a decrease in Countywide Overhead charges of \$677,210 (39%).

As noted above, the total staffing reduction recommended in the Behavioral Health Position Allocation List (PAL) for FY 2011-12 is 11.25 FTE. Specific changes to the PAL are as follows:

- The elimination of 4.25 FTE included in the department's budget request, including:
 - 1.0 FTE Drug and Alcohol Counselor I due to the loss of the Strengthening Families grant
 - 0.75 FTE Administrative Assistant in the MHSA Division
 - 2.0 FTE Limited Term Drug and Alcohol Specialist IIs due to the loss of the State-funded Prop 36 grant
 - 0.5 FTE Limited Term Drug and Alcohol Worker I, also due to the loss of the Strengthening Families grant
- The elimination of 7.0 total FTE resulting from the General Fund Reduction Strategies noted above:
 - 0.50 FTE Administrative Assistant
 - 1.00 FTE ASO II
 - Reduction of one full-time Drug and Alcohol Program Supervisor to 0.75 FTE
 - 0.50 FTE Drug and Alcohol Worker I
 - 1.0 FTE Drug and Alcohol Specialist I
 - 2.25 FTE Mental Health Therapists
 - 1.0 FTE Psychologist

GOALS AND PERFORMANCE MEASURES

Department Goal: To help individuals experiencing severe mental illness or serious emotional disturbance to be as functional and productive as possible in the least restrictive and least costly environments.

Community-wide Result Link: A Healthy and Safe Community

1. Performance Measure: Rate of Client Satisfaction with County Mental Health Services.

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
84%	84%	92%	89%	89%	89%	89%

What: A State provided survey is given to all clients receiving mental health services during one-week periods historically in November and May of each fiscal year. Populations surveyed are Adult, Older Adult, Youth and Youth Families. Surveyed customer service indicators are Access to Service, Cultural Sensitivity, and Participation in Treatment Planning, Outcomes and General Satisfaction. The rate is an average for all indicators and populations, with the maximum possible score of 100%. The following rate ranges are indicative of the following responses: 70-79% "satisfactory", 80-89% "above satisfactory" and 90-100% "excellent".

Why: Client satisfaction is one indicator of the quality of services provided by County Mental Health.

How are we doing? Due to State budget constraints, the State canceled the November 2009 and the May 2010 surveys. The last formal State survey was conducted in May 2009, and the results indicate a client satisfaction rating of 89%. A rating in the range of 80% - 89% is considered "above satisfactory." We relied on the State's survey to satisfy this performance measure. Since, the State has stated recently, they will not provide the counties any data, we are conducting a county customer satisfaction survey during November and May of FY 2010-11. The results from the 211 November surveys received indicate that 89% or 188 respondents rate our services as Excellent or Above Satisfactory; 8% or 17 respondents rated as Satisfactory; 2 respondents rated as Unsatisfactory; and 4 respondents rated as Extremely Unhappy with the service. Other comparable county results are not published by the State and thus unavailable for comparison purposes.

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

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
1,779	2,067	2,692	2,212	2,700	2,134	2,283

What: The County is responsible for placing youth in residential environments that are safe and effective when their home is not an option. This measures Day Treatment days received by youth residing in an out-of-county Rate Classification Level (RCL) 14 group home. RCL 14 is the highest service level classification for State residential treatment facilities and group homes. Youths are placed in RCL 14 group homes by the Department of Social Services, Probation and School Districts.

Why: Youths placed in out-of-county group homes receive the most expensive form of treatment and is reserved for youths who are severely emotionally disturbed. Youth mental health outpatient services are designed to minimize placements in RCL 14 group homes, whenever possible.

How are we doing? The actual day-treatment days for FY 2009-10 were lower than forecasted due to a net reduction in the number of placements. Although there were five new placements through the year, there were also several clients who were either able to return home or transfer to a less restrictive facility without formal day-treatment programs. There were 14 clients in day-treatment programs for FY 2009-10 with varying lengths of stay from days to months at a time, but only 4 clients were in the program for the entire year. During the first four months of FY 2010-11, there was a decrease of clients from 14 to 10, with eight of the individuals placed for the entire year to date. One individual was a new placement in October and one individual was released in September to live at home. Only one client has been moved from a less restrictive to more restrictive facility. Mental Health remains below the average number of day-treatment days statewide and, 0.01% below comparable medium sized counties. A recent report by APS Healthcare, California's External Quality Review Organization (EQRO), found that for calendar year 2009, San Luis Obispo County sent relatively the same amount of youth to group homes compared to other medium sized counties but less than the statewide average. The report indicates that during 2009, San Luis Obispo County provided day-treatment services to 0.07% of its Medi-Cal eligible youth population compared to 0.06% for all medium sized counties and 0.10% for all counties statewide.

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

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
\$10,579	\$13,446	\$15,711	\$10,319	\$16,000	\$15,641	\$16,000

What: MHSAs requires that over 50% of the Community Services and Support funding go to full service partnership (FSP) programs. FSP programs are designed to provide "whatever it takes" services to clients, but if not monitored can be very expensive. The cost per FSP enrollee is determined by taking the net amount of MHSAs dollars used for client services, which takes into consideration any reimbursements from Medi-Cal and Early Periodic, Screening, Diagnosis & Treatment (EPSDT), and then divided by the number of enrollees served.

Why: This measure can be used to review relative spending per FSP enrollee compared to other counties. In addition, this measure provides a treatment cost comparison between FSP enrolled individuals and non-FSP enrolled individuals. The cost per non-FSP enrollee is approximately \$6,000 per year. FSP clients require the most intensive services, which results in a higher cost per individual.

How are we doing? In FY 2009-10, the FSP program expanded to include, Behavioral Health Treatment Court and an additional South County Youth FSP team. Both programs have larger caseloads and less intensive services than traditional FSP programs and as a result the actual average cost per client was lower than the targeted level in FY 2009-10. Also, in FY 2009-10, the number of FSP enrollees increased 73% (or by 87 enrollees) as clients were transferred from other programs. In FY 2010-11, the projected results are expected to be closer to the targeted level as the number of FSP clients decrease to expected program levels while expenditures remain the same. Comparison performance outcome data is not available from the State.

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

4. Performance Measure: Average Annual Cost of Services per Unduplicated Medi-Cal Client.

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
\$4,768	\$4,767	\$5,969	\$5,073	\$5,000	\$5,056	\$5,050

What: The measure calculates the annual cost of Medi-Cal services divided by annual Medi-Cal clients served.

Why: Since the majority of our clients are on Medi-Cal, comparing the cost per client with other comparable counties provides an indicator regarding cost efficiency based on the number of clients served and the relative cost to serve those clients.

How are we doing? For FY 2009-10, the cost per Medi-Cal client served was \$5,073, and the average cost per youth client was \$7,169, while the average cost per adult client was \$3,104. For FY 2010-11, we forecast that the cost per Medi-Cal client served will be \$5,056, and the average cost per youth client will be \$7,072, while the average cost per adult client will be \$3,264. The higher cost per client in youth versus adult services reflects SLO County's efforts to maintain children in their homes and foster homes by providing more intensive services (i.e. Therapeutic Behavioral Services and Wraparound), thereby avoiding placement in out-of-county group homes. San Luis Obispo County serves more Medi-Cal clients compared to averages for other medium size counties and the statewide average.

1) The percent of Medi-Cal eligible individuals in the county who actually receive services is referred to as the penetration rate. For calendar year 2008, the latest available California External Quality Review Organization (EQRO) report shows San Luis Obispo County's penetration rate was 8.7%, or 2,763 beneficiaries were provided mental health services out of an average of 31,878 beneficiaries per month versus 6.1% for other medium size counties and 6.2% or 432,149 beneficiaries out of an average of 6,983,132 beneficiaries per month statewide.

2) San Luis Obispo County sees more age 6-17 clients than other counties. For 2008, EQRO reports San Luis Obispo County's penetration rate for children ages 6-17 was 11.5% or 951 beneficiaries out of 8,238 eligible beneficiaries, 53% higher than the average for other medium size counties at 7.5% and 62% more than the statewide county average of 7.1%.

5. Performance Measure: Percentage of Readmission to the Psychiatric Health Facility (PHF) Within 30 Days of Discharge.

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
10.5%	9%	9%	11%	9%	11%	11%

What: The percentage of clients who are readmitted to the PHF within 30 days from their prior discharge. The 30-day readmission rate is a standard performance measure used in both private and public hospitals.

Why: Low readmission rates indicate that clients are being adequately stabilized prior to discharge.

How are we doing? For FY 2009-10, the readmission rate increased to 11% or 127 clients divided by 1,150. For FY 2010-11, we expect that the readmission rate will continue to average 11% but the first 5 months indicate an increase to 14.2%, which is an increase of 4% over the same period last year. With any mental health service, the overall goal is to partner with the client and help them live a functional and productive life. Sacramento County is currently experiencing a readmission rate of 10% to 18%, and reports indicate that their rate is increasing due to the poor economy and decreases in outpatient services. Santa Barbara reported an increase in the readmission rate for their PHF from 9.6% in FY 2008-09 to 12.5% in FY 2009-10. In San Luis Obispo County, we are seeing similar issues, including more homeless clients and clients with increased drug and alcohol problems, which has resulted in increased upward pressure on our readmission rate.

Division Treatment Goal: To reduce alcohol and other drug-related problems among program participants who access services in regional clinics that provide efficient, high quality, intensive treatment services to community members desiring recovery from the misuse of alcohol and/or other drugs.

Communitywide Result Link: Healthy Community.

6. Performance Measure: Percentage of clients who report reduced or eliminated drug and/or alcohol use in the 30 days prior to leaving Drug and Alcohol Services (DAS) treatment.

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
82%	87%	85%	88%	86%	85%	86%

What: Decreased or eliminated drug and alcohol use demonstrates the impact of treatment and its subsequent effect on behavior.

Why: Successful recovery involves positive lifestyle changes.

How are we doing? This measure coincided with the implementation of the California Outcomes Measurement System (CalOMS) administered by the California Department of Alcohol and Drug Programs. For the 990 treatment program participants in FY 2009-10, the rate of reduced or eliminated drug and/or alcohol use was 88% or 871 clients. We anticipate maintaining a similar rate for FY 2010-11. For comparison, the average rate for all California counties in FY 2009-10 was 83%, which represents a total of 111,010 surveyed participants. State projections for FY 2010-11 are not yet available.

(Data Source: California Outcome Measurement System, CalOMS)

7. Performance Measure: Percentage of Drug and Alcohol treatment clients who state overall satisfaction with Treatment Programs as measured by the client satisfaction survey at the levels of "Very Satisfied" or "Extremely Satisfied".

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
89%	87%	90%	94%	91%	91%	91%

What: The client satisfaction survey is used to measure program satisfaction with our treatment programs.

Why: Because Drug and Alcohol Services is committed to providing high quality service, client satisfaction is an indication of program quality. The client satisfaction survey allows us to improve our programs based on participant feedback.

How are we doing? Of the 278 treatment clients surveyed in FY 2009-10, 221 surveys were returned for a return rate of 79%. Of those returned surveys, 94% indicated overall high satisfaction (Very Satisfied or Extremely Satisfied rating) with the treatment program and their experience at Drug & Alcohol Services. While we survey varying aspects of the client's experience with Drug & Alcohol, this measure is based on the client's response to the survey question of "overall satisfaction" with Drug & Alcohol services. Despite reduced resources, the division is focusing increased attention to participant satisfaction and experienced an increase in satisfaction rates compared to FY 2008-09. Although our ratings were higher in FY 2009-10, we do not expect to achieve this level of satisfaction for FY 2010-11. We project a 91% high satisfaction rate for FY 2010-11 which is in line with historical trends. Making programmatic changes in FY 2010-11 based on what we learn from survey responses is resulting in some improvements in a few of the areas of client satisfaction but we estimate the reduction and reallocation in resources to meet the demands will result in a lower overall percentage of satisfaction than demonstrated in FY 2009-10. Because satisfaction rates are not part of the statewide CalOMS database, no comparison data is available.

(Data Source: Client Satisfaction Survey)

Division Prevention Goal: To reduce alcohol and other drug-related problems by providing high quality evidence based prevention strategies in the community.

Communitywide Result Link: Healthy Community.

8. Performance Measure: Percentage of the County's population reached through Drug & Alcohol Prevention services.

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
13%	11%	15%	11%	11%	9%	10%

What: The percentage of the County's population reached through Drug and Alcohol Services Prevention campaigns and activities, which engage community members by providing education and information about alcohol and other drugs along with positive alternatives to alcohol and drug use.

Why: The Office of National Drug Control Policy has stated that prevention services are considered an industry best practice in reducing the risk factors associated with drug and alcohol use.

How are we doing? During FY 2009-10, 29,975 county residents were reached through countywide information, education and interventions provided by Prevention services, campaigns and activities. This amounts to 11% of the county's population of 269,000. Drug and Alcohol Services' ability to provide Prevention services is highly reliant on, and fluctuates with, the amount of grant funding available for Prevention services. The division's ability to reach large percentages of the County's population was maintained as a result of targeted public events and consistent media coverage. The State recently instituted the CalOMS data measurement system for County prevention providers in 2008. Although, no comparison data for population percentage and service quantities is currently available, it is anticipated that comparison data with other counties will be accessible in 2012.

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

Note: In FY 2011-12, the following fund centers will be merged into a consolidated Behavioral Health Fund Center 166. The consolidation includes the following fund centers:

(FC 161-Mental Health, FC 162-Drug & Alcohol Services, FC 165-Mental Health Services Act)

As part of this consolidation, a number of performance measures were dropped to keep performance measures to a manageable level. The individual performance measures dropped include the following:

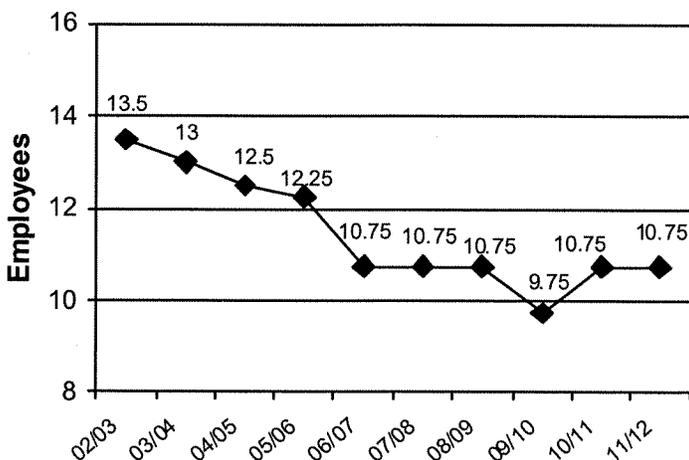
- FC 161 - #'s 2, 3 and 5
- FC 165 - #'s 1, 2, 3, 6 and 7
- FC 162 #'s 3 and 4.

MISSION STATEMENT

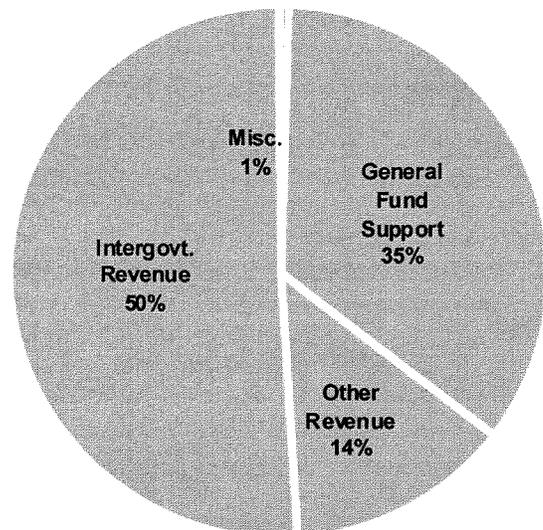
The County Medical Services Program (CMSP) is part of the Health Agency's Health Care Services Division, which determines eligibility, and provides utilization review and accounting services to ensure proper access to health care for the medically indigent.

<u>Financial Summary</u>	<u>2010-11 Budget</u>	<u>2010-11 Projected</u>	<u>2011-12 Requested</u>	<u>2011-12 Recommended</u>	<u>Change from 2010-11</u>
Revenue from Use of Money & Property	\$ 18,000	\$ 8,000	\$ 4,000	\$ 4,000	\$ (14,000)
Intergovernmental Revenue	2,636,266	2,636,266	2,639,904	2,639,904	3,638
Other Revenues	0	90,000	698,864	698,864	698,864
Other Financing Sources	0	650,000	1,802,405	1,727,405	1,727,405
Interfund	29,740	29,740	16,091	16,091	(13,649)
Total Revenue	\$ 2,684,006	\$ 3,414,006	\$ 5,161,264	\$ 5,086,264	\$ 2,402,258
Fund Balance Available	\$ 350	\$ 350	\$ 0	\$ 0	\$ (350)
Cancelled Reserves	0	0	87,695	87,695	87,695
Total Financing Sources	\$ 2,684,356	\$ 3,414,356	\$ 5,248,959	\$ 5,173,959	\$ 2,489,603
Salary and Benefits	\$ 967,606	\$ 957,606	\$ 975,678	\$ 975,678	\$ 8,072
Services and Supplies	1,716,400	3,375,632	4,273,281	4,198,281	2,481,881
Other Charges	0	0	0	0	0
Fixed Assets	0	6,100	0	0	0
Gross Expenditures	\$ 2,684,006	\$ 4,339,338	\$ 5,248,959	\$ 5,173,959	\$ 2,489,953
Contingencies	350	0	0	0	(350)
New Reserves	0	0	0	0	0
Total Financing Requirements	\$ 2,684,356	\$ 4,339,338	\$ 5,248,959	\$ 5,173,959	\$ 2,489,603

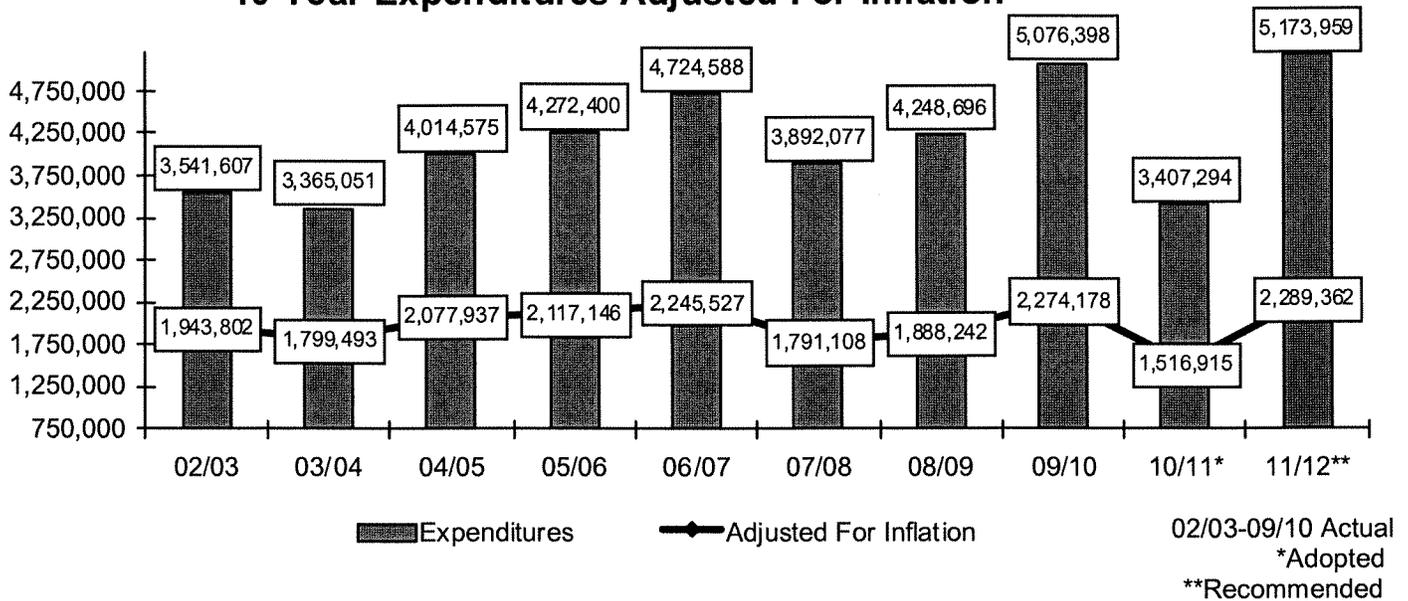
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

The County Medical Services Program has a total expenditure level of \$5,173,959 and a total staffing level of 10.75 FTE to provide the following services:

County Medical Services Program (CMSP) Administration

This program facilitates access to health care for eligible adults who cannot afford to pay for their medical care. The program authorizes and pays for medical care in partnership with Community Health Centers of the Central Coast (CHC), who provides primary care for CMSP patients. Staff perform eligibility determination, utilization review and case management, medical claims processing, fund accountability, program evaluation, and financial reporting to various agencies.

Total Expenditures: \$5,157,868 Total Staffing (FTE): 10.5

Emergency Medical Service Program (EMSP)/Tobacco Settlement funds

This program includes administrative and accounting support for the Emergency Medical Services Program (EMSP) and Tobacco Settlement Funds including the distribution of these funds to hospitals and physicians for uncompensated emergency medical care.

Total Expenditures: \$16,091 Total Staffing (FTE): .25

DEPARTMENT COMMENTS

CMSP is responsible for determining the eligibility of County residents to receive short term funding for medical care. The program also processes invoices for the medical services provided by community medical resources to CMSP eligible clients. Applicants must be between the ages of 21 and 64, not eligible for other government medical funding, a resident of the County, a legal U.S. citizen and within income and asset requirement. CMSP currently enrolls applicants who are up to 250% of Federal poverty level. CMSP funds outpatient, inpatient, ambulance and emergency room services, authorized specialty care, pharmacy services, and other ancillary care for eligible clients.

Due to an increase in unemployment, loss of health insurance and increased stressors in society resulting in more applicants with drug and alcohol problems, mental health issues, suicide attempts and getting into violent altercations, CMSP saw an increase in medical care costs of 153% from fiscal years FY 2008-09 to FY 2009-10

and costs are expected to increase 5% this year. These issues are not likely to resolve themselves entirely in FY 2011-12.

FY 2010-11 Accomplishments

- Developed a time-efficient and fair distribution of eligibility caseloads for the three Eligibility Technicians (ET) from an idea that one of the technicians suggested.
- Better use of the front desk staff person by increasing her ability to triage cases and client needs before they reach the ETs.
- CMSP manages the payments for Office Depot orders for all of the Health Agency. The CMSP accounting staff was able to streamline the process allowing time for other accounting duties.
- Electronic invoicing from local Emergency Room physicians directly to CMSP instead of CMSP receiving the invoices and manually entering each invoice.
- Redistribution of job duties between Utilization Nurses and accounting staff to help accounting staff complete invoicing in a timelier manner.

FY 2011-12 Objectives

- Monitor hospital payments for ER and inpatient care to ensure payments are made within 45 days of submittal as stated in local hospital contracts.
- Decrease applicant wait time from an average of one hour to no more than 15 minutes by finding better ways to triage applications and client needs.
- Eliminate "CMSP pending" status. Shorten the time applicants must submit all their income verifications and not allow them to receive services as CMSP pending clients.
- Decrease CMSP expenses by eliminating certain "elective" procedures such as sleep apnea studies, joint replacement and eye care.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The recommended budget for CMSP now reflects the combination of Fund Center 350 – CMSP and Fund Center 352 – Other Indigents Health Program. Funding in the Other Indigents Health Program included the County's allocation of the Tobacco Settlement Fund only, most of which is passed through to physician and hospitals that provide uncompensated care to low-income people in local emergency rooms. This funding is now a line item in the CMSP budget and will be discussed separately below.

Total expenditures are budgeted to increase by almost \$2.5 million or 92% in FY 2011-12 compared to the FY 2010-11 Adopted Budget. Approximately \$699,000 is due to the integration of the Other Indigents Health Program into this budget. The reasons for the remaining increase of almost \$1.8 million are two-fold:

- 1) the costs for indigent medical care have risen significantly (as much as almost 160% since FY 2008-09) primarily due to the economic decline and increased rates paid to physicians and hospitals, and
- 2) a cash balance of funds that had been used to finance a portion of the CMSP budget for the last three years is now exhausted. In fact, the \$858,000 cash balance that was to fund the budget in FY 2010-11 was depleted early in the fiscal year and the Health Agency required a loan of \$650,000 mid way through the year to cover their expected indigent medical costs.

The most significant increase in expenditures is in the Professional and Special Services account which is recommended to be more than \$1.8 million (reflecting a 129% increase). This account includes more than \$3.2 million in funds that are paid to hospitals, day surgery centers, physicians and other providers who give care to low-income CMSP clients. When the FY 2010-11 budget was developed, the Health Agency did not anticipate the significant increase in medical costs, which occurred primarily in the latter half of FY 2009-10. Thus the amount budgeted in FY 2010-11 was insufficient to cover actual costs and the loan noted above was required. Compared to the FY 2010-11 budget, the amount recommended reflects an increase in rates paid to hospitals, an increase of 213 inpatient hospital days and a 26% (or approximately \$236,000) increase in payments to specialists who provide care not provided under the County's grant with the CHC.

The recommended amount for salary and benefits (\$975,678) is essentially flat, with an increase of approximately \$8,000 (less than 1%). No changes to the CMSP Position Allocation List (PAL) are recommended for FY 2011-12.

State realignment revenue, which is the primary funding source for this program, remains flat for FY 2011-12 at a level of approximately \$2.6 million. This funding source declined dramatically since FY 2008-09 as a result of the recession, but this decline is expected to level out in the next fiscal year.

CMSP is not a General Fund budget but receives a transfer of General Fund support from Fund Center 183 – Medical Assistance Program. Historically, approximately \$500,000 in General Fund has been required to balance this special revenue fund. Beginning in FY 2007-08, no General Fund support was budgeted to balance this fund center due to an accumulated cash balance in this fund, which was expected to be sufficient to balance the budget for the next three fiscal years. However, as the economy worsened and more people were unemployed and/or uninsured and thus eligible for CMSP, medical costs rose dramatically. The largest spike in costs occurred in FY 2009-10, when expenditures increased approximately \$1 million or 153%) compared to the prior year. This occurred at the same time State realignment revenue was declining, again due to the recession. As noted above, this situation led to a more rapid depletion of the cash balance. The recommended General Fund support for the CMSP budget for FY 2011-12 is over \$1.7 million - more than three times the level that has historically funded this budget. This level of General Fund support reflects the expectation that costs for indigent medical care will remain high in FY 2011-12.

To reduce the impact on the General Fund and overall expenditures, the Health Agency has proposed three key strategies which are reflected in the recommended budget: 1) a change in the structure of payments to CHC to yield a savings of \$500,000, 2) a change in the contractor who provides pharmacy services to CMSP patients from CHC, to yield \$300,000 in savings and 3) a reduction in the rates paid to hospitals that care for CMSP patients, to yield a savings of \$75,000. Negotiations are currently underway with CHC and with the hospitals regarding these budget cutting strategies. Additional information on these reductions can be found in the County Administrator’s Comments and Recommendations in Fund Center 183 – Medical Assistance Program.

Tobacco Settlement Fund revenue, once budgeted in Fund Center 352 – Other Indigents Health Program, is now included in this budget. This revenue (budgeted at almost \$699,000), is expected to remain flat compared to FY 2010-11. As noted above, most of this revenue (approximately \$692,000) is passed through to physicians and hospitals that provide uncompensated care to low-income patients in the emergency room. Approximately 80% of these funds (or \$552,000) is distributed to physicians and almost \$140,000 is distributed to hospitals. The remaining 1% of revenue is used to offset staff administrative costs associated with the accounting and distribution of these funds.

Service levels are expected to remain unchanged compared to FY 2010-11. No budget augmentation requests were submitted for this budget.

GOALS AND PERFORMANCE MEASURES

Department Goal: The overall goal of the County Medical Services Program (CMSP) is to provide access to health care for the medically indigent by efficiently determining program eligibility, authorizing medical care and arranging for services to promptly diagnose and treat medical conditions.						
Communitywide Result Link: Healthy and Well Governed Community						
1. Performance Measure: Percentage of clients rating CMSP’s overall performance as Very Satisfied or Extremely Satisfied.						
06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
98%	100%	84%	55%	85%	65%	75%

What: The CMSP client satisfaction survey is done in order to measure the level of satisfaction of the clientele with the overall program service. In addition to an overall score, the survey questions client experience with discrete program components including the eligibility determination process, utilization review, the accounting department, and hours of operation. Rather than leave the survey out and available year-round for clients to complete, beginning in FY 2010-11 surveys are offered to clients only one month of each quarter (July and October 2010.)

Why: Because the County Medical Services Program is committed to providing high quality service, client satisfaction is one indication of program quality. The client satisfaction survey gives information that contributes to program improvement.

How are we doing? Client satisfaction with CMSP's performance has been very high in the past, but previous year's performance measures included "satisfactory" in determining performance. Since excellent customer service and facilitating access to health care for the patient is our top priority, we now focus on "extremely satisfied" and "very satisfied". In FY 2008-09 the survey was revised to use a 5-point scale, 5 being extremely satisfied, 4 very satisfied, 3 satisfied, 2 unsatisfied, down to 1 being very unsatisfied. Using this scale, 63% of surveyed clients in the first half of FY 2010-11 indicated they were "extremely" or "very satisfied" with CMSP services. However, a limited number (11) of surveys were returned in the month of July as the surveys were placed on the main table in the waiting room and clients could choose whether to pick one up (the same method used continuously in the past.) In October, a higher number (65) of surveys were collected because clients were handed the survey when they came in requesting services. Client comments on the survey show that clients like the staff and the help they are getting. They do complain, however, about the length of time, many times 1.5 to 2 hours, they have to wait to see an eligibility technician. The current economic situation has led to an increase in people seeking CMSP services without an increase in staff capacity to process the applications. Clients also complain that there aren't CMSP offices in other parts of the County and our office is not open in the evening. CMSP staff continues to work towards a 100% performance rating and strive to interact with the public professionally and in a timely manner. The current client survey and the way it is distributed will be reviewed during this next quarter for needed changes.

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

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
19%	14%	19%	44%	35%	49%	45%

What: This measure tracks the percentage of day surgeries that are performed at local surgery centers rather than performed at hospitals. CMSP's Utilization Review nurses have been working with local medical providers and are currently referring day surgery clients to less costly surgery centers when appropriate.

Why: It is well documented that hospitals have much higher overhead and charge approximately twice what a licensed surgery center charges for the same medical procedure. A patient at a licensed surgery center will receive the same level of care as they will at a hospital.

CMSP recognizes that it is important to be a good steward of the money entrusted to us by the public. Therefore, when appropriate, we will refer patients to licensed surgery centers in San Luis Obispo County versus the more expensive hospital alternative.

How are we doing: For FY 2010-11, the projected percentage of day surgeries performed at local surgery centers instead of local hospitals, is 49% (estimated 83 out of 171). Our FY 2010-11 Adopted target was 35%. CMSP will save an estimated \$62,500 by referring patients to licensed day surgery centers instead of performing the surgeries at local hospitals. There is no comparable county data available.

3. Performance Measure: Average number of CMSP applications pending eligibility determination. (New performance measure in FY 2010-11.)

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
New Measure	New Measure	New Measure	60	65	53	50

What: This measure tracks the quarterly average number of CMSP applications that are awaiting eligibility determination by each of the three Eligibility Technicians (ET's) currently working in CMSP.

Why: This measure indicates efficiency in processing CMSP client applications, thus providing access to medical care funding in a timely manner. The lower the number of applicants on the waiting list, the faster clients can receive medical care assistance.

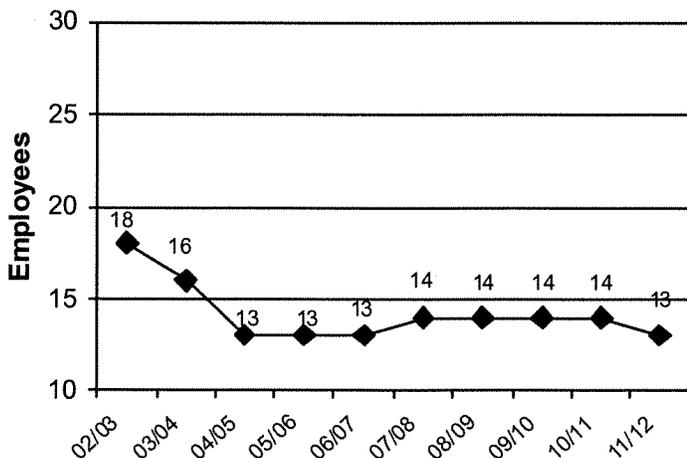
How are we doing: The number of CMSP applicants seeking medical care financial assistance has increased in the last two years primarily because there is an increased number of people who have lost their jobs and their health insurance. Prior to the economic downturn, the current three ET's were able to process applications more quickly maintaining an average pending eligibility list of approximately 30 applicants. The number 30 represents the average number of applicants per staff member waiting to be approved, but it also includes applicants who have not returned all of their financial verifications. During FY 2009-10 one ET was out on medical leave contributing to a higher average number of people awaiting eligibility determination. With the increase in applicants seeking funding for medical care and the absence of one ET, there was an average of over 100 applicants pending eligibility. The number of applicants waiting for determination in FY 2010-11 is estimated to go down to 53 with full staffing, but not to the pre-economic downturn rates of 30.

MISSION STATEMENT

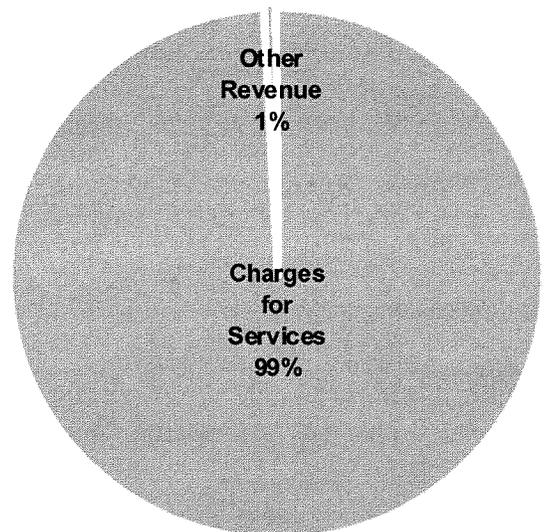
Driving Under the Influence (DUI) Programs promote safe, healthy, responsible, and informed choices concerning alcohol and other drugs through programs responsive to community needs.

<u>Financial Summary</u>	2010-11 <u>Budget</u>	2010-11 <u>Projected</u>	2011-12 <u>Requested</u>	2011-12 <u>Recommended</u>	Change from <u>2010-11</u>
Fines, Forfeitures and Penalties	\$ 45,709	\$ 0	\$ 0	\$ 0	\$ (45,709)
Revenue from Use of Money & Property	10,000	3,500	3,500	3,500	(6,500)
Charges for Current Services	1,494,412	1,409,681	1,409,207	1,409,207	(85,205)
Interfund	0	29,356	0	0	0
Total Revenue	\$ 1,550,121	\$ 1,442,537	\$ 1,412,707	\$ 1,412,707	\$ (137,414)
Fund Balance Available	\$ 109,256	\$ 109,256	\$ 6,386	\$ 6,386	\$ (102,870)
Cancelled Reserves	0	0	54,670	54,670	54,670
Total Financing Sources	\$ 1,659,377	\$ 1,551,793	\$ 1,473,763	\$ 1,473,763	\$ (185,614)
Salary and Benefits	\$ 1,064,480	\$ 1,004,629	\$ 1,006,632	\$ 1,006,632	\$ (57,848)
Services and Supplies	485,641	491,362	417,131	417,131	(68,510)
Other Charges	0	0	0	0	0
Fixed Assets	0	0	0	0	0
Gross Expenditures	\$ 1,550,121	\$ 1,495,991	\$ 1,423,763	\$ 1,423,763	\$ (126,358)
Contingencies	59,839	0	50,000	50,000	(9,839)
New Reserves	49,417	49,417	0	0	(49,417)
Total Financing Requirements	\$ 1,659,377	\$ 1,545,408	\$ 1,473,763	\$ 1,473,763	\$ (185,614)

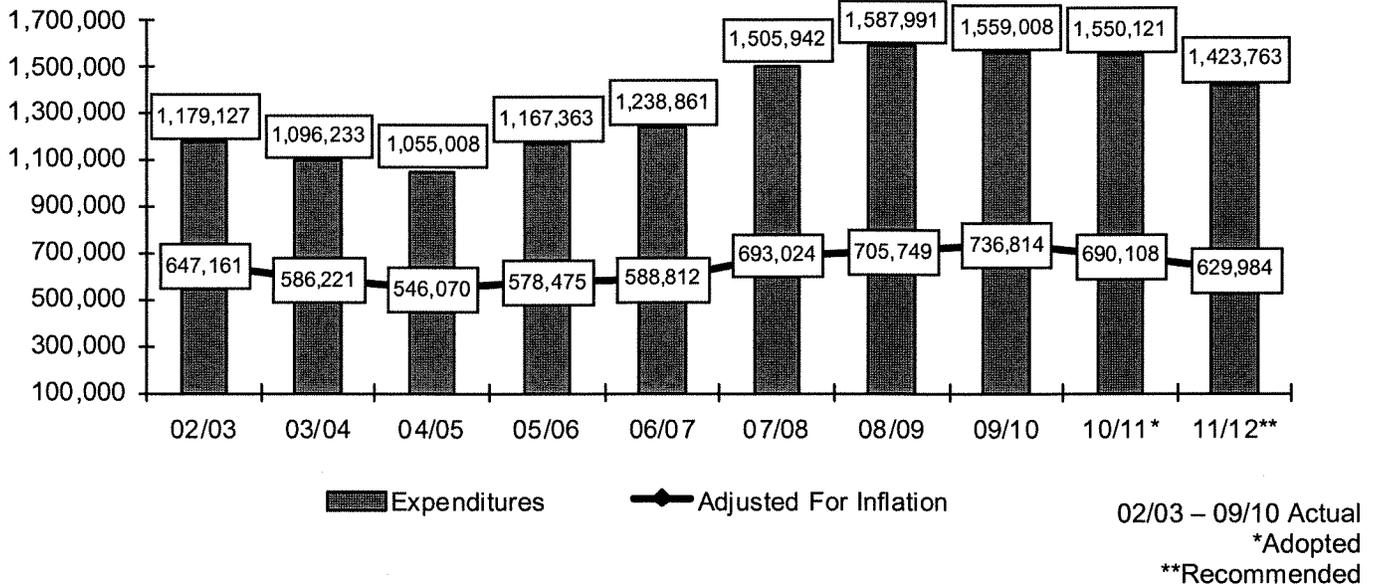
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

The Driving Under the Influence fund center has a total expenditure level of \$1,423,763 and a total staffing level of 13.00 FTE to provide the following services:

First Offender Program

The First Offender program is three months long and is a continuing series of education, group and individual sessions that increase the level of awareness regarding problem drinking or alcoholism. The program encourages participants to reduce incidents of driving under the influence and to make safe, healthy, responsible and informed choices concerning alcohol and other drugs. For persons who have been convicted of a first DUI and have a blood alcohol level of .20% or higher, the Extended First Offender Program is nine months long and is a continuing series of education, group, and individual sessions.

Total Expenditures: \$662,130 Total FTE: 5.75

Multiple Offender Program

The Multiple Offender program is an eighteen-month intervention program for drivers who are multiple offenders of driving under the influence of alcohol or other drugs. This program consists of group and individual counseling and education sessions. There are 26 biweekly individual and 26 biweekly group sessions for the first twelve months of the program, with a subsequent six months of case management.

Total Expenditures: \$634,959 Total FTE: 6.00

Wet Reckless Program

The Wet Reckless Program is for clients with a blood alcohol level of less than .08%. It consists of an abbreviated 12-hour program that includes six education sessions and five Alcoholics Anonymous (AA) or self-help meetings.

Total Expenditures: \$44,861 Total FTE: 0.50

Young Adult Programs

Drug and Alcohol Services offers two Young Adult Programs (YAP) for alcohol impaired drivers ages 18 through 20. YAP1 participants are those arrested with a blood alcohol level of .08% or lower, or who refused testing when arrested. YAP1 participants complete a course of six educational sessions and required Alcoholics Anonymous (AA) meetings. YAP2 participants are those arrested with a blood alcohol level of .08% or higher, and must complete a course of ten educational sessions, three individual sessions, five group counseling sessions and AA attendance.

Total Expenditures: \$81,813 Total FTE: 0.75

DEPARTMENT COMMENTS

Drug and Alcohol Services provides quality, professional, and confidential services for those in need of fulfilling requirements stemming from penalties surrounding driving under the influence of alcohol or other drugs. Services include education, groups, and individual sessions with certified counselors.

San Luis Obispo County Drug & Alcohol Services Driving Under the Influence (DUI) Program is mandated by the State to be self-supported through client fees. The DUI Program receives no General Fund Support. These programs are highly regulated, licensed and monitored by the State.

For over two decades, SLO County has conducted its court-ordered Driving Under the Influence Program. This program enrolled 1,700 participants in FY 2009-10 in First Offender, Second Chance, and other DUI programs. Eighty percent (80%) of clients rank their DUI program above satisfactory or excellent on the participant satisfaction survey.

FY 2010-11 Accomplishments

- Worked together with the Court to reduce paperwork burden by 75%, saving approximately \$18,000 in Court staffing costs.
- Despite a 13% decrease in enrollments, balanced the budget at the year-end using a variety of cost-cutting strategies such as: controlling discretionary costs, reducing the reliance on temp help as enrollments declined, leaving vacancies unfilled and utilizing trust funds to cover unanticipated revenue shortfalls.
- The Driving Under the Influence programs are self-funded and based on community need. Because these programs are self-supporting, we will continue to monitor local and State DUI trends to manage our programs efficiently.

FY 2011-12 Objectives

- Provide 12 hours of training to each staff member using the new e-learning product to ensure quality.
- The Driving Under the Influence programs are self-funded and based on community need. Because these programs are self-supporting, we will continue to monitor local and State DUI trends to manage our programs efficiently.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The Driving Under the Influence fund center is a special revenue fund, and does not receive any General Fund support. Revenues are budgeted to decrease \$137,414 or 8% compared to the FY 2010-11 Adopted Budget due to a decline in program enrollments in the current year. Total Financing Sources are \$185,614 or 11% less than FY 2010-11 due to a much lower projected fund balance available compared to the prior year. The fund balance available (FBA) for FY 2011-12 is expected to be \$102,870 less than the FBA for FY 2010-11. Operating

**Driving Under the Influence (DUI) Program
Fiscal Year 2011-12 Proposed Budget**

Fund Center 375

expenditures (excluding contingencies and reserves) are budgeted to decrease \$126,358 or 8% reflecting the expected decline in program enrollments. Expenditures in the salary and benefits accounts are recommended to decrease \$57,848 (5%) and reflect the elimination of one vacant Drug and Alcohol Specialist I. Expenditures in the services and supplies accounts are recommended to decrease \$68,510 or 14% due primarily to a \$66,900 reduction in overhead costs.

Service levels are expected to be maintained despite the loss of one position.

GOALS AND PERFORMANCE MEASURES

Division Goal: To enhance public safety by providing efficient and effective intervention and education to court ordered individuals referred for driving under the influence of alcohol or other drugs.

Communitywide Result Link: A Safe Community.

1. Performance Measure: Percentage of First Offender Driving Under the Influence (DUI) program completers who re-offend and are remanded to our Multiple Offender Program within 12 months of First Offender Program completion.

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
New Measure	New Measure	New Measure	10%	6.5%	10%	10%

What: Measures recidivism and effectiveness of the First Offender Program.

Why: If our First Offender DUI Program is effective, graduates will not be arrested for another alcohol-related driving offense within the first 12-months of graduation from the program.

How are we doing? A review of San Luis Obispo County re-arrests for FY 2009-10 were 10% for the entire year. Of 1,521 participants enrolled in the First Offender Program in FY 2008-09, 154 or 10% returned in the following year (FY 2009-10) to participate in our multiple offender program as a result of a subsequent re-arrest for DUI after completing the First Offender Program. An analysis of SLO County re-arrests for the first quarter FY 2010-11 indicates a rate of 8% (109 participants of First Offender were re-arrested from 1,348 graduates in FY 2009-10) and is projected to reach a rate of 10% by the close of the fiscal year. The CA State re-offense rate after one year is 6.5%, according to DMV data.

2. Performance Measure: Percentage of participants completing our Client Satisfaction Survey who rate Driving Under the Influence services at the levels of "Very Satisfied" or "Extremely Satisfied".

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
84%	85%	87%	84%	89%	85%	86%

What: Measures client satisfaction with the services provided by Driving Under the Influence staff.

Why: Because Drug and Alcohol Services is committed to providing high quality service, client satisfaction is an indication of program quality. The client satisfaction survey allows us to improve our programs based on participant feedback. The DUI Client Satisfaction Survey offers the following levels of satisfaction: Extremely Satisfied, Very Satisfied, Satisfied, Unsatisfied and Very Unsatisfied. Rates of "high satisfaction" measure the percent of survey respondents who mark "Extremely Satisfied" or "Very Satisfied".

How are we doing? From 1,439 program participants in FY 2009-10, 1,198 Scantron surveys were returned for a survey return rate of 83%. Based on the results, 84% (1,006 of 1,198 returned surveys) of survey respondents rated their experience with the program as Very Satisfied or Extremely Satisfied.
(Data Source: Client Satisfaction Survey)

3. Performance Measure: Percentage of actual Driving Under the Influence (DUI) fees collected. (New performance measure in FY 2010-11.)

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
New Measure	108%	105%	94%	100%	90%	100%

What: The annual budgeted revenue for Driving Under the Influence Programs is composed entirely of client fees for DUI services. Actual client fees are tracked monthly and are compared to their budgeted target to predict funding availability.

Why: Client fees are the only source of revenue for the DUI Program and since it does not receive County General Fund support, the client fees and the collection efforts are critical to the success of County's ability to provide this service.

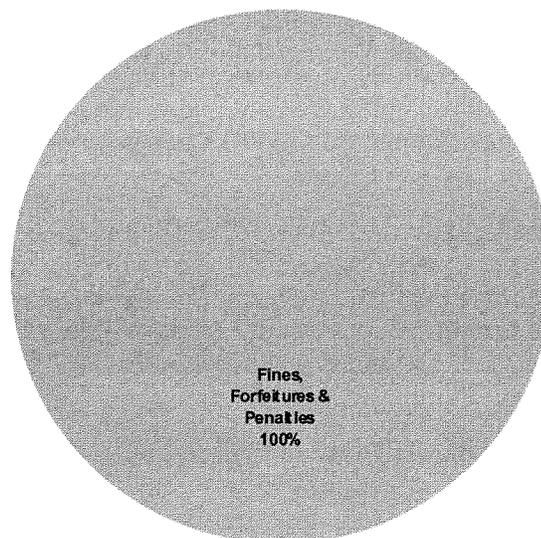
How are we doing? For the past few fiscal years, fee collections have exceeded their budgeted target. In FY 2008-09, the DUI program collected 105% of their budgeted annual target in fees, thus \$1,564,350 was collected with a target of \$1,490,892. The rate of collection for FY 2009-10 was projected to be 93% due to a decrease in anticipated enrollments; the actual rate of collection for FY 2009-10 was 94%. Thus \$1,530,778 was collected with a target of \$1,625,728. Documented evidence throughout the US reports that cutbacks in law enforcement hiring have resulted in reductions in numbers of arrests for alcohol-impaired driving. Also, some of the decrease in enrollments is attributable to the weak economy and a tendency for some clients to postpone entering or finishing their DUI program due to financial constraints. The target for FY 2010-11 will be 100% of \$1,540,120 and will reflect current enrollment and collection trends.
(Data Source: Quarterly Dashboard Data Report)

PURPOSE STATEMENT

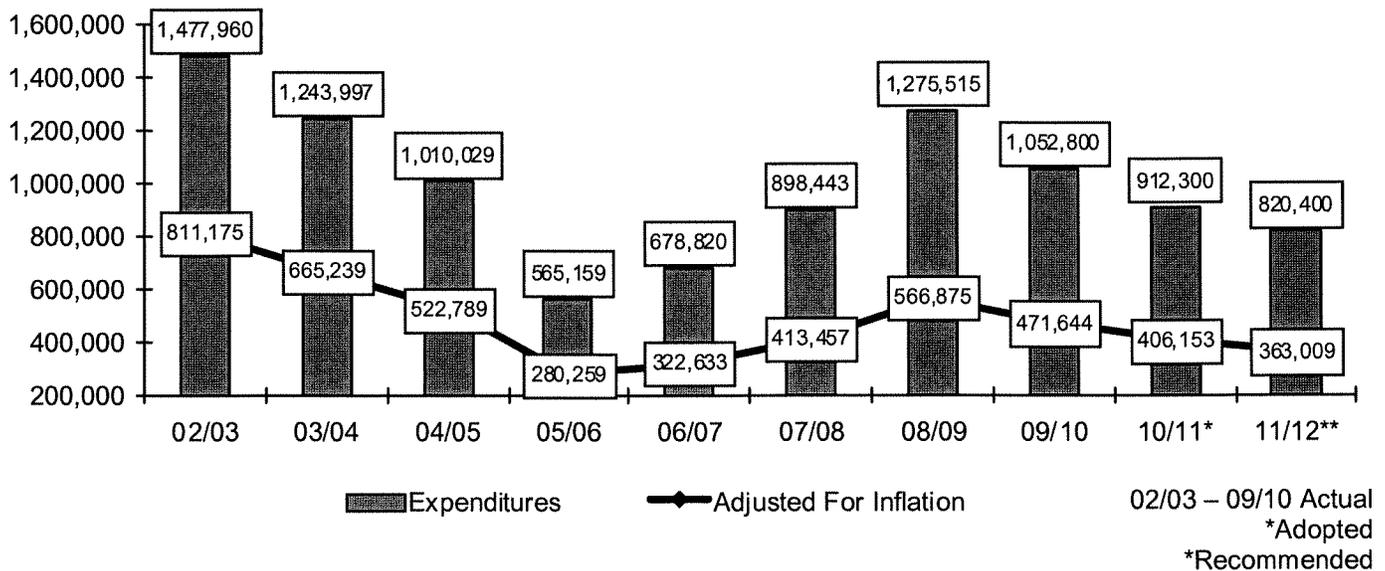
The Emergency Medical Services Fund is part of the Health Agency's Health Care Services Division. Assessments on court fines are used to compensate medical providers for uncompensated emergency room care and to offset the cost of the local Emergency Medical Services Agency.

<u>Financial Summary</u>	<u>2010-11 Budget</u>	<u>2010-11 Projected</u>	<u>2011-12 Requested</u>	<u>2011-12 Recommended</u>	<u>Change from 2010-11</u>
Fines, Forfeitures and Penalties	\$ 910,200	\$ 810,776	\$ 820,000	\$ 820,000	\$ (90,200)
Revenue from Use of Money & Property	2,100	400	400	400	(1,700)
Total Revenue	\$ 912,300	\$ 811,176	\$ 820,400	\$ 820,400	\$ (91,900)
Fund Balance Available	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Cancelled Reserves	0	0	0	0	0
Total Financing Sources	\$ 912,300	\$ 811,176	\$ 820,400	\$ 820,400	\$ (91,900)
Salary and Benefits	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Services and Supplies	912,300	811,176	820,400	820,400	(91,900)
Other Charges	0	0	0	0	0
Fixed Assets	0	0	0	0	0
Gross Expenditures	\$ 912,300	\$ 811,176	\$ 820,400	\$ 820,400	\$ (91,900)
Contingencies	0	0	0	0	0
New Reserves	0	0	0	0	0
Total Financing Requirements	\$ 912,300	\$ 811,176	\$ 820,400	\$ 820,400	\$ (91,900)

Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Emergency Medical Services Fund

The Emergency Medical Services (EMS) funds, also known as Maddy and Richie Funds, are derived from an assessment on fines established through the Court system. These funds pay physicians, designated hospitals, and other providers of emergency medical care for uncompensated emergency room care, and partially fund the Emergency Medical Services Agency for regulation of the pre-hospital emergency medical care system.

Total Expenditures: \$820,400 Total Staffing (FTE): 0.00

*Staffing reflected in Fund Center 350 - County Medical Services Program

DEPARTMENT COMMENTS

The Emergency Medical Treatment and Active Labor Act (EMTALA) was enacted in 1986 and stipulates that anyone seeking medical care at a hospital emergency room must receive a medical examination and appropriate stabilizing measures. Because many people who access care in emergency rooms are uninsured, the burden of providing emergency care is often left to hospitals and physicians. In order to address uncompensated emergency medical care, Fund Center 351, the Emergency Medical Services (EMS) Fund, was established in 1988, pursuant to State Senate Bills 12 and 612. In 2006 the State passed Senate Bill 1773, which authorized counties to increase the existing penalty assessment.

The legislation allowed the Board of Supervisors to authorize the collection of court fines from criminal offenses and approve policies for the administration and expenditure of the EMS Fund. Legislation specifies that the EMS Fund must be held as a separate fund and revenues are not to be commingled with other similar type of funds. The Fund partially compensates physicians and surgeons for uncompensated emergency medical care. The Fund also provides funding to hospitals and the County's pre-hospital emergency medical care system.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

This budget is recommended as requested. Expenditures in this budget, which provide compensation to physicians, surgeons, hospitals and payment toward the pre-hospital emergency care system, are driven by available funding. In FY 2010-11, available funding is projected to decrease \$91,900 (10%) compared to the FY 2010-11 Adopted Budget. The expected decline is based on FY 2010-11 projections, which are less than

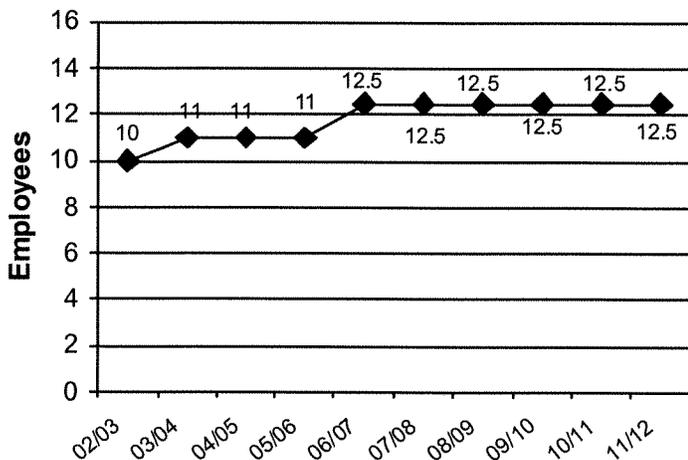
budgeted primarily due to findings from the State Controller's Office audit of Trial Court revenue. The audit, conducted in August 2010, identified approximately \$93,000 in penalty assessment revenue that had been allocated to the emergency Medical Services Fund in error. This program does not receive any General Fund support.

MISSION STATEMENT

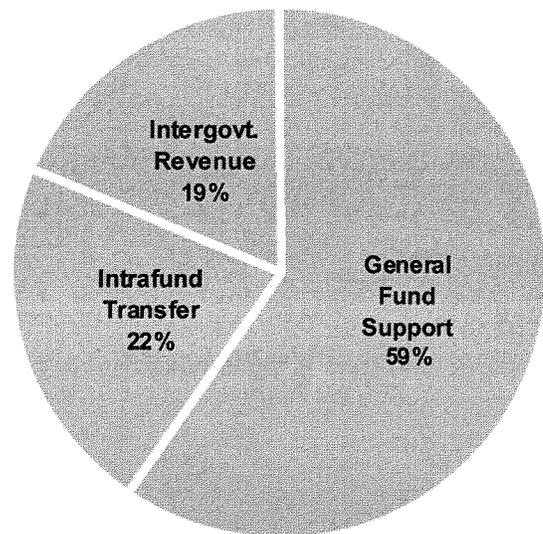
The mission of the Law Enforcement Medical Care (LEMC) Program is to provide cost effective, quality medical care for persons incarcerated at the County Jail and the Juvenile Services Center.

<u>Financial Summary</u>	<u>2010-11 Budget</u>	<u>2010-11 Projected</u>	<u>2011-12 Requested</u>	<u>2011-12 Recommended</u>	<u>Change From 2010-11</u>
Intergovernmental Revenue	\$ 425,000	\$ 396,000	\$ 425,000	\$ 425,000	\$ 0
Charges for Current Services	0	2,000	0	0	0
**Total Revenue	\$ 425,000	\$ 398,000	\$ 425,000	\$ 425,000	\$ 0
Salary and Benefits	1,611,430	1,608,071	1,603,505	1,592,283	(19,147)
Services and Supplies	733,956	702,329	700,585	682,722	(51,234)
**Gross Expenditures	\$ 2,345,386	\$ 2,310,400	\$ 2,304,090	\$ 2,275,005	\$ (70,381)
Less Intrafund Transfers	507,532	507,532	499,172	499,172	(8,360)
**Net Expenditures	\$ 1,837,854	\$ 1,802,868	\$ 1,804,918	\$ 1,775,833	\$ (62,021)
General Fund Support (G.F.S.)	\$ 1,412,854	\$ 1,404,868	\$ 1,379,918	\$ 1,350,833	\$ (62,021)

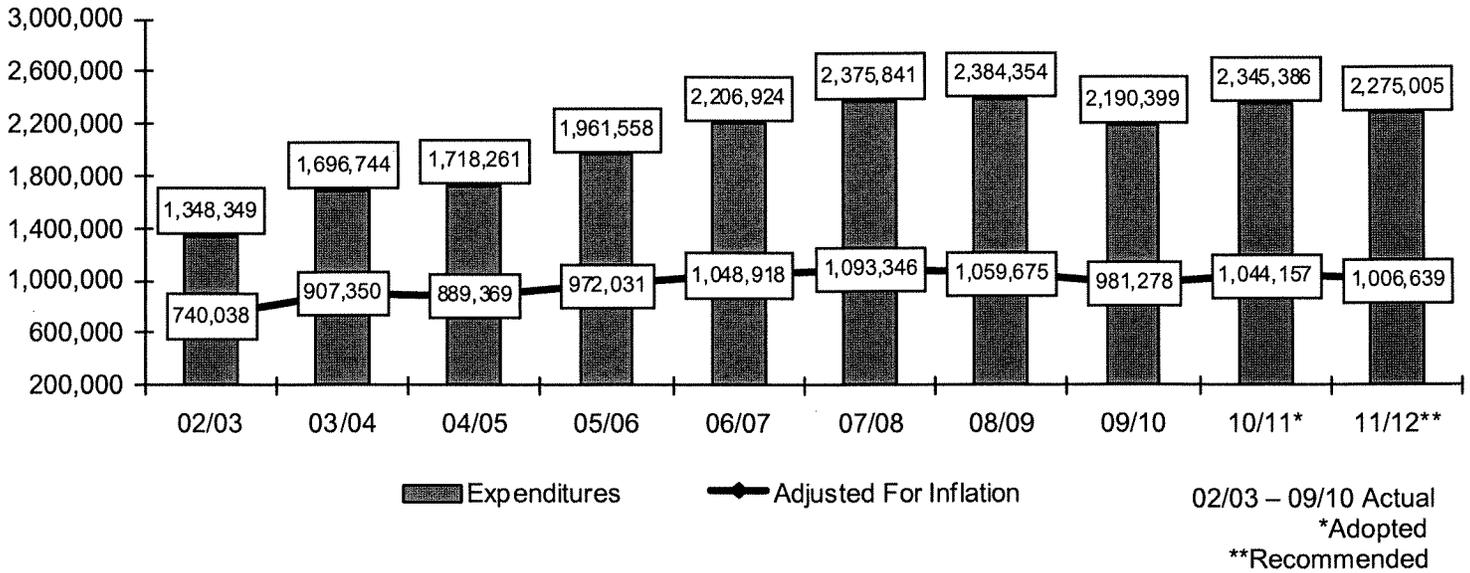
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Law Enforcement Medical Care has a total expenditure level of \$2,275,005 and a total staffing level of 12.50 FTE to provide the following services:

Jail Medical Services

This program provides medical care for County Jail inmates, including medical evaluations, daily sick call, administering prescribed medications, coordinating referrals with drug abuse/alcohol programs and mental health services, and referring and paying for hospital care for acutely ill or injured patients. The program pays for emergency transport to hospitals, referrals to specialist services, emergency room care, and any ancillary medical services not available at the Jail infirmary.

Total Expenditures: \$1,825,833 Total Staffing (FTE): 9.50

Juvenile Services Center Medical Services

This program provides medical care for Juvenile Services Center wards, medical evaluations, including daily sick call, administering prescribed medications, coordinating referrals with drug abuse/alcohol programs and mental health services.

Total Expenditures: \$449,172 Total Staffing (FTE): 3.00

DEPARTMENT COMMENTS

Law Enforcement Medical Care (LEMC) includes medical care provided at both the County Jail and at Juvenile Services (JSC). Nursing staff are responsible for organizing and delivering the medical care to inmates (Jail) and wards (JSC) under the supervision of contract physicians and the County Health Officer.

Efforts have been made by medical and custody staff to find ways to decrease the amount of General Fund support needed to provide medical care in these facilities. The nurses at both sites conduct a utilization review process for requested procedures or visits to specialty care to determine if the care is appropriate and can be completed in a timely manner.

The following are LEMC's accomplishments for FY 2010-11 and some specific objectives for FY 2011-12.

FY 2010-11 Accomplishments

- Increased the use of Licensed Vocational Nurses (LVN) at the jail to manage medications and other procedures in order to reserve the more expensive Registered Nurses (RN) time for duties only RNs are qualified to complete. A LVN is paid 56% less than a RN.
- Pursued ordering generic, less expensive medications, as often as possible, rather than the more expensive brand name medications.
- Continued to use a utilization review process to determine the appropriateness of physician-ordered diagnostic tests and specialty care at the Jail.
- In consultation with custody, inmates at the Jail Honor Farm can have and manage their own medications as long as it is no more than one daily medication and the medication would not pose a danger to other inmates if taken accidentally.
- Discontinued storing time-sensitive mental health medications that are not frequently used by the psychiatrists at JSC.

FY 2011-12 Objectives

- Continue the efforts to find and hire LVNs for positions at both facilities to replace RN positions, as they become vacant and as appropriate, to decrease staffing expenses.
- Develop and implement a medical care Quality Assurance program at the jail.
- Recruit and hire an additional physician for the Jail morning clinics as one of the current physicians is retiring.
- Explore using Contract Pharmacy Services, a private company currently providing medications to the jail, for medications for the wards at JSC.
- Explore ways to better manage medical records at the jail, such as electronic record keeping, for records over 5 years old.
- Assist JSC and jail nurses in developing electronic spread sheets to track services and staff schedules.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The level of General Fund support as well as total expenditures for Law Enforcement Medical Care (LEMC) are recommended to decrease by \$62,021 (4%) compared to the FY 2010-11 adopted level. State realignment revenue derived from Vehicle License Fees and sales tax revenue, is recommended at the same level as included in the FY 2010-11 Adopted budget (\$425,000). Realignment is the sole source of revenue for LEMC.

Salary and Benefits expenditures are budgeted to decrease by \$19,147 (1%) due to various changes, including a reduction of 911 temp help hours (or 38%), the retirement of the contract physician and the conversion of the Supervising Correctional Nurse's stand-by pay to a different format to better reflect actual stand-by consultation provided (i.e. via telephone rather than on-site). While the total number of FTE recommended on the LEMC Position Allocation List remains at 12.5, there are recommended changes in the allocation for certain classifications that work in the Jail, including:

- Conversion of a 1.0 FTE Administrative Assistant III to the Administrative Assistant II level,
- Reduction of a vacant full-time Correctional Nurse II position to three-quarter time,
- The conversion of a filled Correctional Nurse II from half time to three quarter time,
- The reduction of a vacant, full-time Licensed Vocational Nurse to three-quarter time, and
- The conversion of a filled three quarter-time Mental Health Therapist to full-time.

Expenditures in the service and supplies accounts are budgeted to decrease by \$51,234 (6%) compared to the FY 2010-11 Adopted Budget. The most notable variances include: the elimination of \$26,528 in charges by the Information Technology (IT) Department (these costs are now captured in the Countywide Overhead charge) and a \$7,000 (5%) decrease in Pharmaceuticals due to the prescription of more generic and less costly drugs. In addition, the contribution paid by the Probation Department for support at Juvenile hall has declined by almost \$5,900 primarily due to the elimination of the IT charges noted previously.

The recommended budget results in no change in service levels for Law Enforcement Medical Care.

GOALS AND PERFORMANCE MEASURES

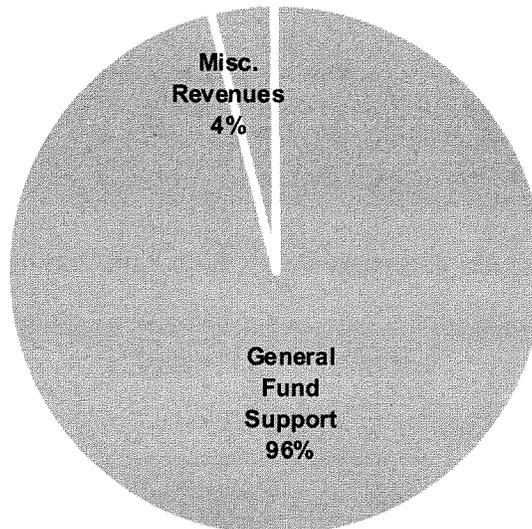
Department Goal: Provide cost effective medical care maintaining the health of County Jail inmates.							
Communitywide Result Link: Healthy and Safe Community							
1. Performance Measure: Medical costs per inmate day at the County Jail.							
06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target	
\$8.90	\$9.07	\$9.27	\$8.46	\$9.00	\$8.50	\$8.70	
<p>What: This shows the average cost per day to provide mandated Jail medical services to adult inmates. The measure is calculated by accumulating all costs of providing medical care to inmates and dividing by the product of the average daily inmate census and the number of days in the year.</p> <p>Why: County Jail inmate medical costs per day is an efficiency-oriented performance measure reflecting both the cost of providing medical care and the level of demand among Jail inmates. Monitoring this measure helps the County develop standards and policies for the provision of medical services for Jail inmates.</p> <p>How are we doing? In FY 2010-11, the average medical cost per day provided to inmates is estimated to be \$8.50 = (the division's estimated medical care costs per day of \$4,600 divided by 541, the average number of inmates per day). In FY 2009-10, the medical cost per day was \$4,670 and the jail census (or average number of inmates) was 552. Although medical care costs per day are estimated to be lower than the prior year by \$70/day, the average number of inmates is estimated to decrease by 11 to 541 per day in FY 2010-11. Even though the FY 2010-11 average medical cost per day is estimated to be lower than the prior year, the average medical cost per inmate/day has increased slightly (\$.04/day) due to a decrease in jail census. There is no comparison data from the State or other counties readily available.</p>							

PURPOSE STATEMENT

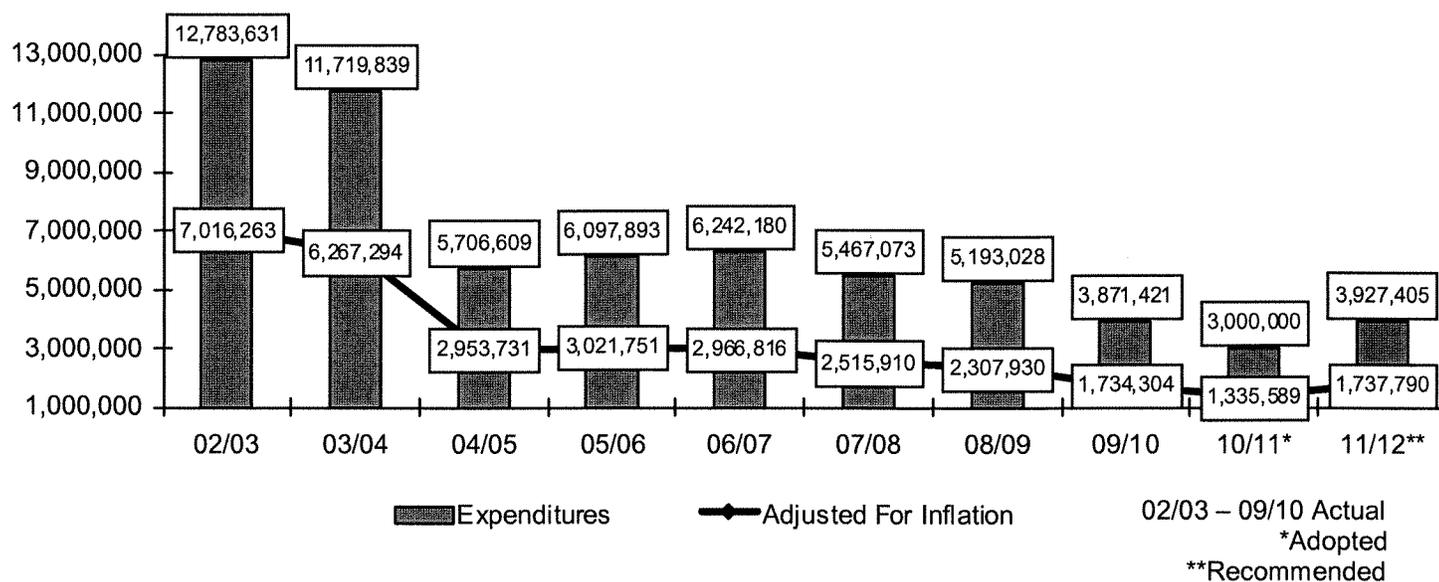
This fund center exists to transfer General Funds in the form of grant payments to the Community Health Center of the Central Coast to provide primary, pharmacy and limited specialty medical care services to the County's Medical Services Program clients and other low income unsponsored patients.

<u>Financial Summary</u>	<u>2010-11 Budget</u>	<u>2010-11 Projected</u>	<u>2011-12 Requested</u>	<u>2011-12 Recommended</u>	<u>Change From 2010-11</u>
Revenue from Use of Money & Property	\$ 0	\$ 0	\$ 74,730	\$ 74,730	\$ 74,730
Intergovernmental Revenue	74,730	74,730	0	0	(74,730)
Other Revenues	0	0	0	81,063	81,063
**Total Revenue	\$ 74,730	\$ 74,730	\$ 74,730	\$ 155,793	\$ 81,063
Services and Supplies	3,000,000	3,000,000	3,000,000	2,200,000	(800,000)
Other Charges	0	0	1,802,405	1,727,405	1,727,405
**Gross Expenditures	\$ 3,000,000	\$ 3,000,000	\$ 4,802,405	\$ 3,927,405	\$ 927,405
General Fund Support (G.F.S.)	<u>\$ 2,925,270</u>	<u>\$ 2,925,270</u>	<u>\$ 4,727,675</u>	<u>\$ 3,771,612</u>	<u>\$ 846,342</u>

Source of Funds



10 Year Expenditures Adjusted For Inflation



COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

This budget includes funding for the Community Health Centers of the Central Coast (CHC) as well as the General Fund contribution to the County Medical Services Program (CMSP) – Fund Center 350. In 2004, the County discontinued its direct provision of primary medical care services and entered into a five-year contract with CHC to provide primary, pharmacy and limited specialty medical care services to County Medical Services Program eligible and other low income, unsponsored patients. General Fund support for this budget is recommended to increase by \$846,342 (28%) due to a significant increase in medical costs in the CMSP program.

Revenue recommended in this budget includes the lease payment made by CHC to the County for use of the Annex (\$74,730) plus a one-time transfer of more than \$81,000 in donations that had been made to General Hospital several years ago and kept in a trust.

Overall, expenditures are recommended to increase by \$927,405 (30%) as a result of a more than \$1.7 million increase in General Fund contribution needed for CMSP. There are two key factors contributing to this increase.

- 1) The costs for indigent medical care have risen significantly (as much as almost 160% since FY 2008-09), primarily due to the economic recession and increased rates paid to physicians and hospitals. Expenses are expected to increase in FY 2011-12 compared to the current year with additional inpatient hospital days, outpatient surgery center procedures, and costs for specialty physician care.
- 2) A cash balance of funds that had been used to finance a portion of the CMSP budget for the last three years is now depleted. Historically, a General Fund contribution of approximately \$500,000 was budgeted each year for CMSP. In FY 2008-09, the Health Agency determined it had sufficient cash reserves in the fund to cover expenditures for approximately three years and thus, no General Fund contribution was budgeted in fiscal years 2008-09, 2009-10 and 2010-11. With the significant increase in utilization and medical care costs, this cash reserve was drawn down faster than anticipated, requiring the Health Agency to seek a loan in FY 2010-11 of \$650,000.

To reduce the impact on the General Fund and overall expenditures, the Health Agency has proposed three key strategies: a reduction of payments to CHC to yield a savings of \$500,000, a potential change in the contractor who provides pharmacy services to CMSP patients to yield \$300,000 in savings and a reduction in the rates paid to hospitals that care for CMSP patients, to yield a savings of \$75,000.

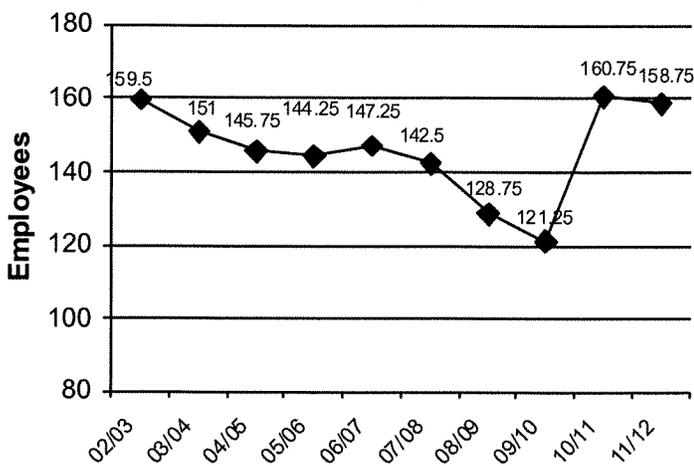
1. Funding to CHC has been structured as a grant since 2004, when the County first contracted with this organization. During the last three years, the County has had to reduce its grant amount from its peak of \$5.2 million to \$3 million in FY 2010-11. Fortunately, CHC has found other means to finance their operation and continue to provide more than 200,000 patient encounters in FY 2010-11. The proposed \$500,000 reduction for FY 2011-12 reflects estimated savings the Health Agency expects to yield based on the current status of negotiations with CHC. Because CHC is required to provide services to all people who seek medical care, regardless of their ability to pay, it is difficult to predict the extent to which the reduction in County funding will impact unsponsored patients (i.e. those not covered by MediCal, CMSP or private insurance). Over the last several years, CHC has absorbed the incrementally reduced levels of County funding without having to provide fewer services. CHC has been able to provide between 197,000 and 208,000 patient encounters per year over the last three years, with the highest number (208,000) provided in FY 2009-10.
2. Since the County first contracted with CHC in 2004, that agreement has included pharmacy services. In FY 2010-11, it is estimated that approximately \$1.4 million of the \$3 million grant paid to CHC is to ensure access to necessary pharmacy services. Over the past several months, Health Agency staff has been evaluating indigent medical care delivery options. One option that appears to represent a significant cost reduction opportunity is to switch from CHC to a commercial pharmacy benefit manager (PBM) for access to prescription medications for CMSP eligible patients. Negotiations are currently underway with CenCal Health and its PBM, a company called Med-Impact, to assume the role of providing pharmacy services to CMSP patients. No reduction to services levels is anticipated from this change.
3. For decades, the County has maintained contracts with the four private hospitals to ensure their availability to provide inpatient services to CMSP-eligible patients when necessary. Since General Hospital was closed, the County has attempted to pay rates which approximate the rates the hospitals receive for the services they provide to Medi-Cal patients. The Health Agency is currently negotiating with hospitals to slightly reduce the rates the County will pay for hospital services to CMSP patients.

MISSION STATEMENT

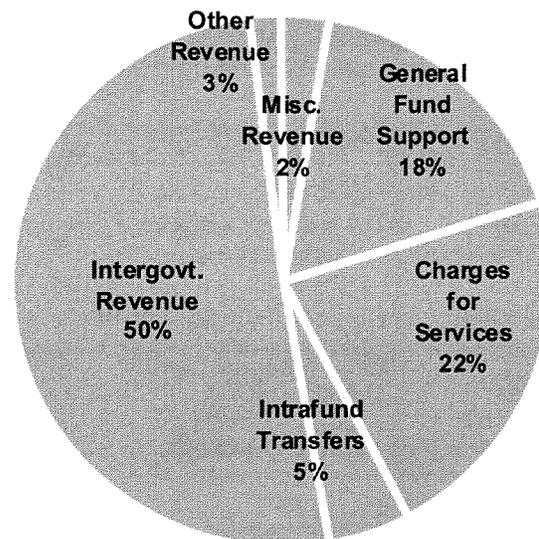
To promote, preserve and protect the health of all San Luis Obispo County residents through disease surveillance, health education, direct services, and health policy development.

<u>Financial Summary</u>	<u>2010-11 Budget</u>	<u>2010-11 Projected</u>	<u>2011-12 Requested</u>	<u>2011-12 Recommended</u>	<u>Change From 2010-11</u>
Licenses and Permits	\$ 23,551	\$ 23,500	\$ 18,005	\$ 18,005	\$ (5,546)
Fines, Forfeitures and Penalties	177,800	176,400	222,800	222,800	45,000
Revenue from Use of Money & Property	1,000	1,800	216	216	(784)
Intergovernmental Revenue	11,187,946	11,066,408	11,145,930	11,309,435	121,489
Charges for Current Services	4,726,214	5,147,491	4,832,247	4,855,497	129,283
Other Revenues	455,632	528,015	548,237	595,656	140,024
Interfund	237,086	216,425	216,371	216,371	(20,715)
**Total Revenue	\$ 16,809,229	\$ 17,160,039	\$ 16,983,806	\$ 17,217,980	\$ 408,751
Salary and Benefits	16,111,850	15,823,080	16,805,329	16,184,398	72,548
Services and Supplies	4,576,447	4,730,898	4,741,330	4,699,273	122,826
Other Charges	1,508,567	1,508,567	1,410,000	1,410,000	(98,567)
Fixed Assets	7,000	32,691	0	0	(7,000)
**Gross Expenditures	\$ 22,203,864	\$ 22,095,236	\$ 22,956,659	\$ 22,293,671	\$ 89,807
Less Intrafund Transfers	1,152,584	997,800	1,127,123	1,127,123	(25,461)
**Net Expenditures	\$ 21,051,280	\$ 21,097,436	\$ 21,829,536	\$ 21,166,548	\$ 115,268
General Fund Support (G.F.S.)	\$ 4,242,051	\$ 3,937,397	\$ 4,845,730	\$ 3,948,568	\$ (293,483)

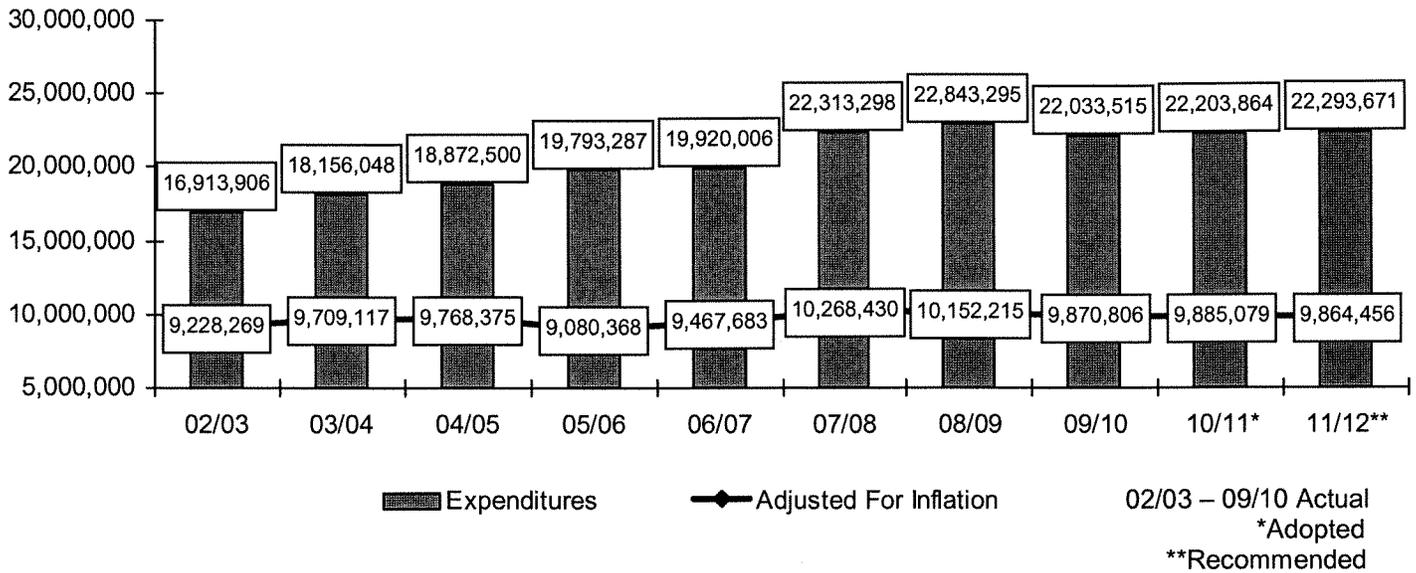
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



Public Health has a total expenditure level of \$22,293,671 and a total staffing level of 158.75 FTE to provide the following services:

SERVICE PROGRAMS

Environmental Health Services

The Environmental Health Division is responsible for protecting public health by preventing exposure to toxic substances, disease-causing agents, unsanitary conditions, other environmental hazards and disaster response. Specific programmatic areas of the Division include Food Sanitation, Land Development, Hazardous Material Management, Vector Control, Waste Management, Water Quality, and Stormwater and Underground Storage Tank Management.

Total Expenditures: \$3,291,998 Total Staffing (FTE): 24.00

Family Health Services

The Family Health Services Division is comprised of programs and activities that provide a comprehensive array of health related services including communicable disease control, immunizations, HIV/AIDS surveillance, reproductive health, early cancer detection, case management targeted at improved prenatal care and parenting skills leading to healthy birth outcomes, child health disability prevention and specialty care for children with disabilities, as well as specialized service for the Suspected Abuse Response Team (SART).

Total Expenditures: \$8,661,070 Total Staffing (FTE): 69.75

Public Health Laboratory

The Public Health Laboratory provides testing to physicians, health clinics and other laboratories for infectious diseases, to businesses and the public for water, shellfish and other environmental microbial contamination, and serves as an advanced-capability, regional laboratory in the event of a bioterrorist attack or natural pandemic.

Total Expenditures: \$1,924,438 Total Staffing (FTE): 11.25

Health Promotion

The Health Promotion section focuses on promoting a healthy community by empowering individuals, groups and organizations to take responsibility for adopting healthy behaviors and supporting policies that promote health. Program areas include Tobacco Control, Nutrition and Physical Activity (Obesity Prevention), the Special Supplemental Nutrition Program for Women, Infants and Children (WIC), oversight of HIV/AIDS community-based services, Injury Prevention, and Oral Health Promotion.

Total Expenditures: \$2,737,432 Total Staffing (FTE): 22.75

Emergency and Special Services

The Public Health Department also oversees vital records, epidemiological services, and the Emergency Medical Services system for the County, and the Public Health Emergency Preparedness program.

Total Expenditures: \$1,063,720 Total Staffing (FTE): 7.00

Health Agency Administration

Health Agency Administration provides Administration, Information Technology, Accounts Payable, and Human Resources support to all of the Health Agency and oversight of the office of Public Guardian.

Total Expenditures: \$4,615,013 Total Staffing (FTE): 24.00

DEPARTMENT COMMENTS

The Public Health Department (PHD) is tasked with assuring the health and well being of all county residents through a wide-range of assessment, policies and services. The Department is comprised of six distinct divisions/ units, each with their own set of community responsibilities, and thus each is listed separately below in the Accomplishments and Objectives sections. Some general areas of PHD activity this past year include:

2010 was the year for a new disease outbreak, not influenza as in 2009, but rather pertussis or "Whooping Cough." Our county had the highest disease rate in California and one of the highest rates reported in the nation with a total of 382 cases, a number not seen since the 1940s. In response, the PHD greatly increased surveillance activity, expanded provider communication, performed over 1,000 lab tests, and partnered with a private national chain to vaccinate over 5,000 persons with a pertussis-containing booster shot (Tdap). A new state law (AB 354) makes this vaccine mandatory for 7-12 grades beginning July 2011.

The PHD has taken a lead in the county with respect to use of social media to communicate with the public. In the past 1-2 years, starting with the H1N1 flu pandemic, we instituted an email subscription feature on our website, a Facebook page (over 170 followers to date), and RSS feeds to compliment our previous public information system of health alerts through rapid fax/email.

There was a great deal of physical moving in the latter part of 2010. The local Emergency Medical Services Agency (EMSA) functions were moved "in house" from a non-profit organization, EMSA Inc. with whom the County has contracted since the early 1980s. The need to house the 6 new EMSA employees resulted in shifting other program staff: Children's Medical Services, and the SLO Women Infants and Children (WIC) clinic into the Annex building of the Health Campus.

FY 2010-11 Accomplishments

Environmental Health Services:

- Developed *Public Portal* for businesses to electronically submit real-time chemical inventory, training plans and maps of stored chemicals.
- Self-evaluation of Retail Food Safety Program using the US Food and Drug Administration Food Safety Program Standard. Project is a multi-year effort.

Family Health Services:

- Launched Parent Orientation for parents of disabled children enrolled in the Medical Therapy Program to set program expectations, increase appointments kept and complete home therapy plans.
- Awarded a \$130,000 federally-funded Family Planning grant. Grant will offset expenses of SLO Family Planning program, enhance outreach and education; and help lower teen pregnancy rate.
- Trained 70 professional providers in recognizing and responding to Domestic Violence in pregnancy.
- Implementation of targeted testing for tuberculosis (TB) -- results in fewer false positive results, avoiding unnecessary angst and treatment, and lower public and private health care expenditures.

Health Care Services:

- Transition of Emergency Medical Services Agency duties, personnel, and equipment from EMSA Inc. contract to in-house model, on-time and within budget.

Health Promotion:

- Sponsored Obesity Summit with HEAL-SLO for over 200: addressed shocking statistics on childhood obesity and things that communities can do to combat problem -- food policy councils, built environment, and fast food and sugary beverage policies.
- Expanded Lactation Services at all Women Infants and Children (WIC) clinics with \$214,000 grant from the State WIC.

FY 2011-12 Objectives

- Continue development/implementation of Quality Improvement and Performance Measurement standards.
- Begin the process of a smooth transition in implementing Federal Health Care Reform
- Continue to build efficiencies; e.g., ongoing Environmental Health (EH) staff cross-training to support the generalist approach to service delivery; enhanced use of electronic media to respond to consumer inquiries and complaints.
- Provide Family Planning education and outreach to 1,500 individuals at WIC, County Jail and the breast-feeding clinic in Paso Robles.
- Finalize all staff/program relocations including providing for expansion of the dental space for La Clinica de Tolosa, co-housed with the Paso Robles PHD clinic, as well as weekend utilization of clinic space for clients needing Food Bank services.
- Childhood Obesity Prevention program staff, working with HEAL-SLO, will get at least 10 organizations and one jurisdiction to implement policies that can have a positive effect on obesity rates, including, but not limited to, policies on food served at meetings and sugary beverages.
- Implement Web Portal allowing lab users to look up laboratory results on the web.
- Implement new lab testing for two assays -- Valley Fever and a viral panel.
- Complete additional SOPs for PH Emergency Preparedness; particularly Medical Health Operating Area Coordination (MHOAC) and County Health Agency Department Operations Center (CHADOC).

FY 2010-11 Accomplishments

- The Tobacco Control Program concluded 3 year work plan and received “A” grade issued by the State. Highlights: 3 jurisdictions adopted smoke-free outdoor policy (Cities of Arroyo Grande, Atascadero and San Luis Obispo); 6 events adopted smoke-free policy (Paso Robles Wine Festival, Pride in the Plaza, Pride Family Values Picnic, Morro Bay Water Festival, Stone Soup Music Festival, and the Harbor Festival); one jurisdiction adopted a tobacco retail licensing policy (County of SLO).
- Worked with General Services Agency to implement smoke-free ordinance for all County building grounds.

Public Health Laboratory:

- Performed pertussis testing (>1,000), quantiferon testing for tuberculosis investigation at the California Men’s Colony (>400) and testing as part of multi-state E. coli foodborne outbreak.
- Completed phase 2 of laboratory remodel.

Public Health Emergency Preparedness (PHEP):

- Held first-ever, large-scale simultaneous mass flu clinic drills involving multiple county departments. (1,300 administered in Atascadero and Pismo Beach).
- Finalized and/or authenticated several Standard Operating Procedures – Pandemic Flu, Strategic National Stockpile, Public Points of Distribution, and two Memorandums of Understanding (MOUs) – one for Receipt, Stage and Storage site at Camp San Luis; one with Sheriff and FBI for joint investigation of suspicious powders/materials.
- Implemented universal Incident Command System training for new Health Agency hires.

COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

The Health Agency

The Health Agency has consolidated some of its fund centers for the FY 2011-12 budget and is now comprised of eight fund centers (FC) including:

- Animal Services – FC 137
- Public Health – FC 160

- Behavioral Health FC 166*
- Driving Under the Influence (DUI) – FC 375

Health Care Services:

- Medical Assistance Program – FC 183
- County Medical Services Program (CMSP) – FC 350**
- Emergency Medical Services Fund – FC 351
- Law Enforcement Medical Care (LEMC) – FC 184

* FC 166 – Behavioral Health is a new fund center that consists of three previous independent fund centers: FC 161 – Mental Health, FC 162 – Drug and Alcohol Services and FC 165 – Mental Health Services Act. These are now reflected as separate divisions within FC 166.

** FC 352 – Other Indigent Health Care has been integrated into FC 350 and noted in the comments for this fund center

The overall level of General Fund support for the Health Agency is recommended to decrease \$252,874 or 1.5% compared to the FY 2010-11 adopted level. The decrease would have been much more significant, however, as noted in FC 183 – Medical Assistance Program and FC 350 – CMSP, a significant increase in General Fund support is recommended due to the increase in utilization and medical costs associated with indigent health care.

The General Fund support for other Health Agency budgets (excluding the Medical Assistance Program and CMSP) is decreasing by over \$1 million, or 7.7% overall to reduce the General Fund support and overmatch in Health Agency programs. Reductions made included the elimination of 11.25 FTE, salary savings from voluntary time off and expected vacancies, as well as various reductions in services and supplies.

Public Health

The recommended budget reflects an increase in revenues of \$408,751 (2%), an increase in total expenditures of \$115,268 (less than 1%) and a decrease in General Fund support of \$293,483 (6%) compared to the FY 2010-11 adopted budget.

General Fund Reduction Strategies

As in past years, cost savings measures have been incorporated into the Health Agency budget to reduce the need for General Fund support. Accordingly, measures listed below are included in the FY 2011-12 recommended budget for Public Health:

1. Elimination or reduction of the following positions:
 - One vacant Accounting Technician for a savings of approximately \$66,000
 - 2.0 FTE of vacant field nursing positions (Public Health Nurses) for a total expenditure savings of almost \$243,300 and a net General Fund savings of \$130,000
 - One filled, full-time Environmental Health Specialist II reduced to half-time for a savings of almost \$49,000
 - One filled Patient Services Representative supporting the immunization program, for a savings of approximately \$72,600

(Note – the elimination of field nursing positions will result in a loss of \$110,000 in Federal MediCal revenue that can be claimed by these positions performing reimbursable activities.)

2. Additional savings in the salary and benefit accounts include:
 - A net of \$80,000 in salary savings from Voluntary Time Off
 - A net General Fund savings of approximately \$85,300 by reducing the use of temp help and working part-time, permanent staff within their budgeted allocation
 - Salary savings of 0.5% equating to \$84,000 (recognizing expected vacancies through out the year),
 - A reduction in Obesity Program temp help education support for a savings of almost \$54,000

3. Expenditure reductions in the services and supplies accounts total approximately \$102,000 and include several relatively minor cuts in various accounts (travel, office supplies, training, etc.) The most significant cuts include approximately \$67,000 in payments to the Information Technology Department for technical consulting services and \$15,680 in reduced costs for purchases of computer equipment
4. The Health Agency is also proposing to begin charging fees for their Suspected Abuse Response Team program to the local law enforcement agencies, as is done in most other counties. This is expected to yield approximately \$60,000 in revenue.

Summary of Service Level Impacts Associated with Budget Reductions:

The most significant service level impacts are likely to be found with the elimination of the Field Nursing positions. Each full-time Public Health Nurse carries a case load of 25 low-income, high risk families; women who are pregnant and first time mothers with infants. Each Nurse conducts 400 home visits to these families in a year to provide education and support to maintain healthy pregnancies, parenting education and support, mother and infant health monitoring, and appropriate referrals for special services needed. With the elimination of two Field Nursing positions, a total of 50 families receiving these services will be affected. In addition, Field Nurses support the Public Health Department when health "events" requiring a surge response occur such as the mass vaccination clinics conducted in 2009 for the influenza pandemic and in 2010 to bring the whooping cough (pertussis) epidemic under control. The Health Agency's capacity to respond to such events will be reduced with the elimination of these positions.

Elimination of the vacant Accounting Technician may weaken the Health Agency's accounts payable capacity. This might result in late payments being posted and late fines being charged. Elimination of the Patient Services Representative is expected to reduce Public Health's ability to ensure 100% compliance with the California Immunization Registry law (the system where medical providers document vaccinations provided to patients). This position works to add new providers to the system and gives assistance to users of the registry to assure that 100% of vaccinations, especially those of children, are available in a centralized database. The quality of the data could be jeopardized without such support, leading to over or under immunization of at risk populations. The reduction of the Environmental Health Specialist to half time will impact services to the Land Use program. This position provides input to the land development process by recommending appropriate water and waste water disposal as well as other environmental health mitigation measures on various development projects. Development and associated revenue in this program has declined over the past three years due to a declining economy. Services will focus on meeting statutory deadlines. Other requests for service will be prioritized and response time is likely to be delayed for lower priority requests.

Summary of the Recommended Budget

Overall, revenues are recommended to increase \$408,751 (2%) compared to the FY 2010-11 Adopted Budget. While some grant and one-time funding is being reduced or eliminated, this is offset by new grants and increases in existing allocations in other programs. The most significant variances in the revenue include:

- the elimination of \$320,000 in federal stimulus funds including approximately \$150,000 used to increase the Federal Medical Assistance Percentage (FMAP) paid on MediCal reimbursement and a reduction of approximately \$98,000 (42%) in the Immunization Action Plan grant
- an increase of more than \$290,000 (18%) in Federal revenue for the WIC program, which is now partially funding the BABES grant previously funded by the First Five Commission
- an increase of approximately \$135,445 (12.4%) in State funding for the California Children's Services program
- the addition of \$146,000 in State fee for service funding for Family Planning Services as well as a new Title X Family Planning Outreach grant in the amount of \$130,000
- new fees in the amount of \$119,000 for Emergency Medical Services Agency (EMSA) oversight of specialty care systems (Trauma Systems and ST-Segment Elevation Myocardial Infarction).
- a reduction of more than \$90,000 in carry over Public Health Security revenue
- an increase of approximately \$81,000 (6%) in State realignment revenue derived from sales tax

Total expenditures for this fund center are budgeted at approximately \$21.2 million and are recommended to remain virtually flat compared to the FY 2010-11 Adopted Budget. There is a minor increase of \$115,268 overall (less than 1%). This reflects a reduction of almost \$663,000 compared to the Health Agency's budget request.

Most of the variance between the requested and recommended budget is due to a reduction of more than \$621,000 in salary and benefit accounts built in to the recommended budget to reduce the General Fund support required for Public Health. The amount of the reduction in salary and benefits would have been greater, however a total of approximately \$185,000 in budget augmentations (described in the tables below) were added to the recommended budget. These augmentations are fully revenue offset and have no impact on the General Fund support for Public Health.

Service and supplies expenditures are budgeted to increase \$122,826 or 2% compared to the FY 2010-11 adopted budget. Significant variances include the reduction of \$65,000 (94%) in general consulting support from the Information Technology Department (listed among the General Fund support cuts noted above), an increase of \$62,109 (29%) in funds for computer replacements and purchases and a \$89,387 (9%) reduction in Countywide overhead.

Overall a net reduction of 2.0 FTE is recommended in the Public Health Position Allocation List (PAL) for FY 2011-12. Specific changes to the PAL are as follows:

- The elimination of 4.5 total FTE resulting from the General Fund reduction strategies noted above:
 - 1.0 FTE Accounting Technician (vacant)
 - 0.5 FTE reduction of a full-time Environmental Health Specialist II to half-time (filled)
 - 2.0 FTE Public Health Nurses (1.75 FTE vacant and 0.25 FTE filled)
 - 1.0 FTE Patient Services Representative (filled)
- Conversion and swaps of various positions resulting in no change to the overall allocation:
 - Change one vacant Department Personnel Technician to an Administrative Services Officer I/II to improve oversight of the Human Resources function in the Health Agency
 - Conversion of 2.0 FTE Public Health Aides from Limited Term to Permanent status due to the expected long-term funding of the WIC program
 - Conversion of a 0.75 FTE Public Health Nutritionist I from Limited Term to Permanent status due to the expected long-term funding of the WIC program
 - Convert 2.75 FTE Public Health Nutritionist I positions to the II level as part of a proposed reorganization of the WIC Division described in the table below

Note – another conversion that will be made in the future is a Public Health Nutritionist II to a supervisory position, which is also part of the proposed reorganization of the WIC Division described in the table below. The Human Resources Department is evaluating the proposed duties and will establish the appropriate classification. Once this is completed a PAL amendment will be proposed.

- Added positions
 - 0.50 FTE Public Health Nutritionist I and 1.0 FTE Community Services Aide to reduce reliance on temp help for the WIC program
 - 0.25 FTE increase by converting a ¾ time Senior Physical or Occupational Therapist (PT/OT) position to full time for the California Children's Services – Medical Therapy Program
 - 0.75 FTE PT/OT position for the California Children's Services – Medical Therapy Program

BUDGET AUGMENTATION REQUESTS RECOMMENDED

Unit Amount	Description	Results
Gross: \$86,209 General Fund: \$0	Using an increase in the State allocation for the Women, Infant's and Children's program, reorganize staffing to improve program management and oversight. Includes: converting one Public Health Nutritionist (PHN) II to a supervisory position (classification yet to be determined), convert 2.75 FTE PHN I to the II level to supervise line staff, add one Community Services Aide (and reduce reliance on temp help), and add 0.50 FTE PHN I.	To improve oversight and coaching of staff to ensure high quality programs and services are delivered to clients: <ul style="list-style-type: none"> • Increase the frequency of observations/counseling of employees conducting family counseling sessions from one observation session/year to two. • Increase the frequency of observations/counseling of employees conducting group education classes from one/year to four. • Increase document reviews of individual charts from 3 charts twice a year to 10 charts twice a year.
Gross: \$30,138 General Fund: \$0	With additional funding from the CA Children's Services - increase a ¾ time Senior PT/OT position to full time for the Medical Therapy Program	To ensure compliance with State mandates to participate in interagency activities while also improving oversight of line staff. (The 3/4 time position does not allow sufficient time for both responsibilities.)
Gross: \$80,696 General Fund: \$0	With additional funding from the CA Children's Services – add a 0.75 FTE PT/OT position for the Medical Therapy Program	Limit liability and maintain State certification as an Outpatient Rehabilitation Center and maintain ability to claim MediCal funding by ultimately eliminating the waitlist for services.

GOALS AND PERFORMANCE MEASURES

Department Goal: Prevent epidemics and the spread of disease or injury.						
Communitywide Result Link: Healthy Community						
1. Performance Measure: Annual rate of reported retail foodborne disease outbreaks per 100,000 people.						
06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
0	1.5	0	1.50	.50	.50	.75
What: Measures the number of reported outbreaks originating from food sources (restaurants, other retail food preparation facilities, or community meals) as a rate per 100,000 population. A foodborne outbreak is defined as "the occurrence of 2 or more cases of a similar illness resulting from ingestion of a common food source."						

Why: The Public Health Department responds to foodborne disease outbreaks in order to identify the cause and, if possible, prevent it from reoccurring. Investigating and controlling foodborne disease outbreaks minimizes the number of people affected and reduces the potential for recurrence, contributing to maintaining a healthy community.

How are we doing? In the first quarter of FY 2010-11, there was one foodborne outbreak. National data reflects an estimated 76 million cases of foodborne disease occur each year in the United States. The majority of these cases are mild and cause symptoms for only a day or two. The Centers for Disease Control and Prevention (CDC) estimates that there are 325,000 hospitalizations and 5,000 deaths related to foodborne diseases each year. Laboratory technologies are constantly improving which may lead to the detection of increased identification of outbreaks in the future.

Benchmark Counties with foodborne outbreaks are not available at this time.

2. Performance Measure: Cost per visit for childhood immunization.

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
\$50.04/visit	\$57.23/visit	\$62.66/visit	\$47.95/visit	\$60/visit	\$55/visit	\$55/visit

What: Measures the County's net cost per visit to immunize a child. The measure does not include flu only clinics and vaccinations for persons traveling overseas. Cost per visit includes all child immunization direct costs to the Family Health Services Division, less any fees that are collected for the immunization service divided by the number of visits.

Why: To monitor the efficiency of delivering a core Public Health function. The most current data from the CDC reflects that for every dollar spent on immunizations there is a corresponding savings of \$6.30 on future medical costs.

How are we doing?

In FY 2009-10, the number of clients utilizing Public Health clinics for childhood vaccines continued to decline. In FY 2009-10, there were 1,208 visits for an 18% decrease in the number of children receiving immunizations at the Public Health clinic sites, down from 1,473 children in FY 2008-09. In FY 2009-10, there was also a 29% reduction in staffing costs associated with providing immunizations, which contributed to the overall lower cost per visit. The decline represents an increase in the number of children receiving childhood vaccines from their private medical provider. Additionally, more low-income children are enrolled into CenCal (the local Medi-Cal Managed Care insurance program). CenCal encourages Medi-Cal children to utilize their primary care physician for routine childhood immunizations.

In the first 4 months of FY 2010-11, Public Health provided services to 1,082 children as compared to 547 served in the first 4 months of FY 2009-10. This represents an overall 100% increase in the first quarter. Of the 1,082 children, 612 or 43% of them received only one vaccine (Tdap) for pertussis/whooping cough. Children were given the Tdap vaccine only and were referred back to their primary care provider and/or instructed to call the Public Health Department clinics for an appointment for other needed vaccines. Since this outbreak has now ceased and numbers are expected to return to levels comparable with FY 2009-10, the FY 2010-11 Projected and FY 2011-12 Target numbers are being calculated without the additional pertussis vaccine totals. The utilization of temporary help staff and non-paid community volunteers in FY 2009-10 brought salary costs down and costs are up in FY 2010-11 due to these options being unavailable. The projected cost per visit is higher than the FY 2009-10 Actual due to these higher salary costs in conjunction with a stable number of visits.

Benchmark data from other counties are not available.

3. Performance Measure: Rate of newly diagnosed HIV cases (per 100,000 population).

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
3.6	5.6*	7.5	7.9	6.5	9.0	8.0

What: This measure denotes the number of unduplicated, newly reported Human Immunodeficiency Virus (HIV) cases throughout the County (excluding the prison system) per 100,000 population.

Why: The rate of reported HIV cases reflects those who are newly diagnosed. Public Health staff contact physicians, hospitals and other places that test for HIV to assist in capturing new HIV cases. This data helps in planning for medical and care services in the community and for determining where prevention efforts should be focused.

* Prior to FY 2007-08, the actual results only included HIV cases reported through the Public Health Laboratory, either those who tested HIV positive at Public Health sites or at venues that sent their specimens to the Public Health Laboratory. The new measure is a more accurate indication of the number of newly diagnosed HIV cases in the community. The performance measure changed to reflect the number of new HIV cases since HIV is now a "name-based" mandatory reportable condition rather than anonymous.

How are we doing? In FY 2009-10, 21 cases at a rate of 7.9 were reported, as compared to FY 2008-09 rate of 7.5. This is not a statistically significant change, and the rate remains stable. During the first quarter of FY 2010-11, 9 new cases were identified, compared to 6 in the first quarter of FY 2009-10. This change is statistically unreliable due to the small numbers. However, with funding for HIV/AIDS prevention efforts being cut statewide, it is expected that there would be gradual increases over time.

In comparison, Kern County had 71 reported community cases for a rate of 8.5 for the year. The annual average of reported cases over 3 years in persons over 13 years of age in our Benchmark counties: Marin: 10.7, Santa Barbara: 5.7, Monterey: 6.9.

Department Goal: Promote and encourage healthy behaviors.

Communitywide Result Link: A Healthy Community

4. Performance Measure: Birth rate of adolescent females, ages 15 to 17, per 1,000 population.

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
11.3	13.8	9.8	10.5	14.0	14.0	12.0

What: This measures the frequency of teen births - presented as a rate per 1,000 female county residents between 15 and 17 years old. The rate per 1,000 includes total population of 15 to 17 year-old females divided by 1,000.

Why: The rate of teen births is a direct predictor of future health, social and economic status of both the mother and child. The age range of 15 to 17 year olds is a critical one and a direct indicator of future high-risk families.

How are we doing? In FY 2009-10, 56 female teens in the age range of 15-17 years gave birth compared to 68 in FY 2008-09, a 17.6% decrease (Automated Vital Statistic System birth records). Due to the small number of teen births in the county, annual rates can vary without signifying real change. Due to the expected quarterly variability of this indicator, the measure will only be reported annually, given that even a one year change may not be large enough to be statistically significant. Next year's target will be established as a three-year rolling average in order to better reflect trend data.

The Healthy People 2010 benchmark is 43 per 1,000 live births to 15-17 year olds.

Benchmark data from other counties are not available.

5. Performance Measure: Percentage of low birth weight infants.

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results*	09-10 Actual Results*	10-11 Adopted*	10-11 Projected*	11-12 Target*
7.3%	6.9%	6.2%	6.1%	7.0%	6.0%	6.0%

What: Measures the percentage of live-born infants born to county residents who weigh less than 2,500 grams (five and three-quarters pounds) at birth. The percentage calculation is derived by the total number of infants born who weigh less than 2,500 grams divided by the total number of babies born that year.

* beginning with FY 2008-09 actual results for this measure have been updated to report rolling averages over a three-year time period.

Why: Low birth-weight impacts the infant's survival and future development. Reducing the percentage of low birth weight infants would decrease costs for neonatal medical care and enhance quality of life and survival.

How are we doing? For the three-year period ending with FY 2009-10, the low birth weight rate was 6.1%, or 498 of 8155 babies born during the period (Automated Vital Statistic System birth records), showing little change compared to the past three fiscal years. It is anticipated that this trend will continue in future measures of this indicator. The chart above has been amended to retrospectively capture three-year averages, beginning with FY 2008-09 actual results, instead of annual figures, in order to better track trends.

The low rate in our county may be attributed to the multiple preventative Public Health Programs including *First-Time Mothers* (nurse-home visiting), *Baby's First Breath* (tobacco cessation), *Women, Infants and Children (WIC) Program* and the *4 Ps program* (prevention of perinatal substance use) which all are aimed at reducing the rate of low birth weight infants. Emphasis is placed on increasing outreach, education and referral to reduce known risk factors such as teen pregnancy, poor nutrition, tobacco, alcohol and/or other drug use and late entrance into prenatal care.

San Luis Obispo County did not meet the Healthy People 2010 target of 5% for low birth weight babies.

6. Performance Measure: Percentage of live born infants whose mothers received prenatal care in the first trimester.

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
82.7%	76%	78%	78%	76%	76%	76%

What: Percentage of live-born infants, born to county residents, whose mothers received prenatal care in the first trimester of pregnancy.

Why: Early, high quality prenatal care reduces the incidence of morbidity and mortality for both mother and infant.

How are we doing? FY 2009-10 birth record data (Automated Vital Statistics System) reflects the percentage of live born infants whose mothers received prenatal care in the first trimester is 78% (or 2,074 out of 2,676 women) which is 2% less than the FY 2009-10 target. Through the first quarter of FY 2010-11, 78.6% (or 544 out of 699) of mothers have received pre-natal care in the first semester.

Our high rate of women receiving prenatal care may be attributed to multiple preventive Public Health Programs, such as *Comprehensive Perinatal Services Program* included with our Maternal, Child and Adolescent Health allocation, *First-Time Mothers* (nurse-home visiting), *Medi-Cal Administrative Activities (MAA)*, *Family Planning*, and *Women, Infants and Children (WIC) Program*.

San Luis Obispo County did not reach the Healthy People 2010 goal of 90% of mothers receiving prenatal care in the first trimester.

7. Performance Measure: Percentage of the State allocated caseload enrolled in the Women, Infants & Children (WIC) Program.

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
97.7%	100%	97.5%	97%	99%	99%	99%

What: Measures the number of women, infants and children receiving supplemental foods, nutrition education and referrals to health care as a percentage of the State allocated caseload. Allocated caseload is determined by the State WIC Branch and is based on a combination of census data, county poverty levels, and past performance.

Why: Numerous studies have shown that the WIC Program helps reduce complications of pregnancy; lowers the incidence of low birth weight, reduces iron deficiency anemia in children; and promotes optimum growth and development of infants and young children. Ensuring high program participation enhances the health of low-income women, infants and children.

How are we doing? In San Luis Obispo County, the average number of women, infants and children participating in the WIC program in FY 2009-10 was 4,695 a month or 97% of the average allocated monthly caseload (4,844). It is anticipated that the program will serve 99% of the allocated caseload over the course of fiscal year 2010-11.

Average number of participants served per month in our benchmark counties during the first quarter of FY 2010-11: Marin – 93.2 (3,427); Monterey – 94.9% (21,322); Napa – 96.8 (3,969); Placer – 92.5% (4,279); Santa Barbara – 94.2% (18,658); Santa Cruz – 96.5% (9,652); Statewide -95.2% (1,474,981).

8. Performance Measure: Youth smoking rate (proportion of youth in 11th grade who have smoked cigarettes within the past 30 days).

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
Biennial Survey	20%	Biennial Survey	16%	Biennial Survey	Biennial Survey	15%

What: The proportion of youth in the 11th grade who have smoked cigarettes within the past 30 days, based on the Healthy Kids Survey conducted every two years by the California Department of Education.

Why: Among young people, the short-term health consequences of smoking include respiratory illness, addiction to nicotine, and the associated risk of abusing alcohol and/or drugs. Most young people who smoke regularly continue to smoke throughout adulthood. According to the 2007 National Survey on Drug Use and Health, the rate of illicit drug use was almost 9 times higher among youths aged 12 to 17 who smoked cigarettes in the past month (47.3 %) than it was among youths who did not smoke cigarettes in the past month (5.4 %).

How are we doing

The California Healthy Kids Survey, San Luis Obispo County, Secondary, Main Report 2009-10 was released in November 2010 by the San Luis Obispo County Office of Education. The current data for San Luis Obispo County shows a 4% drop from the previous survey in 2007. Of the 1,763 students, 282 (16%) indicate they have smoked cigarettes within the past 30 days. Data from neighboring counties in 2009 indicates that 14% of 11th graders smoked in Kern County, 14% in Ventura, 13% in Monterey, 12% in Santa Cruz, and 15% in Santa Barbara. The July 2010 Centers for Disease Control and Prevention (CDC) Morbidity and Mortality Weekly report, indicates that the percentage of high school students nationally who are current users of tobacco is 19.5%. California tends to have one of the lowest smoking rates nationwide, so the fact that the 11th graders in these counties have lower rates than the national rate makes sense. Due to tremendous budget challenges in schools there is less money being spent on tobacco education in grades 9-12, so the decline in smoking rates is probably attributable to several things; the overall perception by most people that smoking is harmful to their health, increased laws which ban smoking in indoor and in outdoor areas, the increased cost due to higher taxes, and the change in social norms attributable to work in the tobacco control field for the past 20 years.

9. Performance Measure: Adult smoking rates.						
06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
14.5% (2005 survey)	Biennial survey	11.1% (2007 survey)	Biennial survey	11%	11%	Biennial Survey
<p>What: This measure is based on the proportion of adults who smoke based on the California Health Interview Survey (CHIS), which is completed every two years. <i>Note: Public Health has replaced the Action for Healthy Communities survey with California Health Interview Survey and has benchmark data for each county and the State. Both surveys utilized random telephone surveys.</i></p> <p>Why: The Centers for Disease Control and Prevention (CDC) reports that, in addition to the well-known association with lung cancer, cigarette smoking also increases the risk for heart disease and stroke and on average, someone who smokes a pack or more of cigarettes per day lives seven years less than someone who never smoked.</p> <p>How are we doing? The next CHIS 2009 survey is currently underway with an anticipated release in late 2010 or early 2011. According to the 2008 National Health Survey, the percent of United States adults over the age of 18 who currently smoke is 21%. According to 2007 data from the California Department of Public Health, the percent of adults over 18 who currently smoke in the state of California is 13.8%. There are several factors that contribute to the relatively low smoking rate in San Luis Obispo (11.2 % or 24,000 smokers out of a population of 213,000). San Luis Obispo tends to be more affluent and have higher education rates than the population of California as a whole, and smoking is inversely related to socioeconomic status. The Tobacco Control Program has also been effectively working with local jurisdictions to create retail licensing ordinances, and ordinances to ban smoking in outdoor areas. Research indicates that the more environmental restrictions there are, and the higher the cost of cigarettes, the lower the rate of smoking overall. Since many smoking bans have already gone into effect, we do not anticipate further substantial declines in the SLO County adult smoking rate.</p> <p>The November 8, 2010 issue of the Morbidity and Mortality Weekly Report, State-Specific Prevalence of Cigarette Smoking and Smokeless Tobacco Use Among Adults --- United States, 2009, states that the rate of smoking for adults in California is 12.9%. This is slightly lower than 2007 data from the California Department of Public Health and is in keeping with decreasing rates of smoking nationally. San Luis Obispo tends to have lower rates than the state as a whole, so when CHIS data is released we would expect it to be close to the FY 2010-11 projection of 11%.</p>						
Department Goal: Protect against environmental hazards.						
Communitywide Result Link: A safe and a healthy community.						
10. Performance Measure: Percentage of compliance with State or Federal bacteriological drinking water standards.						
06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
95.4%	97.1%	96.8%	96.3%	96%	96%	96%
<p>What: San Luis Obispo County regulates approximately 150 small water systems that supply water to approximately 20% of our county. Water samples are tested for total coliform bacteria, which is the standard test for complying with bacteriological drinking water standards.</p> <p>Why: Water systems contaminated with fecal material can cause diseases such as typhoid fever, cholera, shigella and cryptosporidiosis. By performing routine inspections for coli form bacteria on water systems and requiring repairs and improvements to water systems that repeatedly fail bacteriologic standards, we will improve the healthfulness of the drinking water supply, reduce the incidence of samples that fail bacteriological water tests and reduce the risk of disease.</p> <p>How are we doing? During the first quarter of FY 2010-11, 97.4% of the routine water samples were in compliance with the drinking water standards. This includes 538 samples at 150 locations, and represents a 1.1% compliance rate increase over FY 2009-10 actual results. Overall, compliance rates have remained relatively stable. We continue to monitor this indicator to ensure that there is no dramatic decrement in our drinking water systems and to continue to strive for improvement. When a sample fails, the water system operator is notified immediately and instructed on how they can resolve the problem. Follow-up samples are taken until they pass. Eventually, all water systems must pass bacteriological drinking water standards.</p> <p>Benchmark data from other counties are not available.</p>						
Department Goal: Promote accessible, appropriate and responsive health services to all members of the community.						
Communitywide Result Link: A Healthy Community.						

11. Performance Measure: Percentage of pregnant and parenting women with a positive drug and/or alcohol screen or admitted substance abuse who are enrolled in Public Health Nursing Case Management Services and receiving follow-up.

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
58.5%	59.1%	63.3%	66%	45%	65%	65%

What: Measures the percentage of pregnant and parenting women who are referred to Public Health Nursing case management services due to a positive drug and/or alcohol screen or who admitted substance abuse and subsequently enroll in Public Health Nursing Case Management Programs.

Why: Using alcohol, drugs or smoking during pregnancy can substantially affect newborn health and increase the healthcare costs associated with the newborn. The percentage is a measure of how well the program reaches and enrolls this very high-risk target population.

How are we doing? In FY 2009-10 ,there were 96 pregnant and parenting referrals of women with substance abuse issues. Public Health Nursing Case Management Services enrolled 64 of the 96 women (66%). Of the 32 not served, 7 are waiting assignment to a Public Health Nurse Case Manager, 14 were not able to be located, 2 clients terminated their pregnancy, and 9 refused service. These low-income, high-risk pregnant women and new mothers are frequently homeless, mistrustful of agencies and present a challenge for retention after enrollment. The target for FY 2009-10 has been exceeded as enhanced efforts continue by Public Health Field Nursing staff to engage/enroll clients by collaborating with Drug and Alcohol Services and Department of Social Services. July through October, 2010, there were 32 pregnant and parenting referrals of women with substance abuse issues (24% of all nursing referrals). Public Health Nursing Case Management Services enrolled 20 of the 32 women (63%). Of the 12 not served, 5 were not able to be located, 1 client was opened then discharged because they were involved in appropriate services, 1 client was closed under mutual consent, and 5 refused service. It is anticipated that the FY 2010-11 target will be met.

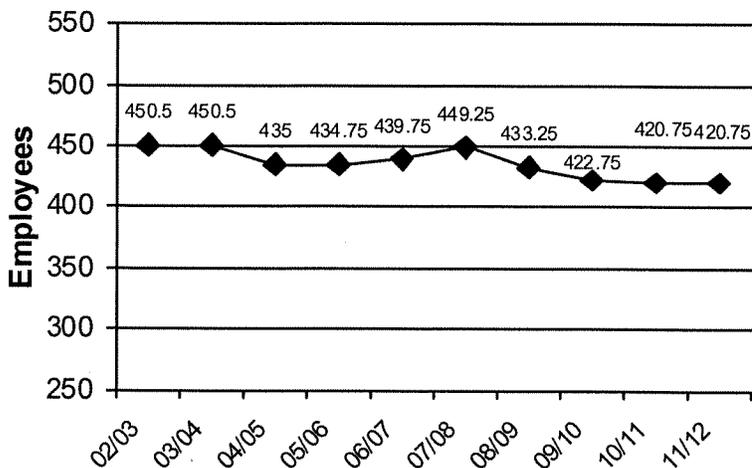
Data from benchmark counties are not available.

MISSION STATEMENT

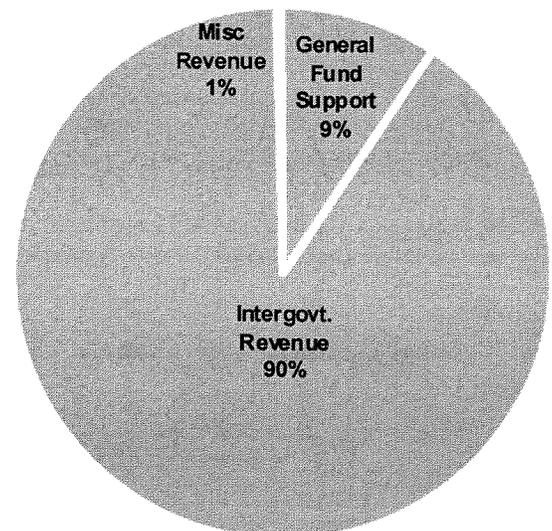
We partner with the community to enhance self-sufficiency while ensuring that safety and basic human needs are met for the people of San Luis Obispo County.

Financial Summary	2010-11 Budget	2010-11 Projected	2011-12 Requested	2011-12 Recommended	Change From 2010-11
Intergovernmental Revenue	\$ 52,510,264	\$ 53,248,933	\$ 52,458,014	\$ 52,954,966	\$ 444,702
Charges for Current Services	3,000	3,000	2,560	2,560	(440)
Other Revenues	53,500	56,717	12,920	12,920	(40,580)
Other Financing Sources	726,028	726,028	0	0	(726,028)
**Total Revenue	\$ 53,292,792	\$ 54,034,678	\$ 52,473,494	\$ 52,970,446	\$ (322,346)
Salary and Benefits	35,745,280	34,701,660	37,333,217	37,060,142	1,314,862
Services and Supplies	16,026,076	15,658,006	14,905,823	14,951,618	(1,074,458)
Other Charges	7,455,531	9,223,286	6,580,130	6,580,130	(875,401)
Fixed Assets	41,500	41,500	73,000	73,000	31,500
**Gross Expenditures	\$ 59,268,387	\$ 59,624,452	\$ 58,892,170	\$ 58,664,890	\$ (603,497)
Less Intrafund Transfers	69,444	87,444	87,988	87,988	18,544
**Net Expenditures	\$ 59,198,943	\$ 59,537,008	\$ 58,804,182	\$ 58,576,902	\$ (622,041)
General Fund Support (G.F.S.)	<u>\$ 5,906,151</u>	<u>\$ 5,502,330</u>	<u>\$ 6,330,688</u>	<u>\$ 5,606,456</u>	<u>\$ (299,695)</u>

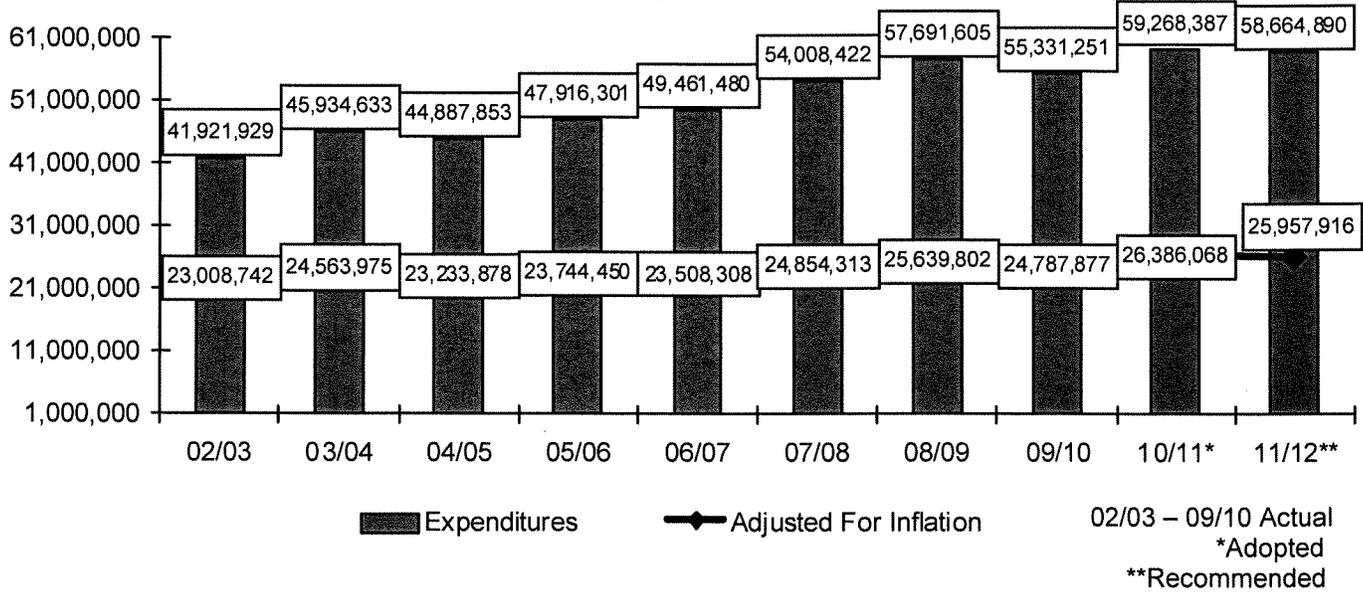
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

The Department of Social Service has a total expenditure level of \$58,664,890 and a total staffing level of 420.75 FTE to provide the following services.

Adult Services

Adult services includes two major programs: Adult Protective Services and In-Home Supportive Services. The Adult Protective Services Program protects dependent adults and seniors. It investigates allegations of abuse, intervening when necessary, and provides community education. The In-Home Support Services Program provides personal and domestic services that enable dependent adults to remain safely in their home.

Total Expenditures: \$8,988,583 Total Staffing (FTE): 26.00

CalFresh (formerly Food Stamps)

This Federal program provides nutritional assistance to low-income households. The Department of Social Services is actively engaged in promoting outreach in the community to increase participation in the program. The receipt of Food Stamps helps stretch the household’s budget and combat the increasingly expensive cost of living in our county. Food Stamp program eligibility is based upon the application of Federal and State regulations.

Total Expenditures: \$6,992,805 Total Staffing (FTE): 42.00

CalWORKs

The purpose of CalWORKs is to provide temporary cash assistance to needy families and welfare-to-work employment training programs. Participants are required to participate in certain activities to work toward self-sufficiency and are required to work a certain number of hours.

Total Expenditures: \$11,334,998 Total Staffing (FTE): 122.00

Child Welfare Services

In collaboration with other departments, agencies, and the community, the Child Welfare Services program provides services to strengthen families and reduce the incidence of child abuse and neglect. Staff investigates allegations of abuse or neglect and works with families in developing plans to ensure the safety of children. When necessary, children are removed from the home and placed in foster care while plans for reunification are pursued and implemented. When reunification is not feasible, children are found permanent homes through adoption or guardianship.

Total Expenditures: \$11,372,999 Total Staffing (FTE): 100.75

County Only Program

This includes the eligibility and administrative costs of the General Assistance Program that provides public assistance of last resort to indigent county residents. This program is for persons who are otherwise ineligible for Federal, State or other community aid programs.

Total Expenditures: \$351,044 Total Staffing (FTE): 2.75

Medi-Cal

California's version of the Federal Medicaid program provides financial assistance for health care including medical and mental health services, devices and prescription drugs for eligible people. The Department of Social Services determines program eligibility based upon the application of Federal and State regulations, which include the consideration of a person's age, physical or mental disability, other public assistance status, property and income. The purpose of the Medi-Cal program is to provide comprehensive medical care benefits to all public assistance recipients and to certain other eligible persons who do not have sufficient funds to meet the costs of their medical care.

Total Expenditures: \$10,327,507 Total Staffing (FTE): 88.00

Other Programs

This includes other programs provided by the Department primarily for Children's Services, but also for foster care eligibility and services, food stamp employment and training, and family preservation services.

Total Expenditures: \$6,928,211 Total Staffing (FTE): 35.00

Workforce Investment Act (WIA)

The Workforce Investment Act (WIA) programs are designed to provide quality employment and training services to assist eligible individuals in finding and qualifying for meaningful employment and to help employers find the skilled workers they need to complete and succeed in business. The Department of Social Services serves as the Administrative Entity and Fiscal Agent for WIA. In this capacity, the Department receives the WIA Title I grant funds from the Employment Development Department and contracts with program service providers for the operation of the local One-Stop delivery system and program services for adults, dislocated workers and youth.

Total Expenditures: \$2,368,743 Total Staffing (FTE): 4.25

DEPARTMENT COMMENTS

The Department of Social Services provides a host of assistance services to the community, including Child Welfare Services, assistance to elderly and dependent adults through its Adult Protective Services and In Home Supportive Services programs (IHSS), as well as case management services in programs that include CalWORKS, CalFresh (formerly Food Stamps), MediCal, General Assistance, Foster Care and numerous other programs that serve the community. The Department also provides employment services through its Self-Sufficiency programs and through its administration of the Workforce Investment Act.

The Department of Social Services continues its efforts to meet both its statutory mandates and its performance measures, despite strains on its finances attributable to static State allocations. At the same time, continuing caseloads have risen by 18% in just two years, and by over 26% in the last three years, despite staffing reductions of 28.5 positions during the same period.

Following are some of the Department's notable accomplishments for FY 2010-11 and specific objectives for FY 2011-12:

FY 2010-11 Accomplishments

- In the most recent month for which statistics are available, San Luis Obispo County's performance in key Child Welfare Services program referral and response measures exceeded the State's average performance in 24 out of 27 categories.
- In all four composite measures for Child Welfare Services, San Luis Obispo County significantly exceeds the State's performance:
 - Reunification Composite is 25% higher than the State's average
 - Adoption Composite is 20% higher
 - Long Term Care Composite is 20% higher; and
 - Placement Stability Composite is 9% higher.
- Ratio of foster children whose initial placement is with relatives instead of in group homes or shelters: At 90:1, the County significantly exceeds the Statewide ratio of 2:1.
- The Work Participation Rate, defined as the percentage of CalWORKS participants who are meeting Federal requirements to participate in an approved activity that is likely to lead to self-sufficiency: At 30.5%, the County exceeds the Federal minimum requirement of 29% for all families, and far exceeds the Federal requirement for two-parent families. The County most recently ranked first in its cohort of medium-sized counties and is ranked in the top ten Statewide.
- The Department collaborated with community agencies in sponsoring the first anti-poverty "Opportunity Conference" in the State of California, held on February 26, 2011. This continues the County's leadership role in anti-poverty efforts: The DSS Director organized the Statewide California Symposium on Poverty for the second consecutive year, for which he was awarded the County Welfare Directors Association "Executive Leadership Award."

FY 2011-12 Objectives

- The Department will collaborate with the Social Security Administration, Health Agency and other community partners in ensuring the effective and efficient implementation of the Benefits-ARCH program, which will increase Supplemental Security Income (SSI) reimbursement to the General Assistance program and increase MediCal penetration rates for Behavioral Health, County Medical Services Program (CMSP) and Drug and Alcohol programs.
- All legislative changes to the CalWORKS and In Home Supportive Services programs will be implemented by established deadlines; the Department will coordinate with other agencies to minimize the impacts resulting from such implementation.
- No less than 60% of children placed in out-of-home care will be placed with all of their siblings.
- The recidivism rate in Adult Protective Services, measured as the percentage of cases for which a subsequent substantiated referral is received within 12 months of an initial substantiated referral, will be 7% or less.
- Despite expected changes to the CalWORKS program, the combined Work Participation Rate for all families in the CalWORKS program will not fall below 25%.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The level of General Fund support for Social Services Administration is recommended to decrease \$299,695 or 5% compared to the FY 2010-11 adopted level. Revenues are budgeted to decrease \$322,346 or less than 1% compared to the FY 2010-11 adopted budget. Total expenditures for this fund center are budgeted to decrease \$622,041 or 1%.

Revenues are expected to decrease \$322,346, a decline of less than 1% compared to the FY 2010-11 adopted level. This is largely due to the loss of Federal stimulus funding through the American Recovery and Reinvestment Act (ARRA). This funding will end in FY 2010-11, resulting in a reduction of \$735,118. This loss is partially offset by the inclusion of \$200,000 of prior year reimbursement revenue in the FY 2011-12 and an expected increase in State realignment revenue from sales tax, totaling \$319,653. This increase is based on FY 2010-11 actual receipts and reverses the trend in the last two years which saw declining realignment revenue driven by drop-offs in both State sales tax and Vehicle License Fees (VLF). Overall, FY 2011-12 revenue allocations for this fund center have been estimated based on actual FY 2010-11 State and Federal allocations.

Total expenditures are recommended to decrease \$622,041 or 1% compared to the FY 2010-11 adopted level. Salary and Benefits expenditures are budgeted to increase \$1.3 million or 3% due the inclusion of 17.00 FTE that were budgeted as vacant in FY 2010-11 as a General Fund savings measure, and the lack of salary savings in FY 2011-12 from budgeted Voluntary Time Off (VTO). Services and supplies expenditures are budgeted to decrease almost \$1.1 million or 6% compared to the FY 2010-11 adopted level. This is mainly the result of decreases in expenditures for In-Home Supportive Services (IHSS) caregiver wages and benefits, which are budgeted to decrease approximately \$660,000 compared to the FY 2010-11 budgeted amounts, due to actual expenses being less than projected. Internal charges for Countywide overhead and insurance are also lower than the FY 2010-11 budgeted level, and contributed significantly to the overall reduction in expenditures.

The recommended amount of General Fund support in FY 2011-12 is \$5,606,456, a 5% decrease from the FY 2010-11 adopted level. This reduction is primarily due to two significant General Fund savings measures recommended by the CAO in FY 2011-12. These two recommended savings measures include:

- \$220,000 of salary and benefits savings from 20 positions budgeted as vacant. The General Fund savings for these positions is calculated based on an average 12% County share of cost. 20 positions is equivalent to a 5% average vacancy rate, which is in line with the Department's historical vacancy rate.
- \$200,000 of prior year reimbursements from State and Federal funding sources budgeted as revenue. Each year Social Services receives unanticipated (i.e., unbudgeted) revenue associated with reimbursements from the fiscal year before last. In FY 2011-12 this revenue will be associated with Departmental expenditures in FY 2009-10. This unanticipated revenue is received from the State and Federal government based on the final disposition or "closeout" of the Departments claims for reimbursement under the many programs it administers. Each year the Department receives upwards of \$1 million or more of revenue from these sources, but because amounts can vary significantly from year to year and can be difficult to project, this revenue has not been budgeted in recent years. In recognition of the difficulty involved in projecting this revenue, only a small amount, \$100,000 each from the State and Federal government, has been budgeted in FY 20011-12 in order to offset General Fund support.

A 1.00 FTE Personal Care Aide is recommended to be deleted from the Position Allocation List (PAL) and replaced with a 1.00 Administrative Assistant III position. The new position will assist the Adult Protective Services (APS) unit, which investigates reports of abuse of frail, elderly and disabled individuals. No other changes to the PAL are recommended for FY 2011-12 and the Department's total allocation of 420.75 FTE remains unchanged from FY 2010-11.

GOALS AND PERFORMANCE MEASURES

Department Goal: To provide for the safety, permanence and well being of children.						
Communitywide Result Link: A Safe Community, and a Healthy Community.						
1. Performance Measure: Percentage of children reentering foster care within 12 months of being reunified with their families.						
06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
17.0%	17.2%	14.05%	7.97%	15.1%	5.3%	5.3%

What: This performance measure tracks the percentage of children who must return to foster care after being returned to their families, if the reentry occurs within 12 months of the return.

Why: Both safety and stability are important to the well being of children. One of the goals of Child Welfare is to create permanency in the lives of children and the families to which they belong; if children are removed from their parents, later reunified and then removed a subsequent time, they may suffer emotional harm. The goal of Child Welfare is to create stability, and a higher rate suggests instability.

How are we doing? The County is below the State average (12.1%) by 6.8% and below the Comparison County average (9.9%) by 4.6%. Due to reporting delays with the State, the available data is through the quarter ending March 31, 2010. . Note that Actual Results have changed from what was shown in the Final Budgets for FY 2008-09 (from 13.1% to 14.05%), and FY 2009-10 (from 13.8% to 7.97%). The change is due to the addition of actual figures for the quarters ending June 30, 2009, and March 31, 2010, which were not available previously.

2. Performance Measure: Percentage of child abuse/neglect referrals where a response is required within 10 days that were responded to timely.

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
77.05%	69.78%	88.73%	94.63%	90%	96.1%	96.1%

What: Child Welfare referrals may warrant either an "Immediate" response or a "10-day" response, depending on the severity of the allegation. The Department has performed consistently well on its Immediate Responses, but seeks to improve its responsiveness on 10-Day referrals.

Why: Delays in responding to an allegation could result in ongoing abuse or neglect. An earlier intervention may reduce the risk of injury or the need to remove a child from the parents' care.

How are we doing? The County is above the State average (93.8%) by 2.3% and above the Comparison Counties (90.5%) by 5.6%. Due to reporting delays from the State, the available data is through the quarter ending March 31, 2010. The Department's results have improved with additional training as well as monitoring the response rates of each social worker on a monthly basis. Note that Actual Results have changed from what was shown in the Final Budgets for FY 2007-08 (from 60.85% to 69.78%), FY 2008-09 (from 85.85% to 88.73%, and FY2009-10 (from 86% to 94.63%). The change is due to the addition of actual figures for the quarters ending June 30, 2008, June 30, 2009, and March 31, 2010, which were not available previously.

3. Performance Measure: Percentage of children in out-of-home care who are placed with all of their siblings.

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
60.25%	59.7%	55.5%	59.4%	60%	61.6%	60%

What: This performance measure demonstrates the extent to which the County places siblings together, thereby maintaining the family to the greatest extent possible.

Why: Maintaining family bonds are important to children, and particularly so when they have been removed from their parents. This is a required Federal/State Outcome Measurement under the "Child Welfare System Improvement and Accountability Act" (AB 636). This legislation was designed to improve outcomes for children in the child welfare system while holding county and state agencies accountable for the outcomes achieved. This data is derived from the "California-Child and Family Services Review (C-CFSR).

How are we doing? The County is above the State average (53.4%) by 8.2% and above the Comparison County average (51.9%) by 9.7%. Due to reporting delays from the State, the figures are from the quarter ending March 31, 2010. The County's results in this measure are above target by 1.6%, and reflect a projected improvement over the prior year's results. Several factors impact this measure, including severity of abuse and the nature of sibling relationships. Our Department's practice in "Team Decision Making" and "Family Group Conferencing," as well as our county's higher than average rate of placements into relatives' homes, all support the opportunity for siblings to be placed together. Note that Actual Results have changed from what was shown in the Final Budgets for FY 2007-08 (from 60.5% to 59.8%), FY 2008-09 (from 54.3% to 55.5%), and FY 2009-10 (from 67% to 59.4%). The change is due to the addition of actual figures for the quarters ending June 30, 2008, June 30, 2009, and March 31, 2010, which weren't available previously.

Department Goal: To provide services in a manner that is both effective and efficient.

Communitywide Result: A Prosperous Community; A Healthy Community, and a Well-Governed Community.

4. Performance Measure: Percentage of General Assistance funds recouped through Supplemental Security Income (SSI) or other repayments.						
06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
43%	27%	26%	42%	20%	55%	55%
<p>What: General Assistance is a County General Funded cash program of "last resort" for individuals not currently eligible for other programs. To the extent that the SSI program reimbursements or beneficiary repayments result in cost offsets, the burden on local taxpayers is reduced.</p> <p>Why: The Department engages in an SSI Advocacy program, working to assist individuals who are disabled in applying for SSI and thereby improving their economic situation while reducing the burden on local taxpayers.</p> <p>How are we doing? We are above the Adopted target (20%) by 35%. The figures are through the month ending October 31, 2010. Although the Department advocates on behalf of SSI applicants, not all clients are eligible, resulting in the possible unavailability of recoupment to the County at any given time. A reduction in results may indicate that the Social Security Administration is processing eligibility notifications and awarding SSI payments in a timely manner to the applicants. This would result in less General Assistance being paid out by the County and consequently less recoupments. State or comparable County data is not available.</p>						
5. Performance Measure: Average Medi-Cal cases per case manager (reflects average of the intake and continuing caseloads).						
06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
148 cases	129 cases	140 cases	207 cases	150 cases	348 cases	250 cases
<p>What: Caseload size is a benchmark of efficiency and effectiveness.</p> <p>Why: The Department tries to strike a careful balance between efficiency and effectiveness. Caseloads that are too high jeopardize the ability to serve the medically needy, while caseloads that are too low may indicate inefficient deployment of limited resources.</p> <p>How are we doing? Available data is through the quarter ending September 30, 2010. Fluctuations in actual results are due to changes in staffing levels during the year. The average for FY 2009-10 was 207 cases, but the actual for the quarter ending June 30, 2010 was 352 cases. State or comparable County data is not available.</p>						
6. Performance Measure: The number of cases per Social Worker in Child Welfare Services (CWS).						
06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
ER-13 FM-19 FR-12 PP-32	ER-14 FM-16 FR-11 PP-33	ER-13 FM-15 FR-10 PP-28	ER-17 FM-14 FR-10 PP-24	ER-11 FM-13 FR-12 PP-19	ER-21 FM-9 FR-9 PP-21	ER-11 FM-13 FR-12 PP-19
<p>What: This performance measure reflects the workloads of Social Workers in each division of CWS: Emergency Response (ER); Family Maintenance (FM); Family Reunification (FR); and Permanency Placement (PP).</p> <p>Why: This is an important measure because it reflects the number of cases per Social Worker in our four CWS programs. If the cases per Social Worker are too high, the worker may be overburdened and quality affected. Caseloads per worker that are too low may imply reduced efficiency.</p> <p>How are we doing? The cases for ER are above the adopted target (11) by 10 cases, and PP (19) by 2 cases. Cases are below the adopted target for FM (13) by 4 cases, and FR (12) by 3 cases. In 2000, the State legislature sponsored a study of Social Workers' caseloads that concluded that they were too heavy by half, and identified optimum standards, as follows: ER-9.88; FM-10.15; FR-11.94; PP-16.42. To help address this problem, significant augmentations of \$700K, paid entirely with Federal and State funds, have been made each year since that time, accessible only if the entire CWS allocation is spent. In addition, the County has been the recipient of \$1.37M in additional CWS funds due to its role as a "Pilot County" for Child Welfare Services improvement strategies. To the extent that we spend the money on staff (and we divide it between staff and contracted services), we experience a reduction in average staff caseloads. The available data is through September 30, 2010. State or comparison county data is not available.</p>						
<p>Department Goal: To enhance opportunities for individuals to achieve self-sufficiency</p> <p>Communitywide Results: A Prosperous Community; A Healthy Community, and a Well Governed Community.</p>						

7. Performance Measure: Percentage of Welfare to Work participants meeting the Federal Work Participation requirements.						
06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
35.3%	35.3%	29.3%	29.3%	35%	29.3%	25%
<p>What: While some CalWORKS participants may be exempt from work participation requirements due, for example, to the presence of very young children in the home, most are required to participate in some form of work activity. This performance measure demonstrates the extent to which the County is successful in engaging non-exempt families' participation in a negotiated plan to achieve self-sufficiency. The plan may include vocational education, training and other work activities.</p> <p>Why: The goal of CalWORKS is to assist participants in achieving self-sufficiency. Participation in work-related activities, including unsubsidized employment and vocational training, is key to improving participants' opportunities for financial independence.</p> <p>How are we doing? This was previously the Temporary Assistance for Needy Families (TANF) Work Participation Rate. The Federal Deficit Reduction Act changed the requirements, the calculations and the targets, and the transition to the new methodology has been a challenge. The State has changed the process of their system and will be utilizing the "E2Lite" system for retrieving data. Additional focus on this activity has resulted in early increases in the rate, but the County clearly needs to continue that improvement. Note that Actual Results have changed from what was shown in the Final Budgets for FY 2006-07 (from 20% to 35.3%), FY 2007-08 (from 20% to 35.3%), FY 2008-09 (from 35% to 29.3%), and FY2009-10 (from 30% to 29.3%). This is due to more current reports received from the "E2Lite" system. The County is slightly below the State average (29.4%) by 0.1% and above comparison counties average (21.8%) by 7.5%. Among "medium-sized counties," San Luis Obispo ranks #1. The target for FY 2011-12 was reduced by 10% due to the reduction in child care funding.</p>						
8. Performance Measure: Percent of CalWORKS Adult Participants with earnings.						
06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
38.75%	37.4%	32.8%	32.4%	35%	32.4%	30%
<p>What: This performance measure tracks the number of CalWORKS participants who have some earned income.</p> <p>Why: The goal of CalWORKS is to assist participants in achieving self-sufficiency. Participation in work-related activities—especially unsubsidized employment—is key to improving participants' opportunities for financial independence. Unsubsidized employment has been demonstrated to be the most statistically significant activity leading to participants' eventual departure from public assistance.</p> <p>How are we doing? The County outperforms the State average (26.9%) by 5.5% and the Comparison Counties average (31.6%) by 0.8%. Data is through the quarter ending September 30, 2009. San Luis Obispo County maintains a focus both on employment and on eliminating barriers to employment. Since the implementation of CalWORKS, the County has combined the eligibility and employment services functions into a single classification, contrary to the separation of responsibilities that is practiced in many other counties. This has helped the County's staff remain focused on self-sufficiency. Note that Actual Results have changed from what was shown in the Final Budgets for FY 2007-08 (from 39.25% to 37.4%) , FY 2008-09 (from 35.55% to 32.8%), and FY2009-10 (from 40% to 32.4%) . The change is due to the addition of actual figures for the quarters ending June 30, 2008, June 30, 2009, and September 30, 2009, which weren't available previously. The target for FY 2011-12 was reduced by 5% due to the reduction in child care funding.</p>						
<p>Department Goal: To provide for the safety of disabled adults and seniors who are at risk of abuse or neglect.</p> <p>Communitywide Result: A Safe Community, and a Healthy Community.</p>						
9. Performance Measure: Average IHSS cases per Social Worker.						
06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
109.45 Cases	132.03 cases	160.35 cases	170 cases	174 cases	169.7 cases	174 cases
<p>What: This measures the average number of continuing In-Home Supportive Services (IHSS) cases per Social Worker.</p> <p>Why: This is an important measure because it reflects the number of cases per Social Worker in our In-Home Supportive Services program. If the cases per Social Worker are too high, the worker may be overburdened and work quality affected. Caseloads per worker that are too low may imply reduced efficiency.</p> <p>How are we doing? The County is below the FY 2010-11 adopted target by 4.3 cases. Data is through the quarter ending September 30, 2010. Data for State and comparison counties is not available. New assessment and documentation requirements, coupled with increases in the number of severely impaired program participants, have resulted in additional workload for staff even as the administrative allocation from the State has not kept pace with the cost of doing business. Rising caseloads per worker threaten the accuracy and efficiency of program operations. While no study of optimal workload standards has been conducted, it is the sense of the Department that full program integrity and responsiveness cannot be achieved when the average caseload per worker exceeds 100.</p>						

10. Performance Measure: Percentage of all disabled adults and seniors who were victims of substantiated abuse or neglect and did not have another substantiated report within a 12-month period.

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
99%	91%	85%	93%	97%	94%	93%

What: This measure demonstrates the extent to which initial interventions by Social Services were effective.

Why: This performance measure reflects effectiveness of initial services and quality of assessment. It is our commitment to provide long term and intensive case management to prevent any repeat of abuse to disabled adults and seniors. Initial interventions have been effective in reducing risk to the elderly and disabled.

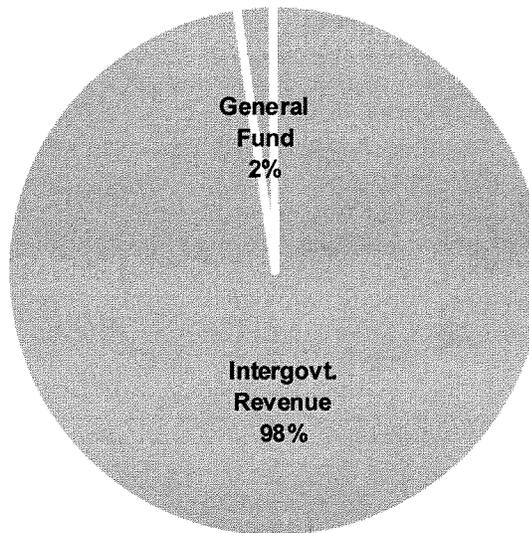
How are we doing? The Department is below the FY 2010-11 Adopted target by 3%. The results in this measure may see higher than average fluctuations due to the fact that the denominator for this measure (the number of adults with an initial abuse 12 months ago) is a small number, which varied between 4 to 28 adults over the last 6 report months. Note that Actual Results have changed from what was shown in the Final Budget for FY 2009-10 (from 85% to 93%), which weren't available previously. State or comparable County data is not available.

MISSION STATEMENT

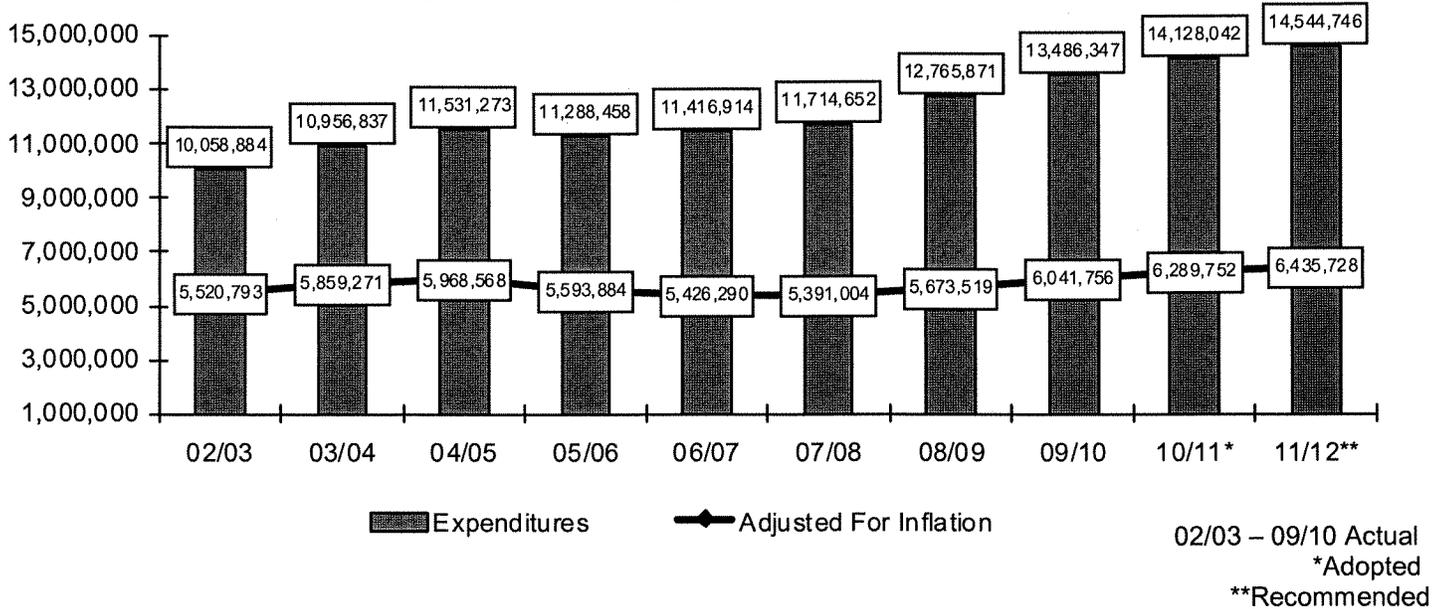
We partner with the community to enhance self-sufficiency while ensuring that safety and basic human needs are met for the people of San Luis Obispo County.

<u>Financial Summary</u>	<u>2010-11 Budget</u>	<u>2010-11 Projected</u>	<u>2011-12 Requested</u>	<u>2011-12 Recommended</u>	<u>Change From 2010-11</u>
Intergovernmental Revenue	\$ 13,705,940	\$ 13,698,271	\$ 14,113,928	\$ 14,113,928	\$ 407,988
Other Revenues	60,000	60,000	60,000	60,000	0
**Total Revenue	\$ 13,765,940	\$ 13,758,271	\$ 14,173,928	\$ 14,173,928	\$ 407,988
Other Charges	14,128,042	14,121,113	14,544,746	14,544,746	416,704
**Gross Expenditures	\$ 14,128,042	\$ 14,121,113	\$ 14,544,746	\$ 14,544,746	\$ 416,704
General Fund Support (G.F.S.)	\$ 362,102	\$ 362,842	\$ 370,818	\$ 370,818	\$ 8,716

Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

CalWorks has a total expenditure level of \$14,544,746 and a total staffing level of 0.00 FTE to provide the following services.

CalWORKs

The purpose of CalWORKs is to provide temporary cash assistance to needy families and welfare-to-work employment training programs. Participants are required to participate in certain activities to work toward self-sufficiency and are required to work a certain number of hours.

Total Expenditures: \$14,544,746 Total FTE: _

*Staffing reflected in Fund Center 180 – Department of Social Services

DEPARTMENT COMMENTS

The Department’s goal for the CalWORKS program is to maximize the number of participants moving towards self-sufficiency. We measure our success in this area by our Work Participation Rate (WPR), the Federal and State measurement by which San Luis Obispo County continues to be one of the top performers in California.

The CalWORKS monthly average continuing caseload continues to increase, a reflection of the recessionary economy. Our current average monthly caseload is 2.2% higher than the prior year, and 11.2% higher than the second prior year.

Major revisions in the CalWORKS program are expected to occur over the next year, as a result of changes in State law. These changes could dramatically affect this budget’s expenditure trend over the course of the year. Of course, the depth and duration of the current economic downturn will continue to impact caseload trends.

This Fund Center is an assistance expenditure account only; please refer to Narrative for Fund Center 180 for discussion of Departmental Key Results.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

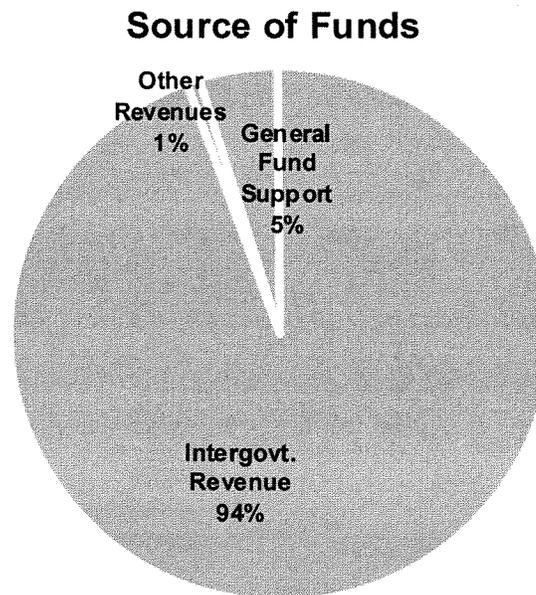
The level of General Fund support for this budget is recommended to increase \$8,716 or 2% compared to the FY 2010-11 adopted level. Revenues are recommended to increase \$407,998 or 2%. Total expenditures are recommended to increase \$416,704 or 2%.

The \$370,818 in General Fund support recommended for FY 2011-12 represents the required amount of County share of cost for CalWORKS programs. The County's share is based on formulas and cost-sharing ratios set by State and Federal programs, and represents 2.5% of total expenditures, which is consistent with prior years. The allocations used to calculate the FY 2011-12 County share of cost were increased 3% over the FY 2010-11 current year allocation information.

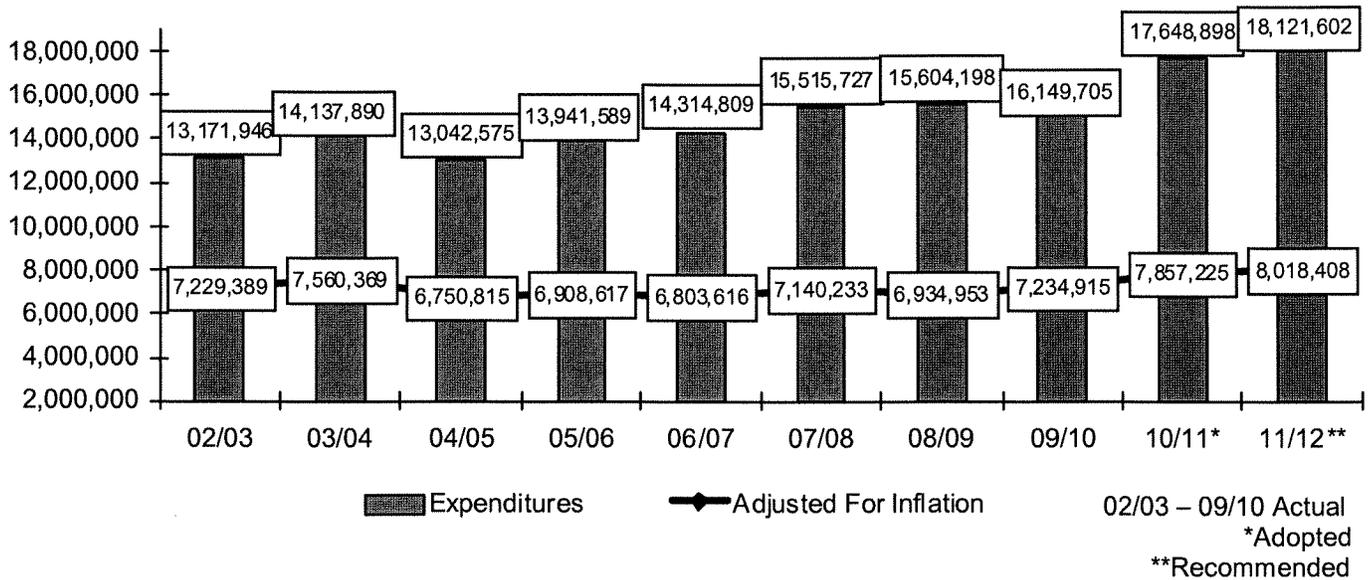
MISSION STATEMENT

We partner with the community to enhance self-sufficiency while ensuring that safety and basic human needs are met for the people of San Luis Obispo County.

Financial Summary	2010-11 Budget	2010-11 Projected	2011-12 Requested	2011-12 Recommended	Change From 2010-11
Intergovernmental Revenue	\$ 16,818,618	\$ 17,675,817	\$ 17,100,001	\$ 17,100,001	\$ 281,383
Other Revenues	163,000	178,745	185,104	185,104	22,104
**Total Revenue	\$ 16,981,618	\$ 17,854,562	\$ 17,285,105	\$ 17,285,105	\$ 303,487
Services and Supplies	0	37,664	44,023	44,023	44,023
Other Charges	17,648,898	18,467,665	18,077,579	18,077,579	428,681
**Gross Expenditures	\$ 17,648,898	\$ 18,505,329	\$ 18,121,602	\$ 18,121,602	\$ 472,704
General Fund Support (G.F.S.)	\$ 667,280	\$ 650,767	\$ 836,497	\$ 836,497	\$ 169,217



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Foster Care has a total expenditure level of \$18,121,602 and a total staffing level of 0.00 FTE to provide the following services.

Foster Care

To provide foster care for children who enter the foster care system through the Social Services Department or the Probation Department. Social Services Department dependent children are placed in foster care as a result of abuse or neglect. Probation Department dependent children are placed in foster care as a result of criminal charges.

Total Expenditures: \$11,766,892 Total FTE: *

Adoptions

The Adoptions Assistance Program provides ongoing support to families who have adopted children.

Total Expenditures: \$5,708,896 Total FTE: *

Transitional Housing Program – Plus (THP Plus)

The Transitional Housing Program-Plus provides stable housing and supportive program services to Emancipated Foster Youth between the ages to 18 and 21, facilitating their transition to adulthood.

Total Expenditures: \$645,814 Total FTE: *

*Staffing is reflected in Fund Center 180 – Department of Social Services

DEPARTMENT COMMENTS

The Department of Social Services administers expenditures for a number of Foster Care and Adoption programs through this fund center.

- Foster Care - Social Services is the system of temporary homes for children who are at risk of abuse or neglect and cannot remain safely in their own homes.

- Foster Care - Probation provides similar services for children who have been placed outside of their own home as a result of criminal charges, typically because the parent is unable to provide the necessary supervision to control the minor.
- The Adoption Assistance Program provides ongoing support to families who have adopted children.
- The Wraparound Services Program provides a comprehensive scope of services to families in order to avoid placement of one or more children in out-of-home care.
- The Transitional Housing Program-Plus (THPP), fully funded by the State, provides transition age youth (ages 18-21) with housing as they move from foster care to independence.

The Foster Care program's core caseload has declined by nearly 22% since FY 2006-07. Both the Probation and Social Services Departments have worked to limit placements by emphasizing preventive social services. Similarly, both Departments focus their efforts on placing children with relatives in order to continue familial relationships. In fact, no other county comes close to San Luis Obispo's percentage of initial placements of children with relatives.

This Fund Center is an assistance expenditure account only; please refer to Narrative for Fund Center 180 for discussion of Departmental Key Results.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The level of General Fund support for this budget is recommended to increase \$169,217 or 25% compared to the FY 2010-11 adopted level. Revenues are recommended to increase \$303,487 or 1%. Total expenditures are recommended to increase \$472,704 or 2%.

The increase in General Fund support compared to the FY 2010-11 adopted budget is primarily due to the loss of American Reinvestment and Recovery Act (ARRA) funding, which expires in FY 2010-11. This Federal stimulus revenue contributed \$619,308 to the adopted FY 2010-11 budget. A projected FY 2011-12 increase in State and Federal reimbursement revenue totaling approximately \$759,000, combined with a \$136,985 increase in realignment revenue, offsets the loss of this ARRA revenue, along with nearly two-thirds of the \$472,704 expenditure increase.

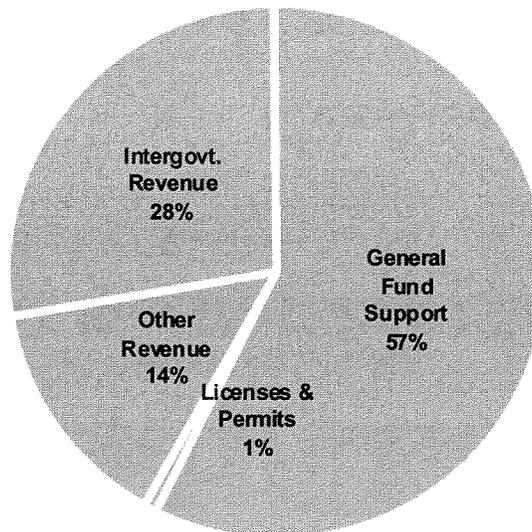
The County's share of cost in this budget is driven by formulas and cost-sharing ratios set by the State and Federal programs administered through this budget. Combined with the number and types of cases being administered, the amount of County General fund support fluctuates from year to year. FY 2011-12 County cost as a percentage of total expenditures is 4.6%, up from 2.8% in FY 2009-10 and an estimated 3.5% in FY 2010-11. The increase is due to the loss of Federal stimulus funding, which offset some costs in the prior two fiscal years, and changes in the type and number of cases the Department is responsible for administering.

MISSION STATEMENT

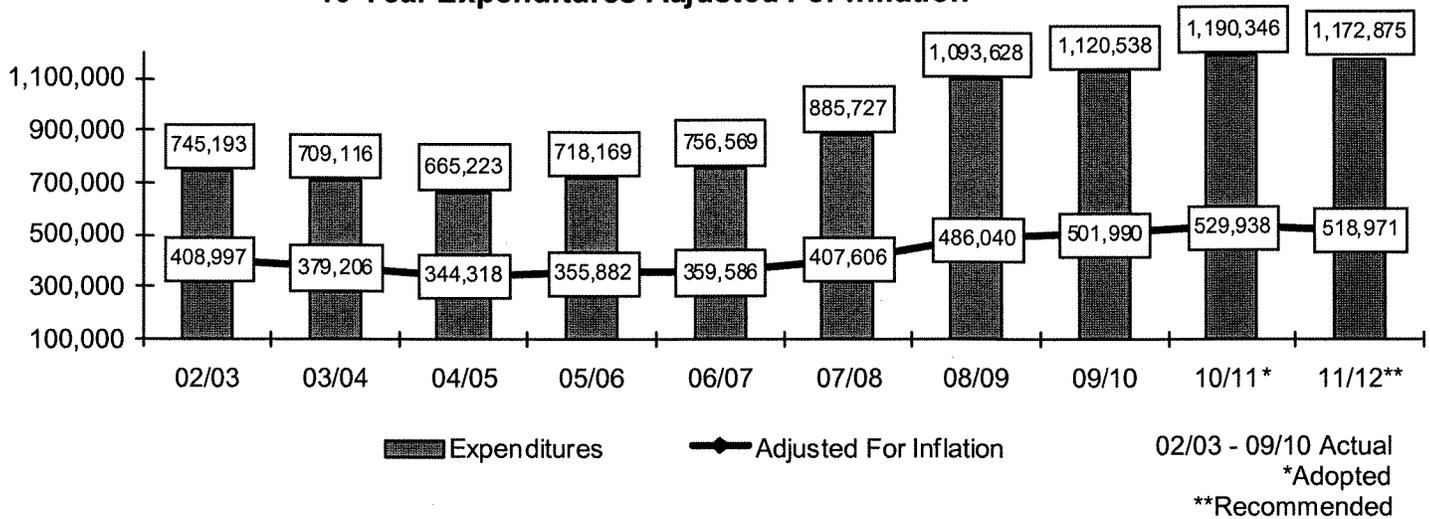
We partner with the community to enhance self-sufficiency while ensuring that safety and basic human needs are met for the people of San Luis Obispo County.

<u>Financial Summary</u>	<u>2010-11 Budget</u>	<u>2010-11 Projected</u>	<u>2011-12 Requested</u>	<u>2011-12 Recommended</u>	<u>Change From 2010-11</u>
Licenses and Permits	\$ 5,000	\$ 4,579	\$ 4,580	\$ 4,580	\$ (420)
Intergovernmental Revenue	331,114	306,262	321,292	321,292	(9,822)
Other Revenues	170,492	372,302	372,302	372,302	201,810
**Total Revenue	\$ 506,606	\$ 683,143	\$ 698,174	\$ 698,174	\$ 191,568
Other Charges	1,190,346	1,117,933	1,172,875	1,172,875	(17,471)
**Gross Expenditures	\$ 1,190,346	\$ 1,117,933	\$ 1,172,875	\$ 1,172,875	\$ (17,471)
General Fund Support (G.F.S.)	\$ 683,740	\$ 434,790	\$ 474,701	\$ 474,701	\$ (209,039)

Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

General Assistance has a total expenditure level of \$1,172,875 and a total staffing level of 0.00 FTE to provide the following services.

General Assistance Program

This program provides public assistance of last resort to indigent county residents. It is for persons who are otherwise ineligible for Federal, State or other community aid programs.

Total Expenditures: \$1,172,875 Total FTE: *

*Staffing reflected in Fund Center 180 - Department of Social Services

DEPARTMENT COMMENTS

The General Assistance program provides assistance of "last resort" to county residents who are otherwise ineligible for Federal, State or other community aid programs. The program also provides interim assistance to applicants for the Supplemental Security Income/State Supplementary Payment (SSI/SSP) program and, when SSI/SSP is approved, the County is reimbursed for its interim expenditures on the applicants' behalf.

Also included in this budget are the costs of the Cash Assistance Program for Immigrants (CAPI), as well as the expenditures for indigent cremations.

The General Assistance average monthly caseload has shown signs of leveling off in the last year, though it has increased by over 80% since FY 2005-06. The recession has had a major impact on the client population for this assistance, typically single adults who are unskilled and who have unstable living situations. The average monthly grant to these individuals remains at \$240.

This Fund Center is an assistance expenditure account only; please refer to Narrative for Fund Center 180 for discussion of Departmental Key Results.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The level of General Fund support for this budget is recommended to decrease \$209,039 or 30% compared to the FY 2010-11 adopted level. Revenues are recommended to increase \$191,568 or 37%, based on current year Supplemental Security Income (SSI) revenue. This funding source had been in decline for the last few years but the State has automated the application process and moved it to the internet, which has increased the application success rate. Expenditures are relatively unchanged, decreasing \$17,471 or 1% compared to FY 2010-11 based on a projected decline in CAPI expenditures.

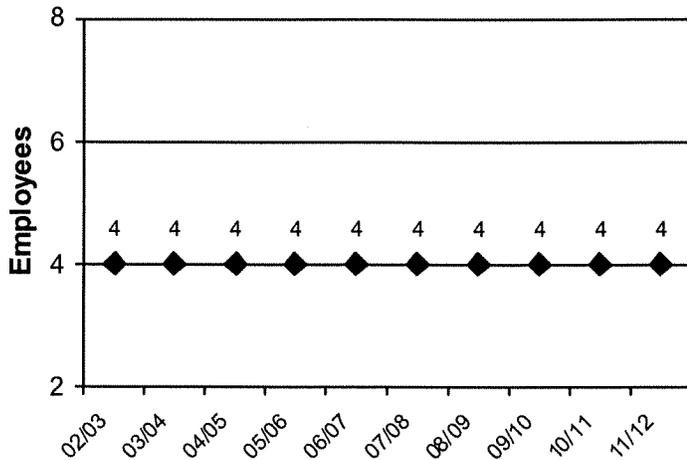
FY 2011-12 General Assistance expenditures are based on current year estimated actuals, plus 5% for program growth, except for the indigent cremation program, which are based on 3% growth. Total County cost as a percentage of all General Assistance expenditures for FY 2011-12 is 40% compared to the FY 2010-11 adopted level of 57%. The reduction in County cost is due to the improved outlook for SSI reimbursement revenue.

MISSION STATEMENT

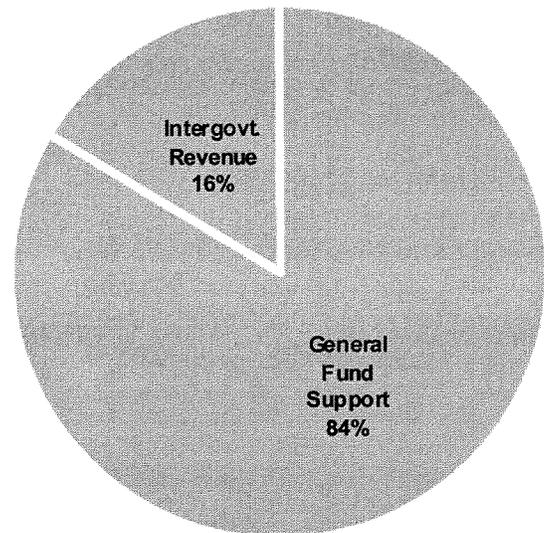
The Veterans Services Department provides assistance to the men and women who serve in the Armed Forces of America, their dependents, and survivors in obtaining benefits from the U. S. Department of Veterans Affairs, and other programs for veterans and their families.

<u>Financial Summary</u>	<u>2010-11 Budget</u>	<u>2010-11 Projected</u>	<u>2011-12 Requested</u>	<u>2011-12 Recommended</u>	<u>Change From 2010-11</u>
Intergovernmental Revenue	\$ 65,000	\$ 95,000	\$ 0	\$ 65,000	\$ 0
**Total Revenue	\$ 65,000	\$ 95,000	\$ 0	\$ 65,000	\$ 0
Salary and Benefits	371,441	316,809	360,936	360,936	(10,505)
Services and Supplies	37,905	44,975	37,749	37,594	(311)
**Gross Expenditures	\$ 409,346	\$ 361,784	\$ 398,685	\$ 398,530	\$ (10,816)
General Fund Support (G.F.S.)	\$ 344,346	\$ 266,784	\$ 398,685	\$ 333,530	\$ (10,816)

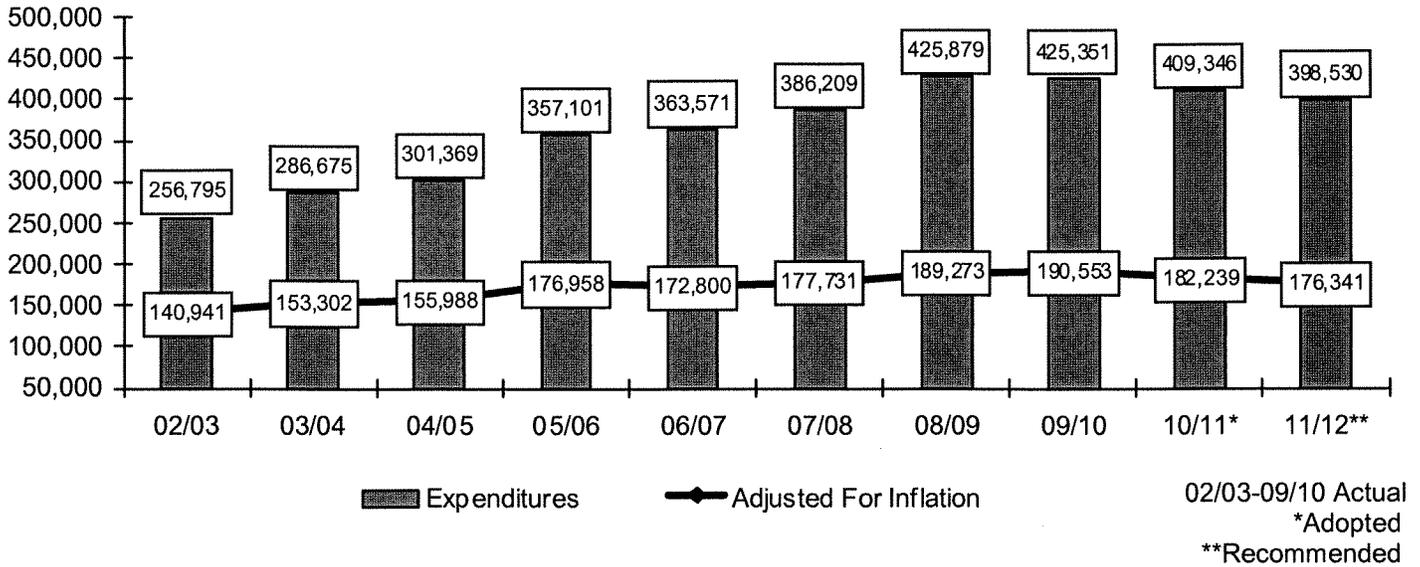
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Veterans Services has a total expenditure level of \$398,530 and a total staffing level of 4.00 FTE to provide the following services:

Claims Filing and Pension Income Maintenance

Screen applicants for potential benefits, complete forms, and collect documentation for potential claim filing, assist pension recipients in maintenance of income, and assist widows and children with entitlement claims.

Total Expenditures: \$268,446 Total Staffing (FTE): 2.68

College Fee Waiver Certificate

Process tuition fee waivers for children of disabled veterans so they may enroll in California Community Colleges, California State Universities, or University of California facilities at no charge.

Total Expenditures: \$12,280 Total Staffing (FTE): .12

Information and Referral

Provide information to veterans and their families on changing rules and conditions at governmental agencies including the Federal Department of Veterans Affairs, Social Security Administration, local Department of Social Services, Public Guardian, Department of Health Services and others.

Total Expenditures: \$117,804 Total Staffing (FTE): 1.20

DEPARTMENT COMMENTS

The Veterans Services Department provides advocacy and assistance to the County's approximate 26,000 men and women who served in the nation's armed forces, as well as their dependents and survivors. Our focus is providing excellent customer service in benefits counseling and assisting with claim processing to include case management.

FY 2010-11 Accomplishments

- The Department processed a similar number of claims as in FY 2009-10, however the resulting subvention revenue of \$2,800,000 in benefits was an increase of \$300,000. Additionally, the Department renewed a grant from the California Department of Veterans affairs for \$30,000, to provide benefits counseling to California National Guard at Camp Roberts.
- The Veterans Administration has a requirement that all claims be processed within ten working days of receipt; we currently are accomplishing this within eight working days. Staff attended four training sessions throughout the year to remain current on the ever-changing laws that effect veterans and their claims. This information was used to provide additional training to staff that resulted in consistency of claims filed by our office.

FY 2011-2012 Objectives

- The Department will continue assisting the County's veterans in processing their claims with the Veterans Administration. We will be continuously exploring electronic claim filing options to make this the most efficient process possible.
- Becoming the focal point in our veterans' community for all organizations that assist Veterans and their families is a priority. We will work with the Department of Veterans Affairs and the State of California to be the best service provider to our clients.
- Continue veteran outreach services to returning veterans and local veterans groups to inform them of the benefits that are available. Routinely updating our web page will assist veterans in obtaining current and accurate information on benefits and services that are available.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The recommended budget for FY 2011-12 provides for a reduction in General Fund support of \$10,816 or 3% from FY 2010-11 adopted levels. Salaries and benefits are being reduced by \$10,505 due to the appointment of a new Veteran's Services Officer at a lower salary level. State subvention revenue is projected to remain consistent at \$65,000.

GOALS/PERFORMANCE MEASURES

Department Goal: Provide veterans, their dependents, and survivors with advice on monetary, healthcare, insurance, and other government benefits.						
Communitywide Result Link: A healthy community.						
1. Performance Measure: Percentage of customer satisfaction surveys which rated the services performed by the Veterans Services Department as "satisfied" or "very satisfied".						
06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
100%	100%	100%	100%	100%	97%	100%
What: A customer satisfaction exit survey of randomly selected clients is conducted throughout the year to evaluate client satisfaction level. The department has received over 300 surveys to date in FY 2010-11.						
Why: Ensure high quality service and continually assess client needs.						
How are we doing? The surveys that the department receives back have consistently maintained a rating from clients of "satisfied" or "very satisfied". The department has conducted more than 3,000 office interviews and has had over 15,000 phones calls assisting veterans and their families. Due to the continued economic downturn, veterans have been applying for Veterans Administration benefits at a higher than normal rate. This trend continues from FY 2009-10 and is expected to continue at this level until the economy recovers. The projected decrease in customer satisfaction is a result of a small number of claims that were disapproved.						

Department Goal: Determine eligibility and file claims for monetary benefits (monthly disability, disability pension, death benefits) and healthcare benefits (medical, dental, vision, prosthetic devices) to ensure that eligible individuals receive the maximum benefit from entitled services.

Communitywide Result Link: A healthy community. A well governed community.

2. Performance Measure: Dollar amount in cash benefits secured for new monetary claims filed (monthly disability, disability pension, death benefits).

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
\$1,532,519	\$1,813,726	\$1,704,634	\$2,084,287	\$1,500,000	\$2,000,000	\$1,800,000

What: The total cash received by clients as a result of the efforts of the department.

Why: This illustrates the desired outcome of ensuring that clients receive maximum entitled benefit.

How are we doing? The total number of claims in FY 2010-11 remains constant with FY 2009-10 levels of activity despite staffing shortages. We are experiencing an increase in the total number and amount of the awards received for claims. Due to the economic downturn, we expect this level of activity to continue into next year. San Luis Obispo County veterans have approximately 700 new claims/appeals pending with the Veterans Administration at any given time. Comparable County data is not available.

Department Goal: Obtain free college tuition for eligible dependents of veterans (with service-related disabilities) by authorizing and processing College Fee Waivers with California Community Colleges, California State Universities, or University of California campuses.

Communitywide Result Link: A prosperous community.

3. Performance Measure: Dollar amount of college tuition saved by eligible dependents due to the College Fee Waiver Program (based upon state negotiated fees with colleges).

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
\$328,914	\$357,970	\$402,631	\$465,425	\$375,000	\$500,000	\$500,000

What: Money saved on tuition by eligible dependents.

Why: To maximize use of entitled benefits.

How are we doing? The State waives fees (California Universities/State Colleges/Colleges) for children of veterans who either have a service connected disability or were killed while on active duty. We had 150 students apply for and were granted this benefit. The amount of fees waived is dependent upon the type of higher learning institution that the student is attending. We are continuing our awareness outreach program with local high schools to ensure all eligible dependents are informed of this program. Comparable County data is not available.

Department Goal: Provide effective Veterans assistance to County veterans and their families in a cost-effective manner.

Communitywide Result Link: A prosperous and well-governed community.

4. Performance Measure: Veterans Services expenses as a percentage of the County Budget.

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
.065%	.065%	.065%	.065%	.065%	.075%	.075%

What: This measure shows the relationship of County Veterans Services expenses to the County's budget by dividing the County Veterans Services net county cost by the County's total budget.

Why: County Veterans Services strives to keep costs as low as possible, while providing effective assistance to the County's more than 23,500 civilian veterans and their families (not including active duty military).

How are we doing? County Veterans Services operating budget remains consistent with prior years, however as the County's total budget decreases, this ratio will increase. The veterans are provided services by the Veterans Services Office staff of four which includes the department head, two Veterans Service Representatives and one Administrative Assistant.

Community Services

Airports

Farm Advisor

Fish and Game

Golf Courses

Library

Parks

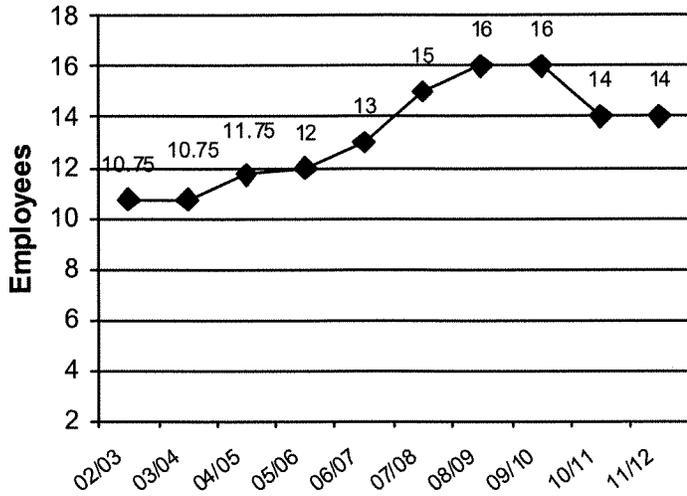
Wildlife and Grazing

MISSION STATEMENT

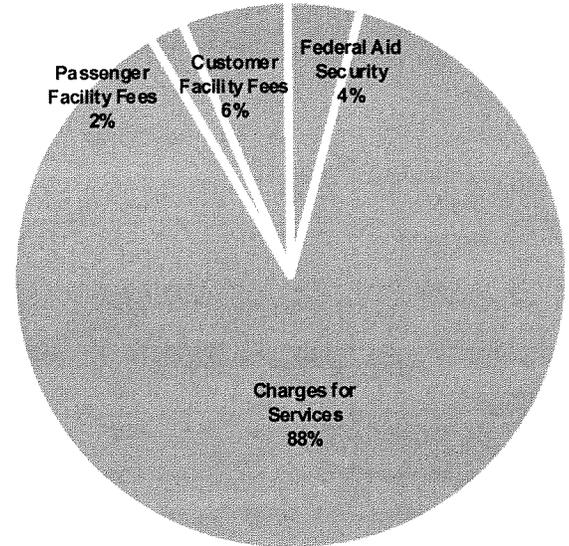
To provide for the safe and efficient operation of the County's airport system and deliver to the community aviation services through the total efforts of knowledgeable, conscientious, and dedicated staff to ensure the safety of all system users.

OPERATING DETAIL (1)	2009-10 ACTUAL (2)	2010-11 ESTIMATED (3)	2011-12 PROPOSED ESTIMATES (4)	2011-12 RECOMMENDED ESTIMATES (5)
OPERATING REVENUES				
Charges for Services	2,914,490	3,257,393	3,454,527	3,454,527
TOTAL OPERATING REVENUES	2,914,490	3,257,393	3,454,527	3,454,527
OPERATING EXPENSES				
Salaries and Benefits	1,346,771	1,354,495	1,372,362	1,372,362
Services and Supplies	1,465,790	1,749,986	1,821,043	1,821,043
Countywide Overhead	373,637	183,351	45,171	45,171
Taxes & Assessments	441	47,481	26,500	26,500
Depreciation	1,921,017	1,943,454	2,001,758	2,001,758
TOTAL OPERATING EXPENSES	5,107,656	5,278,767	5,266,834	5,266,834
OPERATING INCOME (LOSS)	(2,193,166)	(2,021,374)	(1,812,307)	(1,812,307)
NON-OPERATING REVENUES (EXPENSES)				
Federal Aid Security	181,987	157,208	166,875	166,875
Other Revenues	2,877,713	0	0	0
Grants-Federal/State	0	0	0	0
PFC	369,638	59,230	195,822	80,822
CFC	42,026	247,979	247,979	247,979
Other	0	0	0	0
Interest	2,858	2,021	1,500	1,500
Caltrans loan payment	(198,450)	(190,785)	(180,186)	(180,186)
General Fund Loan Payment	0	(247,979)	(247,979)	(247,979)
Operating Transfers In/Out	(25,000)	0	0	0
Prior Year Adjustment	(296,888)	0	0	0
TOTAL NON-OPERATING REVENUES (EXPENSES)	2,953,884	27,674	184,011	69,011
INCOME BEF. CAPITAL CONTRBS. & TRANSFERS	760,718	(1,993,700)	(1,628,296)	(1,743,296)
Capital Contribution	4,309,603	2,158,060	0	0
CHANGE IN NET ASSETS	5,070,321	164,360	(1,628,296)	(1,743,296)
Net Assets - beginning	80,862,323	85,932,644	86,097,004	0
Net Assets - ending	85,932,644	86,097,004	84,468,708	0
FIXED ASSET EXPENDITURES				
Capital Projects	0	0	0	0
Fixed Assets	15,593,963	0	115,000	0
Land	2,793,152	0	0	0
TOTAL FIXED ASSET EXPENDITURES	18,387,115	0	115,000	0

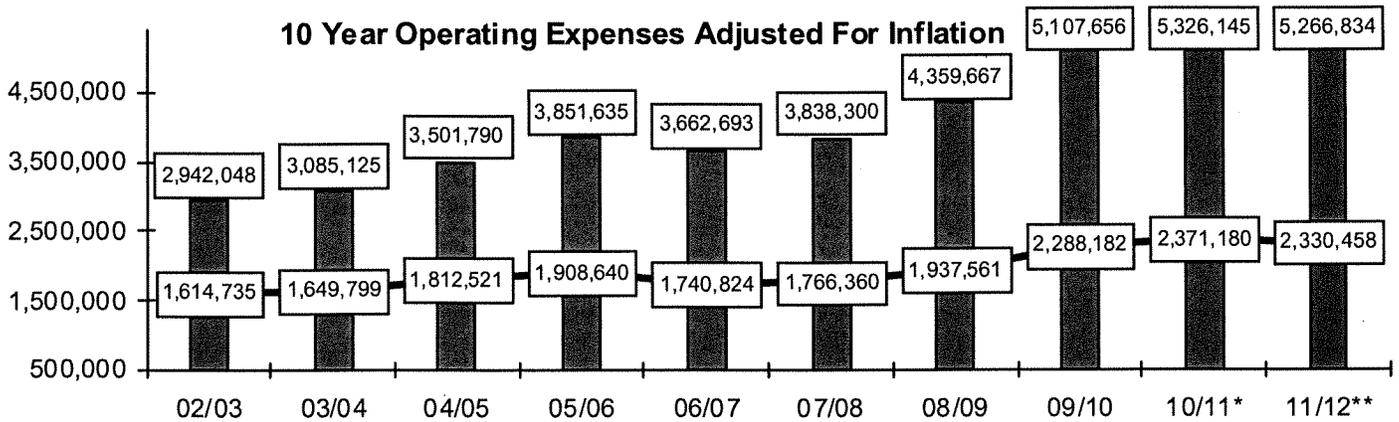
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Operating Expenses Adjusted For Inflation



Expenditures
 Adjusted For Inflation
 02/03 – 09/10 Actual
 *Adopted
 **Recommended

SERVICE PROGRAMS

The County Airport Services budget has a total operating expense level of \$5,266,834 and a total staffing level of 14.00 FTE to provide the following services:

San Luis Obispo and Oceano County Airport Operations

Present and implement policies and procedures to insure the safety of airport users and enhance customer service. These policies and procedures produce the framework to manage, administer, operate, maintain, and provide security for the San Luis Obispo County and Oceano Airports serving commercial airline, private and business aviation users.

Total Operating Expenditures: \$5,266,834 Total Staffing (FTE): 14.00

Community Services

Capital Projects at County Airports

Funding of approved capital projects carried out at the San Luis Obispo Regional and Oceano Airports.

Total Expenditures: \$0.00 Total Staffing (FTE): 0.00

DEPARTMENT COMMENTS

The San Luis Obispo County Airport makes air travel accessible to those who live in and visit San Luis Obispo County. The airport accommodates two commercial airlines which provide daily flights to Los Angeles, San Francisco, and Phoenix and is also home base for many privately owned aircraft.

The Airport has experienced a significant decrease in passenger enplanements beginning in 2008. Since Fall of 2008, Airport management has worked with local community leaders on marketing strategies to increase travel in and out of the County airport. Efforts to increase air travel have included recruiting additional airline service to the County.

Airport Services participated in a community-wide response to a local developer's initiative to close the Oceano County Airport. While Oceano is a small facility, it not only provides access to the south county area for aviation but also serves as a critical point for air ambulance, California Highway Patrol and CalFire activities.

Airport management took proactive steps to continue to maintain safe facilities. Staff working hours were changed and tasks prioritized to ensure all federal requirements were met.

The following are some of the departments' notable accomplishments for FY 2010-11 and some specific objectives for FY 2011-12.

FY 2010-11 Accomplishments

- Annual Inspection by FAA occurred in May 2010. Inspection was 100% compliant.
- Developed a form, database and process to document staff response time and to track trends for possible future actions related to public contacts and complaints.
- Developed plans to improve parking by adding lighting for safety and credit card payment kiosks for ease of payments for customers using Airport parking lots.
- Improved communications with Airport tenants and stakeholders by holding at least one meeting with either General Aviation tenants, terminal tenants, or rental car providers each quarter
- Worked with commercial airlines to increase the number of flights from the San Luis Obispo Airport

FY 2011-12 Objectives

- Complete construction of the Rental Car Quick Turnaround Area (QTA)
- Complete environmental work in support of Oceano County Airport Master Plan
- Complete improvements to parking areas
- Continue Community partnership for recruiting additional commercial air service to the County
- Complete Airport Area Plan outlining milestones and transitions steps for passenger terminal development
- Complete the Airport Organizational and Governance Study

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Fund Center 425, Airports, a division of the General Services Agency, is an Enterprise Fund. Enterprise funds charge user fees for their services. The State Controller's Office requires that an Operation of Enterprise Fund Schedule 11 be submitted. The format of the Schedule 11, and some of the data it contains, is different from how other County departments' budgets are reported. For consistency purposes, the data provided for in the narrative, Service Programs, and 10 year Expenditure chart are from the Schedule 11, including depreciation. It is important to note that the comparison of estimated amounts in the Schedule 11 differs from the comparison of amounts in General Fund budgets. General Fund budgets compare the adopted budget amount to the recommended budget amount. The Schedule 11 for enterprise funds compares the estimated actual amount for FY 2010-11 to the proposed amount of new allocated expense and revenues, to be budgeted for FY 2011-12.

The total recommended operating expense in the FY 2011-12 budget is \$5,266,834, a decrease of \$11,933, less than 1%, compared to the estimated operating expense for FY 2010-11. \$2,001,758 of the expense is charges for depreciation. The depreciation expense is a non cash expense that identifies the decline in value of capital assets. Excluding depreciation, the recommended operating expense for FY 2011-12 is \$3,265,076, a decrease of \$70,237 or 2% from the estimated amount or FY 2010-11.

The total recommended operating revenue in the FY 2011-12 budget is \$3,454,527, an increase of \$197,134, or 6% greater than the FY 2010-11 estimated amount. Long term rental of buildings and land and parking revenues are the primary drivers of the increase in operating revenues. Adjusting for depreciation, the recommended budget for FY 2011-12 shows operating revenue is \$189,451 greater than the recommended level of operating expense. Non-operating revenues are increasing by \$30,738, 6%, as compared to the estimated amounts for FY 2010-11. The FY 2011-12 recommended level of non-operating revenue is greater than non-operating expense by \$69,011.

The recommended FY 2011-12 salary and benefit costs identify an increase of \$17,867, 1%, as compared to the estimated amount for FY 2010-11. The increase reflects normal adjustments for step increases as well as a rise in workers compensation charges. Services and Supplies are recommended to increase by \$71,057. There are a number of increases and decreases in this account category. Notable increases include charges from the Sheriff Department for security services (\$58,524), charges from the County Fire department for fire protection (\$19,908), utility expense (\$33,459), professional services (\$21,388), maintenance of structures and grounds (\$10,444) and charges for Information Technology network services (\$11,175). A \$138,180 reduction in charges for countywide overhead partially offsets the increase in expense.

In 2008, the economic downturn led to a reduction in the number of commercial airline flights from the San Luis Obispo Airport and a significant reduction in the number of passenger enplanements and related revenues. This drop in enplanements and revenues negatively impacted the Airport by creating an imbalance between expense and revenue in the Airport budget. Although passenger enplanements are still below 2007 levels, the last four quarters show steady growth in passenger enplanements and revenue. As passenger enplanements rise, so do revenues from parking fees, passenger facility fees and commercial aircraft landing fees. The growth trend in passenger enplanements is a positive development for the Airport's fiscal condition. This is evident in the recommended budget which identifies Airport revenues as being greater than the Airport's operating expense. The Airport management continues to work toward expanding the number of destinations and flights available from the San Luis Obispo Airport. Doing so will provide the Airport greater fiscal stability as well as provide a wider variety of travel options for the County's citizens.

The Airport recommended budget fully funds the operational services at current levels.

GOALS AND PERFORMANCE MEASURES

Department Goal: Manage the San Luis Obispo and Oceano Airports in a manner that ensures the safety of the traveling public and complies with Federal, State, and local aviation and airport rules, regulations and advisories.

Communitywide Result Link: A safe community.

1. Performance Measure: Percentage compliance with annual Federal Aviation Administration (FAA) inspections of appropriate safety and security measures.

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
100%	100%	100%	100%	100%	100%	100%

What: Annual safety and security inspection of certified airports conducted by FAA staff.

Why: To ensure the safety of passengers and the public.

How are we doing? The Airport has been very successful in meeting safety and security compliance to the 100% standard. The April 2010 FAA Inspection was completed with 100% Compliance. The Airport anticipates 100% compliance to FAA Standards on next year's inspection.

Department Goal: To cost effectively operate and maintain County Airports to enhance the air transportation service experience of airport users.

Communitywide Result Link: A safe, livable and prosperous community.

2. Performance Measure: Conduct quarterly tenant meetings.

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
N/A	N/A	N/A	N/A	Quarterly tenant meetings for 65% of tenants	Quarterly tenant meetings for 65% of tenants	Deleted

What: Measures Airport Services communications with tenants.

Why: The airport had been identified in a Grand Jury Report as failing to communicate with Airport tenants. This measure will document the efforts of Airport Management to communicate with all its tenants. This will measure Airport Administration's attempt to communicate with a variety of tenants including General Aviation, Commercial Airlines, Rental Car providers, Ground Transportation operations as well as other concessionaires. We will change the venue and time of the meetings each quarter in order to accommodate more individual's schedules and to increase participation.

How are we doing This measure is being deleted and replaced with a measure which includes a tenant survey that will reflect actual customer satisfaction with Airport Administration communication.

3. Performance Measure: Percentage of airport comments or complaints processed in a timely manner.

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
N/A	N/A	N/A	N/A	New	60%	60%

What: Measures Airport Services response to comments or complaints regarding services or operations. The goal is to process complaints within 24 hours of receipt Monday – Friday and within 48 hours for weekends. While many complaints such as those relating to noise are generally beyond the control of the Airport, a timely response to a comment demonstrates the Airport's commitment to the community.

Why: This measure helps to show the public that Airport Services will respond to comments and complaints in a timely manner.

How are we doing? While many complaints such as those relating to noise are generally beyond the control of the Airport, a timely response to a comment demonstrates the Airport's commitment to the community. We have been able to resolve or at least respond to comments and complaints.

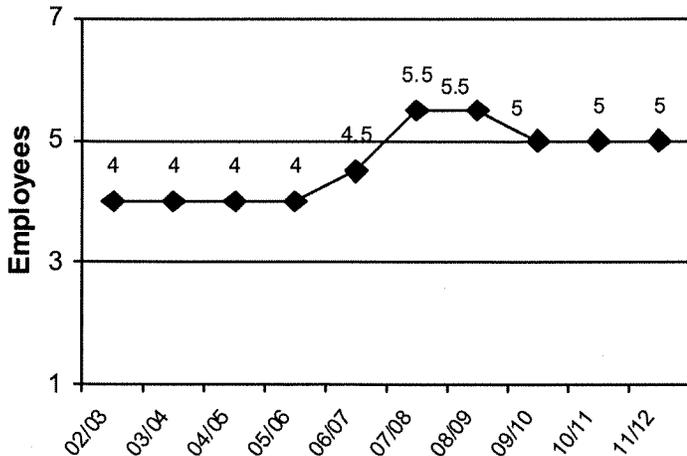
4. Performance Measure: Percentage of airport users that believe Airport Administration communicates effectively with them.						
06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
N/A	N/A	N/A	N/A	N/A	70%	70%
<p>What: Measures Airport Services effectiveness in communications with tenants.</p> <p>Why: The airport had been identified in a Grand Jury Report as failing to communicate with Airport tenants. This measure will document the efforts of Airport Management to communicate with a variety of tenants including General Aviation, Commercial Airlines, Rental Car providers, Ground Transportation operations as well as other concessionaires and users. We will conduct an annual customer satisfaction survey addressing the effectiveness of the Airport Administration communication.</p> <p>How are we doing? This is a new measure that will be implemented in the new fiscal year.</p>						

MISSION STATEMENT

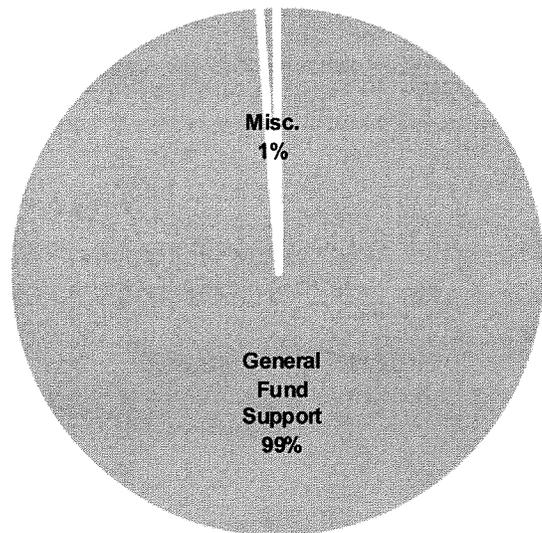
To serve San Luis Obispo County through the development, sharing, and application of research-based knowledge in agricultural sustainability, natural resource conservation, and youth and family development to provide a better quality of life both now and in the future.

<u>Financial Summary</u>	<u>2010-11 Budget</u>	<u>2010-11 Projected</u>	<u>2011-12 Requested</u>	<u>2011-12 Recommended</u>	<u>Change From 2010-11</u>
Intergovernmental Revenue	\$ 4,035	\$ 13,035	\$ 6,025	\$ 6,025	\$ 1,990
**Total Revenue	\$ 4,035	\$ 13,035	\$ 6,025	\$ 6,025	\$ 1,990
Salary and Benefits	352,389	330,264	367,209	367,209	14,820
Services and Supplies	91,089	96,747	100,967	100,967	9,878
**Gross Expenditures	\$ 443,478	\$ 427,011	\$ 468,176	\$ 468,176	\$ 24,698
General Fund Support (G.F.S.)	\$ 439,443	\$ 413,976	\$ 462,151	\$ 462,151	\$ 22,708

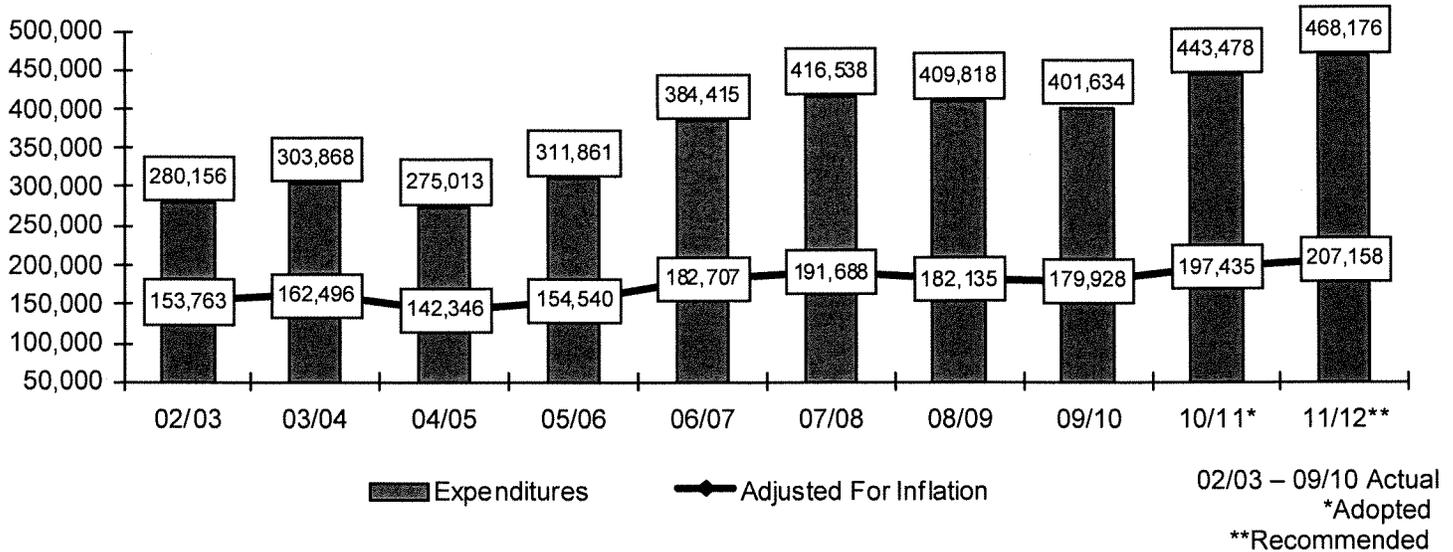
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

The Farm Advisor has a total expenditure level of \$468,176 and a total staffing level of 5.0 FTE to provide the following services:

Natural Resources

Assists landowners, County and city planners, and agency personnel to: 1) understand and assess the importance and status of natural resources, including watersheds, wildlife habitat, and oak woodlands; and 2) assist them in developing and applying sustainable management practices based on research-based principles.

Total Expenditures: \$129,926 Total Staffing (FTE): 1.25

Agriculture

Provide growers and related agricultural personnel with objective, research-based information and programming on sustainable crops, livestock, and range production, including the maintenance of natural resources.

Total Expenditures: \$143,052 Total Staffing (FTE): 1.25

Youth and Family

Provide objective, research-based information for individuals, families, and professionals to: 1) strengthen the capacities of families, communities, and organizations in contributing to the positive development of youth; and 2) strengthen the capacities of individuals and families to become self-sufficient through life skills development related to human health and nutrition, food safety, and money management.

Total Expenditures: \$195,198 Total Staffing (FTE): 2.50

DEPARTMENT COMMENTS

The Farm Advisor Department serves San Luis Obispo County through the development, sharing, and application of knowledge in agricultural sustainability, natural resource conservation, and youth and family development. The department, through its University of California Cooperative Extension Advisors and other academic and paraprofessional staff, brings the significant resources of the University's Division of Agriculture and Natural Resources as well as other Land-Grant Institutions to the County. As critical issues arise in our service areas,

staff members quickly and efficiently respond through the research and knowledge base available from our Cooperative Extension's state and national resources. We reach stakeholders with new and important information via various delivery methods, including workshops, field days, newsletters and fact sheets, one-on-one consultations, and web-based programs. Our department utilizes over 500 trained volunteers in its agriculture, food safety, nutrition, and 4-H youth development programs. San Luis Obispo County leverages approximately four dollars for every dollar it spends to support the Farm Advisor Department through resources from the University of California, USDA, grants and gifts. An overarching goal of the department is to provide the highest quality of service to its clientele in the most efficient and cost effective manner.

The following are some of the department's notable accomplishments for FY 2010-11 and some specific objectives for FY 2011-12.

FY 2010-11 Accomplishments

- This year we continued converting our six (26 issues per year) departmental newsletters, with an annual circulation of over 25,121, to mostly electronic newsletters. Only 3,705 hardcopy newsletters are sent annually via USPS mail. This helped us obtain our goal of reducing department costs for postage, photocopying, staff-time, and paper. All newsletters are electronically available on the department's website at <http://cesanluisobispo.ucdavis.edu>.
- Trained volunteers provide multiple levels of service to departmental clientele. We conservatively estimate the value of volunteer contributions to SLO County at approximately \$1,000,000 per year.
- Ninety-seven percent of program participants indicated a useful knowledge gain and 89% of those surveyed in 2009-10 (latest survey data available) made a positive behavior change based on information presented in our educational programs.
- Employee University and UC electronic training resources were used for staff development. These trainings increase staff's knowledge and productivity of safety issues, software applications, performance in customer service, and compliance with legal mandates. Electronic training is cost-effective as there are no travel costs and staff can be trained conveniently. Also County employees have participated in appropriate word processing, spreadsheet and design software trainings.

FY 2011-12 Objectives

- Continue to publicize the availability of on-line newsletters to increase the use of electronic communication usage. We will strive to further reduce the hardcopy newsletters produced and mailed. The department will continue the strong emphasis on safety because of its importance to both our office and field staff.
- Seek grants for research and extension education programs in all our program areas. Continue to compare San Luis Obispo County's fiscal contributions to our department with benchmark counties.
- Continuation of the comprehensive evaluation program using knowledge gain surveys and follow-up behavior change surveys of clientele. Also utilize formal and informal needs assessments when appropriate.
- Continue the use of webinar trainings when available and appropriate. Have staff participate in appropriate County Employee University classes and University of California trainings. County staff will enroll in appropriate office software workshops. Involve staff as fully as possible in departmental decision making, including budget decisions.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The FY 2011-12 recommended budget for the Farm Advisor increases General Fund support by 5% or \$22,708 as compared to FY 2010-11 adopted amounts. Revenue, received on a dollar-for-dollar reimbursement from the University of California (UC), is increasing by 49% or \$1,990 from FY 2010-11 budgeted levels.

Overall, expenditures are increasing by 5% or \$24,698 from FY 2010-11 levels. Salary and benefit accounts are 4% or \$14,820 higher than FY 2010-11 amounts primarily due to a staff promotion and increased worker compensation rates.

Services and supplies accounts are recommended to increase by \$9,878 or 10% as compared to FY 2010-11 levels. Approximately 69% of this increase, \$6,805, is attributed to increased Fleet charges. Specifically, vehicle depreciation costs are increasing by 11% or \$1,223, garage billings by 34% or \$3,860 while motor pool rental is increasing by 413% or \$1,776. As noted above, revenue is received from the UC on a dollar-for-dollar reimbursement for expenditures; these expenditures equate to 6% (\$6,000) of the overall budgeted amounts in the department's service and supply accounts. There are no service level impacts associated with the recommended budget.

GOALS/PERFORMANCE MEASURES

Department Goal: To strengthen our agricultural industries. To conserve our natural resources. To help youth and families grow strong.						
Communitywide Result Link: A livable community. A prosperous community. A healthy community.						
1. Performance Measure: Percentage of program participants that report a <u>useful gain of knowledge</u> as a result of their participation in an educational program.						
06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
99%	98%	99%	98%	97%	97%	98%
What: This measure tells us how many participants gained useful information as a result of participating in our educational programs related to agricultural sustainability, natural resource conservation, quality parenting skills, positive youth development, wise nutritional choices or food safety practices.						
Why: Knowledge gain is a key factor for positive behavior change.						
How are we doing? Program evaluations completed by individuals participating in randomly sample of programs conducted during FY 2009-10 indicated a useful knowledge gain by 98% of participants based on information presented in our programs. A target of 98% is very ambitious but attainable because of the high-quality of our department's educational programming. The number of total participants participating in the programs selected for evaluation during FY 2009-10 was 1,298 and the number of those who gained useful knowledge was 1,272. As of mid-year in FY 2010-11, there were 576 participants participating in the programs selected for evaluation and 97% reported they gained useful knowledge. There will be more participants added during the last 6-months of the FY 2010-11 fiscal year, but we are on track to meet our adopted goal of 97%.						
2. Performance Measure: Percentage of program participants that report a <u>positive behavior change</u> as a result of their participation in an educational program.						
06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
93%	94%	90%	89%	92%	92%	92%
What: This measure tells us how many people made a positive behavior change as a result of participation in our education programs related to agricultural sustainability, natural resource conservation, quality parenting skills, positive youth development, wise nutritional choices or food safety practices.						
Why: Positive behavior contributes to a livable, prosperous, and/or healthy community.						
How are we doing? During FY 2009-10, follow-up surveys conducted within 6 months of attending an educational program indicate 89% of program participants reported a positive behavior change based on information presented in our programs. The number of participants completing follow-up evaluations was 159 and the number of those who reported positive behavior change was 141, or 89%. A majority of our educational programs are conducted in the Spring, and follow-up surveys have not yet been sent out for FY 2010-11. Even though change in behavior is extremely difficult to bring about, we have every expectation that we will meet or come very close to our target of 92% for FY 2010-11.						

3. Performance Measure: Percentage of first year of 4-H Club members that re-enroll for a second year of 4-H membership.

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
65%	65%	66%	70%	74%	74%	74%

What: This measure tracks the number of first year 4-H club members that re-enroll for a second year in the program.

Why: Re-enrollment of 4-H members is an indicator of the quality of the program for members and their parents/guardians.

How are we doing? During FY 2009-10, the 4-H retention rate for eligible first year becoming second year members increased by 4 percentage points over FY 2008-09 to 70% (299 members). This was the highest 4-H retention rate in 4 years. Through continued program evaluation and revision, we are continuing to strive to achieve even higher reenrollment rates in future years. It is important to note that the 70% retention rate achieved in FY 2009-10 was a very high rate for reenrollment of first-year 4-H members, often reported to be only 50-55% in other locales.

Department Goal: To cost-effectively manage the Farm Advisor Department.

Communitywide Result Link: A well-governed community.

4. Performance Measure: San Luis Obispo County fiscal contributions to the Farm Advisor budget based on agricultural acreage as compared to the six county-utilized benchmark counties.

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
\$0.31/ag acre for San Luis Obispo County compared to \$0.56/ag acre for benchmark counties	\$0.36/ag acre for San Luis Obispo County compared to \$0.69/ag acre for benchmark counties	\$0.35/ag acre for San Luis Obispo County compared to \$1.52/ag acre for benchmark counties	\$0.35/ag acre for San Luis Obispo County compared to \$1.50/ag acre for benchmark counties.	\$0.37/ag acre for San Luis Obispo County compared to \$.70/ag acre for benchmark counties	\$0.37/ag acre for San Luis Obispo County compared to \$.70/ag acre for benchmark counties	\$0.39/ag acre for San Luis Obispo County compared to \$.71/ag acre for benchmark counties

What: This measure indicates the County's cost per acre of agricultural land for services provided by the Farm Advisor Department. There are nearly 1.15 million agricultural acres (harvested and rangeland) in the County.

Why: This measure demonstrates the cost efficiency of available resources to fund Farm Advisor's programs.

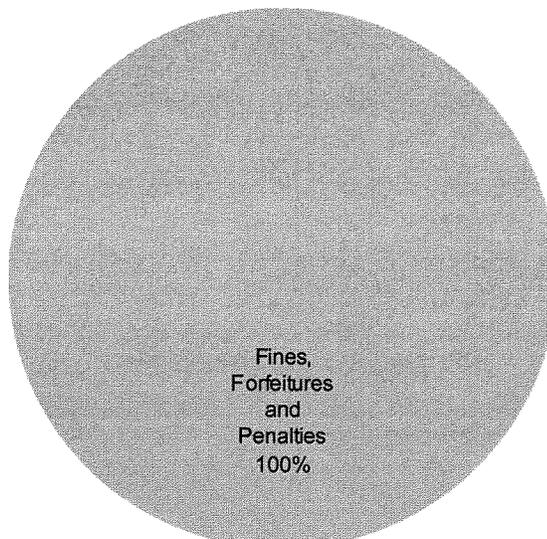
How are we doing? San Luis Obispo County continues to receive similar Farm Advisor services at a lower cost per ag acre than the County's utilized benchmark counties. During FY 2009-10, San Luis Obispo County's fiscal contribution to the Farm Advisor Department was \$0.35/agricultural acre, compared to an average of \$1.50/ag acre for our benchmark counties. Since Santa Cruz County was a very high outlier at \$6.83/agricultural acre, we also calculated the actual results without Santa Cruz County; this resulted in the remaining benchmark counties rates to drop to \$0.62/ag acre. We project a similar difference in cost per ag/acre at the end of FY 2010-11. Because Santa Cruz County continues to be such a high outlier we have discontinued using their figures beginning FY 2010-11.

PURPOSE STATEMENT

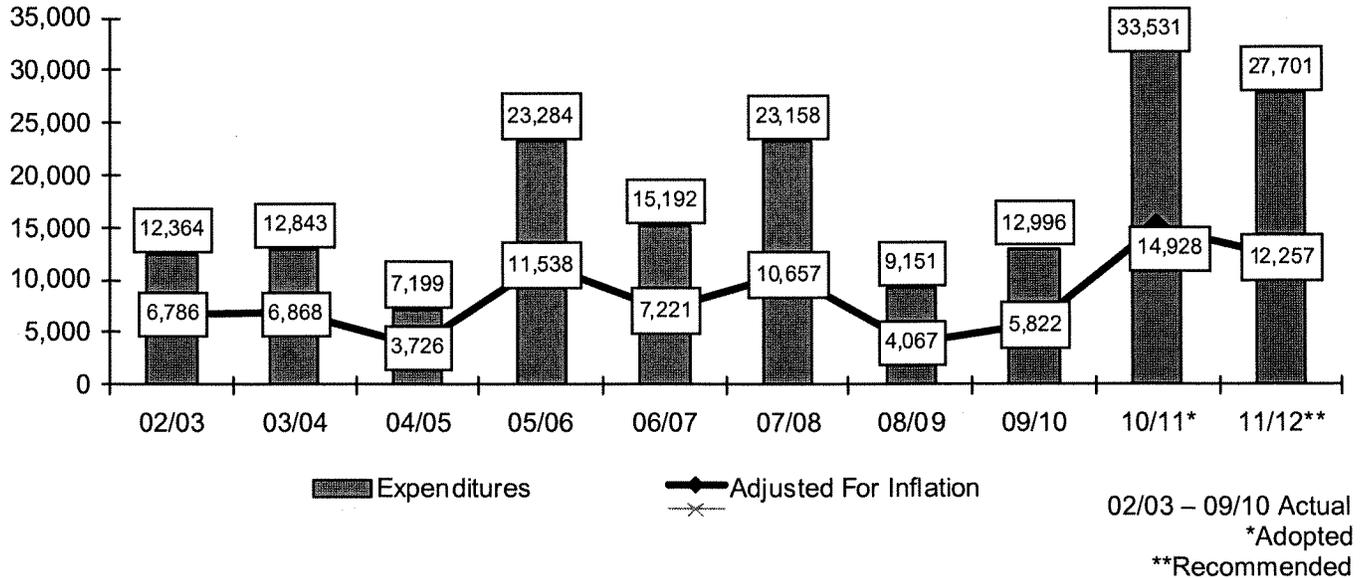
The State Fish and Game Code provides that 50 percent of fine monies collected for fish and game violations be returned to the County in which the offense was committed. These monies are to be expended for the protection, conservation and preservation of fish and wildlife. The Board of Supervisors appoints a County Fish and Game Fines Committee to make recommendations for the expenditure of fine monies, which may include public education, habitat improvement, research and recreation. The Fish and Game Fines are expended from a special revenue fund.

<u>Financial Summary</u>	<u>2010-11 Budget</u>	<u>2010-11 Projected</u>	<u>2011-12 Requested</u>	<u>2011-12 Recommended</u>	<u>Change from 2010-11</u>
Fines, Forfeitures and Penalties	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 0
Total Revenue	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 0
Fund Balance Available	\$ 28,715	\$ 28,715	\$ 0	\$ 0	\$ (28,715)
Cancelled Reserves	0	0	2,701	7,701	7,701
Total Financing Sources	\$ 48,715	\$ 48,715	\$ 22,701	\$ 27,701	\$ (21,014)
Salary and Benefits	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Services and Supplies	33,531	33,531	22,701	27,701	(5,830)
Other Charges	0	0	0	0	0
Fixed Assets	0	0	0	0	0
Gross Expenditures	\$ 33,531	\$ 33,531	\$ 22,701	\$ 27,701	\$ (5,830)
Contingencies	0	0	0	0	0
New Reserves	15,184	15,184	0	0	(15,184)
Total Financing Requirements	\$ 48,715	\$ 48,715	\$ 22,701	\$ 27,701	\$ (21,014)

Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Fish & Game has a total expenditure level of \$27,701 to provide the following services:

Education and Information

Provides for the development and/or distribution of films, motivational materials, awards, certificates, hunter safety, books, pamphlets, news items, fish and game regulation information and signs.

Total Expenditures: \$6,925 Total Staffing (FTE): 0.00

Field Equipment

Field biology equipment including but not limited to cameras, vehicles, scanners, scopes, traps, fencing, nets, thermometers, etc.

Total Expenditures: \$6,925 Total Staffing (FTE): .00

Habitat Improvement

Terrestrial: Forestry projects, control burns, spring development, chaparral management, native plantings, guzzler installation and maintenance. Aquatic: Artificial reefs, water level maintenance, stream improvements, barrier removal, and flow control.

Total Expenditures: \$6,925 Total Staffing (FTE): 0.00

Research

Fisheries and wildlife research, habitat reconnaissance, historical fisheries and wildlife surveys, and studies to support and maintain species.

Total Expenditures: \$6,926 Total Staffing (FTE): 0.00

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Fish and Game is a special revenue fund and therefore does not receive General Fund support. Revenue to support the services provided by this fund center are generated by fines and settlements collected for fish and game violations committed within the county. Revenue projections were increased in FY 2010-11 from \$10,000 to \$20,000, and are recommended to remain constant at \$20,000 for FY 2011-12. This revenue, in addition to the use of \$7,701 of cancelled reserves, will be used to fund Fish and Game projects in FY 2011-12 totaling \$27,701. This represents a decrease of \$5,830 from FY 2010-11 adopted levels. The Fish and Game Fines Committee requests expenditure levels based upon their needs, with consideration of revenue projections and existing reserves. Expenditures include distribution of educational information, purchase of field equipment, habitat improvement projects and wildlife research.

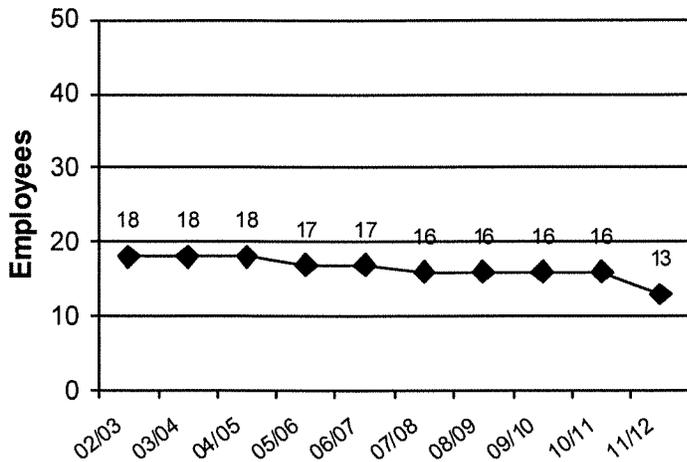
The cancelling of \$7,701 in reserves will provide the Fish and Game fund with reserves and designations totaling \$146,736 (general reserves - \$47,539, fish and game project designations - \$86,087, and \$13,110 - environmental settlement designation).

MISSION STATEMENT

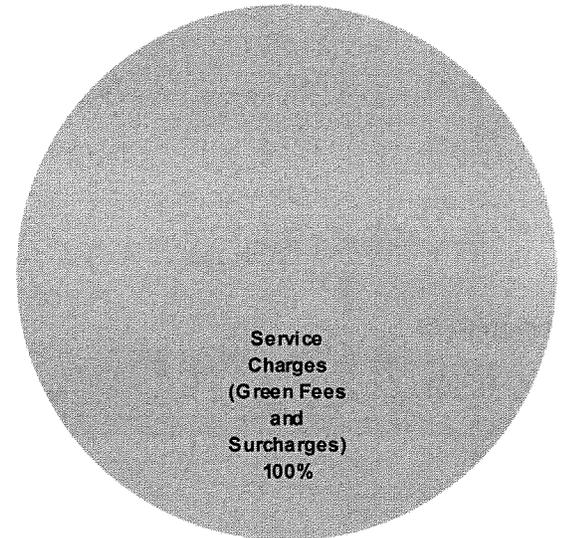
Golf Courses, a division of the San Luis Obispo County Parks, operates and maintains 18-hole championship golf courses to enhance opportunities for recreation and personal enrichment of the County's residents and visitors.

OPERATING DETAIL (1)	2009-10 ACTUAL (2)	2010-11 ESTIMATED (3)	2011-12 PROPOSED ESTIMATES (4)	2011-12 RECOMMENDED ESTIMATES (5)
OPERATING REVENUES				
Charges for Services	2,652,932	2,556,878	2,506,040	2,506,040
TOTAL OPERATING REVENUES	2,652,932	2,556,878	2,506,040	2,506,040
OPERATING EXPENSES				
Salaries and Benefits	1,367,262	1,270,051	1,200,469	1,200,469
Services and Supplies	759,103	766,401	784,244	784,244
Countywide Overhead	170,028	91,082	91,082	91,082
TOTAL OPERATING EXPENSES	2,296,393	2,127,534	2,075,795	2,075,795
OPERATING INCOME (LOSS)	356,539	429,344	430,245	430,245
NON-OPERATING REVENUES (EXPENSES)				
Interest	5,891	4,000	4,000	4,000
Other	561	14,540	458	458
Transfer in fm GF for Equip	0	0	0	0
Operating Transfer In	26,319	30,222	0	0
Depreciation	(383,798)	(379,365)	(379,365)	(379,365)
Transfer to DSF-Interest	(236,447)	(307,675)	(298,787)	(298,787)
Transfer to DSF-Principal	(181,856)	(240,000)	(250,000)	(250,000)
TOTAL NON-OPERATING REVENUES (EXPENSES)	(769,330)	(878,278)	(923,694)	(923,694)
INCOME BEF. CAPITAL CONTRBS. & TRANSFERS	(412,791)	(448,934)	(493,449)	(493,449)
Transfers in (out)	(18,071)	0	0	0
CHANGE IN NET ASSETS	(430,862)	(448,934)	(493,449)	(493,449)
Net Assets - beginning	7,511,579	7,080,716	6,631,781	6,631,781
Net Assets - ending	7,080,716	6,631,781	6,138,332	6,138,332
FIXED ASSET EXPENDITURES				
Equipment	28,810	15,448	0	0
Structures, Improvements	8,319	30,222	0	0
TOTAL FIXED ASSET EXPENDITURES	37,129	45,670	0	0

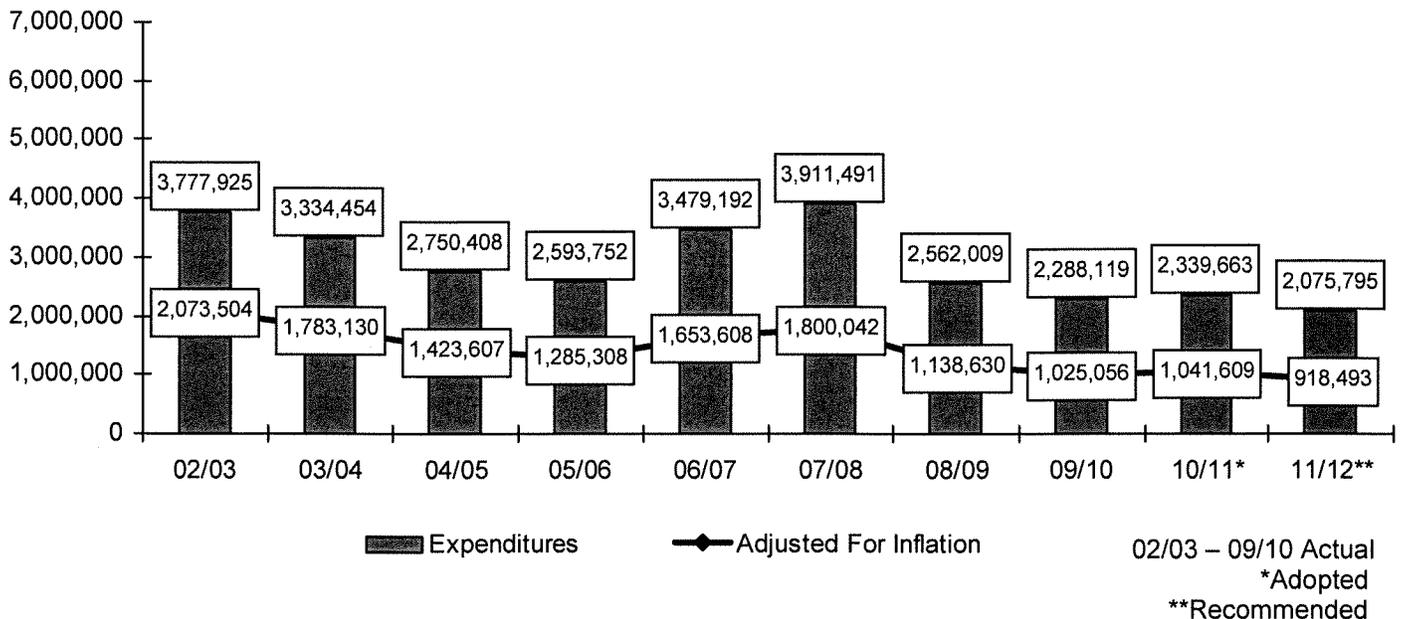
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

The County Golf Courses budget has a total operating expense level of \$2,075,795 and a total staffing level of 13.00 FTE to provide the following services:

Morro Bay Golf Course

Operate and maintain the Morro Bay Golf Course, which is leased from the State of California. Supervise the performance of County employees and contracted concessionaires to enhance customer satisfaction, maintain quality control, and ensure safe, cost-effective, and efficient operation of the courses.

Total Expenditures: \$791,297 Total Staffing (FTE): 7.00

Chalk Mountain Golf Course

Own the Chalk Mountain Golf Course. Supervise the performance of contracted concessionaire to enhance customer satisfaction, maintain quality control, and ensure safe, cost-effective, and efficient operation of the courses.

Total Expenditures: \$70,845 Total Staffing (FTE): 0.00

Dairy Creek Golf Course

Own, operate, and maintain the Dairy Creek Golf Course. Supervise the performance of County employees and contracted concessionaires to enhance customer satisfaction, maintain quality control, and ensure safe, cost-effective, and efficient operation of the courses.

Total Expenditures: \$1,213,652 Total Staffing (FTE): 6.00

DEPARTMENT COMMENTS

The County operates three public golf courses open to residents and visitors alike. Morro Bay, Dairy Creek and Chalk Mountain golf courses are all managed in a manner as to enhance our environmental resources and offer an excellent opportunity to play three different varieties of golf courses (ocean, links, and traditional American style golf) on the Central Coast.

The current economic downturn has caused an 18% reduction in the amount of play on the County's courses. Golf revenues are down as a result of fewer rounds played and the discounted rates necessary to compete for golfers. This is a national trend that is impacting golf courses throughout the United States. A number of strategies have recently been employed to encourage residents and visitors to take advantage of the County's world class golf courses. For example, to encourage more golf play, the County has developed a Loyalty Card program to attract local patrons to the facilities and have partnered with schools and youth organizations to promote the game of golf to younger generations.

Following are some of the department's notable accomplishments for FY2010-11 and some specific objectives for FY 2011-12.

Accomplishments for FY 2010-11

- Completed capital needs assessment and improved financial reporting to allow golf staff to better understand how to plan for and finance future infrastructure maintenance.
- Continued offering promotions and direct marketing to stimulate increased play on a local level.
- Integrated the new Golf Course Supervisor and Equipment Mechanic with operations and concession staff to provide opportunities to enhance customer services.
- Received training on irrigation management to help improve navigation within software programs which will help manage costs and resources.

Objectives for FY 2011-12

- Work with concessionaire partners to revise and update policies and procedures for golf operations.
- Begin to expand our marketing efforts outside of our local areas, with efforts both South and North.
- Develop Customer Satisfaction surveys that will allow us to monitor customer satisfaction on a more regular basis.
- Improve and expand the volunteer program to provide assistance to players and ground maintenance.
- Continue to work with all concessionaire partners to progress the brand of our Loyalty Card Program and develop and implement youth programs and family fun days.
- Develop an official internship program and possibly a real life laboratory for Cal Poly Horticultural students.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Fund Center 427 – Golf Courses, a division of the General Services Agency, is an Enterprise Fund and as such does not receive General Fund support. Enterprise funds charge user fees for their services. The State Controller's Office requires that an Operation of Enterprise Fund Schedule 11 be submitted. The format of the Schedule 11, as well as some of the data it contains, is different from how other County departments' budgets are reported. For consistency purposes, the data provided for in the narrative, Service Programs, and 10 year Expenditure chart are from the Schedule 11, including depreciation. Additionally, the narrative compares FY 20-12 recommended estimated numbers vs. FY 2010-11 estimated year end numbers. It is important to note that the comparison of estimated amounts in the Schedule 10 differs from the comparison of amounts in General Fund budgets. General Fund budgets compare the adopted budget amount to the recommended budget amount. The Schedule 11 for enterprise funds compares the estimated actual amount for FY 2010-11 to the recommended allocation of expense and revenue for the FY 2011-12 budget.

The total recommended operating expense for this department's FY 2011-12 budget is \$2,075,795 This is a decrease of \$51,739, 2%, less than the estimated amount for FY 2010-11. Recommended FY 2010-11 operating revenues are \$2,506,040 or a decrease of \$50,853, 2%, as compared to the estimated level for FY 2010-11.

The reduction in revenues in the recommended budget is due to the economic downturn which has contributed to a decrease in the number of rounds played at County golf courses. The decline in golf play is not limited to San Luis Obispo and has impacted golf courses throughout the nation. Since FY 2007-08, the decline in the number of rounds played at County golf courses has resulted in a \$750,000 drop in annual golf revenues, a 20% decrease.

The recommended budget uses reductions in expense to partially offset the impact of the decrease in revenues. Salary and benefit accounts for FY 2011-12 are decreasing by \$69,582 or 6% less than FY 2010-11 estimated amounts. It should be noted that the FY 2010-11 estimated amounts includes projected salary savings from four positions which have not been filled during FY 2010-11. The recommended salary and benefit amount for FY 2011-12 is \$264,807 or 18% less than the salary and benefit level in the adopted budget for FY 2010-11. The recommended amount includes the elimination of three vacant Greenskeeper Aide positions and reduces the salary and benefit expense by \$164,043.

The services and supplies accounts are increasing by \$17,843, or 2% more as compared with the FY 2010-11 estimated amount. This increase largely reflects an increase of \$98,910 in charges for administrative support from General Services Fund Center 113. To offset this increased expense the recommended funding for maintenance of structures and grounds is decreasing by \$76,589, a 33% decrease from the FY 2010-11 estimated amount.

Non-operating expenses in the recommended budget total \$923,694. Non-operating expenses include debt service expense that totals \$548,787, \$379,365 in depreciation expense and \$4,458 in interest and other revenue. The expense for debt service was originally intended to be repaid with a surcharge on fees for each round of golf played. The current revenue from this surcharge is \$313,700 and is insufficient to cover the debt service. Other operating revenues are making up the difference. The depreciation expense is a non cash expense that identifies the decline in value of capital assets.

Since the total expense in this budget is greater than the revenues, Golf will use \$114,082 in unallocated funds within the Golf Fund. This will leave approximately \$400,000 remaining in the Golf Fund. The unallocated dollars in the Golf fund provide a buffer for unanticipated expense as well as to balance expenditures should revenues continue to decline

The recommended budget for Golf will fund the operation of all three of the County owned golf courses. Golf has constrained spending in response to the decline in revenues resulting in the following impacts:

- \$164,043 – Elimination of three Greenskeeper Aide positions
The loss of three Greenskeeper Aide position will limit the amount of general maintenance performed on a weekly basis. The first maintenance priority will be golf course greens which will see no reduction in maintenance. Fairways tees and bunkers areas will see reduced use of fertilizer and less frequent

mowing and grooming. Rough areas will experience the most impact. Mowing, herbicide, fertilizer, and water inputs will be substantially reduced. Mowing will be reduced from 3 days per week to 2 days per week. In particular, mowing and herbicide usage will be decreased to minimal efforts.

- \$76,000 - Maintenance Structures/Grounds
 Reduction in this category will continue to defer maintenance, potentially increasing future costs. Current maintenance needs include: Morro Bay - repaving of parking lot, staging area around the pro shop and driving range, and golf course cart paths. Water line and tank replacement, clean-up work from fallen/removed trees, irrigation upgrades, on course restroom renovations, driving range remodel, replace an office trailer. Dairy Creek - parking lot repaving, cart and foot path bridge renovations, irrigation upgrades, and sand bunker renovations.

The impacts related to deferred maintenance is not entirely related to the recommended budget. Rather this identifies the cumulative maintenance needs arising over the past decade. The ability of Golf to address deferred maintenance has been an ongoing issue. Without an increase in golf revenues, continued deferral of maintenance projects is likely. Prioritization of projects and development of potential options to address deferred maintenance should be a high priority. Although the recommended budget will have some impact on the condition of the County golf courses, the management for Golf has targeted the reductions in the attempt to minimize the impact to the users of the County's courses.

The number of rounds played at County golf courses is a direct indicator of the revenue and fiscal health of this budget. Golf management is pursuing a variety of outreach and promotional efforts to attract visitors and increase the rounds played at County courses. Golf will continue to track play at the County's courses and will include this information as part of the regular quarterly reporting process.

GOALS AND PERFORMANCE MEASURES

Department Goal: Cost-effectively operate and maintain County public golf courses to enhance recreational opportunities for residents and visitors.						
Communitywide Result Link: A livable community.						
1. Performance Measure: Annual operating costs per golf round played at County-managed golf courses.						
06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
\$18.52/round	\$18.92/round	\$17.85/round	\$19.88/round	\$18.87/round	\$23.76/round	\$21.50/round
What: The ratio of total operating expenses (salaries/benefits, services/supplies, depreciation of fixed assets) to the total number of rounds played at County-managed golf courses.						
Why: This figure reflects our commitment to provide well-maintained golf courses and amenities for those who visit County golf courses. This benchmark is useful in developing the fee structure as well as assessing the value of services provided in a very competitive market.						
How are we doing? Our current projections indicate we will not meet the targeted per round operational cost. Two data points affect this indicator, actual operating expenditures and the total number of rounds played. Due to our aging facilities, we have encountered rising operating costs. We have managed these expenses by reducing discretionary expenses where possible and holding vacant positions open for longer periods than usual. Actual total rounds played continue to decline. Fewer vacationing golfers this past year coupled with the competitive local markets has resulted in decreased participation at our three properties. Based upon the projected reduction in rounds played, we are projecting per round operational costs will be \$4.89 (25%) over the FY 2010-11 target. We are continuing to market our courses and the yearly discount golf cards. We have seen increased membership in this effort. These efforts should see positive results as more golfers play rounds on our courses. Staff will continue to monitor operating expenses, reducing costs where possible so that we can continue to offer an affordable golfing experience for our community.						
Department Goal: Design and implement programs that enhance golfing opportunities at a reasonable cost for residents and visitors to ensure customer satisfaction.						
Communitywide Result Link: A healthy community.						

2. Performance Measure: The total number of golf rounds played at County-managed golf courses.

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
158,830	152,695	142,563	121,919	140,000	116,589	120,000

What: This measurement looks at the total number of rounds played at all three County golf courses relative to the prior year.

Why: The ultimate measure of success for our golf program is reflected in the volume of play we can attract in this very competitive golf market. While golf rounds played are subject to the negative impacts of weather and the general economy, the total rounds played reflects the perceived value of golf experienced on our courses and indicates the numbers of persons taking part in healthy, active recreation.

How are we doing? Our current projections indicate we will not meet the targeted number for rounds played at County golf courses. Golf continues to trend downward across the country and our results are following that trend. The current projection indicates we will fall about 23,400 rounds (16%) short of the FY 2010-11 target. Our efforts within our local market have been rewarded as the numbers continue to climb within our loyalty card program. Over the past 3 years we have increased our SLO Golf Card membership by 20% and we are on pace to increase another 6% this fiscal year. The rounds of golf played by this membership fee categories is also increasing, but not enough to offset the decreases experienced in other areas. Concession staff has altered their business strategy to put more effort towards sales and marketing and golf staff will continue to work with concession staff to promote the courses in hopes to attract more golfers.

3. Performance Measure: Percentage of annual survey respondents who rate their overall golf experience as satisfactory or above.

Communitywide Result Link: A well governed community.

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
76.9%	77%	88%	86.5%	90%	83.8%	85%

What: An annual customer survey is conducted of those who play golf on County managed golf courses. This survey measures customer satisfaction with their recreation experience. The level of golfers' satisfaction is directly linked to the likelihood that they will recommend the course to a friend and play more frequently.

Why: Efforts to set appropriate fees and provide quality, safe facilities ultimately come down to the satisfaction of our customers and golfers' perceptions of the value of our products. Periodic surveying of customers helps staff measure golfers' opinions.

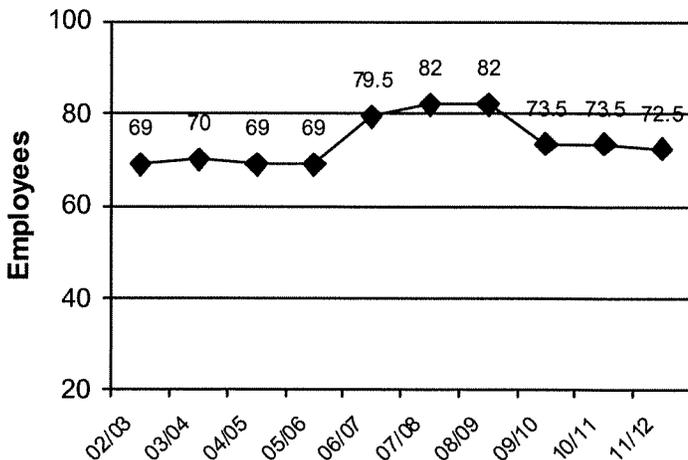
How are we doing? In the past, staff contracted the National Golf Foundation (NGF) to conduct customer surveys at all three courses. Our most recent survey in August 2010 indicated an approval rating of 83.8% or 7.2% below the target figure. Chalk Mountain approval ratings continue to be below the ratings of Morro Bay and Dairy Creek, however Chalk Mountain saw an increase of 1.7% in its approval rating while Morro Bay and Dairy Creek dropped 5.8% and 4.1% respectively. The national average approval rating as reported by the NGF is 84%. Even with the challenging economic circumstances, we are consistent with the national average. NGF survey costs are over \$4,000 per year. In FY 2010/11 staff will perform customer surveys similar to those used with County Park customers. This will allow us to obtain information directly, more economically and adjust resources to meet or exceed customer expectations

MISSION STATEMENT

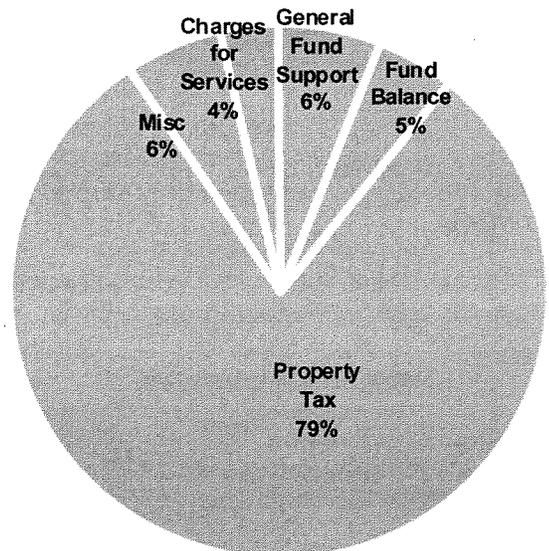
The mission of the San Luis Obispo City/County Library is to provide materials and services to people seeking knowledge, lifelong learning, and recreation, as well as to ensure that all customers of the library may use those materials and services to the maximum extent possible.

Financial Summary	2010-11 Budget	2010-11 Projected	2011-12 Requested	2011-12 Recommended	Change from 2010-11
Taxes	\$ 6,839,327	\$ 6,839,327	\$ 6,792,607	\$ 6,748,097	\$ (91,230)
Revenue from Use of Money & Property	18,000	6,000	6,000	6,000	(12,000)
Intergovernmental Revenue	246,429	239,672	105,736	187,190	(59,239)
Charges for Current Services	275,000	301,000	301,000	301,000	26,000
Other Revenues	20,000	211,520	15,000	15,000	(5,000)
Other Financing Sources	529,361	529,361	601,303	516,121	(13,240)
Total Revenue	\$ 7,928,117	\$ 8,126,880	\$ 7,821,646	\$ 7,773,408	\$ (154,709)
Fund Balance Available	\$ 614,971	\$ 614,971	\$ 402,940	\$ 402,940	\$ (212,031)
Cancelled Reserves	113,927	113,927	313,118	313,118	199,191
Total Financing Sources	\$ 8,657,015	\$ 8,855,778	\$ 8,537,704	\$ 8,489,466	\$ (167,549)
Salary and Benefits	\$ 5,810,486	\$ 5,785,486	\$ 5,856,079	\$ 5,856,079	\$ 45,593
Services and Supplies	2,497,716	2,640,291	2,678,125	2,629,887	132,171
Other Charges	2,500	42,440	3,500	3,500	1,000
Fixed Assets	0	0	0	0	0
Gross Expenditures	\$ 8,310,702	\$ 8,468,217	\$ 8,537,704	\$ 8,489,466	\$ 178,764
Contingencies	220,000	0	0	0	(220,000)
New Reserves	126,313	126,313	0	0	(126,313)
Total Financing Requirements	\$ 8,657,015	\$ 8,594,530	\$ 8,537,704	\$ 8,489,466	\$ (167,549)

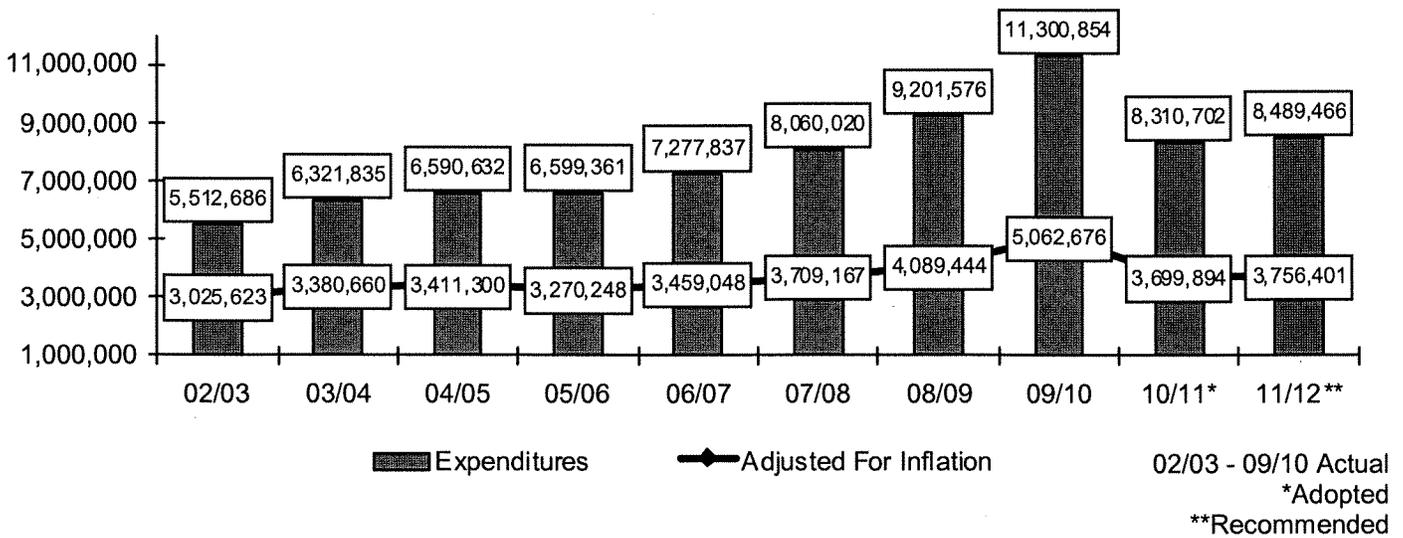
Number of Employees
(Full Time Equivalent)



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAM

Library

Maintain and manage a countywide library system with strong regional libraries, coordinating with smaller branch libraries and a bookmobile, to provide books, materials, and services, to effectively and efficiently meet community needs. Design and implement customized library services to meet the needs of specific locales and groups including youth/children, Spanish speakers, seniors, and off-site users.

Total Expenditures: \$8,489,466 Total Staffing (FTE): 72.50

DEPARTMENT COMMENTS

The Library Department is a Special Revenue Fund of the County which operates fifteen branch libraries and a bookmobile. The Library serves residents countywide except for the City of Paso Robles, which has its own library.

Traditional library services are offered such as: lending of books and audiovisual materials, answering Reference questions, providing Reference materials for consultation, and offering programs such as the Summer Reading Program, support for adult Book Clubs, film nights, video gaming tournaments, and informative workshops of topical interest like career guidance, job-searches and entrepreneurship. More modern services include: downloadable audiobooks and e-books, databases accessible from home/office, WiFi Internet connections 24/7, and triage services for other agencies such as Planning, in providing access to documents. Two branch libraries have recently expanded or are expanding (Cayucos and Morro Bay) and two more are in a fund raising mode for larger facilities (Atascadero and Cambria).

Two competing trends are evident: more customers and less funding. In this regard, library staff and support groups are trying to stimulate higher levels of fund raising and volunteerism. Public libraries are now and will be important to the quality of life and the economy in our County. They are one of the most popular and heavily-used of all County services, yielding about \$5 for every \$1 invested.*

*Various studies (e.g. St. Louis County, MO, and San Francisco, CA) show a multiplier effect for library funding. Typically, an investment of \$1 in library services yields \$4-\$7 in direct services. For example, if a person pays about \$35 in property taxes for public library service and borrows one library book per month, they get a return of about \$300 per year (because they would avoid an expense of approximately \$25 per book to purchase)...a "free" service worth about \$300 for a \$35 investment. Public libraries yield this amount just in direct services (e.g. book lending, question answering, etc.) and much more in indirect benefits (e.g. healthy kids, successful businesses, etc.)

FY 2010-11 Accomplishments

- New, larger Cayucos Library
- New, 25-year lease in Morro Bay
- Co-sponsored 9th annual Central Coast Book & Author Festival
- Continued KCBX FM Radio BookWaves live call-in radio program
- Remodeled San Luis Obispo Circulation area with help from a \$50,000 donation from SLO Friends.
- Offered e-books, with \$20,000 donated by the Library Foundation and various Friends groups
- Staff received Positive Youth Development training and co-sponsored summer "Earthquake" science camps with 4H
- Created "Extended Service Volunteer" recruitment program
- Co-sponsored, with Cuesta College, a "one city reads" event for the book "Farm City," a book on urban gardening.

FY 2011-12 Objectives

- Minimize budget cuts and reductions in book/materials budget and open hours schedule
- Implement youth "Spark into Flame" Federal planning grant
- Finish construction tenant improvements in Cambria and Atascadero
- Conclude Memoranda of Agreement with Friends groups countywide

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Overall, the recommended budget reflects financing sources and expenditures that are decreasing by \$167,549 (1%) and a General Fund support level that is decreasing by \$13,240 (approximately 2.2%) compared to the FY 2010-11 Adopted Budget. The General Fund support recommended for the Library is \$516,121 (6% of the total budget).

The Library is primarily dependent on revenue from property taxes to fund its operation. As a result of the continued sluggish housing market, property tax revenues are budgeted to remain virtually flat (declining only by \$46,720 – approximately 1%). The recommended budget will allow the Library to sustain current open branch hours. To achieve a balanced budget, staff recommends cancellation of \$313,118 in reserves; \$20,000 from the Library's General Reserve - leaving a balance of \$74,690 - and \$293,118 from the Facilities Planning Reserve - leaving a balance of \$1,429,294 once all loan repayments are made. (Note: a loan of approximately \$631,000 was made from the Facilities Planning Reserve to purchase the "McKinney" property for the new Cambria library which temporarily reduces the balance of this reserve. The Friends of the Library have repaid \$180,000 of this loan per the terms of the Memorandum of Understanding with the County. The balance of this loan will be repaid from proceeds of the sale of the existing library and Cornwall property sites and from funds raised by the Cambria Friends of the Library to fund the community's 50% share of this project.)

The recommended budget for FY 2011-12 does not include any funding for Contingencies. This strategy helps mitigate the significant increase in Countywide Overhead noted below. Traditionally, the Library has budgeted approximately \$200,000 in Contingencies to fund any prevailing wage adjustments that are agreed to during the year. These funds have not been used in the last several years because the department has had sufficient salary savings to offset the cost of prevailing wage adjustments.

Salary and benefit accounts are recommended to increase by \$45,593 (less than 1%) compared to the FY 2010-11 Adopted budget. This funding level is equal to the requested budget and results in the elimination of one vacant, full-time Librarian position. This position was responsible for maintaining automation systems, and the duties have been reassigned to other staff. The Library may want to add this position back to their Position

Allocation List in a future year when other positions become vacant and they are able to swap one or more out for this Librarian position.

Services and supplies accounts are recommended to increase by \$132,171 (5%). The most significant change compared to the FY 2010-11 Adopted Budget is a \$218,043 increase in Countywide Overhead (an increase that was deferred for a year to minimize the budget impact to the Library in FY 2010-11). In addition, the budget includes a \$144,300 (25%) reduction for purchase of library materials. The Library hopes to offset the reduction in funding for library materials with funds raised by the Friends of the Library organizations.

GOALS AND PERFORMANCE MEASURES

Department Goal: Maximize onsite and remote public access to library materials, services and programs.						
Communitywide Result Link: A livable community.						
1. Performance Measure: Annual expenditures per capita for total Library budget.						
06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
\$31.07	\$33.75	\$38.43	\$35.35	\$36.00	\$35.34	\$35.00
What: The average annual expenditure per capita for the total library budget in libraries serving comparable populations is \$38.09. One hundred sixty-six public libraries serving a population of 100,000 to 249,999 across the nation were used for the statistical sample (<i>Public Library Data Service 2010</i>).						
Why: Adequate funding is vital to providing excellent library service. Public library funding pays for two services, above all else, 1) staff salaries/benefits, which enables branch libraries to be open to the public and, 2) current books and other library materials. More funding creates more open hours and newer materials for consultation and borrowing. Less funding has the opposite effect. For example, all branch libraries are now closed on Mondays due to inadequate funding.						
How are we doing? The projected FY 2010-11 per capita expenditures for the Library are slightly below the average for public libraries with comparable populations as reported in a survey by the Public Library Data Service (Statistical Report 2010). This report shows the upper quartile (75%) to be \$48.65 and the lower quartile (25%) to be \$22.36 with a mean of \$38.09. The Library strives to move into the upper quartile. Additional funding would enable the San Luis Obispo County Library to reach its goals of offering adequate, convenient and dependable open hours, materials, and services. Fundraising efforts will continue and may increase the per capita expenditure in the future. The Library's FY 2010-11 projected amount of \$35.34 was calculated using an estimated population of 243,159 (as provided by the CA Public Library Fund) and an \$8,593,000 expenditure amount. <i>Note – the population of the City of Paso Robles is not included given that the City operates its own library. The population number for the County Library service area is determined by the Public Library Fund.</i>						
2. Performance Measure: Percentage of hours per week the 15 Branch libraries and the Bookmobile are open to the public as compared to an ideal schedule of hours.						
06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
335 = 62%	367 = 68%	375 = 70%	364 = 68%	360 = 67%	357 = 66%	357 = 66%
What: As noted in the Library's staffing plan, the ideal weekly schedule of open hours is defined by the size of the library (square footage) and the population served. Using these criteria, five library levels have been defined. Ideal open hours per week for the regional branches, (San Luis Obispo City, Atascadero and Arroyo Grande), is 60; large library branches (Los Osos, Morro Bay and Nipomo) is 54; mid-sized library branch (Cambria) is 46; 20 for the small libraries (Cayucos, Creston, Oceano, Santa Margarita, San Miguel, Shandon, and Shell Beach) and 10 hours for Simmler. The total ideal weekly schedule of open hours, system wide, is 538.						
Why: Ideal open hours ensure maximum access and utilization by community members.						
How are we doing? The Library continues to work towards improving service by creating open schedules that are easier to remember for the public, and offer the maximum number of hours possible with the existing Library staff. With possible additional budget cuts in the near future, the Library's challenge is to keep open hours at existing levels. Increased fund raising and volunteerism may help.						
There is no benchmark data available from the Public Library Data Service.						
Department Goal: To provide a diverse collection of books, materials and resources to meet research, educational and recreational needs of the community.						
Communitywide Result Link: A livable community.						

3. Performance Measure: Annual number of items circulated per capita.						
06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
7.0	7.5	9.2	9.4	9.3	9.8	9.9
<p>What: The average annual number of items circulated per resident for public libraries serving comparable populations is 9.09. One hundred ninety sixty-seven public libraries serving a population of 100,000 to 249,999 across the nation were used for the statistical sample (<i>Public Library Data Service 2010</i>).</p> <p>Why: High circulation reflects success in meeting the educational, and informational needs and recreational reading viewing and listening interests of the community.</p> <p>How are we doing? It appears the Library will exceed the average annual number of items circulated per resident for public libraries serving comparable populations. Items circulated rates continue to increase as a result of a new approach to displaying and marketing materials to entice the public and encourage browsing (i.e. displaying materials similar to a retail book store and improving the overall décor of the facility). Morro Bay, Oceano, Arroyo Grande and Santa Margarita Libraries have fully incorporated these user-friendly approaches to how services are provided. Other branches will be renovated over the next 5 years. The Library's projected FY 2010-11 amount of 9.8 is based on an estimated population of 243,159 (as provided by the CA Public Library Fund) and a total circulation of 2,395,000. <i>Note – the population of the City of Paso Robles is not included given that the City operates its own library.</i></p>						
4. Performance Measure: Annual expenditures per capita for library materials to include new and replacement copies.						
06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
\$3.39	\$3.39	\$3.40	\$2.74	\$2.80	\$2.67	\$2.51
<p>What: The average annual expenditure per capita for library materials in libraries serving comparable populations is \$4.42. One hundred sixty-seven public libraries serving a population of 100,000 to 249,999 across the nation were used for the statistical sample (<i>Public Library Data Service 2010</i>).</p> <p>Why: Adequate per capita spending is needed to keep a viable and current collection of library materials.</p> <p>How are we doing? Projected expenditures per capita continue to be low compared to similar public libraries throughout the nation. The Library is below the national average of \$4.42 as noted above. A future challenge for the Library will be to find additional book/material funding, considering the downsizing of the real estate market and a decrease in property tax revenue (a significant source of funding for the Library). Unfortunately, it is expected the per capita spending growth rate will be slower than hoped in the next few years. The Library's projected FY 2010-11 amount of \$2.67 was calculated using an estimated population of 243,159 (as provided by the CA Public Library Fund) and the \$650,00 expenditure total. <i>Note – the population of the City of Paso Robles is not included given that the City operates its own library.</i></p>						
5. Performance Measure: Percentage of the science, technology, consumer law and consumer health materials, system wide, which are current.						
06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
77%	Not Available	Not Available	77%	83%	83%	84%
<p>What: Consumer health and medicine, computer technology and software, and consumer law materials, system wide, should be current. Current is defined as published within the last 5 years, although some materials (e.g. consumer law) go out of date more rapidly.</p> <p>Why: These subjects are time critical and become obsolete quickly.</p> <p>How are we doing? Library staff have worked hard and have been very successful in both their efforts to remove outdated materials in these critical areas of the collection and in adding current titles. The Library continues its efforts to be vigilant in maintaining an up-to-date collection. Due to a computer software change, the FY 2007-08 and FY 2008-09 Actual Results statistic could not be generated.</p>						
<p>Department Goal: To provide excellent customer service (access to library services and programs, reference assistance and advice on finding reading materials) to County residents, both in person and electronically via home and business computers.</p>						

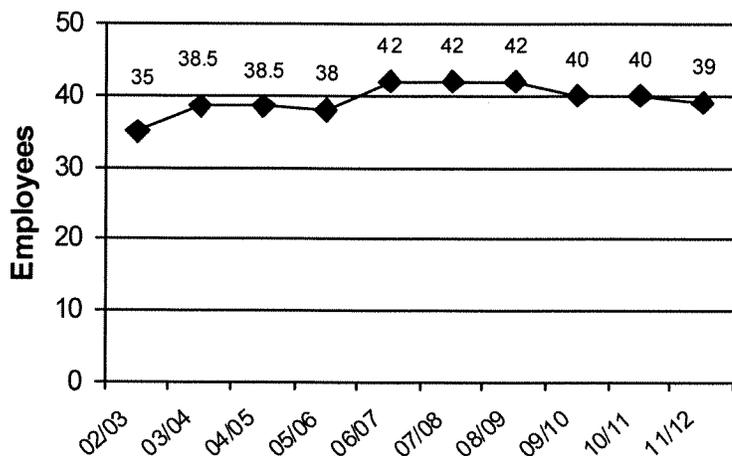
Communitywide Result Link: A livable community.						
6. Performance Measure: Percentage of library users who are extremely or very satisfied with library services in the county.						
06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
Biennial Survey	93%	Biennial Survey	92%	Biennial Survey	Biennial Survey	93%
<p>What: This measures the extent to which library users are satisfied with library service in the County.</p> <p>Why: Libraries provide access to information in a wide variety of formats that increase the educational, cultural and recreational opportunities in a community. This measure is our report card from our customers, telling us not only how we are doing, but giving us specific, useful feedback that we use to further improve our service to the community.</p> <p>How are we doing? The Library worked with Taylor Consulting Group to develop and distribute customer satisfaction exit surveys on a regular biennial basis. Library users were "extremely satisfied" (62%) or "very satisfied" (30%) with overall library service when surveyed in May 2010 (total 92%). 1,340 Library visitors received and returned complete and useable survey forms. The continuing high percent in "extremely/very satisfied" responses is an indication that the emphasis placed on excellent customer service and training to support staff in their efforts has proven to be beneficial for library visitors. One interesting point disclosed by the survey was, that although the average Library visit is only 30 minutes, more than one-half of the visitors were asked if they needed help. The next scheduled exit survey will be conducted in May 2012.</p>						

MISSION STATEMENT

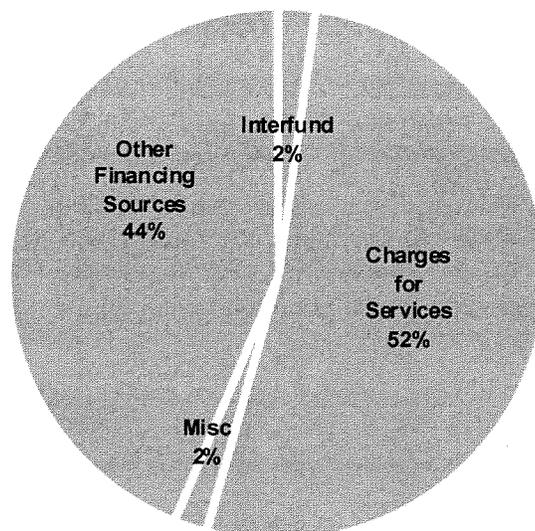
The San Luis Obispo County General Services Agency - County Parks ensures diversified opportunities for recreation and the personal enrichment of the County's residents and visitors while protecting its natural, cultural, and historical resources.

	2010-11 <u>Budget</u>	2010-11 <u>Projected</u>	2011-12 <u>Requested</u>	2011-12 <u>Recommended</u>	Change from 2010-11
Financial Summary					
Fines, Forfeitures and Penalties	\$ 30,000	\$ 0	\$ 50,108	\$ 50,108	\$ 20,108
Revenue from Use of Money & Property	92,300	93,685	93,685	93,685	1,385
Intergovernmental Revenue	9,134	5,000	5,000	5,000	(4,134)
Charges for Current Services	4,114,400	3,494,648	3,868,297	3,868,297	(246,103)
Other Revenues	11,100	87,525	0	0	(11,100)
Other Financing Sources	3,278,260	3,298,260	3,278,260	3,278,260	0
Interfund	190,247	177,290	173,848	173,848	(16,399)
Total Revenue	\$ 7,725,441	\$ 7,156,408	\$ 7,469,198	\$ 7,469,198	\$ (256,243)
Fund Balance Available	\$ 509,899	\$ 509,899	\$ 0	\$ 0	\$ (509,899)
Cancelled Reserves	0	0	0	0	0
Total Financing Sources	\$ 8,235,340	\$ 7,666,307	\$ 7,469,198	\$ 7,469,198	\$ (766,142)
Salary and Benefits	\$ 4,052,382	\$ 3,823,876	\$ 3,794,020	\$ 3,894,020	\$ (158,362)
Services and Supplies	3,468,062	3,061,250	3,361,100	3,261,100	(206,962)
Other Charges	56,802	123,087	26,802	26,802	(30,000)
Fixed Assets	121,500	121,500	0	0	(121,500)
Gross Expenditures	\$ 7,698,746	\$ 7,129,713	\$ 7,181,922	\$ 7,181,922	\$ (516,824)
Contingencies	321,550	0	287,276	287,276	(34,274)
New Reserves	215,044	215,044	0	0	(215,044)
Total Financing Requirements	\$ 8,235,340	\$ 7,344,757	\$ 7,469,198	\$ 7,469,198	\$ (766,142)

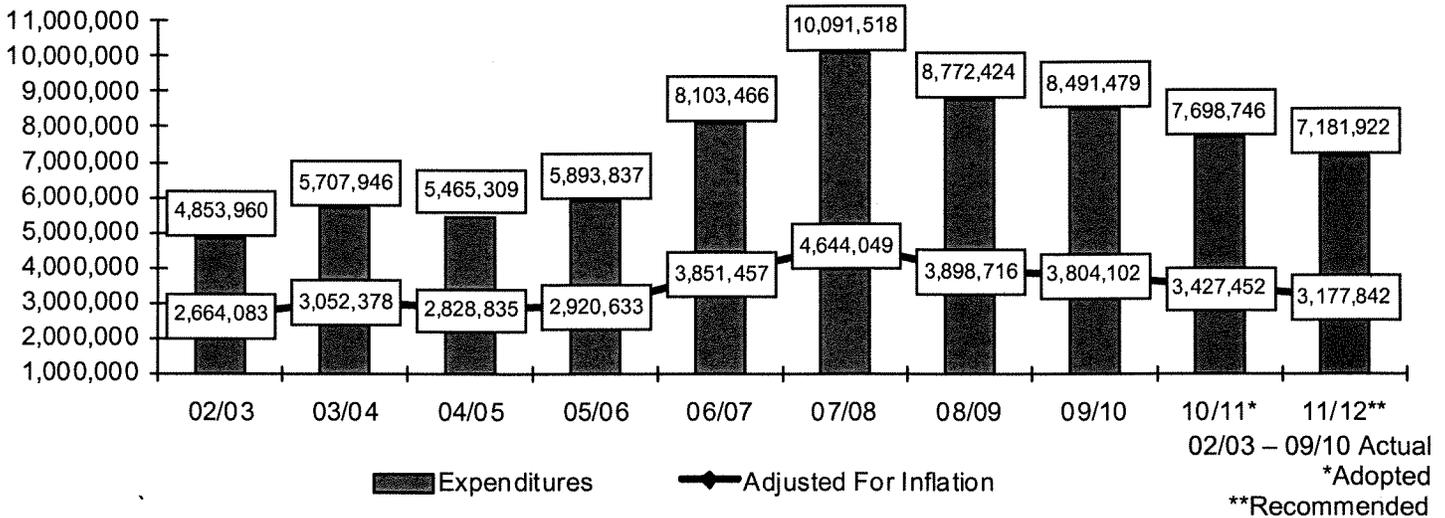
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

The County Parks budget has a total operating expense level of \$7,181,922 and a total staffing level of 39.00 FTE to provide the following services:

Parks Facilities

Manage and maintain the County-owned and/or operated parks and recreational facilities (community parks, playgrounds, tennis courts, swimming pools, coastal access ways and beaches, large regional camping facilities, biking and hiking trails, and historic adobe structure) to ensure safe and efficient operations. Design and implement recreational programs to enhance the satisfaction of residents and visitors. Manage the central reservation system for residents and visitors to reserve the use of campgrounds, group picnic facilities, and the San Luis Obispo Veteran’s Hall.

Total Expenditures: \$7,469,199 Total Staffing (FTE): 39.00

DEPARTMENT COMMENTS

County Parks and Recreation acquires plans, manages and maintains approximately 14,000 acres of open space, parks, beaches, trails, lakes, golf courses and natural areas. In addition to providing an array of recreation opportunities for County residents, the lakes, beaches, trails and parks draw thousands of visitors each year and contribute to the County’s large tourism industry.

County Parks staff members operate park facilities to provide recreation opportunities for all residents and visitors. Staff members also seek grant funding, manage revenues and receive donations of property and funds for purchasing additional acreage, building new facilities or improving existing recreational features. Through these efforts, over 220 acres of parklands have been added to our park system in the past few years. Additionally, County Parks has numerous volunteer groups and individuals who routinely donate their time and resources to help with ongoing projects, maintenance, and recreation programming. They save County taxpayers hundreds of thousands of dollars of staff time in support of the County and provide an invaluable service to our parks and natural areas. Working together, County Parks staff and volunteers achieve improved facilities, a better community environment, and a better place to live.

Even with the assistance of grant funding, our friends, volunteers and non-profit groups, County Parks is finding it difficult to meet service demands as resources continue to decline. As operation and maintenance costs have gone up, our staff has focused on managing these expenses to help meet tightened budgets. With the general economy lagging and negatively impacting revenues to Parks, County Parks has reduced planned maintenance spending, and postponed needed park development projects. Staff will continue to explore alternative funding sources for operation and maintenance and continue to develop an ongoing community relations program to gain support through new partnerships.

Following are some of the department's notable accomplishments for FY 2010-11 and some specific objectives for FY 2011-12.

Accomplishments for FY 2010-11

- Developed budget tools to provide managers and supervisors condensed, periodic revenue and expense data for improved resource management.
- Improved Market and Fee support documents to ensure proposed fees are reasonable and provide a fair return on park facility investments.
- Created a Customer Satisfaction Survey document and process to evaluate customers' satisfaction with parks and recreation facilities and programs.
- Created a centrally located and accessible capital and maintenance project data base.
- Developed a program to provide additional safety training for seasonal staff Park Hosts and volunteers to meet OSHA requirements.

Objectives for FY 2011-12

- Develop business case and requirements for a new reservation and accounting system to achieve efficiencies and improve customer access to reservations.
- Assess and implement programs for increased revenue generation.
- Complete a study on the Economic Value of Parks that will tie directly to the needs assessment and future funding needs.
- Seek additional opportunities to partner with volunteers, non-profits and public entities to expand habitat protection and public recreation;
- Complete review and acceptance of Trail Easement Offers to Dedicate project by Dec. 2011.
- Determine the overall park, recreation and open space needs of the County through a Countywide Needs Assessment.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The total expense for the FY 2010-11 Parks budget is recommended to decrease by \$516,824, or 6% as compared to the FY 2010-11 adopted budget. Revenues are recommended to decrease by \$256,243 or 3%. The level of General Fund support is not recommended to decrease and remains at the FY 2010-11 adopted level of \$3,278,260.

The FY 2011-12 Parks budget is based upon a significant decline in revenues from service charges. Service charges fund over half of the operational expense in this budget. The recommended budget uses a combination of setting revenues at more realistic levels and substantial reductions in operational expense to balance the budget for FY 2011-12.

Parks estimates that the actual revenues received in FY 2010-11 will be approximately \$690,000 less than the amount budgeted for the fiscal year. Although a number of revenue accounts are decreased in the recommended budget, the primary contributors to the decline is the significant drop in revenues from camping fees, daily passes and income from concessions. These sources show a combined revenue decline of \$338,471. The decline in camping fee revenues has been correlated to constrained consumer spending for recreational activities, and colder/wetter than normal weather conditions during the fall spring and summer months. Another contributing factor is a decline in revenues from the Coastal Dunes Recreational Vehicle Park. Parks projects an increase in

Parks Fiscal Year 2011-12 Proposed Budget

Fund Center 305

revenues from group entrance fees, season passes and long term rents of land and building, partially offsetting the decline in revenues. The budgeted level of revenue relies on a rebound in fees and additional revenue

from fees due to increases in the approved in the County fee schedule. If revenues continue to decline, Parks may have to find alternative funding for its operations, or consider closing some park facilities and reducing recreational programs and services to cut expense.

The recommended FY 2011-12 Parks budget reduces expenditures by approximately \$516,000. The total reduction in salaries and benefits is \$158,363, 3% less than the adopted budget for FY 2010-11. Decreases in services and supplies total \$206,962 a 5% reduction. The recommended budget for FY 2011-12 does not include fixed assets, which also reduces expense.

The decrease in salaries and benefits is due to a reduction in permanent positions and a decrease in temporary help. The recommended reductions in salaries and benefits eliminates a vacant Parks Superintendent position (\$131,860), eliminates a vacant Park Ranger specialist and replaces this position with a lower cost Park Ranger Aide position (net savings of \$41,635) The expense for temporary help is also reduced by \$160,428, and the total reduction from these actions is \$306,923. The temporary help expense is set at 35% below the amount in the FY 2010-12. Offsetting a portion of the decrease in salaries and benefits is \$27,000 in new expense for overtime and differential pay, which was not budgeted in previous years, and increases related to normal step adjustments and in workers compensation charges.

The service and supply accounts are decreasing by \$206,962 or 5% as compared to the adopted amount in FY 2010-11. The amount of decreased expense is the result of a combination of increases and decreases in a number of accounts in this category. Notable increases in expense include charges for General Services administrative and fiscal support (\$121,033), Countywide Overhead charges (\$56,824), fleet and fuel charges (\$56,824) and IT charges for network services (\$27,829). Notable decreases in expense include charges for utilities (\$56,300), decreased charges for planning services (\$27,829), professional services (\$18,500) and a \$360,310 decrease in expense for the maintenance of structures and grounds. The expense for maintenance is 52% less than the amount budgeted for FY 2010-11. The reduction in maintenance is largely offset by an allocation of \$320,000 from Quimby fees allocated in the Maintenance Projects Fund Center 200. Combining the funding from Quimby fees with maintenance funding in the Parks budget yields a total of \$660,308 or 5% less than that budgeted for FY 2010-11.

The recommended Parks position allocation list identifies the elimination of a Parks Superintendent position for a total reduction of 1.0 FTE.

Although most other departments receiving General Fund have made reductions to their General Fund support, the recommended level of General Fund support for this budget is not being reduced and is set at the same amount as FY 2010-11. The reductions in this budget are directly related to reductions in revenues from charges for services. Revenues from charges for current services funds over half of the Parks budget. The budget developed by Parks reflects reductions in expenses made in response to the decline in revenues. The following identifies the expected impacts from the reductions made in the Status Quo budget:

\$160,428 - Reduction to Temporary Help - Decreased maintenance for community, neighborhood and mini parks. Restrooms that have been cleaned daily may only be cleaned three times each week. Litter and trash services may be reduced resulting in less attractive parklands.

- \$131,858 – Elimination of Parks Superintendent position - Service to administration, records, research and safety programs will be delayed. All personnel and administrative duties will now be shared by one Superintendent and one Deputy Director. Development of some reports and information may be delayed.
- \$360,310 – Reduction in Maintenance of Structures and Grounds Account – Reduced maintenance funding will continue the deferral of a number of maintenance projects. The inclusion of \$320,000 in Quimby funding through Fund Center 200 will help offset this impact.
- Elimination of fixed asset funding will defer funding for a new lake patrol boat for Santa Margarita Lake, defer purchase of turf and flail mowers and a new cover for Hardie pool.

The recommended budget includes one Budget Augmentation Request for a Parks Master Plan. The department requested \$200,000 in General Fund to hire a consultant to prepare an overall Parks Master Plan. Given the countywide constraints on the use of General Fund, the Administrative Office worked with Parks management to develop an alternative plan. The alternative plan structures in the master planning effort into two phases. The first phase is a data gathering phase which will build upon the information contained in the Parks and Recreation Element and other existing plans. This phase will update the current status of all park facilities and programs and provide the baseline information for the next phase. The first phase will be funded with the allocation of \$30,000 in existing funding from the County Facilities Master Planning Fund Center 200 Maintenance Project. Parks will use existing staff and interns from Cal Poly to prepare the first phase. Concurrent with the first phase, Parks will seek a state grant from Proposition 84 funds. Parks is currently working on a grant application to fund the use of a consultant in the second phase of the proposed planning effort. The application will be submitted in the summer of 2011. Parks anticipates the state will inform applicants of awards in the first half of FY 20112.

The recommended budget includes reductions in expense which may reduce service levels at some neighborhood parks and other non-revenue generating park and recreation facilities. Campgrounds and other revenue generating facilities and services will be maintained at current levels. Should the revenues in the next year continue to fall short, additional reductions in service levels may be necessary.

BUDGET AUGMENTATION REQUESTS RECOMMENDED

Unit Amount	Description	Results
Gross Requested: \$200,000 General Fund	This BAR funds the first phase of a two phased Park and Recreation master planning effort. The complete (both phases) master planning will provide the current status of park and recreational facilities and programs in the unincorporated areas of the county, and will establish the goals, objectives, priorities and plans by community for future park and recreation facilities and programs. The first phase will involve the assessment and development of a report on the current status of San Luis Obispo County parks, recreation, and open space services (in terms of the facilities and programs provided within the County as well as the quality of existing facilities and programs). This would include determining the level of service and/or acres currently provided per 1,000 residents for existing lands, facilities, and programs. Additionally during this phase staff will apply for a Prop 84 Sustainable Communities Planning Grant.	The first phase of the Parks master planning effort will provide the information needed to develop the goals, objectives and priorities in the second phase.
Gross Recommended: \$30,000 - Funding from Fund Center 200 Countywide Facilities Master Plan existing allocation		The completion of the SLO Countywide Parks and Recreation Master Plan will provide a basis for the Board to prioritize and fund projects based on information identified throughout the County. This should ensure that the most urgent projects for each community are funded first, ensure balance of projects within districts, and ensure funding is allocated to those projects that are best for the community.
General Fund: \$0		Phase II is dependent upon future funding. This phase of the SLO Countywide Parks and Recreation Master Plan will recommend specific method(s) of financing high priority park, natural area, recreation projects, and facility maintenance (both in terms of initial purchase/set-up and long-term maintenance).

GOALS AND PERFORMANCE MEASURES

Department Goal: Cost-effectively operate and maintain County-owned and/or operated parks and recreation facilities to enhance recreational opportunities for residents and visitors.

Communitywide Result Link: A livable community.

1. Performance Measure: Square footage of high maintenance intensive park facilities maintained per full time equivalent employee.

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
159,313 sq.ft./FTE	185,589 sq.ft./FTE	197,562 sq.ft./FTE	185,807 sq.ft./FTE	197,562 sq.ft./FTE	106,532 Sq.ft./FTE	106,532 Sq.ft./FTE

What: The ratio of full time equivalent Ranger and Maintenance employees to the square feet of park facilities requiring regular, intense maintenance.

Why: County Parks manages over 13,000 acres of parks, trails and open space. However, the developed park facilities such as playgrounds, pools and campsites have the greatest direct impact on field staff resources. These field staff must provide for visitor services and facility needs such as general maintenance, lifeguards, gatehouse, patrol duties, etc. This ratio will track the direct impact of adding or eliminating developed facilities to the County Park system and/or adding or eliminating field staff labor hours for their related maintenance.

How are we doing? The total square feet of intensely maintained park facilities remain 6,131,632 sq. ft. In the past, work hours of seasonal workers, who perform a significant number of the tasks in the intensely maintained park areas, were not included in the calculations for this performance measure. Inclusion of seasonal workers with full-time County Park's staff work hours result in the significant variance between the adopted and projected target. This is a change in methodology and not a change in workload. In future years, staff will continue to include seasonal workers hours with full-time County Park's staff hours to ensure that this measure provides a more accurate view of resources that support and maintain high use recreational facilities and parks.

2. Performance Measure: Annual program costs per visitor/day at County recreation facilities.

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
\$2.29	\$2.65	\$2.66	\$2.61	\$2.50	\$2.77	Deleted

What: The ratio of total operating resources (combined user fees, General Fund contribution and FBA) to the total number of annual visitor/days at park facilities.

Why: This figure reflects our financial commitment to maintaining recreational facilities for the visitors of County parks, trails and open space. Since County Parks is an important supporting factor in the County's tourist economy and many park visitors are tourists, tracking the total operating spending per visitor day is more relevant than tracking operating spending per County resident.

How are we doing? There has been a reduction in operating expenditures due to decreased user fee revenues, as well as decreased numbers of visitors to County Parks. The reduced number of visits to the County Parks is primarily due to the impacts of the recession and the economy. This measure is to be deleted in FY 2011-12.

3. Performance Measure: Annual number of safety-related incidents that occur in County-owned parks or recreational facilities per 100,000 visitors.

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
4.9 incidents per 100,000 visitors	3.7 incidents per 100,000 Visitors	2.7 Incidents Per 100,000 visitors	2.5 incidents Per 100,000 visitors	1.80 incidents per 100,000 visitors	2.0 incidents Per 100,000 visitors	Deleted

What: All reported staff and visitor accidents and safety related incidents are documented and analyzed for trends and recurring hazards. This measure of total annual reports per 100,000 visitors provides an overview of how safe the park environment is for visitors and staff.

Why: To ensure a positive recreational experience and limit liability exposure, it is essential that County Parks provides a safe environment for our visitors and staff. Tracking incidents helps staff to focus on areas of concern and demonstrates our commitment to providing a safe park environment.

How are we doing? Although our projection is to exceed the target for safety-related incidents, the projected 2.0 incidents per 100,000 visitors, remains below the numbers reported for the previous four fiscal years. County Parks remains committed to a strong emphasis on safety, both for visitors and staff and works toward reduction in the number of safety-related incidents per year. However, difficulties in calculating visitorship in un-staffed locations may have resulted in data that has not been useful. Therefore, this measure will be deleted in FY 2011-12 in favor of a measure that will track actual hazards and timelines required to abate those hazards.

4. Performance Measure: Percentage of annual customer survey respondents who rate park and recreation opportunities as "good" to "excellent."

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
90%	90%	90%	91%	90%	90%	Deleted

What: An annual customer survey measures resident perceptions on parks and recreation opportunities in the county. Park visitors are surveyed annually. Additional data is captured every three years as the ACTION for Healthy Communities Collaborative and the Citizen's Opinion Survey are conducted.

Why: Quality parks and recreation opportunities are a key component of any livable community. Regularly checking in with our residents to find out how they rate those opportunities provides us with valuable customer information on which to base future resource decisions.

How are we doing? Staff created a new Customer Satisfaction survey and asked our customers for their satisfaction level with park and recreation opportunities. Customers were also asked for their satisfaction level with their recreational experience in County Parks. This measure is deleted for FY 2011-12 in favor of tracking Customers' satisfaction with their actual recreational experience in County Parks.

5. Performance Measure: Percentage of reported imminent safety hazards that are abated within one work day.

Communitywide Result Link: A safe community.

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
N/A	N/A	N/A	N/A	N/A	N/A	98%

What: All reported imminent safety hazards (fallen trees, broken glass, broken play equipment, etc.) are documented and the percentage of imminent safety hazards abated within one work day is tracked and analyzed for trends and recurring hazards. This measure provides a view of staff's ability to abate imminent safety hazards in a timely fashion and provides an overview of how safe the park environment is for visitors.

Why: To ensure a positive recreational experience and limit liability exposure, it is essential that County Parks provides a safe environment for our visitors and staff. Tracking imminent safety hazards and the time necessary for their abatement helps staff to focus on areas of concern, ensures resources are employed effectively and demonstrates our commitment to providing a safe park environment.

How are we doing? This is a new measure for FY 2011-12. Staff will track reported imminent safety hazards and the time required for their abatement.

6. Performance Measure: Percentage of annual customer survey respondents who rate their park and recreation experience as "good" to "excellent."

Communitywide Result Link: A well governed community.

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
N/A	N/A	N/A	N/A	N/A	N/A	90%

What: Parks customers are randomly surveyed yearly throughout County Regional Parks. This annual customer survey measures overall satisfaction with our customers' parks and recreation experience.

Why: Quality parks and recreation facilities and positive customer satisfaction with their recreational experiences are a key component of any livable community. Regularly surveying our customers to find out how they rate their recreational experiences at our facilities provides us with valuable customer information on which to base future resource decisions. Higher customer satisfaction would correlate with increased customer referrals, more visitors and increased revenues.

How are we doing? This is a new Measure for FY 2011-12. Data will be analyzed to determine what activities generate the strongest support from customers and what activities must be improved to gain stronger support. Staff will continue to utilize the Customer Satisfaction survey to collect data for this measure.

7. Performance Measure: Number of Volunteer Work Hours performed yearly in County Parks and facilities.

Communitywide Result Link: A healthy community.

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
N/A%	N/A%	N/A%	N/A%	N/A%	N/A%	80,000 hrs

What: Volunteer work hours for County Parks and Facilities are tracked and reported yearly. This data indicates the level of support the public provides in assistance of staffs that maintain County Parks and Facilities. At the same time it provides a measure of the amount of active, health-building hours volunteers spend in County Parks.

Why: Volunteer resources are extremely important to County Parks. As resources and revenues have declined, volunteer resources have become increasingly important to the provision of safe and usable parklands. Staffs' efforts to attract and retain volunteers for work in County Parks is critical to ensuring that those who would like to volunteer are provided opportunities, are trained for their work and are guided to perform tasks essential to maintaining the County Park system.

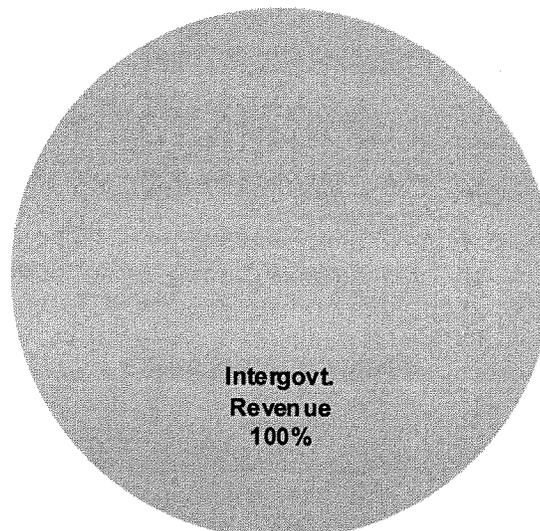
How are we doing? This is a new Performance Measure for FY 2011-12. Staff will continue to collect data for this measure and will employ resources to meet the FY 2011-12 Target.

PURPOSE STATEMENT

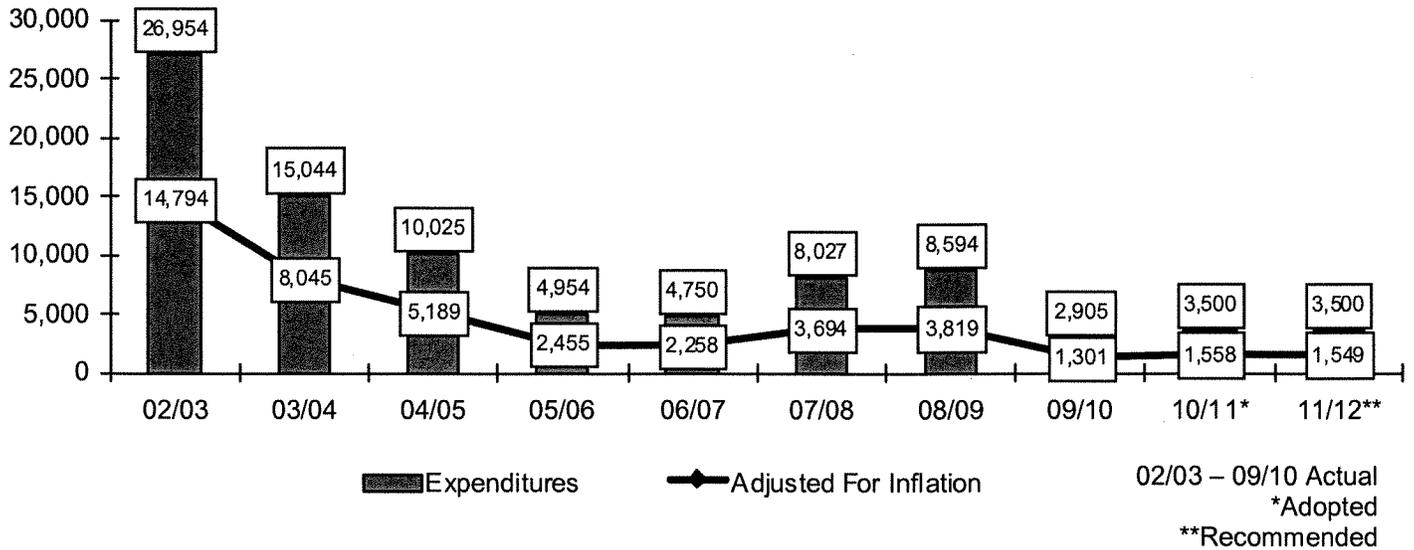
The Taylor Grazing Act of 1934 provides that 50 percent of the grazing fees on Bureau of Land Management (BLM) land outside of organized districts be returned to the State. The California Public Resources Code requires the State's share to be distributed to counties in proportion to the grazing fees received and specifies that funds shall be expended for range improvements and control of predators. The Public Resources Code also established a Grazing Advisory Board which is appointed by the Board of Supervisors and is required to meet at least once annually. This Advisory Board makes recommendations to the Board of Supervisors relating to plans or projects for range development and predator control.

<u>Financial Summary</u>	2010-11 <u>Budget</u>	2010-11 <u>Projected</u>	2011-12 <u>Requested</u>	2011-12 <u>Recommended</u>	Change from <u>2010-11</u>
Revenue from Use of Money & Property	\$ 0	\$ 9	\$ 0	\$ 0	\$ 0
Intergovernmental Revenue	3,500	3,500	3,500	3,500	0
Total Revenue	\$ 3,500	\$ 3,509	\$ 3,500	\$ 3,500	\$ 0
Fund Balance Available	\$ 7	\$ 7	\$ 0	\$ 0	\$ (7)
Cancelled Reserves	0	0	0	4,000	4,000
Total Financing Sources	\$ 3,507	\$ 3,516	\$ 3,500	\$ 7,500	\$ 3,993
Salary and Benefits	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Services and Supplies	3,500	3,500	3,500	3,500	0
Other Charges	0	0	0	0	0
Fixed Assets	0	0	0	0	0
Gross Expenditures	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500	\$ 0
Contingencies	0	0	0	0	0
New Reserves	7	16	0	4,000	3,993
Total Financing Requirements	\$ 3,507	\$ 3,516	\$ 3,500	\$ 7,500	\$ 3,993

Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Wildlife and Grazing has a total expenditure level of \$3,500 to provide the following services:

Predator Control

Provides funds to the U.S. Department of Agriculture for a portion of the salary and mileage costs of a trapper employed to control predators causing animal damage on private and public rangeland.

Total Expenditures \$1,750 Total Staffing (FTE): 0.00

Range Improvement

Provides funds for a fencing/cattle guard project on Bureau of Land Management Land property in the Temblor Mountains Range.

Total Expenditures: \$1,750 Total Staffing (FTE): 0.00

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

At their annual meeting on March 14, 2011, the Wildlife and Grazing Board voted to fund a portion of the federal trapper program at \$1,750, a 25% increase over the level of funding provided for in the FY 2010-11 budget. The Board also approved \$1,750 in expenditures for range improvement projects and overhead expenses, for a total of \$3,500.

This funding is the result of the Bureau of Land Management (BLM) revenue of \$3,500. In a reversal of a three-year trend, revenues for FY 2010-11 exceeded budgeted levels by 38% or \$1,329. A variety of factors, such as levels of precipitation, influences the amount of grazing fee revenue received by the County via leased BLM land. As a result of these varying factors, revenue for FY 2011-12 is being projected at \$3,500, the same level as FY 2010-11.

The Wildlife and Grazing fund will maintain General Reserves of \$377 and Special Project Reserves of \$4,216, which will be used in future years for range improvements and predator control.

Fiscal and Administrative

Administrative Office
Organizational Development

Assessor

Auditor-Controller

Board of Supervisors

Clerk-Recorder

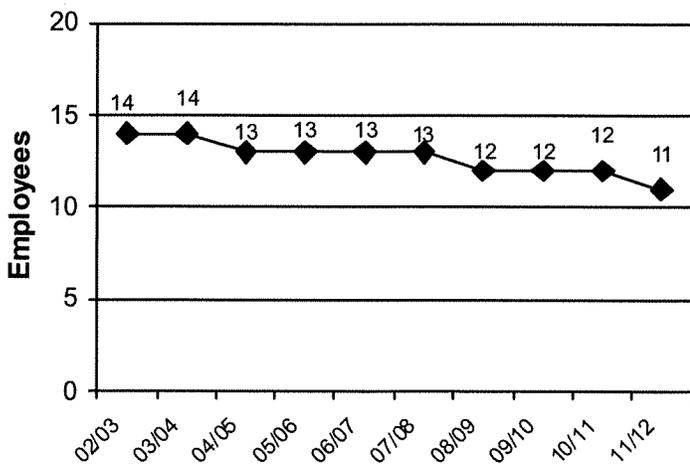
Treasurer-Tax Collector-Public Administrator

MISSION STATEMENT

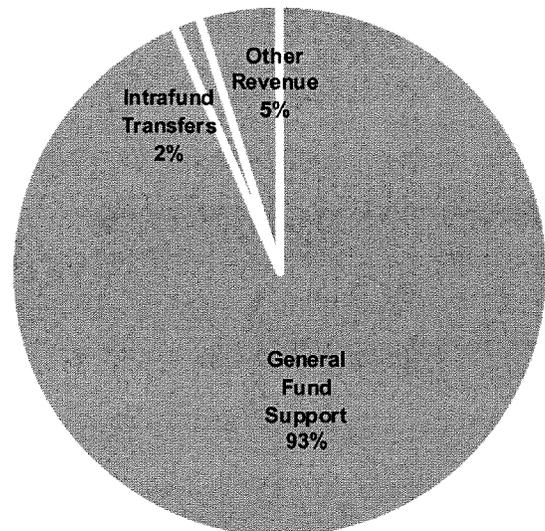
Advise, interpret, and implement the goals and policies of the Board of Supervisors through effective leadership and management of County services to achieve the County's vision of a safe, healthy, livable, prosperous, and well-governed community.

<u>Financial Summary</u>	<u>2010-11 Budget</u>	<u>2010-11 Projected</u>	<u>2011-12 Requested</u>	<u>2011-12 Recommended</u>	<u>Change From 2010-11</u>
Intergovernmental Revenue	\$ 0	\$ 1,287	\$ 0	\$ 0	\$ 0
Charges for Current Services	124	124	124	124	0
Interfund	28,997	28,997	29,085	29,085	88
**Total Revenue	\$ 29,121	\$ 30,408	\$ 29,209	\$ 29,209	\$ 88
Salary and Benefits	1,726,000	1,501,321	1,707,700	1,613,128	(112,872)
Services and Supplies	143,257	109,290	183,584	203,084	59,827
**Gross Expenditures	\$ 1,869,257	\$ 1,610,611	\$ 1,891,284	\$ 1,816,212	\$ (53,045)
Less Intrafund Transfers	85,000	85,000	85,000	85,000	0
**Net Expenditures	\$ 1,784,257	\$ 1,525,611	\$ 1,806,284	\$ 1,731,212	\$ (53,045)
General Fund Support (G.F.S.)	<u>\$ 1,755,136</u>	<u>\$ 1,495,203</u>	<u>\$ 1,777,075</u>	<u>\$ 1,702,003</u>	<u>\$ (53,133)</u>

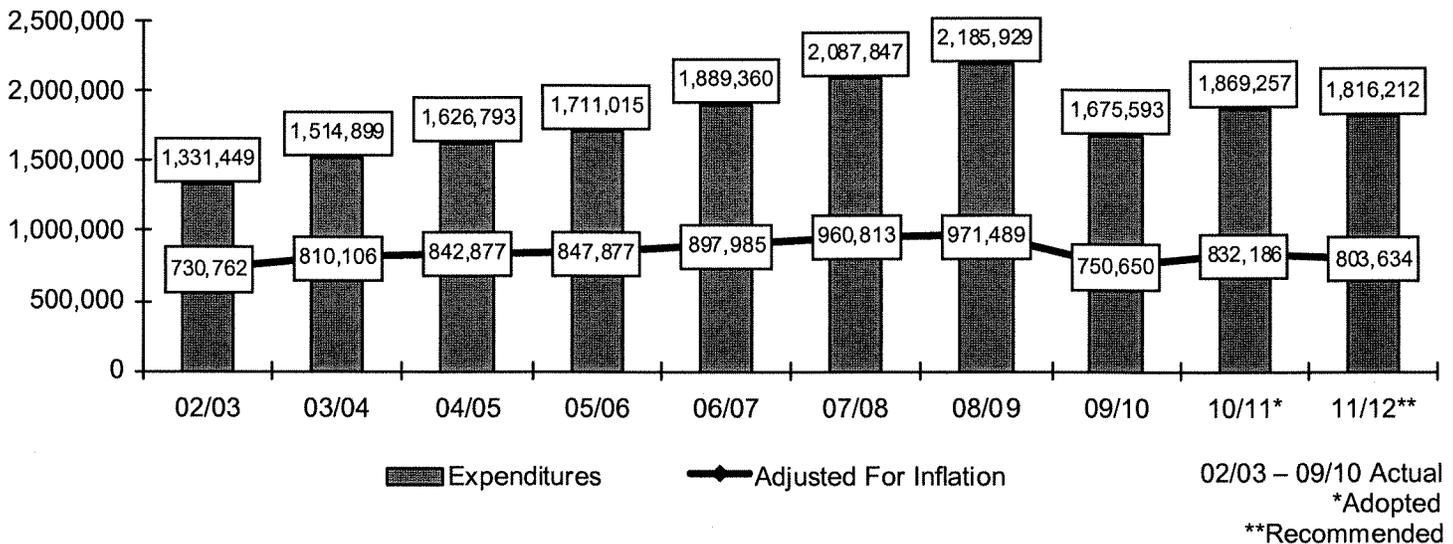
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

The Administrative Office has a total expenditure level of \$1,731,212 and a total staffing level of 11.00 FTE to provide the following services.

Citizen Outreach/Support

Represents efforts geared toward connecting the public with county government. Includes activities such as surveying the community for feedback to improve performance, developing informative presentations and materials to improve communication with the public, and promoting technology to make county government more accessible (e.g., online access to county information, televised Board meetings, etc.).

Total Expenditures: \$120,000 Total Staffing (FTE): 0.50

Organization Support

Board of Supervisors: Provide high quality staff support to maximize Board effectiveness. Includes activities such as implementation of Board policy, sound financial planning through annual preparation and regular review of the County budget, labor relations, preparing the weekly Board agenda, responding to requests for information, and resolving citizen complaints, etc.

County Departments: Provide high quality staff support to maximize County department effectiveness. Includes activities such as providing policy analysis and guidance, troubleshooting, and keeping departments up to date on important issues.

Total Expenditures: \$1,561,212 Total Staffing (FTE): 10.00

Organizational Effectiveness

Represents efforts geared toward creating a high performance “results oriented” County organization. Includes activities such as promoting strategic planning, goal setting, and performance measurement throughout the organization and encouraging continuous improvement through a regular organizational review process (e.g. the organizational effectiveness cycle process).

Total Expenditures: \$50,000 Total Staffing (FTE): 0.50

DEPARTMENT COMMENTS

As an agent of the Board of Supervisors, the Administrative Office is responsible for implementing Board policies, coordinating the operations of County departments, and preparing the County's budget. In turn, the Administrative Office is also responsible for making recommendations to the Board of Supervisors which promote the efficiency and effectiveness of County operations. In addition to the day-to-day responsibilities and operations of the department, the Administrative Office continues to focus its resources on several major initiatives, including: an overhaul of the County's labor relations program, and improving communication with community stakeholders by enhancing the transparency of County government.

In FY 2009-10, the Administrative Office began to implement a new approach to the County's labor relations program by transferring the labor relations function back to Human Resources and forming a labor committee consisting of representatives from several departments. The County's new approach to labor relations places a focus on ensuring the long-term financial sustainability of labor agreements. As a result, the County's labor program currently endeavors to implement a second tier pension plan for new hires, share the burden of pension cost increases with employees, and reevaluate the way that employee salaries and subsequent salary increases are determined.

In recognition of the fact that productive public engagement can contribute to the effective administration of County services, the Administrative Office is also focused on enhancing communication with County residents and stakeholders. A variety of initiatives, including the creation of the County's first Annual Report in 2010 and updates to the budget document to enhance its readability and usefulness for the general public are geared towards encouraging more robust communication between County government and the community.

Following are some of the department's notable accomplishments for FY 2010-11 and some specific objectives for FY 2011-12:

FY 2010-11 Accomplishments

- Developed a new set of Organizational Values to better define how all employees and elected officials should conduct themselves as representatives of the County.
- Created the County's first-ever Annual Report to better educate and inform residents and stakeholders about the services and programs the County provides.
- Completed substantial updates to the budget document to reflect mandated changes to the State schedules and make budgetary information more accessible to the public and other interested readers.
- Participated in fiscal negotiations regarding the two new solar plants proposed for the Carrizo Plains to ensure the incremental costs of providing services to the facilities are covered.
- Worked with the newly established labor committee to implement a second tier pension plan for 75% of newly hired employees. The Tier 2 pension plan will save the County approximately \$17.5 million annually once all employees are in the second tier (in 20 to 30 years).

FY 2011-12 Objectives

- Lead communitywide redistricting efforts to incorporate the results of 2010 Census data to ensure balanced legislative representation.
- Continue to coordinate the programs and services provided by multiple departments to ensure that the County is able to provide vital services to residents despite budget cuts of \$76 million over the past 4 fiscal years.
- Continue implementation of a new automated agenda management software which will reduce the environmental impacts of producing Board agendas and save up to \$16,000 annually in paper costs.
- Continue to pursue the implementation of a second tier pension plan, pension cost sharing, and a new method for determining appropriate salary adjustments for County employees to ensure financial stability.
- Work with the State and Sheriff's Office to coordinate the construction of a new women's jail and jail medical facility, using \$25.1 million worth of State lease revenue bonds.

- Led budget process and created plans and recommendations for closing a \$11.3 million budget gap for FY 2011-12 that minimizes impacts to programs and services and meets the Board's priorities.
- Work with the Economic Vitality Corporation, the Board of Supervisors, and County Departments to help ensure successful implementation of the Countywide Economic Development Strategy.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The recommended level of General Fund support for this fund center is \$1,702,003, a reduction of \$53,133 or 3% from FY 2010-11 adopted levels. Salaries and benefits have been reduced by \$112,872 or 6%. This reduction was achieved through the elimination of a vacant 1.0 FTE Administrative Analyst position (\$94,572) that was previously designated to assist the labor relations program that now resides within Human Resources (FC 112). The remaining \$18,300 is the result of filling positions at lower salary levels. Services and supplies accounts have increased \$59,827 or 41% to provide funding for professional consultants to partially offset the loss of capacity due to the elimination of the Analyst position.

GOALS AND PERFORMANCE MEASURES

1. Performance Measure: Ratio of General Fund backed annual debt service to the annual General Fund budget.						
06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
New Measure	2.9%	2.8%	3.4%	3.3%	2.6%	2.6%
<p>What: This measure shows the ratio of the General Fund backed annual debt service to the annual General Fund budget.</p> <p>Why: This measure provides staff, the Board and public with information about the financial health of the County. The current goal is to keep the ratio below 5%. This measure is an industry standard that allows for a comparison amongst governmental entities.</p> <p>How are we doing? A ratio of under 5% is considered to be favorable by bond rating agencies. The ratio increased during FY 2009-10 due to the refinancing of Pension Obligation Bonds and a shrinking General Fund. The target for FY 2011-12 is projected to remain constant as none of the debt obligations are scheduled to be paid off, and no new debt is currently planned.</p> <p>Department Goal: To ensure the long-term financial stability of the County.</p> <p>Communitywide Result Link: A well-governed community.</p>						
2. Performance Measure: Ratio of total contingencies and reserves to the County's General Fund operating budget.						
06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
New Measure	New Measure	New Measure	17.1%	17.8%	20.8%	20%
<p>What: This measure shows how much money the County has in "savings" relative to our daily, ongoing expenses.</p> <p>Why: The measure provides staff, the Board and public with information on the financial health of the County. Our goal is to have a prudent level of savings that allows us to plan for future needs and "weather" economic downturns. The industry standard target is to have a 20% reserve/contingency as a percent of the operating budget.</p> <p>How are we doing? This measure reflects the total amount of contingencies and reserves that could be accessed by the General Fund (some contingencies and reserves are restricted in use and are not available for use in the General Fund). It is worth noting that while many of the reserves are technically available to be used by the General Fund, many are planned to be spent on various projects (e.g. Willow Road, new women's jail). This ratio is projected to increase in FY 2010-11 by 3% over adopted levels due to the return of the unused portion of a loan from the Tax Reduction Reserve by the airport.</p> <p>Department Goal: To provide high quality staff support in an effort to maximize the effectiveness of the Board of Supervisors.</p> <p>Communitywide Result Link: A well-governed community.</p>						

3. Performance Measure: Percentage of Board members who respond to a survey indicating that Administrative Office staff provide satisfactory or better agenda support.

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
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100% 100% 100% 100% 100% 100%

What: The County Administrative Office surveys the Board of Supervisors annually to determine their level of satisfaction with our staff support relative to the accuracy, readability, and overall quality of the agenda reports.

Why: The information gained from this survey allows us to continuously improve staff support to the Board.

How are we doing? Based upon results of the survey conducted in September 2010 the Administrative Office is meeting or exceeding the expectations of the Board members.

Department Goal: To provide high quality staff support in an effort to maximize the effectiveness of County departments and the Board of Supervisors.

Communitywide Result Link: A well governed community.

4. Performance Measure: Percentage of departments who respond to a survey indicating the Administrative Office staff provides satisfactory or better support services.

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
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100% 100% N/A 98% 100% 98% 100%

What: The County Administrative Office surveys departments and the Board of Supervisors annually to determine their level of satisfaction with our staff support relative to accuracy, responsiveness, responsibility, timeliness and trustworthiness. The survey was revised to solicit additional feedback in FY 2010-11.

Why: The information gained from this survey allows us to continuously improve our service to departments and the Board.

How are we doing? Based upon results of the survey conducted in February 2010 the Administrative Office is providing satisfactory or better support services to departments.

Department Goal: To create an environment whereby all employees feel valued and are proud to work for the County.

Communitywide Result Link: A well-governed community.

5. Performance Measure: Percentage of employees that indicate in a biannual workforce survey overall satisfaction with their job.

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
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85% Next Survey in FY
2008-09 Survey
Delayed to FY
2009-10 TBD-
Survey
Delayed TBD- Survey
Delayed Survey
Delayed TBD

What: The County Administrative Office administers a survey to all permanent County employees in order to gauge their overall level of satisfaction with their job.

Why: This information will be used to help assess our organizational health and identify areas for improvement.

How are we doing? The Employee Opinion survey was last administered in December 2006. Overall, a total of 1,452 usable responses were received – a 63% response rate. Of these, 1,346 employees (93%) indicated their level of agreement with the statement "I am satisfied with my job." – 53% indicated that they strongly agreed with this statement, 32% somewhat agreed, 7% neither agreed or disagreed, 6% somewhat disagreed, and 2% strongly disagreed. Therefore, 85% of the County employees responding to this statement in the survey indicated they were satisfied with their job. The County's goal is to sustain this high level of job satisfaction despite the financial challenges facing the County over the next few years, and the expected turnover due to retirement of our aging workforce. However, given staff and resource constraints, administration of the next Employee Opinion survey will be deferred (timing TBD).

Department Goal: To create an environment whereby all employees feel valued and are proud to work for the County.

Communitywide Result Link: A well-governed community.

6. Performance Measure: Full-time equivalent Administrative Office budget analyst staff per 1,000 county employees.

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
1.56	1.54	1.55	2.45	2.45	2.49	2.49

What: This shows Administrative Office budget staffing per 1,000 county employees.

Why: This data can be compared with other Administrative Offices of similar characteristics to provide one measure of whether we are appropriately staffed for budget preparation and administration.

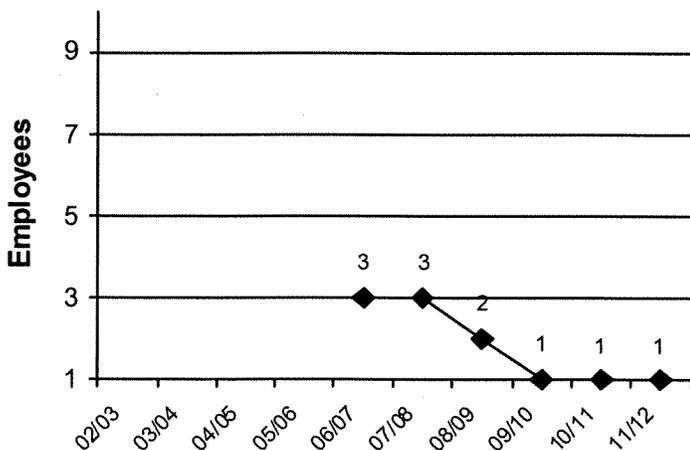
How are we doing? The total FTE budget analyst staffing levels per 1,000 employees for our comparable counties ranges from a high of 3.83 in Napa County to a low of 1.31 in Monterey County. This ratio increased in FY 2009-10 due to a reorganization that resulted in the downgrading of a Principal Analyst position to an Administrative Analyst position. The Principal Analyst position had not been part of this measure, and this restructuring resulted in an annual cost savings of approximately \$50,000. The average ratio of analysts per 1,000 employees was 2.38 for comparable counties, and 2.49 for San Luis Obispo County.

MISSION STATEMENT

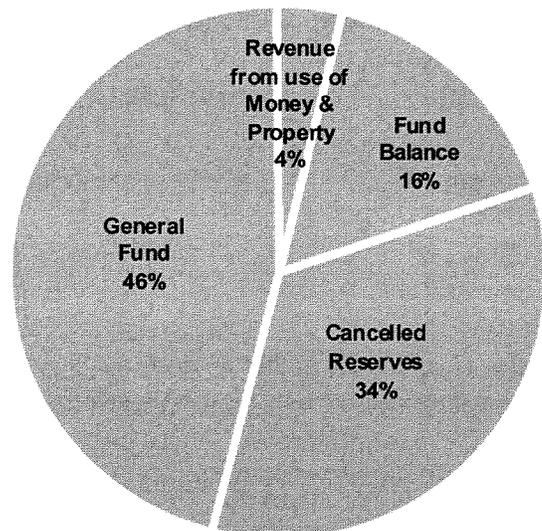
To continuously improve the quality and effectiveness of services provided to the public through strategic planning, organizational reviews, leadership development and staff training in support of the County's organizational goals and objectives.

	2010-11 Budget	2010-11 Projected	2011-12 Requested	2011-12 Recommended	Change from 2010-11
Financial Summary					
Revenue from Use of Money & Property	\$ 40,000	\$ 10,000	\$ 20,000	\$ 20,000	\$ (20,000)
Other Financing Sources	0	0	450,000	242,166	242,166
Total Revenue	\$ 40,000	\$ 10,000	\$ 470,000	\$ 262,166	\$ 222,166
Fund Balance Available	\$ 142,717	\$ 142,717	\$ 84,696	\$ 84,696	\$ (58,021)
Cancelled Reserves	392,297	392,297	0	179,123	(213,174)
Total Financing Sources	\$ 575,014	\$ 545,014	\$ 554,696	\$ 525,985	\$ (49,029)
Salary and Benefits	\$ 94,296	\$ 0	\$ 94,572	\$ 94,572	\$ 276
Services and Supplies	442,296	421,896	431,413	431,413	(10,883)
Other Charges	0	0	0	0	0
Fixed Assets	0	0	0	0	0
Gross Expenditures	\$ 536,592	\$ 421,896	\$ 525,985	\$ 525,985	\$ (10,607)
Contingencies	0	0	0	0	0
New Reserves	38,422	38,422	28,711	0	(38,422)
Total Financing Requirements	\$ 575,014	\$ 460,318	\$ 554,696	\$ 525,985	\$ (49,029)

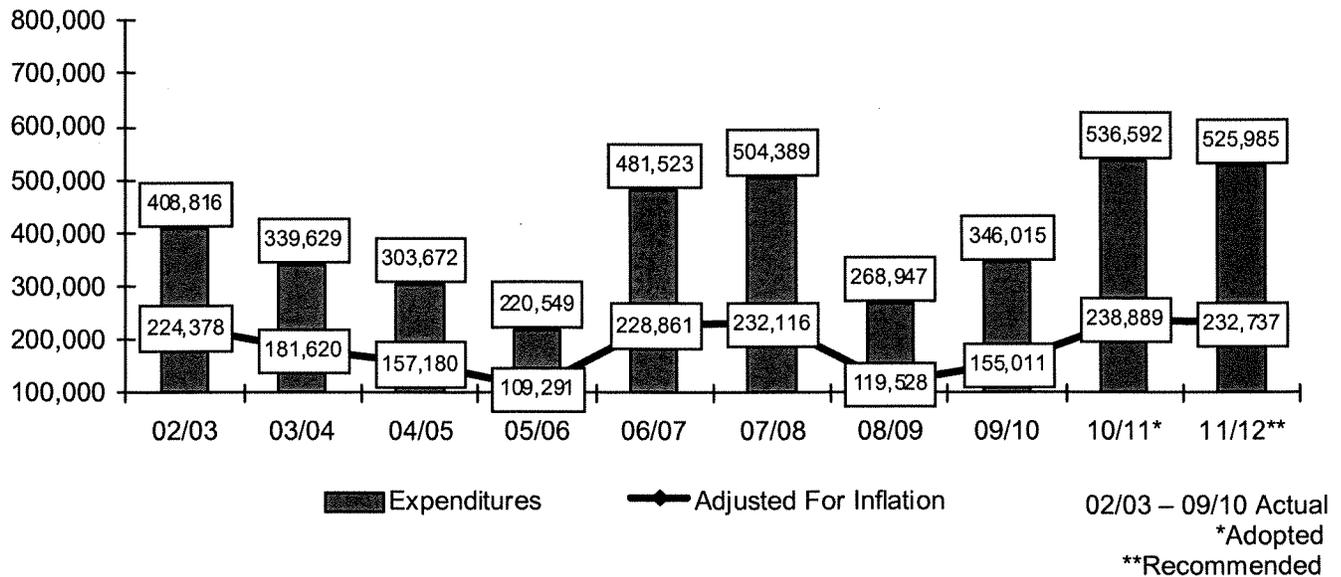
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Organizational Development has a total expenditure level of \$525,985 and a total staffing level of 1.0 FTE to provide the following services:

Organizational Development

Provides educational and career development for employees, as well as facilitation, mediation and specialized training for County departments.

Total Expenditures: \$525,985 Total Staffing (FTE): 1.00

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The Organizational Development program was established to develop and implement initiatives or services in support of a high performance organization. Past initiatives have included:

- Provided funding for an in-depth review of the current airport governance structure and recommendations for future airport governance for the San Luis Obispo County Regional Airport.
- Deployed core supervisory skill trainings relating to performance standards, performance measurement, and progressive disciplinary strategies.
- Contracted with Santa Barbara County's Employee University to aid in the development and delivery of public service, ethics and leadership courses.
- Provided funding for specialized labor relations services to examine implementation of the prevailing wage ordinance and expand existing benchmark classifications to provide a more accurate representation of the market.

The recommended budget for FY 2011-12 includes \$242,166 in General Fund support. This fund center has not received any General Fund support since FY 2007-08, and has existed solely through the use of reserves and designations. These reserves and designations have been reduced from \$2.5 million in FY 2007-08 to a recommended level of \$1.4 million for FY 2011-12.

\$179,123 in canceled reserves will be used in addition to the General Fund support to provide a total appropriation level of \$525,985. This is a decrease of \$49,029 or 8% from FY 2010-11 adopted levels.

- Approximately \$160,000 is allocated for consultants who conduct various training sessions.
- Approximately \$210,000 is allocated for HR and Administrative Office staff who support these programs.
- \$55,000 is allocated to reimburse County employees for tuition expenses incurred via external training programs.
- Approximately \$80,000 is allocated for services relating to departmental reorganizations and training.
- The balance of funds are allocated for equipment and supply costs.

GOALS AND PERFORMANCE MEASURES

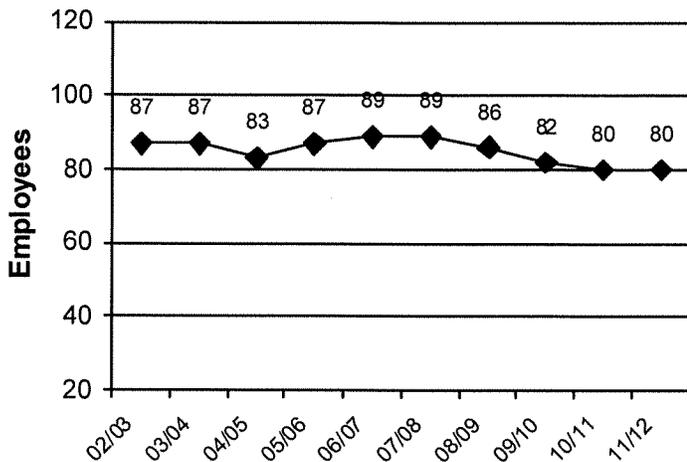
Department Goal: To ensure that training opportunities aimed at creating a competent, results-oriented workforce are made available to County employees.						
Communitywide Result Link: A well-governed community.						
1. Performance Measure: Overall average participant satisfaction rating (on a 5 point scale) of training programs offered by the Employee University.						
06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
4.5	4.5	4.6	4.6	5	4.6	4.6
What: Provides data on participant overall satisfaction with Employee University training courses (on a scale of 1-5 with 1 = "poor" and 5 = "outstanding"). This is the first level of program evaluation.						
Why: This data provides information on how satisfied participants are with the training programs offered by the Employee University.						
How are we doing? Current results indicate that overall, County employees who participated in these classes are highly satisfied with the classes they attended.						

MISSION STATEMENT

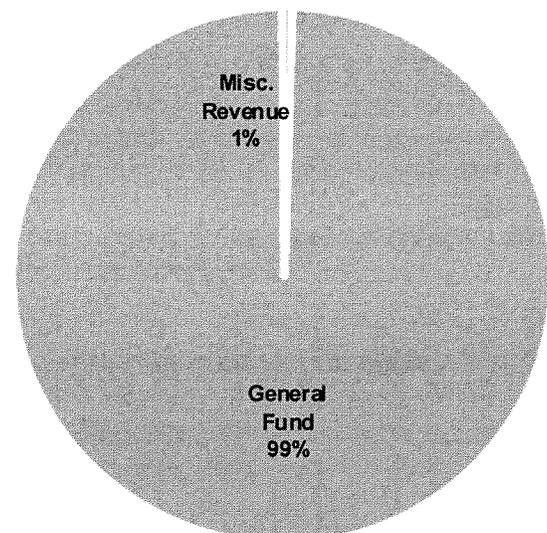
The Assessor and staff seek excellence in providing information, services, and accurate property assessments through our personal commitment to integrity, mutual respect, and teamwork.

<u>Financial Summary</u>	2010-11 <u>Budget</u>	2010-11 <u>Projected</u>	2011-12 <u>Requested</u>	2011-12 <u>Recommended</u>	Change From 2010-11
Intergovernmental Revenue	\$ 0	\$ 0	\$ 2,000	\$ 8,437	\$ 8,437
Charges for Current Services	31,000	20,000	23,000	23,000	(8,000)
Other Revenues	0	198	0	0	0
**Total Revenue	\$ 31,000	\$ 20,198	\$ 25,000	\$ 31,437	\$ 437
Salary and Benefits	7,776,002	7,502,000	7,823,949	7,773,949	(2,053)
Services and Supplies	737,572	716,617	782,357	725,641	(11,931)
Fixed Assets	0	0	15,000	7,500	7,500
**Gross Expenditures	\$ 8,513,574	\$ 8,218,617	\$ 8,621,306	\$ 8,507,090	\$ (6,484)
Less Intrafund Transfers	0	24	0	0	0
**Net Expenditures	\$ 8,513,574	\$ 8,218,593	\$ 8,621,306	\$ 8,507,090	\$ (6,484)
General Fund Support (G.F.S.)	<u>\$ 8,482,574</u>	<u>\$ 8,198,395</u>	<u>\$ 8,596,306</u>	<u>\$ 8,475,653</u>	<u>\$ (6,921)</u>

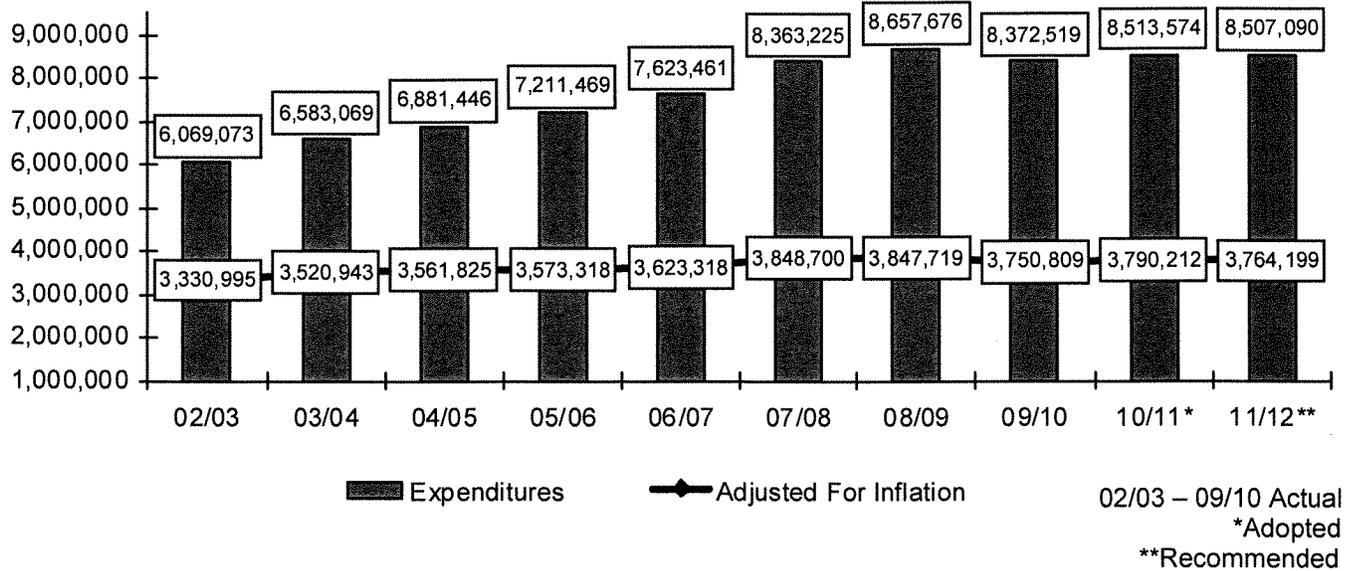
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

The Assessor has a total expenditure level of \$8,507,090 and a total staffing level of 80.00 FTE to provide the following services:

Administration

Oversee the preparation of all property assessments, manage human resource functions and issues, coordinate office operations, develop and monitor the department's budget, coordinate accounts payable and payroll.

Total Expenditures: \$765,638 Total Staffing (FTE): 6.00

Assessment Valuation, Reviews, and Appeals

Review and assess the value of secured real property (i.e. land and buildings) when there is a change in ownership, new construction, decline in market value, disaster relief, and other appraisal events; and update property attributes. Review, audit, and assess the value of unsecured business property (i.e. business equipment, boats, aircraft, etc.). Review, process, track and make recommendations to the Assessment Appeals Board for all assessment appeals submitted by property owners.

Total Expenditures: \$4,168,474 Total Staffing (FTE): 33.00

Assessment Standards/Automation

Analyze and track legislation pertaining to property taxes; develop and implement procedures upon passage of new legislation; compile and deliver internal and state mandated reports to appropriate agencies; oversee training for staff; implement and monitor the automated systems within the Assessor's office.

Total Expenditures: \$765,638 Total Staffing (FTE): 8.00

Public Service

Provide information to the public regarding property assessments and property tax laws in person, over the telephone, and by written communication including pamphlets, public service announcements, the Internet, and annual notifications, etc.

Total Expenditures: \$340,284 Total Staffing (FTE): 6.00

Roll Preparation

Update and maintain property assessment records. This includes creating and maintaining property parcel maps, verifying and updating ownership data when property ownership is altered, maintaining exemptions, updating valuation data, processing revised assessments, maintaining the supplemental tax records, and other functions.

Total Expenditures: \$2,467,056 Total Staffing (FTE): 27.00

DEPARTMENT COMMENTS

The Assessor is constitutionally responsible for locating taxable property, identifying ownership, and determining the value of real and business personal property within the County of San Luis Obispo. In addition, the Assessor is mandated to complete an annual assessment roll reporting the assessed values for all properties within the County.

Other mandates include administering exemptions that have been established by law to benefit homeowners, senior citizens, charitable organizations, churches, and disabled citizens. The Assessor must also maintain a current mapping and ownership database for the benefit of the general public, business community, and government.

The Assessor and his staff remain committed to meeting these legal mandates and providing information, services, and accurate property assessments to the citizens of San Luis Obispo County. However, the down economy has impacted the workload for the office, causing an increase in the number of decline in value assessment requests and assessment appeals that must be processed and resolved by staff. The increased workload and limited resources continue to present a major challenge and make it difficult for staff to meet legal mandates.

Following are some of the department's notable accomplishments for FY 2010-11 and some specific objectives for FY 2011-12:

FY 2010-11 Accomplishments

- Met annual continuing education requirements for all certified staff by developing in-house training courses and participating in WebEx courses.
- Resolved 252 assessment appeals as of March 25, 2011, successfully defending \$28,124,630 worth of value to the assessment role.
- Completed decline in value reviews for over 44,000 properties, of which over 32,000 provided property owners tax relief for FY 2010-11 in accordance with state mandates.
- Updated 60% of property attributes to provide more accurate property descriptions and ensure the quality of the valuation processes.
- Developed and implemented performance standards for line staff and supervisors. The standards are tied

FY 2011-12 Objectives

- Continue efforts to assist staff in meeting mandated continuing education requirements for valuing property.
- Continue to streamline the appeals procedures in order to timely resolve outstanding appeals. As of March 2011, there are approximately 500 unresolved assessment appeals with \$750,000,000 of assessed value at risk. It is anticipated that the number of assessment appeals will increase substantially during the 2011 filing period, possibly doubling this number.
- Continue to closely monitor workloads and production to avoid backlogs and ensure accurate and timely assessments within the limitations of available resources while addressing the increasing decline-in-value review workload.

to quarterly section goals designed to complete the assessment roll in compliance with legal mandates.

- Upgrade the Property System to produce the assessment roll in an efficient and cost effective manner.
- Continue efforts to reduce paper consumption and file space by storing documents electronically.
- Complete and implement performance standards for management staff.
- Continue efforts to streamline and automate assessment processes.

COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

The level of General Fund support for this budget is recommended to decrease \$6,921 or less than 1% compared to the FY 2010-11 adopted level. Revenues are recommended to increase \$437 or 1% and total expenditures are recommended to decrease \$6,484 or less than 1%.

Salary and benefits are decreasing \$2,053 or less than 1%. While the department has budgeted for regular step increases in FY 2011-12, those increased salary expenses will be offset by \$50,000 worth of voluntary time off (VTO) that department staff has pledged to take throughout the fiscal year. The VTO that staff has agreed to take equates to 1,736 hours which is equal to the productive hours of one full-time position. As the department discusses above, the number of decline in value assessment requests and assessment appeals that must be processed and resolved by staff continues to increase in the down economy. The reduction in capacity due to VTO will decrease productivity throughout the entire office and will place \$3,500,000 worth of assessed value (which equates to \$8,400 worth of property tax revenue to the County) at risk.

Services and supplies are decreasing by \$11,931 or 1%. Several services and supplies accounts are increasing, including postage, which is recommended to increase \$27,500 to resume the mailing of assessment notices in an effort to provide property owners with adequate advance notice about any changes to their assessed value. To offset increases, the following reductions are recommended by account: maintenance contracts decreasing by \$20,000, office expenses decreasing by \$5,000, significant value purchases decreasing by \$24,000, equipment maintenance decreasing by \$1,100 and travel expenses decreasing by \$2,500. These reductions largely bring the accounts to the minimum levels needed to support departmental operations. A notable service level impact due to the recommended reductions is that the \$20,000 reduction to maintenance contracts will impact the department’s ability to update its Assessment Evaluation Services system to enable it to interface with other office software used by department staff when completing appraisal and assessment evaluations on properties. Without the system updates, real time information about parcel and other Geographic Information System (GIS) data will not be readily available to staff which will increase the time it takes to complete assessment appeal reviews.

Fixed assets are recommended at \$7,500, an increase of \$7,500 compared to FY 2010-11 adopted levels, to replace one of two copiers in the office that is becoming unusable.

GOALS/PERFORMANCE MEASURES

Department Goal: To levy fair and equitable assessments on taxable property in an accurate and timely manner by using accepted appraisal principles and prevailing assessment practices.							
Communitywide Result Link: A well-governed community.							
1. Performance Measure: Percentage of the assessment roll completed by June 30th of each year.							
06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target	
97%	98%	98%	96%	95%	95%	95%	
What: Measures the percentage of assessments that are appraised before the June 30 th deadline.							

Why: Incomplete assessments will generate inaccurate tax bills. When assessments are completed after the year-end deadline, the Assessor, Auditor-Controller, and Tax Collector must process revised assessments and tax bills. These revisions increase the costs of preparing the assessment roll and the costs associated with property taxes. In addition, property owners are inconvenienced by revisions to their assessments and the associated delays.

How are we doing? The real estate market remains flat; however, the workload for the Assessor's office continues to be impacted by the legal mandate (Proposition 8) to review properties for potential reductions in assessed value. In FY 2009-10, Assessor's Office staff reviewed and processed more than 44,000 declines in value. At this time, we do not anticipate significant changes to workload trends for FY 2011-12 which means that we should be able to meet the FY 2011-12 target of completing 95% of the assessment roll by June 30th. Comparable county data is not available.

2. Performance Measure: The number of completed assessments per appraiser on staff.

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
2,183	2,561	3,044	3,072	3,000	3,000	3,000

What: This measurement tracks the workload per appraiser from year to year.

Why: Tracking changes in workload is an indicator of changes in production levels as new procedures or automated systems are introduced, and helps to evaluate the efficiency of departmental procedures and service to the public.

How are we doing? We exceeded our projected goal for FY 2009-10 and averaged 3,072 work items per appraiser by extensively utilizing the Assessment Evaluation Services (AES) system to review over 33,000 residential assessments for decline in value. In addition, we continued to streamline procedures which enabled us to address the increase in workload. While the productivity of appraisers utilizing current systems has increased in recent years, it appears to have reached its peak and leveled off in the range of 3,000 work items completed annually per appraiser.

Department Goal: To provide high quality services to the public and taxpayers.

Communitywide Result Link: A Well-Governed Community.

3. Performance Measure: The number of assessment appeals filed for every 1,000 assessments.

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
.52	.78	1.8	1.8	2.4	5.5	4.5

What: When property owners disagree with their property's assessed value, they may file for an assessment appeal hearing before the Assessment Appeals Board. The number of real property appeals is used as an indicator of accuracy and equity among assessments. A low number of appeals is associated with a greater degree of accuracy and the property owner's satisfaction with their assessments.

Why: The Assessor strives to make accurate and thorough assessments when property is initially valued in an effort to control the costs associated with producing the assessment roll. This measure enables the department to track the accuracy and equity among assessments.

How are we doing? According to the State Board of Equalization (BOE) "Report on Budgets, Workloads, and Assessment Appeals Activities" San Luis Obispo County has historically had the lowest number of assessment appeals filed compared to 12 similar counties (Kern, Marin, Monterey, Napa, Placer, San Joaquin, Santa Barbara, Santa Cruz, Solano, Sonoma, Stanislaus, and Tulare). The most recent BOE report was published in January 2010 and details data from FY 2008-09. This report again showed San Luis Obispo County to have the lowest number of assessment appeals filed per 1,000 assessments. The primary cause for the increase in the FY 2010-11 projected level over the adopted level is that the number of assessment appeals filed has increased due to a decline in market values. To a lesser degree, a procedural change requiring each assessment appeal be filed on an individual parcel rather than multiple parcels caused the number of appeals to increase as well. The FY 2011-12 target has been set at a level higher than in previous years for these reasons as well.

4. Performance Measure: Cost per assessment.

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
\$42.22	\$45.89	\$47.33	\$46.01	\$49.00	\$48.50	\$49.00

What: This measures the cost per assessment by dividing the department's level of General Fund support by the total number of assessments.

Why: The Assessor's office strives to make the most effective use of all available resources in order to produce assessments at a reasonable cost.

How are we doing? The State Board of Equalization's "Report on Budgets, Workloads, and Assessment Appeals Activities" for FY 2008-09 (published in January 2010) indicates the San Luis Obispo County Assessor's costs were within range of 12 similar counties. During that time period, the cost per assessment for the 12 similar counties ranged from \$27 to \$63 per assessment; San Luis Obispo's cost was

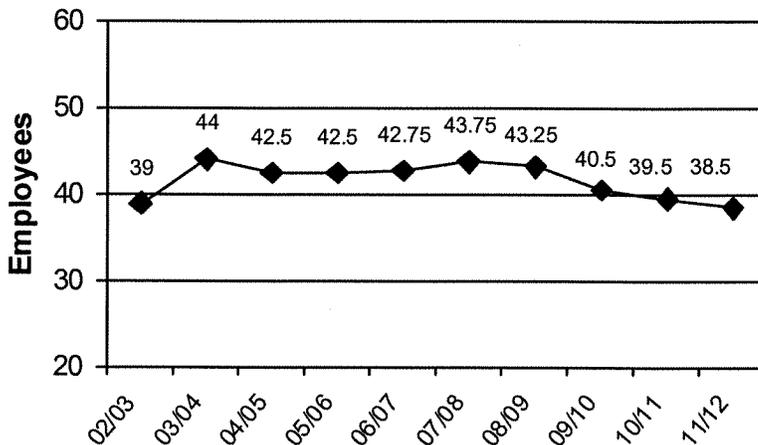
\$47.33. The State Board of Equalization's report for FY 2009-10 will not be available until January 2011; however, our actual result was \$46.01. For FY 2010-11 the projected costs are slightly lower than the adopted amount due to salary savings and diligent fiscal oversight. The FY 2011-12 target shows an increase in costs due to anticipated COLAs and the increase in operating costs.

MISSION STATEMENT

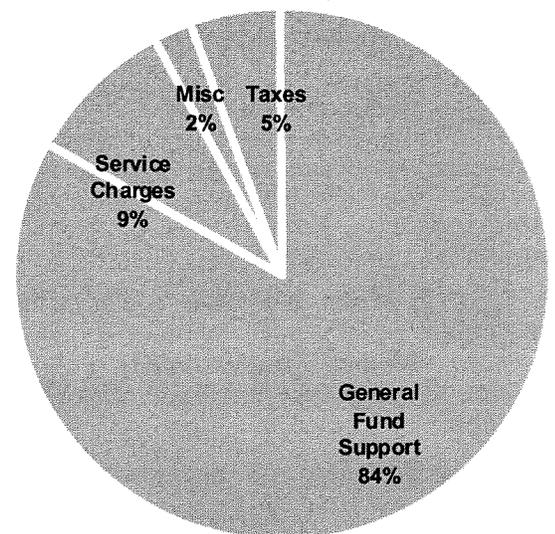
The Auditor-Controller is the Chief Accounting Officer for County Government. The office enhances the public's trust by acting as a guardian of funds administered for the County, cities, schools and special districts and by providing an independent source of financial information and analysis.

Financial Summary	2010-11 Budget	2010-11 Projected	2011-12 Requested	2011-12 Recommended	Change From 2010-11
Taxes	\$ 250,000	\$ 250,000	\$ 360,000	\$ 250,000	\$ 0
Fines, Forfeitures and Penalties	0	26,200	26,200	26,200	26,200
Intergovernmental Revenue	29,500	17,813	17,000	17,000	(12,500)
Charges for Current Services	476,581	445,654	452,308	417,308	(59,273)
Other Revenues	6,300	10,990	30,300	30,300	24,000
Interfund	30,000	30,000	30,000	30,000	0
**Total Revenue	\$ 792,381	\$ 780,657	\$ 915,808	\$ 770,808	\$ (21,573)
Salary and Benefits	4,468,191	4,304,738	4,609,704	4,416,937	(51,254)
Services and Supplies	187,631	273,764	268,420	198,120	10,489
Fixed Assets	0	8,000	0	0	0
**Gross Expenditures	\$ 4,655,822	\$ 4,586,502	\$ 4,878,124	\$ 4,615,057	\$ (40,765)
Less Intrafund Transfers	9,900	10,900	9,400	9,400	(500)
**Net Expenditures	\$ 4,645,922	\$ 4,575,602	\$ 4,868,724	\$ 4,605,657	\$ (40,265)
General Fund Support (G.F.S.)	<u>\$ 3,853,541</u>	<u>\$ 3,794,945</u>	<u>\$ 3,952,916</u>	<u>\$ 3,834,849</u>	<u>\$ (18,692)</u>

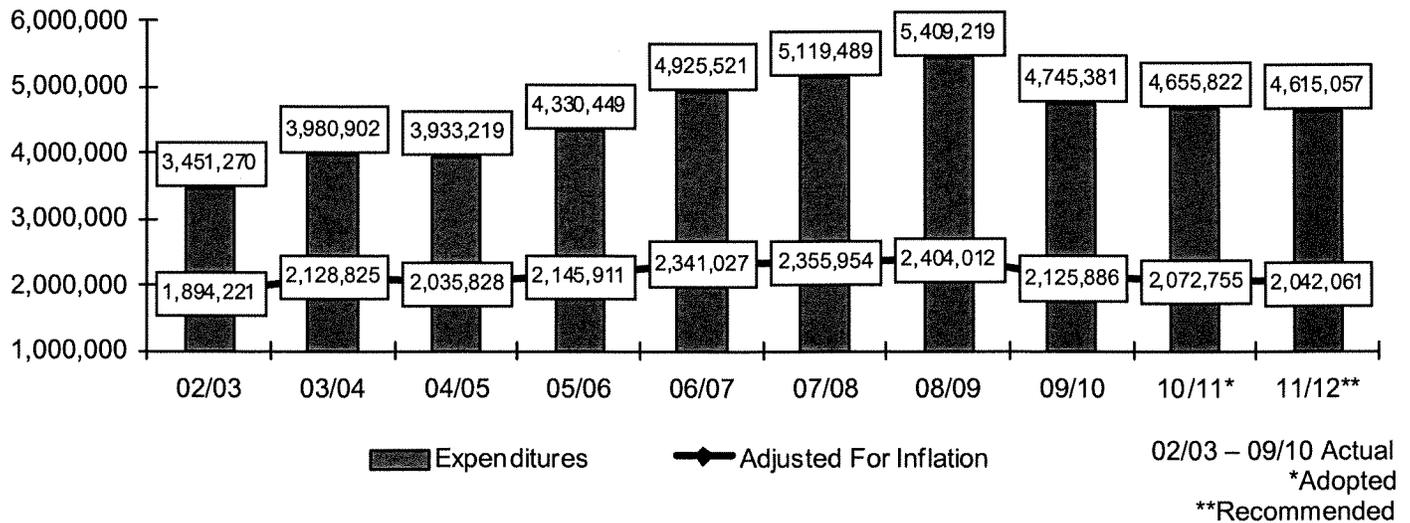
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

The Auditor-Controller's Office has a total expenditure level of \$4,615,057 and a total staffing level of 38.5 FTE to provide the following services:

Accounts Payable

Pre-audit all claims for payments to vendors submitted by County departments and process payments for special districts. Coordinate payment activity with and provide oversight and direction to departments and vendors. Prepare annual reports required by the State and the Internal Revenue Service.

Total Expenditures: \$431,727 Total Staffing (FTE): 5.00

Internal Audit Division

Perform mandated internal audits for compliance with State and Federal requirements. Ensure adequacy of internal controls over cash and County assets. Conduct management and compliance audits and departmental reviews. Audit the operations of public agencies doing business with the County to ensure compliance with policy; assist with the preparation of the County's annual financial statement.

Total Expenditures: \$772,848 Total Staffing (FTE): 6.00

Budget and Cost Accounting

Assist the County Administrator and Board of Supervisors in developing the proposed and final County budget. Analyze and forecast annual budget expenditures. Review all county fees. Conduct rate reviews for ambulance, landfill, and internal service fund operations. Prepare countywide cost allocations, state mandated program claims, indirect cost rate proposals and special reporting requests.

Total Expenditures: \$212,588 Total Staffing (FTE): 1.25

Deferred Compensation Plan

Provide the resources necessary for the daily operation of the County Deferred Compensation Plan.

Total Expenditures: \$35,000 Total Staffing (FTE): 0.00

Financial Reporting

Maintain accounting records for the County and those districts whose funds are kept in the County Treasury. Maintain budget and funds controls and records of fixed assets. Prepare annual financial reports and reports for Federal and State reimbursement; act as Auditor and/or Financial Officer for special districts, boards, authorities, etc. and provide accounting services for countywide debt financing.

Total Expenditures: \$903,280 Total Staffing (FTE): 7.50

Payroll Processing

Prepare and process biweekly payroll for the County. Coordinate payroll activity with departments and employees. Prepare biweekly, monthly, quarterly, and annual reports for State, Federal, and local agencies. Collect and pay premiums for County-related health and insurance benefits.

Total Expenditures: \$1,003,595 Total Staffing (FTE): 8.75

Property Tax Processing

Calculate property tax rates and determine extensions. Process changes to the tax roll. Apportion and distribute taxes and special assessments to all agencies. Prepare tax reports. Implement procedural changes to reflect new legislation affecting the tax system. Advise cities, schools, and special districts on tax-related matters.

Total Expenditures: \$402,300 Total Staffing (FTE): 3.75

Systems Support

Evaluate existing manual accounting systems and make recommendations for improved efficiencies through automation. Maintain the countywide computerized financial, fixed asset, accounts payable, tax, and payroll systems. Assist departments in updating computerized systems. Provide training and prepare manuals related to accounting systems operations. Maintain operation of the Auditor's Local Area Network (LAN) and Personal Computer (PC) network.

Total Expenditures: \$853,719 Total Staffing (FTE): 6.25

DEPARTMENT COMMENTS

The Auditor-Controller has primary responsibility for all accounting and auditing functions of County Government. This includes all funds, departments, and special districts under the governance of the Board of Supervisors.

As Chief Accounting Officer for County Government, the Auditor-Controller faces the challenging task of covering a vast range of daily tasks with fewer staff while remaining responsive to emerging needs associated with new mandates, programs, and legislation. In addition to day to day operations, staff must be available to work on special projects related to legislative changes that affect revenue distributions and reporting requirements, debt issuances, new employee bargaining units, negotiated wage/benefit increases, pension contribution rate changes, and special audits.

A restructure in state government is likely to create additional demands on Auditor's Office staff. Funding shifts through realignment, changes in property tax distribution formulas, and changes in personal income tax rates are just a few of the areas the Governor has targeted for change.

The following are some of the department's notable accomplishments for FY 2010-11 and some specific objectives for FY 2011-12.

FY 2010-11 Accomplishments

- Implemented multiple payroll system enhancements. This included memorandum of understanding changes for various bargaining units such as San Luis Obispo County Employees Association (SLOCEA), San Luis Obispo County Sheriffs Management Association (SLOCSMA), and Association of San Luis Obispo County Deputy Sheriffs (ASLOCDs). In addition, completed programming changes to accommodate Tier II Pension Plan requirements and a 2% reduction in employee paid FICA.
- Configured system to process payroll for outside agencies. Contracted with Air Pollution Control District (APCD) for this service.
- Worked with Information Technology and the County Administrative Office to update the financial statements (AKA blue pages) in the County Budget. The revised format meets new requirements of the State Budget Act.
- Led project to create new e-form for budget adjustment requests (BARs). The new time-saving process is paperless and reduces storage requirements.
- Completed enhancements to the Enterprise Financial System that enable users to attach files to entry documents for wire transfers and BARs using Integrated Document Management (IDM).

FY 2011-12 Objectives

- Develop a process to post actual labor costs to the cost accounting module (CO) in the County's Enterprise Financial System. The conversion from estimated to actual labor costs in CO will simplify project reporting and eliminate the need to monitor and adjust labor rates in the system.
- Move the property tax system from the mainframe to another host platform using a process known as "lift and shift". It is anticipated the County will save between 50% to 70% by replicating the mainframe environment on a new lower cost platform.
- Participate in discussions related to a new solar power plant project that is coming to the County. Provide advice on sales tax issues.
- Assist Probation with the selection of a new collections system for court ordered fines and restitution. The new system will facilitate the collection and distribution of fines and restitution in accordance with statutory requirements.
- Perform audits of franchise fees and utility companies. Review for compliance with County contracts and legal requirements.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

General Fund support for FY 2011-12 is recommended to decrease slightly, less than .5% or \$18,692, from FY 2010-11 adopted levels. Overall, revenues are decreasing by 2% or \$21,573 from FY 2010-11 levels. Decreases in SB90 State Mandated revenue (47% or \$12,500) and Administrative Services (21% or \$59,513) contribute to the overall decrease in revenue. Changes to specific revenue within Administrative Services vary according to the source. For example, revenue received from the redevelopment administrative fee (by 28% or \$7,000) and debt service (by \$5,000) is decreasing by 28% (or \$7,000) and 17% (or \$5,000) respectively while the accounts payable administrative fee charged to the Air Pollution Control District (APCD) is increasing by approximately \$4,400 to \$37,487 as compared to FY 2010-11 amounts. Additionally, \$8,000 in revenue is being budgeted to be received from APCD for payroll services. 1915 Bond Act Assessment revenue is increasing by \$21,000 due to the collection of the Los Osos sewer assessments anticipated to begin in FY 2011-12.

Overall, expenditures are decreasing by \$40,265 (less than 1%) from FY 2010-11 adopted levels. Salary and benefit accounts are decreasing by 1% or \$51,254 as compared to FY 2010-11. This decrease is the result of various adjustments for promotions, and funding two vacant positions, Auditor-Analyst Trainee and Account Clerk, for six (6) months and the elimination of a vacant Administrative Assistant position. Voluntary Time Off in the amount of \$24,258 also contributes to the overall decrease.

Services and supplies accounts are increasing by 5% or \$10,489 from FY 2010-11 amounts primarily due to increases in significant value purchases (\$4,200) attributed to budgeting for two (2) new computers and postage matrix charges (\$4,243, or 22%). The majority of the other service and supply accounts either decreased or are recommended at FY 2010-11 levels. The service level impacts associated with the recommended budget are anticipated to be minimal. As noted above, an Auditor-Analyst position is only funded for six (6) months. There may be some impacts to the development and implementation of training courses related to Enterprise Financial System (EFS) and SAP if the department is unable to fill this position.

GOALS AND PERFORMANCE MEASURES

<p>Department Goal: Provide periodic review of the internal controls of County departments to ensure compliance with policies and procedures, and minimize losses from fraud or misappropriation.</p> <p>Communitywide Result Link: A well-governed community.</p>						
<p>1. Performance Measure: Number of reviews, special district audits, trust fund reviews, and grant compliance audits performed for County departments.</p>						
06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
31	30	19	25	21	21	21
<p>What: The Internal Audit Division reviews the various offices, funds, and programs each year. Selection is made based on legal mandates, and measures of risk, such as dollar value, complexity, and/or the existence (or lack) of other checks and balances.</p> <p>Why: The reviews and audits help to minimize or prevent losses from fraud, waste, and abuse; and from non-compliance with program funding requirements. Since department managers are often unaware of their department's selection for a detailed audit in any particular year, this serves as a deterrent for lax internal controls.</p> <p>How are we doing? The Audit staff is currently comprised of three auditors performing cash, departmental, grant compliance, and State mandated audits. In addition, the Audit staff monitors and corrects errors in the State allocation of sales tax. The Internal Audit Division also monitors sub-recipients of the Workforce Investment Act for proper accounting methods, authorized expenditures, and services provided; calculates and prepares the Local Agency Formation Commission (LAFCO) billing to the various special districts and cities within the county. They also prepare and submit the County's Financial Transaction Report to the State, and provide assistance in preparing the Comprehensive Annual Financial Report. Audits and other reports prepared by the Audit staff are submitted to the Board of Supervisors and available to the public for comment.</p>						
<p>2. Performance Measure: Number of concessionaire, bed tax, or service provider audits completed.</p>						
06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
17	24	16	16	14	14	16
<p>What: Selected concessionaires, hotels, and major contracted service providers are audited on a rotating basis so that they can expect to be studied once every three or four years. Hotels and most concessions pay the County based on percentages of gross receipts, and many contractors are paid based on counts of eligible services provided.</p> <p>Why: These audits help to ensure the County is receiving all the revenue it is entitled to, and payments are made for services actually received. In addition, we try to maintain a level playing field so local businesses pay no more or less than their fair share under the law, and are properly compensated when contracting to the County.</p> <p>How are we doing? The number of audits is expected to increase from the prior year due to an additional auditor reassignment. Audit staff will focus on concessionaire and Transient Occupancy Tax audits in FY 2010-11 and FY 2011-12. We believe maintaining an audit presence helps create an even balance in the community. In addition, the staff began reviewing service providers' compliance with contracts to the County. In this way, service providers are properly compensated and the County receives the full spectrum of services purchased. Audits and other reports prepared by the audit staff are submitted to the Board of Supervisors and available to the public for comment.</p>						
<p>Department Goal: Maintain the financial health of the County by developing effective annual budgets, accurately identifying expenditures, and ensuring recovery of revenues from state and federal sources.</p> <p>Communitywide Result Link: A well-governed community.</p>						

3. Performance Measure: A favorable audit, by the State Controller's Office, of reimbursable costs allocated through the Countywide Cost Allocation Plan, prepared in accordance with Federal regulations.							
06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target	
Audit with no exceptions	Audit with no exceptions	Audit with no exceptions	Audit with no exceptions	Audit with no exceptions	Audit with no exceptions	Audit with no exceptions	
<p>What: State and Federal agencies allow for County's overhead cost reimbursement through numerous programs and grants. The Countywide Cost Allocation Plan is a tool used to distribute overhead costs to programs and departments within the County.</p> <p>Why: The County is reimbursed for overhead costs.</p> <p>How are we doing? The State Controller's Office performed an audit of the FY 2010-11 County Cost Allocation Plan. There were no findings or adjustments as a result of the audit.</p>							
<p>Department Goal: Provide timely and accurate financial information for the public, Board of Supervisors, and County departments.</p> <p>Communitywide Result Link: A well-governed community.</p>							
4. Performance Measure: Earn a clean auditor's opinion on the Comprehensive Annual Financial Report (CAFR).							
06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target	
1	1	1	1	1	1	1	
<p>What: A clean opinion from outside auditors measures the reliability, integrity and accuracy of the information presented in the County financial statements.</p> <p>Why: Provides assurance to the public, investors and others that the County's financial position is presented fairly and accurately.</p> <p>How are we doing? The external auditors have completed their annual audit of the FY 2009-10 fiscal year's financial statements and have issued unqualified or clean opinions. The review of the County's financial statements is required to be done and submitted to the State Controller's Office by December 31 following the end of each fiscal year.</p>							
<p>Department Goal: Insure that all automated accounting systems designed to provide easy access to relevant data are maintained with adequate internal controls and audit trails.</p> <p>Communitywide Result Link: A well-governed community.</p>							
5. Performance Measure: Percentage of County users that receive annual workshop training sessions on automated financial management, human resource/payroll and budget preparation systems.							
06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target	
100%	85%	85%	85%	85%	85%	85%	
<p>What: This measures our desire to be certain County users know what systems and information are available and how to use them.</p> <p>Why: County users will know what information is available and how to retrieve it given adequate training.</p> <p>How are we doing? The Auditor's Office continues to offer workshops in various specialized areas such as the budget preparation system, the cash handling and contract accounting handbooks, and year-end procedures. The Auditor's Office also offers workshops as needed for newly created SAP reports or other subject matters at departments' request. In FY 2009-10, a master EFS training schedule was established, and a variety of EFS Financial training courses were held including Basic Financial Reporting, Departmental Requisitioning and Receiving, Departmental Cost Accounting, Departmental Accounts Payable, and Projects Systems. In FY 2010-11, we hope to expand course offerings to include intermediate level courses. The number of participants is not tracked for informal trainings but 32 EFS/ESS trainings were given in which there were 385 attendees.</p>							
<p>Department Goal: Provide high quality, cost effective Auditor-Controller services.</p> <p>Communitywide Result Link: A well-governed community.</p>							

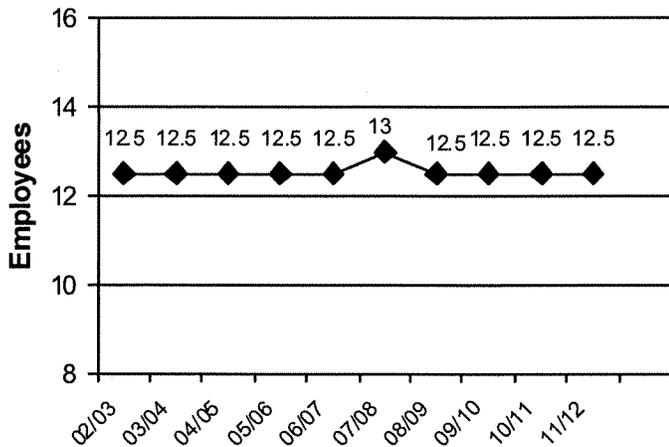
6. Performance Measure: Auditor Controller staff per 100 County employees.						
06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
1.5	1.7	1.7	1.6	1.6	1.6	1.6
<p>What: This shows Auditor Controller staffing levels per 100 county employees.</p> <p>Why: This data can be compared with Auditor-Controller offices of similar characteristics to provide one measure of whether we are appropriately staffed.</p> <p>How are we doing? Staffing levels per 100 employees for our comparable counties (6 counties surveyed) ranged from a low 1.0 in Monterey County to a high of 1.6 in both Napa and San Luis Obispo counties. The Auditor's Office maintains levels slightly above the average of 1.4, but within the range of our comparable counties. It is evident our comparable counties continue to face financial challenges as the number of full time equivalent (FTEs) continue to decline.</p>						
<p>Department Goal: 100% of legal mandates should be implemented within established deadlines.</p> <p>Communitywide Result Link: A well-governed community.</p>						
7. Performance Measure: Percentage of legal mandates implemented within established deadlines						
06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
N/A	N/A	100%	100%	100%	100%	100%
<p>What: Monitor State and Federal legislation regularly in order to keep updated with changes to current mandates and new mandates.</p> <p>Why: So that a proactive response to implement changes to current mandates and new mandates is seamless and timely.</p> <p>How are we doing? During FY 2009-10, we successfully implemented all known legal mandates. Some of these include: Cobra medical requirements, Governmental Accounting Standards for financial reporting, and various Internal Revenue Service (IRS) regulations. Legal mandates are continuous in our department due to the scope of financial responsibilities. We will continue to implement all mandates as they develop in FY 2011-12. The number of legal mandates vary from year to year depending on changes at the state and federal levels.</p>						

MISSION STATEMENT

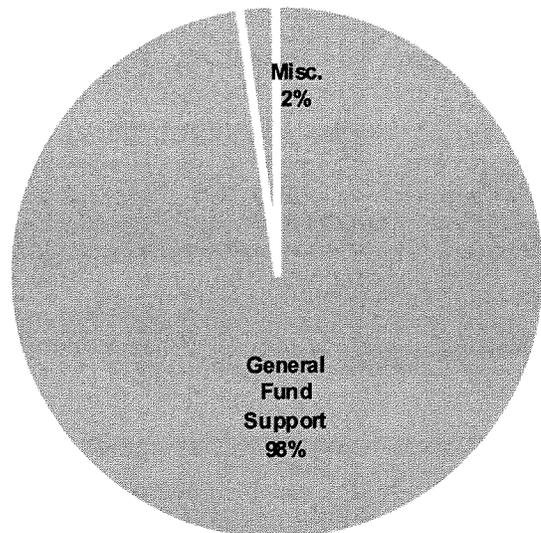
The San Luis Obispo County Board of Supervisors is the legislative arm of the County government, and is committed to the implementation of policies and the provision of services that enhance the economic, environmental and social quality of life in San Luis Obispo County.

<u>Financial Summary</u>	<u>2010-11 Budget</u>	<u>2010-11 Projected</u>	<u>2011-12 Requested</u>	<u>2011-12 Recommended</u>	<u>Change From 2010-11</u>
Interfund	\$ 0	\$ 145	\$ 0	\$ 0	\$ 0
**Total Revenue	\$ 0	\$ 145	\$ 0	\$ 0	\$ 0
Salary and Benefits	1,435,270	1,435,270	1,438,239	1,438,239	2,969
Services and Supplies	251,215	249,753	253,976	253,976	2,761
**Gross Expenditures	\$ 1,686,485	\$ 1,685,023	\$ 1,692,215	\$ 1,692,215	\$ 5,730
Less Intrafund Transfers	36,142	36,142	36,209	36,209	67
**Net Expenditures	\$ 1,650,343	\$ 1,648,881	\$ 1,656,006	\$ 1,656,006	\$ 5,663
General Fund Support (G.F.S.)	\$ 1,650,343	\$ 1,648,736	\$ 1,656,006	\$ 1,656,006	\$ 5,663

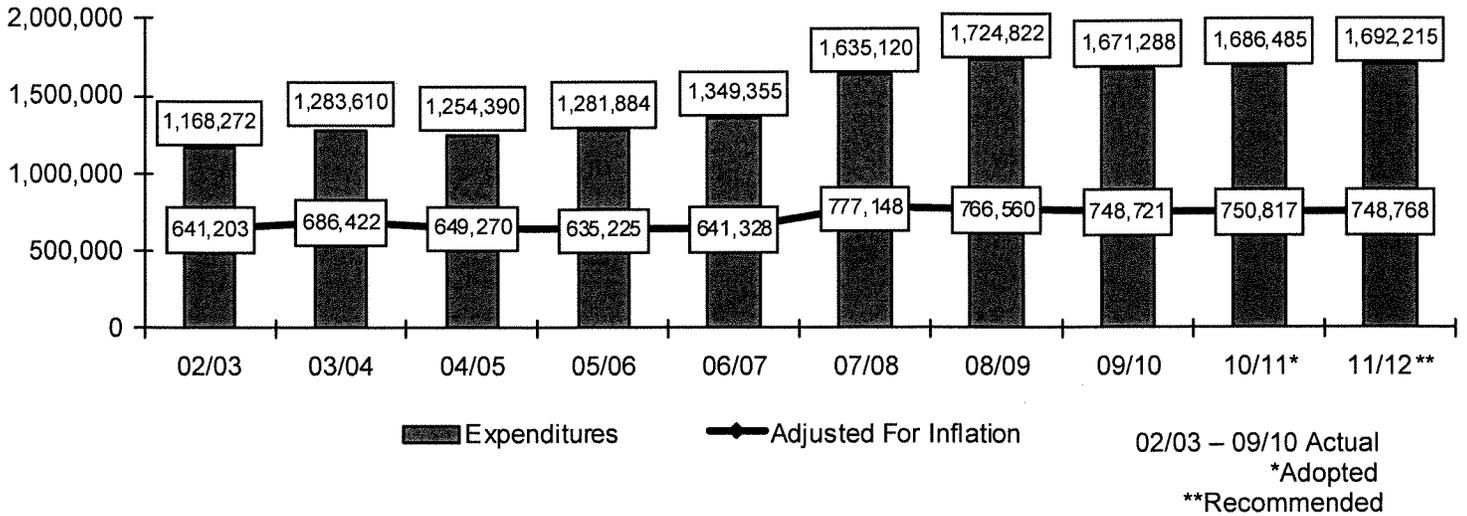
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

The Board of Supervisors has a total expenditure level of \$1,656,006 and a total staffing level of 12.50 FTE to provide the following services.

Annual County Audits

This program complies with Government Code Section 25250, which states that it is the Board of Supervisors' duty to examine and audit the financial records of the County. In addition, this program satisfies the Federal Single Audit Act (Public law 98-502) relative to the auditing of federal monies received by the County.

Total Expenditures: \$106,160 Total Staffing (FTE): 0.00

Service to Public

The majority of the Board's activities center around services to the public which are provided in its capacity as the legislative body of the County. Members of the Board of Supervisors represent the people residing within their supervisorial district, while also working for the general welfare of the entire County.

Total Expenditures: \$1,549,846 Total Staffing (FTE): 12.50

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

In FY 2008-09, the County began to implement its "Seven Year Pain Plan" to adjust to new economic realities through targeted reductions intended to bring expenses in-line with revenue projections. As a result, the department of the Board of Supervisors eliminated a 0.5 FTE Administrative Assistant, along with additional cuts to travel, training, and professional memberships.

Further complicating the cost reduction efforts of this department is the State-mandated County-wide audit contract as well as the contracts for publicly broadcasting the Board of Supervisors meetings. These contracts represent 71% of the non-salary related costs for this fund center. Recognizing the need to offset these increasing contractual obligations, in FY 2009-10 the Board of Supervisors agreed to 5% salary reductions, along with even greater reductions to travel and training.

The FY 2010-11 adopted budget included the elimination of all remaining travel and training funding as well as a further reduction in professional memberships, equating to a total reduction of \$38,684 or 81% from FY 2007-08 adopted levels in these categories, not including the reductions to salaries and benefits.

As a result of these service levels being unsustainable, it is recommended that the General Fund support for this department increase by \$5,663 or less than 1% from FY 2010-11. This is the result of the partial restoration of travel expenses that were previously eliminated. The partial restoration of these funds will allow for improved planning and provision of services in alignment with public needs.

GOALS AND PERFORMANCE MEASURES

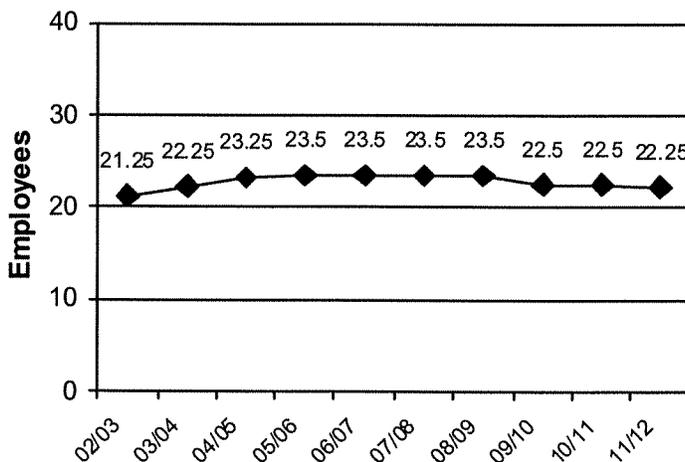
Department Goal: To enhance the public's trust in county government by measurably demonstrating that we provide efficient, high quality, results oriented services.						
Communitywide Result Link: A well-governed community.						
1. Performance Measure: Percentage of citizens that rate the overall quality of services the County provides as "good" to "excellent".						
06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
71%	Triennial Survey	Triennial Survey	Triennial Survey	70%	72%	Triennial Survey
<p>What: Measures citizen satisfaction with County services using data from the ACTION for Healthy Communities telephone survey now conducted every three years. Concurrently, the County conducts a Citizen's Opinion Survey that builds on the data provided in the ACTION for Healthy Communities survey. Both surveys include specific questions designed to solicit information from the public relative to whether they received satisfactory service from County employees.</p> <p>Why: It is the County's desire to provide services to our residents that are in line with their expectations. Based on the data gathered from these two surveys, County departments will develop and implement action plans designed to improve the quality of services delivered to the public and we will continue to measure our progress in meeting this goal over time.</p> <p>How are we doing? The 2010 ACTION telephone survey asked 1048 randomly selected adults "How would you rate the San Luis Obispo County government, including major units such as the Sheriff, Social Services, County Planning and Building, Elections Office, Health Department, Assessor, Tax Collector, Roads and the County Board of Supervisors?" Overall, how would you rate the services provided by San Luis Obispo County government?" 72% of the respondents rated the County as "good" (41%), "very good" (25%) or "excellent" (6%). These results are almost identical to the 2007 survey (71%). The 2010 ACTION survey was presented to the Board on October 26, 2010. The survey results posted on the County's web site: http://www.slocounty.ca.gov. The next ACTION telephone survey is planned for FY 2013-14.</p>						
2. Performance Measure: Percentage of citizens that indicate their overall impression of County employees (based on their most recent contact) is good or excellent.						
06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11/12 Target
Triennial Survey	75%	Triennial Survey	Triennial Survey	Survey on hold	Survey on hold	Survey on hold
<p>What: The County initiated a Citizen's Opinion Survey that will be conducted every three years to build on the data provided in the ACTION for Healthy Communities survey. The survey tool includes specific questions designed to solicit information from the public relative to whether they received satisfactory service from County employees.</p> <p>Why: The information gained from this survey will be used to help us improve customer service to the public. Based on the data gathered from the Citizen's Opinion Survey, County departments will develop and implement action plans designed to improve the quality of services delivered to the public and we will continue to measure our progress in meeting this goal over time.</p> <p>How are we doing? The Citizen's Opinion Survey was most recently conducted in the Winter of 2007. This survey asked respondents if they have had contact with County employees in the past 12 months, and if so, to rate their overall impression of that contact in terms of knowledge, responsiveness and courtesy of County staff. 57% of the respondents had contact in that past year, and of those, 75% rated their overall impression of their contacts with County employees as "good" or "excellent". Due to budgetary constraints, the citizen's opinion survey has been put on hold.</p>						

MISSION STATEMENT

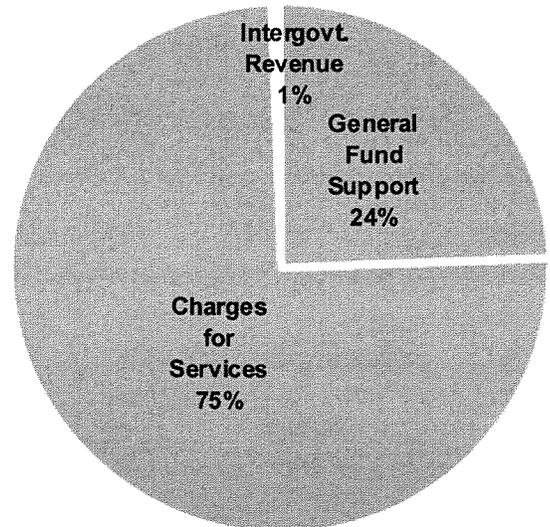
In pursuit of a well-governed community, the County Clerk-Recorder will ensure the integrity of the election process and the records maintained by the office and provide access to these public records, by complying with all applicable laws, employing technology to its fullest and wisely spending the public funds entrusted to us, while serving our customers with courteous and well-trained staff.

<u>Financial Summary</u>	<u>2010-11 Budget</u>	<u>2010-11 Projected</u>	<u>2011-12 Requested</u>	<u>2011-12 Recommended</u>	<u>Change From 2010-11</u>
Intergovernmental Revenue	\$ 327,659	\$ 820,043	\$ 14,000	\$ 14,000	\$ (313,659)
Charges for Current Services	2,245,818	2,569,570	2,389,329	2,389,329	143,511
Other Revenues	0	1,800	0	0	0
**Total Revenue	\$ 2,573,477	\$ 3,391,413	\$ 2,403,329	\$ 2,403,329	\$ (170,148)
Salary and Benefits	2,026,143	2,014,690	2,031,382	2,005,911	(20,232)
Services and Supplies	1,046,325	1,231,495	1,050,123	1,016,710	(29,615)
Fixed Assets	7,000	7,000	160,000	160,000	153,000
**Gross Expenditures	\$ 3,079,468	\$ 3,253,185	\$ 3,241,505	\$ 3,182,621	\$ 103,153
General Fund Support (G.F.S.)	\$ 505,991	\$ (138,228)	\$ 838,176	\$ 779,292	\$ 273,301

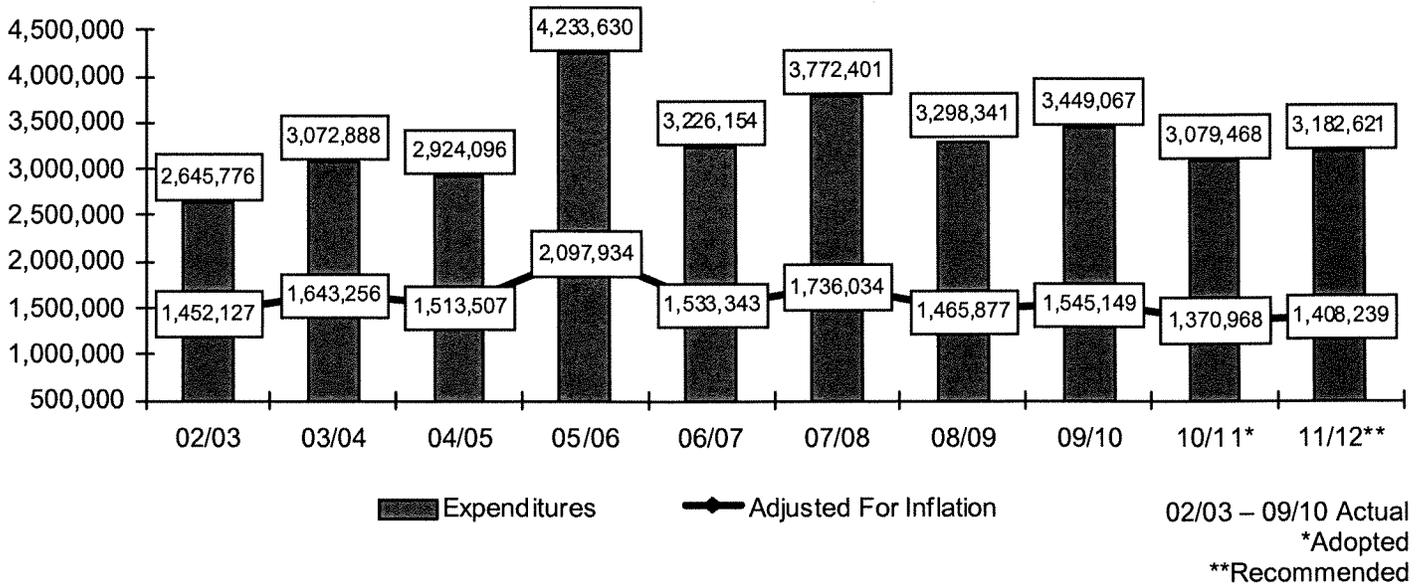
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

The Clerk-Recorder has a total expenditure level of \$3,182,621 and a total staffing level of 22.25 FTE to provide the following services:

Administration

Perform Clerk-Recorder mandated duties including: Provide professional, knowledgeable staff for all meetings of the Board of Supervisors, and other mandated boards, to produce accurate and timely meeting minutes; and preserve and maintain files and records. Provide enthusiastic, professional volunteers and staff to perform civil marriage ceremonies. Provide exemplary service to our customers in County Clerk mandated functions, such as issuing marriage licenses, filing notary and other bonds and filing fictitious business name statements. Maintain the integrity of the Official Records with well-trained staff to examine, record and index property related documents and vital records; provide professional, knowledgeable staff to assist the public in searching records maintained by the office. Encourage and maintain the voter registrations of all electors residing within the County.

Total Expenditures: \$1,575,540 Total Staffing (FTE): 15.17

Elections

Ensure the integrity of the election process in the management and conduct of all elections; provide professional, knowledgeable staff to assist candidates, customers and voters in the office and at the polls on Election Day.

Total Expenditures: \$835,522 Total Staffing (FTE): 3.15

Recorder's Restricted Revenues (Special Projects)

Collect and utilize restricted funds to pursue the modernization of delivery systems for official and vital records.

Total Expenditures: \$771,559 Total Staffing (FTE): 3.93

DEPARTMENT COMMENTS

The County Clerk-Recorder provides a variety of services including: preserving property and vital records, issuing marriage licenses and fictitious business names, maintaining Board of Supervisors records and registrations of eligible voters, conducting elections, and performing civil marriage ceremonies. The department's focus is to ensure the integrity of these records and processes and improve access for all residents of the County while performing our duties within the legislated mandates and deadlines. As the department participates in solutions to the County's financial challenges, it is also confronted with some challenges that are specific to the County Clerk-Recorder.

Reducing the cost of conducting elections is a challenge for Clerk-Recorder's across the State. In California, elections are conducted in the most expensive manner; while more and more voters chose to vote by mail (60% in the November 2010 election), the State requires that polling places must be maintained to serve ALL voters. election law does not allow any adjustment in requirements for the number of polling places and precinct workers for regularly scheduled elections. By providing more flexibility for counties in meeting this challenge or allowing all vote-by-mail ballot elections, significant costs reductions could be realized, as shown by the savings accomplished in the special elections highlighted below under accomplishments. To advocate for changes to election law that will enable a reduction in the cost of conducting elections, the department has worked closely with the statewide association of election officials and has garnered support from the Board of Supervisors for the conduct of elections by mail at local option.

The unknown future of election systems and necessary funding is also a challenge for the department. The vote counting system currently in use was deployed over a decade ago. The increase in vote-by-mail ballots requires a high speed ballot counter to efficiently count these ballots. The County has been allocated over 2 million dollars in State and Federal funds, which will expire on December 31, 2011, to replace the old technology and purchase a system with this functionality. However, at this time, no such system has received the required Federal and State certification. The certification process is long and arduous and at this time it is unknown if systems will be available before the funding expires or if the funding will be extended to allow time for the certification process.

Following are some of the department's notable accomplishments for FY 2010-11 and some specific objectives for FY 2011-12:

FY 2010-11 Accomplishments

- Reduced the number of polling places for two countywide special elections to fill the vacancy in Senate District 15, saving \$300,000 on the conduct of those two elections. These two elections were held in the 5 months between the regularly scheduled June primary and November general elections.
- Partnered with Access For All, a community organization dedicated to improving access to all citizens, to produce a training video on assisting voters with special needs.
- Used grant monies to implement an elections lookup page on the department's website which displays photos of polling places and highlights the accessibility features of the location. This feature logged over 3,400 visitors for the November election.
- Streamlined the preparation of administrative records and reduced staff time necessary to complete these records by 30% from an average of 100 hours to 70 hours per record.

FY 2011-12 Objectives

- Utilize the service of Cal Poly students to assist with redrawing precinct boundary lines mandated by the 2010 census and subsequent redistricting effort. This project must be completed by December 30, 2011 in preparation for the June, 2012 primary election.
- Implement Intelligent Character Recognition technology to reduce the time necessary to index voter registration affidavits by 38% from 900 hours to 567 hours annually. This reduction will ensure registrations received at or near the 15-day deadline prior to elections can be timely entered and the voters will receive information as quickly as possible. It will also reduce the impact of elections on other services provided by the Clerk-Recorder.
- Further refine the Automated Indexing system to increase the number of official record documents processed by the system from 6% to 15%. Increasing the efficiency of the system will ensure that land records are accessible to the public and Assessor's staff by the next business day.

- Partnered with Cal Poly Geographic Information Systems students to conform precinct boundaries to updated parcel lines in preparation for the 2011 redistricting effort, saving 100 hours of staff time and engaging the community in County government.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Revenue in the department's Elections Division fluctuates with the election cycle as additional revenue is realized from jurisdictions that consolidate their elections with general elections, and therefore pay for their cost of the election, thus covering a portion of election expenses. General elections are held in even-numbered years. During the odd-numbered years (FY 2011-12 is an odd-numbered year), election revenue declines and the department requires additional General Fund support.

The level of General Fund support for this budget is recommended to increase \$273,301 or 54% compared to the FY 2010-11 adopted budget. Because of the cyclical nature of election revenues, an adjustment is made to even out the years. When adjusted for the timing of election cycles, General Fund support is actually decreasing 2% compared to the FY 2010-11 adopted budget. Revenues are recommended to decrease \$170,148 or 6% and expenditures are recommended to increase \$103,153 or 3% compared to the FY 2010-11 adopted level.

Revenues are decreasing largely due to the fluctuation in election related revenue listed above. Other Clerk fees are recommended to increase by \$11,000 due to an increase in marriage licenses, fictitious business name statements as well as an increase in official record copy fees—these increases offset the loss of passport fees that the department will not collect in FY 2011-12 due to no longer being a Passport Agent. Recorder's Restricted Revenue is increasing \$253,331. Restricted Revenues are revenues that the Clerk-Recorder is authorized to collect by government code for various recording activities. Government code also places restrictions on how these revenues are expended—generally to modernize and improve the retention and retrieval of recorded documents. Restricted Revenues are held in trust accounts and the amount of Restricted Revenues budgeted is determined by the specific projects and expenditures that are funded from them. This account is increasing due to the reallocation of staff for work on special projects as well as the purchase of services and supplies and some fixed assets that are allowed for by State statute. Other significant changes to revenue include: a decrease of \$317,659 in SB 90 State Mandated Costs due to the Governor's proposed suspension of SB 90 claims, and an increase of \$60,000 to Recording Fees which is consistent with the high level of recording activity that the department has experienced in the current fiscal year.

Salary and benefits are decreasing \$20,232 or less than 1% compared to FY 2010-11 adopted levels. While the FY 2011-12 salary and benefit budget accounts for regular pay step increases, various reductions drive the overall decrease. The recommended budget includes a \$10,790 reduction to the amount budgeted for overtime for elections. Recommended changes to the department's position allocation list (PAL) also result in a net savings of approximately \$13,000. A net reduction of .25 FTE is recommended for the department's PAL in FY 2011-12:

- - 0.50 FTE Administrative Assistant
- + 0.25 FTE Clerk-Recorder Assistant

The recommended changes to the PAL will have minimal impacts to service levels. The savings resulting from the .5 FTE reduction to the Administrative Assistant position offset the cost of the department's budget augmentation request for the implementation of Intelligent Character Recognition technology which will decrease the staff time needed to process voter registration cards (discussed below). The 0.25 FTE allocation increase to the Clerk-Recorder Assistant position will eliminate some of the overtime pay that is paid to the incumbent who consistently works beyond the current 0.5 FTE allocation. It is also recommended that the department delay filling the resulting 0.5 FTE Administrative Assistant position for seven months which will further reduce salary and benefit costs by \$14,681.

Services and supplies are recommended to decrease \$29,615 or 2% compared to FY 2010-11 adopted levels. The decrease is due to reductions in several accounts including travel and training, as well as a reduction in

**Clerk-Recorder
Fiscal Year 2011-12 Proposed Budget**

Fund Center 110

Special Department Expense which will reduce the number of precinct staff at the polls from five to four. Each of these reductions poses minimal service level impacts.

Fixed assets are recommended to increase \$153,000 or 2,185% compared to FY 2010-11 adopted levels. Recommended fixed asset expenditures include the replacement of an aging scanner and the installation of high density shelving units in the Recorder's storage space at Camp San Luis Obispo. Both recommended fixed asset expenditures will be funded with restricted revenues. The department submitted a budget augmentation request for the installation of the high density shelving which is discussed below.

BUDGET AUGMENTATION REQUESTS RECOMMENDED

Unit Amount	Description	Intended Results
Gross: \$130,000, funded entirely with the Clerk-Recorder's restricted revenues. General Fund Support: \$0	Installation of high density shelving units in the Recorder's storage space at Camp San Luis Obispo.	1. Protect books from the atmospheric conditions which hasten their deterioration. 2. Increase the number of historical books that can be stored.
Gross: \$11,000, offset with salary and benefits savings of \$13,000 due to the voluntary reduction of .25 FTE Administrative Assistant General Fund Support: -\$2,000	Implementation of Intelligent Character Recognition (ICR) technology to assist in the processing of voter registration cards.	1. Improve the efficiency of processing voter registrations by 38%, reducing the time it takes to process voter registration cards from 900 hours to 567 hours annually (a 60-80 second reduction per card). 2. Reduce the department's reliance on overtime and temporary help during elections.

GOALS AND PERFORMANCE MEASURES

Department Goal: Create, process, maintain, and/or update records and documents (i.e., Board of Supervisor minutes and records, real property and vital records, voter registration, etc.) in a timely and accurate manner to ensure compliance with local, state, and federal laws.						
Communitywide Result Link: A well-governed community.						
1. Performance Measure: Percentage of documents received by mail which are examined and recorded, or returned within 2 business days.						
06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
99.1%	98.1%	93%	98%	100%	96%	100%
What: This measure tracks the processing time for official records (e.g. deeds, reconveyances) received in the mail.						
Why: Tracking the time it takes to process official records helps to measure how prompt our customer service is to the public, County departments, State, and Federal agencies, and enables us to ensure that we are complying with law that requires recordation within 2 days of receipt of specific documents which are sent to us by express delivery.						
How are we doing? Recording volumes for the first portion of FY 2010-11 have matched levels from prior fiscal years. In FY 2009-10, we did not reach our goal of processing 100% of all documents within two days of receipt due to staffing reductions and the conduct of two regularly scheduled elections, as well as the Senate District 15 Special Primary Election which required reassigning staff away from their regular duties. FY 2010-11 started much the same way, with the August Special General and the November General Election. Since there are no elections on the horizon, we will be able to devote time to additional training for all staff to assist in reaching the goal of 100% in future years, even with an increase in recording volumes.						
Department Goal: Provide easy access to all public records and documents to enhance customer service.						
Communitywide Result Link: A well-governed community.						

2. Performance Measure: Percentage of requests for vital and official records per month conducted online via the web.

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
4.0%	4.4%	4.7%	5.3%	5.0%	6.0%	6.5%

What: This measure tracks the use of Clerk-Recorder services that are available online for a fee.

Why: Because records copy requests via the web require less staff time, measuring the use of online vital and official records services informs decisions about how to assign staff within the department which contributes to a more efficient use of staff time. Tracking measurements of the level of use of online vital and official records use also provides indicators of the need to advertise and enhance the availability of certain services online to better serve the public.

How are we doing? The online purchase of birth and death copies has been restricted in the State since 2003, and in 2010 the restriction was expanded to include copies of marriage licenses. The percentage of online requests for the purchase of vital and official records has been increasing since legislation was passed in 2004 to allow customers to fax a notarized statement for purchase of these records. Increases in online requests for vital and official records beyond FY 2010-11 adopted levels is also due to the fact that the vendor utilized for the web orders continues to make improvements to their service, which is expected to result in increased numbers of customers utilizing web based record request services. 6% of requests is equal to 62 requests for vital and official records per month via the web. This represents an increase of 120 requests per year over the adopted measure. Continual improvements to the online system will enable the Clerk-Recorder to meet the FY 2011-12 target of 6.5% of all vital and official records requests being made online.

3. Performance Measure: Percentage of Internet survey respondents who found information they were searching for without a follow up phone call or trip to the office. *This performance measure is being deleted in FY 2011-12.*

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
80%	82%	81%	84%	85%	82%	Deleted

What: This measure tracks responses to the department's website survey which asks users to indicate whether or not they found the information they were searching for without a follow up phone call or trip to the office.

Why: Giving our customers the information they need on the department's website without further follow-up makes it easier for the customer and enhances our customer service and saves on staff time to assist with the follow-up. The feedback we receive helps us target areas where we can enhance and improve our website offerings.

How are we doing? The Clerk-Recorder's website was revised as part of the countywide E-Government initiative in May 2006. The increase in the number of customers who can find the information they are looking for without a follow-up phone call is indicative of the new topic centric focus of the County's web presence. We continue to explore adding new information to the website and in 2006 added live web streaming of the Board of Supervisors meetings which resulted in an additional 3,000 hits per quarter. In 2010, we enhanced our polling place look-up feature on the web by providing mapping instructions and photographs of polling places highlighting their accessibility features for voters to identify and fully utilize their assigned polling place on Election Day. While we have increased the information available on our website, legislative restrictions to the access of vital records indices and images of official record information affects our ability to provide a complete array of information through the Internet which means that customers searching for this information will always need to follow up with contact to our office. This measure is being deleted in FY 2011-12 because we are not getting sufficient information from our website survey. Not all users respond to our website survey, but those who do respond often provide incomplete responses, which makes it difficult to measure the level of use and usability of our online information and services. Although the performance measure is being deleted, we will continue to use all feedback to improve the website and to enhance the information offered online.

Department Goal: Ensure the integrity of the San Luis Obispo County election process and encourage the participation of all eligible voters in a cost-effective manner.

Communitywide Result Link: A well-governed and prosperous community.

4. Performance Measure: Cost per vote-by-mail ballot.

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
\$2.39	\$2.07	\$1.97* \$2.08**	\$1.78* \$2.00** \$1.53***	\$2.25	\$1.37* \$2.10**	\$2.25

What: This measures the cost to issue each vote-by-mail ballot.

Why: Vote-by-mail ballots have traditionally been very labor intensive to administer and process. Currently approximately 51% of San Luis Obispo County voters choose to vote by mail ballot. Tracking the costs to issue vote-by-mail ballots allows the department to plan for the budget impacts of these ballots accordingly and contributes to efforts to automate and streamline the process which increases efficiency and keep costs down.

How are we doing? The deployment of technology has had a profound effect on this labor intensive process. Since San Luis Obispo County began implementing technology and introduced efficiencies for the issuance of vote by mail ballots, per ballot costs have been reduced from \$4.11 per voter in 1998 to the current \$2.00 or less per voter. The expansion of permanent vote-by-mail status has further assisted in reducing this cost as these voters do not need to apply for a ballot, reducing the staff time to process the request by about one-third. The FY 2007-08 and FY 2008-09 actual results reflect the deployment of additional technology that has assisted in keeping vote-by-mail ballot costs stable, such as signature scanning, automatic signature verification, and envelope openers. Vote-by-mail ballot costs were significantly lower for the two special elections (in June 2010 and in August 2010) because of legislation that streamlined the manual tally of vote by mail ballots in these elections. This saved approximately 48 hours of labor costs. As existing automation is fully utilized, the process of issuing and verifying vote-by-mail ballots has become more efficient. As emerging technology is developed and becomes available, the Clerk-Recorder will search for and utilize available grants to further stabilize cost fluctuations and reduce costs as much as possible.

Some of our comparable counties were able to provide the following information as a comparison. Costs are from prior year as current costs are not available.

Placer County	\$5.41 per ballot		
Santa Barbara County	\$3.88 per ballot		
Napa County	\$2.85 per ballot		
FY 2008-09 Results:	* November 2008 General Presidential Election	** May 2009 Special Statewide Election	
FY 2009-10 Results:	* November 2009 Uniform District Election	** June 8, 2010 Primary Election	
	*** June 22, 2010 Special SD 15 Primary Election		
FY 2010-11 Results:	* August 2010 Special SD 15 General Election	** November 2010 General Election	

5. Performance Measure: Average cost per registered voter in the County.

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
\$3.03	\$3.56	\$4.08* \$2.40**	\$3.78* \$3.83** \$1.98***	\$3.45	\$1.46* \$3.45**	\$3.85

What: This measures the cost of conducting a countywide election per registered voter.

Why: Measuring the cost of conducting countywide elections per registered voter enables the Clerk-Recorder to have a better understanding of the overall costs of conducting an election and to identify means to conduct elections in the most cost effective manner possible.

How are we doing? Even with the increased number of voter registrations and high voter turnout, the department continues to maintain its commitment to providing the best election experience in the most cost effective manner. The costs for the November 2010 General Election are higher than the August 17th Special Election due to higher voter turn-out for the regularly scheduled General Election, as well as several cost saving measures that were implemented for the Special Election, including increased consolidation of polling places, additional vote by mail precincts and reducing the number of workers at the polls from five to four. These measures saved \$50,000 on poll worker salary alone for the special election. Other reductions were realized in poll delivery costs, polling place rental charges and staff time associated with the manual tally rule change mentioned in the above measure, the shorter ballots, and lower turnout in the Special Election. The target costs for FY 2011-12 recognize the additional cost of providing party specific ballots in a primary election, anticipated postage increases in 2012, and the increased activity associated with a Presidential primary election.

Some of our comparable counties were able to provide the following information as a comparison. These comparisons are from prior years as current figures are not available.

Placer County	\$4.99 per registered voter		
Santa Barbara County	\$11.00 per registered voter (includes indirect costs)		
Napa County	\$2.67 per registered voter		
FY 2008-09 Results:	* November 2008 General Presidential Election	** May 2009 Special Statewide Election	
FY 2009-10 Results:	* November 2009 Uniform District Election	** June 8, 2010 Primary Election	
	*** June 22, 2010 Special Senate District 15 Primary Election		
FY 2010-11 Results:	* August Special SD 15 General Election	** November 2010 General Election	

6. Performance Measure: Voter Participation Rate.

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
63.08%	63.5% * 43.4% **	83.1% * 39.4% **	40.27% * 47.12% ** 37.87%	63%	43.4%* 69%**	65%

What: This measures the San Luis Obispo County voter turnout in elections.

Why: Measurements of voter turnout are an indicator of whether people participate in their government and have a stake in their future. The Clerk-Recorder measures voter turnout to target populations and geographical areas where more voter education may be needed and to ensure that we have efficiently assigned staff and resources to assist voters.

How are we doing? Many factors affect voter turnout. Turnout is always highest in a Presidential General Election and lowest in a Gubernatorial Primary Election. In addition, voter file maintenance is critical to ensure that election files contain no voters that are inactive, thereby giving a more accurate picture of the voter turnout. This office is committed to encouraging voter participation and educates the public on deadlines for voter registration and the process to obtain a vote-by-mail ballot for each election. Our commitment to mail voter information pamphlets/vote by mail applications at the earliest possible date, and the posting of information and polling place lookup on the internet, assist our voters in being informed and contribute to the County's high rates of voter turnout. Efforts to encourage voter turnout are reflected in the County's voter turnout for the August 2010 Senate District 15 Special General Election being 4% higher than the district average of 39.4%. The statewide turnout for the November General election was 59.5%- nearly 10 percentage points lower than San Luis Obispo County. The target of 65% voter turnout for FY 2011-12 anticipates a high level of voter turnout for the 2012 Presidential Primary and the recently passed proposition that provides for a "Top Two" primary election in which candidates from all qualified parties appear on the primary ballot.

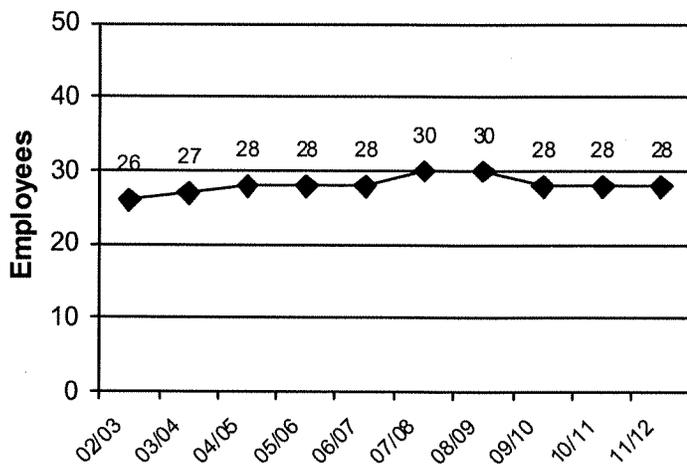
FY 2005-06 Results:	* November 2005 Special Statewide Election	** June 2006 Direct Primary Election
FY 2007-08 Results:	* February Presidential Primary Election	** June 2008 Direct Primary Election
FY 2008-09 Results:	* November 2008 General Presidential Election	** May 2009 Special Statewide Election
FY 2009-10 Results:	* November 2009 Uniform District Election /City of Paso Election	** June 2010 Direct Primary Election
	*** June 22, 2010 Special SD 15 Primary Election	
FY 2010-11 Results:	* August 2010 Special SD 15 General Election	** November 2010 General Election

MISSION STATEMENT

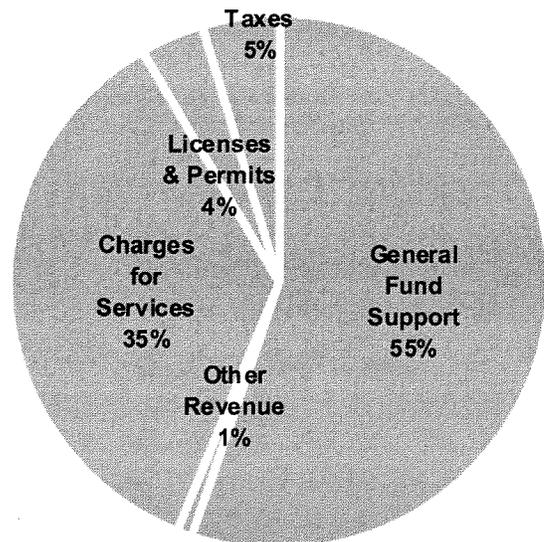
The Treasurer, Tax Collector, Public Administrator's staff is committed to providing quality service to the community, including the efficient collection and prudent management of public funds needed for public services.

<u>Financial Summary</u>	<u>2010-11 Budget</u>	<u>2010-11 Projected</u>	<u>2011-12 Requested</u>	<u>2011-12 Recommended</u>	<u>Change From 2010-11</u>
Taxes	\$ 129,250	\$ 95,000	\$ 139,000	\$ 139,000	\$ 9,750
Licenses and Permits	101,528	101,528	109,293	109,293	7,765
Charges for Current Services	1,054,881	1,039,943	1,020,330	1,020,330	(34,551)
Other Revenues	33,258	29,532	24,130	24,130	(9,128)
**Total Revenue	\$ 1,318,917	\$ 1,266,003	\$ 1,292,753	\$ 1,292,753	\$ (26,164)
Salary and Benefits	2,657,523	2,411,557	2,619,099	2,619,099	(38,424)
Services and Supplies	282,842	282,842	273,588	273,588	(9,254)
**Gross Expenditures	\$ 2,940,365	\$ 2,694,399	\$ 2,892,687	\$ 2,892,687	\$ (47,678)
 General Fund Support (G.F.S.)	 <u>\$ 1,621,448</u>	 <u>\$ 1,428,396</u>	 <u>\$ 1,599,934</u>	 <u>\$ 1,599,934</u>	 <u>\$ (21,514)</u>

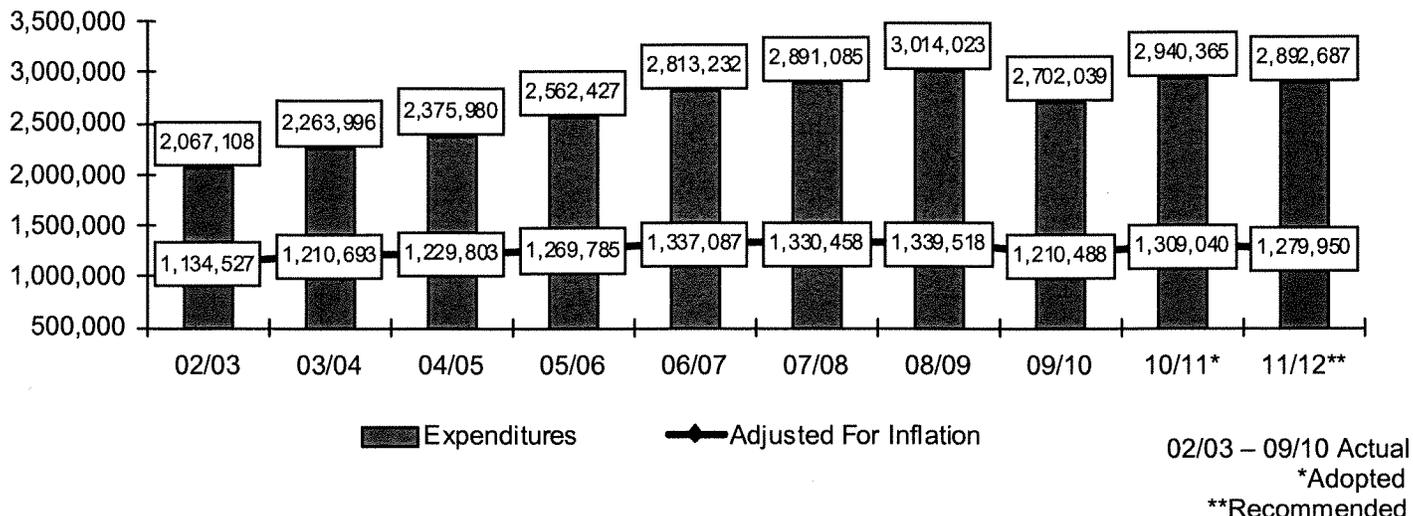
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

The Treasurer/Tax Collector/Public Administrator has a total expenditure level of \$2,892,687 and a total staffing level of 28.00 FTE to provide the following services:

Local Mandated Collections

Administer the issuance of business licenses for all unincorporated areas of the County and collect and account for business license regulatory fees, Transient Occupancy Taxes (hotel bed taxes), the tobacco license fee, and the San Luis Obispo County Tourism Business Improvement District assessment.

Total Expenditures: \$181,458 Total Staffing (FTE): 2.19

Public Administrator

Administer the estates of deceased County residents when there is no one willing or qualified to act as executor or administrator of the estate, to ensure compliance with legal mandates. Services include coordinating property sale or other disposition; researching and notifying beneficiaries; processing court documentation, income tax returns and wills; and ensuring payments to creditors.

Total Expenditures: \$157,997 Total Staffing (FTE): 1.32

Secured Collections

Manage the billing, collection, and accounting of taxes secured by real property, i.e., residential and commercial land and buildings. Collect delinquent property taxes and coordinate the sale of tax-defaulted property through sealed bid sales, "Chapter 8" agreement sales, and public auctions.

Total Expenditures: \$1,061,125 Total Staffing (FTE): 10.14

Supplemental Collections

Manage the billing, collection, and accounting of Supplemental Property Taxes (secured or unsecured) when the property value is reassessed due to a change in ownership or the completion of construction on real property.

Total Expenditures: \$331,535 Total Staffing (FTE): 3.73

Treasury

Provide banking services including receiving, depositing, investing, and controlling all monies belonging to the County, school districts, and special districts for which the County Treasurer is the ex-officio treasurer. Support the County, school districts, and special districts in the process of debt issuance.

Total Expenditures: \$872,017 Total Staffing (FTE): 7.62

Unsecured Collections

Manage the billing, collection, and accounting of taxes on unsecured property, i.e., business fixtures and equipment, racehorses, airplanes, and boats. Administer a collection program for delinquent unsecured property taxes.

Total Expenditures: \$288,555 Total Staffing (FTE): 3.00

DEPARTMENT COMMENTS

The combined office of the Treasurer, Tax Collector, Public Administrator has three diverse functions with a common goal of providing cost effective, quality service to the community.

The department continually explores effective and efficient ways to enhance its services to the public as evidenced in its accomplishments over the years. Among the department's notable accomplishments, San Luis Obispo County is one of the first in the State to offer the public the ability to access tax information electronically and pay taxes online. As part of its "Go Green" efforts, San Luis Obispo County is the first in the State to offer e-Billing for tax bills which provides taxpayers with a convenient option to receive tax bills electronically. These efforts not only enhance services to the public, they also reduce costs.

The department is currently experiencing low rates of return on its investments during this historically low interest environment. One of the department's major challenges will be to reduce treasury costs and aggressively search for options to obtain better yields without jeopardizing safety and liquidity.

As the department prepares to move into FY 2011-12, it continues to look for ways to be more efficient in order to provide quality service to the public with fewer resources.

Following are some of the department's notable accomplishments for FY 2010-11 and some specific objectives for FY 2011-12:

FY 2010-11 Accomplishments

- Completed standard operating checklists on key processes in order to minimize the risk of critical errors, thereby improving accuracy and efficiency in the performance and completion of tasks.
- Designed spreadsheets to forecast and determine cash flow, in order to optimize account balances, which result in earnings credits that significantly offset banking fees.
- Completed and implemented a Tax Status Letter which provides taxpayers with a clear picture of the outstanding tax amounts due for assessments with prior year and supplemental taxes. The department has received a favorable response to the letters from taxpayers.

FY 2011-12 Objectives

- Research best practices from other counties and review banking processes and costs to determine if the Treasury is operating as efficiently as possible.
- Identify additional investment options which offer a higher yield while meeting the Investment Policy objectives of safety and liquidity.
- Partner with the Information Technology Department to implement a web-based system for the Transient Occupancy Tax and San Luis Obispo County Tourism Business Improvement District programs to allow motel and vacation rental operators the ability to obtain forms and make payments electronically, which will reduce the staff time needed to administer the programs.

- Initiated a Taxpayer Communication Tracking Program which provides staff with a complete communication history on any given property. The program improves customer service through better organized information and a faster method of retrieving communications with taxpayers.
- Market the “Go Green” concept to encourage participation in the e-Billing and paperless billing programs which further the department’s mission of providing quality service while reducing costs.

COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

The level of General Fund support for this budget is recommended to decrease \$21,514 or 1% compared to the FY 2010-11 adopted level. Revenues are recommended to decrease \$26,164 or 1% and total expenditures are recommended to decrease \$47,678 or 1%.

Several revenue accounts are recommended to increase, but overall revenues are decreasing due largely to a \$44,563 or 4% decrease in Administrative Services Fee revenue which is calculated based on the department’s cost for administering the Treasury funds. This revenue is decreasing because of a decrease in salaries and benefits which is largely associated with the Assistant Treasurer-Tax Collector position being vacated in early FY 2010-11 and filled at a lower pay step, as well as a decrease in the Treasurer’s portion of the countywide overhead.

Salary and benefits are decreasing \$38,424 or 1% due to: 1) various positions having been vacated and filled at lower pay steps, 2) the exchange of a Supervising Administrative Clerk I-Confidential position for a non-confidential position, 3) the promotion of the Principal Analyst to the Assistant Treasurer-Tax Collector position, leaving the Principal Analyst position vacant and then filling it at the Financial Analyst I level, and 4) the elimination of the County paid retirement contribution for the Treasurer-Tax Collector.

Services and supplies are decreasing \$9,254 or 3% due to significant cost savings efforts by the department. Most significantly, the department’s continued implementation of the Property Tax Management System, which includes an e-billing component, has made more forms and information available online via the department’s website and has enabled the department to correspond with and send bills to taxpayers electronically. The continued implementation of the online system is recommended to reduce the department’s postage costs by \$15,000 or 16% in FY 2011-12 and will also improve service levels by ensuring that information is more accessible to taxpayers.

GOALS/PERFORMANCE MEASURES

Department Goal: Provide helpful, courteous, responsive service to County departments and the public while accommodating all reasonable requests.						
Communitywide Result Link: A well-governed community.						
1. Performance Measure: Percentage of customer satisfaction surveys which rate department performance as “excellent” or “good.”						
06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
97%	97%	98%	98%	100%	100%	100%
What: This measure tracks the satisfaction survey results collected from customers who are served in person, through the mail, or over the Internet.						
Why: Customer satisfaction levels are measured and tracked to identify areas in which the department can improve its level of service to the public.						

How are we doing? In FY 2009-10, the department received 60 completed customer satisfaction surveys from the public service counter. 59 survey responses or 98% rated the service as "good" or "excellent". One survey response rated the service as "poor" due to not having a north county tax office. From July 1, 2010 to December 31, 2010, the department has received 41 completed customer satisfaction surveys; 100% of the survey responses rated the service as "good" or "excellent". The department continues to fine-tune the services provided to the public by enhancing the Tax Collector's website and the Taxes on the Web system to increase the percentage of department services available 24/7. The property tax management system allows taxpayers the ability to manage all of their assessments in one transaction, and to "go green" by using the e-Billing solution. Staff continually cross-train to enhance their knowledge and skills, which increases the level of service available to the public. Due to the department's continued efforts to improve customer service, the targeted goal for FY 2011-12 is for 100% of customer satisfaction surveys to indicate that the department's performance is "good" or "excellent".

Department Goal: Manage the Treasury investment pool, which includes deposits from the County, schools, and special districts, in a manner that ensures the preservation of capital and provides the ability to meet the cash flow needs of the pool participants.

Communitywide Result Link: A prosperous community.

2. Performance Measure: Percentage of public funds invested.

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
99%	99%	99%	99%	99%	99%	99%

What: This measures the percentage of available funds that are invested in the County Treasury investment pool.

Why: To maximize the return on investment for public funds not immediately required to support governmental operations.

How are we doing? The County Treasurer's policy is to invest all funds that are not immediately needed. The department is able to invest such a high percentage of available funds because of detailed daily cash flow tracking and projections, electronic banking, and on-line account tracking. The percentage of available funds invested has remained steady over the years and due to continued compliance with the Treasury Investment policy, the department anticipates no issue with maintaining the targeted high percentage of investment in FY 2011-12. Based on a recent banking survey of all California counties, in which half of the counties responded, the average percentage of available funds invested by responding counties is 95%.

3. Performance Measure: Percentage of time that the annual County Treasury Oversight Committee investment policy compliance audit results in 100% compliance.

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
100%	100%	95%	100%	100%	100%	100%

What: The County Treasury Oversight Committee (CTOC) was formed in 1996. One of its duties is to authorize an independent audit of the County Treasury investments each year. The committee may contract with one of the following: 1) the County Auditor-Controller, 2) the independent certified public accountants (CPAs) that review the County's Comprehensive Annual Financial Report, or 3) independent CPAs, as deemed appropriate. This measure tracks the percentage of time that the annual County Treasury Oversight Committee investment policy compliance audit results in 100% compliance.

Why: The annual compliance audit ensures that investment procedures are effectively being implemented to preserve capital and meet cash flow requirements of the pool participants.

How are we doing? The audit by the Auditor-Controller for FY 2009-10 (conducted in FY 2010-11) resulted in no findings or recommendations. The annual investment audits have consistently found the County Treasury to be in compliance with the San Luis Obispo County Treasury Investment Policy.

4. Performance Measure: Percentage of time in which the net yield of San Luis Obispo County Treasury investments falls within 0.5% of the yield earned by the State Local Agency Investment Fund (LAIF).

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
67%	92%	83%	100%	100%	100%	100%

What: The investment yield (return on investments minus all administrative and banking costs) of the County Treasury Pool is compared to the State investment fund – LAIF yield. LAIF is an investment fund, whereas, the County Treasury is an operating fund which must cover the costs of daily operations. LAIF is utilized as a standard benchmark by all California counties as an indicator that investment portfolios are following the market. As of October 31, 2010, the LAIF portfolio was \$69 billion versus the County Treasury portfolio of \$447 million.

Why: By law, the investment yield is the third priority after safety and liquidity are met. A comparison of the LAIF yield and County Treasury Pool yield is utilized as a portfolio analysis tool to ensure that the County's investment yield falls within the range of the industry standard and that the County is maximizing its resources through investment.

How are we doing? The Treasury net yield was within the targeted variance of 0.5% compared to the LAIF net yield during FY 2009-10 and through October 2010 of FY 2010-11. It is projected that the Treasury net yield will continue to be within this targeted variance for the remainder of FY 2010-11 and will meet targeted levels in FY 2011-12.

Department Goal: Maintain modern, efficient treasury cash management and banking systems, providing proper internal controls to safeguard, manage, and account for liquid assets.

Communitywide Result Link: A prosperous and well-governed community.

5. Performance Measure: Percentage of time that "no findings" is the result of the internal quarterly cash procedures audit by the County Auditor-Controller's Office and the annual Treasury audit by outside auditors.

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
100%	100%	100%	100%	100%	100%	100%

What: Each quarter, the County Auditor-Controller's Office conducts an unannounced cash procedures audit of the County Treasury. Annually, a firm contracted by the County, currently Gallina, LLP, requests access to office documents in order to conduct a departmental audit. These audits are required by government code. This measure tracks the results of the Treasury's internal quarterly and external annual audits.

Why: Internal and external audits certify that procedures are being maintained to ensure effective internal control to safeguard, manage, and account for liquid assets.

How are we doing? The County Treasury has consistently passed the audits with no negative findings. If a suggestion is made by the audit team which will further improve the County Treasury procedures, the suggestion is discussed and incorporated. The annual audit report for FY 2009-10 which was received in FY 2010-11, was without recommendation thus achieving the 100% target.

6. Performance Measure: Maintain an "AAA/V1" credit rating by Fitch Ratings for the Treasury Combined Pool Investments.

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
"AAA/V1+"	"AAA/V1+"	"AAA/V1+"	"AAA/V1"	"AAA/V1"	"AAA/V1"	"AAA/V1"

What: This measure tracks the independent rating of the County's creditworthiness.

Why: Credit ratings are an objective measure of the County's ability to pay its financial obligations. The investment pool's "AAA" rating reflects the credit quality and diversification of the underlying assets, and appropriate management and operational capabilities. The pool's "V1" volatility rating reflects low market risk and a strong capacity to return stable principal value to participants, as well as to meet anticipated cash flow requirements, even in an adverse interest rate environment.

How are we doing? Fitch Ratings, Inc. ("Fitch"), a nationally recognized statistical rating organization, has assigned a managed fund credit rating of "AAA" and a market risk rating of "V1" to the County Pool. Fitch has consistently rated the County Pool with their highest rating since FY 1994-95. The County Pool's "AAA" rating reflects the credit quality and diversification of the underlying assets in the portfolio, and appropriate management and operational capabilities. The County Pool's "V1" volatility rating reflects low market risk and strong capacity to return stable principal value to participants, as well as to meet anticipated cash flow requirements, even in an adverse interest rate environment. Effective February 10, 2010, Fitch eliminated the V1+ rating from its Fund Volatility Rating scale and revised its highest rating to V1. On March 18, 2010, the County Pool's volatility rating was revised to "V1," to reflect the new highest rating.

Department Goal: Process tax payments promptly and accurately to provide timely availability of funds to the government agencies for which taxes are collected.

Communitywide Result Link: A prosperous community.

7. Performance Measure: Collection costs as a percentage of current secured taxes collected. *This measure is being deleted in the FY 2011-12 budget.*

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
0.25%	0.25%	0.22%	0.22%	0.25%	0.22%	Deleted

What: Costs to collect current secured taxes.

Why: To comply with the legal mandate to collect current year property taxes.

How are we doing? In FY 2009-10, the total amount of secured taxes was \$439,486,025. Of this figure, the department collected approximately \$423,898,393 or 97%. The Treasurer-Tax Collector's collection costs for FY 2009-10 were approximately 0.22%. Collection costs are projected to remain at 0.22% for FY 2010-11 due to increased efficiency in payment processing and billing. Placer County, a comparable county in terms of number of assessments, had a collection cost of 0.24% for FY 2008-09. Placer County is no longer tracking their collection costs and other counties with comparable number of assessments do not have a mechanism for tracking. Due to a lack of comparable county data, this performance measure is being eliminated in FY 2011-12.

8. Performance Measure: Percentage of annual current secured property taxes owed that is not collected.

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
2.2%	3.5%	3.9%	3.5%	3.5%	3.5%	3.5%

What: This measures the percentage of current secured property taxes that are owed but not collected.

Why: This measure demonstrates the County's compliance with legal mandates that require the collection of property taxes.

How are we doing? In FY 2009-10, San Luis Obispo County had an uncollected current secured tax charge percentage of 3.5%, or \$14,844,499 which represents a decrease of 0.4% over FY 2008-09 levels. The State average for FY 2009-10 was 3.6%, which was an improvement of 0.7% over the previous fiscal year. These results are consistent with an improving economy. It is expected that these levels will be sustained as the economy continues to improve.

9. Performance Measure: Percentage of qualified delinquent unsecured taxes collected.

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
36%	26%	24%	24%	24%	25%	25%

What: This measures the percentage of qualified delinquent unsecured taxes that are collected.

Why: Revenue and Taxation Code 2963 limits active collection of taxes on the unsecured roll to three years from the date taxes become delinquent. This measure demonstrates the level at which unsecured taxes are collected within three years from the date taxes become delinquent.

How are we doing? In FY 2009-10, the collections unit collected \$832,685 or 24% of the amount subject to active collections compared to the projected amount of \$850,927 or 25%. The decrease is due primarily to reduced staffing, which has impacted collection efforts. During FY 2010-11, additional staff hours are being devoted to delinquent collections and this should increase the amount collected in both FY 2010-11 and FY 2011-12. Comparable county data is not available.

Department Goal: Implement cost justified, proven technologies to improve automated processing and reporting systems to provide current, accessible, and accurate information for the public.

Communitywide Result Link: A well-governed community.

10. Performance Measure: Percentage of the customer service program that has been implemented which enables the public to review and transact business on-line.

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
70%	75%	80%	84%	90%	90%	85%

What: The Treasurer, Tax Collector, Public Administrator website will be modified to allow for electronic commerce with the community. The department's Customer Service Program (CSP) is implemented in modules with the major portions of the program already in operation to benefit customers, such as Taxes on the Web (TOW) and the Property Tax Management System (PTMS). Over the course of the project, the program has expanded as additional customer needs are identified. This measure tracks the percentage of the implemented online services that will enable the public to review and transact business online.

Why: The ability to transact business on-line 24/7 is an important tool to improve the quality of service to the community. This measure reflects the Treasurer Office's progress in implementing online services to better serve the community.

How are we doing? The modules being added to the CSP are the development of a customer web interface for businesses that make transient occupancy tax payments, and a phone call logging system to more accurately record and track tax issues and tax information provided on individual property assessments. Both modules will provide customers with faster services. The addition of these modules has increased the original scope of the program. This does not delay the development or improvement of existing modules. However, the expansion of the program reduces the implemented percentage of the overall CSP. In FY 2011-12, the implemented target is reduced to 85% and allows for the additional modules.

Department Goal: Expeditiously investigate and administer the estates of deceased County residents when there is no executor or administrator to protect estate assets in the best interests of the beneficiaries, creditors, and the County.

Communitywide Result Link: A well-governed community.

11. Performance Measure: Percentage of referrals to the Public Administrator that are completed with an initial investigation report, burial arrangements, and any required initial legal filing within 15 business days.

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
100%	100%	100%	80%	100%	100%	100%

What: Measures the processing time for cases referred to the Public Administrator when no one is willing or able to take on a decedent's estate administration.

Why: This measure demonstrates the County's compliance with legal requirements and the expediency with which the County protects estate assets.

How are we doing? All cases referred to the Public Administrator are investigated and a decision to accept or decline the case is made within 15 business days. Each estate investigation begins immediately upon notification. The procedure involves extensive asset investigations, family location processes, and burial arrangements. In FY 2009-10, 25 estate referrals were investigated. In 17 of those estate investigations, either an heir or responsible person was located to administer the estate, or it was determined that there were no estate assets to administer. The remaining 8 estates were administered by the Public Administrator pursuant to the California Probate Code, along with 12 open estates from the previous fiscal year. As of the middle of FY 2010-11, 8 cases have been referred to the Public Administrator and have been investigated and determined within the 15 business days, with 2 of those referrals resulting as estate administrations. The Public Administrator will continue to promptly investigate and determine estate administrations within 15 business days through the remainder of FY 2010-11 and into FY 2011-12.

Support to County Departments

County Counsel

General Services Agency

Fleet Services

Information Technology

Reprographics

Human Resources

Risk Management

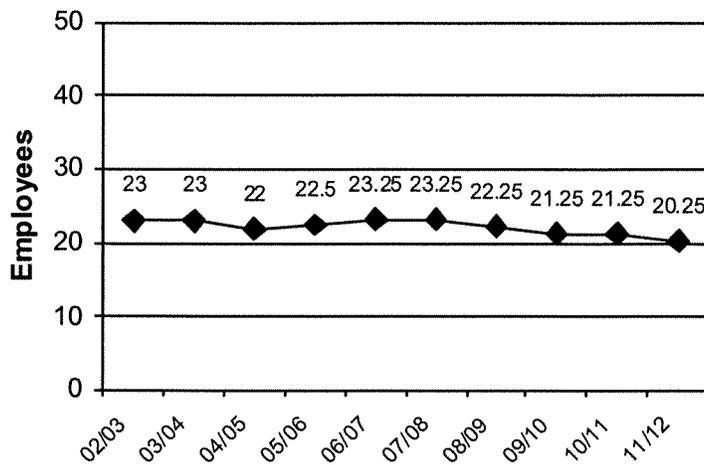
Self Insurance

MISSION STATEMENT

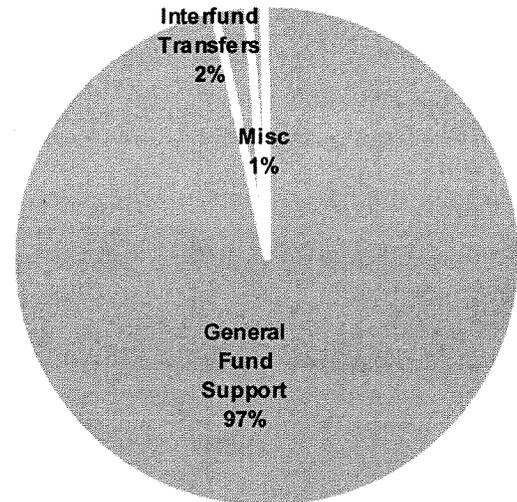
To provide accurate and reliable legal services to County departments, boards, agencies, and special districts in a manner which is cost effective and promotes excellence in delivery of government services to the public.

Financial Summary	2010-11	2010-11	2011-12	2011-12	Change From 2010-11
	Budget	Projected	Requested	Recommended	
Intergovernmental Revenue	\$ 3,032	\$ 3,100	\$ 1,039	\$ 4,112	\$ 1,080
Charges for Current Services	36,800	57,700	35,000	35,000	(1,800)
Other Revenues	0	36	0	0	0
Interfund	98,000	103,000	75,000	75,000	(23,000)
**Total Revenue	\$ 137,832	\$ 163,836	\$ 111,039	\$ 114,112	\$ (23,720)
Salary and Benefits	3,292,341	3,220,000	3,419,060	3,276,235	(16,106)
Services and Supplies	242,378	226,032	240,289	190,247	(52,131)
**Gross Expenditures	\$ 3,534,719	\$ 3,446,032	\$ 3,659,349	\$ 3,466,482	\$ (68,237)
General Fund Support (G.F.S.)	<u>\$ 3,396,887</u>	<u>\$ 3,282,196</u>	<u>\$ 3,548,310</u>	<u>\$ 3,352,370</u>	<u>\$ (44,517)</u>

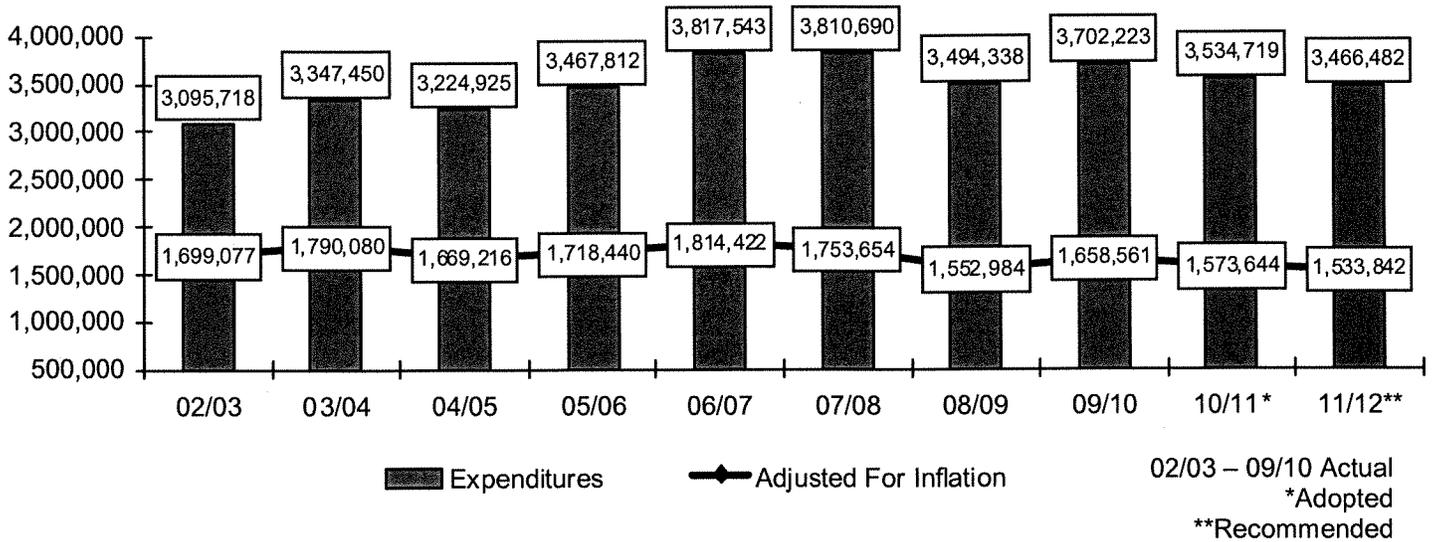
Number of Employees
 (Full Time Equivalent)



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

County Counsel has a total expenditure level of \$3,466,482 and a total staffing level of 20.25 FTE to provide the following services:

Litigation

Defend the County and special districts and provide litigation services in complex lawsuits including tax, personnel, contract, and land use matters to minimize liability and maximize County recovery. Represent the County and protect the interests of the client in cases that address the special needs of fragile populations in the community (children referred to Child Welfare Services, residents receiving mental health care and individuals requiring conservatorship), as well as estates without probate representation.

Total Expenditures: \$1,178,604 Total Staffing (FTE): 6.75

Legal Advice

Provide representation and legal advice to the Board of Supervisors, approximately 70 County boards, commissions, departments, agencies, or divisions (including three 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: \$2,287,878 Total Staffing (FTE): 13.50

DEPARTMENT COMMENTS

The Office of the County Counsel provides legal advice and litigation representation to the Board of Supervisors and approximately 70 County boards, commissions, departments, agencies and special districts. The County Counsel attorneys work with their clients to provide accurate and timely legal advice that encourages policy innovation while protecting County resources. When litigation does arise, attorneys approach each matter

strategically. Through the wise use of in-house and outside counsel, the department seeks to uphold the Board's policy direction while protecting the County's assets.

To the extent feasible, with respect to matters outside of the Risk Management Program, County Counsel seeks to reduce the use of outside counsel (which is generally more expensive than County Counsel) and to handle such matters in-house in order to preserve County assets.

Following are some of the department's notable accomplishments for FY 2010-11 and some specific objectives for FY 2011-12:

FY 2010-11 Accomplishments

- Received favorable judgments or settlements for the following:
 - *Elrod v. County* (personal injury)
 - *Bookout v. County* (inverse condemnation)
 - *Thompson v. County* (inverse condemnation)
 - *Deputy Sheriff's Association v. County* (labor dispute)
 - *Sprint PCS v. County* (Toro Creek cell tower)
 - *Warren v. County* (historic Cambria landfill)
 - *Oak Terrace v. County* (upheld mobile home rent control)
 - *Maria Vista Estates v. County* (bond proceeds to complete subdivision improvements)
 - *Almond Heights v. County* (antiquated subdivision)
 - *North County Watch v. County* (concrete and asphalt recycling facility approval)
 - *Barrow v. County* and *Paige v. County* (challenges to the Los Osos Wastewater project)
 - *Friends of Oceano Dunes v. County* (upheld Board's general plan conformity report)
- Processed more than 650 dependency petitions, trials and mediations for child welfare cases.
- Significant transactional work has included the following:
 - Successful negotiation for Atascadero and Cambria Library
 - Legal advice and successful negotiations for several Airport leasees
 - Legal advice and successful negotiations for numerous labor contracts

FY 2011-12 Objectives

- Provide legal counsel for the following:
 - Los Osos Wastewater Project – plan, finance, and construct a major waste water system
 - Los Osos Habitat Conservation Plan
 - Los Osos Groundwater Management Plan.
 - Women's jail project – construct jail facility
 - Child Welfare Services – protection of abused and neglected children
 - Redistricting of supervisorial districts
 - Implementation of Paso Robles groundwater measures
 - Land Use and Circulation Element Rural Area Update
 - Shandon Area Plan Update
 - Labor relations
 - Implementation of strategic growth land use ordinance amendments
 - Climate Action Plan

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The level of General Fund support for this budget is recommended to decrease \$44,517 or 1% compared to the FY 2010-11 adopted level. Revenues are recommended to decrease \$23,720 or 17% and total expenditures are recommended to decrease \$68,237 or 1%.

The majority of the department's revenue consists of charges to outside agencies and other County departments for legal services. Revenues are recommended to decrease primarily due to a projected reduction in the number of hours billed to Public Works for the Nacimiento Water Project and Los Osos Sewer Project.

Salary and benefits are decreasing \$16,106 or less than 1%. This decrease accounts for regular pay step increases and the fact that the department filled two vacant positions at higher levels than they had been budgeted for when vacant in FY 2010-11, offset by the recommended reduction of a filled Deputy County Counsel II position. The reduction of this filled position will necessitate that the position's duties be spread among remaining attorney staff, which will cause a delay in work turn-around times and legal advice and other information that is requested by departments, outside agencies and the public.

Services and supplies are decreasing \$52,131 or 21% due to reductions in several accounts—most notably, a \$39,000 reduction to professional and special services which the department primarily uses to hire outside counsel or consultants who have expertise in particular areas related to specific County litigation. While the Board has historically approved the department's requests for mid-year budget adjustments to bring in outside counsel and consultants, this recommended reduction to budgeted professional and special services may impact service levels by requiring the department to request more budget adjustments throughout the year which may delay progress on litigation matters. The budget also recommends a \$3,000 reduction to travel and training expenditures, which may impact the department's ability to send staff to trainings that enhance staff's ability to provide timely and accurate advice to clients. All other reductions are minor and pose minimal service level impacts.

A total of 1 FTE is recommended to be reduced from the PAL in FY 2011-12:

- 1.00 Deputy County Counsel II

GOALS AND PERFORMANCE MEASURES

Department Goal: Provide exemplary litigation services, defending decisions and advocating positions of our clients to assist those clients in achieving their objectives.						
Communitywide Result Link: A prosperous and well-governed community.						
1. Performance Measure: Cases litigated where we achieve a positive outcome determined as follows below.						
06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
59 Resolved 139 Pending	21 Resolved 161 Pending	44 Resolved 148 Pending	49 Resolved 162 Pending	75 Resolved 150 Pending	50 Resolved 170 Pending	50 Resolved 150 Pending
What: This measure tracks the number of cases where County Counsel realized a positive outcome by successfully defending the legislative and executive decisions of the Board of Supervisors, upholding County officers' decisions and protecting County assets.						
Why: Tracking the results of cases litigated by County Counsel helps to measure the success of the department in implementing governmental decisions and protecting the County's proprietary interests.						
How are we doing? It is projected that 50 litigation files will be closed during this fiscal year, less than the adopted target of 75. We are currently managing or overseeing 170 lawsuits and administrative proceedings (not counting probate matters, conservatorships, mental health habeas corpus proceedings, and juvenile dependency matters). A number of the older lawsuits have been resolved for all practical purposes but have been left open solely because of the possibility of remote contingencies developing. We are confident that a number of these older cases can now be closed, and had hoped that we would have time to evaluate and close a number of them, but we have been so busy handling more pressing matters that we have been unable to find time to identify and close out many of these older cases that have been left open in anticipation of remote contingencies developing.						
Department Goal: Represent the County and advocate to protect the interests of the client in cases which address the special needs of fragile populations in the community (children referred to Child Welfare Services, residents receiving mental health care and individuals requiring financial conservatorship), as well as estates without probate representation.						
Communitywide Result Link: A safe and well-governed community.						

2. Performance Measure: Proceedings in which legal advice is provided to Child Welfare Services (CWS) and advocate representation is provided in court to assure that the law is followed while attempting to achieve results that are in the best interest of the child.						
06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
574	459	629	700	600	650	600
<p>What: A large number of proceedings are handled annually by CWS to protect the children of our community. County Counsel provides legal representation in all court appearances for CWS matters.</p> <p>Why: If strong legal representation is provided by County Counsel to CWS in these matters, then CWS will be successful in protecting the abused and neglected children of our community.</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 handled. We handle whatever comes our way via the Department of Social Services (DSS). The number of proceedings depends on numerous factors beyond our control, including (1) the number of proceedings initiated by participants in the juvenile court (DSS, parents, children, etc.); (2) the mix of proceedings that need to be disposed of (e.g., more complex proceedings consuming large amounts of court and DSS resources generally means that fewer short cases can be processed by the court and DSS); and (3) the amount of juvenile court resources available to hear proceedings, which tends to be finite. No comparable county data is available.</p>						
3. Performance Measure: Cases involving people who are unable to care for themselves in which County Counsel represents the County to assure that the law is followed while attempting to achieve results that are in the best interest of the individual as determined by the Public Guardian, Public Administrator or Department of Behavioral Health.						
06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
190	158	162	143	150	170	150
<p>What: The Public Guardian is appointed as Conservator on an ongoing basis for individuals where it has been determined by the Court that they cannot care for themselves. The Department of Behavioral Health assists individuals in urgent short-term mental health situations such as Habeas Corpus matters, where it comes to the authorities' attention that the individual needs immediate assistance and are detained (for not more than 72 hours) until a judge makes the determination as to whether or not they are able to care for themselves. The Public Administrator is appointed by the Court to assist in the disposition of the estate of a decedent where no executor is available. County Counsel is involved in these matters in order to assure that the law is complied with while protecting the rights of those members of our community who are unable to make their own decisions or care for themselves. County Counsel provides legal representation in all court appearances for these matters.</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 stability of its patients.</p> <p>How are we doing? So far during FY 2010-11, there have been 17 Habeas Corpus matters handled by County Counsel. Based on that number, it is expected there will be over 50 during FY 2010-11. At present, there are 109 ongoing/active conservatorship cases, as well as eight estate matters from the Public Administrator. The number of conservatorship cases holds fairly steady, though their complexity continues to be at an elevated level, resulting in many more hours of preparation and increased court appearances than in years past. No comparable county data 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: A prosperous and well-governed community.</p>						
4. Performance Measure: Percentage of clients who report advice provided by attorneys was clear, relevant and timely.						
06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
99%	95%	95%	95%	99%	99%	99%
<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 them understand and meet their legal obligations, we help them serve the community. Asking departments to evaluate the work that County Counsel does provides us with the opportunity to improve our services to departments.</p>						

How are we doing? Beginning in FY 2007-08, Actual Results are calculated by comparing the number of clients the department represents (106) with the comments received. Earlier years were compared to the number of requests for legal advice received. The department feels that measuring satisfaction with County Counsel's support by taking into account the comments received from all clients, rather than through a comparison to the number of requests for legal advice, most accurately reflects the level of satisfaction with the department's support and will continue to use this process to calculate the figures. These results have remained fairly steady. No comparable county data is available.

5. Performance Measure: Percentage of projects in which the response to requests for legal advice or contract review are completed within five working days.

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
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98% 97% 96% 98% 98% 98% 98%

What: This measurement reflects the percentage of time that the review a variety of legal documents, conduct research, and render opinions as requested, is completed within five working days.

Why: It is our intent to be in contact with the requestor or respond to each written request for legal advice within five working days. Measuring our response time to requests for legal advice enables us to evaluate our customer service and improve the assistance we provide to our clients in achieving their objectives as expeditiously as possible.

How are we doing? To date, there have been almost 1,500 requests for legal advice submitted by various departments in FY 2010-11. It is projected that there will be well over 3,600 by the end of the fiscal year. The vast majority of requests for legal advice can be completed within five working days. However, some of the requests for legal advice require considerable time to complete due to their complexity or necessary research. A complete listing of major projects currently being handled is available in the County Counsel's Office. These results have remained fairly steady. No comparable county data is available.

6. Performance Measure: Percentage of contracted projects and Board of Supervisors agenda items completed without litigation.

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
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99% 99% 99% 99% 99% 99% 99%

What: All contracts and agreements are reviewed and approved prior to being presented at the Board of Supervisors meetings. These contracts and agreements pertain to a variety of issues, including capital projects, services, land use, etc. County Counsel provides continuous legal advice while the contract is being administered, as well. All land use planning issues before the Board are reviewed by this office and advice is provided on all such items. This measure reflects the percentage of time that County Counsel provides the legal advice necessary to avoid litigation regarding contracts and agenda items approved by the Board of Supervisors.

Why: Providing good legal advice in the review and administration of contracts tends to inversely correlate with the number of lawsuits filed challenging the approval or administration of those contracts. Approval and administration of the contracts without litigation helps our clients to achieve objectives and creates a significant savings for the County.

How are we doing? To date, there have been no lawsuits filed that involve the County and were a result of contracted projects and/or Board of Supervisors agenda items during FY 2010-11. The Board averages approximately 1,000 agenda items and/or contracted projects during this fiscal year, all of which are reviewed by County Counsel. In the past there have been 5-10 lawsuits that fall into this category during any one fiscal year. No comparable county data is available.

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

Communitywide Result Link: A prosperous and well-governed community.

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

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
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.78% .78% .66% .69% .76% .76% .76%

What: This measure demonstrates the relationship between County Counsel's expenditures and the expenditures of the County as a whole. This measurement is obtained by dividing the County Counsel net County cost by the County's total budget.

Why: County Counsel strives to keep costs as low as possible, while providing effective legal advice and representation to its clients. This measure provides an indication of how cost effective County Counsel's legal support is.

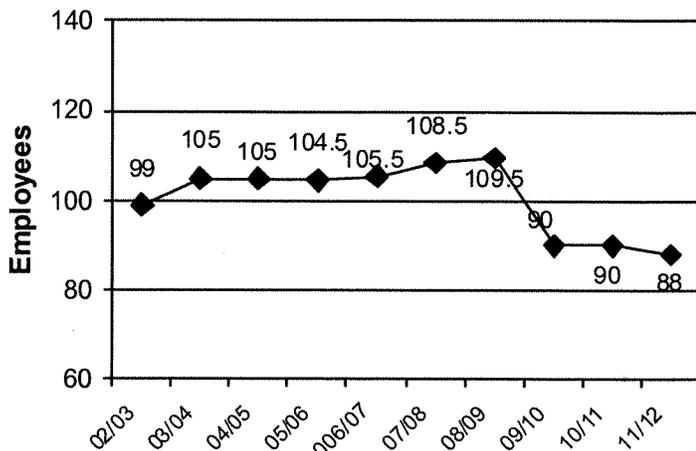
How are we doing? County Counsel's operating budget continues to stay fairly consistent with prior years. Expenditures are monitored closely throughout the year.

MISSION STATEMENT

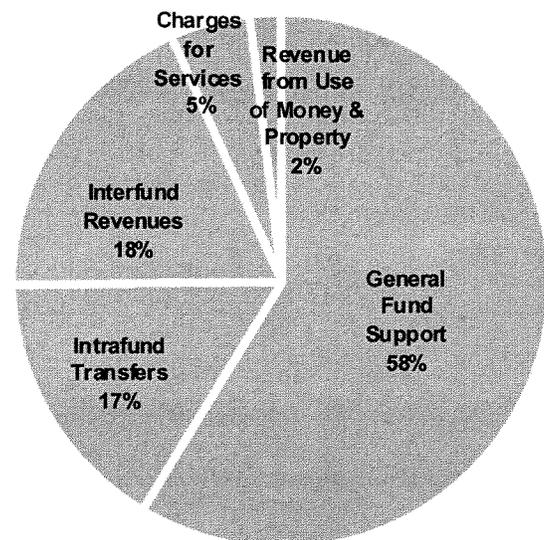
General Services provides cost effective, functional, safe facilities for San Luis Obispo County by delivering excellent services that enable the professional operation of County business.

	2010-11 Budget	2010-11 Projected	2011-12 Requested	2011-12 Recommended	Change From 2010-11
Financial Summary					
Licenses and Permits	\$ 13,000	\$ 11,152	\$ 10,000	\$ 10,000	\$ (3,000)
Revenue from Use of Money & Property	236,596	220,225	246,391	246,391	9,795
Intergovernmental Revenue	18,648	27,726	4,527	4,527	(14,121)
Charges for Current Services	561,283	575,526	575,988	575,988	14,705
Other Revenues	74,185	429,301	86,337	86,337	12,152
Other Financing Sources	0	3,053,900	0	0	0
Interfund	2,272,748	2,001,682	2,330,525	2,330,525	57,777
**Total Revenue	\$ 3,176,460	\$ 6,319,512	\$ 3,253,768	\$ 3,253,768	\$ 77,308
Salary and Benefits	8,165,497	7,863,288	8,346,570	8,188,195	22,698
Services and Supplies	4,565,948	4,424,304	4,358,860	4,338,860	(227,088)
Other Charges	94,000	127,809	95,000	91,025	(2,975)
Fixed Assets	0	3,413,200	9,000	9,000	9,000
**Gross Expenditures	\$ 12,825,445	\$ 15,828,601	\$ 12,809,430	\$ 12,627,080	\$ (198,365)
Less Intrafund Transfers	2,134,825	1,966,558	2,044,554	2,044,554	(90,271)
**Net Expenditures	\$ 10,690,620	\$ 13,862,043	\$ 10,764,876	\$ 10,582,526	\$ (108,094)
General Fund Support (G.F.S.)	\$ 7,514,160	\$ 7,542,531	\$ 7,511,108	\$ 7,328,758	\$ (185,402)

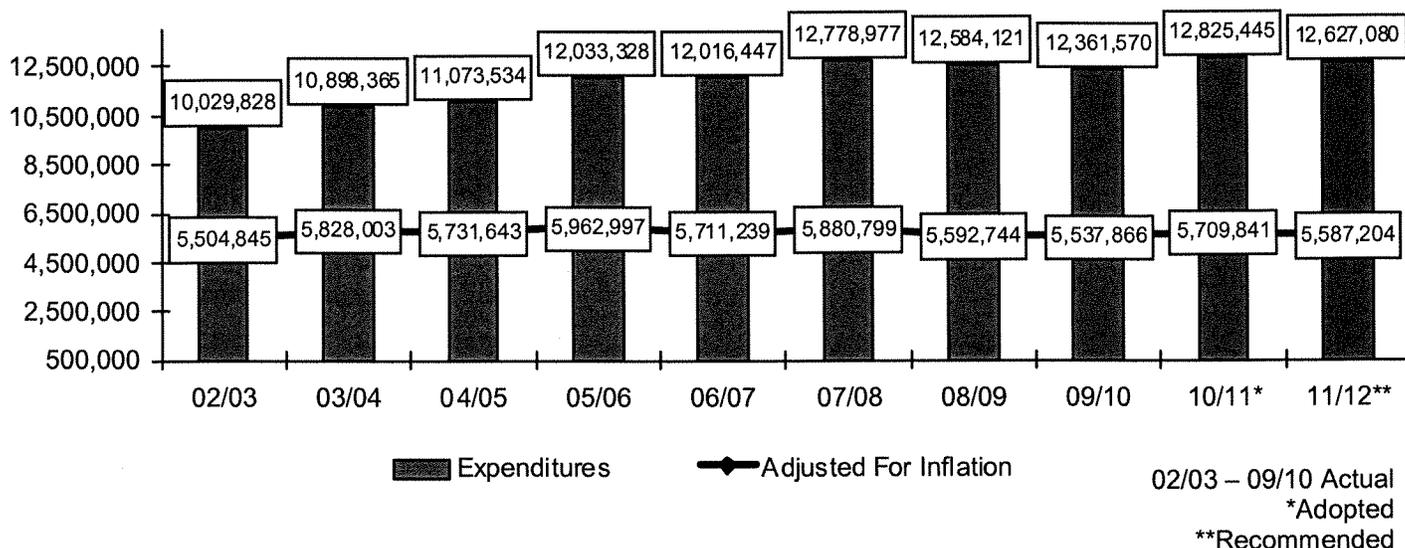
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

The County General Services budget has a total operating expense level of \$12,627,080 and a total staffing level of 88.00 FTE to provide the following services:

Administration and Financial Services

Provide general management, financial management, supervision, accounting, and administrative support to all business units in the General Services Agency, including County Airports, Fleet Services, Parks and Golf Courses.

Total Expenditures: \$1,901,581 Total Staffing (FTE): 13.00

Architectural Services

Manage the construction process (design, bidding, contractor selection, implementation, and contract administration) for capital improvement and maintenance projects for County-owned buildings.

Total Expenditures: \$1,198,804 Total Staffing (FTE): 10.00

Central Mail Services

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

Total Expenditures: \$764,241 Total Staffing (FTE): 2.00

Purchasing Services

Effectively manage the centralized purchasing program for all County Departments and maintain the public trust in the expenditure of County funds.

Total Expenditures: \$351,531 Total Staffing (FTE): 4.00

Custodial Services

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

Total Expenditures: \$1,982,245 Total Staffing (FTE): 26.00

Facility Maintenance Services

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

Total Expenditures: \$3,111,006 Total Staffing (FTE): 25.00

Grounds Services

Maintain attractive, healthy landscapes and grounds of County buildings to support County services to provide safe public access to properties with work completed in a timely manner.

Total Expenditures: \$432,557 Total Staffing (FTE): 3.00

Utility Services

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

Total Expenditures: \$1,031,265 Total Staffing (FTE): 1.00

Real Property Services

Manage the utilization, leasing, permitting, acquisition, purchase, sale and transfer of County-owned real property, including land, buildings, and improvements. Procure, negotiate, establish and administer real property lease contracts and agreements for County Departments (i.e. County as Lessee and County as Lessor/Permitter).

Total Expenditures: \$1,853,850 Total Staffing (FTE): 4.00

DEPARTMENT COMMENTS

The General Services business unit provides a wide variety of services directly to the public and in support of County Departments including: Building Facility Services to sustain a proactive maintenance program for County facilities and respond to facility emergencies; Custodial Services to provide cleaning services for over 100 County buildings and structures; Architectural Services to manage the design and construction for new and renovated County buildings and parks; Real Property Services to oversee leased properties and manage legal information about County properties; Countywide Purchasing to centralize the purchase of equipment and materials for all County departments; and Internal County mail delivery.

Over the past few years, the Building Facility Services and Custodial Services have seen reductions in staffing levels. This has required staff to reprioritize work orders, modify schedules and routes, and create focused teams to address the most serious customer and facility issues. These changes highlighted the need for improved processes and communications. The major efforts for the current year and for next year are designed to address this challenge by streamlining and improving processes, implementing best practices where feasible, documenting procedures, and increasing customer communications.

Process improvement is the focus for the General Services business unit and will begin with a thorough examination of the overall financial structure (how the budget is aligned with the services provided) with an expected outcome of a realigned and restructured budget and cost recovery methodology for Fiscal Year 2012-13.

FY 2010-11 Accomplishments

- Began major restructuring of the department budget with the goal of more clearly identifying the actual costs of services and associated charges
- Implemented annual customer satisfaction surveys and 'point of service' customer satisfaction surveys to provide feedback to management and staff on customer perceptions of our performance
- Implemented customer Service Level Understandings to better tie customer expectations to the costs for custodial, maintenance and other services
- Implemented monthly 'dash board' reporting for financial and operational status to help managers quickly identify and focus on emerging issues
- Completed documenting/validating all facility square footages and number of employees and departmental occupancy of all county facilities
- Continued comprehensive training for supervisors to increase the effectiveness of supervision and management skills
- Centralized safety training coordination and ensured all workers in high risk assignments received appropriate safety instruction and training

FY 2011-12 Objectives

- Complete restructuring of the department budget to clarify services and cost recovery
- Complete Service Level Understandings with all customers
- Complete initial Facility Condition Assessment to determine the degree and cost of deferred maintenance
- Implement Preventive Maintenance team to focus of facility infrastructure and systems.
- Continue to make changes and improvements to increase the efficiency and effectiveness of processes and services in each General Services division
- Improve monthly 'dash board' reports on financial and operational status.
- Continue updating safety training and specific skill training
- Continue improving and documenting procedures for all business areas

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The level of General Fund support for this budget is recommended to decrease \$185,402 or 2 % compared to the FY 2010-11 adopted level. Revenues are recommended to increase \$77,308 or 2%. Total expenditures are recommended to decrease \$108,094 or 1%.

The recommended revenue increase of \$77,308 is primarily due to three revenue sources. The County fee schedule included an increase in the rates for the rental of the San Luis Obispo Veteran's Hall which is expected to increase rental revenues \$24,100. Billings to the Superior Court for custodial and maintenance services is increasing by \$27,505. The balance of the increase is attributed to interfund revenues from charges for services to other divisions within the General Services Agency.

Total expenditures are recommended to decrease by \$108,094 or 2% compared to the FY 2010-11 adopted budget. The main components of this decrease include a \$22,698 increase in salaries and benefits, a \$227,088 decrease in services and supplies and a \$90,272 decrease in intrafund offsets.

Salary and Benefits expenditures are budgeted for a slight increase of \$22,698, less than 1% compared to the FY 2010-11 adopted level. The department's requested salary and budget amount included an increase of \$181,073 which was attributed to step increases, and increased workers compensation charges costs as well \$65,000 in overtime, call back and differential pay. Overtime, call back and differential shift pay are regularly incurred throughout the year. The department had not previously budgeted for these expenses and recognized the need to show the expense in the budget. In order to achieve a reduction in the department's General Fund Support, the recommended budget includes the elimination of three vacant positions, the addition of one position at a lower

classification and voluntary time off. These changes reduced salary and benefit expense by \$153,375. This reduction offset most of the requested increase in salary and benefits expense.

Services and supplies expenditures are budgeted to decrease \$227,088 or 4% compared to the FY 2010-11 adopted budget. The decrease in services and supplies is primarily due to four expense categories. The recommended budget includes an \$117,044 decrease in utility expense which was attributed to a revised method to predict utility costs. Changes to software licensing in the department reduces computer software expense by \$29,716. In previous budgets, waste disposal was included in the household expense account and this expense is now in utilities reducing the household expense account by \$41,870. These reductions are not expected to reduce service levels.

The \$90,272 decrease in intrafund offsets is largely due to reduced billing to non-General Fund departments who have requested reductions in maintenance, custodial and other services from General Services.

The recommended reductions and their impacts include:

- \$39,316 in salary and benefit savings from the use of Voluntary Time Off. This is expected to have minimal impacts to department operations.
- \$3,975 reduction in contribution to the San Luis Obispo History Center. The History Center has been notified of the change and this organization will still receive \$75,525 from the department to support the operations of the History Center which includes the maintenance of the San Luis Obispo County Historical Museum.
- \$15,355 reduction to salary and benefit expense by eliminating vacant 1.0 FTE Facilities Maintenance Leadworker position and replacing this position with 1.0 Facilities Maintenance Mechanic II position. There is only one Facilities Maintenance Leadworker position in the department and this is not expected to have a substantial impact to services.
- \$46,644 reduction to salary and benefit expense from the elimination of a 1.0 FTE vacant Administrative Assistant Aide position. The impact is likely to be to the Purchasing Division which could result in some delay in handling purchase requests.
- \$57,060 reduction to salary and benefit expense from the elimination of 1.0 FTE vacant Custodian position. This will increase the total square feet cleaned per staff member from 34,164 to 36,126. The department projects additional degradation of the cleanliness of facilities will occur with the loss of this position.

The recommended budget includes a fixed asset expense of \$9,000 to replace a heavy duty band saw for the facilities maintenance division.

GOALS AND PERFORMANCE MEASURES

Department Goal: Provide timely, accurate, and cost effective architectural services to all County Departments with capital improvement and maintenance projects.

Communitywide Result Link: A well-governed community.

1. Performance Measure: Percentage of capital projects completed within their allocated funding.

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
82%	94%	93%	100%	90%	90%	92%

What: This is a measure of the percentage of projects completed within their allocated funded amounts compared to the total number of projects completed within a Fiscal Year. This ratio gives the success rate of projects completed within budget.

Why: This measure reflects on the ability of Architectural Services staff to manage projects cost effectively and to provide reliable project "opinions of probable cost" for the County's Capital Improvement Program.

How are we doing? For FY 2010/11, Architectural Services anticipates completing 90% of projects on or under budget. Architectural Services continues to improve the project estimating phase by (1) meeting with customers to better identify their needs during the CIP request process and (2) by incorporating services by other County staff that may impact project costs into the estimating process (e.g. information technology infrastructure needs, parks planning involvement, real property services expertise, energy conservation analysis, maintenance services). Based on internal process improvements Architectural Services projects a 92% performance rate for Fiscal Year 2011-12.

Department Goal: To provide great service to Architectural Services customers.

Communitywide Result Link: A well-governed community.

2. Performance Measure: Performance Measure: Percentage of project clients who rate Architectural Services as satisfactory or above in the management of their capital and maintenance projects.

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
N/A	N/A	N/A	N/A	N/A	New	90%

What: Architectural Services distributes two surveys: (1) an annual survey to customers and stakeholders involved in the annual Capital Improvement Project (CIP) request process, and (2) a project specific survey at the completion of every project to the project's stakeholders. Results from both surveys are compiled and reported on annually.

Why: To ensure Architectural Services is communicating effectively with customers and stakeholders (1) during the annual CIP request process (when projects are requested, the scope is identified, cost estimates are made, and projects are prioritized for funding recommendations in the following fiscal year), and (2) during each project's inception to completion (involving scope revisions, budgetary constraints, and scheduling coordination.)

How are we doing? This is a new measure being proposed for FY 11-12. Our target is set at 90% until a baseline can be established and plans to enhance customer service based upon survey results.

Department Goal: Meet health and safety requirements and provide timely and effective custodial services to all County Departments.

Communitywide Result Link: A well-governed community.

3. Performance Measure: Percentage of County departments rating custodial services as "good" to "excellent" in annual customer survey.

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
95%	95%	96%	92%	85%	85%	85%

What: Annual surveys of County Departments provides a measure of customer satisfaction regarding the cleanliness of facilities, staff responsiveness, staff courtesy and the ease of doing business with Custodial Services.

Why: Our success in providing acceptably clean facilities to client Departments is ultimately measured in the responses and opinions of our clients.

How are we doing? Custodial Services surveys its customers annually to capture customer feedback. Our prior year ratings have been in the 90-95% range. Due to staffing reductions, we adjusted our fiscal year 2010-11 projection downward to 85%. We anticipate declining customer satisfaction due to necessary service restructuring. We have set our fiscal year 2011-12 target at 85% in recognition of upcoming service delivery changes. We will continue to work with our customers to identify their top priorities and mitigate the impact of these reductions.

4. Performance Measure: Square footage of office space cleaned per custodian.

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
25,056 sq. ft./custodian	29,221 sq. ft./ custodian	28,470 sq. ft./ custodian	31,366 sq. ft./custodian	34,164 sq. ft./custodian	34,164 sq. ft./custodian	37,697 sq. ft./custodian

What: This measure shows the average amount of office space each custodian is responsible for keeping clean.

Why: This measure indicates the workload of custodial staff and compares it to industry standards.

How are we doing? Historically, Custodial Services has cleaned more square feet per person than the industry standard. According to the Association of Physical Plant Administrators (APPA), industry standards recommend that one custodian is needed for every 16,400 square feet of office space in order to maintain an acceptable level of cleanliness. County staff are responsible for cleaning 867,029 square feet of office space. Staffing reductions continue to exert pressure on the amount of square feet cleaned by each custodian and the resulting quality of services. We are now performing between the industry standards of "Casual Inattention" to "Moderate Dinginess" range.

Department Goal: Meet health and safety requirements and provide timely and effective facility maintenance service to all County departments in a cost effective manner.

Communitywide Result Link: A well-governed community.

5. Performance Measure: Square footage of facilities maintained per Maintenance Mechanic.

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
52,519 sq. ft./person	52,628 sq. ft./person	60,943 sq. ft./person	69,788 sq. ft./person	73,132 sq/ ft./person	58,505 sq/ ft./person	58,505 sq/ ft./person

What: This measure shows the average amount of space and related equipment each maintenance mechanic is responsible for maintaining in working order.

Why: This measure illustrates the magnitude of tasks and the measure of workload of our maintenance staff and compares it to industry best practices.

How are we doing? Maintenance industry best practices, according to the International Facility Management Association, call for one maintenance mechanic for every 49,000 square feet of facility space. Historically, Maintenance Services has operated outside of the industry standard. However before FY 2010-11 Projected, we did not include maintenance management and administrative support in the calculation of square footage. For FY 2010-11 and on, management and administrative support are included. We are currently operating 26% in excess of the recommended industry best practices. Customers may experience slower response times and increased deferred maintenance.

6. Performance Measure: Percentage of total person hours available dedicated to the preventive maintenance program.

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
21%	22%	20%	20%	25%	20%	25%

What: This measure compares the maintenance person hour resources being dedicated to, and utilized in, the preventive maintenance program.

Why: The overall goal is to increase and enhance the preventive maintenance (PM) program to limit unscheduled breakdowns, control costs for major maintenance, and reduce the number of routine work orders requested by departments. Measuring the percentage of hours dedicated to the preventive maintenance program is an indicator of a more or less active PM program.

How are we doing? Maintenance industry standards and best practices recommend 40% of maintenance work hours be dedicated to preventive maintenance (PM). As facilities and equipment ages, the frequency of urgent and immediate repair needs increase leaving less staff time for PM activities. Our current staffing levels allow for only 20% of work hours devoted to PM. The remaining work hours are spent in corrective maintenance (breakdown repairs) and projects. Our Fiscal Year 2011-12 target is 25%. We have created a PM team which will be focused on preventative maintenance and this is reflected in the higher target for FY 2011-12.

7. Performance Measure: Percentage of County Departments rating maintenance services as "good" or "excellent" in annual customer survey.

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
100%	96%	100%	100%	95%	95%	95%

What: Our annual survey of customer departments measures opinions about the condition of the facilities, the quality of service and the ease of doing business with Maintenance Services. This measure focuses on the overall quality of our building maintenance service.

Why: Fully functional facilities support our customers' mission and vision for delivering service to San Luis Obispo County. Periodic surveys measure our effectiveness in meeting their needs and help us improve our service delivery.

How are we doing? Maintenance Services surveys its customers annually to capture customer feedback and improve our service delivery. We achieved a 100% rating for Fiscal Year 2009-10. We are targeting a less optimistic 95% for Fiscal Year 2010-11 and 11-12 based on the inability to complete required preventive maintenance (PM) work. Creation of a dedicated PM team is being established and may have a positive influence on our satisfaction ratings.

Department Goal: Professional management of the County's real estate assets and leases in order to maximize return and minimize expense to the County and to meet the space needs of the County Departments.

Communitywide Result Link: A well-governed community.

8. Performance Measure: Percentage of leased facilities secured by Real Property Services for less than or equal to the market rate per square foot for similar length leases.

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
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100% 100% 100% 100% 100% 100% 100%

What: Percentage of new or renewed lease facilities secured at less than or equal to the market rate per square foot.

Why: To ensure the cost effectiveness of County leases.

How are we doing? In Fiscal Year 2009-10, Real Property Services negotiated 5 new or renewed leases. All (100%) were at market rate or below market rate. The current weak economy has impacted commercial real estate and has added to the County's negotiating strength. We anticipate achieving 100% in this measure for Fiscal Year 2011-12.

9. Performance Measure: Percentage of County Departments rating Real Property Services as "good" to "excellent" in securing and negotiating with tenants, landlords, permittees, and concessionaires.

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
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100% 100% 100% 100% 100% 100% 95%

What: After each major project, the Real Property Manager sends a survey to the staff with whom Real Property Services interfaced during the project to request ratings of our services, communication, timeliness, and professionalism.

Why: To assist departments in achieving full utilization of County real estate assets, maximize revenue to the County, assist departments to make cost-effective moves to leased facilities, and provide a professional level of representation in negotiations between County departments and tenants, landlords, permittees, and concessionaires, buyers and sellers.

How are we doing? Prior annual surveys were conducted at year end for the four largest service-receiving departments. Our new approach is to survey immediately upon the completion of a project, thereby providing input while the experience is fresh in the responder's mind. Real Property Services is projecting 95% satisfaction for Fiscal Year 2011-12.

Department Goal: Provide friendly, timely, accurate financial and administrative support services to the Department of General Services and other County Departments.

Communitywide Result Link: A well-governed and prosperous community.

10. Performance Measure: Percentage of interdepartmental survey respondents who rate Administration/Accounting services as "good" or "excellent" in the customer survey.

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
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73% 71% 97% 89% 90% 90% 90%

What: Surveys of customers provide a measure of customer satisfaction regarding staff responsiveness, courtesy, and accuracy of information.

Why: Our success in providing helpful service and accurate information is measured in the responses and opinions of our customers.

How are we doing? Administration and Accounting surveyed GSA and other departmental customers in June 2010 to capture customer feedback for Fiscal Year 2009-10. We sent out 53 surveys and received 26 responses for a 49% return rate. We received a rating of 100% "good or excellent". We attributed this result to new staff and new assignments that improved functional alignment. We project that 90% of our customers will rate our services as "good or excellent" in Fiscal Year 2010-11. We will survey our customers in May 2011. We have set the same target for FY 2011-12.

Department Goal: Efficiently provide timely and reliable distribution of U.S. and interoffice mail service to all County departments.

Communitywide Result Link: A well-governed community.

11. Performance Measure: Percentage of County departments rating their level of satisfaction with the services of Central Mail as satisfactory or better.

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
100%	100%	100%	100%	90%	90%	90%

What: Results of a customer satisfaction survey.

Why: To ensure internal customer's needs are satisfactorily met.

How are we doing? Central Mail's target was 100% customer satisfaction in Fiscal Year 2009-10. We conducted a formal customer survey in June 2010. We received a 55% return rate and 100% of responders rated our services as satisfactory or better. For Fiscal Year 2010-11 we project that 90% of responders will rate our services as satisfactory or above on a customer survey in spring 2011. We have set the same target for FY 2011-12.

Department Goal: Efficiently provide effective purchasing services to meet the needs of County departments and maintain the public trust in the expenditure of County funds.

Communitywide Result Link: A well governed community

12. Performance Measure: Percentage of purchasing transactions reviewed for competitive pricing.

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
46%	22%	21%	22%	20%	20%	20%

What: A measure of the percentage of purchasing transactions that included a competitive process or other cost comparison prior to contracting.

Why: To encourage market competition among suppliers of goods and services and assure cost effectiveness.

How are we doing? It is estimated that about 20% of the purchasing transactions encompass 80% of the total dollars expended. Purchasing can measure the percentage of purchases that are competitively bid, focusing on the higher dollar transactions. For Fiscal Year 2009-10 Purchasing measured 22% of purchase orders to be subject to a quotation, formally bid or subject to a Request for Proposal (RFP). The target for Fiscal Year 2010-11 is expected to be met. For FY 2011-12 the target will continue to be set at 20%.

13. Performance Measure: Percentage of County Departments rating their level of satisfaction with the services of Purchasing Services as satisfactory or better.

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
100%	94%	96%	98.6%	90%	95%	95%

What: Results of a satisfaction survey.

Why: To ensure that purchasing services offered are responsive and satisfactory in meeting the needs of County Departments.

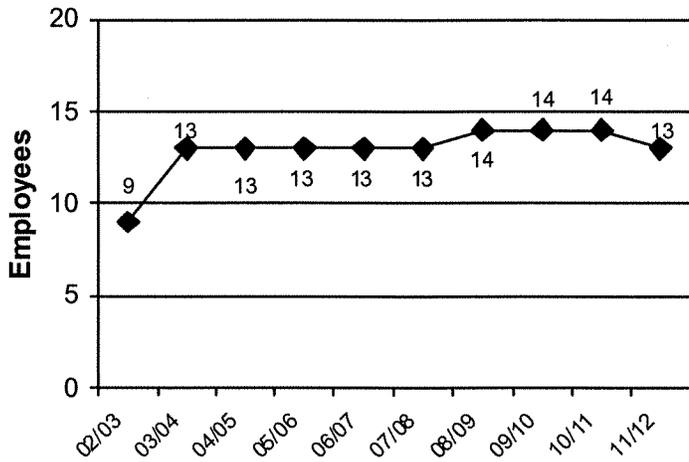
How are we doing? In June 2010 the Purchasing customer satisfaction survey was conducted. Of 323 surveys distributed, 71 responses were received, a 22% return rate. Many positive comments were received in the survey results. However, several customers noted that the documentation of Purchasing policies and procedures needed improvement. In response, the new Purchasing Handbook for Departments and updated policies and procedures were published on the Purchasing Intranet site in July 2010. The Fiscal Year 2010-11 target is set at 90%. We expect the new documentation will improve customer service satisfaction and allow us to exceed our target and reach 95%. We have set the higher target for FY 2011-12.

MISSION STATEMENT

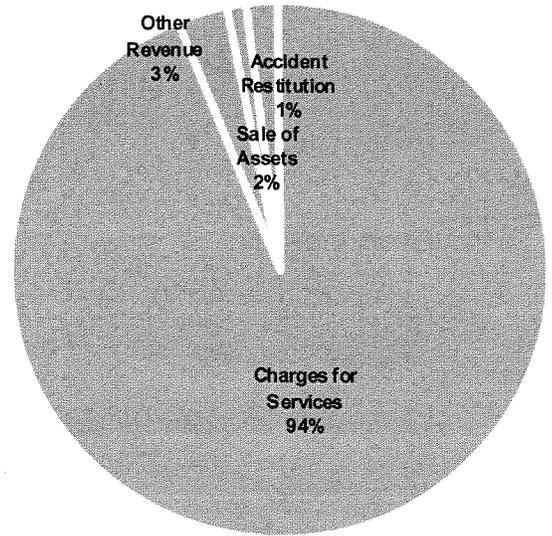
The San Luis Obispo County General Services Agency - Fleet Services provides reliable and cost effective transportation solutions through innovation and the application of industry best practices.

OPERATING DETAIL (1)	2009-10 ACTUAL (2)	2010-11 ESTIMATED (3)	2011-12 PROPOSED ESTIMATES (4)	2011-12 RECOMMENDED ESTIMATES (5)
OPERATING REVENUES				
Charges for current services	3,237,211	3,291,105	3,558,694	3,558,694
TOTAL OPERATING REVENUES	3,237,211	3,291,105	3,558,694	3,558,694
OPERATING EXPENSES				
Salaries and Benefits	1,169,029	1,177,175	1,236,135	1,236,135
Services and Supplies	2,202,462	2,149,478	2,222,207	2,222,207
Depreciation	944,144	1,158,685	1,158,685	1,158,685
Countywide Overhead Allocation	202,243	126,873	128,620	128,620
TOTAL OPERATING EXPENSES	4,517,878	4,612,211	4,745,647	4,745,647
OPERATING INCOME (LOSS)	(1,280,667)	(1,321,106)	(1,186,953)	(1,186,953)
NON-OPERATING REVENUES (EXPENSES)				
Interest	24,713	14,628	14,628	14,628
Accident Restitution	30,890	46,853	43,596	43,596
Gain on Sale of Assets	32,013	125,000	72,000	72,000
Other	8,713	110,180	97,845	97,845
Depreciation Billings	898,669	884,150	1,027,650	1,027,650
TOTAL NON-OPERATING REVENUES (EXPENSES)	994,998	1,180,811	1,255,719	1,255,719
INCOME BEF. CAPITAL CONTRBS. & TRANSFERS	(285,669)	(140,295)	68,766	68,766
Transfers in (out)	(29,561)	0	0	0
CHANGE IN NET ASSETS	(315,230)	(140,295)	68,766	68,766
Net assets - beginning	6,990,531	6,675,301	6,535,006	6,535,006
Net assets - ending	6,675,301	6,535,006	6,603,772	6,603,772
FIXED ASSET EXPENDITURES				
Equipment	1,017,565	2,239,265	1,368,977	1,368,977
Structures Improvements	0	0	22,538	22,538
TOTAL FIXED ASSET EXPENDITURES	1,017,565	2,239,265	1,391,515	1,391,515

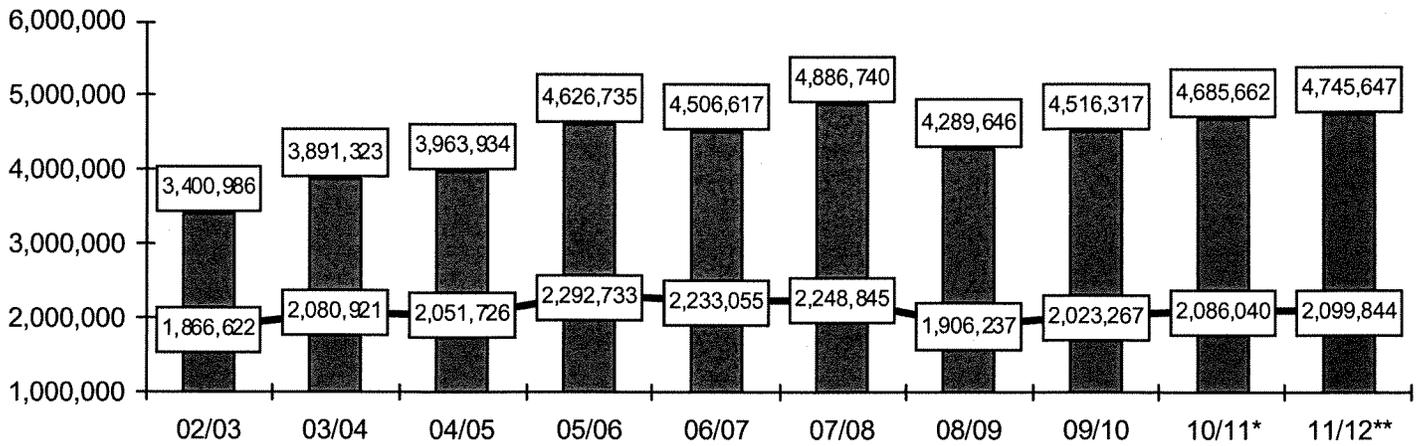
Number of Employees
 (Full Time Equivalent)



Source of Funds



10 Year Expenditures Adjusted For Inflation



█ Expenditures ◆ Adjusted For Inflation

02/03 – 09/10 Actual
 *Adopted
 **Recommended

SERVICE PROGRAMS

The Fleet Services budget has a total operational expenditure level of \$4,745,647 and a total staffing level of 13.00 FTE to provide the following services:

Fleet Services Operations

Operate the County Fleet Services and the centralized motor pool with a fleet of cars, trucks, law enforcement vehicles, and equipment (mowers/tractors/trailers) for use by various County departments in the most cost effective manner.

Total Expenditures: \$4,745,647 Total Staffing (FTE): 13.00 FTE

DEPARTMENT COMMENTS

Fleet Services team is challenged to provide economical and efficient transportation solutions for all Departments of the County of San Luis Obispo. We provide full life cycle fleet solutions designed to meet the specific needs for each Departments unique operational requirements. The Fleet maintenance team is challenged to maintain and repair a wide variety of vehicles and equipment in a timely, efficient and cost effective manner. We perform all maintenance and repairs for the County owned fleet and provide emergency repair services 24 hours per day, 7 days per week. We also manage an on-site fuel station as well as a fuel card system which interfaces with our Fleet Management Software.

Accomplishments for FY 2010-11

- Completed a customer survey and achieved a 97.67% Customer satisfaction rating
- Purchased 52 of 74 vehicles approved for replacement the current fiscal year
- Implemented changes in our operational billing process to march revenues with the actual costs for the services
- Conduct a competitive bid for an on-site parts supplier at the Kansas Avenue Facility to select the supplier which provides value at the most cost effective rate

Objectives for FY 2011-12

- Complete the most current fuel station upgrades as required by the Air Pollution Control Board (APCD). Phase two of an Enhanced Vapor Recovery System (EVR2) is scheduled to begin in July 2011. This will keep our fuel station current with APCD regulatory compliance.
- Implement a successful replacement pursuit-rated vehicle for the Sheriff's patrol vehicles due to the discontinuance of the Crown Victoria
- Continue implementation of alternate-fuel vehicles where appropriate and develop a policy which guides acquisition of alternate fuel vehicles
- Develop policies and guidance for the purchase of Low Emission Vehicles for use in the County's Fleet

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Fleet Services, a division of the General Services Agency, is an Internal Service Fund (ISF), and as such, charges user departments for services. The State Controller's Office requires that an Operation of Internal Service Fund Schedule 10 be submitted. The format of the Schedule 10, as well as some of the data it contains, is different from how other County departments' budgets are reported. For consistency purposes, this narrative, Service Programs, and the 10 year Expenditure chart use the information and data from the Schedule 10, including the amount allocated for depreciation. It is important to note that the comparison of estimated amounts in the Schedule 10 differs from the comparison of amounts in General Fund budgets. General Fund budgets compare the adopted budget amount to the recommended budget amount. The Schedule 10 for internal service funds compares the estimated actual amount for FY 2010-11 to the proposed amount of new allocated expense and revenues, to be budgeted for FY 2011-12.

The total recommended operating expense in the FY 2011-12 budget is \$4,745,647, an increase of \$267,324, 8% compared to the estimated operating expense for FY 2010-11. \$1,158,685 of the operating expense is charges for depreciation. The depreciation expense is a non cash expense that identifies the decline in value of capital assets. Excluding depreciation, the recommended operating expense for FY 2011-12 is \$3,586,962, an increase of \$133,436 or 4%.

The total recommended operating revenue in the FY 2011-12 budget is \$3,558,694, an increase by \$287,324, of 8%. Historically, the operating revenues for Fleet Services have not fully recovered the cost of operations. Fleet has phased in increases to bring revenues in line with operational expense, and concurrently sought ways to contain operational costs, through negotiating favorable contracts with suppliers, and better management of parts inventories. Adjusting for depreciation, the recommended budget identifies that the operating expense is \$28,268 greater than the recommended level of operating revenue. This indicates that Fleet is very near its goal to balance expense and revenue. The difference in expense will be covered by unallocated dollars in the Fleet capital fund, or by reductions to expense achieved during the year.

The recommended FY 2011-12 salary and benefit costs identify an increase of \$58,960, 5%, as compared to the estimated amount for FY 2010-11. When compared to salary and benefit level in the FY 2010-11 adopted budget, the recommended salary and benefit expense for FY 2011-12 shows a decrease of \$40,672 or 2%. Savings from vacant positions and the elimination of prevailing wage expense budgeted in FY 2010-11 reduced the estimated (projected actual) salary and benefit expense for FY 2010-11 below the expense allocated in the FY 2010-11 adopted budget. This results in the appearance that salary and benefit is increasing, when a budgeted amount to budgeted amount comparison shows a decrease. One Equipment Service Worker position has remained vacant for more than the entire year. Fleet Services has determined that current level of filled positions is meeting the necessary service demand, and this position is recommended to be eliminated.

Service and supply expense is also recommended for an increase of \$72,729, 3%. The FY 2011-12 services and supplies level reflects an increase in cost in the estimated amount for fuel and other supplies.

The recommended amount for Fleet operating revenues is proposed to increase by \$331,414, 11% as compared to the estimated FY 2010-11. The majority of the operating revenue increase is associated with billings for departments. The billings to departments in FY 2010-11 are less than the amount budgeted for the year due to a slight decrease in the size of the fleet and deferred purchase of replacement vehicles resulting in reduced garage and depreciation charges. Additionally, actual fuel expense is less than budgeted reducing the amount estimated for FY 2010-11. The increase projected for FY 2010-11 is based on projected charges for vehicle maintenance, fuel and other costs for the operations at Fleet Services.

The recommended amount for FY 2011-12 shows an increase of approximately \$270,000 in revenues from charges for services as compared to the estimated amount for FY 2010-11. The proposed FY 2011-12 budget brings the budgeted amount of Fleet Services departmental billings more in line with the expected actual amount charged to departments.

The estimated amounts for fixed asset capital expense, the funding used to purchase vehicles, for FY 2011-12 shows a decrease of \$870,288, 39% less than FY 2010-11 estimated levels. The actual FY 2010-11 capital expense includes a mid-year adjustment of \$253,276 to purchase 10 Sheriff patrol vehicles. It also includes the deferred purchase of vehicles budgeted in FY 2009-10 which were purchased in FY 2010-11. The adopted budget for FY 2010-11 included \$1,543,089 for the purchase of vehicles and equipment. The budget to budget comparison of the recommended FY 2011-12 level of capital equipment expense to that in the FY 2010-11 budget shows a decrease of \$174,112 or 13%. Also recommended for FY 2011-12 is an additional expense of \$22,538 in capital improvement to structures for a vapor recovery system to be installed at the garage.

The recommended capital expense for fleet will replace 53 vehicles. Fleet Services has adopted a strategy to temporarily extend the replacement cycle for some vehicles that are due for replacement. Fleet advises this strategy should not have significant short term impact. However, over the long term, the vehicle replacement strategy must balance the potential reduction in resale value of vehicles being replaced, possible increased maintenance costs associated with keeping older vehicles in service and future increased costs for new vehicles.

Recommended fixed assets also includes replacements for air conditioning charging stations at both Kansas avenue and the north county garage locations, a replacement air compressor and wheel balancer, a new heavy truck lift and a new lubricant dispensing system. The above total \$36,812.

The recommended budget funds the replacement of vehicles which meet replacement criteria, including exceeding 100,000 miles of services and five years of service. The primary exception is related to replacement of Sheriff Patrol vehicles which are replaced at 100,000 miles and three years of service. The Fleet Fund has sufficient capital and operating funding for the foreseeable future. The recommended budget f maintains services levels in Fleet Services.

GOALS AND PERFORMANCE MEASURES

Department Goal: Manage and operate a full-service automotive operation (purchase, maintenance, fueling, and sale) of an extensive fleet to meet the needs of Law Enforcement and other County departments in a cost effective and timely manner.						
Communitywide Result Link: A safe and well-governed community.						
1. Performance Measure: Percentage of vehicles brought in for either preventive or non-preventative maintenance completed within 24 hours of delivery of vehicle, if parts are available.						
06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
91%	84%	83%	84%	85%	84%	85%
What: County Fleet Services' policy is to perform preventive maintenance on each vehicle every 4 months or 4,000 miles. Law enforcement vehicles, every 2 months or 5,000 miles. Fleet service's goal is to perform service requests within 24 hours of receiving the vehicle.						
Why: To minimize costly repairs and enhance productivity for vehicle drivers and to insure departments have sufficient vehicles to perform their duties.						
How are we doing? Fiscal Year 2009-10 yielded actual results of 84% of service completed within 24 hours. We've maintained similar numbers thus far in Fiscal Year 2010-11 and anticipate finishing the year just short of 85%. Our FY 2011-12 Target will remain at 85 % as we're edging very close to obtaining that goal.						
2. Performance Measure: Percentage of survey respondents who rated quality of vehicle maintenance as "satisfied" or "very satisfied".						
06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
91%	99%	100%	100%	95%	98%	98%
What: Continuous surveys of vehicle users measure how effective Fleet Services' staff is at maintaining vehicles to their customers' satisfaction.						
Why: To insure satisfied customers and meet their vehicle needs.						
How are we doing? Fleet Services runs a customer satisfaction survey program continuously throughout the year. Surveys are placed in each vehicle that comes into Fleet Services for service or repair. We receive 45 – 50 responses from these "point of service" surveys each month. This provides real time feedback in the categories of timeliness, quality and completeness of each repair. We have achieved superior marks from our customers for the past several years. In light of this, we have raised our FY 11-12 Target from 95% to 98% customer satisfaction.						
3. Performance Measure: Cost per brake service compared to a private vendor.						
06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
\$575.71 Fleet Svcs/ \$949.70 Private vendor	\$619.39 Fleet Svcs/ \$1,048.81 Private vendor	\$644.13 Fleet Svcs/ \$1,170.78 Private vendor	\$674.17 Fleet Svcs/ \$974.60 Private vendor	\$673.07 Fleet Svcs/ \$1,206.17 Private vendor	\$677.05 Fleet Svcs/ \$916.95 Private vendor	\$707.88 Fleet Svcs/ \$931.12 Private vendor

What: This measure shows the labor and parts costs incurred by Fleet Services to carry out a routine front and rear brake replacement on a Sheriff's "Black and White" patrol vehicle compared to the quoted cost from local private vendors. This includes parts and labor cost for like model vehicles.

Why: This measure helps to demonstrate Fleet Services' cost competitiveness.

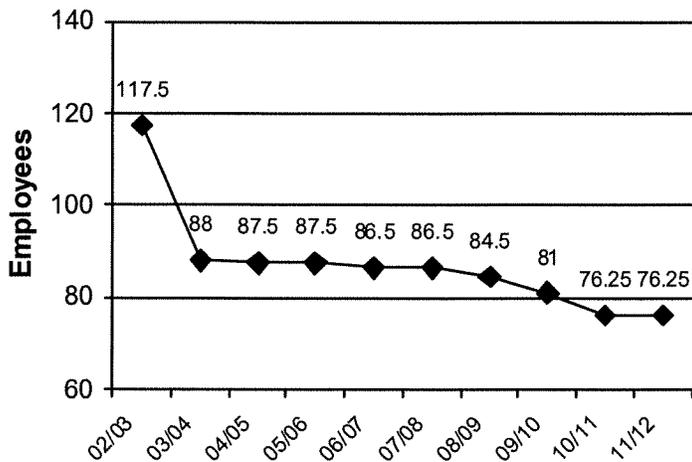
How are we doing? Fiscal Year 2011-12 Target was set with a projected increase of 5.0% over FY 2009-10 actual costs. A survey of local private vendors and an internal study was conducted in November of 2010 which revealed our actual cost to be \$677.05 which is within ½ % of our FY 2010 – 11 adopted figure. The study also revealed a 6% decrease in outside vendor costs with the average billing estimate to be down to \$ 916.95. Even with the reduction in outside vendor costs, Fleet Services continues to be the most price competitive by more than 25%. Our target for FY 2011-12 is \$707.88.

MISSION STATEMENT

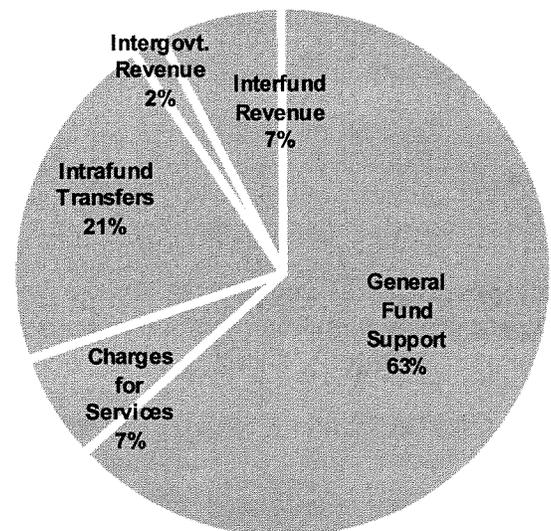
To provide cost effective, accurate, reliable, and timely information technology solutions that deliver excellence to our customers and support efficient delivery of services to the community.

	2010-11 Budget	2010-11 Projected	2011-12 Requested	2011-12 Recommended	Change From 2010-11
Financial Summary					
Revenue from Use of Money & Property	\$ 0	\$ 1,600	\$ 0	\$ 0	\$ 0
Intergovernmental Revenue	252,605	340,351	252,605	252,605	0
Charges for Current Services	998,858	923,182	889,916	889,916	(108,942)
Other Revenues	0	365	0	0	0
Interfund	960,580	1,034,291	986,427	986,427	25,847
**Total Revenue	\$ 2,212,043	\$ 2,299,789	\$ 2,128,948	\$ 2,128,948	\$ (83,095)
Salary and Benefits	9,862,449	9,722,449	9,997,603	9,841,920	(20,529)
Services and Supplies	3,388,759	3,658,476	3,334,622	3,248,122	(140,637)
Fixed Assets	71,000	149,122	82,160	82,160	11,160
**Gross Expenditures	\$ 13,322,208	\$ 13,530,047	\$ 13,414,385	\$ 13,172,202	\$ (150,006)
Less Intrafund Transfers	2,511,268	2,511,268	2,748,061	2,748,061	236,793
**Net Expenditures	\$ 10,810,940	\$ 11,018,779	\$ 10,666,324	\$ 10,424,141	\$ (386,799)
General Fund Support (G.F.S.)	\$ 8,598,897	\$ 8,718,990	\$ 8,537,376	\$ 8,295,193	\$ (303,704)

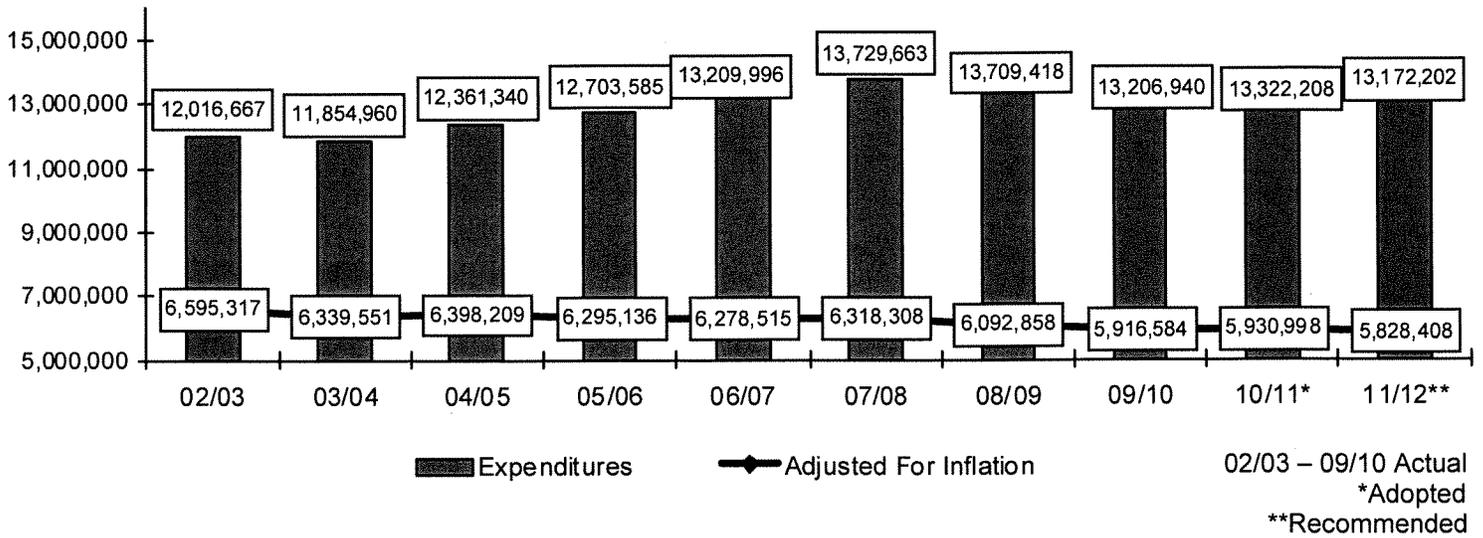
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Departmental Services

Provide clear points of contact for customers to acquire GSA-IT services by having each department assigned a Customer Advocate; provide technical support for customers; house servers and data in the controlled computer room including backup/recovery and Disaster Recovery Planning (DRP); provide business analysis, technology planning, and project management; provide guidance and best practices, procedures and documentation standards; assist with project risk assessment by reviewing project scope, business requirements stability and resource capacity; provide printing services; provide desktop support services, certain end-user training activities, and provide Countywide systems and applications support.

Total Expenditures: \$5,094,372 Total Staffing (FTE): 31.61

Enterprise Services

Provide a physically secure and environmentally controlled computing facility; dispatch, schedule and run mainframe jobs, provide all mainframe operation and support; provide Microsoft application environment, produce and distribute CDs, develop Windows applications running on Intel platforms, provide administration and software services for the County's Enterprise Financial Services, provide database storage and administration Disaster Recovery Planning (DRP), provide system security, technical support and associated systems administration.

Total Expenditures: \$4,087,101 Total Staffing (FTE): 25.36

Networked Services

Provide email, scheduling, calendar, associated systems administration and technical support, internet server management, internet access, County Intranet access, VPN access, Microsoft ADS, anti-virus security, technical support, associated systems administration and Countywide Infrastructure, Network Operating System client support and data communications, including high speed data circuits.

Total Expenditures: \$1,445,635 Total Staffing (FTE): 8.97

Radio Communications

Provide two-way radio communications for public safety and County business communications. The communication system uses microwave technology and includes medical communications between the Sheriff's Office, hospitals, and ambulance service necessary to deploy County services to the public.

Total Expenditures: \$1,424,684 Total Staffing (FTE): 8.84

Voice Communications

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

Total Expenditures: \$1,120,410 Total Staffing (FTE): 1.47

DEPARTMENT COMMENTS

The General Services Agency - Information Technology (GSA-IT) mission is provide cost effective, accurate, reliable, and timely information technology solutions that deliver excellence to our customers and support efficient delivery of services to the community. The County's Information Technology Executive Steering Committee (IT-ESC) provides information technology governance County-wide and drives a large majority of the projects supported by GSA-IT. In early 2009, the IT-ESC adopted a new County-wide Information Technology Strategic Plan (ITSP) to reflect current fiscal constraints, business practices, technology directions, the needs of the County and lay the groundwork for the systems that GSA-IT will be supporting. In 2010, GSA-IT completed a new Operational Plan that both supports the 2009 ITSP and identifies key initiatives that the organization will be working on throughout FY 2011-12.

Following are some of the department's notable accomplishments for FY 2010-11 and some specific objectives for FY 2011-12:

Accomplishments for FY 2010-11

- Expanded the County fiber network increasing the availability of broadband data transmission to more County facilities
- Trained all department staff in Information Technology Infrastructure Library (ITIL) concepts. This training enhances the department's ability to effectively implement technology projects in a cost effective manner
- Completed installation of Public Safety Interoperable Communications Grant equipment to enhance communication between SLO and Santa Barbara Counties
- Completed a project to provide encryption of information transmitted through the County e-mail system for greater security

Objectives for FY 2010-11

- Complete countywide technology projects budgeted in the Countywide Automation Fund Center on-time and within budget
- Complete GSA-IT Operational Plan action items that include evaluation, development, and implementation of common processes and systems to improve efficiency of service
- Improve the coordination, management, and tracking of technical support activities to aid in providing efficient support to our clients
- Continue ITIL implementation
- Support the expansion of electronic services for web based applications and enable electronic payments making it easier for the public to make payments for County Services

- Supported the implementation of a case management system which helps the Probation Department staff to effectively monitor individuals on court ordered probation
- Upgraded Board of Supervisors Chamber audio and video equipment to improve the sound quality within the chambers and for the public listening on radio, TV and the internet
- Design and implement new incident and problem management processes that cover critical information technology servers and networks promoting more effective and rapid response to unanticipated network and hardware problems
- Replace specific public safety radio communications equipment with up-to-date systems for CalFire, Inter-agency coordination, and general government users improving the reliability of public safety communications

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The level of General Fund support for this budget is recommended to decrease \$303,704 (3%) compared to the FY 2010-11 adopted level. Revenues are recommended to decrease \$83,095 (3%). Total expenditures are recommended to decrease \$386,799 (3%).

The \$83,095 decrease in the recommended level of revenues is attributed to decreases in revenue from the Court and charges for work in departmental services. The combined revenue decline from these two sources totals \$235,299. The decline in Court revenues is occurring as the use of the mainframe declines and the related charges diminish. The decline in departmental services is associated with completion of several projects funded with Countywide Automation funds. Partially offsetting this decline are increased revenues, totaling \$152,985, from network services, enterprise services and radio communications. FY 2011-12 revenues include revenues related to the network services provided to Parks, Reprographics, Garage, and Airport departments. The increase in enterprise services reflects the shift of costs and related charges away from the mainframe based applications to server based applications. Charges for radio services are based upon actual cost for services to departments and outside agencies which rely on radio based communications systems

The decrease in total expenditures is \$386,799 (3%) as compared to the FY 2010-11 adopted budget. The decrease is due to a \$20,529 decrease in salaries and benefits, a \$140,637 decrease in services and supplies and a \$236,793 decrease in intrafund offsets to expense.

The FY 2011-12 includes the elimination of a vacant Senior Software Engineer position and \$25,000 in savings from the use of Voluntary Time Off (VTO) recommended as part of the overall reduction to General Fund support for this budget. The two recommended reductions to salary and benefit expense total \$155,683. The recommended reductions are partially offset by reduced use of VTO, as compared to the FY 2010-11 budget, and normal adjustments for step increases.

Total expenditures in service and supplies are recommended to decrease by \$140, 637, or 4% compared to the FY 2010-11 adopted budget. The department's requested budget included a \$54,137 reduction in services and supplies expense. These reductions are largely due to a reduction in significant value expense related to efficiency developed in monitoring and maintenance of radio communications, and reduced telephone expense associated with the cessation of providing telephone handsets and other telephone related equipment to other county departments. Office telephone handsets and related equipment will now be department responsibility, similar to the purchase of other office equipment. The recommended budget includes an additional \$86,500 in service and supply reductions to meet the targeted level of General Fund support. These reductions are tied to staff training costs related to car rentals, mileage reimbursements, common carrier expense and training and seminar fees.

Two fixed assets totaling \$82,160 are recommended. The recommended fixed assets include a high capacity CD writer system for making multiple copies of data on CDs and a radio communications digital simulcast modules which allow more radio channels to be added to radio communication sites.

The recommended amount of General Fund support in FY 2011-12 is \$8,295,193, a \$303,704, or 3% decrease from the FY 2010-11 adopted budget. The following identifies the recommended reductions made to conserve General Fund and their impacts to services:

- \$130,683 - This reduction is the amount of salary and benefit savings associated with the elimination of 1.0 FTE Senior Software Engineer position. Eliminating this position will shift work to existing staff resulting in some delays in responding to service requests upgrades in functionality of the Enterprise Financial System, Criminal Justice Information System, and Property Tax System. Although the prioritization of requested work will continue to assure high priorities are addressed by existing staff, some flexibility to work on multiple projects will be reduced.
- \$25,000 – This reduction is the amount saved by the use of Voluntary Time Off (VTO). Since usage of VTO will be spread across all divisions of the department, the impact is expected to be minimal.
- \$86,500 – This amount is associated with reduced expenses for staff training tied to reductions in car rentals, mileage reimbursements, common carrier charges and seminar and training fees. GSA-IT staff are required to be current on existing and new technology. This entails attending technology training courses which are rarely offered in our area. It attempts to provide two weeks of training for technical staff each year. This reduction will result in many technical staff receiving only one week of training in the next year.

1.0 FTE vacant Senior Software Engineer is recommended to be eliminated from the Information Technology PAL in FY 2011-12. However, the department’s total FTE will remain at 76.25 as the recommended budget also includes the addition of one new Geographic Information System Program Manager position. This is a new classification that is the result of a multi-year effort to begin implementation of the adopted 2008 Geographic Information Systems (GIS) Strategic Plan. The GIS Strategic Plan provided a number of recommendations intended to help the County begin to implement the use of computerized geographic information on a broader scale. The Strategic Plan recommended establishing a position within Information Technology to coordinate the application of GIS across department boundaries. The recommended position will coordinate GIS efforts between departments and pursue opportunities to increase efficiencies through a more centralized approach. The position will implement more effective practices for the purchase of equipment, software, seek grant opportunities and encourage the use of GIS in other departments. Another goal is to promote and assist other departments to take advantage of the tools GIS provides to help increase the effectiveness and efficiency of their operations through the use of GIS. The total salary and benefit cost for the position is estimated to be approximately \$130,000. Although a salary figure is shown in the budget as placeholder, a formal salary structure has not yet been established. A formal salary for this will be developed by the Human Resources Department and established subject to future approval by the Board of Supervisors.

BUDGET AUGMENTATION REQUESTS RECOMMENDED

Unit Amount	Description	Intended Results
Gross: \$ 130,000 General Fund Support: \$0 Funding will be through a combination of charges to departments with charges being weighted based upon the number of GIS licenses held by departments and existing funding in the IT budget. It should be noted that	1.0 FTE Geographic Information System Program Manager. This is new position which has not yet been approved by the Civil Commission. The specifications and salary structure will be developed in FY 2011-12. The position will not be filled until the fourth quarter FY 2011-12 or at the beginning of FY	<ul style="list-style-type: none"> ▪ Develop and maintain a GIS data layer inventory allowing more efficient use across all departments ▪ Develop or update GIS data layers for: <ul style="list-style-type: none"> ▪ Countywide Address Points ▪ Countywide Street Centerlines ▪ Parcels ▪ Countywide Aerial Orthophotography ▪ Develop formal, standardized metadata for all GIS data layers ▪ Consolidate existing GIS licensing ▪ Develop incident models and visualizations for tracking environmental gradients and hazardous

<p>the charges will begin in FY 2012-13 and no new funding is included in the recommended FY 2011-12 budget.</p>	<p>2012-13. The salary has not yet been established and the salary shown in the budget is simply a placeholder, pending completion of formal establishment through the Human Resources Department and subject to future approval by the Board of Supervisors.</p>	<p>incidents such as flooding and chemical spills</p> <ul style="list-style-type: none"> ▪ Evaluate and coordinate the proposed budgeted expense for GIS program expenses within IT and other County departments with the intent to apply cost effective practices and approaches to fund GIS program needs.
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GOALS AND PERFORMANCE MEASURES

<p>Department Goal: Provide reliable radio communications support to County departments and public safety agencies.</p> <p>Communitywide Result Link: A Safe Community.</p>						
<p>1. Performance Measure: Percentage of time the County's radio communication system is available. This is an industry standard (the four nine rule) for public safety.</p>						
06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
100%	100%	100 %	100%	99.9999%	100%	99.9999%
<p>What: Maintain the availability of the Countywide microwave radio communication system to an outage level of no more than 32 seconds per year (the public safety interconnect industry standard is 99.9999% availability).</p> <p>Why: The microwave radio communication system provides radio communication for Countywide public, safety and emergency service agencies. Full availability contributes to a safe community.</p> <p>How are we doing? Information Technology continues to meet or exceed its goals and the industry standard for communication system availability. A new communications site at La Panza Peak was purchased in 2009 and is being developed over time. This site will provide additional radio coverage for the California Valley area and southern portion of the County.</p>						
<p>Department Goal: Provide reliable and cost-effective telephone and voice mail services to County government offices.</p> <p>Communitywide Result Link: A Well-Governed Community.</p>						
<p>2. Performance Measure: Percentage of time the County's voice mail communication system is available.</p>						
06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
99.9%	99.8%	99.8%	99.9%	99.9%	99.5%	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> <p>How are we doing? The County's voicemail system was available 99.9% of the time during FY 2009-10. Although six years old and experiencing occasional failures, the voicemail system continues to operate efficiently and meet the County's needs. The FY 2011-12 Target of 99.9% availability reflects our continuing high standard and commitment to providing this critical service and an expectation that the system will be replaced.</p>						
<p>Department Goal: Provide cost-effective, accurate, and reliable computing environment and assets for general County, departmental specific, and outside agency use.</p> <p>Communitywide Result Link: A Well-Governed Community.</p>						

3. Performance Measure: Percentage of GSA-IT managed project milestones completed within expected baseline budget and time estimates.							
06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target	
96%	96%	67%	95%	90%	95%	95%	
<p>What: The blended percentages of GSA-IT managed project milestones completed and budget amounts met according to Project Sponsor/Customer expectations and approved change requests.</p> <p>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.</p> <p>How are we doing? GSA-IT's Project Management Office (PMO) continues to mature and improve its ability to meet or exceed budget and timeline milestones. Significant projects completed in the past year included: eMail upgrade, eMail encryption, Probation Case Management System implementation, Host on Demand conversion, and another phase of Integrated Document Management.</p>							
4. Performance Measure: Percentage of time the GSA-IT managed Local-Area-Network (LANs) and Wide-Area-Network (WAN) are available.							
06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target	
99%	99%	99%	99%	99%	99%	99%	
<p>What: The percentage of availability is calculated by comparing the monitored "up time" against scheduled "up time".</p> <p>Why: Availability of County computing resources translates directly into County staff productivity and ultimately into their service delivery to the public.</p> <p>How are we doing? The County's data communications network was available 99% of the time during FY 2009-10 and is expected to meet that level for FY 2010-11. Increased hardware reliability and expanding the use of multiple network paths allowed users to connect to the network via a secondary path if a problem was encountered. In addition, increased automated monitoring of all network devices has reduced response and troubleshooting times, thus decreasing the duration of any outage. The future challenge for the County data network is to maintain reliability while continuing to reduce costs year over year.</p> <p>Department Goal: Protect the County's computing assets through the implementation of Information Security best practices.</p> <p>Communitywide Result Link: A Well-Governed Community.</p>							
5. Performance Measure: Percentage of County staff that have received security training or reviewed an annual information security awareness reminder.							
06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target	
78% of new hire staff, 100% of existing County staff	100% of new hire staff, 100% of existing County staff	100% of new hire staff, 0% of existing County staff	100% of new hire staff, 60% of existing County staff	100% of new hire staff, 100% of existing County staff	100% of new hire staff, 100% of existing County staff	100% of new hire staff, 100% of existing County staff	100% of new hire staff, 100% of existing County staff
<p>What: Staff will become aware of proper security measures and apply them to their everyday work habits. It is expected the media delivery mechanism will change from year-to-year to maintain interest, e.g., general training, an Awareness Handbook, Intranet-based information, short Web-video viewable from the desktop, etc.</p> <p>Why: Industry analysis has proven that over 70% of all security breaches are internal to an organization. Education and prevention have been identified as the two most cost efficient keys to ensuring systems security. San Luis Obispo County, in a collaborative effort with other California counties, used the International Organization for Standards (ISO) guidelines to create and adopt eighteen security policies. The Security Awareness Program is an essential requirement that is included in those policies. Therefore we measure the success of that Security Awareness Program each year. In this way we meet industry standards.</p> <p>How are we doing? As in previous years, GSA-IT changed the mechanism for delivering the annual security awareness update. With the advent of National Cyber Security Awareness Month (October), an end-user awareness message was distributed to all County eMail accounts complete with the new National Cyber Security Awareness banner, a short message, and links to the County Information Security Web presence, Information Security policies, and County hosted newsletters. In addition, new hires continue to receive a paper flyer regarding County security practices and policies, as well as the basics of cyber security. The flyer has also been shared with other counties and the State Information Security Officer for their use through our county IT association.</p>							

Department Goal: To provide great service to our customers.

Communitywide Result Link: A Well-Governed Community.

6. Performance Measure: Percentage of responses to Customer Satisfaction Survey rating overall effectiveness as "satisfactory" or better.

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
99.3%	98.6%	98.2%	97.4%	97%	97%	97%

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

Why: GSA-IT is dedicated to delivering accurate, reliable, and timely Information Technology solutions that are valued by our customers.

How are we doing? In June 2010, GSA-IT published its annual survey results for the prior year. These results exceeded our target due to GSA-IT continuously striving to improve customer satisfaction by keeping focused on customers, professionalism, and teamwork. Moving into FY 10-11, GSA-IT published a new Operational Plan that outlines goals for the coming 12-36 months. Among those goals is the implementation of the Information Technology Infrastructure Library – which offers a number of best practices and customer service improvements that GSA-IT will implement. The GSA-IT Operational Plan includes five strategic goals: (1) Continuously improve service to our customers; (2) Become the partner of choice for County technology services and solutions; (3) Spend and invest wisely; (4) Continuously build upon our professional, team-oriented environment; and (5) Strive for leadership by matching the right technology with the business need. By pursuing these strategies, the GSA-IT team expects to continue to improve its overall service to its customers, thereby meeting or exceeding its target for FY 2010-11.

Department Goal: Provide cost-effective, accurate, and reliable computing environment and assets for general County, departmental specific, and outside agency use.

Communitywide Result Link: A Well-Governed Community.

7. Performance Measure: Percentage of technical issues reported to and resolved by the GSA-IT Technical Support Call Center. Calls that cannot be resolved by the GSA-IT Technical Support Call Center in a timely fashion are dispatched and resolved by other IT or County department teams.

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
N/A	65%	70%	70%	68%	70%	70%

What: A measure of the value that the GSA-IT Technical Support Call Center contributes to IT and the County's overall productivity.

Why: The goal is to resolve more technical issues within the GSA-IT Technical Support Call Center, allowing other IT and County teams to focus on other activities. This translates into increased department efficiency and greater delivery of technology value to customers.

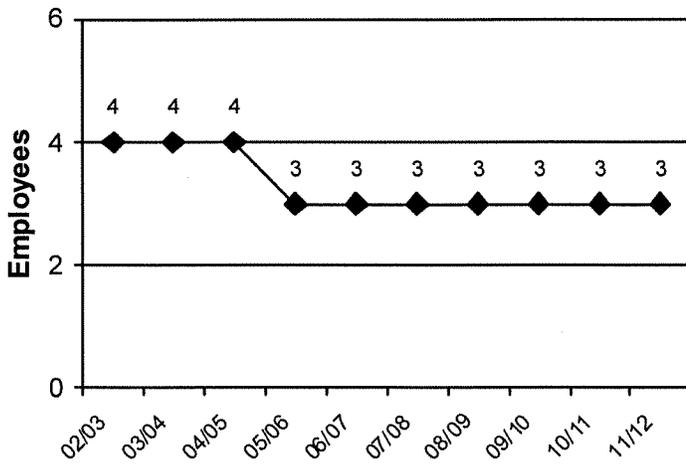
How are we doing? During FY 2009-10, GSA-IT Technical Support continued to add significant value in support of the County computing environment by resolving the majority of calls for technical assistance. The team processed over 12,500 requests for technical assistance. The percentage of technical issues resolved dropped slightly compared to the previous fiscal year due to the implementation or enhancement of technologies such as the Criminal Justice Information System, Integrated Document Management System, Probation Case Management System, and a new eMail Encryption technology; all of which required Technical Support to dispatch more tickets to technical specialist outside of Technical Support than necessary in the previous year.

MISSION STATEMENT

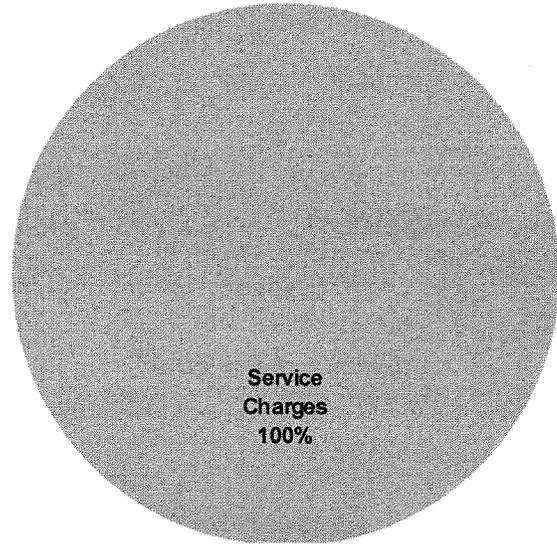
To provide skilled, responsive, and cost effective reprographic services that delivers excellence to our customers and support efficient delivery of services to the community.

OPERATING DETAIL (1)	2009-10 ACTUAL (2)	2010-11 ESTIMATED (3)	2011-12 PROPOSED ESTIMATES (4)	2011-12 RECOMMENDED ESTIMATES (5)
OPERATING REVENUES				
Charges for current services	519,563	472,264	508,691	508,691
TOTAL OPERATING REVENUES	519,563	472,264	508,691	508,691
OPERATING EXPENSES				
Salaries and Benefits	218,892	207,893	217,818	217,818
Services and Supplies	292,213	235,880	256,362	256,362
Depreciation	7,247	6,346	6,000	6,000
Countywide Overhead Allocation	76,875	28,452	0	0
TOTAL OPERATING EXPENSES	595,227	478,571	480,180	480,180
OPERATING INCOME (LOSS)	(75,664)	(6,307)	28,511	28,511
NON-OPERATING REVENUES (EXPENSES)				
Other	13,148	221	0	0
Interest	738	90	0	0
TOTAL NON-OPERATING REVENUES (EXPENSES)	13,886	311	0	0
INCOME BEF. CAPITAL CONTRBS. & TRANSFERS	(61,778)	(5,996)	28,511	28,511
Transfers in (out)	(5,701)	5,000	7,192	7,192
CHANGE IN NET ASSETS	(67,479)	(996)	35,703	35,703
Net assets - beginning	210,653	143,174	142,178	142,178
Net assets - ending	143,174	142,178	177,881	177,881
FIXED ASSET EXPENDITURES				
Equipment	0	0	0	0
TOTAL FIXED ASSET EXPENDITURES	0	0	0	0

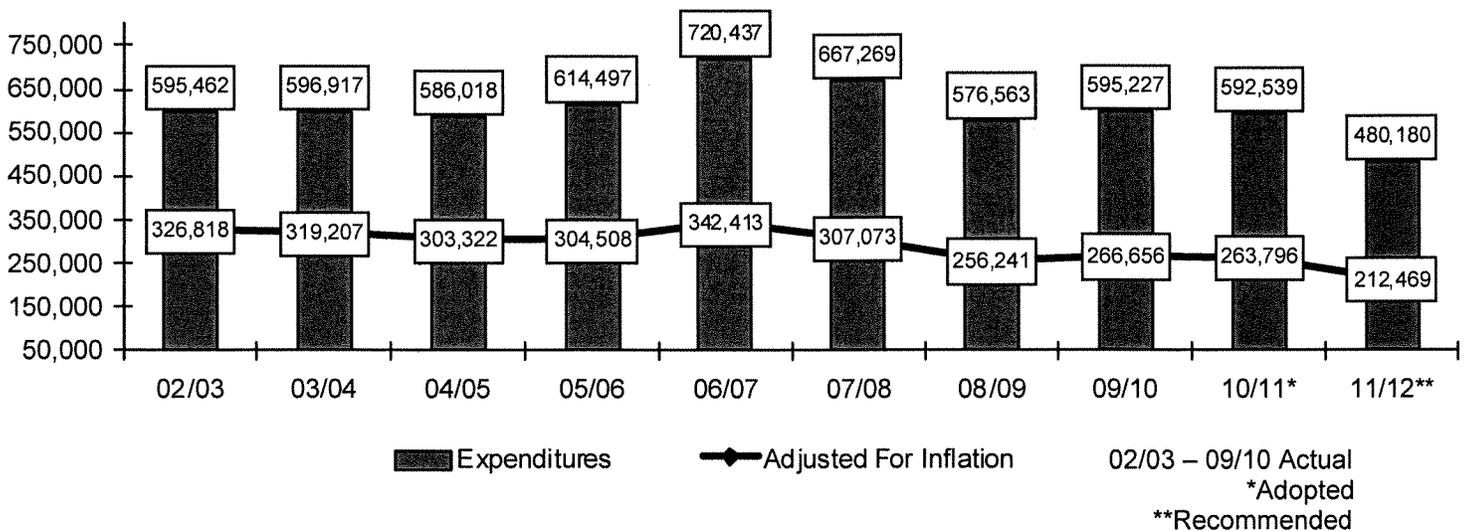
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Information Technology has a total operating expenditure level of \$480,180 and a total staffing level of 3.00 FTE to provide the following services:

Reprographics

General Services Agency - Reprographics provides centralized reprographic services to County departments and other governmental agencies, including copying, offset printing, and blueprinting.

Total Expenditures: \$480,180 Total Staffing (FTE): 3.00

Support to County Departments

DEPARTMENTAL COMMENTS

The Reprographics Internal Service Fund (ISF) exists to provide responsive, and cost effective reprographic services to County Departments in a friendly and service-oriented manner at rates lower than private market competitors.

Changing technologies and the "paperless" office are shifting the type of work being requested from County Departments. Reprographics will continue to monitor County needs in order to respond to the changing work and economic environment.

The following are some of the department's accomplishments for FY 2010-11 as well as two specific objectives for FY 2011-12:

Accomplishments for FY 2010-11

- Negotiated a new copier equipment agreement that reduced the monthly base cost.
- Increased staff awareness of the costs of the services they provide and how they are billed to customers. This helps to assure we use cost effective approaches to meet our customers' needs.
- Completed a business study to benchmark the local reprographics market services and costs against those provided internally. This helps us to better identify where we can focus our efforts to look at areas for reducing costs in our operations and for our customers.

Objectives for FY 2011-12

- Staff will define services provided and the associated costs to compare to the local market benchmark report. This will allow us to focus on specific areas for cost reduction.
- Staff will continue to cross-train on equipment to provide services more efficiently. This will provide greater flexibility in applying staffing resources to meet our customers' requests in the time frame they need.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Reprographics, a division of the General Services Agency, is an Internal Service Fund (ISF), and as such, charges user departments for services. The State Controller's Office requires that an Operation of Internal Service Fund Schedule 10 be submitted. The format of the Schedule 10, as well as some of the data it contains, is different from how other County departments' budgets are reported. For consistency purposes, this narrative, Service Programs, and the 10 year Expenditure chart use the information and data from the Schedule 10, including the amount allocated for depreciation. The Schedule 10 compares the Requested and Recommended budget amounts to a projection of the year end expense and revenue for FY 2010-11 shown in the estimated column. Most other budget forms compare the Requested and Recommended budgets to the adopted budget for FY 2010-11 The FY 2011-12.

The Schedule 10 shows the recommended operating expense in the FY 2011-12 Reprographics budget is increasing by \$1,609, less than 1%, compared to the FY 2010-11 estimated operating expense. Salaries and benefits are recommended to increase by \$9,925 (5%) over the estimated FY 2010-11 salaries and benefit expense. Services and Supplies are also increasing \$20,482 (9%) over the in the FY estimated 2010-11 amount. The recommended budget amount for Countywide Overhead is decreasing by \$28,452. Recommended revenue amounts are projected to increase above FY 2010-11 estimated levels by \$36,427 (8%). The recommended operating expenditures are recommended to increase by \$1,609. The recommended budget sets the allocation and revenues for the Reprographics budget at a level to meet planned expenditures and maintain current service levels.

**Reprographics
Fiscal Year 2011-12 Proposed Budget**

Fund Center 406

Over the past several years, declining use of reprographic services has resulted in declines in actual expenditures and revenues. Since the amounts shown in the estimated column reflect projections of actual expenditures and actual expenditures are well below budgeted levels, the appearance is that the budget for this department is growing or remaining level.

The following table shows the comparison of key operating expenditure categories and the total revenue in the FY 2010-11 adopted budget to the requested /recommended FY 2011-12 budget. This budget to budget comparison more clearly identifies the decrease in expenditures and revenues and the downsizing of this budget.

	FY 2010-11 Adopted	2011-12 Recommended	Increase Decrease Recommended to Adopted
OPERATING EXPENSES			
Salaries and Benefits	228,786	217,818	-10,968
Services and Supplies	327,603	256,362	-71,241
Depreciation	7,698	6,000	-1,698
Countywide Overhead Allocation	28,452	0	-28,452
TOTAL OPERATING EXPENSES	592,539	480,180	-112,359
TOTAL OPERATING REVENUES	618,724	508,691	-110,033

As shown in the table above, the department’s estimated expenditures for FY 2010-11 are well below the amount in the adopted FY 2010-11 budget. The total operating expense recommended for FY 2011-12 shows decreases in total operating expense of \$112,359, or 19% from the operating expense in the FY 2010-11 adopted budget. The recommended revenue amounts for FY 2011-12 show revenues are decreasing by \$110,533 (18%) as compared with revenue amounts in the adopted FY 2010-11 budget.

All categories of expense show a decline. The decline in expense in this budget is due to reductions made by the department to remain in balance with revenues from charges to services, which have also declined. The revenues for the Reprographics ISF are based on projections of copy charges that are budgeted in individual department budgets. As budgets have become tighter, many departments and outside customers have reduced their use of the copy and print services. The growing use of electronic documentation and imaging to disseminate information may also contribute to reduced demand for copy and print services. When customers reduce the use of copy and print services below the amount planned, the department adjusts expenditures for print and copy materials as well as expense related to special print services to remain in balance with the revenues received for the year. Reprographics has also sought to reduce expense by negotiating reduced contract expense for maintenance services for its machines and keeping materials inventories in line demand. The recommended budget will maintain the current level of reprographic services.

GOALS AND PERFORMANCE MEASURES

Department Goal: Provide professional, skilled, responsive, and cost effective print and copy services to our valued customers.						
Communitywide Result Link: A well-governed community.						
1. Performance Measure: Percentage of customer survey respondents who rate quality of reprographics services as satisfactory or better.						
06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
100%	100%	100%	100%	97%	100%	97%
What: Survey results of internal County department customers.						
Why: To ensure effective customer service.						

How are we doing? At random intervals, a total of 40 surveys were distributed to departmental customers with their completed jobs. Approximately 25% of those surveyed responded either in writing or verbally. At the end of the year, 100% of the responses to the survey rated the services of Reprographics as being satisfactory or above satisfactory.

2. Performance Measure: Rates charged by Reprographics for common print jobs compared to rates charged by private vendors for the same jobs.

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
Repro Rates below market (private companies)						

What: Job rates charged by Reprographics to perform common print jobs as compared to local private vendors' rates.

Why: To demonstrate Reprographics cost competitiveness with local private vendors.

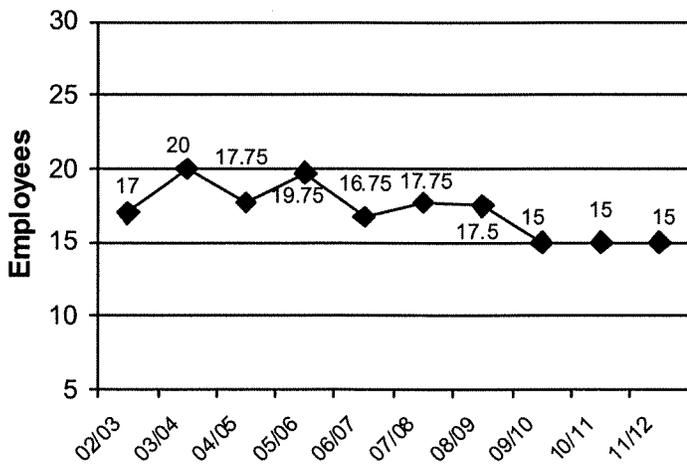
How are we doing? A November 2009 H1N1 flyer project was completed with a portion of the job outsourced to a private company. The Reprographics colored paper copy rate was \$.07 and the private company rate was \$.075. This met the Performance Measure of being below market rate. The labor rate and black copy rate are equal to the private company charges. As with many industries, competition for business has driven prices lower and overseas outsourcing has created further downward pressure on rates.

MISSION STATEMENT

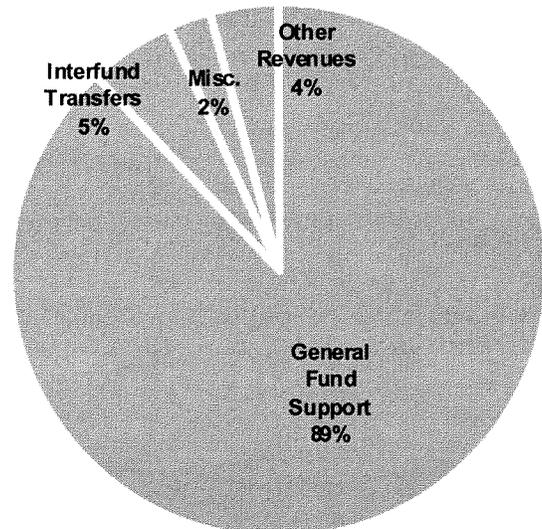
We attract, select, develop, and retain a talented and diverse workforce through strategic collaboration. We provide high quality and cost-effective programs to cultivate a healthy, safe, and productive work environment to maximize individual and organizational potential.

<u>Financial Summary</u>	<u>2010-11 Budget</u>	<u>2010-11 Projected</u>	<u>2011-12 Requested</u>	<u>2011-12 Recommended</u>	<u>Change From 2010-11</u>
Intergovernmental Revenue	\$ 3,978	\$ 3,978	\$ 0	\$ 6,252	\$ 2,274
Charges for Current Services	49,025	49,040	49,025	49,025	0
Other Revenues	0	150	0	100,000	100,000
Other Financing Sources	0	70,000	0	0	0
Interfund	119,039	119,039	121,321	121,321	2,282
**Total Revenue	\$ 172,042	\$ 242,207	\$ 170,346	\$ 276,598	\$ 104,556
Salary and Benefits	1,787,622	1,752,622	1,830,623	1,828,415	40,793
Services and Supplies	402,877	585,129	511,668	511,668	108,791
Fixed Assets	7,000	6,603	0	0	(7,000)
**Gross Expenditures	\$ 2,197,499	\$ 2,344,354	\$ 2,342,291	\$ 2,340,083	\$ 142,584
General Fund Support (G.F.S.)	<u>\$ 2,025,457</u>	<u>\$ 2,102,147</u>	<u>\$ 2,171,945</u>	<u>\$ 2,063,485</u>	<u>\$ 38,028</u>

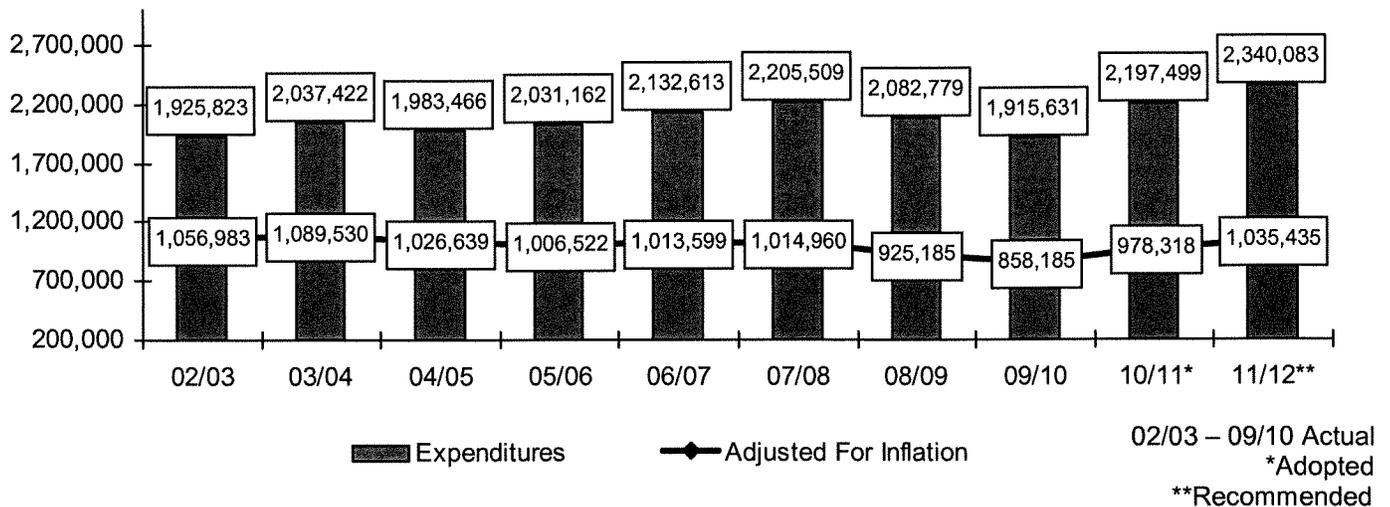
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Human Resources has a total expenditure level of \$ 2,340,083 and a total staffing level of 15.00 FTE to provide the following services:

Human Resource Services

Provide innovative, responsive, valid, reliable and meritorious recruitment and selection services to county departments and job applicants to employ a qualified and diverse workforce to deliver services; maintain a standardized and equitable classification system which defines scope and the nature of job assignments; provide ongoing updates to classification specifications that differentiate among job assignments and expectations and supports career development options to hire and retain qualified employees; assist departmental staff in managing performance and conduct issues; provide rule, policy and ordinance interpretation and updates; and assist in resolving complaints at the lowest level.

Total Expenditures: \$1,263,206 Total FTE: 9.15

Training and Development

Training and Development creates and promotes individual and organizational effectiveness by developing and offering innovative and diverse programs to meet organizational needs for employee development. Services include Countywide training program administration and coordination; new employee orientation; and oversight of the County Learning Management System.

Total Expenditures: \$155,288 Total FTE: 1.50

Civil Service Commission Support

The Human Resources Department, under general direction of the Commission, administers the Civil Service System pursuant to the rules adopted by the Commission. Such administration includes: advising the Commission upon Civil Service matters; furnishing a recording secretary who takes meeting minutes; preparing the operating budget and administering expenditures; administering the programs provided for by the rules; establishing administrative controls and procedures to enforce the rules; making recommendations on policy and rule amendments; preparing an annual report for the Board of Supervisors.

Total Expenditures: \$139,262 Total FTE: 1.15

Support to County Departments

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.

Total Expenditures: \$782,327 Total FTE: 3.20

DEPARTMENT COMMENTS

The Human Resources (HR) Department is responsible for providing the County's traditional Human Resources services (e.g., recruitment and testing, classification studies and analysis, departmental consults, staff support to the Civil Service Commission, and training), Labor Relations Management, and Risk Management services (i.e., liability, workers' compensation, insurance, safety, and employee benefits). Funding for the programs are located in Fund Center 112 – Human Resources, Fund Center 105 – Risk Management, and Fund Centers 408 through 412 – the Internal Service Funds.

The department's major focus in FY 2010-11 has been to reevaluate the County's Labor Relations program which was moved from the Administrative Office to Human Resources in FY 2009-10. This evaluation and the implementation of new strategies will continue through FY 2011-12. The department has accomplished its goal of creating and implementing clear direction and processes that will serve the Labor function now and into the future. The major components of the County's new labor program include negotiating three key initiatives with all bargaining units: second tier pensions, pension cost sharing equally between employees and the County and updating the implementation of the Prevailing Wage Ordinance.

Following are some of the department's notable accomplishments for FY 2010-11 and some specific objectives for FY 2011-12:

FY 2010-11 Accomplishments

- Obtained HR's second fee-for-service contract with an outside agency. HR now provides services to the Regional Transit Authority (existing contract) and Air Pollution Control District (new contract) which generates \$49,025 worth of revenue annually.
- Initiated a full compensation study which is currently under review.
- Provided a custom Countywide supervisory training course for all supervisory employees, including two new course offerings in 2010 to provide supervisory employees with the tools they need to be as effective as possible.
- Worked with the Employee University advisory Committee to adopt a full plan for countywide training and development through FY 2011-12.
- Entered into a contract with Santa Barbara County for Public Service Ethics and Excellence training.
- Developed a master plan for labor relations; integrated a new bargaining and fiscal strategy, and negotiated accordingly.

FY 2011-12 Objectives

- Complete negotiations with 13 bargaining units with open labor contracts or reopener requirements.
- Complete the meet and confer process regarding the Civil Service Rule updates whereby the Civil Service Commission must negotiate the Rule changes with employee associations and County management prior to implementation.
- Maximize our relationship with Santa Barbara EU to develop the leadership components of the Management and Supervisory Academies by June 2012.
- Meet Loss Prevention Initiative goals of performing 300 employee ergonomic assessments and providing related equipment updates by June 2012, in an effort to reduce workplace injuries by 5% or more.
- Expand the Return-to-Work Program to include non-occupational injuries to comply with the Americans with Disabilities Act and to increase employee productivity by reducing time away from work.
- Complete recruitment process analysis to increase efficiency and flexibility while maintaining compliance and validity.

- Obtained labor contracts with the employee associations representing the bulk of all county employees: ASLOCDS (deputy sheriffs) and SLOCEA (1600 miscellaneous employees) which incorporated the new labor program goals of pension changes and a new approach to wage negotiations
- HR went “green” by fully implementing the Integrated Document Management program, reducing paper and photocopier use and the amount of physical space required for document storage, and increasing departmental efficiency by improving access to records.
- Completed a draft update to all Civil Service Rules to increase clarity and remove inconsistencies with practice and County ordinances.
- Maximized claims management efforts within the Worker Comp program, bringing the open claim count down to a 10 year low.
- Update six Countywide policies to comply with best practices and legal updates, including the County's Equal Employment Opportunity policy, the Workplace Violence Prevention policy, and the Drug and Alcohol policy.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The Human Resources department includes two General Fund budgets, Fund Center 112- Human Resources and Fund Center 105- Risk Management. The level of General Fund support for the two fund centers combined is recommended to decrease \$73,218 or 3% compared to the FY 2010-11 adopted level. This decrease is largely due to a decrease in insurance premiums paid for in Fund Center 105- Risk Management's budget.

The level of General Fund support for Fund Center 112- Human Resources is recommended to increase \$38,028 or 1% compared to the FY 2010-11 adopted level. Revenues are recommended to increase \$104,556 or 60% and total expenditures are recommended to increase \$142,584 or 6%.

Revenues are increasing largely due to a \$100,000 transfer in from a trust account containing funds from prior disability insurance settlements to pay for a portion of the County's FY 2011-12 contract with Renne Sloan Holtzman Sakai for labor relations services.

Salary and benefits are increasing \$40,793 or 2% due to regular pay step increases.

Upon transferring the County's labor relations function from the Administrative Office to the Human Resources Department in FY 2009-10, staff identified an opportunity to reevaluate and overhaul the County's labor relations program. An evaluation of the former labor program began in FY 2009-10 and the implementation of a new labor approach and new negotiation strategies began in FY 2010-11 and will continue into FY 2011-12. Because the overhaul of the County's labor program has been so time and expertise intensive, it was determined that the initial FY 2010-11 contract with Renne Sloan Holtzman Sakai for labor relations services was not enough to get through the current year and that the contract amount would have to remain increased in FY 2011-12 to fully implement and carry out the new labor program. In March of 2011, the Board approved a \$100,000 increase to the FY 2010-11 contract with Renne Sloan Holtzman Sakai.

Services and supplies are increasing \$108,791 or 27% due largely to the \$100,000 increase in the County's contract with Renne Sloan Holtzman Sakai for labor relations services over FY 2010-11 adopted levels. Significant value purchases are also recommended to increase \$8,600 to ensure that the department stays current with Information Technology's recommended computer replacement schedule.

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: A well-governed community.

1. Performance Measure: Average number of days to produce eligibility lists for departments by recruitment type: countywide promotional, departmental promotional and open recruitments. This measure is being deleted in FY 2011-12 and replaced with the measure below.

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
N/A	Countywide Promotional: 27 days	Countywide Promotional: 12 days	Countywide Promotional: 11 days	Countywide Promotional: 22 days	Countywide Promotional: 22 days	Deleted
	Departmental Promotional: 14 days	Departmental Promotional: 12 days	Departmental Promotional: 7 days	Departmental Promotional: 8 days	Departmental Promotional: 8 days	Deleted
	Open Recruitments: 38 days	Open Recruitments: 38 days	Open Recruitments: 34 days	Open Recruitments: 32 days	Open Recruitments: 32 days	Deleted

What: This measures the time (recruitment final filing date through establishment of eligibility list) it takes Human Resources (HR) to provide departments with a list of qualified candidates to fill a vacant position after the recruitment closes.

Why: The number of days to produce an eligibility list for recruitments is one measure of departmental efficiency. HR endeavors to provide eligibility lists as quickly as possible to maintain staffing levels adequate to provide services to the community

How are we doing? Human Resources continues to perform well. Improvements in inter- and intra- departmental communication, and internal process improvements, have enabled Human Resources to reduce the number of days to produce eligible lists in all 3 of the recruitment types. This measure is being deleted and replaced because there are several factors, including those not controlled by Human Resources, which impact Countywide and Departmental Promotional recruitments in a way that renders this measure invalid for measuring the efficiency of those processes. The measure is appropriate for measuring Open recruitments, and the new measure below focuses on Open recruitments.

1. Performance Measure: Average number of days to produce eligibility lists for departments for open recruitments.

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
N/A	38 days	38 days	34 days	32 days	32 days	32 days

What: This measures the time (recruitment final filing date through establishment of eligibility list) it takes Human Resources (HR) to provide departments with a list of qualified candidates to fill a vacant position after the recruitment closes.

Why: The number of days to produce an eligibility list for recruitments is one measure of departmental efficiency. Human Resources endeavors to provide eligibility lists as quickly as possible to maintain staffing levels adequate to provide services to the community.

How are we doing? Human Resources continues to perform well. Improvements in inter- and intra- departmental communication, and internal process improvements, have enabled Human Resources to steadily reduce the number of days to produce eligibility lists.

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

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
N/A	N/A	N/A	100%	95%	95%	95%

What: This measure presents the results of surveys completed by departments at the close of open recruitments as to the level of satisfaction with the overall recruitment process.

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

How are we doing? This measure replaces one that evaluated satisfaction with the quality of candidates for a recruitment. The Human Resources Department's performance can influence satisfaction with the recruitment process, but cannot always influence the quality of candidates applying for positions. This measure better reflects the quality of our work than the previous measure which measured department satisfaction with candidates on certification lists. During FY 2009-10, 100% of 16 survey respondents rated the overall recruitment process as satisfactory or better, and results from early FY 2010-11 data show a similar trend.

3. Performance Measure: Percentage of County departments that rate Human Resources' service as satisfactory or better relative to timeliness, accuracy, and quality of service (competency).

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
N/A	N/A	Accuracy: 100% Competency: 96% Timeliness: 97%	Accuracy: 93% Competency: 93% Timeliness: 93%	Accuracy: 95% Competency: 95% Timeliness: 95%	Accuracy: 95% Competency: 95% Timeliness: 95%	Accuracy: 95% Competency: 95% Timeliness: 95%

What: The Human Resources Department surveys departments annually to determine their level of satisfaction with our staff support relative to accuracy, competency and timeliness (ACT). This measure reflects the results of the department's satisfaction survey.

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

How are we doing? At the end of FY 2009-10, the results of the customer service satisfaction survey indicated an overall satisfactory or above rating with the Human Resources Department's quality of service. However, Human Resources did not reach its targets for FY 2009-10. Of the 14 departments responding 13 (93%) rated Human Resources satisfactory or better for accuracy, competency and timeliness.

4. Performance Measure: Percentage of filed grievances and appeals resolved prior to Civil Service Commission hearing.

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
N/A	N/A	N/A	89%	85%	85%	85%

What: This measure tracks the rate at which Human Resources resolves grievances/appeals (allegations of improper personnel practices by the County) prior to the matter reaching a Civil Service Commission hearing.

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

How are we doing? There were 24 grievances and appeals filed in FY 2009-10. Of these 24, only 2 reached a Civil Service Commission hearing. There were 6 cases pending at close of the fiscal year. Because certain grievances or appeals are more appropriately heard rather than resolved prior to hearing, a target of 85% resolution represents the highest reasonable achievement rate. This measure replaces one that measured the number of grievances filed per 1,000 employees because Human Resources practices are not the only factor that impacts the number of grievances or appeals that are filed. This new measure will evaluate a parameter that Human Resource can influence through its performance.

Department Goal: Provide cost-effective personnel services.

Communitywide Result Link: A well-governed community.

5. Performance Measure: Number of full-time equivalent Human Resources Department staff per 1,000 County employees.

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
6.6	7.2	6.2	5.8	6.1	6.1	6.1

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

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

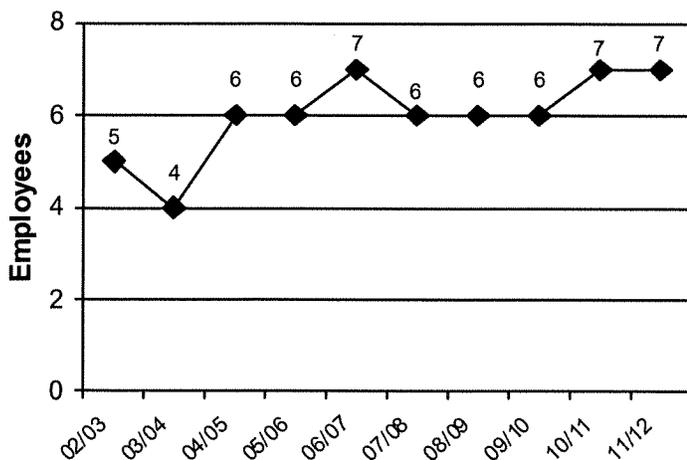
How are we doing: At the beginning of FY 2010-11, Human Resources had 6.2 FTE per 1,000 employees (15.0 filled FTEs, for a total County employee count of 2,409). San Luis Obispo County's comparable counties had an average HR staffing level of 10 FTE per 1,000 employees in FY 2009-10 (most recent data available). The fact that the County employs less Human Resources staff per 1,000 employees than comparable counties indicates a high level of efficiency in Human Resources department operations.

MISSION STATEMENT

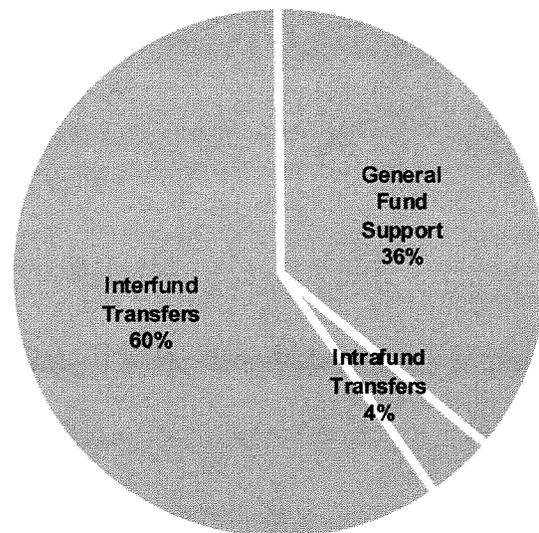
We collaborate with County Departments to protect financial stability and promote safe practices by managing and administering the Safety, Benefit, Workers Compensation, and Liability programs and providing education and training to ensure the health and welfare of all employees and the public we serve.

Financial Summary	2010-11 Budget	2010-11 Projected	2011-12 Requested	2011-12 Recommended	Change From 2010-11
Interfund	\$ 946,304	\$ 946,304	\$ 990,117	\$ 990,117	\$ 43,813
**Total Revenue	\$ 946,304	\$ 946,304	\$ 990,117	\$ 990,117	\$ 43,813
Salary and Benefits	778,470	720,970	782,428	782,428	3,958
Services and Supplies	951,461	786,365	873,426	873,426	(78,035)
**Gross Expenditures	\$ 1,729,931	\$ 1,507,335	\$ 1,655,854	\$ 1,655,854	\$ (74,077)
Less Intrafund Transfers	74,751	74,751	68,107	68,107	(6,644)
**Net Expenditures	\$ 1,655,180	\$ 1,432,584	\$ 1,587,747	\$ 1,587,747	\$ (67,433)
General Fund Support (G.F.S.)	\$ 708,876	\$ 486,280	\$ 597,630	\$ 597,630	\$ (111,246)

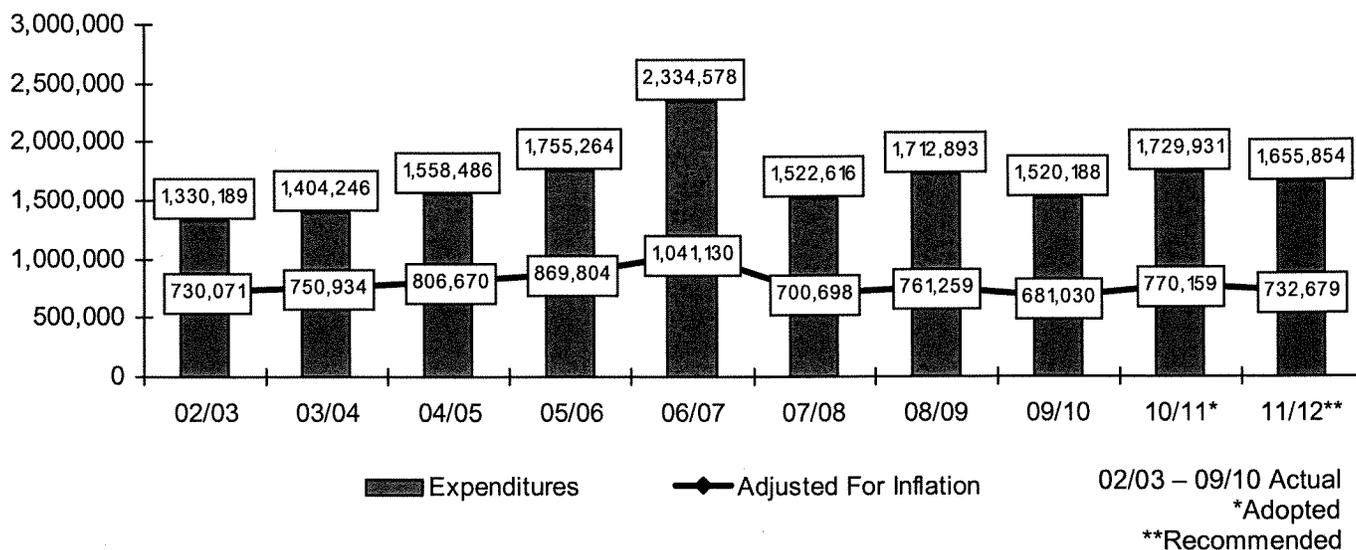
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Risk Management has a total expenditure level of \$ 1,655,854 and a total staffing level of 7.00 FTE to provide the following services:

Employee Benefits

Provide high quality employee benefit administration services (e.g., health, life, ITS, wellness, etc.) to active employees and retirees.

Total Expenditures: \$372,705 Total Staffing (FTE): 1.45

Safety

Implement cost-effective safety programs that ensure a safe work environment, reduce work-related employee injuries, and minimize the costs associated with Workers' Compensation.

Total Expenditures: \$183,827 Total Staffing (FTE): 1.50

Liability and Insurance

Effectively manage the Liability Program by resolving all tort claims efficiently and fairly while minimizing costs to the taxpayer. Secure cost effective insurance coverage levels for the County, implement industry standard transfer of risk strategies to protect the County from unnecessary risk, provide advice to departments on insurance matters, issue insurance certificates, process all County-initiated insurance claims, and perform risk analyses.

Total Expenditures: \$794,819 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: \$304,503 Total Staffing (FTE): 2.60

Support to County Departments

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The level of General Fund support for this budget is recommended to decrease \$111,246 or 15% compared to the FY 2010-11 adopted level. Revenues are recommended to increase \$43,813 or 4% and total expenditures are recommended to decrease \$67,433 or 4%.

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. As such, changes in salary and benefits costs for Risk Management drive changes in the amount of interfund transfers that come in from other fund centers. Revenues are increasing in FY 2011-12 compared to FY 2010-11 due to the addition of 1 FTE Risk Management Analyst in FY 2010-11 whose salary is funded entirely by Fund Center 408- Workers' Compensation.

Salary and benefits are increasing \$3,958 or less than 1% due to regular pay step increases. Services and supplies are decreasing \$78,035 or 8% due to a significant (\$137,941) decrease in property insurance premiums based on an estimate provided by the California State Association of Counties Excess Insurance Authority (CSAC-EIA). Overall expenditure reductions are due to a decrease in insurance premiums and do not pose any service level impacts to other departments or to the community.

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: A well-governed community.						
1. Performance Measure: Percentage of payroll coordinators that rate the services provided by the Benefits Coordinator as above satisfactory or better.						
06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
100%	91%	100%	100%	100%	100%	100%
What: In the spring of each year, Risk Management conducts a survey of all payroll coordinators to determine their level of satisfaction with the quality of service provided by the Benefits Coordinator. The survey addresses the following critical service areas: timeliness, accuracy, responsiveness, and trustworthiness of information.						
Why: The Benefits Coordinator is responsible for educating County payroll coordinators on all aspects of employee benefits. The payroll coordinators, in turn, are responsible for disseminating this information to County employees so they can make informed benefit decisions. Regularly surveying our key customers allows us to gauge the quality of our services and make program improvements as needed.						
How are we doing? In a survey conducted in Spring 2010, 100% of payroll coordinators rated the Benefits Coordinator above satisfactory. In an effort to further help educate employees, the department has started a monthly newsletter which focuses on the benefits available to employees. The first issue was distributed in February 2010. Client response to the newsletter has been favorable, and is likely to contribute to continued high satisfaction ratings for this program.						
Department Goal: To promote a safe work environment for County employees.						
Communitywide Result Link: A safe community and a well-governed community.						
2. Performance Measure: Rate of work-related illnesses/injuries per 100 employees as compared to other local government agencies in California.						
06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
4.65	4.15	4.06	3.8	3.8	3.8	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.						
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.						

**Risk Management
Fiscal Year 2011-12 Proposed Budget**

How are we doing? The County's illness/injury rate is comparable to the private sector and well below the average for local government agencies of 7.6 per 100 employees, as reported by the Department of Industrial Relations. Top management support for the County's Safety Program, (including training, safety equipment purchases, and hazard mitigation efforts) has resulted in the County reducing its injury rate from a high of 10.3 in FY 2001-02 and FY 2002-03 to the current rate of 3.8. The rate of improvement is leveling off as expected, but with continued mitigation of potential hazards we expect to maintain a target of 3.8 work related illnesses/injuries per 100 employees.

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.

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
0	0	2	1	0	1	0

What: The Federal and State Occupational Safety and Health Act (OSHA) requires reporting of all serious work-related injuries which it defines as death, loss of limb, 24 hour hospitalization for other than observation, etc. This measure reports the number of employees who experience a serious work-related injury.

Why: This measure helps track the effectiveness of our Safety Program, which has an impact on the County's budget. An effective safety program limits employee injury and illness, which lowers workers' compensation costs for the County.

How are we doing? In FY 2009-10, there were no fatalities but one employee was seriously injured requiring more than 24 hours hospitalization. To date in 2010-11, one employee was seriously injured. The County always endeavors to achieve zero serious injuries each year.

4. Performance Measure: Number of days away from work due to workplace injury.

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
1,028	795	942	419	800	750	750

What: This measure tracks the total number of days that employees are absent during the year due to work-related injuries.

Why: This measure helps to track the effectiveness of our safety and workers' comp programs, which have an impact on the County's budget and the productivity of County employees. Effective safety and workers' comp programs limit employee injury and illness, which lowers workers' compensation costs for the County and reduces the amount of time that County employees are unable to be at work.

How are we doing? The County expects to see a continuation of the long-term trend of lost-days reductions, but is not likely to see the dramatic decrease realized in FY 2009-10. In the first half of FY 2010-11, the rate of lost days is higher than in FY 2009-10 but not as high as FY 2008-09. The increase is due in part to a change in law that requires the County to provide certain benefits under labor code 4850. Top management support for the County's Safety and Return to Work programs has in the long term reduced the severity of injuries, and permitted workers to avoid lost work days through use of alternative work offerings.

Department Goal: To effectively administer the County's Liability Insurance Program.

Communitywide Result Link: A well-governed community.

5. Performance Measure: Number of liability claims filed per \$1 million of payroll.

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
.79	.95	.60	.65	Better than the CSAC average	Better than the CSAC average	Better than the CSAC average
CSAC average .96	CSAC average 1.03	CSAC average .98	CSAC average .93			

What: This measure represents a comparison of the number of liability claims filed against local California governments. The California State Association of Counties (CSAC) Excess Insurance Authority (EIA) insures the majority of California public agencies and is the second largest public entity property and casualty pool in the nation.

Why: Tracking the number of liability claims filed per \$1 million of payroll indicates how San Luis Obispo County compares to other counties as determined by the County's annual actuary conducted by Bickmore Risk Services. Keeping liability claims to a minimum has a positive impact on the County's budget because a low number of liability claims contributes to lower liability insurance premiums.

How are we doing? Based on our 2010 actuarial, claim frequency has decreased slightly (12%) over the FY 2009-10 levels. The County's liability program is performing well and we remain well below the CSAC-EIA average. The County's number of liability claims per \$1 million of payroll has consistently been below the CSAC-EIA average and due to continuing loss prevention efforts we anticipate that trend will continue.

6. Performance Measure: Average dollar loss/liability claim.						
06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
\$8,700	\$7,370	\$9,290	\$9,460	Better than the CSAC average	Better than the CSAC average	Better than the CSAC average
CSAC average \$6,583	CSAC average \$6,520	CSAC average \$7,280	CSAC average \$7,700			
<p>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.</p> <p>Why: Tracking the average dollar loss per liability claim indicates how San Luis Obispo County compares to other counties as determined by the County's annual actuary conducted by Bickmore Risk Services. Minimizing liability claims costs reduces the amount of General Fund dollars needed to pay claims, and reduces the cost of excess insurance.</p> <p>How are we doing? Based on the November 2010 actuarial study, average loss per claim increased, but at a rate lower than the increase in the CSAC average. This is largely attributed to the maturation/settlement of several serious lawsuits. While the County has experienced a series of major lawsuits over the last several years, the program fundamentals are sound and we anticipate reducing our average loss per claim to levels below the CSAC average in FY 2011-12.</p>						
7. Performance Measure: Dollars of loss per \$100 of payroll for liability claims.						
06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
.69	.70	.56	.62	Better than the CSAC average	Better than the CSAC average	Better than the CSAC average
CSAC average .60	CSAC average .68	CSAC average .69	CSAC average .67			
<p>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.</p> <p>Why: Tracking the dollars of loss per \$100 of payroll indicates how San Luis Obispo County compares to other counties as determined by the County's annual actuarial conducted by Bickmore Risk Services. Minimizing liability claims costs reduces the amount of General Fund dollars needed to pay claims, and reduces the cost of excess insurance.</p> <p>How are we doing? Based on the November 2010 actuarial, the County's loss rate per \$100 of payroll increased slightly from the November 2009 levels. This is largely attributed to the maturation/settlement of several serious litigations early in calendar year 2010. Data for FY 2010-11 indicates the County can reach its target for both FY 2010-11 and FY 2011-12.</p>						
<p>Department Goal: Administer a cost-effective Workers' Compensation program for County employees.</p> <p>Communitywide Result Link: A well-governed community.</p>						
8. Performance Measure: Dollars of loss per \$100 of payroll for Workers' Compensation claims.						
06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
\$2.00	\$1.55	\$1.43	\$1.38	Better than the CSAC average	Better than the CSAC average	Better than the CSAC average
CSAC average \$2.72	CSAC average \$2.52	CSAC average \$2.25	CSAC average \$2.10			
<p>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.</p> <p>Why: Tracking the dollars of loss per \$100 of payroll for workers' compensation claims indicates how San Luis Obispo County compares to other counties as determined by the County's annual actuarial conducted by Bickmore Risk Services. Minimizing workers' compensation claims costs reduces the amount of General Fund dollars needed to pay claims, and reduces the cost of excess insurance.</p> <p>How are we doing? The County continued to see a decline in FY 2009-10 in its loss rate per \$100 of payroll. Data for early FY 2010-11 indicate we continue to remain below the CSAC-EIA average.</p>						

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

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
7.5	6.6	6.6	6.6	Better than the Comp Co. average	Better than the Comp Co. average	Better than the Comp Co. average
Comp Co. avg. 8.45	Comp Co. avg. 9.6	Comp Co. avg. 9.6	Comp Co. avg. 8.1			

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.

Why: This measure enables us to compare the level of workers' compensation claims within the County to the claim levels experienced by comparably sized and organized California counties. Claim frequency is an indication of the effectiveness of both our workers' compensation and safety programs, which impacts the County's budget. A low level of workers' compensation claims reduces the County's workers' compensation insurance premiums.

How are we doing? The December 2010 TCS reports show the claim frequency for the County has been trending downward for several years, but the trend has leveled off. Additionally, the report shows that the County has the 3rd lowest claim frequency of the 19 counties in the survey, and the lowest frequency of the 4 comparable counties. The comparable county data reported above reflects the average of claim frequency of the County's four comparable counties. This measure replaces the measure that tracked the number of claims per million dollars of payroll. Tracking injuries against payroll skews the results for entities with a relatively high or low average, and demographically-defined compensation rates. This measure avoids valuing injured workers by compensation rate.

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

06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Actual Results	10-11 Adopted	10-11 Projected	11-12 Target
\$10,000	\$7,380	\$5,440	\$5,730	Better than the CSAC average	Better than the CSAC average	Better than the CSAC average
CSAC average \$10,216	CSAC average \$11,540	CSAC average \$10,290	CSAC average \$10,790			

What: This measures the average dollars of loss per workers' compensation claim for a comparison to the average dollars of loss experienced in other Counties as reported by the CSAC average. The average loss projected by the CSAC actuary is based on historical loss data and represents ultimate final loss costs for claims from each fiscal year. CSAC (EIA) insures the majority of California public agencies and is the second largest public entity property and casualty pool in the nation.

Why: Tracking the average dollars lost per workers' compensation claim provides a measurement of the effectiveness of the County's workers' compensation program as compared with other counties. An effective workers' compensation program limits the number and cost of workers' compensation claims.

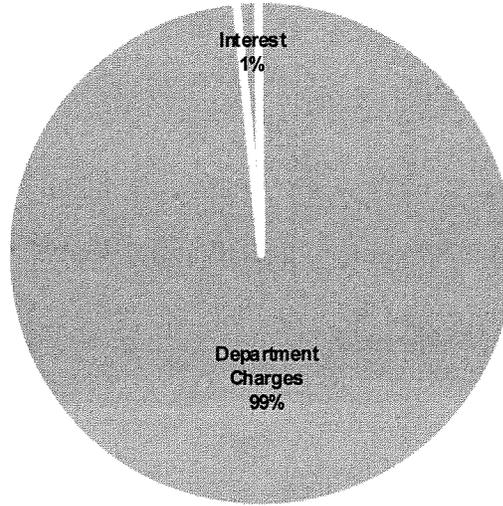
How are we doing? The County continues to see year after year reductions in ultimate claim costs. Our continued efforts to keep new claims contained and older claims resolved have helped the program see a continual decline in average dollar loss per workers' compensation claims. County claim costs are falling at a faster pace than those in other statewide organizations, putting San Luis Obispo County's claim costs at approximately half of the CSAC average.

PURPOSE STATEMENT

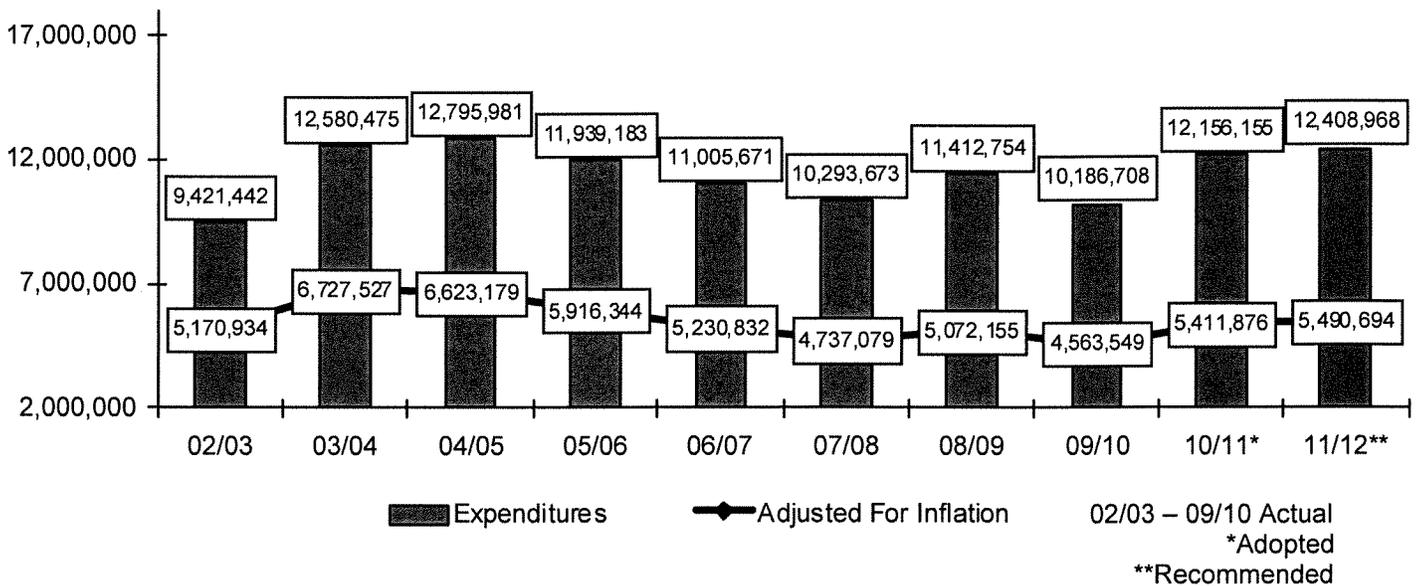
Fund centers 408-412 comprise the County's self-insurance budget and provide funding for Workers Compensation (fund center 408), Liability Self-Insurance (fund center 409), Unemployment Insurance (fund center 410), Medical Malpractice (fund center 411) and Self-Insured Dental (fund center 412). Funding for the self-insurance fund centers comes largely from charges to departments for providing various benefits and insurances to County employees. Staffing for the administration of the self-insurance programs is included in fund center 105- Risk Management.

OPERATING DETAIL (1)	2009-10 ACTUAL (2)	2010-11 ESTIMATED (3)	2011-12 PROPOSED ESTIMATES (4)	2011-12 RECOMMENDED ESTIMATES (5)
OPERATING REVENUES				
Charges for current services	7,174,499	7,194,703	7,334,000	7,334,000
TOTAL OPERATING REVENUES	7,174,499	7,194,703	7,334,000	7,334,000
OPERATING EXPENSES				
Services and Supplies	1,735,804	2,299,891	2,284,799	2,284,909
Overhead	423,351	544,782	362,920	362,920
Insurance	2,391,356	2,155,715	2,535,000	2,535,000
Claims	4,218,486	6,158,000	6,001,139	6,001,139
Outside Legal	1,417,711	1,062,000	1,225,000	1,225,000
TOTAL OPERATING EXPENSES	10,186,708	12,220,388	12,408,858	12,408,968
OPERATING INCOME (LOSS)	(3,012,209)	(5,025,685)	(5,074,858)	(5,074,968)
NON-OPERATING REVENUES (EXPENSES)				
Interest	198,354	100,333	94,654	94,654
Other Income	757,951	2,139,750	0	0
TOTAL NON-OPERATING REVENUES (EXPENSES)	956,305	2,240,083	94,654	94,654
INCOME BEF. CAPITAL CONTRBS. & TRANSFERS	(2,055,904)	(2,785,602)	(4,980,204)	(4,980,314)
Transfers in (out)	0	0	0	0
CHANGE IN NET ASSETS	(2,055,904)	(2,785,602)	(4,980,204)	(4,980,314)
Net assets - beginning	11,262,054	9,206,150	6,420,548	6,420,548
Net assets - ending	<u>9,206,150</u>	<u>6,420,548</u>	<u>1,440,344</u>	<u>1,440,234</u>

Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Self Insurance has a total expenditure level of \$12,408,968 to provide the following services:

Workers' Compensation

Provides funding for all costs associated with the County's self-insured Workers' Compensation Program, including benefit payments to eligible recipients and administrative expenses.

Total Expenditures: \$5,869,924 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: \$4,099,460 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: \$283,632 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: \$369,967 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: \$1,785,985 Total Staffing (FTE): *

*Staffing for these programs is reflected in fund center 105 – Risk Management.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The Self Insurance Budget consists of Internal Service Funds (ISF's) that charge County departments in order to service the Workers Compensation (fund center 408), Liability (fund center 409), Unemployment Insurance (fund center 410), Medical Malpractice (fund center 411), and Self-Insured Dental (fund center 412) programs. Staffing for each of these programs is described in the budget for Risk Management (fund center 105).

Industry norms, including guidelines set by our excess insurance carrier, the California State Association of Counties – Excess Insurance Authority (CSAC-EIA), suggest fund reserve levels for these programs should be maintained between 70% (minimum) and 90% (conservative) confidence level. The programs in the self insurance budget have been well managed in recent years, and are on a good financial foundation. Therefore, it is reasonable and appropriate to minimize charges to departments during this difficult budget year, while still maintaining adequate reserve levels. For this reason, charges to departments have been reduced in most cases to maintain a 70-85% confidence level in the reserve funds. Setting and maintaining of reserve levels is done in conjunction with annual actuarial studies.

Because the Self Insurance Programs are Internal Service Funds, the State Controller's Office requires that an Operation of Internal Service Fund Schedule 10 be submitted. The format of the Schedule 10, as well as some of the data it contains, is different from how other County departments' budgets are reported. For consistency purposes, this narrative, Service Programs, and the 10 Year Expenditure chart use the information and data from the Schedule 10.

For consistency with the manner in which changes in other fund centers are explained, this narrative provides a comparison of the FY 2011-12 recommended budget with the FY 2010-11 adopted budget. Variances between the FY 2011-12 recommended budget and the FY 2010-11 adopted budget are described by fund center as follows:

Fund Center 408- Workers Compensation

Revenues are recommended to increase by \$516,000 or 28% compared to the FY 2010-11 adopted budget. This increase is due largely to an increase in Workers' Compensation charges to departments which have been set to generate \$2,254,000 in FY 2011-12. As a budget balancing solution, charges to departments were temporarily reduced to \$1,600,000 in both FY 2009-10 and FY 2010-11, in an effort to reduce County departments' need for general fund support. In the interest of maintaining appropriate reserves for this fund center, the reduced rates cannot be sustained further. While department charges are being increased, the \$2,254,000 generated in FY 2011-12 will still be less than the standard charges of \$3,200,000. This increase in departmental charges has as little impact as possible to the General Fund without jeopardizing the fund center's reserves, enabling the fund center to maintain an 85% confidence level.

Expenditures are recommended to decrease by \$233,248 or 3% compared to the FY 2010-11 adopted budget, due largely to a \$220,716 decrease in Countywide overhead charged to the fund center.

Fund Center 409- Liability

Revenues are recommended to decrease by \$339,000 or 10% compared to the FY 2010-11 adopted budget. This decrease is due largely to a decrease in interest earnings and a reduction in liability insurance rates charged to departments which have been set to generate \$3,000,000 in FY 2011-12. Despite this decrease, the fund has sufficient reserves to maintain a 70% confidence level.

Expenditures are recommended to increase by \$442,584 or 12% compared to the FY 2010-11 adopted budget. This increase is due largely to a \$365,000 increase in outside legal counsel which is being increased to more realistically budget for use of outside counsel to defend the County in any liability related litigation. This account has historically been underbudgeted in prior fiscal years and the \$365,000 budgeted for FY 2011-12 reflects an average of actual expenditures in this account since FY 2004-05. An increase in Countywide overhead charged to the fund center also contributes to the overall increase in expenditures.

Fund Center 410- Unemployment Insurance

Revenues are recommended to decrease by \$153,674 or 43% compared to the FY 2010-11 adopted budget. This decrease is due largely to a decrease in unemployment insurance rates charged to departments. Expenditures are recommended to increase by \$7,525 or 1% compared to the FY 2010-11 adopted budget. Despite the decrease in charges to departments, the fund center maintains adequate reserves to cover any potential layoffs in the near future.

Fund Center 411- Medical Malpractice

Revenues are recommended to decrease by \$2,995 or 1% compared to the FY 2010-11 adopted budget due to a decrease in interest earnings. Expenditures are recommended to increase by \$46,356 or 19% compared to the FY 2010-11 adopted budget due to an increase in medical malpractice insurance premiums based on estimates provided by CSAC-EIA.

Fund Center 412- Self-Insured Dental

Revenues are recommended to decrease by \$110,980 or 6% compared to the FY 2010-11 adopted budget due to a decrease in interest earnings and charges to departments. Expenditures are recommended to increase by \$4,646 or less than 1% compared to FY 2010-11 adopted levels.

Financing

Countywide Automation Replacement

Debt Service

General Government Building Replacement

Non-Departmental – Other Financing Uses

Non-Departmental Revenues

Other Post Employment Benefits

Pension Obligation Bonds

Public Facility Fees

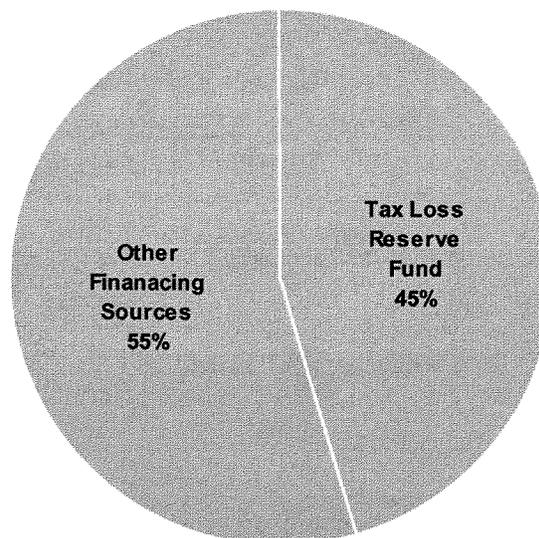
Tax Reduction Reserve

PURPOSE STATEMENT

To provide funding for implementation of Countywide automation systems and information needs to enhance the performance and productivity of public services.

Financial Summary	2010-11 Budget	2010-11 Projected	2011-12 Requested	2011-12 Recommended	Change from 2010-11
Taxes	\$ 0	\$ 0	\$ 0	\$ 1,296,735	\$ 1,296,735
Charges for Current Services	182,000	182,000	0	0	(182,000)
Other Financing Sources	1,763,636	1,763,636	0	1,569,019	(194,617)
Interfund	0	1,960,502	0	0	0
Total Revenue	\$ 1,945,636	\$ 3,906,138	\$ 0	\$ 2,865,754	\$ 920,118
Fund Balance Available	\$ 646,806	\$ 646,806	\$ 0	\$ 0	\$ (646,806)
Cancelled Reserves	0	0	280,265	280,265	280,265
Total Financing Sources	\$ 2,592,442	\$ 4,552,944	\$ 280,265	\$ 3,146,019	\$ 553,577
Salary and Benefits	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Services and Supplies	210,581	924,798	1,940,000	1,940,000	1,729,419
Other Charges	182,000	182,000	0	0	(182,000)
Fixed Assets	348,062	2,681,816	477,000	477,000	128,938
Gross Expenditures	\$ 740,643	\$ 3,788,614	\$ 2,417,000	\$ 2,417,000	\$ 1,676,357
Contingencies	0	0	0	0	0
New Reserves	1,851,799	1,851,799	0	729,019	(1,122,780)
Total Financing Requirements	\$ 2,592,442	\$ 5,640,413	\$ 2,417,000	\$ 3,146,019	\$ 553,577

Source of Funds



SERVICE PROGRAMS

Staffing for Countywide Automation is found in the Information Technology Fund Center 114. This budget has a total expenditure level of \$2,417,000 and provides the following services:

Countywide Automation Replacement

Provides for the implementation of new and replacement automation systems and equipment which allow for the continuation of essential County services as identified and approved by the Board of Supervisors.

Total Expenditures: \$2,417,000.00 Total Staffing (FTE): 0.00

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

This fund center addresses the replacement and upgrade of large scale automation equipment and systems as identified by the Information Technology Division of the newly formed General Services Agency. Funds to support Countywide Automation projects are normally derived from the General Fund through overhead charges identified in the County's Cost Plan. The FY 2011-12 depreciation schedule for Countywide Automation identifies that approximately \$1.6 million in funding from overhead charges is applied to finance the expense in this budget. These charges are related to the depreciation of automation assets.

The recommended budget for FY 2011-12 Countywide Automation Fund Center is based on funding for projects reviewed and approved by the Information Technology Executive Steering Committee (IT-ESC) and routine annual equipment replacement and upgrades of County systems. The total recommended operational expenditure for FY 2011-12 is \$2,417,000, a 226% increase over the adopted level for FY 2010-11

Recommended service and supply expense totals \$1,940,000, an increase of approximately \$1.7 million more than the FY 2010-11 adopted budget. The substantial increase in this category of expense is due to two large automation projects. The Property Tax Replatform project is budgeted \$1.5 million and the upgrade for the Integrated Document Management System is budgeted for \$440,000. In addition there recommended budget for 2011-12 includes \$477,000 in fixed assets, a \$128,938,37%, increase over the adopted level for FY 2010-11. The expense in this budget can vary greatly from year to year, based upon whether large new projects are included in the budget. The FY 2010-11 mainly addressed normal recurring expenses for routine upgrades in equipment and software. The FY 2011-12 budget includes the first phase of the Property Tax Replatform project, a large an non-recurring project which shifts the current Property Tax System from a mainframe based system to a more modern server based system.

Financing sources for this budget total \$3,146,019, a \$553,557, 47% increase over the adopted level for FY 2010-11. Funding from General Fund from depreciation charges total \$1,569,019, a decrease of \$194,617, 11%, from the FY 2010-11 adopted budget. An allocation of \$1,296,735 from the Tax Loss Reserve Fund (Teeter funds) and the cancellation of \$280,265 of the Countywide Automation Tax System Replacement Reserve designation are used to fund the \$1,577,000 expense for the Property Tax Replatform project described later in this narrative. The recommended budget for Countywide Automation provides \$2.4 million to fund automation projects and also provides \$729,012 in new reserves for the Countywide Automation Fund. The \$729,012 in new reserves is approximately \$1.1 million, 60%, less than the amount of new reserve funding in the FY 2010-11 adopted budget.

The following section provides a brief description of the projects recommended for approval. Projects are identified as being either "Recurring" or "Non-Recurring". Recurring projects are generally considered to be a normal expense for operations, such as replacement or upgrades of existing software and hardware in existing systems. Non-Recurring projects are projects which substantially change an operational process, or significantly change or expand the capacity and capability of the technological applications and tools used by the County.

Recommended FY 2011-12 Projects Approved by the IT-ESC

IT-ESC is the governance body which reviews and recommends County technology projects to the County Administrator and Administrative Office. The Executive Steering Committee is composed of thirteen (13) County managers. Eight (8) are permanent members, and to assure that all stakeholders have an opportunity for direct

representation, three members are appointed or elected to serve on a rotating basis. Permanent members collectively represent those organizations that utilize the majority of services provided by Information Technology. The County Administrative Officer (CAO) is a member and serves as committee chair.

There are three IT-ESC approved projects totaling \$2,117,000 included in the recommended FY 2011-12 budget. Two of the following three projects are non-recurring projects which expand the service levels provided by the County's technology infrastructure. The following summarizes the project recommended by the IT-ESC for FY 2011-12:

1. Integrated Document Management (IDM) upgrade (Recurring)

Expense: \$414,000
Source of Funding: Countywide Automation Funds.
Operational Costs: Once the upgrade is completed, no new funding is necessary for the ongoing operational costs for maintenance of the IDM system as these costs are a part of the existing annual allocation for Information Technology Fund Center 114 budget.

This project upgrades the current software used for IDM since support for the current version ended in March 2010. IDM provides county departments with the capability to electronically store large quantities of documents in an electronic format. The system provides the following benefits:

- Reduce production of paper reports and documents (e.g. mainframe reports, telephone bills, photocopies).
- Increase ease of access to County documents and utilize other document management capabilities such as versioning and auditing.
- Help departments meet legal mandates pertaining to the retention and destruction of documents through the use of records management.
- Establish the ability to scan HR documents, attach the electronic documents to HR records in SAP, and allow viewing of the documents by authorized users.

2. Agenda Management software purchase (Non-Recurring)

Expense: \$100,000
Source of Funding: Countywide Automation Funds.
Operational Expense: Upon implementation of the Agenda Management system, no new funding is necessary for the ongoing operational costs for maintenance of the IDM system as these costs will be absorbed as part of the existing annual allocation for Information Technology Fund Center 114 budget.

This project will use commercial software to convert the current manual and paper based processes for preparing items for the Board of Supervisor's weekly agenda to an electronic based system. Currently, documents for the agenda are printed and then sent to the Administrative Office for review. The proposed Agenda Management system will provide the capability to transmit, review and revise agenda documents electronically. It will also prepare the agenda cover sheets and reduce staff time scanning documents for posting on the internet. The system is intended to reduce the use of paper and staff time for agenda preparation. It is noted that paper copies of the agenda will still be available to members of the public.

3. Property Tax System Replatform (Non-Recurring)

Phase 1 expense: \$1,577,000
Sources of Funding: \$1,296,735 from the Tax Loss Reserve Fund (Teeter funds) and the cancellation of \$280,265 of the Countywide Automation Tax System Replacement Reserve designation
Operational Expense: Annual \$400,000 decrease in mainframe equipment and software expense. Upon implementation of the Property Tax Replatform project, there will be a shift of existing operational expense from current maintenance expense for the existing Property Tax System to the new system resulting in a net reduction of annual operational expense.

County developed tax systems, including the Property Tax System, are involved in the collection and subsequent disbursement of approximately 32% of all county funding. In FY 2010-11, this amounted to nearly \$145 million. Consequently, having reliable systems that run on modern hardware and software platforms is critical to the efficient operation of the County.

This project will move (modernize) the Property Tax System from the existing mainframe system to a new computing environment. There are two fundamental drivers for this project:

- 1) reduce the costs associated with the current mainframe frame based environment and
- 2) provide a database and software development environment which makes Property Tax System on-going maintenance, enhancement and development easier and more cost-effective.

The Property Tax System modernization will provide access to up-to-date and more widely supported software development and maintenance tools. In turn, this will enhance the ability of information technology personnel supporting the Property Tax applications to more effectively support and maintain the system. It will also improve the team's ability to enhance and extend Property Tax System features and functionality in response to departmental needs.

The recommended budget funds the first of two phases for the project. The estimated expense for the entire project is \$5 million. The second phase of the project is anticipated to require the hiring of six Limited Term staff to backfill for existing staff who will be working on the project for approximately two and half years, beginning in FY 2012-13. The staff is distributed as follows:

- Assessor 3.0 FTE
- Auditor–Controller 2.0 FTE
- Tax Collector-Treasurer 1.0 FTE

The current estimated cost for the 6.0 FTE in backfill staff over the two and half year development of the project is \$1.7 million. This expense will not begin until FY 2012-13. No positions are proposed to be added to the County Position Allocation List at this time.

The first phase of this project is to develop an RFP and a contract with a vendor that is experienced in providing the tools and expertise necessary to successfully complete modernization of the Property Tax System. The County has a choice of how much vendor involvement it wishes to retain during the modernization project. For example, one of the potential vendors, Clarity Solutions, has described two different implementation paths: "Turnkey" or "Knowledge Transfer". The recommended first phase of funding for FY 2011-12 is to develop the RFP and fund the vendor contract.

Other Projects Recommended for FY 2011-12

There are three initiatives, totaling \$300,000, budgeted that are equipment replacements and upgrades to County communications. There is no increase in operational expense for these projects.

1. Upgrade and modernization of Board of Supervisor (BOS) chambers recording and projection equipment (Recurring)

Expense: \$20,000
Source of Funding: Countywide Automation Funds.

This project replaces outdated recording and projection equipment used in Board of Supervisors Chambers.

2. Upgrade and expand equipment housed in the County's data center (Recurring)

Expense: \$40,000
Source of Funding: Countywide Automation Funds.

This project upgrades and replaces Blade Center Servers and disk storage in the data center.

3. Upgrade and maintain public safety radio communications equipment and systems (Recurring)

Expense: \$240,000
Source of Funding: Countywide Automation Funds.

This project replaces equipment for three radio channels for County public safety radio communications which are no longer supported by the manufacturer. The channels being replaced are the Red channel (used for Sheriff emergency dispatch and interoperability with other law enforcement), Fire channel (used for County fire, CalFire, communications), and Brown channel (used by County Office of Emergency Services and the Health Agency for communications). Also included is the replacement of two auxiliary radio receives at Lodge Hill and Tapesquet peak.

BUDGET AUGMENTATION REQUESTS RECOMMENDED

Unit Amount	Description	Results
<p>Gross Requested: \$100,000</p> <p>Countywide Automation Fund \$100,000</p>	<p>Electronic Agenda Management System.</p> <p>This project is the development of an automated agenda management program which will use commercially available software products to transform the current manual, paper based agenda preparation to an electronic based system.</p> <p>The current agenda creation process is a series of highly manually and labor intensive procedures. By implementing an automated solution, many of these procedures will be streamlined or eliminated.</p> <p>Implementing an automated solution will significantly reduce the number of paper documents that are currently printed; standardize the agenda preparation process across all departments; include a workflow process which will track each agenda item in the preparation process.</p>	<ul style="list-style-type: none"> • Move towards a paperless agenda which is in line with the County's "going green" efforts saving approximately \$16,000 per year in charges for paper and charges for scanning and set up from Reprographics • Reduce staff time required to create the agenda through; <ul style="list-style-type: none"> ○ Auto page numbering features ○ Elimination of the manual scanning and collating process ○ Ability for multiple users to simultaneously review documents online from any location • Enhanced search function will make it easier for the public to navigate and find particular items of interest on the agenda

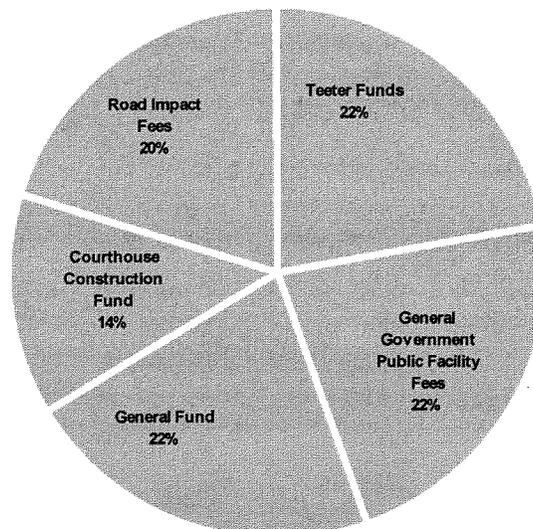
Unit Amount	Description	Results
<p>Gross Requested: \$1,5770.000</p> <p>Source of Funding: \$1,296,735 from the Tax Loss Reserve Fund (Teeter funds) and the cancellation of \$280,265 of the Countywide Automation Tax System Replacement Reserve designation</p> <p>The total estimated expense for both phases of the project is \$5 million.</p> <p>In FY 2012-13, it is anticipated that a total of 6.0 FTE in limited term staff will be needed to complete this project.</p>	<p>Property Tax System Replatform.</p> <p>This Budget Augmentation Request funds the first of two phases.</p> <p>The Property Tax System is the single largest remaining application suite on the mainframe. Moving the Property Tax System to another environment would significantly reduce overall mainframe usage. The project would result in two additional benefits:</p> <ol style="list-style-type: none"> 1) Eliminate costs associated with mainframe use for the 3 departments, Tax Collector Treasurer, Assessor and Auditor-Controller, using the application and 2) Act as a catalyst to eliminate the rest of the applications and data from the mainframe, thus allowing decommissioning of the platform. <p>The project goal is to move the current Property Tax System and data from the mainframe to Windows/Intel and Microsoft Corporation architecture.</p> <p>In FY 2012-13, it is anticipated that a total of 6.0 FTE in limited term staff will be required. The staff are distributed as follows Assessor 3.0 FTE Auditor-Controller 2.0 FTE Tax Collector-Treasurer 1.0 FTE</p> <p>The total current estimated staff cost over the two and half year development of the project is \$2.16 million. This expense will not begin until FY 2012-13. No positions are proposed to be added to the County Position Allocation list at this time.</p>	<ol style="list-style-type: none"> 1) Reduce annual mainframe hardware and software costs operating costs by \$400,000 2) Avoid system obsolesce by moving a critical set of applications, commonly described as the Property Tax System, from the mainframe to a more modern application and system development environment 3) Move Property Tax System data to a modern database 4) Position the County to provide additional Property Tax related services electronically or on-line. 5) Extend the life of the current system by a minimum of 10 years.

PURPOSE STATEMENT

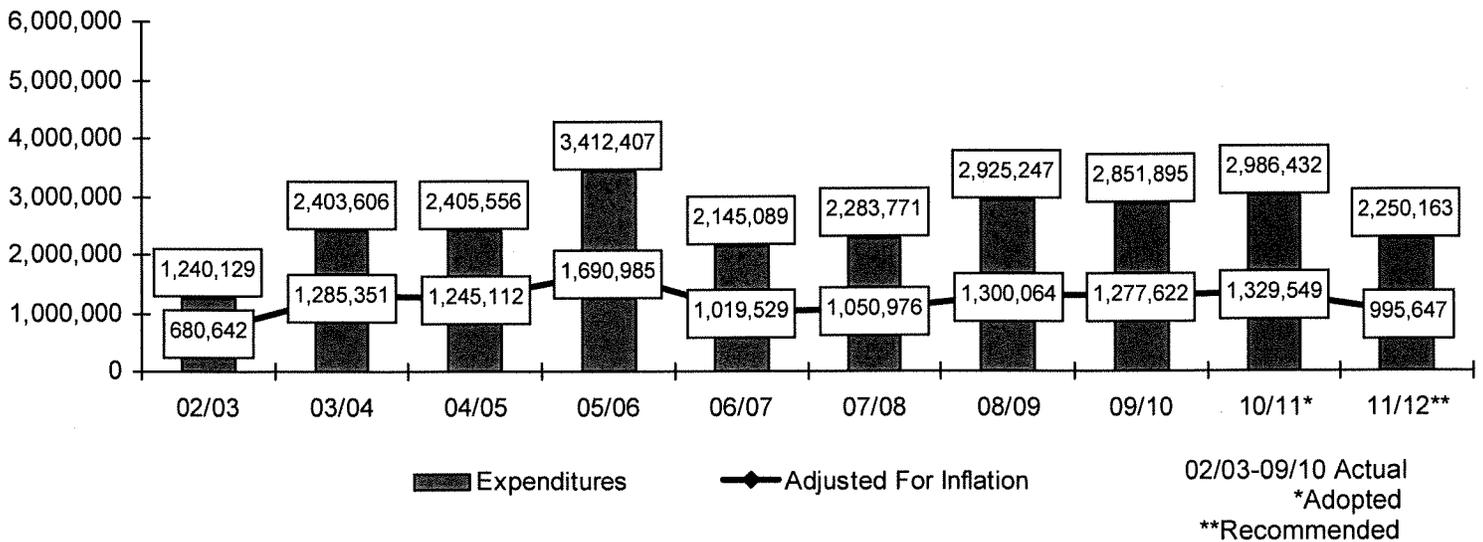
This fund center accounts for the payment of interest and principal associated with the County's long term debt based upon the Board of Supervisors budget policies. Recommendations for debt financing of major projects are made by the County's Debt Advisory Committee in accordance with the provisions laid out in the County's Debt Management Policy. Debt service payments are funded with a variety of revenue sources as outlined below. Every attempt is made to provide for debt service payments through dedicated revenues that can be maintained over the life of the debt, before General Fund dollars are used. There are no County operations, programs or services directly associated with this fund center.

	2010-11	2010-11	2011-12	2011-12	Change from
<u>Financial Summary</u>	<u>Budget</u>	<u>Projected</u>	<u>Requested</u>	<u>Recommended</u>	<u>2010-11</u>
Taxes	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 0
Fines, Forfeitures and Penalties	307,319	307,319	308,119	308,119	800
Other Financing Sources	<u>2,179,113</u>	<u>2,179,113</u>	<u>1,442,044</u>	<u>1,442,044</u>	<u>(737,069)</u>
Total Revenue	\$ 2,986,432	\$ 2,986,432	\$ 2,250,163	\$ 2,250,163	\$ (736,269)
Fund Balance Available	\$ 14,471	\$ 14,471	\$ 0	\$ 0	\$ (14,471)
Cancelled Reserves	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Financing Sources	\$ 3,000,903	\$ 3,000,903	\$ 2,250,163	\$ 2,250,163	\$ (750,740)
Salary and Benefits	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Services and Supplies	0	0	0	0	0
Other Charges	2,986,432	2,986,432	2,250,163	2,250,163	(736,269)
Fixed Assets	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Gross Expenditures	\$ 2,986,432	\$ 2,986,432	\$ 2,250,163	\$ 2,250,163	\$ (736,269)
Contingencies	0	0	0	0	0
New Reserves	<u>14,471</u>	<u>14,471</u>	<u>0</u>	<u>0</u>	<u>(14,471)</u>
Total Financing Requirements	\$ 3,000,903	\$ 3,000,903	\$ 2,250,163	\$ 2,250,163	\$ (750,740)

Source of Funds



10 Year Expenditures Adjusted For Inflation



COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

During FY 2010-11, a comprehensive debt management policy was created and approved by the Board of Supervisors. This policy generally reflects the robust debt management practices that have existed for many years. All new debt issuance must be reviewed by the Debt Advisory Committee prior to being recommended to the Board of Supervisors. The Debt Advisory Committee was established by the Board of Supervisors during FY 1991-92.

The County's target is to keep the annual debt service paid for by the General Fund to 5% or less of the General Fund operating budget (reference performance measure #2 of the Administrative Office for more details). The current percent is approximately 2.6%, well below the target.

The debt payments contained in this fund center are as follows:

\$1,484,894 for the 2002 Certificate of Participation (COP) for the New County Government Center located in the City of San Luis Obispo. This debt is paid with a combination of Teeter funds (\$500K), General Government Public Facility Fees (\$500K), and \$484,894 from the General Fund.

\$306,419 for the 2007 COP for the Paso Robles Courthouse. This debt is paid with Courthouse Construction funds.

\$450,850 for the 2008 COP for the Vineyard Drive interchange in North County (near Templeton). This debt is paid with Road Impact Fees.

\$8,000 of the expense in this budget is attributable to the administrative fees and expenses associated with the issuance and management of the above noted debt.

The County also issued Pension Obligation Bonds during FY 2004-05. The details can be found in the Pension Obligation Bond fund center.

PURPOSE STATEMENT

The purpose of this fund is to set aside funding to help pay for the replacement of the County's general government buildings. Funding levels for this fund are determined each year by calculating the annual depreciation associated with County buildings as identified in the County's Cost Allocation Plan. Building replacement funds are expended based on the needs identified in the County's Facilities Master Plan. There are no County operations, programs or services directly associated with this fund center.

<u>Financial Summary</u>	<u>2010-11 Budget</u>	<u>2010-11 Projected</u>	<u>2011-12 Requested</u>	<u>2011-12 Recommended</u>	<u>Change from 2010-11</u>
Other Financing Sources	\$ 2,521,543	\$ 2,521,543	\$ 2,684,683	\$ 2,684,683	\$ 163,140
Total Revenue	\$ 2,521,543	\$ 2,521,543	\$ 2,684,683	\$ 2,684,683	\$ 163,140
Fund Balance Available	\$ 70,430	\$ 70,430	\$ 0	\$ 0	\$ (70,430)
Cancelled Reserves	0	0	0	0	0
Total Financing Sources	<u>\$ 2,591,973</u>	<u>\$ 2,591,973</u>	<u>\$ 2,684,683</u>	<u>\$ 2,684,683</u>	<u>\$ 92,710</u>
Salary and Benefits	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Services and Supplies	0	0	0	0	0
Other Charges	817,000	817,000	0	0	(817,000)
Fixed Assets	0	0	0	0	0
Gross Expenditures	\$ 817,000	\$ 817,000	\$ 0	\$ 0	\$ (817,000)
Contingencies	0	0	0	0	0
New Reserves	<u>1,774,973</u>	<u>1,774,973</u>	<u>2,684,683</u>	<u>2,684,683</u>	<u>909,710</u>
Total Financing Requirements	\$ 2,591,973	\$ 2,591,973	\$ 2,684,683	\$ 2,684,683	\$ 92,710

Source of Funds



COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

This fund center supports the long-term commitment to strategic planning as identified in the five-year Capital Improvement Plan and the Countywide Facilities Master Plan. The funding for this fund center is based upon the annual depreciation of County buildings as identified in the Cost Allocation Plan (countywide overhead).

The depreciation schedule indicates that \$2,684,683 should be placed into reserves to help fund replacement and new building projects. The full amount is recommended for placement into the reserve. This is the first time in three years that the full amount is being placed into reserves. In the prior three years, a portion of the depreciation was redirected to the General Fund in order to help balance the operating budget as part of the short-term budget balancing strategies.

**Non-Departmental Revenues-Other Financing Use
Fiscal Year 2010-11 Proposed Budget**

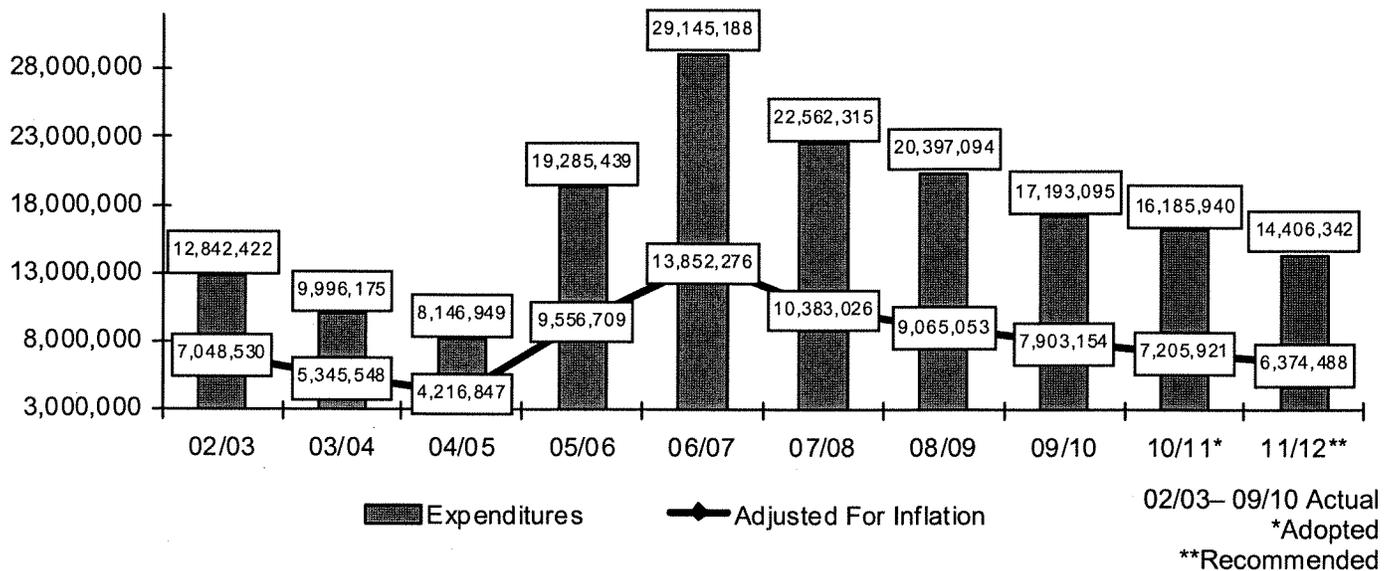
Fund Center 102

PURPOSE STATEMENT

The fund center provides General Fund support to "Other Funds" to help finance their operations. This fund center is also the receiving budget for overhead charged to County departments. There are no County operations, programs or services directly associated with this fund center.

Financial Summary	2010-11 Budget	2010-11 Projected	2011-12 Requested	2011-12 Recommended	Change From 2010-11
Charges for Current Services	\$ 0	\$ 0	\$ 30,715	\$ 30,715	\$ 30,715
Other Financing Sources	6,000,000	6,000,000	0	1,700,000	(4,300,000)
Interfund	3,567,110	3,567,110	2,911,736	2,911,736	(655,374)
**Total Revenue	\$ 9,567,110	\$ 9,567,110	\$ 2,942,451	\$ 4,642,451	\$ (4,924,659)
Other Charges	16,185,940	16,185,940	15,665,786	14,406,342	(1,779,598)
**Gross Expenditures	\$ 16,185,940	\$ 16,185,940	\$ 15,665,786	\$ 14,406,342	\$ (1,779,598)
Less Intrafund Transfers	11,429,765	11,429,765	10,108,959	10,035,388	(1,394,377)
**Net Expenditures	\$ 4,756,175	\$ 4,756,175	\$ 5,556,827	\$ 4,370,954	\$ (385,221)
General Fund Support (G.F.S.)	\$ (4,810,935)	\$ (4,810,935)	\$ 2,614,376	\$ (271,497)	\$ 4,539,438

10 Year Expenditures Adjusted For Inflation



COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

This fund center contains all of the recommended General Fund “contributions” to non-General Fund departments and all countywide overhead charges paid by various County departments and agencies. Additionally, this fund center serves as a “clearing house” for charges between the General Fund and non-General Fund departments.

Summary of General Fund contributions to Non-General Fund departments

The recommended General Fund contribution to non-General fund departments is approximately \$14.4 million. The recommended contributions include:

Fund Center	FY 2010-11 Adopted	FY 2011-12 Recommended	Percent Change
Parks	\$3,278,260	\$3,278,260	0%
Roads	\$6,294,577	\$5,330,263	-15%
Capital Projects Fund	\$0	\$0	0%
Library	\$529,361	\$516,121	-2%
Debt Service	\$495,513	\$484,894	-2%
Organizational Development	\$0	\$242,166	N/A
Community Development	\$303,050	\$300,936	-0.7%
Automation Replacement Fund	\$1,763,636	\$1,569,019	-11%
Building Replacement Fund	\$2,521,534	\$2,684,683	+6%
TOTAL	\$15,185,931	\$14,406,342	-5.1%

- The General Fund contribution to Parks is to help fund the parks and recreation facilities in the unincorporated areas of the County.
- The General Fund contribution to Roads is for the pavement management program and various roads projects.
- There are few new capital projects included in the budget this year and those included are not funded by the General Fund. Note that this is one of the shorter term strategies to close the budget gap for FY 2011-12, i.e. defer capital projects requiring General Fund financing.
- The General Fund contribution to the Library is to pay for the Library Director position (statutorily required) and to fund additional positions to support open hours as agreed to several years ago.
- The General Fund contribution to the Debt Service Fund is for a portion of the debt service for the new County Government Center building located within the City of San Luis Obispo.
- The General Fund contribution to Organizational Development (OD) is to support the operations of the Employee University and other organizational development programs. Note that as part of the “short-term” solutions being used to help balance the overall General Fund, the General Fund contribution to OD is reduced. The standard is to allocate \$450,000 per year from the General Fund to Organizational Development. For FY 2011-12, it is recommended that \$242,166 be allocated from the General Fund with the difference funded with reserves. Note that \$0 was allocated from the General Fund for FY 2010-11.
- The General Fund contribution to Community Development includes funding for the Economic Vitality Corporation (EVC), the Housing Trust, and homeless services.
- The General Fund contribution to the Automation Replacement Fund is to help fund new and replacement automation equipment and programs. The dollar amount is based upon the depreciation schedule for automation assets per the Board Adopted Cost Allocation Plan.

- The General Fund contribution to the Building Replacement Fund is to help offset the costs of new and replacement buildings. The dollar amount is also based upon the depreciation schedule for buildings per the Board Adopted Cost Allocation Plan.

For more information regarding the services and financial status of the funds noted above, please reference the specific fund centers.

Countywide Overhead Charges

Annually, the Board of Supervisors adopts the "Cost Plan," which allocates the costs of the central servicing departments (Human Resources, Administration, General Services, County Counsel, and Auditor-Controller) as well as depreciation charges to departments and outside agencies that receive the services. This portion of the budget reflects all of the countywide overhead charges paid by various County departments and other agencies. The total overhead revenue to the General Fund is \$12,977,839, which is about \$2 million less than the FY 2010-11 charges. This reduction is a direct result of operational efficiencies, the contraction of the workforce and programs and services.

Other

As mentioned above, this fund center serves as a "clearing house" between the General Fund and non-General Fund departments. Those recommended in this budget include:

- \$6,000,000 of revenue was included as a repayment of the loan to the Los Osos Sewer project for FY 2010-11. During FY 2007-08, the Board of Supervisors approved loans funded by General Fund Contingencies to the Los Osos Sewer project. The \$6 million loan targeted for repayment in FY 2008-09 and FY 2009-10 was delayed to FY 2010-11. As of the writing of this document, the repayment is on track for FY 2010-11 and therefore is not included for FY 2011-12.

**Non-Departmental Revenues
Fiscal Year 2011-12 Proposed Budget**

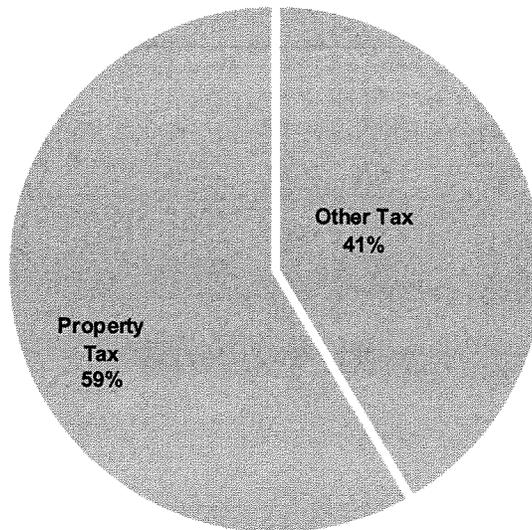
Fund Center 101

PURPOSE STATEMENT

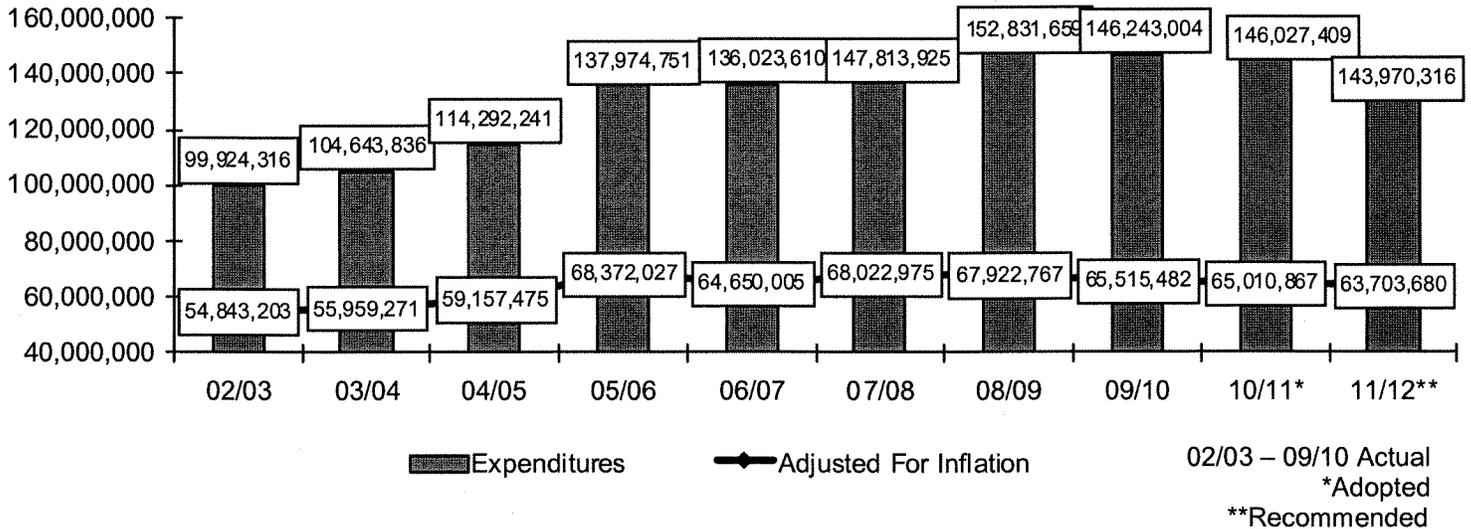
This fund center acts as the receiving budget for all general purpose revenues such as property and sales taxes, license and permit revenue and some state and federal aid that are not directly attributable to any single department's activities. Non-departmental revenues are used to fund the Net County Cost for General Fund supported departments. There are no County operations, programs or services directly associated with this fund center.

<u>Financial Summary</u>	<u>2010-11 Budget</u>	<u>2010-11 Projected</u>	<u>2011-12 Requested</u>	<u>2011-12 Recommended</u>	<u>Change From 2010-11</u>
Taxes	\$135,899,166	\$134,799,692	\$134,698,003	\$134,868,954	\$ (1,030,212)
Licenses and Permits	2,935,000	2,865,000	2,775,000	2,775,000	(160,000)
Revenue from Use of Money & Property	800,000	240,000	300,000	300,000	(500,000)
Intergovernmental Revenue	3,582,213	3,572,657	3,400,800	3,400,800	(181,413)
Charges for Current Services	2,480,412	2,390,412	2,294,944	2,294,944	(185,468)
Other Revenues	4,005	4,005	4,005	4,005	0
Interfund	326,613	326,613	326,613	326,613	0
**Total Revenue	\$146,027,409	\$144,198,379	\$143,799,365	\$143,970,316	\$ (2,057,093)
Services and Supplies	5	5	5	5	0
**Gross Expenditures	\$ 5	\$ 5	\$ 5	\$ 5	\$ 0
General Fund Support (G.F.S.)	<u>\$146,027,404)</u>	<u>\$144,198,374)</u>	<u>\$143,799,360)</u>	<u>\$143,970,311)</u>	<u>\$ 2,057,093</u>

Source of Funds



10 Year Revenues Adjusted For Inflation



COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

This fund center receives all of the General Fund revenues not directly attributable to any single department’s operation (commonly referred to as discretionary revenue or non-departmental revenue). Overall, non-departmental revenue is recommended at approximately \$144 million, which is approximately \$2 million or 1.5% lower than the FY 2010-11 adopted amount. This is the third year in a row that non-departmental revenue is budgeted at a lower level and is a direct reflection of the struggling economy. In total, there are over 35 sources of revenue for this fund center. The most significant are noted below:

- Current and Secured Property taxes are budgeted at \$84.3 million, which is about \$570,000 or a half a percent less than FY 2010-11. The overall housing market continues to struggle as sales of existing homes remain sluggish and new construction is virtually non-existent.
 - Note: When comparing to FY 2007-08 and earlier, the secured property tax numbers included unitary tax revenues. As of FY 2008-09, unitary taxes were separated into their own revenue category so they could be more clearly identified.
- Unitary taxes (the property taxes on utilities such as power plants as well as pipelines throughout the county) are budgeted at \$7.56 million, which is a 2% increase.
- Property Tax in Lieu of Vehicle License Fee (VLF) revenue is budgeted at \$27 million, which is virtually flat as compared to FY 2010-11. This revenue source is part of the “VLF Swap” whereby counties receive additional property tax from the State in lieu of VLF revenue.
- Supplemental Property taxes are budgeted at \$1 million, which is \$500,000 or 33% less than FY 2010-11. This is a direct reflection of the continued soft housing market.
- Sales and Use taxes are budgeted at \$5.5 million, which is the same as the FY 2010-11 amount.
- Transient Occupancy Tax (TOT) (commonly referred to as the bed tax charged on hotel and motel rooms) is budgeted at \$6 million, which is \$130,000 or 2% less than the FY 2010-11 adopted amount.

**Other Post Employment Benefits
Fiscal Year 2011-12 Proposed Budget**

Fund Center 413

PURPOSE STATEMENT

This fund center accounts for the payment of retiree health benefits, otherwise referred to as Other Post Employment Benefits. Funding for payments related to Other Post Employment Benefits comes from payroll charges to departments which are transferred into this fund center before payments are made. There are no County operations, programs or services directly associated with this fund center.

OPERATING DETAIL (1)	2009-10 ACTUAL (2)	2010-11 ESTIMATED (3)	2011-12 PROPOSED ESTIMATES (4)	2011-12 RECOMMENDED ESTIMATES (5)
OPERATING REVENUES				
Charges to Department	2,342,428	1,500,000	1,500,000	1,500,000
TOTAL OPERATING REVENUES	2,342,428	1,500,000	1,500,000	1,500,000
OPERATING EXPENSES				
Insurance Benefit Payments	1,058,267	800,000	800,000	800,000
TOTAL OPERATING EXPENSES	1,058,267	800,000	800,000	800,000
OPERATING INCOME (LOSS)	1,284,161	700,000	700,000	700,000
NON-OPERATING REVENUES (EXPENSES)				
Interest	33,988	1,000	1,000	1,000
Fed Aid Medicare Part D	319,286	30,000	0	0
Special Dept Expense	(2,950,623)	(731,000)	(701,000)	(701,000)
TOTAL NON-OPERATING REVENUES (EXPENSES)	(2,597,349)	(700,000)	(700,000)	(700,000)
INCOME BEF. CAPITAL CONTRBS. & TRANSFERS	(1,313,188)	0	0	0
CHANGE IN NET ASSETS	(1,313,188)	0	0	0
Net assets - beginning	1,313,188	0	0	0
Net assets - ending	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

During FY 2006-07, accounting changes required local governments to account for the cost of health care benefits promised to employees who would be retiring over the next 30 years. For some entities, the cost is hundreds of millions of dollars and they will be required to issue debt and/or reduce services to pay for these benefits. While our liability for these expenses is modest compared to many other governmental agencies- the current estimate is \$25 million- the Auditor-Controller recommended that the County set aside funds to pay for these future expenses (FY 2007-08 was the first year the County set aside funds).

Departments are charged via payroll costs in order to fund this liability and the total amount to be set aside for FY 2011-12 is \$1.5 million (roughly the same as FY 2010-11). This amount is about \$800,000 less than the years prior to FY 2010-11. In April of 2010, the Board of Supervisors adopted the Auditor-Controller's recommendation to deposit and invest these funds in an irrevocable trust. It is anticipated that this trust will earn a higher investment return as compared to the County Treasury and as a result of these additional earnings; the charges to departments are reduced (compared to fiscal years 2007-08 through 2009-10).

**Pension Obligation Bonds
Fiscal Year 2011-12 Proposed Budget**

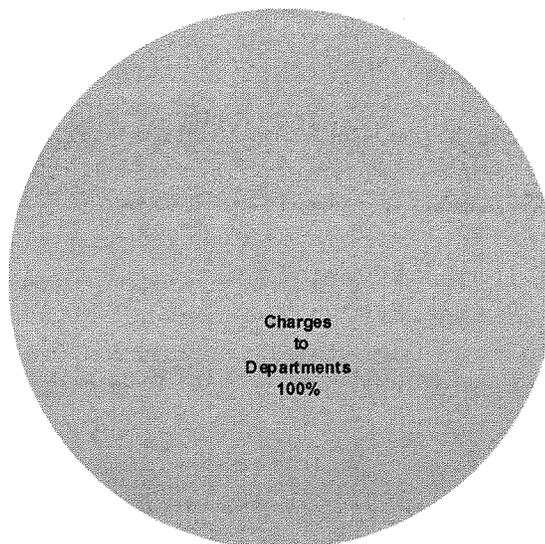
Fund Center 392

PURPOSE STATEMENT

This fund center accounts for debt service payments towards Pension Obligation Bonds that have been issued to help cover unfunded pension costs. Funding for debt service payments comes from payroll charges to departments which are transferred into this fund center before payments are made. The refinancing of unfunded pension obligations of the Pension Trust resulted in an annual savings. There are no County operations, programs or services directly associated with this fund center.

<u>Financial Summary</u>	2010-11 <u>Budget</u>	2010-11 <u>Projected</u>	2011-12 <u>Requested</u>	2011-12 <u>Recommended</u>	Change from 2010-11
Revenue from Use of Money & Property	\$ 40,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ (28,000)
Other Revenues	7,541,000	7,300,000	8,062,000	8,062,000	521,000
Total Revenue	\$ 7,581,000	\$ 7,312,000	\$ 8,074,000	\$ 8,074,000	\$ 493,000
Fund Balance Available	\$ 154,274	\$ 154,274	\$ 492,965	\$ 492,965	\$ 338,691
Cancelled Reserves	0	0	0	0	0
Total Financing Sources	\$ 7,735,274	\$ 7,466,274	\$ 8,566,965	\$ 8,566,965	\$ 831,691
Salary and Benefits	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Services and Supplies	30,000	30,000	30,000	30,000	0
Other Charges	7,509,921	7,507,745	7,963,469	7,963,469	453,548
Fixed Assets	0	0	0	0	0
Gross Expenditures	\$ 7,539,921	\$ 7,537,745	\$ 7,993,469	\$ 7,993,469	\$ 453,548
Contingencies	0	0	0	0	0
New Reserves	195,353	195,353	573,496	573,496	378,143
Total Financing Requirements	\$ 7,735,274	\$ 7,733,098	\$ 8,566,965	\$ 8,566,965	\$ 831,691

Source of Funds



COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

This fund center reflects the debt service payment for Pension Obligation Bonds (POBs). The Board of Supervisors approved the use of \$137 million of POBs in FY 2004-05 to address unfunded pension liability costs. The bonds are amortized over a 30 year period and created an annual savings of over \$1 million (i.e. compared to what would have otherwise been paid). The bonds are paid by charging each department a percentage of payroll. Additionally, the Board approved using \$2 million of FY 2004-05 year-end fund balance to help pay down the debt.

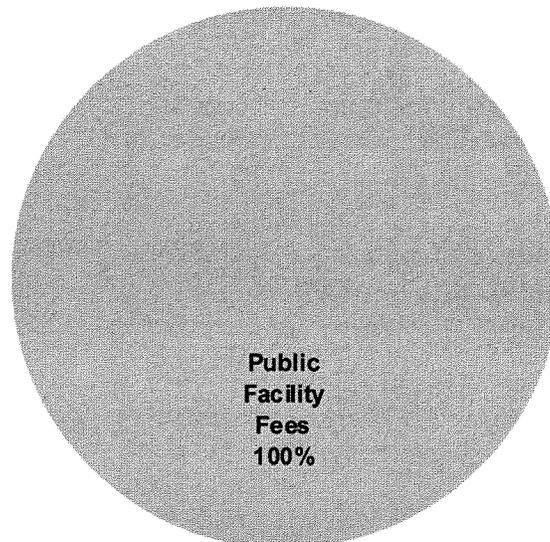
A portion of this debt was issued at a variable rate and during FY 2009-10 the lock period on the rate expired and the rate increased. In order to avoid significant costs increases, these variable rate bonds were refinanced with fixed rate securities. The fixed rate is higher than the original rate issued but not nearly as high as what the variable rate increase would have been. As a result, this annual debt payment increased by about \$700,000 per year beginning with FY 2010-11, but the refinance avoided an additional increase of approximately \$1.5 million per year.

PURPOSE STATEMENT

The purpose of the program is to finance, through development fees, public facilities and improvements for fire, law enforcement, libraries, parks and general government in order to reduce the impacts caused by new development projects within the unincorporated area of the county. The public facility fee program was established in 1991 (libraries in 1996).

<u>Financial Summary</u>	2010-11 <u>Budget</u>	2010-11 <u>Projected</u>	2011-12 <u>Requested</u>	2011-12 <u>Recommended</u>	Change from <u>2010-11</u>
Charges for Current Services	\$ 1,028,638	\$ 1,004,176	\$ 1,019,904	\$ 1,019,904	\$ (8,734)
Total Revenue	\$ 1,028,638	\$ 1,004,176	\$ 1,019,904	\$ 1,019,904	\$ (8,734)
Fund Balance Available	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Cancelled Reserves	363,514	3,356,064	360,771	360,771	(2,743)
Total Financing Sources	\$ 1,392,152	\$ 4,360,240	\$ 1,380,675	\$ 1,380,675	\$ (11,477)
Salary and Benefits	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Services and Supplies	0	0	0	0	0
Other Charges	500,000	500,000	500,000	500,000	0
Fixed Assets	0	0	0	0	0
Gross Expenditures	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 0
Contingencies	0	0	0	0	0
New Reserves	892,152	945,382	880,675	880,675	(11,477)
Total Financing Requirements	\$ 1,392,152	\$ 1,445,382	\$ 1,380,675	\$ 1,380,675	\$ (11,477)

Source of Funds



COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

This fund center tracks the revenues and expenditures associated with Public Facility Fees (PFF). The Board of Supervisors established the PFF program in 1991 to help ensure new development projects contribute to the cost of providing public facilities and services. Library fees were established in 1996. Since that time, PFFs have contributed to the development of a number of County facilities.

Revenues for the PFF budget are recommended to be \$1,019,904. This is a decrease of \$11,477 or less than 1% as compared to the FY 2010-11 adopted budget. Although four of the five categories of PFF are budgeted for a slight increase above FY 2010-11 levels, Parks PFF revenues are declining. Unlike the other four categories, Parks does not collect PFF revenues from the permits issued for the construction of new office, retail or industrial facilities and buildings. This has contributed to the decline in FY 2010-11 and the revenues anticipated for FY 2011-12. As building permit activity is showing a slight upward trend, it is anticipated that most PFF revenues will show a slight 1% to 2% increase in FY 2011-12. It is also noted that in April 2011, the Board directed the Planning and Building Department staff to develop changes to the PFF ordinance which would defer collection of fees at the time the final building permit is signed. Currently, PFF fees are collected with the application for permits. If the ordinance change is approved, the FY 2011-12 revenues will be considerable less than the amount in the recommended budget.

PFF Categories:

Library

Revenue is budgeted at \$97,156, an increase of \$1,914, 2%. All of the Library revenue is recommended to be added to reserves and will be used to make payments for the loan from General Government Building Reserves for the Cambria Library building.

Fire

Revenue is budgeted at \$418,286, an increase of \$8,242, 2%. All of the Fire revenue will be added to reserves.

Parks

Revenue is budgeted at \$292,827, a decrease of \$23,060, 7%. All of the Parks revenue will be added to reserves.

General Government

Revenue is budgeted at \$139,229, an increase of \$2,742, 2%. Expenditures are budgeted at \$500,000 in order to help pay a portion of the debt service for the New County Government Center. The difference of \$360,771 will come from reserves.

Law Enforcement

Revenue is budgeted at \$72,406, an increase of \$1,427, 2%. All of the Law Enforcement revenue will be added to reserves.

**Tax Reduction Reserve
Fiscal Year 2011-12 Proposed Budget**

Fund Center 268

PURPOSE STATEMENT

This reserve was established in order to offset a potential loss of property tax revenue related to the depreciation of the Diablo Canyon Nuclear Power Plant. There are no County operations, programs or services directly associated with this Fund Center.

<u>Financial Summary</u>	<u>2010-11 Budget</u>	<u>2010-11 Projected</u>	<u>2011-12 Requested</u>	<u>2011-12 Recommended</u>	<u>Change from 2010-11</u>
Other Financing Sources	\$ 1,000,000	\$ 1,000,000	\$ 0	\$ 0	\$ (1,000,000)
Total Revenue	\$ 1,000,000	\$ 1,000,000	\$ 0	\$ 0	\$ (1,000,000)
Fund Balance Available	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Cancelled Reserves	0	0	0	1,700,000	1,700,000
Total Financing Sources	\$ 1,000,000	\$ 1,000,000	\$ 0	\$ 1,700,000	\$ 700,000
Salary and Benefits	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Services and Supplies	0	0	0	0	0
Other Charges	0	0	0	1,700,000	1,700,000
Fixed Assets	0	0	0	0	0
Gross Expenditures	\$ 0	\$ 0	\$ 0	\$ 1,700,000	\$ 1,700,000
Contingencies	0	0	0	0	0
New Reserves	1,000,000	8,400,000	0	0	(1,000,000)
Total Financing Requirements	\$ 1,000,000	\$ 8,400,000	\$ 0	\$ 1,700,000	\$ 700,000

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

This fund was established a number of years ago when changes were made to the depreciation method for the Diablo Canyon Power Plant, which resulted in lower property tax revenue for the County. In order to help offset this change in methodology, the County was allocated additional funds. These funds were placed into this reserve for future use. The intention was to use this reserve to help balance the budget during economic downturns.

As part of the strategy to balance the County General Fund for FY 2011-12, \$2.27 million of short-term funding is utilized, which equates to 20% of the gap in the operating budget. The use of this amount of short-term funding aligns with the Board adopted budget goals and policies and budget balancing strategies and approaches. It is recommended that \$1.7 million of this reserve be used as part of the short-term solutions. With the use of this \$1.7 million, approximately \$11.4 million will remain in the reserve for future use.

Capital and Maintenance Projects

Capital Projects

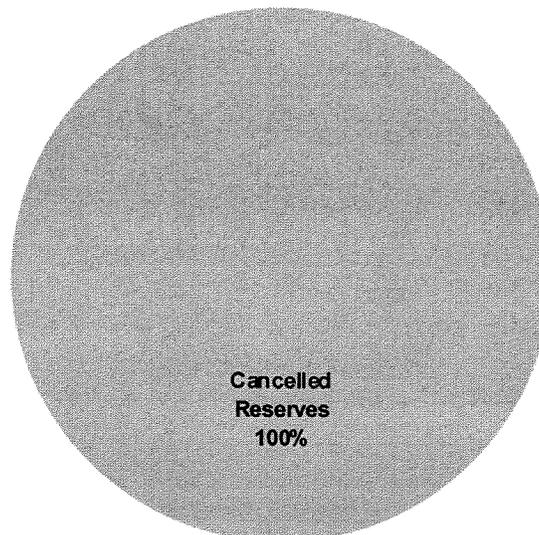
Maintenance Projects

PURPOSE STATEMENT

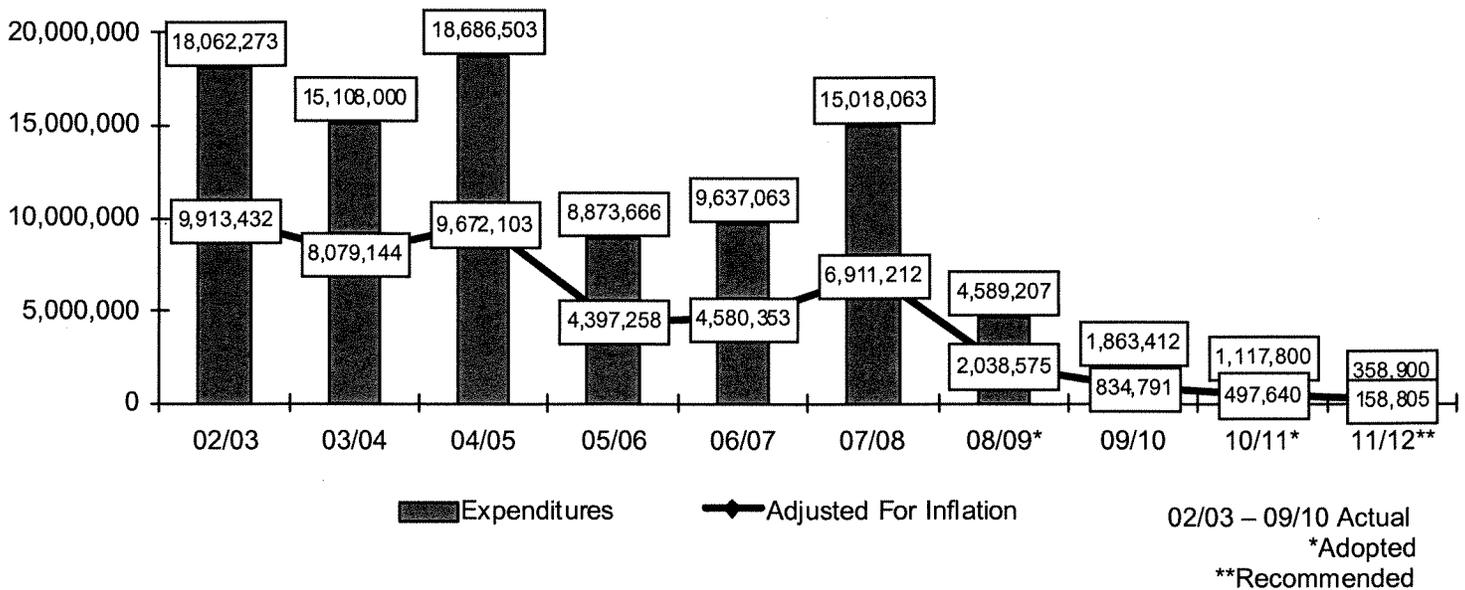
The Capital Projects budget provides funds for acquiring and constructing buildings, structures and making improvements to facilities which are generally non-recurring projects with a cost of more than \$50,000. Funding for the Capital Projects budget may be from several sources, including Capital Fund and other reserves, grants, departmental funding, bond financing and the General Fund. Policies governing the development and selection of Capital Improvement Projects are set forth in the Budget Policies and Goals approved by the Board each year.

<u>Financial Summary</u>	<u>2010-11 Budget</u>	<u>2010-11 Projected</u>	<u>2011-12 Requested</u>	<u>2011-12 Recommended</u>	<u>Change from 2010-11</u>
Fines, Forfeitures and Penalties	\$ 300,800	\$ 0	\$ 0	\$ 0	\$ (300,800)
Other Financing Sources	817,000	817,000	0	0	(817,000)
Total Revenue	\$ 1,117,800	\$ 817,000	\$ 0	\$ 0	\$ (1,117,800)
Fund Balance Available	\$ 141,361	\$ 141,361	\$ 0	\$ 0	\$ (141,361)
Cancelled Reserves	0	0	319,900	358,900	358,900
Total Financing Sources	\$ 1,259,161	\$ 958,361	\$ 319,900	\$ 358,900	\$ (900,261)
Salary and Benefits	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Services and Supplies	0	0	0	0	0
Other Charges	0	0	0	39,000	39,000
Fixed Assets	1,117,800	1,015,000	319,900	319,900	(797,900)
Gross Expenditures	\$ 1,117,800	\$ 1,015,000	\$ 319,900	\$ 358,900	\$ (758,900)
Contingencies	0	0	0	0	0
New Reserves	141,361	141,361	0	0	(141,361)
Total Financing Requirements	\$ 1,259,161	\$ 1,156,361	\$ 319,900	\$ 358,900	\$ (900,261)

Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Capital Projects has a total expenditure level of \$358,900 to provide the following services:

Capital Projects (Fund 003)

Funding of Board adopted capital projects in conformance with established policies. Staffing for Capital Projects is reflected in Fund Center 113 - General Services

Total Expenditures: \$358,900 Total Staffing (FTE): 0.00

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Capital project recommendations are based upon the guidance contained in the Board of Supervisor budget policies. Board policy directs staff to prioritize projects based upon a certain set of criteria, for example, previously approved projects requiring additional funding for completion and projects that are legally mandated or necessary to improve health and safety conditions receive the highest priorities. Projects for Parks or Airports often have their own funding source and may be evaluated separately and funded during the fiscal year as part of a Board of Supervisors weekly agenda item.

The Capital Projects budget contains financing for major, one-time capital projects such as the acquisition and construction of buildings, structures and improvements to facilities. Information about recurring purchases and projects that are included in almost every budget and do not have a significant impact on the operating budget (such as vehicle and equipment replacement) that may be considered capital in nature is included in other sections of this document:

- Fund Center 407- Fleet Services contains information about countywide vehicle replacements.
- Fund Center 200- Maintenance Projects contains information about countywide maintenance projects that are necessary to maintain the County's facilities.
- Fund Center 277- Countywide Automation Replacement contains information about countywide automation systems projects that are needed to support County activities.
- Fund Center 405 – Public Works contains information about roads, bridges, water and sewer systems and other capital infrastructure projects.
- The Fixed Assets section of the document provides a listing by department, of all fixed assets (an asset of long-term character, such as equipment, which typically has a value of \$5,000 or greater) for the current budget year.

**Capital Projects
Fiscal Year 2011-12 Proposed Budget**

Fund Center 230

The recommended total financing requirements for the Capital Improvement Project (CIP) budget is \$358,900. The recommended funding level is \$758,900 less than the total funding in the adopted FY 2010-11 budget. There are two Capital Projects in the recommended budget. This budget also provides \$39,000 for minor monitoring and restoration work by Public Works on the defunct Los Osos Landfill. The low level of capital projects in the recommended budget reflects the County's existing commitments to several existing capital projects and overall budgetary constraints for new capital project spending.

Funding from depreciation is used to replenish capital project designations (reserves) set aside for future capital needs. In the previous three years, the amount of depreciation set aside in reserves for future capital projects was reduced as part of the budget balancing strategy. The FY 2011-12 will allocate the full amount of depreciation for reserves.

Following is an overview of the recommended major projects for FY 2011-12:

Project Title: Extension of Fiber Optic Lines to the Longbranch Building in Grover Beach
Recommended Funding Level: \$159,900
Funding Source(s): Facilities Planning Reserves

Project Description:

Extend the County owned fiber optic data communications line in the South County to the County facilities located at 286 South 16th Street in Grover Beach. This project will provide high speed data transmission capability to the Public Health, Probation and Drug and Alcohol Services offices located at site.

Operating Cost Impacts:

There will be a net savings in annual operating costs of \$5,000 per year.

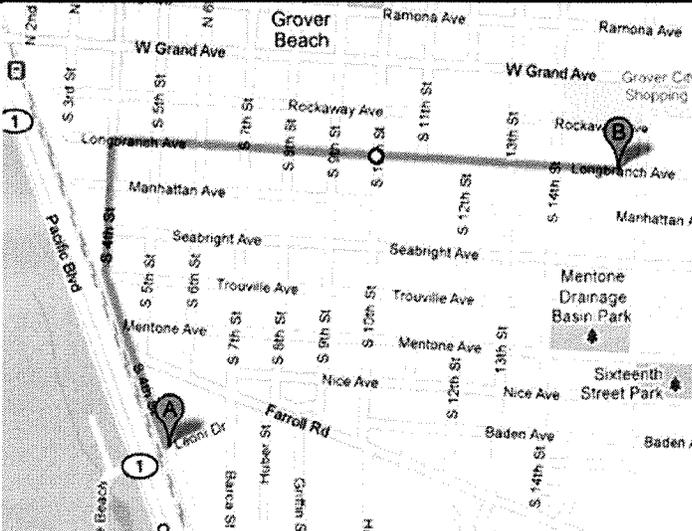
Intended Outcomes:

Connecting to the County Fiber optic system will increase the speed and reliability that staff from Public Health, Probation Department and Drug and Alcohol Services will access information from the County's computer networks. It will also increase the reliability of transmissions and reduce annual expense.

Justification:

The project will increase the speed and reliability of data transmission to County offices and will eliminate \$5,000 in annual expense for use of commercial data lines. The project continues the County's goal of linking County facilities to the County fiber optic system.

Map of Project Area:



Project Title: Augmentation to the project to expand and remodel the County's Animal Shelter

Recommended Funding Level: \$160,000

Funding Source(s): Facilities Planning Reserves

Project Description:

This project augments funding for a remodel/expansion of the Animal Shelter at 885 Oklahoma Avenue in the County Operational Center off Highway 1 between San Luis Obispo and Morro Bay. The project will make several improvements to the Animal Shelter, including the development of a new cattery area.

Intended Outcomes:

The expansion/remodel has several goals.

- Improve the experience of the public visiting the shelter which will increase the adoption of animals.
- Rectify several deficiencies in the structure which will reduce current maintenance costs.
- Improve living conditions for animals at the shelter with emphasis on expanding and improving the shelter living areas for cats at the shelter.

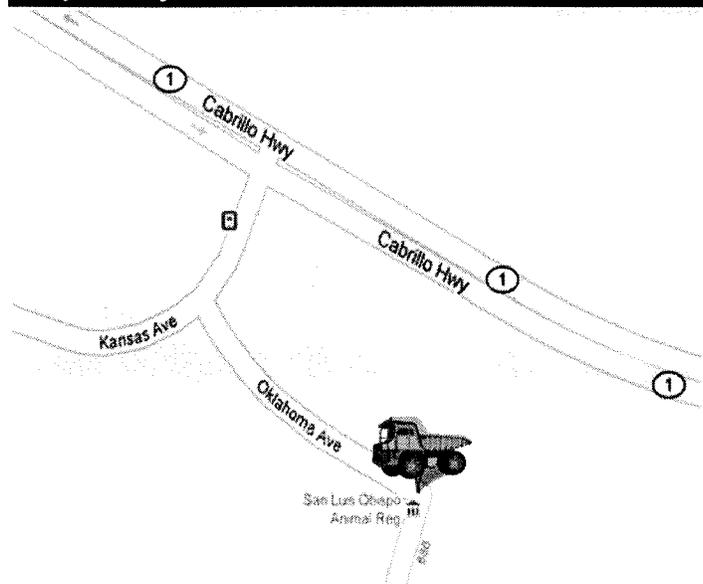
Operating Cost Impacts:

There are no changes to staffing levels associated with this project. A decrease in annual expense for maintaining the structure is expected as the project corrects several building deficiencies.

Justification:

The current shelter is approximately 40 years old. Annually, the County's animal shelter handles over 4,800 lost, unwanted and stray dogs and cats. The expansion /remodel of the animal shelter was approved in the FY 2007-08 budget and is necessary to correct several deficiencies in the structure, improve living conditions for the animal shelter, improve the access and experience for visitors seeking to adopt dogs and cats and improve security through installation of cameras throughout the facility. The proposed augmentation is necessary due to the need to upgrade electrical panels, and develop a location for industrial high capacity washer/dryers not considered when the project was originally estimated. Also, projections of construction cost are greater than when the project was estimated in FY 2007-08.

Map of Project Area:



The County's Capital Project Planning Guide identifies potential capital projects with an estimated expense of \$250,000 or greater and which are planned for to be considered for development between FY 2010-11 through FY 2014-15. Only one project on the list is recommended to receive funding through the FY 2011-12 budget. The Animal Shelter/Remodel expansion is recommended for a \$160,000 augmentation in finding in FY 2011-12. The following identifies projects on the Five Year Capital Project Planning Guide that have an estimated total expense of \$1 million or more, have full or partial funding and are in the process of being developed.

- **Cambria Library**

Expense: \$3.8 million

Sources of Funding: The sale of the existing library building and a parcel of vacant land owned by the library is expected to provide \$1.1 to \$1.4 million of funding for this project. The remainder of the funding will be 50% Library Public Facilities Fees and 50% funding from the Friends of the Library. Interim funding will be used to bridge project funding needs during project development and be repaid with the proceeds of the sale of the existing library.

Operational impacts: The currently planned operational staffing costs for this facility are not anticipated to increase as Library intends to use existing staff and volunteers. The annual increase in maintenance and utility expense is anticipated to be less than \$10,000.

Location: 1043 Main Street, Cambria

The County purchased a shell building for a new library in Cambria. This project is being developed as a joint effort with the County and the Cambria Friends of the Library. The Cambria Friends of the Library are currently procuring funding through donations for their share of the cost of the building and tenant improvements needed for a new library. Preliminary design work will continue in FY 2011-12. Completion of all design and construction will occur when the Cambria Friends of the Library complete raising their share of funding.

- **Women's Jail**

Expense: \$34.8 million

Sources of Funding: \$25.1 million State AB 900 funds; \$7.7 million in Capital Project Reserves; \$700,000 General Fund; \$1.3 non-cash grant matching funds (existing staff expense).

Operational impacts: When fully operational, the facility will require up to 11 additional staff with an estimated expense of \$1.4 million and additional operational expense for utilities, inmate food and clothing and maintenance of \$200,000. Operational expense will be phased in based upon the inmate population level.

Location: 1585 Kansas Avenue – County Operational Center off Highway 1 between Morro Bay and San Luis Obispo

The project consists of three components. The first component is a 38,000 square foot women's jail housing unit which will be capable of housing 198 female inmates. The second component is a new 8,300 square foot medical/programming facility which will serve both the men's and women's jail units. The third component is a new security system to serve the entire jail. The total cost of all three required components is estimated to be \$34.8 million. Development of contracts with the State for funding and construction drawings are planned to be completed in FY 2011-12.

- **Creston Fire Station**

Expense: \$4.1 million

Sources of Funding: \$3.97 million in Fire Public Facilities Fees and \$123,000 in Law Enforcement Public Facilities Fees

Operational Impacts: Maintenance is expected to be approximately the same as that for the existing Creston Fire station that is being replaced by the new fire station. The current fire station is staffed part time. The new facility will more readily accommodate a future expansion to full time staff. Due to budget constraints, no additional staffing is budgeted for this facility.

Location: Highway 229 north of Creston

This project replaces an existing fire station in the Creston area with a new, larger facility capable of housing three engines and 8 staff. The project will be in construction during FY 2011-12.

- **Atascadero Library**
Expense: \$6.3 million
Sources of Funding: The sale of the existing library building is expected to provide \$1.2 to \$1.6 million of funding for this project. The remainder of the funding will be 50% Library Public Facilities Fees and 50% funding from the Friends of the Library. Interim funding will be used to bridge project funding needs during project development and be repaid with the proceeds of the sale of the existing library.

Operational Impacts: As compared to the existing library, the increase in annual facility maintenance and utility expense may increase by approximately \$15,000. The currently planned operational staffing costs for this facility are not anticipated to increase as Library intends to use existing staff and volunteers.

Location: 655 Capistrano Avenue, Atascadero

In December of 2010, the County purchased a 22,000 square foot shell building. The County will construct tenant improvements to accommodate a 15,000 square foot library and community room and approximately 7,000 square feet of offices for the Assessor, Planning and Building and the County Clerk in the shell building. The project is in preliminary design. Completion of all design and construction will occur when the Atascadero Friends of the Library complete raising their share of funding.

- **Animal Shelter Expansion/Remodel**
Expense: \$1.4. million
Sources of Funding: Capital Project Reserves and General Fund
Operational Impacts: No increase in operational expense is anticipated from this remodel. Some decrease in annual maintenance expense is anticipated due to correction of building deficiencies.

Location: 885 Oklahoma Avenue, County Operational Center off Highway 1 between Morro Bay and San Luis Obispo

Remodel/expansion of the Animal Shelter in the County Operational Center off Highway 1 between San Luis Obispo and Morro Bay. The remodel/expansion project was approved in FY 2007/08. The project will make several improvements to the Animal shelter, including the development of a new cattery area.

Letter Designators for Status

A listing of individual capital projects from prior years is included in the tables that follow this section. The far right column includes a status designator. The following provides an explanation of the designators in the status column

- P - Programming:** This is the initial phase of the project that can include development of needs assessments, facility planning, space planning, site analysis/constraints, environmental determination, soils reports and topographic evaluations.
- D - Design:** This phase is for development of the project design using County staff or contracted architectural support. Depending upon the size of the project, the phase may include development of documents for conceptual, schematic, design development, and construction documents as well as identification of specifications for equipment and/or furniture and fixtures and other project components unique to the project.
- B - Bidding:** This phase involves requests for quotes for informal bids on smaller scale projects and the release of construction documents formal bids on larger projects. It also includes verification of contractor bonds and development of construction contracts.
- C - Construction:** This project phase is the actual work on construction, demolition, renovation and installation of the project.
- CO - Close Out** This is the concluding phase of the process and involves the formal Notice of Completion, construction warranty, the final accounting and closing of invoices and purchase orders,

and the release of the retention portion of the contract once all conditions have been satisfied. At the end of this process, the project is complete.

U - Unassigned

This identifies projects that have not yet been assigned to an Architectural Services Coordinator and is awaiting staffing availability to begin the process.

H - Hold

Projects may be placed on hold when new conditions or situations arise that may inhibit moving forward with the project. This may include site situations discovered during construction, changes to the laws and regulations, project costs that are considerable greater than originally identified, changes to the scope of the project and opposition from community groups or other governmental organizations.

CAPITAL PROJECTS

<i>WBS Project #</i>	<i>Project Description</i>	<i>Original Year Funded</i>	<i>Estimated Total Cost*</i>	<i>Total Approved Funding through 2010-11</i>	<i>Balance of Funds Available**</i>	<i>2011-12 Proposed Appropriation</i>	<i>2011-12 Adopted Appropriation</i>	<i>Total Approved Funding and 2011-12 Proposed Appropriation</i>	<i>Funding Source</i>	<i>Status***</i>
EFS Bus Area 2300: GENERAL GOVERNMENT - AUC										
1	320044 General Services Agency, Information Technology - Grover Beach - Install Fiber Lateral	2011/2012	159,900			159,900		159,900	Facilities Planning Reserve	U
2	320037 General Services Agency, Information Technology - SLO - Extend Nacimiento Fiber	2010/2011	490,300	490,300	490,300			490,300	Building Replacement Reserve	U
3	320038 General Services Agency, Information Technology - SLO - Data Center Remodel	2010/2011	182,000	182,000	175,521			182,000	Building Replacement Reserve	D
4	320039 General Services Agency, Information Technology - County Operations Center - Replace Main Vault Tower	2010/2011	144,700	144,700	144,700			144,700	Building Replacement Reserve	U
5	320035 General Government - North County - "One Stop" Service Center (Extension of 300048)	2009/2010	1,030,100	5,185,162	4,083,484	(825,762)		4,359,400	4,359,400 Capital Projects Fund Balance (continuation of 300048). (Note: 825,762 PFF Gen Govt orig funding source eliminated in FY11-12 budget process.) (Note: Estimated Total Cost excludes 32% of Capistrano property purchase= 1,092,224.)	D
6	320019 General Services Agency, Information Technology - Backup Computer Facility	2007/2008	275,000	275,000	275,000			275,000	Facility Planning Reserves	U
7	320010 General Government - Operations Center - Waterline Crossing Construction	2006/2007	564,000	564,000	2,723			564,000	General Fund	CO
<i>Sub Total:</i>			2,846,000	6,841,162	5,171,728	(665,862)		6,175,300		

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** Prior Year(s) Balance of Funds Available as of 3/31/11. As work continues, the balance of funds available will continue to reduce through the fiscal year and project duration.

*** Status: U/Unassigned; H/Hold; P/Programming; D/Design; B/Bidding; C/Construction; CO/Closeout

CAPITAL PROJECTS

WBS Project #	Project Description	Original Year Funded	Estimated Total Cost*	Total Approved Funding through 2010-11	Balance of Funds Available**	2011-12 Proposed Appropriation	2011-12 Adopted Appropriation	Total Approved Funding and 2011-12 Proposed Appropriation	Funding Source	Status***
EFS Bus Area 2300: HEALTH AND SOCIAL SERVICES - AUC										
8	320043	Department of Social Services - SLO - Install FOB Security System	2010/2011	219,900	219,900	218,793		219,900	219,900 Dept of Social Services Operating Budget	D
9	320033	Health - SLO - Health Campus Renovations - Close Out (Extension of 320002)	2009/2010	265,877	265,877	130,967		265,877	Extension of project 320020 with original funding sources: 3,193,633=Teeter; 306,367 FBA; 73,000 fr finished project 300095; Fac Plan Res 1,770,000	B
10	320021	Health - Operations Center - Animal Services Expansion & Remodel	2007/2008	1,293,600	1,133,600	916,244	160,000	1,293,600	1,157,900 Facility Planning Reserves; 135,700 Building Replacement Reserve	P
<i>Sub Total:</i>				1,779,377	1,619,377	1,266,004	160,000	1,779,377		
EFS Bus Area 2300: LIBRARY - AUC										
11	320030	Library - Atascadero - Atascadero Library Expansion	2008/2009	3,966,300	183,300	39,145		183,300	56,650 Public Facilities Fees - Libraries; 35,000 Library's Atascadero Building Expansion Designation; 91,650 Friends of the Libraries. (Note: Estimated Total Cost excludes 68% of Capistrano property purchase = 2,320,976.)	P
12	320028	Library - Cambria - Cambria Library Expansion	2007/2008	937,000	98,984	20,933		98,984	25,892 Library Facilities Planning Resv; 73,092 Friends of the Libraries. (Note: Estimated Total Cost excludes the 2.8 million property purchase approved 10/27/09.)	D
13	300042	Library - Los Osos - Library Expansion	1998/1999	854,700	854,700	404,465		854,700	350,000 = Private Donation; 504,700 = Public Facilities Fees-Libraries	CO
<i>Sub Total:</i>				5,758,000	1,136,984	464,543		1,136,984		

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CAPITAL PROJECTS

WBS Project #	Project Description	Original Year Funded	Estimated Total Cost*	Total Approved Funding through 2010-11	Balance of Funds Available**	2011-12 Proposed Appropriation	2011-12 Adopted Appropriation	Total Approved Funding and 2011-12 Proposed Appropriation	Funding Source	Status***
EFS Bus Area 2300: PUBLIC SAFETY - AUC										
14	320031	Probation - SLO - Construct Unisex ADA Restroom at Casa Loma Facility	2009/2010	120,900	120,900	120,900		120,900	Building Replacement Reserve	U
15	320032	Probation - SLO - Juvenile Hall Expansion	2008/2009	17,494,644	750,000	582,144		750,000	75% of construction cost (13.1M) is State SB 81 funding; 3.1M Juvenile Hall Building Designation (750K allocated); 1.24M in-kind match funds (Note: The State SB 81 funding yet to be formally allocated by the BOS)	P
16	320016	Fire - Avila - Apparatus Bay Expansion	2007/2008	541,800	541,800	41,573		541,800	Public Facilities Fees Avila - Fire	C
17	320020	Probation - Juvenile Services Center - New Parking Area	2007/2008	61,500	61,500	5,763		61,500	Facility Planning Reserves	D
18	320008	Fire - Creston - Fire Station and Design	2006/2007	3,919,288	926,738	226,799		926,738	Public Facilities Fees - Fire. (Note: Estimated Total Cost excludes property purchase of 185,062)	B
19	300046	Probation - JSC - Expand Facility, Phase 1 and 2	2003/2004	3,425,300	3,425,300	5,451		3,425,300	2,451,500 Facilities Planning Reserve; 973,800 General Fund	CO
20	300034	Sheriff - Women's Jail Expansion, Phase 1	1999/2000	34,788,215	2,484,000	45,065		2,484,000	75% of construction cost (25.1M) is State AB 900 funding; 694K GF (allocated); 1.29M Fac Planning Reserve (allocated); 6.4M Detention Fac Reserve (.5M allocated); 1.29M in-kind match (Note: The AB 900 funding yet to be formally allocated by the BOS)	D
21	300041	Courts - Courthouse Annex - Courtroom ADA Remediation	1995/1996	195,600	195,600	181,003		195,600	Courthouse Construction Fund	U
<i>Sub Total:</i>				60,547,247	8,505,838	1,208,698		8,505,838		

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CAPITAL PROJECTS

<i>WBS Project #</i>	<i>Project Description</i>	<i>Original Year Funded</i>	<i>Estimated Total Cost*</i>	<i>Total Approved Funding through 2010-11</i>	<i>Balance of Funds Available**</i>	<i>2011-12 Proposed Appropriation</i>	<i>2011-12 Adopted Appropriation</i>	<i>Total Approved Funding and 2011-12 Proposed Appropriation</i>	<i>Funding Source</i>	<i>Status***</i>
EFS Bus Area 2300: PUBLIC WORKS - AUC										
22	320026	Public Works-Operations Center- Upgrade Waterline to New Women's Jail	2007/2008	824,900	824,900	750,789		824,900	134,900 Facility Planning Reserves; 690,000 Building Replacement Reserve	P
<i>Sub Total:</i>			824,900	824,900	750,789		824,900			
EFS Bus Area 4250: AIRPORTS - AUC										
23	330015	Airports - SLO - Enclose Terminal Landing	2010/2011	125,000	125,000	121,511		125,000	Loan Tax Reduction Reserve	D
24	330014	Airports - SLO - Parking Lot Upgrades	2010/2011	700,000	700,000	692,621		700,000	Loan Tax Reduction Reserve	D
25	330013	Airports - SLO - Parking Lot Improvements	2008/2009	5,000,000	400,000	77,477		400,000	400,000 Bond Proceeds. (Note: This project is in the process of cancellation and was replaced by project 330014.)	D
26	330010	Airports - SLO - Eastside Access Roads	2008/2009	3,100,260	3,100,260	0		3,100,260	95% FAA / 5% PFC	CO
27	330012	Airports - SLO - New Terminal Aircraft Parking Ramp	2008/2009	6,481,637	6,481,637	11,946		6,481,637	6,088,429 FAA / 393,208 PFC	CO
28	300015	Airports - SLO Airport - New Rental Car Facilities	2003/2004	1,969,700	1,969,700	1,648,354		1,969,700	County Financing repaid with CFC- Rental Cars revenues	D
29	300003	Airports - SLO Airport - New Passenger Terminal	2002/2003	36,500,000	4,194,556	2,137,404		4,194,556	2,721,260 FAA; 1,473,296 PFCs. (Note: Estimated Total Cost is from the initial project. The project is in the process of being rescoped. A new grant and new project will be created.)	CO
<i>Sub Total:</i>			53,876,597	16,971,153	4,689,314		16,971,153			

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CAPITAL PROJECTS

WBS Project #	Project Description	Original Year Funded	Estimated Total Cost*	Total Approved Funding through 2010-11	Balance of Funds Available**	2011-12 Proposed Appropriation	2011-12 Adopted Appropriation	Total Approved Funding and 2011-12 Proposed Appropriation	Funding Source	Status***
EFS Bus Area 2300: PARKS - AUC										
30	320042	Parks - Los Osos - ADA Playground Installation	2010/2011	310,300	310,300	61,558		310,300	68,506 Tire-Derived Product Grant; 155,150 Land & Water ADA Conservation Grant; 86,644 CWADA funds	C
31	320022	Parks - SLO - Bob Jones Trail Extension (Higuera St) (see 300020 & 300021)	2008/2009	1,485,000	1,485,000	1,485,000		1,485,000	Public Facilities Fees - Parks	H
32	320023	Parks - Atascadero - Construct Heilmann Park Maintenance Facility	2008/2009	550,000	799,000	722,557		799,000	Public Facilities Fees - Parks. (Note: Revised scope reduced Estimated Total Cost of construction from original estimate.)	C
33	320015	Parks - Avila - Avila Beach to Harford Pier Trail Connector	2006/2007	300,000	300,000	119,093		300,000	PG&E Settlement Obligation	P
34	320013	Parks - Cayucos - Old Creek Connection	2006/2007	250,000	250,000	230,958		250,000	Fed 200,000; State 37,500; 12,500 Parks Fund	P
35	300101	Parks - Nipomo - Park Playground Replacement	2004/2005	250,000	250,000	250,000		250,000	Public Facilities Fees - Parks	H
36	300044	Parks - Arroyo Grande - Biddle Park Master Plan	2003/2004	100,000	100,000	12,083		100,000	Public Facilities Fees - Parks	P
37	300020	Parks - Avila - Bob Jones Trail Extension (Ontario Rd) (see 320022)	2002/2003	700,000	700,000	72,710		700,000	400,000 Fish & Game/ 300,000 SLOCOG	P
38	300021	Parks - Avila - Bob Jones Trail Extension (San Miguel/Front St) (see 320022)	2002/2003	852,000	852,000	176,275		852,000	300,000=Ca Dept of Fish & Game Grant; 1,000 Private Donation; 36,000 Unocal Donation; 515,000 Public Facilities Fees-Parks	C
39	300022	Parks - Avila - Cave Landing Trail	2002/2003	732,745	732,745	572,811		732,745	Fish & Game (Unocal Grant)	P
40	300025	Parks - Arroyo Grande - New Biddle Park Playground Equipment	2002/2003	153,800	153,800	151,571		153,800	Public Facilities Fees - Parks	H
41	300030	Parks - Nipomo -Park Master Plan Development	2002/2003	300,000	300,000	26,829		300,000	100,000 Public Facilities Fees - Parks; 200,000 Quimby Fees - South County Sub-Fund	P
42	300032	Parks - Cayucos - Norma Rose Park Design/Development	2001/2002	600,000	600,000	368,716		600,000	Public Facilities Fees - Parks	D

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CAPITAL PROJECTS

<i>WBS Project #</i>	<i>Project Description</i>	<i>Original Year Funded</i>	<i>Estimated Total Cost*</i>	<i>Total Approved Funding through 2010-11</i>	<i>Balance of Funds Available**</i>	<i>2011-12 Proposed Appropriation</i>	<i>2011-12 Adopted Appropriation</i>	<i>Total Approved Funding and 2011-12 Proposed Appropriation</i>	<i>Funding Source</i>	<i>Status***</i>
<i>Sub Total:</i>			6,583,845	6,832,845	4,250,162			6,832,845		
EFS Bus Area 4270: GOLF COURSES - AUC										
43 340002	Golf Courses - Morro Bay Golf Course - Replace Water Line	2006/2007	750,000	100,000	30,222			100,000	100,000 Facilities Planning Reserve (temporary source of funding)	P
<i>Sub Total:</i>			750,000	100,000	30,222			100,000		
<i>Total:</i>			132,965,966	42,832,259	17,831,459	(505,862)		42,326,397		

Not all projects proceed in the year they were funded due to several factors, including but not limited to, programming (master plan development and/or needs assessment), environmental determinations, community input and support, and availability of funding sources outside of County control.

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*** Status: U/Unassigned; H/Hold; P/Programming; D/Design; B/Bidding; C/Construction; CO/Closeout

**Maintenance Projects
Fiscal Year 2011-12 Proposed Budget**

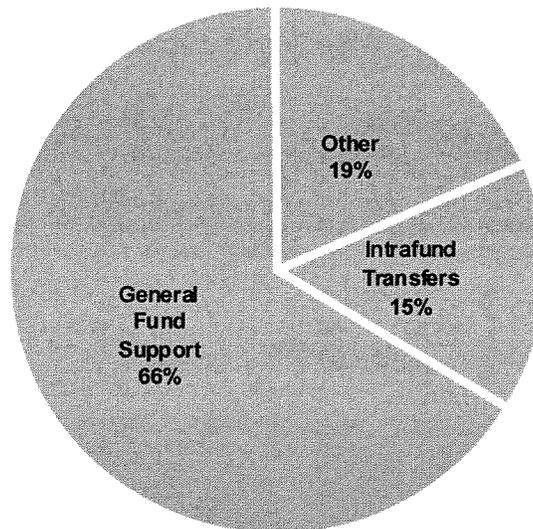
Fund Center 200

PURPOSE

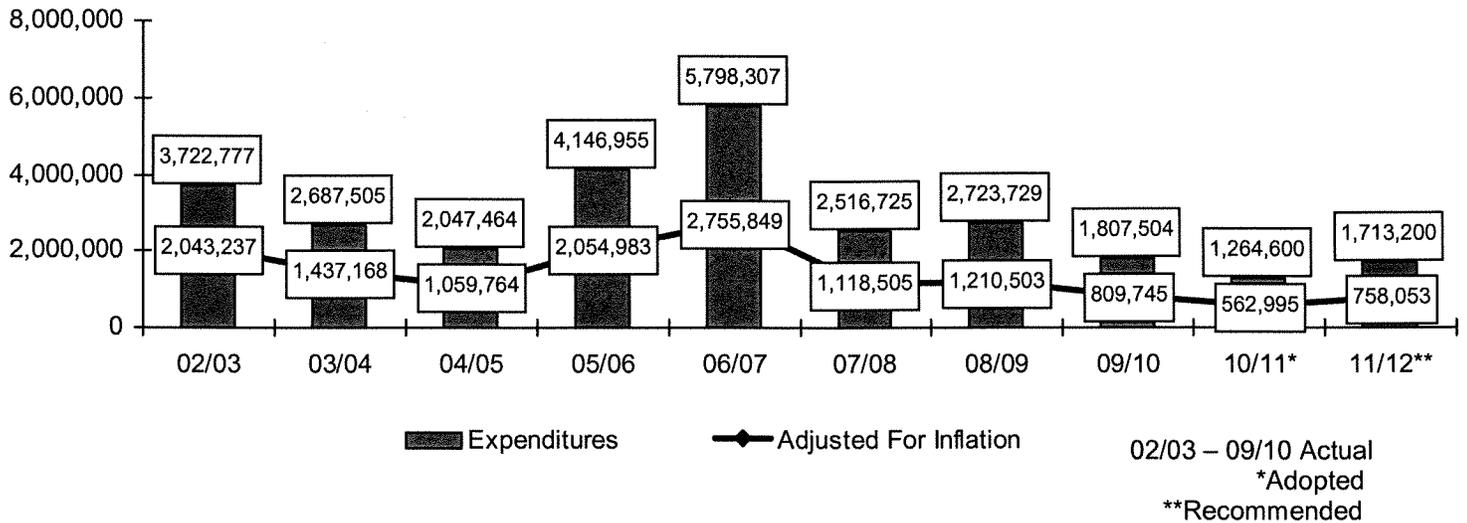
To provide funds for countywide repair, renovation and maintenance of existing county facilities.

<u>Financial Summary</u>	<u>2010-11 Budget</u>	<u>2010-11 Projected</u>	<u>2011-12 Requested</u>	<u>2011-12 Recommended</u>	<u>Change From 2010-11</u>
Other Financing Sources	\$ 0	\$ 0	\$ 0	\$ 320,000	\$ 320,000
**Total Revenue	\$ 0	\$ 0	\$ 0	\$ 320,000	\$ 320,000
Services and Supplies	1,264,600	1,264,600	1,930,000	1,713,200	448,600
**Gross Expenditures	\$ 1,264,600	\$ 1,264,600	\$ 1,930,000	\$ 1,713,200	\$ 448,600
Less Intrafund Transfers	264,600	264,600	0	256,650	(7,950)
**Net Expenditures	\$ 1,000,000	\$ 1,000,000	\$ 1,930,000	\$ 1,456,550	\$ 456,550
General Fund Support (G.F.S.)	\$ 1,000,000	\$ 1,000,000	\$ 1,930,000	\$ 1,136,550	\$ 136,550

Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

The Maintenance Projects budget has a total expense level of \$1,713,200. Staffing to implement the programs for this budget are contained in General Services Fund Center 113 and the Parks Fund Center 305.

Countywide Projects

Provides funding for the following types of countywide maintenance projects: roof repair, heating, ventilation and air conditioning equipment maintenance; painting; restroom renovation; flooring, sidewalk and paving maintenance; coaxial cable installation; signage of facilities; coastal accessway maintenance; tennis court, and tree trimming projects. Staffing for Maintenance Projects included in Fund Center 113 - General Services

Total Expenditures: \$675,000 Total Staffing (FTE): 0.00

Facility Maintenance

Provides funding for specific maintenance projects necessary to maintain the County's facilities, excluding parks. Staffing for Maintenance Projects is reflected in Fund Center 113 - General Services.

Total Expenditures: \$718,200 Total Staffing (FTE): 0.00

Park Maintenance

Provides funding for specific maintenance projects necessary to maintain the County's parks. Staffing for County Parks Maintenance is reflected in Fund Center 305- County Parks and in Fund Center 113 – General Services.

Total Expenditures: \$320,000 Total Staffing (FTE): 0.00

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The maintenance project recommendations are based upon the guidance contained in the Board of Supervisors' budget policies to provide adequate funds to maintain County facilities. The majority of funds are for general maintenance such as, painting, maintaining county parking lots, replacing heating and air conditioning units, roofing, energy conservation measures and Americans with Disabilities Act (ADA) improvements. This budget primarily funds activities which are considered to be routine expenditures as they maintain, remodel, and repair existing facilities.

Maintenance Projects Fiscal Year 2011-12 Proposed Budget

Fund Center 200

Maintenance projects are generally funded either as one of eight categories of a Countywide allocation, or as a separate stand alone project. The eight Countywide categories are identified below. Also shown is the typical annual allocation for the categories. Due to funding constraints, the annual allocation of funding has reduced over the past several years.

- Countywide Maintenance Projects –Typical annual allocation \$1 million in General Fund.
- Countywide Americans with Disabilities Act (ADA) Projects - Typical annual allocation \$100,000 in General Fund.
- Countywide Department Relocation Projects – Typical annual allocation \$100,000 in General Fund.
- Countywide Energy and Water Conservation Projects – Typical annual allocation \$100,000 in General Fund.
- Countywide Master Plan Projects - Typical annual allocation \$100,000 in General Fund.
- Countywide Community Building Projects – Typical annual allocation \$25,000 to \$50,000 in General Fund. Community Block Grant Funding and other grant funding are used to supplement this category of funding.
- Countywide Storm Water Pollution Prevention - Typical annual allocation \$25,000 in General Fund.
- Countywide Library Renovations – Funding for this category is through the Library Fund and the amount varies by year and need.

The historical allocation of General Fund allocation for Maintenance in the eight categories above has been approximately \$1.45 million. The actual allocation varies and can be greater or less, dependent upon the availability of funding and specific maintenance needs in any given year. Over the past two fiscal years, the allocation of General Fund to the above has been reduced in response to the overall fiscal constraints which limit the availability of funding.

Stand alone projects are often larger projects or projects that are funded with sources other than the General Fund. The typical annual allocation for stand-alone projects is generally within a \$300,000-\$700,000 range.

Annual funding for this budget addresses a variety of maintenance and repair projects identified by the General Services Agency. Not all of the funded projects are completed within the fiscal year. Beginning in FY 2009-10, the County Administrative Office and the General Services Agency have implemented a process through which projects funded in prior years that have not yet begun construction are reprioritized with projects proposed for the next fiscal year. Funding from lower priority projects is reallocated to finance a portion of the Maintenance Project Budget for the next year. This process was again implemented for the FY 2011-12 Maintenance Project budget. The intent of the process is to assure that the highest priority maintenance needs are being met while concurrently limiting new General Fund allocations in response to the current fiscal constraints. The historical Status Quo amount of General Fund allocated for this budget was set at \$1.95 million. With the use of the prioritization process, the Status Quo General Fund Support for this budget is now set at \$1.5 million, a decrease of \$450,000.

The total recommended expense for FY 2011-12 is \$1,713,200. This is an increase of \$448,600 or 35% greater than the amount in the FY 2010-11 adopted budget. General Fund support for the budget is recommended to be \$1,136,550, a 14% increase. Other funding sources in the recommended budget total \$576,650 and include \$202,900 from the Department of Social Services, \$53,750 from the Sheriff and \$320,000 in Park Quimby Fees.

As stated previously, the Status Quo General Fund support level for this budget is \$1.5 million. The recommended amount of General Fund is \$363,450 less than the Status Quo amount and this amount is being redirected to the General Fund as one of the short term budget balancing solutions for the County's FY 2011-12 budget.

Parks allocates Quimby Fees, fees applied to land use permits such permits for the subdivision of land, through the FC 200 Maintenance Project Fund Center. Parks is allocating a total of \$320,000 in Quimby Fees to supplement the \$337,890 in maintenance funds in the Parks FY 2011-12 operational budget (Fund Center 305).

Quimby Fees are collected and distributed by district. The allocation of Quimby Fee revenue is based upon the amount of fee revenue generated within each district. The Quimby Fee district boundaries are the same as those for the Supervisorial Districts for the Board of Supervisors. The during FY 2011-12. The Parks allocation of Quimby Fees for FY 2011-12 is as follows:

- Central District \$130,000
- North District \$60,000
- South District \$130,000

The Library has not allocated funding for Countywide Library maintenance projects. The FY 2011-12 Library operating budget contains funding for routine maintenance activities.

FY 2011-2012 MAINTENANCE PROJECTS

There are a total of five stand alone maintenance projects the recommended maintenance projects for FY 2011-12. A brief description, amount allocated and source of funding are provided in the following section.

STAND ALONE PROJECTS

- IT Radio Communications – Replace Generator Set at Rocky Butte \$60,400
Funding Source: General Fund
Project replaces the emergency backup generator and related electrical work for the Rocky Butte communications site.
- Probation – Juvenile Hall – Replace Sinks and Toilets \$201,900
Funding Source: General Fund
Replaces 13 porcelain sinks and toilets with institutional (penal) grade stainless steel combination sink and toilet units and modifies plumbing to accommodate the new units. The institutional grade combination units provide greater safety as they cannot be broken. Porcelain sinks and toilets can be shattered and the sharp shards used as weapons or in suicide attempts. This project is funded by the General Fund.
- Probation – Juvenile Hall – Replace Center Unit Doors/Frames \$145,500
Funding Source: General Fund
Replace commercial grade doors and locks with institutional grade at Juvenile Hall West Unit Housing to increase safety and reduce repair and maintenance expense. The existing doors are subject to damage by the clients and do not consistently operate properly requiring a high degree of maintenance time and expense. This project is funded by the General Fund.
- Sheriff – Main County Jail Evidence Room Remodel/High Density Shelving \$107,500
Funding Source: 50% General Fund 50% Sheriff (Asset Forfeiture Trust Funds)
Remodel the evidence room in the main jail and purchase and install high density shelf/storage system. This project will require adding structural support to the floor of the evidence room to support the high density shelf/storage system.
- Dept of Social Services – Carpet Replacement South Higuera St. DSS Office \$202,900
Funding Source: Department of Social Services
Replace carpeting on the second floor of the DSS Offices on South Higuera St. The project requires the removal and re-installation of all modular work spaces and the removal of existing carpeting and installation of new carpeting.

COUNTYWIDE MAINTENANCE PROJECT CATEGORIES

The following provides a brief summary of each of the Countywide maintenance categories and identifies the new funding recommended for FY 2011-12. These categories of projects are entirely funded by the General Fund.

Maintenance Projects Fiscal Year 2011-12 Proposed Budget

Fund Center 200

Countywide Maintenance Projects \$395,000

Funding in this category is used for maintenance of buildings, tree trimming, data cabling, minor building electrical system upgrades, energy management systems, flooring, hazardous materials abatement, mechanical (plumbing, heating, ventilation and air conditioning) replacement, painting, re-keying, building security, facility

restroom renovation, re-roofing, sidewalk installation and repair, parking lot repaving, signage, and window covering and upholstery replacements.

Countywide Facilities Master Plan \$40,000

Funding in this category is used to conduct needs assessments, programming and analyses for determining highest and best use for County property and facilities in planning for the future. \$30,000 of funding in this category will be used for Phase 1 of the Parks Master Plan effort (see Budget for Fund Center 305).

Countywide ADA Compliance \$100,000

Funding in this category is for upgrades to current facilities in order to help ensure they meet the American with Disabilities Act requirements. Continued work associated with the update and evaluation of County facilities with ADA requirements is planned for FY 2011-12.

Countywide Department Relocations \$0

Funding in this category is utilized to move County departments from one location to another or to reconfigure existing office space. There is sufficient funding remaining from prior year allocations and no new funding is proposed for this category in FY 2011-12.

Countywide Energy & Water Conservation \$100,000

Funding in this category finances projects recommended from County energy and water use audits. Investments and upgrades in this category are made when the savings from energy and water use conservation projects repays the initial expenditure in seven years or less.

Countywide Storm Water Pollution Prevention \$40,000

Funding in this category finances projects, plans, improvements, and equipment necessary to comply with Federal and State storm water pollution regulations. This may be augmented by transfer of funds from the other categories as needed.

Countywide Community Buildings \$0

Funding in this category finances projects to repair and maintain community buildings such as veteran's halls and community centers owned by the County. There is sufficient funding remaining from prior year allocations and no new funding is proposed for this category in FY 2011-12.

A listing of individual capital projects which include the projects and amounts identified for FY 2011-12 and those from prior years are included in the tables that follow this section. The far right column includes a status designator. The following provides an explanation of the designators in the status column

Letter Designators for Status

- P - Programming:** This is the initial phase of the project that can include development of needs assessments, facility planning, space planning, site analysis/constraints, environmental determination, soils reports and topographic evaluations.
- D - Design:** This phase is for project design development using County staff or contracted architectural support. Depending upon the size of the project, the phase may include development of documents for conceptual, schematic, design development, and construction documents as well as identification of specifications for equipment and/or furniture and fixtures and other project components unique to the project.
- B - Bidding:** This phase involves requests for quotes or informal bids on smaller scale projects and the release of construction documents formal bids on larger projects. It also includes verification of contractor bonds and development of construction contracts.

- C - Construction:** This project phase is the actual work on construction, demolition, renovation and installation of projects.
- CO - CloseOut** This is the concluding phase of the process and involves the formal Notice of Completion, construction warranty, the final accounting and closing of invoices and purchase orders, and the release of the retention portion of the contract once all conditions have been satisfied. At the end of this process, the project is complete.
- U - Unassigned** This identifies projects that have not yet been assigned to an Architectural Services Coordinator and is awaiting staffing availability to begin the process.
- H - Hold** Projects may be placed on hold when new conditions or situations arise that may inhibit moving forward with the project. This may include site situations discovered during construction, changes to the laws and regulations, project costs that are considerable greater than originally identified, changes to the scope of the project and opposition from community groups or other governmental organizations.

MAINTENANCE PROJECTS

<i>WBS Project #</i>	<i>Project Description</i>	<i>Original Year Funded</i>	<i>Estimated Total Cost*</i>	<i>Total Approved Funding through 2010-11</i>	<i>Balance of Funds Available**</i>	<i>2011-12 Proposed Appropriation</i>	<i>2011-12 Adopted Appropriation</i>	<i>Total Approved Funding and 2011-12 Proposed Appropriation</i>	<i>Funding Source</i>	<i>Status***</i>
EFS Bus Area 2000: GENERAL GOVERNMENT - MAINT										
1	350095	General Services Agency, Information Technology - Rocky Butte - Replace Generator Set	2011/2012	60,400		60,400		60,400	General Fund	U
2	350084	General Government - ARRA - EECBG - HVAC - Various Facilities	2009/2010	742,420	742,420	42		742,420	American Recovery and Reinvestment Act (ARRA) - EECBG	C
3	350082	General Government - ARRA - EECBG - Lighting - Various Facilities Exterior and Interior	2009/2010	341,702	341,702	493		341,702	American Recovery and Reinvestment Act (ARRA) - EECBG	C
4	350091	General Government - Office of Emergency Services - County Operations Center - Emergency Center Interior Reconfiguration	2009/2010	231,200	231,200	0		231,200	90,000 Nuclear Planning State funds; 71,600 Office of Emergency Svs Ops (NPP funds). 69,600 Office of Emergency Svs Ops (NPP funds).	CO
5	350069	General Government - Courthouse Annex - Upgrade Public Elevator	2008/2009	200,000	200,000	156,268		200,000	General Fund	D
6	350051	General Services Agency, Information Technology - Old Courthouse - Data Center Reorganization	2007/2008	58,400	58,400	38,753		58,400	General Fund	D
7	350022	General Government - Old Courthouse - Exterior Paint	2006/2007	102,700	102,700	93,823		102,700	General Fund	B
8	350002	General Government - Courthouse Annex - Implement Office Consolidation	2005/2006	1,674,400	1,674,400	235,618		1,674,400	General Fund	P
9	300128	SLO - Johnson Avenue Property Analysis	2004/2005	354,000	354,000	166,033		354,000	Facilities Planning Reserve	P
10	300080	General Government - SLO - 1144 Monterey St. Monitoring Wells Abandonment and Remediation	2003/2004	180,567	180,567	11,439		180,567	General Fund	P
<i>Sub Total:</i>				3,945,789	3,885,389	702,469	60,400	3,945,789		

Not all projects proceed in the year they were funded due to several factors, including but not limited to, programming (master plan development and/or needs assessment), environmental determinations, community input and support, and availability of funding sources outside of County control.

* Estimated Total Cost is a professionally determined cost estimate based upon the preliminary project scope and the market conditions for financing, materials and labor at the time the cost estimate is prepared. The actual cost of projects may vary with changes that may occur in market conditions, site conditions, or project scope.

** Prior Year(s) Balance of Funds Available as of 3/31/11. As work continues, the balance of available funding will continue to reduce through the fiscal year and project duration.

*** Status: U/Unassigned; H/Hold; P/Programming; D/Design; B/Bidding; C/Construction; CO/Closeout

MAINTENANCE PROJECTS

<i>WBS Project #</i>	<i>Project Description</i>	<i>Original Year Funded</i>	<i>Estimated Total Cost*</i>	<i>Total Approved Funding through 2010-11</i>	<i>Balance of Funds Available**</i>	<i>2011-12 Proposed Appropriation</i>	<i>2011-12 Adopted Appropriation</i>	<i>Total Approved Funding and 2011-12 Proposed Appropriation</i>	<i>Funding Source</i>	<i>Status***</i>
EFS Bus Area 2000: HEALTH AND SOCIAL SERVICES -MAINT										
11 350097	Department of Social Services - SLO - Higuera St Carpet Install, Phase 2	2011/2012	202,900			202,900		202,900	202,900 Department of Social Services Operating Budget	U
12 350090	Department of Social Services - SLO - Roof Replacement	2010/2011	180,000	180,000	39,531			180,000	180,000 Department of Social Services Operating Budget FY10-11	C
13 350078	Health - SLO - Lab Expansion, Phase 3	2009/2010	329,670	329,670	219,071			329,670	HRSA Grant	B
14 350034	Health - Operations Center - Animal Services - Roof Replacement	2006/2007	141,700	141,700	141,697			141,700	General Fund	P
<i>Sub Total:</i>			854,270	651,370	400,300	202,900		854,270		
EFS Bus Area 2000: LIBRARY - MAINT										
15 350029	Library - SLO - Remodel Circulation Desk/Self Checkout	2006/2007	133,600	133,600	19,364			133,600	41,800 Public Facilities Fees - Library; 41,800 Library Fund; 50,000 Friends of the Libraries (Library Fund)	C
<i>Sub Total:</i>			133,600	133,600	19,364			133,600		
EFS Bus Area 2000: PUBLIC WORKS - MAINT										
16 350052	Public Works -Operations Center - Water Quality Lab Improvements	2007/2008	37,200	37,200	11,204			37,200	General Fund	C
<i>Sub Total:</i>			37,200	37,200	11,204			37,200		

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MAINTENANCE PROJECTS

<i>WBS Project #</i>	<i>Project Description</i>	<i>Original Year Funded</i>	<i>Estimated Total Cost*</i>	<i>Total Approved Funding through 2010-11</i>	<i>Balance of Funds Available**</i>	<i>2011-12 Proposed Appropriation</i>	<i>2011-12 Adopted Appropriation</i>	<i>Total Approved Funding and 2011-12 Proposed Appropriation</i>	<i>Funding Source</i>	<i>Status***</i>
EFS Bus Area 2000: PUBLIC SAFETY - MAINT										
17 350096	Probation - Juvenile Services Center - Replace JSC Sinks and Toilets	2011/2012	201,900			201,900		201,900	General Fund	U
18 350092	Sheriff - County Operations Center - Construct Main Jail Evidence Storage Room	2011/2012	107,500			107,500		107,500	53,750 General Fund; 53,750 Sheriff Ops (Asset Forfeiture Trust)	U
19 350087	Probation - Juvenile Services Center - Replace Juvenile Hall West and Center Unit Doors	2010/2011	291,300	145,800	145,800	145,500		291,300	General Fund	U
20 350088	Sheriff - County Operations Center - Replace Main Jail Mechanical Room Plumbing and Pumps	2010/2011	120,000	120,000	120,000			120,000	General Fund	U
21 350053	Sheriff - Operations Center - Honor Farm Kitchen Renovation	2007/2008	233,500	233,500	70,593			233,500	General Fund	C
22 350041	Sheriff - Honor Farm - HVAC Unit Replacements	2006/2007	177,600	177,600	53,268			177,600	General Fund	CO
23 350042	Sheriff - West Jail - Security Screens	2006/2007	29,500	29,500	29,500			29,500	General Fund	D
<i>Sub Total:</i>			1,161,300	706,400	419,160	454,900		1,161,300		

Not all projects proceed in the year they were funded due to several factors, including but not limited to, programming (master plan development and/or needs assessment), environmental determinations, community input and support, and availability of funding sources outside of County control.

* Estimated Total Cost is a professionally determined cost estimate based upon the preliminary project scope and the market conditions for financing, materials and labor at the time the cost estimate is prepared. The actual cost of projects may vary with changes that may occur in market conditions, site conditions, or project scope.

** Prior Year(s) Balance of Funds Available as of 3/31/11. As work continues, the balance of available funding will continue to reduce through the fiscal year and project duration.

*** Status: U/Unassigned; H/Hold; P/Programming; D/Design; B/Bidding; C/Construction; CO/Closeout

MAINTENANCE PROJECTS

WBS Project #	Project Description	Original Year Funded	Estimated Total Cost*	Total Approved Funding through 2010-11	Balance of Funds Available**	2011-12 Proposed Appropriation	2011-12 Adopted Appropriation	Total Approved Funding and 2011-12 Proposed Appropriation	Funding Source	Status***
EFS Bus Area 2000: PARKS - MAINT										
24	350035	Parks - Central County - Park Maintenance (Roll Up)	2006/2007		120,000	97,921	130,000	250,000	250,000 Quimby Fees - Central County Sub-Fund	C
25	350038	Parks - Coastal - Park Maintenance (Roll Up)	2006/2007		80,000	186		80,000	40,000 GF; 40,000 Parks Fund	C
26	350039	Parks - East County - Park Maintenance (Roll Up)	2006/2007		61,500	32,679		61,500	21,500 GF; 40,000 Quimby Fees - East County Sub-Fund	C
27	350036	Parks - North County - Park Maintenance (Roll Up)	2006/2007		120,000	27,921	60,000	180,000	180,000 Quimby Fees - North County Sub-Fund	C
28	350037	Parks - South County - Park Maintenance (Roll Up)	2006/2007		120,000	91,879	130,000	250,000	250,000 Quimby Fees - South County Sub-Fund	C
29	350081	Parks - Coastal Dunes - Renovate Restroom Roofs	2009/2010		75,000	75,000		75,000	45,000 Off Highway Motor Vehicle Fund; 30,000 Parks Ops	C
30	350080	Parks - Los Osos - Elfin Forest Restoration	2009/2010		22,000	22,000		22,000	20,000 Coastal Impact Assistant Program (CIAP) Federal Grant; 2,000 Parks fund match	C
31	350066	Parks - Lopez Lake - Infrastructure Upgrades	2007/2008		184,480	184,480		184,480	96,055 Prop 40 Grant; 66,987 Parks Ops; 2,938 Prop 40 Grant; 18,500 Gen Fund (transfer from 350039)	C
<i>Sub Total:</i>				281,480	782,980	350,245	320,000	1,102,980		
EFS Bus Area 2000: COMMUNITY SERVICES - MAINT										
32	350086	General Government - ARRA - CDBG - Arroyo Grande Vets Hall Restrooms ADA	2009/2010		85,033	85,033		85,033	American Recovery and Reinvestment Act (ARRA)- CDBG	C
33	350043	South County Regional Center - Roof Replacement	2006/2007		123,200	123,200		123,200	General Fund	CO
<i>Sub Total:</i>				208,233	208,233	34,250		208,233		
<i>Total:</i>				6,621,872	6,405,172	1,936,993	1,038,200	7,443,372		

Not all projects proceed in the year they were funded due to several factors, including but not limited to, programming (master plan development and/or needs assessment), environmental determinations, community input and support, and availability of funding sources outside of County control.

* Estimated Total Cost is a professionally determined cost estimate based upon the preliminary project scope and the market conditions for financing, materials and labor at the time the cost estimate is prepared. The actual cost of projects may vary with changes that may occur in market conditions, site conditions, or project scope.

** Prior Year(s) Balance of Funds Available as of 3/31/11. As work continues, the balance of available funding will continue to reduce through the fiscal year and project duration.

*** Status: U/Unassigned; H/Hold; P/Programming; D/Design; B/Bidding; C/Construction; CO/Closeout

COUNTYWIDE MAINTENANCE PROJECTS

<i>WBS Project #</i>	<i>Project Description</i>	<i>Balance of Funds Available*</i>	<i>2011-12 Proposed Appropriation</i>	<i>2011-12 Adopted Appropriation</i>	<i>Total Approved Funding and 2011-12 Proposed Appropriation</i>	<i>Funding Source</i>	<i>Status**</i>
EFS Bus Area 2000: GENERAL GOVERNMENT - MAINT							
1	350077	Countywide Maintenance Projects	660,482	395,000	1,387,028	740,341 Prior Yr Balance Carried Forward to FY10-11; 250,000 FY10-11; 1,687 transferred from 350055; 395,000 FY 11-12	C
2	350070	Countywide Facilities Master Plan	221,118	40,000	272,873	108,673 Prior Yr Balance Carried Forward to FY10-11; 124,200 FY10-11; 40,000 FY11-12	C
3	350074	Countywide Energy and Water Conservation	188,339	100,000	397,731	272,731 Prior Yr Balance Carried Forward to FY10-11; 25,000 FY10-11; 100,000 FY11-12	C
4	350072	Countywide Department Relocations	235,994		471,084	360,084 Prior Yr Balance Carried Forward to FY10-11; 111,000 FY10-11	C
5	350071	Countywide ADA Compliance	379,986	100,000	600,190	506,834 Prior Yr Balance Carried Forward to FY10-11; 80,000 FY10-11; 100,000 FY11-12	C
6	350050	Countywide Stormwater Pollution Prevention	32,611	40,000	165,000	100,000 Prior Yr Balance Carried Forward to FY10-11; 25,000 FY10-11; 40,000 FY11-12	C
		<i>Subtotal:</i>	1,718,530	675,000	3,293,906		
EFS Bus Area 2000: LIBRARY - MAINT							
7	350073	Countywide Library Renovations	231,972		437,860	437,860 Prior Yr Balance Carried Forward to FY10-11	C
		<i>Subtotal:</i>	231,972		437,860		
EFS Bus Area 2000: COMMUNITY SERVICES - MAINT							
8	350010	Countywide Community Buildings Renovations	318,525		492,126	472,346 Prior Yr Balance Carried Forward to FY10-11; 20,000 FY10-11	C
		<i>Subtotal:</i>	318,525		492,126		
		<i>Total:</i>	2,269,026	675,000	4,223,892		

* Prior Year(s) Balance of Funds Available as of 3/31/11. As work continues, the balance of available funding will continue to reduce through the fiscal year and project duration.

** Status: U/Unassigned; H/Hold; P/Programming; D/Design; B/Bidding; C/Construction; CO/Closeout

Completed Capital Projects - FY 2010/11

<i>Yr Funded</i>	<i>WBS Project #</i>	<i>Project Description</i>	<i>Original Funding</i>	<i>Amended Funding</i>	<i>Final Project Cost</i>	<i>Actual%</i>
1 2006/2007	320014	Parks - Los Osos - BBQ Area Upgrades (extension of 300039) <i>Upgrade, renovate and construct ADA accessible facilities.</i>	102,397	102,397	101,412	99.0%
2 2009/2010	320018	General Services Agency, Information Technology - Lopez Lake, Replace Lopez Hill Communications Tower <i>Replaced an aging and deteriorated communications tower.</i>	68,400	68,400	58,500	85.5%
3 2009/2010	320036	Parks - Lopez Lake - Campaneros Campground Upgrade <i>After preparation of topographical map and a site survey, Administration and Parks cancelled the project to reduce the commitment against Parks' reserves.</i>	345,600	345,600	8,873	2.6%
4 2010/2011	320040	Sheriff - Templeton - Construct Parking Cover Structure <i>Project cancelled per direction by Sheriff Parkinson</i>	300,800	300,800	0	0.0%
5 2009/2010	320041	Parks - Santa Margarita Lake - Osprey Campground Upgrade <i>After infrastructure research and conceptual design, Administration and Parks cancelled the project to reduce the commitment against Parks' reserves.</i>	77,600	77,600	1,697	2.2%
6 2008/2009	330011	Airports - SLO - Aero Drive Realignment <i>Realigned and signalized the Aero Drive intersection at Broad Street (Hwy 227).</i>	2,731,740	2,632,376	2,122,924	80.6%
Totals:			3,626,537	3,527,173	2,293,406	65.0%

Completed Maintenance Projects - FY 2010/11

Yr Funded	WBS Project #	Project Description	Original Funding	Amended Funding	Final Project Cost	Actual%	
1	2003/2004	300087	Parks - Morro Bay/Cayucos Connector Trail Programming	292,000	292,000	277,345	95.0%
<p><i>This project completed and certified the Environmental Impact Report (EIR). Future phases will include public input, completing the NEPA, engineering, and construction. Once funding is identified, a new project will be created for the next phases.</i></p>							
2	2006/2007	350023	Information Technology - Various - Install Fiber Optic Laterals	286,200	286,200	281,468	98.3%
<p><i>Completed fiber connection to the downtown SLO County campus, Templeton North County Regional Center, and the Oceano Sheriff Substation.</i></p>							
3	2007/2008	350055	Countywide Maintenance Projects - Prior Year	1,000,000	957,313	957,313	100.0%
<p><i>This Countywide Maintenance project held residual funding and active sub-projects from years' past. The final sub-project was completed, and the residual balance of \$1,687 was transferred to the current Countywide Maintenance project (350077.)</i></p>							
4	2009/2010	350085	General Government - ARRA - CDBG - Nipomo Senior Center ADA Parking	69,133	69,133	69,133	100.0%
<p><i>Made ADA parking improvements to the Nipomo Senior Center. The project cost \$128,126 and had 3 funding sources (1) \$69,133 ARRA funds - project 350085 (2) \$49,932 of Countywide ADA funds, and (3) \$9,061 of Countywide Community Building Renovation funds.</i></p>							
5	2009/2010	350089	Parks - Avila Beach - Bob Jones Trail Resurface	63,500	63,500	60,411	95.1%
<p><i>Resurfaced and repaired trail surface damage caused by tree roots.</i></p>							
6	2007/2008	340003	Golf Courses - CMC Water #2 - Parking Lots Development	28,000	479,961	491,836	102.5%
<p><i>Constructed new parking at CMC under an Agreement in exchange for water. 28,000 of original funding was supplemented over several years to fund the entire project. Final costs exceeded budget by 11,878, then reimbursed by contractor via settlement.</i></p>							
Totals:			1,738,833	2,148,107	2,137,506	99.5%	

Completed Countywide Projects - FY 2010/11

<i>Project Description</i>		<i>Cost</i>
Countywide ADA Compliance		49,932
1	General Government - Nipomo - Construct ADA Compliant Facility Access	
Countywide Community Buildings Renovation		9,061
2	Nipomo - Senior Center ADA Parking Improvements	
Countywide Energy and Water Conservation		29,911
3	General Government - SLO - Install BTU and Electric Meters at PTB01	
Countywide Library Renovations		174,415
4	Cayucos - Renovation Oversight	
5	SLO - Replace Fire Alarm Panel	
6	Nipomo - Replace Fire Alarm Panel	
Countywide Maintenance Projects		165,016
7	General Government - Los Osos - Upgrade Sheriff Substation Cabling	
8	SLO - Probation - Construct Casa Loma Secure Evidence Storage	
9	General Government - SLO - Courthouse Campus Cogen Evaluation	
10	SLO - Airports - Site Grading and Hydro-Seeding	
11	COC - Sheriff - Replace Womens Jail HVAC	
12	SLO - GSA Building Repair	
13	SLO - GSA, PW, Libraries, Courts - Replace Courthouse Campus Boiler	
Countywide Maintenance Projects - Prior Year		12,718
14	SLO - DA - Install File Lateral Support	
15	Nacimiento - Replace Heritage Ranch Vinyl Flooring	
Parks - Cental County - Park Maintenance		7,401
16	Cuesta Park Rest-room Roof Repairs and Termite Fumigation	

Completed Countywide Projects - FY 2010/11

<i>Project Description</i>		<i>Cost</i>
Parks - Coastal - Park Maintenance		4,650
17	Los Osos - El Morro Pathway Maintenance	
Parks - East County - Park Maintenance		21,421
18	Lopez Lake - Sewer System Management Plan (SSMP)	
Parks - North County - Park Maintenance		20,517
19	Various - Misc. Playground Maintenance	
20	Templeton - Pool Repairs	
21	Templeton - Vineyard Trail Improvements	
22	Templeton - Paint Gazebo	
Parks - South County - Park Maintenance		10,000
23	Oceano - Oceano Park Replace Sidewalks	
24	Nipomo Park - Tot Playground Surface Replacement	
25	Oceano - Oceano Park Sidewalk Repairs	
Total:		505,041

Budget Augmentation Requests

The following section tracks the results of budget augmentations approved by the Board of Supervisors in past fiscal years. A budget augmentation is any request by a department for additional resources, such as the addition of staff positions, major information technology purchases, major professional service contracts and other substantial expenses related to the maintenance or expansion of programs and services.

Budget augmentations are tracked to monitor whether departments are achieving the results intended by the Board's approval of the request. When requesting a budget augmentation, departments are required to state the results that will be achieved in terms of efficiency, quality of service, or outcome performance measures.

Two types of budget augmentations are tracked. The first type is any augmentation granted as part of the annual budget development process. These augmentations are recorded in the adopted budget in the section for the requesting Fund Center, under the heading "Budget Augmentation Requests Recommended." The second type of budget augmentation tracked is any request approved mid-year, after the adoption of the budget. Mid-year augmentations are tracked if they result in the addition of positions to the Position Allocation List (PAL) or add \$100,000 or more to a department's budget.

2005-06 Budget Augmentation Results

2005-06 Budget Augmentation Requests and Results

Planning and Building

Fund Center 142

Summary Information	Actual Results FY 07-08	Actual Results FY 08-09	Actual Results FY 09-10	Admin Office Comments	Actual Results FY 10-11	Admin Office Comments	Updated Actual Results	Admin Office Comments
<p><u>Unit Amount:</u></p> <p>Gross Expense: \$100,000</p> <p>General Fund Support: \$0</p> <p><u>Description:</u> Update Inland and Coastal Framework for Planning Documents, applying "Smart Growth" principles.</p> <p><u>Intended Results:</u> 1.) Improve alignment with incorporated city general plan update efforts. 2.) Reduce the number of appeals on land-use decisions by at least 25% after adopted.</p>	<p>The document has not been completed. A General Plan amendment to Land Use Element - Framework for Planning to include Smart Growth principles is expected to be completed in Spring 2008. As part of this effort: The Department had a survey done for resident's views on Smart Growth; Staff collaborated with Santa Barbara and Ventura County on the Tri-County Work Force fund – an effort aimed at assisting new businesses to the County; Revised the Coastal and Inland Framework for Planning To improve alignment with incorporated city general plan</p>	<p>County Planning Commission is finishing its review of the draft document and will likely be done by January 2008 with a recommendation to the Board of Supervisors. The Board may then adopt the changes as part of the spring 2008 General Plan amendment cycle.</p> <p>We will compare the number of appeals for land use decisions following adoption and report in a future year.</p> <p>A total of \$113,920 was spent.</p>	<p>The Framework for Planning Amendments to include strategic growth principles, goals and strategies into the General Plan were approved by the County Planning Commission and considered by the Board of Supervisors in March and July 2008. Final approval is expected in Spring 2009 following additional public outreach efforts directed by the Board.</p> <p>We expect to see any reductions in the number of appeals after adoption, beginning in FY 2009-10.</p>	<p>Begun in FY 2005-06, the update of the Inland and Coastal Framework for Planning Documents is not yet finalized by the Board.</p> <p>Results associated with reducing appeals on land use decisions by 25% are not expected until the end of FY 2009-10.</p> <p>The department will report back on the results of this augmentation in the FY 2010-11 budget.</p>	<p>Project complete: adopted by Board in April 2009; Coastal Zone Framework submitted to Coastal Commission.</p> <p>We expect to see reductions in the number of appeals; results to be determined after one year beginning FY 2010-11.</p>	<p>The intended results were partially achieved.</p> <p>Due to the length of the hearing process, the intended reduction in appeals will begin to be tallied in FY 2010-11.</p> <p>The department will report on this portion of the results in the FY 2011-12 budget.</p>	<p>The intended result of at least a 25% reduction in the number of appeals on land use decisions since adoption of the amendments has been achieved.</p> <p>The amendments became effective in May, 2009 and the number of appeals filed in FY 2008-09 was 40. The number of appeals filed in FY 2009-10 was 30, resulting in a 25% reduction from FY 2008-09.</p> <p>Five appeals were filed in FY 2010-11 through September 2010, which projects to a total of 20 for</p>	<p>The intended results have been achieved.</p>

Planning and Building

Fund Center 142

Summary Information	Actual Results FY 07-08	Actual Results FY 08-09	Actual Results FY 09-10	Admin Office Comments	Actual Results FY 10-11	Admin Office Comments	Updated Actual Results	Admin Office Comments
<p>update efforts, the Department is a co-sponsoring agency for Community 2050 Visioning, a regional planning effort; Closer coordination with most of the incorporated cities is occurring on a variety of development and planning issues.</p> <p>Reducing the number of land use appeals by at least 25% has not been accomplished; however, we are hopeful that this will occur once the implementing ordinances are in place that will allow alignment between the Planning Commission and the Board of Supervisors on policy direction.</p>							<p>the entire FY. This projection would result in a 50% reduction in the number of appeals filed since the amendments were adopted in FY 2008-09.</p>	

2007-08 Budget Augmentation Results

2007-08 Budget Augmentation Requests and Results

County Fire

Fund Center 140

Agenda Date and Item #	Intended Results	Actual Results FY 09-10	Admin Office Comments	Actual Results FY 10-11	Admin Office Comments	Updated Actual Results	Admin Office Comments
<p><u>Agenda Date and Item #:</u> 12/4/2007 Item B-08</p> <p><u>Unit / Amount:</u> Gross Expense: \$144,000</p> <p>General Fund Support: \$0</p> <p>(Funded by Homeland Security Grant)</p> <p><u>Description:</u> Acceptance of Federal Fiscal Year 2007 Homeland Security Grant Program funds</p>	<p>Results include development of a wildfire evacuation map for the Cambria area within the next two years and tsunami evacuation map for the North Coast area within the next two years both of which will make for much faster and safer evacuations during such emergencies.</p> <p>Another result of receiving these grant funds will be an enhanced ability to provide urban search and rescue.</p> <p>People can become trapped within collapsed buildings, trenches, and other areas and the grant will fund a vehicle to support a soon to be received Urban Search and Rescue (USAR) trailer from the State of California; this could result in saved lives.</p>	<p>Funds awarded to the Department under this grant must be spent before March 31, 2010 and were designated by the grantor to be used on four projects:</p> <p>1. \$45,000 for replacement of Self-Contained Breathing Apparatus (SCBAs) used by the Hazardous Materials (Hazmat) Team. The new SCBAs were purchased in FY 2007-08 and are now in service. Total cost was \$48,742.99, with the excess \$3,742.99 to be reimbursed to the Department from the Hazmat Joint Powers Agreement (JPA). Both the grantor and the JPA have been invoiced.</p> <p>2. \$24,000 for the development and printing of two emergency response plans, one for tsunamis and one for wildfires, for the North Coast area of the County. Work has begun on these plans but is far from complete. Only minimal costs have been incurred and the grantor has not</p>	<p>Intended results have not yet been achieved. The department will report actual results achieved in the FY 2010-11 budget.</p>	<p>1. As noted, the SCBA's were replaced and are now in service.</p> <p>2. Both projects are nearing completion and, once printed and distributed, will improve the Department's ability to respond to emergencies in the North Coast area.</p> <p>3. \$15,000 of these funds is being redirected to reimburse the Morro Bay Fire Department for its purchase of lighting equipment installed on their Haz Mat Unit.</p> <p>4. \$48,571 has been encumbered for the purchase of an Urban Search and Rescue trailer tow vehicle. \$11,429 will be spent on equipment and supplies for the</p>	<p>Intended results have been achieved for Project 1.</p> <p>The department reports that Intended results for project 2 and the tow vehicle for the USAR have not yet been achieved. The department will report actual results achieved in the FY 2011-12 budget.</p> <p>As noted, the original intended results related to scene lighting on the Hazmat Unit were not achieved but these funds were re-directed to meet another, similar need.</p>	<p>Intended results have been achieved for all projects.</p> <p>1. As noted, the SCBA's have been in service since FY 2007-08. Reimbursement has been received from the grantor.</p> <p>2. Both projects were completed, including printing and distribution. Reimbursement has been received from the grantor.</p> <p>3. An alternate funding source was found for the Morro Bay Fire Department, so the \$15,000 which was to be redirected to reimburse their costs for the purchase of lighting equipment, was instead used to add equipment to the USAR tow vehicle in project 4. Reimbursement has been received from the grantor.</p> <p>4. An Urban Search and Rescue trailer tow vehicle was purchased, along with equipment and supplies.</p>	<p>Intended results have been achieved.</p>

2007-08 Budget Augmentation Requests and Results

County Fire

Fund Center 140

Agenda Date and Item #	Intended Results	Actual Results FY 09-10	Admin Office Comments	Actual Results FY 10-11	Admin Office Comments	Updated Actual Results	Admin Office Comments
		<p>been invoiced.</p> <p>3. \$15,000 for scene lighting equipment to be used on the Hazmat Unit. Specifications are currently being developed and the purchase should be made before the end of the fiscal year, after which the grantor will be invoiced.</p> <p>4. \$60,000 to purchase a tow vehicle to be used with an Urban Search and Rescue (USAR) trailer, which was being provided to the Department by the state Office of Emergency Services (OES). Delivery of the trailer has been delayed while OES is outfitting the first group of trailers. The tow vehicle will be purchased when the Department is notified of the delivery date for the trailer begun on these plans but is far from complete. Only minimal costs have been incurred and the grantor has not been invoiced.</p>		<p>tow vehicle.</p> <p>All spending will be complete no later than March 31, 2010.</p>		<p>Reimbursement has been received from the grantor.</p> <p>All spending was complete prior to March 31, 2010.</p>	

2007-08 Budget Augmentation Requests and Results

Countywide Automation

Fund Center 266

Summary Information	Intended Results	Actual Results FY 09-10	Admin Office Comments	Actual Results FY 10-11	Admin Office Comments	Updated Actual Results	Admin Office Comments
<p><u>Unit /Amount:</u> Gross: \$1 million:</p> <p>General Fund support: \$760,000</p> <p>(\$240,000 from Fund Center 139 – Probation)</p> <p><u>Description:</u> Probation Case Management System that will enable improved coordination and exchange of information with other law enforcement agencies.</p> <p>(This is part of the County's overall plan to migrate systems off the mainframe.)</p>	<ul style="list-style-type: none"> ▪ Reduce the time between intake and assignment to a Probation Officer from 30 days to 1 day (which improves compliance to court orders and enhances public safety). ▪ Save approximately 15 hours/week in Probation Officer staff time spent inputting data, allowing more time for case management to reduce recidivism and potentially increase delivery of reimbursable services (thus increasing revenue). ▪ More easily identify high-risk offenders so that time can be more effectively spent working with these clients. ▪ Ensures opposing gang members are not placed together when housed at Juvenile Hall (by diagramming the Juvenile Hall during the admission process). 	<p>Project funded, implementation expected to complete in June 2009.</p>	<p>This is a multi-year project and as such, the result has not yet been achieved. The Department will report on this project as part of the FY 2010-11 budget process.</p>	<p>The project completed in December 2009.</p> <p>Due to the timing of the project implementation, the actual results of the project have not yet been achieved. Updated results will be reported as part of the FY 2011-12 budget.</p>	<p>The results for this project have not yet been achieved.</p> <p>The department will report on this project as part of the FY 2011-12 budget.</p>	<p>The Probation Department determined that the original intended results were not reflective of actual effectiveness and subsequently revised the metrics used to judge the effectiveness of the new Probation Case Management System (CMS).</p> <p>(A) The CMS system was intended to accomplish the following: Automate a number of functions which were previously done manually.</p> <p>(B) Allow for better integration of data and provide Probation Officers faster and more complete data to allow assignment of staffing and resources to the highest priority cases.</p> <p>Probation reports the following results: (1) Automatic transfer the</p>	<p>Probation identified changes to the originally identified results.</p> <p>The new results for the system are in line with the overall goals of improving the effectiveness and efficiency of departmental operations as well as enhancing public safety.</p> <p>The CMS project has met the operational and functional criteria set by Probation. The overall goals of increasing operational efficiency and providing an updated platform with which to handle cases has been met.</p> <p>The intended results have been achieved</p>

2007-08 Budget Augmentation Requests and Results

Countywide Automation

Fund Center 266

Summary Information	Intended Results	Actual Results FY 09-10	Admin Office Comments	Actual Results FY 10-11	Admin Office Comments	Updated Actual Results	Admin Office Comments
						<p>offender's risk level from the risk assessment data base to the offender's electronic case file allows Probation to quickly identify the offenders risk level and assign to the appropriate supervision category. Effect: reduces time spent by supervisors, reduces errors in classifications and more accurately measures the effectiveness of programs aimed at reducing recidivism. 90% of cases will have a risk level assigned.</p> <p>(2) Supervisors are able to observe supervision contacts and frequency of contacts without doing time consuming and laborious review of field notes. Capabilities allow supervisors to check the frequency of staff contacts with probationers as well as the quality of the contact. Result: Reduced staff time spent by upervisors and better information that allows for higher degree of supervisor oversight of cases.</p> <p>CMS automates all data</p>	

2007-08 Budget Augmentation Requests and Results

Countywide Automation

Fund Center 266

Summary Information	Intended Results	Actual Results FY 09-10	Admin Office Comments	Actual Results FY 10-11	Admin Office Comments	Updated Actual Results	Admin Office Comments
						<p>collection and reports. This data is needed for grants, departmental planning and preparation of reports to the Corrections Standards Authority.</p> <p>Effect: reduces staff time spend on these tasks by 20 hours a month.</p> <p>The system has increased the efficiency and effectiveness of the Probation staff. Although the metrics for the results are different, the new results meet the overall system goals of improving effectiveness and efficiency of Probation operations as well as enhancing public safety.</p>	

2007-08 Budget Augmentation Requests and Results

Countywide Automation

Fund Center 266

Summary Information	Intended Results	Actual Results FY 09-10	Admin Office Comments	Actual Results FY 10-11	Admin Office Comments	Updated Actual Results	Admin Office Comments
<p><u>Unit /Amount:</u> Gross: \$450,000</p> <p>General Fund support: \$188,525</p> <p>(\$261,475 from the Public Works Internal Service Fund)</p> <p><u>Description:</u> Fiber Optic Cable as part of the Nacimiento Water Project to provide building connectivity (between facilities in San Luis Obispo and various north county locations)</p>	<ul style="list-style-type: none"> Provide backbone (infrastructure) for network connections to north county facilities for the next 30 years. Potential savings from paying 3rd party vendors of potentially \$77,112 per year or \$2,313,360 over the life of the project (assumes replacing 17 T-1 lines in North County.) 	<p>This project is funded and implementation is expected to be complete 2010.</p>	<p>This is a multi-year project and as such, the result has not yet been achieved. The Department will report on this project as part of the FY 2010-11 budget process and subsequent years.</p>	<p>This project is funded and implementation is expected to be complete 2010.</p>	<p>The results for this project have not yet been achieved.</p> <p>The department will report on this project as part of the FY 2011-12 budget.</p>	<ul style="list-style-type: none"> A fiber backbone (infrastructure) for network connections to north county facilities has been created that provides the County with the ability to offer redundant connectivity. Connections to fiber backbone began realizing savings of \$4,800 in FY 2010-11 as the first 2 T-1 lines were removed. 	<p>The results have been partially achieved. The backbone fiber connection has been constructed with the allocated funding To date, 2 of the 17 T-1 lines have been replaced. Replacement of the remaining T-1 lines will be addressed in future years as funding to extend laterals from the fiber backbone.</p>
<p><u>Unit /Amount:</u> Gross: \$68,750</p> <p>General Fund support: \$68,750</p> <p><u>Description:</u> Voice Over Internet Protocol (VOIP) Pilot</p>	<ul style="list-style-type: none"> \$392,360 in potential cost savings on telephone service if the pilot is successful and the system is implemented countywide. 	<p>This project is funded but is on hold.</p>	<p>This project is on hold as the priority for this project is lower than other projects identified by the Information Technology (IT) Executive Steering Committee.</p> <p>Although a preliminary evaluation by IT staff indicates that the potential savings</p>	<p>Project funded, on hold. It is unlikely that GSA-IT will move forward with this project before FY 11-12 due to budget and technology uncertainties.</p>	<p>The results for this project have not yet been achieved.</p> <p>The department will report on this project as part of the FY 2011-12 budget.</p>	<p>Multiple projects have taken priority; consequently the pilot project was canceled. Funds were released at the end of FY 2009-10.</p>	<p>This project was cancelled and the funds were unspent and returned to Fund Center 266.</p>

2007-08 Budget Augmentation Requests and Results

Countywide Automation

Fund Center 266

Summary Information	Intended Results	Actual Results FY 09-10	Admin Office Comments	Actual Results FY 10-11	Admin Office Comments	Updated Actual Results	Admin Office Comments
			<p>may be less than originally proposed, IT requests that the funding be retained to allow for a more detailed evaluation in the future.</p> <p>IT will report on this BAR in the FY 2010-11 budget.</p>				

2007-08 Budget Augmentation Requests and Results

Public Health

Fund Center 160

Summary Information	Actual Results FY 09-10	Admin Office Comments	Actual Results FY 10-11	Admin Office Comments	Updated Actual Results	Admin Office Comments
<p><u>Unit /Amount :</u> Gross Expense: \$100,000</p> <p>General Fund Support: -\$130,000</p> <p><u>Description:</u> 1.0 Public Health Microbiologist I/II at the Public Health Laboratory</p> <p>Requested in order to meet demand for laboratory testing.</p> <p><u>Intended Results:</u> Meet demand for testing services. 6,000 tests for sexually transmitted diseases (STDs) will be performed by this position.</p> <p>Generate revenue of at least \$230,000, which will help pay for the fixed costs associated with the laboratory and reduce the level of General Fund support by \$130,000.</p>	<p>The Public Health Microbiologist was hired in Fall of 2007, is performing STD testing, and is assisting in the generation of revenues. 21,000 STD tests were performed in total for FY 2007-08.</p> <p>Increased revenue from the additional staff was \$45,000, well short of the \$230,000 estimate. While the amount is expected to increase this year, now that the position will be filled for the full year and the employee has been fully trained, it will still fall well short of the original estimate. However, under the new Public Health Laboratory Manager, hired January 2008, an entire overhaul of the cost-based fee structure has been implemented, such that future projections can be expected to be far more accurate.</p>	<p>Intended results have not been achieved. In FY 2007-08 only 20% of the targeted revenue increase of \$230,000 was generated. The Lab anticipates that this position will generate \$135,000 or 60% of the original target in FY 2008-09, which would offset the cost of the position. However, the Lab believes the original target was too high, and cannot be met. The continuation of this position will be re-evaluated as part of the FY 2009-10 budget. If it is continued the department will report back on results as part of the FY 2010-11 budget.</p>	<p>In FY 2008-09, this position generated an additional \$102,274 in revenue, or 44.5% of the original target of \$230,000. The additional revenue offset the cost of the position but did not reduce projected general fund savings of \$130,000.</p> <p>In FY 2009-10, overall revenue is projected to increase to \$230,000 compared to FY 2006-07 largely due to increased sexually transmitted disease testing and H1N1 testing.</p> <p>The original BAR tied this position specifically to sexually transmitted disease (STD) testing. In practice, laboratory staff perform testing of all specimens received regardless of the type of test.</p>	<p>Intended results have been partially achieved. This item will be revisited in the FY 2011-12 budget.</p>	<p>In FY 2009-10, this position generated \$200,124 in revenue, 87% of the original target of \$230,000. Total fee revenue for the laboratory was \$1,147,104, \$29,876 short of budget. This position reduced the level of general fund required for the laboratory in the amount of \$100,000. In FY 2010-11, fee revenue is projected to be on target, covering the cost of the position and reducing the level of general fund in the amount of \$130K for the laboratory.</p> <p>The original BAR tied this position specifically to sexually transmitted disease (STD) testing. In practice, laboratory staff perform testing of</p>	<p>While the intended results have not been fully achieved, the amount of revenue generated by this position has covered the cost of the position. The department expects to continue increasing the amount of revenue generated by this position and reach the targeted revenue level by the end of FY 2010-11. Given that the cost of the position has been offset by revenue generated, and the amount of revenue generated continues to increase, it is recommended that no additional follow-up on this budget augmentation will be required.</p>

Public Health

Fund Center 160

Summary Information	Actual Results FY 09-10	Admin Office Comments	Actual Results FY 10-11	Admin Office Comments	Updated Actual Results	Admin Office Comments
					all specimens received regardless of the type of test.	

Public Health

Fund Center 160

Summary Information	Intended Results	Actual Results FY 09-10	Admin Office Comments	Actual Results FY 10-11	Admin Office Comments	Updated Actual Results	Admin Office Comments
<p><u>Unit /Amount:</u> Gross Expense: \$91,860</p> <p>General Fund Support: \$0 (Funded from fee revenue.)</p> <p><u>Description:</u> 1.0 Environmental Health Specialist I/II in order to keep up with demand for inspection services.</p> <p>This position is recommended to be added to the position allocation list for FY 2007-08 but not funded or filled until FY 2008-09. The reason being is that these services are revenue offset with fee revenue (charge for services). The fee schedule for FY 2008-09 will be updated during the fall of 2007 in order to reflect this additional position.</p>	<p>Starting FY 2008-09:</p> <p>The frequency of food safety inspections will change from 1 inspection every 12 months to 1 inspection every 9 months.</p> <p>The frequency of swimming pool inspections will change from 1 inspection every 18 months to 1 inspection every 12 months.</p> <p>Annual water well seal inspections will increase from 25% of new water wells installed to 100% of new water wells installed.</p> <p>(The Intended Results as originally drafted were incorrect. The language has been corrected to be consistent with the original request.)</p>	<p>Fees were increased effective July 2008 in the Retail Food, Recreational Health (Public Swimming Pool) and Water Well programs to fund this new position. The position was filled on September 8, 2008 and the new employee is currently training. Enhanced productivity in food safety, pool, and water well seal inspections will be assessed at the end of the current fiscal year.</p>	<p>The position that was considered for elimination was the Storm Water position. Results have not yet been achieved. The department will report back on results as part of the FY 2010-11 budget.</p>	<p>In FY 2008-09:</p> <p>In FY 2005-06, Environmental Health (EH) had a food safety inspection frequency of 1 inspection every 21 months. In the three years prior to FY 2005-06 the inspection frequency was 1 inspection every 12 months. Food safety depends, in part, upon frequent food safety inspections. It is our goal to improve the frequency of food safety inspections from 1 inspection every 12 months to 1 inspection every 9 months. The actual inspection frequency in FY 2008-09 was 1 inspection per 8.6 months. Environmental Health met this goal.</p> <p>Given the high usage rate of public pools by tourists and county residents and the inherent safety and health risks associated with the use of the pools, it is our goal to improve the public swimming pool inspection frequency from 1 inspection every 18 months to 1 inspection every 12 months. The actual public swimming pool inspection frequency in FY 2008-09 was 1 inspection per 11.2 months. Environmental Health met this goal.</p>	<p>Intended results have been partially achieved. This item will be revisited in the FY 2011-12 budget.</p>	<p>In FY 2009-10:</p> <p>The amount of time spent in the Water Well Construction program decreased by 356 hours when compared to FY 2007-08. This was due to the recession which resulted in a decrease of 255 well applications. The well seals inspection rates increased from 12% (53 well seal inspections out of 447 well applications) in FY 2007-08 to 44% (85 well seals out of 192 well applications) in FY 2009-10.</p> <p>Through the first quarter of FY 2010-11, 16 of 22 permits or 73% of the wells had well seal inspections.</p> <p>EH requests to change the goal to a more realistic</p>	<p>The intended results have been partially achieved.</p> <p>In addition the Administrative Office agrees that the goal to inspect 100% of all new water seals should be reduced to 80% due to the factors noted by the department.</p> <p>This item (specifically the rate of inspection of water well seals) will be revisited in the FY 2012-13 budget.</p>

Public Health

Fund Center 160

Summary Information	Intended Results	Actual Results FY 09-10	Admin Office Comments	Actual Results FY 10-11	Admin Office Comments	Updated Actual Results	Admin Office Comments
				<p>In order to better protect the limited ground water supply in San Luis Obispo County, it is our goal to increase water well seal inspections from 25% of water wells installed to 100% of wells installed. In FY 2008-09 well seal inspections increased from 25% of new water wells installed to 28% of new wells installed. Staff was not hired until September. The first two priorities for Environmental Health were to train the new staff in the food and pool programs. Once staff was trained in these two programs and ready to perform well inspections, the new employee began training in the well inspection program later in the year. Therefore, Environmental Health was not able to meet this goal.</p>		<p>percentage from 100% to 80%.</p> <p>The following barriers prevent EH from meeting the goal of 100%.</p> <ol style="list-style-type: none"> 1) County ordinance requires 24 hr notice of a well seal. 2) Well Seals are scheduled after work hours (i.e. weekends, holidays, after work hours) 3) Conflicts with other inspection priorities 4) Well driller doesn't notify EH. 5) Miscommunication regarding well location. 	

2007-08 Budget Augmentation Requests and Results

Public Works

Fund Center 405

Summary Information	Intended Results	Actual Results FY 09-10	Admin Office Comments	Actual Results FY 10-11	Admin Office Comments	Updated Actual Results	Admin Office Comments
<p><u>Agenda Date and Item:</u> #10/23/07 Item B-9</p> <p><u>Unit /Amount:</u> Gross Expense: \$795,000 per year</p> <p>General Fund Support: \$0</p> <p>(Funded by various transportation and utility services)</p> <p><u>Description:</u> Amend Public Works Position Allocation List (PAL) by adding 8 Engineer I, II, or III positions.</p>	<p>The addition of these positions to the Public Works Department staff will allow the department to efficiently plan and construct various Public Works projects which will improve the health, safety and livability of the community; and make the best possible use of significant grant funding that is available to us over the next several years.</p>	<p>1. Four of the positions have been filled. The newly hired positions have put the department in a position to efficiently plan and construct various Public Works Projects and make use of grant funding available and possible Federal economic stimulus funding in the near future. With the new positions, our department anticipates an improvement in the percentage of capital project completed on time from 42% to an estimated 80%.</p> <p>2. There is a current proposal to convert two of the vacant positions to Civil Engineering Technician positions to more economically provide the needed services.</p> <p>3. Two positions are being left vacant until funding levels can be determined.</p>	<p>1. Partial results have been achieved (see #2 and #3).</p> <p>2. The department has re-evaluated the need for Engineers. At this time, with the type of projects being planned and constructed, they have determined that Civil Engineering Technicians would better meet their needs. The Board approved this request on Jan. 27, 2009.</p> <p>3. While the department is confident that the total amount of Prop 1B funding will be allocated, the time of receiving the payments from the State is in question. It is anticipated that these positions will be filled in the future as more detail becomes available about how the State plans to handle the distribution of Prop B funds.</p> <p>We will be requesting the department to report back on items #2 and #3 as part of the FY 2010-11 budget process.</p>	<p>2. The two Civil Engineering Technicians have been hired and are performing required job duties more economically than would have been done with engineering positions.</p> <p>3. There are currently five engineering positions being held vacant until funding becomes certain. There is still uncertainty on the timing and extent of engineering needs for the Los Osos Wastewater Project and nearly \$8 million pending of Proposition 1B funding until the State can sell bonds.</p>	<p>2. Intended results have been achieved.</p> <p>3. As these positions are currently vacant, we are requesting that the department report on this item as part of the FY 2011-12 budget process.</p>	<p>3. Five engineering positions are being held vacant and will be addressed once Los Osos Wastewater Project funding is secured.</p>	<p>3. The department anticipates that they will submit a staffing request within a month after the Board of Supervisors accepts the Los Osos Wastewater project. We are requesting that the department report on this item as part of the FY 2012-13 budget process.</p>

2007-08 Budget Augmentation Requests and Results

Treasurer-Tax Collector

Fund Center 108

Summary Information	Intended Results	Actual Results FY 09-10	Admin Office Comments	Actual Results FY 10-11	Admin Office Comments	Updated Actual Results	Admin Office Comments
<p><u>Unit /Amount:</u> Gross: \$62,829</p> <p>General Fund Support: \$0</p> <p><u>Description:</u> Add 1.0 Financial Analyst I/II/III position due to the increased workload resulting from the implementation of the County's financial system (SAP), debt issuance, and the increasing complexity of banking services and County banking needs.</p>	<p>By separating Treasury/Banking management from the Investment function, the following results will be achieved:</p> <ol style="list-style-type: none"> Increase investment portfolio yield by 3 basis points in FY 2007-08 3rd and 4th quarters, utilizing the following methods: Review Investment strategy quarterly; Analyze a minimum of 3 new investment securities and funds; Daily market analysis; Reduce increasing costs of bank services (costs for FY 2005-06 were \$176,475) by 2% (\$3,530); Analyze current banking services, along with new technology and services available, to meet the County's needs with appropriate level and type of service. 	<p>The position was filled approximately 8 months of FY 2007-08 with the incumbent vacating the position in June 2008 (position has subsequently been filled). The time the position was filled contributed to the following results:</p> <ol style="list-style-type: none"> In FY 2007-08, beginning with the 2nd quarter, the Investment Manager's focus was on the problems in the financial market and the potential impact to the County's portfolio. These difficulties have affected the pool's yield, but not the amount invested; Anticipate a reduction of 30% in banking costs, beginning January 2009. Estimated savings of \$20,000 for FY 2008-09; 	<ol style="list-style-type: none"> These results have not been achieved due to issues beyond the control of the department. New options on how to gather the data needed to report the results will be explored during FY 2008-09 and reported back during the FY 2010-11 budget cycle. Intended Results achieved. Intended Results achieved. 	<p>1. Intended results have not been achieved yet. The Financial Analyst position was vacant at various times during the fiscal years 2007-08 and 2008-09, and the Investment Manager had to cover the Treasury Manager position and had to train the person hired for this position during these times. The investment strategy was reviewed, however, not with the purpose of increasing yield, but to safeguard principal (the priority objective by law.) With the problems in the financial market and the economy in crisis, all focus went to ensuring that stable principal values could be returned to Pool Participants. Investment analysis efforts focused on the Pool's exposure to loss; first to investment types in the portfolio, second to investment types that were approved for purchase. No new investment types were approved for purchase.</p>	<p>Intended results have not been achieved. The position has been filled and barring any unforeseen budgetary constraints, the department hopes to make progress towards the achieving the intended results. We will request the department to report back during the FY 2011-12 budget cycle.</p>	<p>1. The Financial Analyst position has been consistently filled since June 2010. As a result, additional investment options are being analyzed. A Public Investment Money Market Account was implemented in November 2010. It earns 15 basis points (bps) over the State's Local Agency Investment Fund and will have an incremental earning of approximately \$195k per year at the current rate. It is estimated that the increase in earnings from this account will achieve the intended result of 3 bps by year end.</p>	<p>The department anticipates achieving the intended results at year end. We will request the department to report back during the FY 2012-13 budget cycle.</p>

Treasurer-Tax Collector

Fund Center 108

Summary Information	Intended Results	Actual Results FY 09-10	Admin Office Comments	Actual Results FY 10-11	Admin Office Comments	Updated Actual Results	Admin Office Comments
		<p>3. By the end of FY 2008-09, a new service to process the checks to the bank by utilizing electronic image should be implemented. This will increase efficiency and the availability of the funds.</p>		<p>There were no changes made during that time to increase yield and no new yield performance measures put in place. Because of the focus on safety, the Pool did not experience any loss unlike some counties that experienced some losses due to exposure to investments directly related to entities that financially failed.</p> <p>The financial market is not expected to drastically improve in FY 2010-11. With the approval by the Board of the Investment Policy for 2010, which opened up some criteria to allow local banks to qualify for interest bearing deposits, Treasury will be looking into local banks as to types of investments that would meet the needs of the pool.</p>			

2008-09 Budget Augmentation Results

Mental Health Services Act

Fund Center 165

Unit /Amount	Description	Intended Results	Actual Results FY 10-11	Admin Office Comments	Updated Actual Results	Admin Office Comments
<p>Gross: \$49,425</p> <p>Funded with MHSA Community Services and Support (CSS) funds.</p> <p>General Fund Support: \$0</p>	<p>Increase the existing 0.5 FTE bilingual Mental Health Therapist (MHT) III in the Latino Outreach Program to 1.0 FTE.</p> <p>The success of the Latino Outreach Program has generated a waiting list for treatment. Outreach activities have been suspended in order to focus on providing treatment services to clients. The 1.5 FTE MHT approved by the Board on November 6, 2007 will help provide treatment services to the wait-listed clients.</p> <p>Increasing the existing 0.50 FTE position to 1.0 FTE will ensure that outreach can continue at the same time as treatment services are being provided. This addition is in line with the County's State-approved plan for Community Services and Support.</p>	<p>Increasing the 0.5 FTE Mental Health Therapist III position to full-time will provide additional resources for both outreach presentations and direct mental health services to clients. It is estimated that an additional 25 to 35 clients will receive treatment services as a result of the increase.</p>	<p>An additional 15 clients received Latino Outreach mental health treatment services in FY 2008-09. The client target was not met by 10 clients since the employee assigned to this half-time allocation was on leave for 5 months of the fiscal year and no other staff could be assigned to these specialized services. This led to fewer presentations and outreach activities.</p>	<p>Intended results have been partially achieved. This item will be revisited in the FY 2011-12 budget.</p>	<p>An additional 62 clients received Latino Outreach mental health treatment services in FY 2009-10 compared to FY 2007-08. The results in the first quarter are consistent with the FY 2009-10 results. Overall, 144 clients were served in FY 2007-08 and 206 clients were served in 2009-10. The position was filled in FY 2009-10 which led to the intended treatment service outcome for the Program.</p>	<p>The intended results have been met and exceeded.</p>

Social Services Administration

Fund Center 180

Unit /Amount	Description	Intended Results	Actual Results FY 10-11	Admin Office Comments	Updated Actual Results	Admin Office Comments
<p>Gross: \$12,700</p> <p>Funded with CalWORKs Incentive Funds.</p> <p>General Fund Support: \$0</p>	<p>Purchase an unmarked County vehicle to be used exclusively by the Department of Social Services' Special Investigative Unit.</p> <p>Vehicles currently used by the investigators for surveillance during investigations come from the County vehicle pool and are often marked with the County seal or bear government "E" plates. Purchase of the vehicle will provide an unmarked car that will be stationed in Arroyo Grande, where investigators must currently travel to San Luis Obispo to obtain a County vehicle.</p>	<p>The vehicle will provide investigators with access to an unmarked County car for use in investigations and will reduce travel time and mileage between Arroyo Grande and the County vehicle pool in San Luis Obispo.</p>	<p>The Special Investigative Unit (SIU) has been understaffed since receiving this 3rd vehicle. Although an Investigator was hired in August 2009, the only other Investigator went on Leave of Absence at approximately the same time. As a result, the SIU Supervisor and new Investigator are currently operating out of the San Luis Obispo office; therefore, the SIU vehicles have not been disbursed to the Regional offices. All three SIU vehicles, however, are being utilized.</p> <p>In March 2010, one SIU vehicle will be stationed at the Atascadero office and the 2nd vehicle at the Arroyo Grande site. The new Investigator will be beyond his probationary period and will begin alternating months between those two sites. Consequently, concrete cost savings data associated with the new vehicle will be available by the end of Fiscal Year 2009-10.</p>	<p>Intended results have been partially achieved. This item will be revisited in the FY 2011-12 budget.</p>	<p>The Special Investigative Unit is now fully staffed having hired one Investigator on 8/9/10 and another on 10/12/10. Both Investigators are currently being trained in their new role. One will attend a 17-week Peace Officer Standards and Training (POST) training beginning in February 2011. In approximately July 2011, at the conclusion of that Investigator's successful training, the Supervising Investigator will assign one Investigator to our Arroyo Grande office and the other to our Atascadero office. Each will have access to a County vehicle on site. Currently the three County vehicles designated for SIU are being utilized for surveillance and field work, but their use will increase significantly when two Investigators are fully trained and assigned to Regional DSS offices.</p>	<p>Intended results have been achieved.</p>

2009-10 Budget Augmentation Results

FY 2009-10 Budget Augmentation Requests and Results

Clerk-Recorder

Fund Center 110

Unit /Amount	Description	Intended Results	Actual Results	Admin Office Comments
Gross: \$50,000 (Clerk's Restricted Revenues) General Fund support: \$0	Replacement of the IBM AS400 computer system to a rack mounted, newer operating system used for cash handling, recording, filing, indexing and scanning of the majority of the department's records.	1. A reduction of 20% or approximately \$3,600 in maintenance costs; 2. Response time for various activities, e.g. scanning, indexing, producing copies, should increase by 10%.	1. The actual hardware maintenance costs have been reduced by half, saving an approximate \$6,500. 2. While response time is difficult to measure, the staff members who are accustomed to using the program every day have reported a significant increase in speed, probably at least 20%.	Intended results have been achieved.

FY 2009-10 Budget Augmentation Requests and Results

Drug & Alcohol Services

Fund Center 162

Unit /Amount	Description	Intended Results	Actual Results	Admin Office Comments
Gross: \$48,422 General Fund Support: \$0	-0.50 FTE Administrative Assistant +1.00 FTE Drug and Alcohol Program Supervisor The new position will supervise the Drug and Alcohol Services clinical team formerly overseen by the Division Manger, Driving Under the Influence (DUI) staff formerly overseen by the manager of the Prevention Unit, and the drug testing staff formerly supervised by the Division's Administrative Services Manager (ASM).	1) Increase percentage of employee evaluations completed on time from 90% to 100%. 2) Increase percentage of Court ordered criminal justice services performed on schedule from 90% to 95%. 3) Increase percentage of clients reporting high satisfaction from 80% to 85%. 4) Maintain percentage of State, Federal and grant reports issued on time and accurately at 100% in order to ensure continuity of funding and to monitor client outcomes.	1) Employee evaluations completed on time increased to 100%. 2) Achieved rate of 95%. 3) Achieved rate of 94% satisfaction for treatment clients and 84% satisfaction for DUI clients. 4) Achieved rate of 100% for reports issued accurate and on time.	Intended results were achieved. While the satisfaction rate for DUI clients was one percentage point short of the goal of 85% highly satisfied, the high satisfaction rate for the Division's programs overall average more than the goal of 85%.

FY 2009-10 Budget Augmentation Requests and Results

Planning and Building

Fund Center 142

Unit /Amount	Description	Intended Results	Actual Results	Admin Office Comments
<p>Gross amount: \$220,000</p> <p>General Fund: \$220,000</p>	<p>Consultant services for development of an Environmental Impact Report (EIR) and community outreach for the Countywide Rural Plan.</p>	<p>The Draft EIR for the Countywide Rural Plan will be completed by September 2010 and will describe and analyze the significant environmental effects of the proposed policies and programs of the Countywide Rural Plan, identify alternatives and discuss ways to reduce or avoid the possible environmental damage. Development of the EIR will allow the Board to approve the Countywide Rural Plan as a comprehensive, regional approach to addressing growth, resources, infrastructure, employment and economic issues as a step toward implementation of AB32 (The Global Warming Solutions Act of 2006) and SB375 (Sustainable Communities Strategy).</p>	<p>A consultant was selected to perform the community outreach portion of this effort. This portion of the description is complete.</p> <p>Regarding the Draft EIR (DEIR), in November 2009, the Board approved a work plan for the Land Use and Circulation Elements update (formerly the Countywide Rural Plan) that calls for DEIR completion in July 2011.</p> <p>In January 2011, Planning staff will take a revised work plan to the Board indicating a release of a DEIR no sooner than January 2012 due to delays in the production of the draft plan which is needed in order to prepare the DEIR.</p>	<p>The intended results have not yet been achieved. This item will be revisited in the FY 2012-13 budget.</p>
<p>Gross amount: \$150,000</p> <p>General Fund: \$0</p> <p>Funding Source: Grant - EECBG (ARRA) \$150,000</p>	<p>Consultant assistance to prepare a Climate Action Plan.</p>	<p>The Climate Action Plan, to be completed by June 2011, will result in setting specific Greenhouse Gas (GHG) emission reduction targets and implementation measures needed to meet those targets to bring the County into compliance with State mandates to reduce GHG emissions in accordance with AB 32.</p>	<p>The draft Climate Action Plan and environmental document are expected to be released in Spring 2011. Completion is expected in Summer 2011.</p>	<p>The intended results will not be achieved until the Summer of 2011 – this item will be revisited in the FY 2012-13 budget.</p>

FY 2009-10 Budget Augmentation Requests and Results

Public Health

Fund Center 160

Summary Information	Description	Intended Results	Actual Results	Admin Office Comments
<p><u>Agenda Date and Item #:</u> 1/5/10, A-8</p> <p><u>Unit / Amount:</u> \$646,948 (funded with state grant funds)</p> <p>General Fund: \$0</p> <p>FTE: +2.50 (Limited Term)</p>	<p>The State Women, Infants, and Children (WIC) Program has allocated additional funding to the County's WIC program to add 2.50 FTE of new limited term positions to enhance and improve the County's current program.</p>	<ul style="list-style-type: none"> • Full compliance with the new State WIC Quality Improvement Standards. Expansion of WIC program services to the city of San Miguel. • Improved customer service by enhancing the program's ability to respond to customer inquiries. • 100% compliance with the increased WIC caseload allocation mandated by the State. 	<p>The hire dates for the new positions were on January 25, 2010, June 1, 2010 and September 7, 2010. The positions were added to refocus attention on delivering quality program services to improve and enhance the effectiveness of the WIC Program by assessing staff work performance and compliance to State and Federal policies. A Quality Improvement Monitoring Plan was developed and implemented in January 2010 which included a schedule of services to be monitored, the method and frequency of monitoring, development of the monitoring tool, and how will trends be addressed with employees. During the annual Performance audit conducted by the State WIC Branch in March 2010, the WIC Program's Quality Improvement Plan was recognized as an "Area of Noteworthy Activity".</p> <p>The expansion of WIC program services to the city of San Miguel will be researched in FY 2010-11.</p> <p>The new positions have greatly enhanced customer service. Responses to telephone inquiries are now made the same day. Prior to the new staff, responses were provided within 24 hours. Appointment reminder calls and missed appointment calls are now made daily. These activities were only being performed occasionally prior to the new positions. The new</p>	<p>Intended results have been partially achieved. This item will be revisited in the FY 2012-13 budget.</p>

FY 2009-10 Budget Augmentation Requests and Results

Public Health

Fund Center 160

Summary Information	Description	Intended Results	Actual Results	Admin Office Comments
		<ul style="list-style-type: none"> <li data-bbox="772 305 793 329">• 	<p data-bbox="1220 297 1625 602">positions have also greatly enhanced customer service by providing consistent site coverage during staff absenteeism. Previously, at least one or more WIC sites would operate at a 67% staff capacity during days of staff absenteeism which greatly compromised the quality and timeliness of program services.</p> <p data-bbox="1220 651 1650 1073">The State increased the caseload requirements 6% (4,700 to 4,975) in FY 2009-10. The new staff ensures the ability of the WIC program to be in compliance 100%. State WIC compliance standards are maintaining monthly caseload at 97% or above the caseload allocation. In FY 2009-10, the average monthly caseload was 4,695 out of 4,844 or 97% of caseload. In FY 2010-11, the WIC Program projects to be at 99% of caseload.</p> <p data-bbox="1220 1122 1650 1300">Beginning federal fiscal year 2010-11, these new funds will be included in the annual base allocation. Originally, these funds were one time grant funds ending September 2011.</p>	

FY 2009-10 Budget Augmentation Requests and Results

Roads

Fund Center 245

Unit /Amount	Description	Intended Results	Actual Results	Admin Office Comments
Gross: \$40,000 (Off- Highway Vehicle Restricted Revenue funds) General Fund Support: \$0	Relocate existing gates or installation of new gates and fencing on Cayucos Drive and Cabrillo Street in Cayucos in order to control trespassing on the property.	<ol style="list-style-type: none"> 1. Portions of right of way on Cayucos Drive and Cabrillo Street would be vacated and maintenance terminated; 2. Reduction in noticeable damage to hillside vegetation; 3. Reduction in noise complaints from the surrounding neighbors. 	<ol style="list-style-type: none"> 1. Work on the gates is complete and off-highway vehicle access is now controlled. 2. As a result of highway vehicle access being controlled, there has been a noticeable reduction in damage to the hillside vegetation; however, staff will continue to monitored the area. 3. There have not been any new complaints from residents in the area. 	All of the intended results have been achieved.
Gross: \$103,000 (Off- Highway Vehicle Restricted Revenue funds) General Fund Support: \$0	Removal of sand drifts in several public rights of way in the Oceano area (between Strand Way paved street and the Strand Avenue right of way, McCarthy Avenue, Juanita Avenue, Sandpiper Lane, Surf Street, York Street and Utah Avenue).	<ol style="list-style-type: none"> 1. Removal of sand drifts in the public rights of way; 2. Reduction of sand migration on properties adjacent to the Oceano Dunes Recreational Area (OSVRA); 3. Improved accessibility to the OSVRA for pedestrians by installing barriers/bollards to prevent vehicular traffic in these areas; 4. Reduction in complaints from the surrounding neighbors. 	<ol style="list-style-type: none"> 1. Sand has been removed from two of the eight locations. Public Works has not been able to secure permits from the Coastal Commission for the remaining six locations, however efforts continue. 2. There has been a reduction in sand passing from the beach onto Strand Way which has reduced the frequency in which our Maintenance crews must respond. 3. The removal of sand has provided a flat 	<ol style="list-style-type: none"> 1. The department will be requested to report back on the remaining 6 locations as part of the FY 2012-13 budget process. 2. and 3. Intended results have been achieved.

FY 2009-10 Budget Augmentation Requests and Results

Roads

Fund Center 245

Unit /Amount	Description	Intended Results	Actual Results	Admin Office Comments
			<p>surface that is now traversable by foot. Barriers have been installed to prevent vehicles from using the improved surface.</p> <p>4. Surrounding residents continue to complain about a secondary emergency access, and the sand.</p>	

FY 2009-10 Budget Augmentation Requests and Results

Sheriff-Coroner

Fund Center 136

Unit /Amount	Description	Intended Results	Actual Results FY 10-11	Admin Office Comments
Gross: \$33,692 General Fund Support: \$0 Funding Source: Off Highway Vehicle In- Lieu fees	Purchase four replacement Honda 4x4 quads for use by the Search and Rescue team in missing person searches and rescues in remote areas of the county. These quads will be primarily used in the Oceano Dune State Vehicular Recreation Area.	Existing quads used by the Search and Rescue team are at the end of their useful life and need to be replaced. Replacement will help ensure the team's equipment remains in good working order to contribute to the team's success in carrying out their mission.	The four replacement Honda 4x4 quads have been purchased for the Search and Rescue team and are now available for use in missing person searches and rescues in remote areas of the county.	Intended results have been achieved.

Appendix

The appendix includes the following information:

- A copy of the resolution adopting the County Budget for Fiscal Year 2011-12 (only included in the Final Budget document)
- A narrative detailing the basis of budgeting for all funds included in the County's budget
- A glossary and acronym glossary
- An index

Budgetary Basis for Accounting

The County's budget is developed on a modified accrual basis for governmental fund types (e.g. general fund, special revenue funds, debt service funds, and capital project funds), adjusted for encumbrance accounting. Appropriations for encumbrances are included; however, appropriations for expenditures against prior year encumbrances are excluded.

- Accrual: is a charge or revenue incurred before it is paid or received;
- Encumbrance: is a transaction designed to set money aside (accrued) for a specific future use.

Under the modified accrual basis, obligations are generally budgeted as expenses when incurred, while revenues are recognized when they become both measurable and available to finance current year obligations. Proprietary fund types (e.g. enterprise funds such as Golf Courses, Airports, and internal service funds such as Public Works, Reprographics) are budgeted on the full accrual basis where not only are expenses recognized when incurred but revenues are also recognized when they are incurred or owed to the County.

The countywide, proprietary and investment trust fund financial statements are reported using the economic resources measurement focus and the full accrual basis of accounting. Revenues are recorded when earned and expenses are recorded when liabilities are incurred, regardless of when the related cash flows take place. Non-exchange transactions, such as when the County gives (or receives) value without directly receiving (or giving) equal value in exchange, includes property and sale taxes, grants, entitlements, and donations. On an accrual basis, revenues from property tax are recognized in the year which the taxes are levied while revenues from sales tax are recognized when the underlying transactions take place. Revenues from grants, entitlements, and donations are recognized in the fiscal year in which all eligibility requirements have been satisfied.

For business-type activities, such as internal service funds and enterprise funds, the County has elected under GASB Statement No. 20, Accounting and Financial Reporting for Proprietary Funds and Other Governmental Entities That Use Property Fund Accounting, to apply applicable GASB pronouncements as well as any applicable pronouncements of the Financial Accounting Standards Board, the Accounting Principles Board or any Accounting Research Bulletins issued on or before November 30, 1989, unless those pronouncements conflict with or contradict GASB pronouncements.

GLOSSARY

TERMS COMMONLY USED IN THIS BUDGET DOCUMENT

- Account: A detailed classification of an expenditure or revenue. For example, "Postage" is an expenditure account; "Property Taxes Secured" is a revenue account.
- Activity: A specific line of work performed to accomplish a function for which a governmental unit is responsible. This designation is required by the State Controller. Example: "Protective Inspection" is an activity performed in discharging the "Public Protection" function.
- Appropriation: An authorization granted by a legislative body to make expenditures and to incur obligations for specific purposes. An appropriation usually is time-limited and must be expended before the deadline.
- Assessed Valuation: A valuation set upon real estate or other property by government as a basis for levying taxes.
- Available Financing: All the means of financing a budget including fund balance, revenues, canceled reserves and designations.
- Budget: A plan of financial operation consisting of an estimate of proposed income and expenditures for a given period and purpose, usually one year.
- Capital Assets: Land, improvements to land, easements, buildings, building improvements, vehicles, machinery, equipment, works of art and historical treasures, infrastructure and all other tangible and intangible assets that are used in operations and have useful lives extending beyond a single reporting period. Capital assets are not physically consumed by their use, though their economic usefulness typically declines over time.
- Capital Expenditures: Expenditures resulting in the acquisition of or addition to the government's general capital assets.
- Capital Project Program: A program itemizing the County's acquisitions, additions and improvements to buildings and land purchases. These purchases are often capital assets.
- Contingency: An amount, not to exceed fifteen percent of the fund in which it is allocated, appropriated for unforeseen expenditure requirements.
- Contracted Services: Expense for services rendered under contract by individuals or businesses who are not on the payroll of the jurisdiction, including all related expenses covered by the contract.
- Cost Accounting: That method of accounting which provides for assembling and recording of all the elements of cost incurred to accomplish a purpose, to carry on an activity or operation, or to complete a unit of work or a specific job.
- Communitywide Results: The Communitywide Results represents the "big picture" results we want for all county residents and are used to guide the preparation of the budget each year.
- Debt Service Fund: A fund established to finance and account for the payment of interest and principal on all general obligation debt, other than that payable exclusively from special assessments and revenue debt issued for and serviced by a governmental enterprise.
- Department: An organizational structure used to group programs of like nature.
- Department Goals: A listing of ongoing results a department desires for its customers.

GLOSSARY

TERMS COMMONLY USED IN THIS BUDGET DOCUMENT

<u>Encumbrance:</u>	An obligation in the form of a purchase order, contract, or other commitment which is chargeable to an appropriation and for which a part of the appropriation is reserved.
<u>Enterprise Fund:</u>	Established to finance and account for the operation and maintenance of facilities and services which are self-supporting by user charges. Example: Airports Enterprise Fund.
<u>Educational Revenue Augmentation Fund (ERAF):</u>	In 1992-93, in response to serious budgetary shortfalls, the state began redirecting a portion of counties, cities and special districts property tax receipts to schools and community college districts'. The term "ERAF" is an acronym for the fund into which redirected property taxes are deposited.
<u>Expenditure:</u>	Designates the cost of goods delivered or services rendered.
<u>Fiscal Year:</u>	Twelve-month period for which a budget is in effect. The County's fiscal year is July 1 to June 30.
<u>Fixed Asset:</u>	An asset of a long-term character such as land, buildings, and equipment. Typically must have a value of \$5,000 or greater.
<u>Full-Time Equivalent (FTE):</u>	The ratio of time expended in a position. The ratio is derived by dividing the amount of employed time required in the position by the amount of employed time required in a corresponding full-time position. 2080 hours per year equates to 1.0 FTE.
<u>Function:</u>	A group of related activities aimed at accomplishing a major service for which a governmental unit is responsible. These designations are specified by the State Controller. Example: "Public Protection" is a function.
<u>Fund:</u>	A sum of money or other resources set aside for the purpose of carrying out specific activities or attaining certain objectives in accordance with regulations, restrictions, or limitations. A fund is a distinct financial or fiscal entity.
<u>Fund Balance:</u>	The difference between fund assets and fund liabilities of governmental funds.
<u>Fund Balance Available:</u>	That portion of the fund balance that is not reserved, encumbered or designated and therefore is available for financing a portion of the budgetary requirements for the upcoming fiscal year. California State law requires that counties balance their budget each year so that budgeted financing sources (i.e. revenues) are equal to budgeted financing uses (i.e. expenditures). When actual financing sources or financing uses vary from budgeted levels and are not equal at the end of the budget year, a fund balance exists.
<u>Fund Center:</u>	The lowest entity in the budget hierarchy including all accounts for which a legal appropriation is approved by the Board of Supervisors. A department or agency may have one or more fund centers assigned to it. Each fund center is a collection of account numbers necessary to fund a certain division, department or set of functions.
<u>General Fund:</u>	The main operating fund of the county accounting for expenditures and revenues for countywide activities.
<u>General Fund Support:</u>	The amount of General Fund financial support to a given fund center after revenues and other funding are subtracted from expenditures.

GLOSSARY

TERMS COMMONLY USED IN THIS BUDGET DOCUMENT

<u>Indicators:</u>	Measures, for which data is readily available, that tell whether communitywide results are being achieved (e.g., crime rate, poverty rate, high school graduation rate, etc.).
<u>Interfund Transfer:</u>	A transfer between different funds (e.g., General Fund and Parks) which cannot be classified as a revenue or expenditure.
<u>Intergovernmental Expenditures:</u>	Payments to other governments as fiscal aids and shared taxes or as reimbursements for the performance of services.
<u>Intergovernmental Revenue:</u>	Revenue received from other governments, such as fiscal aids, shared taxes and reimbursements for services.
<u>Internal Service Fund (ISF):</u>	An organization created to perform specified services for other county departments. The using department is charged by the ISF for the services received. Example: Reprographics.
<u>Intrafund Transfers:</u>	Reimbursements to a provider fund center for services/supplies received by another fund center; transactions of this nature are limited to fund centers within the same fund.
<u>Mission Statement:</u>	A description of the basic purpose and responsibility of the Budget Unit or department.
<u>Other Charges:</u>	Accounts which establish expenditures for expenses other than salary or operations, such as support and care of persons or debt service.
<u>Per Capita:</u>	Amount per individual.
<u>Performance Measure:</u>	<p>A measurement that assesses progress toward achieving predetermined goals. There are three basic types of meaningful performance measures:</p> <ul style="list-style-type: none">• efficiency measures show the relationship between work performed and resources required to perform it (i.e. cost per job application received, cost per felony prosecuted, etc.)• quality measures show how well services are delivered to customers and the extent to which the customer is satisfied (i.e. percentage of customers satisfied with custodial services, percentage of clients satisfied with fire suppression response time, etc.)• outcome measures show the qualitative results of a program compared to its intended purpose (i.e. who is better off as a result – percentage of clients that receive substance abuse treatment services and are alcohol and drug free one year later; percentage of repeat child abuse reports, etc.)
<u>Proposed Budget:</u>	The proposed spending plan for the upcoming fiscal year.
<u>Proposition 1A:</u>	Passed by voters in November 2004, this proposition grants local governments long-term fiscal protection and stability by preventing the state from raiding local government revenues during times of state fiscal crisis. The state will be able to borrow revenues from local governments during fiscal emergencies, but can only do so with a two-thirds vote of the legislature and the Governor's signature. Borrowing can only take place twice during a 10-year period, and only after the prior loan has been repaid. During FY 2009-10, the State borrowed approximately \$2 billion from counties. The impact to our County Government was approximately \$10 million.
<u>Proposition 13:</u>	A tax limitation initiative approved by the voters in 1978. Proposition 13 provided for (1) a 1 percent tax limit of fair market value exclusive of tax rates to repay existing voter-approved bonded indebtedness, (2) assessment restrictions establishing 1975 level values for all property, with allowable increases of 2 percent annually and reappraisal to current value upon change in ownership and new construction, (3) a two-thirds vote requirement to increase

GLOSSARY

TERMS COMMONLY USED IN THIS BUDGET DOCUMENT

property taxes, and (4) a two-thirds vote of the electorate for local agencies to impose "special taxes".

- Proposition 63: Approved by the voters in November 2004, this proposition established a state personal income tax surcharge of one percent on tax payers with annual taxable incomes of more than \$1 million. Funds resulting from the surcharge are to be spent on the expansion of County Mental Health programs.
- Proposition 172: A tax measure proposed by the Legislature and approved by the voters in 1993 to provide counties and cities with a half-cent sales tax for public safety purposes. This measure mitigated some of the 1993-94 property tax shift from counties and cities to schools and community colleges.
- Reimbursement: Payment received for services/supplies expended for another institution, agency or person.
- Reserve: An account that records a portion of funds which must be segregated for some future use and which is, therefore, not available for further appropriation or expenditure.
- Results Based Decision Making (RDBM) Initiative: RDBM is a county sponsored initiative aimed at making the County a "results culture" organization. "Results oriented", means that the County intends to show taxpayers in measurable terms that the county government runs efficiently, provides high quality services, and produces results that are responsive to community desires.
- Revenue: Money received to finance ongoing county governmental services. Example: Property taxes, sales taxes, user fees, etc.
- Realignment: Refers to the 1991-92 restructuring of state and local government financing of health and welfare programs. Counties assumed a greater overall financing responsibility for these programs in exchange for a portion of sales tax and vehicle license fees.
- Secured Roll: Assessed value of real property such as land, building, secured personal property, or anything permanently attached to land as determined by the County Assessor.
- Secured Taxes: Taxes levied on real properties in the county which are "secured" by a lien on the properties.
- Services and Supplies: The "object class" or general classification of expenditure accounts that describe and report all operating expenses, other than employee related costs, of departments and programs.
- Special District: Independent unit of local government generally organized to perform a single function. Examples: Street lighting, waterworks, parks, fire departments.
- Special Revenue Fund: A fund used to account for the proceeds of specific revenue sources (other than expendable trusts or major capital projects) that are legally restricted to expenditure for specified purposes.
- Spending Limits: Refers to the Gann Initiative (Proposition 4 on the November 1979 ballot), which imposed limits on the allowable annual appropriations of the state, schools, and most local agencies; limit is generally prior year appropriations factored by CPI and population changes.

GLOSSARY

TERMS COMMONLY USED IN THIS BUDGET DOCUMENT

- Supplemental Tax Roll: The Supplemental Property Tax Roll is a result of legislation enacted in 1983, and requires an assessment of property when a change to the status of the property occurs, rather than once a year as was previously the case.
- Taxes: Compulsory charges levied by a governmental unit for the purpose of financing services performed for the common benefit.
- Tax Levy: Amount of tax dollars raised by the imposition of the tax rate on the assessed valuation.
- Tax Rate: The rate per one hundred dollars of the assessed valuation base necessary to produce the tax levy.
- Tax Relief Subventions: Funds ordinarily paid to compensate local governments for taxes lost because of tax relief measures, such as the homeowner's exemption.
- Teeter Plan: An alternative method of allocating property tax receipts wherein the various taxing agencies (schools, cities, special districts) receive 100% of their tax levy each year without a deduction for delinquencies. The County General Fund finances the delinquencies and in return the General Fund collects and retains all of the eventual payments of delinquent taxes, including interest and penalties.
- Unincorporated Area: The areas of the county outside city boundaries.
- Unsecured Roll: A tax on properties such as office furniture, equipment, boats and airplanes owned by the assessee.
- Use Tax: A tax on goods purchased outside the state to prevent revenue loss from avoidance of sales taxes by means of out-of- state purchases. A use tax is also levied in order to remove inequities between purchases made within and outside the state.

ACRONYM GLOSSARY

DEFINITIONS OF ACRONYMS COMMONLY USED IN THIS BUDGET DOCUMENT

<u>AA:</u>	Administrative Assistant	<u>CHIS:</u>	California Health Interview Survey
<u>ADA:</u>	Americans with Disabilities Act	<u>CIP:</u>	Capital Improvement Plan
<u>AED:</u>	Automated External Defibrillators	<u>CMC:</u>	California Men's Colony
<u>ALS:</u>	Advanced Life Support	<u>CMIA:</u>	Confidentiality of Medical Information Act
<u>APCD:</u>	Air Pollution Control District	<u>CMSP:</u>	County Medical Services Program
<u>APWA:</u>	American Public Works Association	<u>CNI:</u>	California Necessities Index
<u>ARRA:</u>	American Recovery and Reinvestment Act	<u>CO:</u>	Correctional Officer
<u>ARC:</u>	American Red Cross	<u>COP:</u>	Certificate of Participation
<u>ARCA:</u>	Areas Requiring Corrective Action	<u>COSE:</u>	Conservation and Open Space Element
<u>ASH:</u>	Atascadero State Hospital	<u>COTS:</u>	Commercial off the Shelf
<u>ASM:</u>	Administrative Services Manager	<u>CPA:</u>	Certified Public Accountant
<u>ASO:</u>	Administrative Services Officer	<u>CPE:</u>	Continuing Professional Education
<u>BAR:</u>	Budget Augmentation Request	<u>CPS:</u>	Contract Pharmacy Services
<u>BHEHR:</u>	Behavioral Health Electronic Health Record	<u>CSAC:</u>	California State Association of Counties
<u>BLM:</u>	Bureau of Land Management	<u>CSAC – EIA:</u>	California State Association of Counties Excess Insurance Authority
<u>BME:</u>	Budget Management Evaluation	<u>CSP:</u>	Customer Service Program
<u>BMI:</u>	Body Mass Index	<u>CSS:</u>	Community Services and Support
<u>BOE:</u>	Board of Equalization	<u>CT:</u>	Certified Tech
<u>CACASA:</u>	California Association of Commissioners and Sealers Association	<u>CTOC:</u>	County Treasury Oversight Committee
<u>CAD:</u>	Computer Aided Dispatch	<u>CWS:</u>	Child Welfare Services
<u>CAFR:</u>	Comprehensive Annual Financial Report	<u>DA:</u>	District Attorney
<u>CAL OMS:</u>	California Outcomes Measurement System	<u>DAS:</u>	Drug and Alcohol Services
<u>CALPERS:</u>	California Public Employee Retirement System	<u>DCSS:</u>	Department of Child Support Services
<u>CAO:</u>	County Administrative Officer	<u>DMH:</u>	Department of Mental Health
<u>CAPSLO:</u>	Community Action Partnership of San Luis Obispo	<u>DMV:</u>	Department of Motor Vehicles
<u>CASQA:</u>	California Storm Water Quality Association	<u>DOJ:</u>	Department of Justice
<u>C-CFSR:</u>	California Child and Family Services Review	<u>DRP:</u>	Disaster Recovery Planning
<u>CCJCC:</u>	Countywide Criminal Justice Coordination Committee	<u>DSS:</u>	Department of Social Services
<u>CCS:</u>	California Children's Services	<u>DSW:</u>	Disaster Service Worker
<u>CCSAS:</u>	California Child Support Automation System	<u>DUI:</u>	Driving Under the Influence
<u>CDBG:</u>	Community Development Block Grant	<u>EAI:</u>	Excess Insurance Authority
<u>CDC:</u>	Centers for Disease Control and Prevention	<u>EFS:</u>	Enterprise Financial System
<u>CDSS:</u>	California Department of Social Services	<u>EHR:</u>	Electronic Health Record
<u>CEQA:</u>	California Environmental Quality Act	<u>EIR:</u>	Environmental Impact Report
<u>CHADOC:</u>	County Health Agency Departmental Operations Center	<u>EMAS:</u>	Engineering Materials Arresting System
<u>CHC:</u>	Community Health Centers	<u>EMS:</u>	Emergency Medical Services
<u>CHIP:</u>	California Healthcare for Indigents Program	<u>EMSA:</u>	Emergency Medical Services Agency
		<u>EMSP:</u>	Emergency Medical Services Program
		<u>EMTALA:</u>	Emergency Medical Treatment and Active Labor Act
		<u>EQRO:</u>	External Quality Review Organization
		<u>ER:</u>	Emergency Response
		<u>ESC:</u>	Emergency Services Coordination

ACRONYM GLOSSARY

DEFINITIONS OF ACRONYMS COMMONLY USED IN THIS BUDGET DOCUMENT

<u>ESS:</u>	Employee Self Service	<u>LEMC:</u>	Law Enforcement Medical Care
<u>EVC:</u>	Economic Vitality Corporation	<u>LID:</u>	Low Impact Development
<u>FAA:</u>	Federal Aviation Administration	<u>LSI:</u>	Level of Service Inventory
<u>FBA:</u>	Fund Balance Available	<u>LVN:</u>	Licensed Vocational Nurse
<u>FBI:</u>	Federal Bureau of Investigation	<u>MAA:</u>	Medical Administrative Activities
<u>FC:</u>	Fund Center	<u>MDC:</u>	Mobile Data Computers
<u>FEMA:</u>	Federal Emergency Management Agency	<u>MDO:</u>	Mentally Disordered Offender
<u>FFP:</u>	Federal Financial Participation	<u>MHSA:</u>	Mental Services Act
<u>FM:</u>	Family Reunification	<u>MHT:</u>	Mental Health Therapist
<u>FMAP:</u>	Federal Medical Assistance Percentage	<u>MoCPOC:</u>	Model of Care Partners Oversight Committee
<u>FSET:</u>	Food Stamps Employment Training	<u>MOE:</u>	Maintenance of Effort Expense
<u>FSP:</u>	Full Service Partnership	<u>NCAST:</u>	Nursing Child Assessment Satellite Training
<u>FTE:</u>	Full Time Equivalent	<u>NGF:</u>	National Golf Foundation
<u>FY:</u>	Fiscal Year	<u>NPDES:</u>	National Pollutant Discharge Elimination System
<u>GFS:</u>	General Fund Support	<u>OD:</u>	Organizational Development
<u>GIS:</u>	Geographic Information System	<u>OES:</u>	Office of Emergency Services
<u>GSA:</u>	General Services Agency	<u>OPEB:</u>	Other Post Employment Benefits
<u>HAZMAT:</u>	Hazardous Materials	<u>OSHA:</u>	Occupational Safety & Health Act
<u>HF:</u>	Healthy Families	<u>PAL:</u>	Position Allocation List
<u>HHS:</u>	Health and Human Services	<u>PC:</u>	Personal Computer
<u>HIPPA:</u>	Health Insurance Portability and Accountability Act	<u>PCF:</u>	Paid Call Firefighters
<u>HK:</u>	Healthy Kids	<u>PCR:</u>	Payment Condition Rating
<u>HOP:</u>	Homeless Outreach Program	<u>PEI:</u>	Prevention and Early Intervention
<u>HR:</u>	Human Resources	<u>PFF:</u>	Public Facility Fees
<u>HSUS:</u>	Humane Society of the United States	<u>PHD:</u>	Public Health Department
<u>HVAC:</u>	Heating Ventilation and Air Conditioning	<u>PHE:</u>	Psychiatric Health Facility
<u>IDM:</u>	Integrated Document Management	<u>PM:</u>	Preventative Maintenance
<u>IHSS:</u>	In Home Supportive Services	<u>POB:</u>	Pension Obligation Bond
<u>IMD:</u>	Institutions for Mental Disease	<u>PP:</u>	Permanency Placement
<u>IMR:</u>	Illness Management and Recovery	<u>PQI:</u>	Performance Quality Improvement
<u>IRS:</u>	Internal Revenue Service	<u>PRS:</u>	Program Review Specialists
<u>ISE:</u>	Internal Service Fund	<u>PTMS:</u>	Property Tax Management System
<u>ISO:</u>	International Organization for Standards	<u>PYD:</u>	Positive Youth Development
<u>IT:</u>	Information Technology	<u>RCL:</u>	Rate Classification Level
<u>IT – ESC:</u>	Information Technology Executive Steering Committee	<u>REHS:</u>	Registered Environmental Health Specialist
<u>ITIL:</u>	Information Technology Infrastructure Library	<u>RFP:</u>	Request for Proposal
<u>ITSP:</u>	Information Technology Strategic Plan	<u>RFQ:</u>	Request for Qualifications
<u>JPA:</u>	Joint Powers Authority	<u>RN:</u>	Registered Nurse
<u>JSC:</u>	Juvenile Services Center	<u>RTA:</u>	Regional Transit Authority
<u>LAFCO:</u>	Local Agency Formation Commission	<u>SAC:</u>	Supervising Administrative Clerk
<u>LAIF:</u>	Local Agency Investment Fund	<u>SAMHSA:</u>	Substance Abuse and Mental Health Services Administration
<u>LAN:</u>	Local Area Network	<u>SART:</u>	Suspected Abuse Response Team
<u>LBGTQ:</u>	Lesbian, Bisexual, Gay, Transgender, Questioning	<u>SCBA:</u>	Self Contained Breathing Apparatus
		<u>SIP:</u>	System Improvement Plan
		<u>SIU:</u>	Special Investigative Unit
		<u>SJSO:</u>	Supervising Juvenile Services Officers
		<u>SLOCOG:</u>	San Luis Obispo Council of Governments

ACRONYM GLOSSARY

DEFINITIONS OF ACRONYMS COMMONLY USED IN THIS BUDGET DOCUMENT

<u>SLOCTBID:</u>	San Luis Obispo County Tourism and Business Improvement District
<u>SLORTA:</u>	San Luis Obispo Regional Transit Authority
<u>SLOVCB:</u>	San Luis Obispo Visitors and Conference Bureau
<u>SLVC:</u>	School Located Vaccination Clinics
<u>SOP:</u>	Standard Operating Procedure
<u>STC:</u>	Standard in Training for Corrections
<u>STD:</u>	Sexually Transmitted Diseases
<u>SWMP:</u>	Storm Water Management System
<u>TAY:</u>	Transitional Age Youth
<u>TB:</u>	Tuberculosis
<u>THPP:</u>	Transitional Housing Program Plus
<u>TMHA:</u>	Transitions Mental Health Association
<u>TOW:</u>	Taxes on the Web
<u>TPA:</u>	Third Party Administrator
<u>TSF:</u>	Tobacco Settlement Fund
<u>UCR:</u>	Uniform Crime Reporting
<u>UMAN:</u>	Unified Metropolitan Area Network
<u>USAR:</u>	Urban Search and Rescue Vehicle
<u>USDA:</u>	United States Dept. of Agriculture
<u>VA:</u>	Veterans Administration
<u>VBM:</u>	Vote by Mail
<u>VLF:</u>	Vehicle License Fee
<u>VOIP:</u>	Voiceover Internet Protocol
<u>VTO:</u>	Voluntary Time Off
<u>WET:</u>	Workforce Education and Training
<u>WIA:</u>	Workforce Investment Act
<u>WIC:</u>	Women, Infants and Children
<u>WPR:</u>	Work Participation Rate
<u>YAP:</u>	Young Adult Programs

Index

-A-

	Page
About San Luis Obispo County	A-36
Acronym Glossary	F-7
Administrative Office	D-213
Agricultural Commissioner	D-1
Airports	D-177
Analysis of Financing Sources by Source by Fund	C-50
Animal Services	D-44
Assessor	D-222
Auditor-Controller	D-228

-B-

Behavioral Health	D-111
Board of Supervisors	D-235
Budget Augmentation Requests	E-1
Budget Goals and Policies and Budget Balancing Strategies and Approaches.....	A-23
Budget Development and Management Process.....	A-49
Budget Message	A-1
Budgetary Basis for Accounting	F-1

-C-

CalWORKs	D-164
Capital Projects.....	D-326
Child Support Services	D-50
Clerk-Recorder	D-238
Community Development.....	D-19
Contributions to Court Operations	D-54
Contributions to Other Agencies	D-103
County Counsel	D-254
County Fire	D-56
County Medical Services Program.....	D-121
County Officers and Department Heads Salary Schedule	B-23
County Organizational Values	iii
Countywide Automation Replacement.....	D-305

-D-

Debt Service	D-311
Detail of Additional Financing Sources by Fund & Account (Schedule 6).....	C-14
Detail of Financing Uses by Function, Activity & Budget Unit (Schedule 8).....	C-42

Index

District Attorney D-64
 Driving Under the Influence D-126

-E-

Expenditures by Function GraphA-47
 Emergency Medical Services..... D-131
 Emergency Services D-72
 Employees per Population GraphB-1

-F-

Farm Advisor D-183
 Fish and Game D-188
 Fixed AssetsB-35
 Fleet Services D-269
 Foster Care..... D-167
 Total County Financing Uses Detail (Schedule 9) C-48
 Fund Balance – Governmental Funds (Schedule 3)..... C-6

-G-

General Government Building Replacement..... D-313
 General Assistance..... D-170
 General Services Agency D-260
 Glossary..... F-2
 Golf Courses..... D-191
 Governmental Funds Summary (Schedule 2) C-4
 Grand Jury D-78

-H-

Human Resources D-288

-I-

Information Technology D-275

-J-

Job Class Listing.....B-25

-L-

Law Enforcement Medical Care D-134
 Library..... D-197

Index

-M-

Maintenance Projects D-339
Major County-Paid Employee BenefitsB-22
Medical Assistance Program D-138
Mission Statementii

-N-

Non-Departmental Revenues D-318
Non-Departmental Revenues – Other Financing Uses D-315

-O-

Organizational Chart.....A-35
Organizational Development..... D-219
Other Post Employment Benefits..... D-320

-P-

Parks..... D-203
Pension Obligation Bond D-321
Planning and Building D-9
Position Allocation by Department.....B-4
Position Allocation by Functional Area.....B-1
Position Allocation SummaryB-2
Probation D-80
Property Tax Dollar Distribution GraphA-45
Public Defender D-87
Public Facility Fees..... D-323
Public Health..... D-141
Public Works..... D-23
Public Works Special Services D-30

-R-

Reprographics D-283
Reserves/Designations by Governmental Funds (Schedule 4)..... C-8
Revenue Detail by Account..... C-81
Revenue Detail by Department..... C-65
Risk Management..... D-294
Roads D-36
Road Impact Fees D-42

Index

-S-

Salary Schedule.....B-23
Self Insurance..... D-300
Sheriff-Coroner D-91
Social Services D-155
Summary of Additional Financing Sources by Source & Fund (Schedule 5) C-12
Summary of County Budget (Schedule 1)..... C-2
Summary of Financing Uses by Function & Fund (Schedule 7)..... C-39

-T-

Tax Reduction Reserve D-325
Treasurer-Tax Collector-Public Administrator D-246
Total Financing by Source ChartA-45

-V-

Veterans Services..... D-173
Vision Statement & Communitywide Resultsii

-W-

Waste Management..... D-99
Wildlife and Grazing..... D-211