

Fiscal and Administrative

Administrative Office
Organizational Development

Assessor

Auditor-Controller

Board of Supervisors

Clerk-Recorder

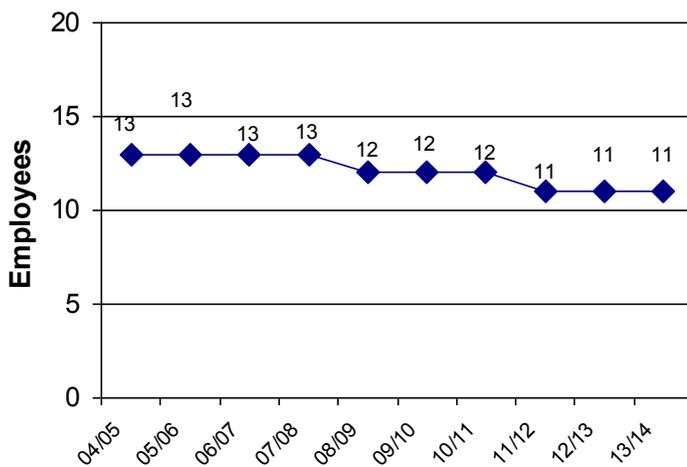
Treasurer-Tax Collector-Public Administrator

MISSION STATEMENT

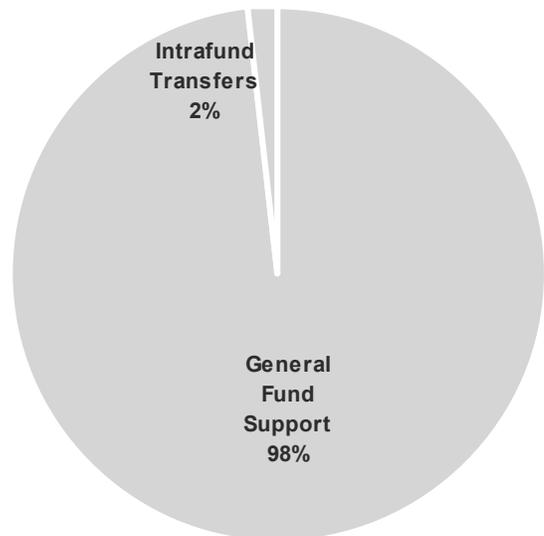
Advise, interpret, and implement the goals and policies of the Board of Supervisors through effective leadership and management of County services to achieve the County's vision of a safe, healthy, livable, prosperous, and well-governed community.

	2012-13 <u>Budget</u>	2012-13 <u>Projected</u>	2013-14 <u>Requested</u>	2013-14 <u>Recommended</u>	Change From 2012-13
Financial Summary					
Charges for Current Services	\$ 124	\$ 0	\$ 0	\$ 0	\$ (124)
Interfund	<u>29,112</u>	<u>29,112</u>	<u>29,229</u>	<u>29,229</u>	<u>117</u>
**Total Revenue	\$ 29,236	\$ 29,112	\$ 29,229	\$ 29,229	\$ (7)
Salary and Benefits	1,617,159	1,453,598	1,644,351	1,632,361	15,202
Services and Supplies	<u>165,040</u>	<u>139,369</u>	<u>139,358</u>	<u>169,677</u>	<u>4,637</u>
**Gross Expenditures	\$ 1,782,199	\$ 1,592,967	\$ 1,783,709	\$ 1,802,038	\$ 19,839
Less Intrafund Transfers	<u>85,000</u>	<u>85,000</u>	<u>85,000</u>	<u>85,000</u>	<u>0</u>
**Net Expenditures	\$ 1,697,199	\$ 1,507,967	\$ 1,698,709	\$ 1,717,038	\$ 19,839
General Fund Support (G.F.S.)	<u>\$ 1,667,963</u>	<u>\$ 1,478,855</u>	<u>\$ 1,669,480</u>	<u>\$ 1,687,809</u>	<u>\$ 19,846</u>

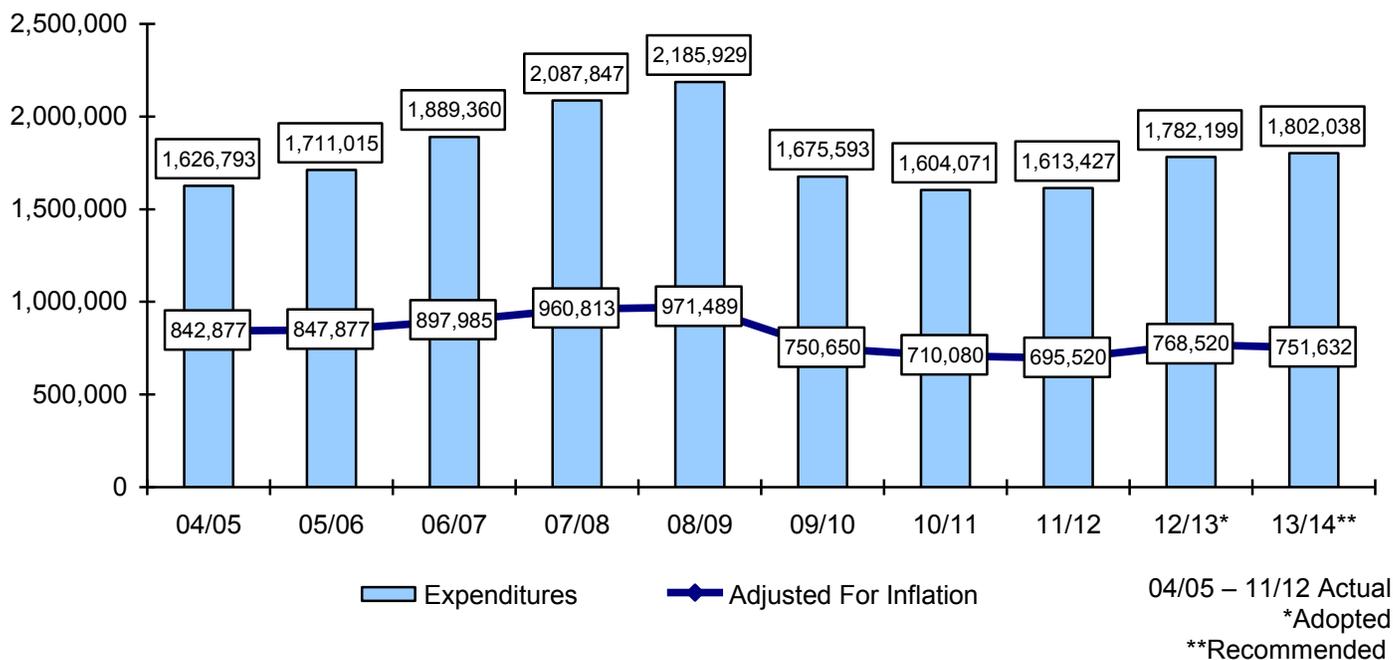
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

The Administrative Office has a total expenditure level of \$1,802,038 and a total staffing level of 11.00 FTE to provide the following services.

Citizen Outreach/Support

Represents efforts geared toward connecting the public with county government. Includes activities such as surveying the community for feedback to improve performance; developing informative presentations and materials to improve communication with the public; and promoting technology to make county government more accessible (e.g., online access to county information, televised Board meetings, etc.).

Total Expenditures: \$120,000 Total Staffing (FTE): 0.50

Organization Support

Board of Supervisors: Provide high quality staff support to maximize Board effectiveness. Includes activities such as implementation of Board policy, sound financial planning through annual preparation and regular review of the County budget, labor relations, preparing the weekly Board agenda, responding to requests for information, and resolving citizen complaints, etc.

County Departments: Provide high quality staff support to maximize county department effectiveness. Includes activities such as providing policy analysis and guidance, troubleshooting, and keeping departments up to date on important issues.

Total Expenditures: \$1,632,038 Total Staffing (FTE): 10.00

Organizational Effectiveness

Represents efforts geared toward creating a high performance “results oriented” County organization. Includes activities such as promoting strategic planning, goal setting, and performance measurement throughout the organization and encouraging continuous improvement through a regular organizational review process (e.g. the organizational effectiveness cycle process).

Total Expenditures: \$50,000 Total Staffing (FTE): 0.50

DEPARTMENT COMMENTS

As an agent of the Board of Supervisors, The Administrative Office is responsible for implementing Board policies, coordinating the operations of County departments, and preparing the County’s budget. In turn, the Administrative Office is also responsible for making recommendations to the Board of Supervisors which promote the efficiency and effectiveness of County operations. In addition to the day-to-day responsibilities and operations of the department, the Administrative Office continues to focus its resources on several major initiatives, including: formation of a governance structure to oversee development and implementation of a County Energy Strategy, continued implementation of a Countywide Economic Strategy, and improving communication with community stakeholders by enhancing the transparency of County government. In 2012, there was a significant change in leadership with Jim Grant retiring and Dan Buckshi being selected as the new County Administrative Officer (CAO).

In recognition of the fact that productive public engagement can contribute to the effective administration of County services, the Administrative Office is also focused on enhancing communication with County residents and stakeholders. A variety of initiatives, including the creation of Annual Reports in 2010, 2011 and 2012, and continued updates to the budget document to enhance its readability and usefulness for the general public are geared towards encouraging more robust communication between County government and the community.

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

FY 2012-13 Accomplishments

- Created the County’s third Annual Report, utilizing enhanced techniques to make the report compatible with mobile devices and available through social media outlets which has resulted in almost 6,000 unique page views.
- Received the County’s first ever Government Finance Officer’s Award (GFOA) for the FY 11-12 budget, recognizing excellence and transparency in governmental reporting.
- Worked in cooperation with the Community Corrections Partnership (CCP) to coordinate and advise impacted departments on the distribution of AB 109/Public Safety Realignment funding and creation of new programs and their respective performance measures.
- Led budget process and created plans and recommendations for closing a \$2 million budget gap for FY 2012-13 as part of the Seven Year Pain Plan that minimizes impacts to programs and services and meets the Board’s priorities.
- Spearheaded efforts to integrate the Parks and Recreation Commission into the automated agenda management software which will reduce the

FY 2013-14 Objectives

- Continue to coordinate the programs and services provided by multiple departments to ensure that the County is able to provide vital services to residents despite budget cuts of \$87 million over the past 6 fiscal years.
- Continue to work with the Community Corrections Partnership (CCP) to implement AB 109/Public Safety Realignment to ensure community safety and pursue rehabilitating as many offenders as possible.
- Review roles and responsibilities in coordination with State agencies as Federal healthcare reform implementation alters the way healthcare services are provided.
- Continue to provide leadership and support by coordinating efforts to build new public libraries in in the communities of Atascadero and Cambria.
- Continue to expand the use of the automated agenda management system by integrating the Planning Commission, eliminating up to 36,000 sheets of paper and saving dollars and natural resources at no additional cost.

environmental impacts of producing commission agendas by saving approximately 5,000 sheets of paper annually.

- In conjunction with Human Resources and County Counsel, implemented the Governor's pension reform that created a third pension tier and could result in savings of approximately \$30 million annually.

- Lead the Energy Community of Interest and Executive Steering committee in the development of long term strategies to improve energy efficiency and increase use of renewable resources in County facilities.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The recommended budget includes \$1,687,809 of General Fund support, an increase of \$19,846 or 1% from Fiscal Year 2012-13 adopted levels. One budget augmentation request is recommended for inclusion in the FY 2013-14 budget. This budget augmentation request calls for an increase in expenditures of \$50,000 and was added at the direction of the Board of Supervisors as a result of concerns brought forward during the February 19, 2013 strategic planning sessions.

If not for the Board direction to add the \$50,000 for the economic study and a subsequent worker's compensation increase of \$3,205, the level of General Fund support would be \$1,634,604. This is a reduction of \$33,359 or 2% from FY 2012-13. Reductions in salaries and benefits, professional and special services, and memberships will have no to little current service level impact.

BUDGET AUGMENTATION REQUESTS RECOMMENDED

Unit Amount	Description	Results
Gross: \$50,000 Source: General Fund	To fund a consultant to conduct an economic impact analysis of the Diablo Canyon Power Plant on San Luis Obispo County as directed by the Board of Supervisors on February 19, 2013.	Allow the County and partner municipalities to better position themselves to implement a strategic plan in the event of the closure of the Diablo Canyon Power Plant.

GOALS AND PERFORMANCE MEASURES

Department Goal: To ensure the long-term financial stability of the County.						
Communitywide Result Link: <input type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input checked="" type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community						
1. Performance Measure: Ratio of General Fund backed annual debt service to the annual General Fund budget.						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
2.8%	3.5%	3.5%	3.4%	3.5%	3.3%	3.4%
What: This measure shows the ratio of the General Fund backed annual debt service to the annual General Fund budget.						
Why: This measure provides staff, the Board and public with information about the financial health of the County. The current goal is to keep the ratio below 5%. This measure is an industry standard that allows for a comparison amongst governmental entities.						
How are we doing? A ratio under 5% is considered to be favorable by bond rating agencies. The ratio increased during FY 2009-10 due to the refinancing of Pension Obligation Bonds and a shrinking General Fund. This ratio is projected to remain constant as none of the debt obligations are scheduled to be paid off, and no new debt is currently planned.						

Department Goal: To ensure the long-term financial stability of the County.

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

2. Performance Measure: Ratio of total contingencies and reserves to the County's General Fund operating budget.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
New Measure	17.1%	20.8%	20.5%	20%	21.3%	20%

What: This measure shows how much money the County has in "savings" relative to our daily, ongoing expenses.

Why: The measure provides staff, the Board and public with information on the financial health of the County. Our goal is to have a prudent level of savings that allows us to plan for future needs and "weather" economic downturns. The industry standard target is to have a 20% reserve/contingency as a percent of the operating budget.

How are we doing? This measure reflects the total amount of contingencies and reserves that could be accessed by the General Fund (some contingencies and reserves are restricted in use and are not available for use in the General Fund). A ratio of 23% of reserves to ongoing general fund expenses is above the industry standard and demonstrates judicious fiscal management. It is worth noting that while many of the reserves are technically available to be used by the General Fund, many are planned to be spent on various projects (e.g. new Women's jail, expanded juvenile hall).

Department Goal: To provide high quality staff support in an effort to maximize the effectiveness of the Board of Supervisors.

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

3. Performance Measure: Percentage of Board members and their Legislative Assistants who respond to a survey indicating that Administrative Office staff provides satisfactory or better agenda support.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
100%	100%	100%	100%	100%	100%	100%

What: The County Administrative Office surveys the Board of Supervisors and their Legislative Assistants annually to determine their level of satisfaction with our staff support relative to the accuracy, readability, and overall quality of the agenda reports.

Why: The information gained from this survey allows us to continuously improve staff support to the Board.

How are we doing? The November 2012 survey consisted of a series of seven questions, with responses ranging from 1 (Unsatisfactory) to 5 (Outstanding), with a score of 3 representing Satisfactory. The Administrative Office received an average score of 3.5. The Administrative Office continues to strive for constant improvement in providing Board members with superior quality agenda support.

Department Goal: To provide high quality staff support in an effort to maximize the effectiveness of County departments and the Board of Supervisors.

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

4. Performance Measure: Percentage of department representatives who respond to a survey indicating the Administrative Office staff provides satisfactory or better support services.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
N/A	98%	98%	100%	100%	100%	100%

What: The County Administrative Office surveys departments and the Board of Supervisors annually to determine their level of satisfaction with our staff support relative to accuracy, responsiveness, responsibility, timeliness and trustworthiness. The survey was revised to solicit additional feedback in FY 2010-11.

Why: The information gained from this survey allows us to continuously improve our service to departments and the Board.

How are we doing? Based upon the 500 responses to the survey conducted in February 2012, the Administrative Office is providing satisfactory or better support services to departments as demonstrated by an average score of 4.25 on a 5 point scale. This survey will next will be conducted in February 2013.

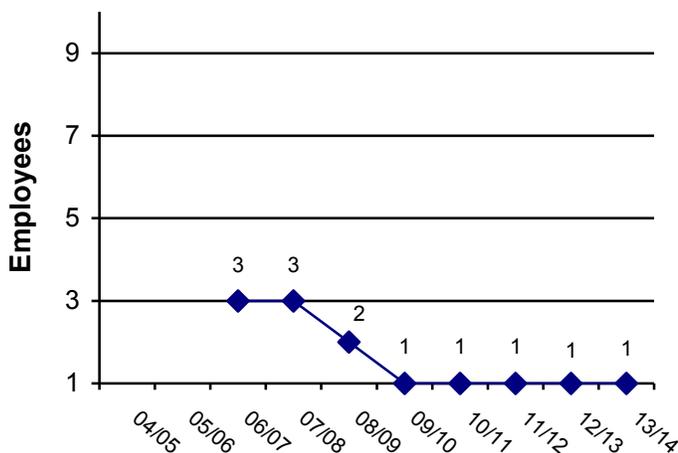
Department Goal: To create an environment whereby all employees feel valued and are proud to work for the County.						
Communitywide Result Link: <input type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community						
5. Performance Measure: Percentage of employees that indicate in a biannual workforce survey overall satisfaction with their job.						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
TBD- Survey Delayed	TBD- Survey Delayed	TBD- Survey Delayed	TBD- Survey Delayed	TBD- Survey Delayed	TBD- Survey Delayed	TBD- Survey Delayed
What: The County Administrative Office administers a survey to all permanent County employees in order to gauge their overall level of satisfaction with their job.						
Why: This information will be used to help assess our organizational health and identify areas for improvement.						
How are we doing? The Employee Opinion survey was last administered in December 2006. Overall, a total of 1,452 usable responses were received – a 63% response rate. Of these, 1,346 employees (93%) indicated their level of agreement with the statement “I am satisfied with my job.” – 53% indicated that they strongly agreed with this statement, 32% somewhat agreed, 7% neither agreed or disagreed, 6% somewhat disagreed, and 2% strongly disagreed. Therefore, 85% of the County employees responding to this statement in the survey indicated they were satisfied with their job. The County's goal is to sustain this high level of job satisfaction despite the financial challenges facing the County over the next few years, and the expected turnover due to retirement of our aging workforce. However, given staff and resource constraints, administration of the next Employee Opinion survey will be deferred (timing TBD).						
Department Goal: To create an environment whereby all employees feel valued and are proud to work for the County.						
Communitywide Result Link: <input type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community						
6. Performance Measure: Full-time equivalent Administrative Office budget analyst staff per 1,000 county employees.						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
1.55	2.45	2.49	2.51	2.51	2.47	2.47
What: This shows Administrative Office budget staffing per 1,000 county employees.						
Why: This data can be compared with other Administrative Offices of similar characteristics to provide one measure of whether we are appropriately staffed for budget preparation and administration.						
How are we doing? The total FTE budget analyst staffing levels per 1,000 employees for our comparable counties ranges from a high of 3.76 in Napa County to a low of 1.05 in Santa Barbara County. This ratio increased in FY 2009-10 due to a reorganization that resulted in the downgrading of a Principal Analyst position to an Administrative Analyst position. The Principal Analyst position had not been part of this measure, and this restructuring resulted in an annual cost savings of approximately \$50,000. The average ratio of analysts per 1,000 employees was 2.27 for comparable counties, and 2.47 for San Luis Obispo County.						

MISSION STATEMENT

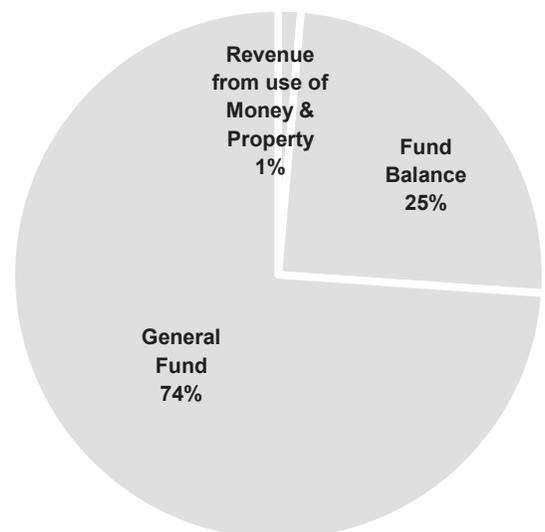
To continuously improve the quality and effectiveness of services provided to the public through interactive communication, strategic planning, organizational reviews, leadership development and staff training in support of the County's organizational goals and objectives.

	2012-13 Budget	2012-13 Projected	2013-14 Requested	2013-14 Recommended	Change from 2012-13
Financial Summary					
Revenue from Use of Money & Property	\$ 10,000	\$ 6,598	\$ 8,000	\$ 8,000	\$ (2,000)
Other Financing Sources	450,000	450,000	450,000	450,000	0
Total Revenue	\$ 460,000	\$ 456,598	\$ 458,000	\$ 458,000	\$ (2,000)
Fund Balance Available	\$ 252,558	\$ 252,558	\$ 151,701	\$ 151,701	\$ (100,857)
Cancelled Reserves	0	0	0	0	0
Total Financing Sources	\$ 712,558	\$ 709,156	\$ 609,701	\$ 609,701	\$ (102,857)
Salary and Benefits	\$ 78,012	\$ 88,589	\$ 98,612	\$ 98,796	\$ 20,784
Services and Supplies	429,231	263,551	415,118	415,118	(14,113)
Other Charges	0	0	0	0	0
Fixed Assets	0	0	0	0	0
Gross Expenditures	\$ 507,243	\$ 352,140	\$ 513,730	\$ 513,914	\$ 6,671
Contingencies	0	0	0	0	0
New Reserves	205,315	205,315	95,971	95,787	(109,528)
Total Financing Requirements	\$ 712,558	\$ 557,455	\$ 609,701	\$ 609,701	\$ (102,857)

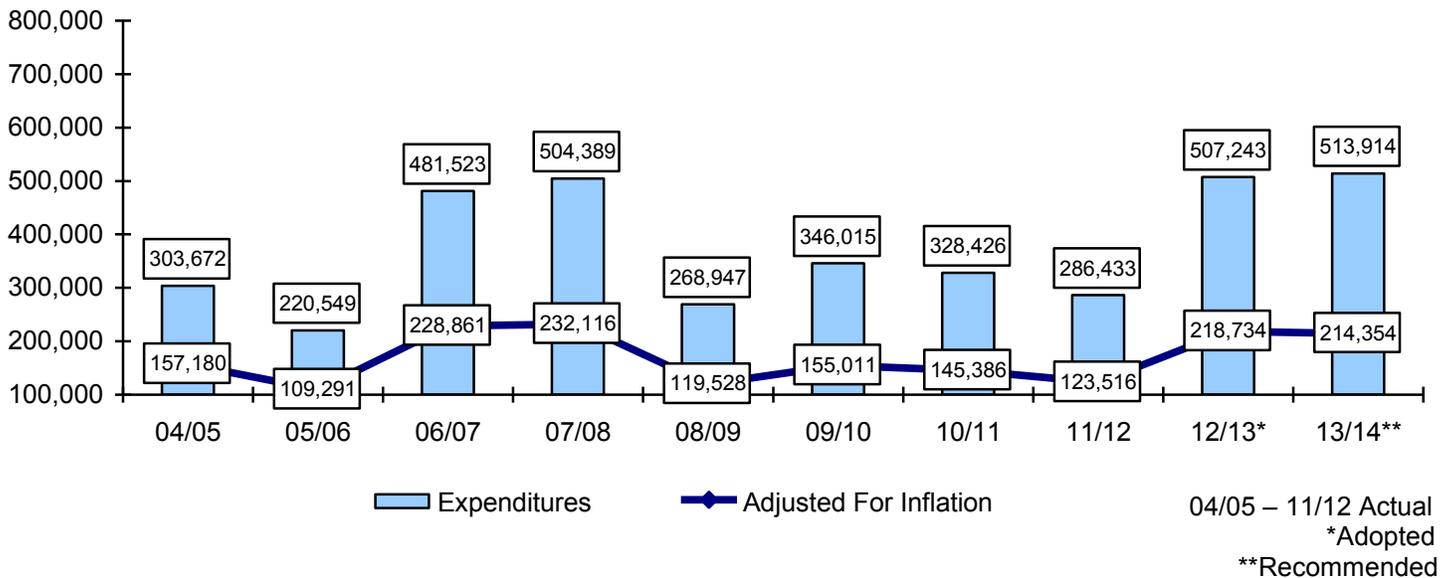
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Organizational Development has a total expenditure level of \$513,914 and a total staffing level of 1.00 FTE to provide the following services.

Employee University

Provides educational and career development for employees, as well as facilitation, mediation and specialized training for County departments.

Total Expenditures: \$396,343 Total Staffing (FTE): 0.00

Social Media and Communications

Provides for the development and implementation of the variety of web technologies that enable interactive and highly accessible communication. This allows increased County and department responsiveness, improves information sharing, and facilitates greater public interaction.

Total Expenditures: \$117,571 Total Staffing (FTE): 1.00

COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

The Organizational Development program was established to develop and implement initiatives or services in support of a high performance organization. This year’s initiatives have included:

- Deployed core supervisory skill trainings relating to performance standards, performance measurement, and progressive disciplinary strategies.
- Contracted with Santa Barbara County’s Employee University to provide public service, ethics and leadership courses to all County supervisors and managers.
- Launched a social media directory to provide departments with the tools necessary to better connect with the public through the implementation of various social media outlets.

**Organizational Development
Fiscal Year 2013-14 Proposed Budget**

Fund Center 275

The recommended budget for FY 2013-14 includes \$450,000 in General Fund support. This is the same amount provided in FY 2012-13. Total revenue is projected to decrease by \$2,000, or less than 1% to \$458,000 due to more conservative estimates of interest income. The recommended budget includes reserves and designations in the amount of \$2,022,073, an increase of \$95,787 from FY 2012-13.

\$151,701 in fund balance will be used in addition to the General Fund support to provide total appropriations of \$609,701. These appropriations consist of \$160,000 allocated for consultants who conduct various training sessions, \$215,000 for Human Resources and Administrative Office staff who support these programs, \$40,000 is allocated to reimburse County employees for tuition expenses for external training programs, and \$100,000 in equipment, supplies and to aid with departmental reorganizations.

GOALS AND PERFORMANCE MEASURES

Department Goal: To ensure that training opportunities aimed at creating a competent, results-oriented workforce are made available to County employees.

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

1. Performance Measure: Overall average participant satisfaction rating (on a 5 point scale) of training programs offered by the Employee University.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
4.6	4.6	4.6	4.6	4.6	4.6	4.6

What: Provides data on participant overall satisfaction with Employee University training courses (on a scale of 1-5 with 1 = "poor" and 5 = "outstanding"). This is the first level of program evaluation.

Why: This data provides information on how satisfied participants are with the training programs offered by the Employee University.

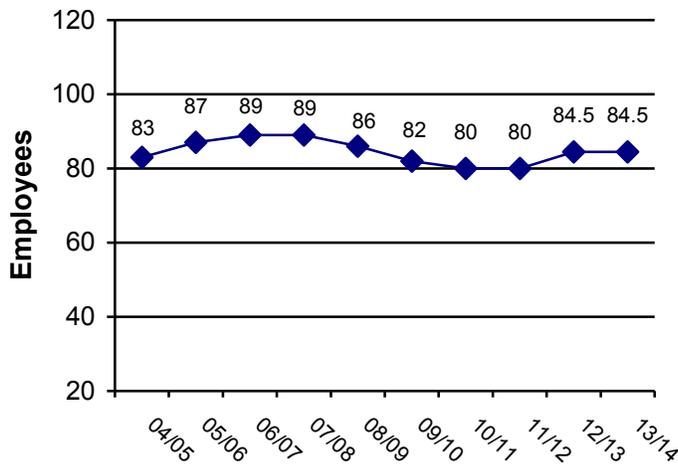
How are we doing? In calendar year 2012, 34 classes were offered by Employee University and were attended by approximately 1,030 employees. Based on the survey data received, County employees who participated in these classes are highly satisfied with the classes they attended.

MISSION STATEMENT

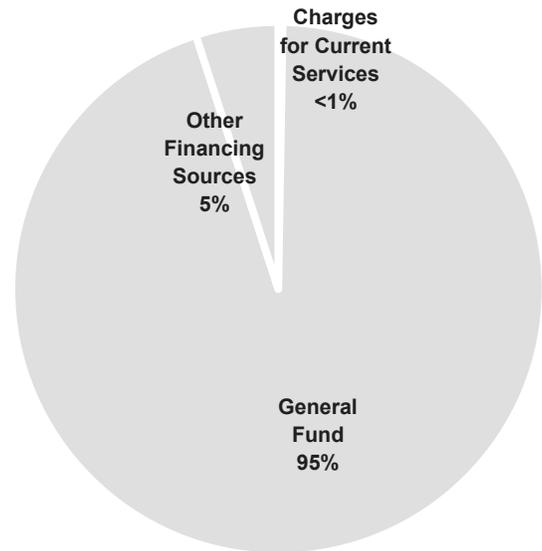
The Assessor and staff seek excellence in providing information, services, and accurate property assessments through our personal commitment to integrity, mutual respect, and teamwork.

<u>Financial Summary</u>	2012-13	2012-13	2013-14	2013-14	Change From
	<u>Budget</u>	<u>Projected</u>	<u>Requested</u>	<u>Recommended</u>	<u>2012-13</u>
Intergovernmental Revenue	\$ 4,800	\$ 5,764	\$ 0	\$ 0	\$ (4,800)
Charges for Current Services	28,000	31,250	22,200	28,050	50
Other Financing Sources	<u>372,913</u>	<u>372,913</u>	<u>420,000</u>	<u>445,000</u>	<u>72,087</u>
**Total Revenue	\$ 405,713	\$ 409,927	\$ 442,200	\$ 473,050	\$ 67,337
Salary and Benefits	8,110,974	8,002,000	8,116,540	8,159,390	48,416
Services and Supplies	808,130	821,380	844,809	829,239	21,109
Fixed Assets	<u>23,250</u>	<u>21,750</u>	<u>35,000</u>	<u>35,000</u>	<u>11,750</u>
**Gross Expenditures	\$ 8,942,354	\$ 8,845,130	\$ 8,996,349	\$ 9,023,629	\$ 81,275
General Fund Support (G.F.S.)	<u>\$ 8,536,641</u>	<u>\$ 8,435,203</u>	<u>\$ 8,554,149</u>	<u>\$ 8,550,579</u>	<u>\$ 13,938</u>

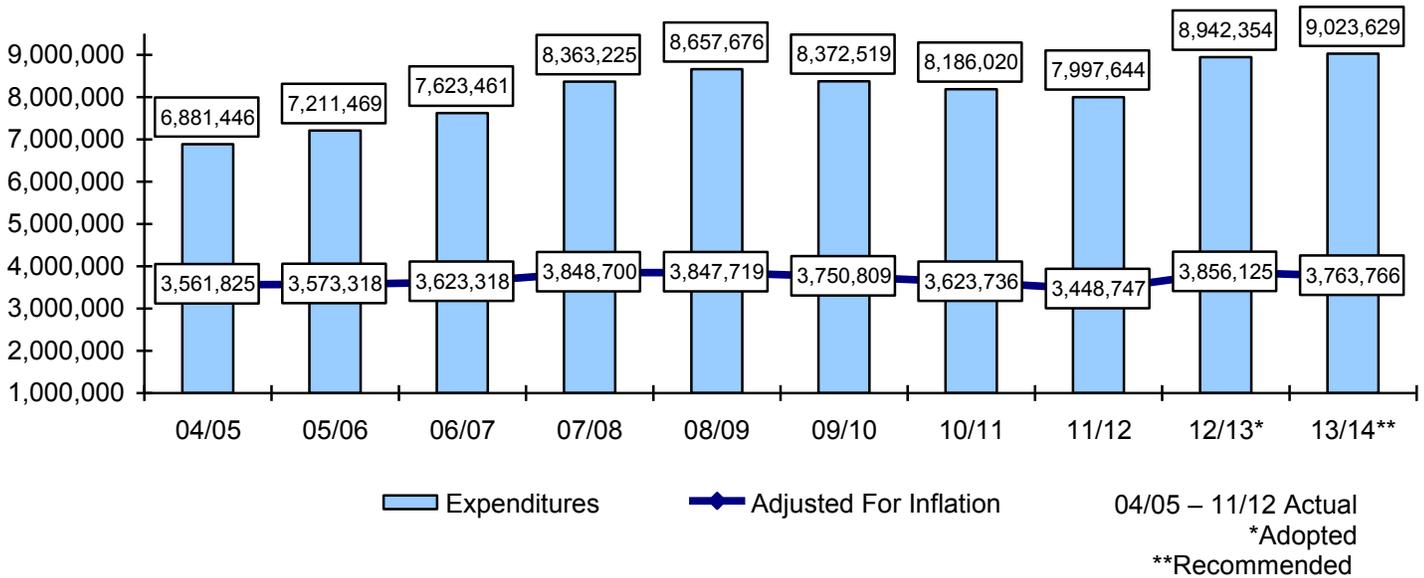
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

The Assessor has a total expenditure level of \$9,023,629 and a total staffing level of 84.50 FTE to provide the following services:

Administration

Oversee the preparation of all property assessments, manage human resource functions and issues, coordinate office operations, develop and monitor the department’s budget, coordinate accounts payable and payroll.

Total Expenditures: \$812,127 Total Staffing (FTE): 6.00

Assessment Valuation, Reviews, and Appeals

Review and assess the value of secured real property (i.e. land and buildings) when there is a change in ownership, new construction, decline in market value, disaster relief, and other appraisal events; and update property attributes. Review, audit, and assess the value of unsecured business property (i.e. business equipment, boats, aircraft, etc.). Review and make recommendations to the Assessment Appeals Board for all assessment appeals submitted by property owners.

Total Expenditures: \$4,421,578 Total Staffing (FTE): 33.00

Assessment Standards/Automation

Analyze and track legislation pertaining to property taxes; develop and implement procedures upon passage of new legislation; compile and deliver internal and state mandated reports to appropriate agencies; oversee training for staff; implement and monitor the automated systems within the Assessor’s office. Process and track all assessment appeals.

Total Expenditures: \$812,127 Total Staffing (FTE): 12.50

Public Service

Provide information to the public regarding property assessments and property tax laws in person, over the telephone, and by written communication including pamphlets, public service announcements, the Internet, and annual notifications, etc.

Total Expenditures: \$360,945 Total Staffing (FTE): 6.00

Roll Preparation

Update and maintain property assessment records. This includes creating and maintaining property parcel maps, verifying and updating ownership data when property ownership is altered, maintaining exemptions, updating valuation data, processing revised assessments, maintaining the supplemental tax records, and other functions.

Total Expenditures: \$2,616,852 Total Staffing (FTE): 27.00

DEPARTMENT COMMENTS

The Assessor is constitutionally responsible for locating taxable property, identifying ownership, and determining the value of real and business/personal property within the County of San Luis Obispo. In addition, the Assessor is mandated to complete an annual assessment roll reporting the assessed values for all properties within the County. Preparation of the assessment roll includes administering lawfully established exemptions that benefit property owners. The Assessor must also maintain a current mapping and ownership database for the public.

As FY 2013-14 approaches, the Assessor and his staff continue to face a challenging combination of issues. The decline in property values, which began in 2006, continues to amplify the department's workload. It is anticipated the increase in work items, stemming from multiple years of declines in the real estate market, will continue well beyond FY 2013-14. During FY 2011-12, a total of 54,237 properties were reviewed for potential decline in value. Currently, 45,818 properties are receiving the benefit of a Proposition 8 Decline-in-Value assessment. These must be reviewed on an annual basis, along with the estimated 8,000 new reviews for potential decline in value during FY 2013-14, further impacting workload and backlogs.

Automation will continue to be an area of focus for the Assessor in FY 2013-14. FY 2012-13 was the first year of a multi-year project to modernize the County's existing Property Tax System, which is currently hosted on the County's mainframe and used by the Assessor, Auditor-Controller and Treasurer-Tax Collector. In FY 2012-13, the department was involved in selecting a vendor to modernize the system, and moving forward, the department will be heavily involved in the testing and implementation of a new system. The project has included the hiring of limited term staff to address the department's regular workload while permanent staff focuses on the project.

While the department addresses the issues noted above, it will also continue to manage significant turnover in the coming years. In the first half of FY 2012-13, the department experienced five retirements. Currently, 41% of the Assessor's Office staff is at retirement age, and approximately 57% of staff will be eligible to retire within five years. The department will continue to place a high priority on training programs in an effort to compensate for the loss of institutional knowledge due to retirements. In addition, the documentation of policies and standard operating procedures will continue to be a priority to assure effective continuation of this vital information as part of succession planning efforts.

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

FY 2012-13 Accomplishments

- Completed decline in value reviews on 2,755 new proactive income residential and commercial properties.
- Participated in selection of the vendor for the Property Tax System Modernization Project and developed documentation and test scripts for current processes.
- Brought an assessment appeal database online in Fall 2012, eliminating duplicate work efforts between the Assessor's Office and the Clerk-Recorder's Office.

FY 2013-14 Objectives

- Reduce what has been an increasing workload backlog by 20% in FY 2013-14.
- Continue to participate in the Property Tax System Modernization Project with Information Technology, the Auditor-Controller and Treasurer-Tax Collector. The Assessor's Office staff will be heavily involved in testing and implementing the new mainframe platform.
- Improve the accuracy of the Geographic Information System base map parcel layer when creating Assessor parcel maps as outlined in the County's Strategic Plan.

- Resolved 361 assessment appeals in the first half of FY 2012-13, and retained \$163,988,642 of the total assessed value at risk on the assessment roll.
- Completed development of a commercial module for the AIR (Attribute Inventory Rewrite) system to provide more accurate property data for commercial properties and to allow for future automation.
- Perform data entry of property characteristics for approximately 950 commercial and income properties sold during 2010, 2011, and 2012 to facilitate development of an automated commercial valuation system.
- Fully document one office policy/procedure per quarter as part of succession planning efforts and continue to implement more staff training.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The level of General Fund support for this budget is recommended to increase \$13,938 or less than 1% compared to FY 2012-13 adopted levels. Revenues are recommended to increase \$67,337 or 16% and total expenditures are recommended to increase \$81,275 or less than 1%.

Revenues are recommended to increase largely due to an increase in reimbursement revenue for the Property Tax System Modernization Project (PTSMP) from Fund Center 266 - Countywide Automation Replacement to offset the increased cost of the 4.5 FTE limited term positions for the project that were added in FY 2012-13. In FY 2012-13, the positions were only budgeted for 10 months as is commonly the practice with newly added positions, due to the fact that they are not immediately filled because of the time needed to conduct a valid recruitment. In FY 2013-14, revenue is included to reimburse the department for a full year of salary and benefit expense for all 4.5 FTE limited term positions.

Salary and benefits are recommended to increase \$48,416 due largely to the fact that the 4.5 FTE limited term positions for the PTSMP are budgeted for a full year, as opposed to ten months in FY 2012-13 (discussed above). Increased salary and benefit costs are partially offset by a recommended reduction of \$25,000 associated with the use of voluntary time off (VTO). The \$25,000 reduction equates to 962 hours of staff time, which may exacerbate existing workload issues. However, the department is currently experiencing a high level of turnover due to employee retirements which is expected to continue into FY 2013-14. As a result of this turnover, it is likely that the department will be able to realize \$25,000 worth of salary savings without the need for employees to use VTO.

Services and supplies are recommended to increase \$21,109 or 2% due largely to one-time costs for maintenance and user licenses associated with the department's automated Assessment Evaluation Services (AES) program that is used to conduct property assessments. The recommended budget augmentation to add \$25,000 to the department's budget for historic map preservation (outlined below) also contributes to the overall increase in expenditures. Increases are partially offset by reducing funding for rental costs for the department's North County location. Since the Assessor's North County office will be moved into the new North County Service Center at the new Atascadero Library, it is likely that they will not need funding to pay for a full year of rent at their existing location.

Fixed assets are recommended to increase \$11,750 or 50% due to the necessary replacement of two photocopiers and a scanner.

BUDGET AUGMENTATION REQUESTS RECOMMENDED

Unit Amount	Description	Results
Gross: \$25,000, funded through FC 266- Countywide Automation Replacement (total cost of \$150,000 over six years) General Fund Support:\$0	Additional funding to properly preserve, scan for digital retrieval, microfilm, and acquire storage for historic maps.	<ol style="list-style-type: none"> 1. Properly preserve historic maps over a six year period on the following timetable: <ul style="list-style-type: none"> • Year 1- Township Maps of San Luis Obispo County • Year 2- Subdivision and Re-subdivision Maps • Years 3-4- City of San Luis Obispo blocks • Years 5-6- City of San Luis Obispo subdivisions 2. Assure that historic maps are preserved and available as a part of the public record for 300-500 years in the future as required by the State. 3. Enable the department to provide accurate assessment rolls in the future.

BUDGET AUGMENTATION REQUESTS NOT RECOMMENDED

Unit Amount	Description	Results
Gross: \$74,927 General Fund Support: \$74,927	Add 1.0 FTE Cadastral Mapping Systems Specialist I	Would help address existing mapping workflow bottlenecks and assist with migrating all of the Assessor's mapping and parcel information to GIS. Additional capacity would decrease the projected time to implement the parcel layer aspect of the GIS Strategic Plan from 20 years to just over four years.
Gross: \$58,810 General Fund Support: \$58,810	Add 1.0 FTE Appraiser Trainee	Would assist in addressing the continually increasing workload due to the economic downturn which has caused an increase in the number of Prop 8 "Decline In Value" reviews.
Gross: \$69,870 General Fund Support: \$69,870	Add 1.0 FTE Auditor-Appraiser I	Would assist in addressing increased workload, including a backlog of outstanding audits. The estimated average increase in assessment value is \$96,000 per audit. The new position would handle 55 audits a year, which would increase the assessment roll by \$5,280,000 (\$12,672 of which would be County revenue).

GOALS AND PERFORMANCE MEASURES

<p>Department Goal: To levy fair and equitable assessments on taxable property in an accurate and timely manner by using accepted appraisal principles and prevailing assessment practices.</p> <p>Communitywide Result Link: <input type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community</p>						
<p>1. Performance Measure: Percentage of the assessment roll completed by June 30th of each year.</p>						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
98%	96%	97%	91%	97%	90%	94%
<p>What: Measures the percentage of assessments that are appraised before the June 30th deadline.</p> <p>Why: Incomplete assessments will generate inaccurate tax bills. When assessments are completed after the year-end deadline, the Assessor, Auditor-Controller, and Tax Collector must process revised assessments and tax bills. These revisions increase the costs of preparing the assessment roll and the costs associated with property taxes. In addition, property owners are inconvenienced by revisions to their assessments and the associated delays.</p> <p>How are we doing? The percentage of the assessment roll completed for FY 2012-13 is a revised projection at 90%, which is below the adopted target of 97%. This revision is due to the current year's challenges in completing over 7,600 work items from the prior year, increases in assessment reviews, and on-going unresolved assessment appeals. Much of the carryover was in commercial properties which are more time consuming to appraise and are not appraised using automation, such as the Assessment Evaluation Services (AES) program. Another factor in this projection being lowered is the loss of institutional knowledge. When six employees retired during FY 2011-12, these retirements resulted in a loss of more than a combined 110 years of service with the County of San Luis Obispo. In addition, the Assessor's Office has experienced a 10% reduction in staffing levels over the last five years due to the County's slow and steady cost reduction plan in response to the economic climate. For FY 2013-14, the target of 94% completion anticipates stability in staffing levels and a steady workload with no further downturn in market values as well as no rapid turn around of the real estate market.</p>						
<p>2. Performance Measure: The number of completed assessments per appraiser on staff.</p>						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
3,044	3,072	3,603	3,531	3,200	3,600	3,500
<p>What: This measurement tracks the workload per appraiser from year to year.</p> <p>Why: Tracking changes in workload is an indicator of changes in production levels as new procedures or automated systems are introduced, and helps to evaluate the efficiency of departmental procedures and service to the public.</p> <p>How are we doing? A higher completion rate of assessments per appraiser is projected at 3,600, up from the adopted rate of 3,200, for FY 2012-13. During this fiscal year, the Assessor's Office is experiencing a higher than normal rate of vacancies in staffing levels. Because of these vacancies, salary savings have accrued which allows us to offer overtime to address the backlog of 7,600 work items from the prior year. In addition, the increase in staff productivity is due to the ongoing streamlining of procedures and the use of the Assessment Evaluation Service (AES) program. A large portion of the current workload is due to decline-in-value reviews which are mandated and must be reviewed once a year for possible changes in value. It is anticipated these decline-in-value reviews will continue to impact the workload. For FY 2013-14, a lower target is set for the number of completed assessments per appraiser. This is based upon the assumption that the loss of institutional knowledge associated with a large number of recent retirements will impact the time it takes to complete an assessment, as well as the expectation that less overtime will be used in the coming year.</p>						
<p>Department Goal: To provide high quality services to the public and taxpayers.</p> <p>Communitywide Result Link: <input type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community</p>						
<p>3. Performance Measure: The number of assessment appeals filed for every 1,000 assessments.</p>						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
1.8	1.8	2.96	4.6	3.5	3.5	3.5
<p>What: When property owners disagree with their property's assessed value, they may file for an assessment appeal hearing before the Assessment Appeals Board. The number of real property appeals is used as an indicator of accuracy and equity among assessments. A low number of appeals is associated with a greater degree of accuracy and the property owner's satisfaction with their assessments.</p> <p>Why: The Assessor strives to make accurate and thorough assessments when property is initially valued in an effort to control the costs associated with producing the assessment roll. This measure enables the department to track accuracy and equity among assessments.</p>						

How are we doing? Based upon the most recent State Board of Equalization (BOE) "Reports on Budgets, Workloads, and Assessment Appeals Activities" for FY 2010-11, San Luis Obispo County has the lowest number of appeals per 1,000 assessments filed among the comparable counties (Marin, Monterey, Napa, Placer, Santa Barbara, and Santa Cruz). The FY 2011-12 Actual Results increased to 4.6 appeals filed per 1,000 assessments as a result of a substantial increase in appeal applications submitted. This increase in the number of appeals was primarily due to Proposition 8 decline-in-value filings that were a result of multiple years of real estate market downturn. For FY 2012-13 there has been a noticeable decrease in appeal applications. This is viewed as an indication that the real estate market is becoming less precarious. It is anticipated that the number of appeal applications for FY 2013-14 will be comparable to the current fiscal year, therefore the FY 2013-14 Target rate is 3.5 appeal applications per 1,000 assessments.

4. Performance Measure: Cost per assessment.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
\$47.33	\$46.01	\$45.08	\$43.75	\$47.00	\$45.00	\$47.18

What: This measures the cost per assessment by dividing the department's level of General Fund support by the total number of assessments.

Why: The Assessor's Office strives to make the most effective use of all available resources in order to produce assessments at a reasonable cost.

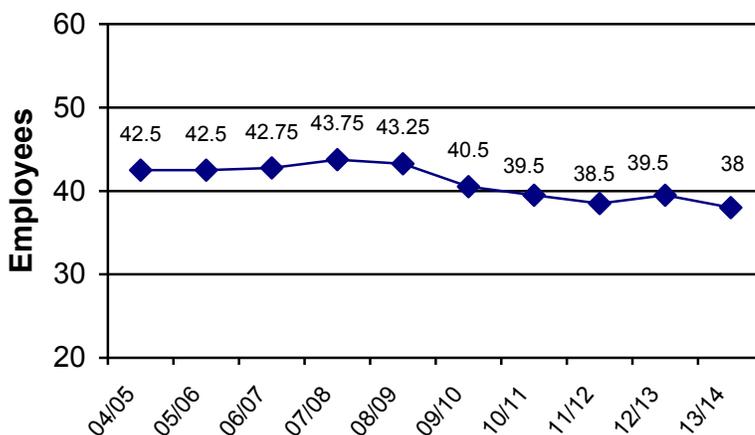
How are we doing? Budget cuts were reflected in the declining cost per assessment for FY 2009-10 and FY 2010-11. The most recent State Board of Equalization (BOE) "Reports on Budgets, Workloads, and Assessment Appeals Activities" (for FY 2010-11, and published in February 2012) indicates the San Luis Obispo County Assessor's costs were below our comparable counties (Marin, Monterey, Napa, Placer, Santa Barbara, and Santa Cruz) which had median cost per assessment of \$47.89. For FY 2011-12, the cost per assessment was less than the FY 2010-11 actual results and the FY 2011-12 adopted. The decrease in cost reflected in the FY 2011-12 actual results is the result of budget cuts, and also accounts for significant salary savings accrued during FY 2011-12 due to a high number of vacancies. These vacancies have resulted in a significant amount of incomplete assessments for FY 2011-12. This trend has continued in FY 2012-13, and therefore it is projected that that cost per assessment in FY 2011-12 will be lower than initially targeted. For FY 2013-14, the target is set at \$47.18 per assessment with the anticipation of stability in staffing levels and resulting in fewer salary savings.

MISSION STATEMENT

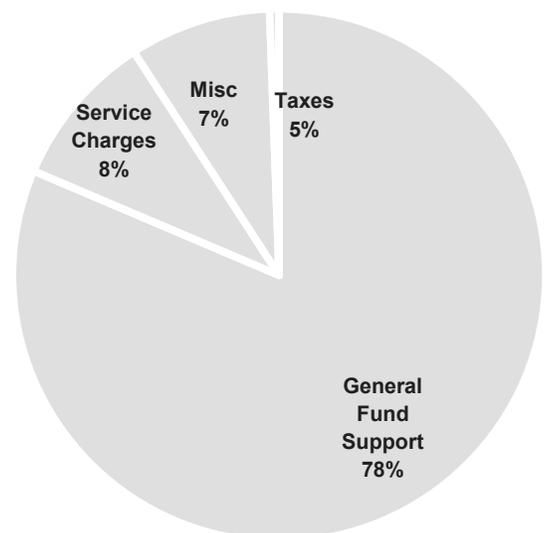
The Auditor-Controller is the Chief Accounting Officer for County government. The office enhances the public's trust by acting as the guardian of funds administered for the County, cities, schools and special districts and by providing an independent source of financial information and analysis.

	2012-13 <u>Budget</u>	2012-13 <u>Projected</u>	2013-14 <u>Requested</u>	2013-14 <u>Recommended</u>	Change From 2012-13
Financial Summary					
Taxes	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 0
Fines, Forfeitures and Penalties	101,500	109,000	34,000	109,000	7,500
Intergovernmental Revenue	17,000	16,572	8,557	8,557	(8,443)
Charges for Current Services	441,128	572,318	477,563	497,563	56,435
Other Revenues	33,300	33,300	32,400	32,400	(900)
Other Financing Sources	212,000	0	0	0	(212,000)
Interfund	30,000	30,000	276,148	176,148	146,148
**Total Revenue	\$ 1,084,928	\$ 1,011,190	\$ 1,078,668	\$ 1,073,668	\$ (11,260)
Salary and Benefits	4,628,481	4,508,815	4,779,904	4,703,324	74,843
Services and Supplies	262,492	262,492	211,064	271,064	8,572
**Gross Expenditures	\$ 4,890,973	\$ 4,771,307	\$ 4,990,968	\$ 4,974,388	\$ 83,415
Less Intrafund Transfers	9,400	9,400	9,400	9,400	0
**Net Expenditures	\$ 4,881,573	\$ 4,761,907	\$ 4,981,568	\$ 4,964,988	\$ 83,415
General Fund Support (G.F.S.)	\$ 3,796,645	\$ 3,750,717	\$ 3,902,900	\$ 3,891,320	\$ 94,675

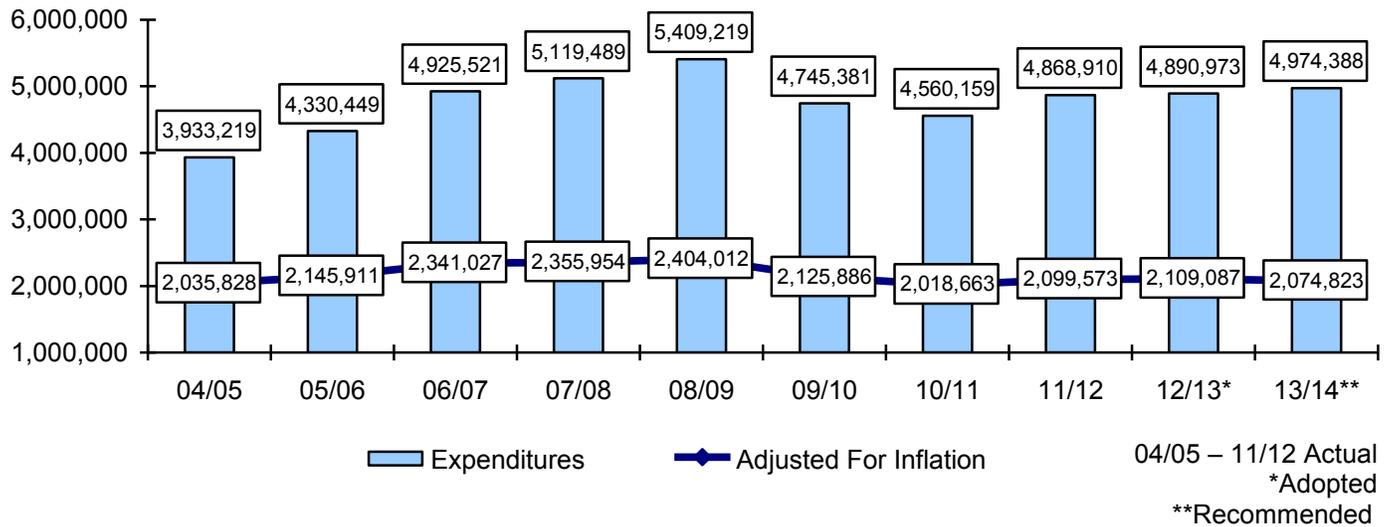
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

The Auditor-Controller’s Office has a total expenditure level of \$4,974,388 and a total staffing level of 38.00 FTE to provide the following services:

Accounts Payable

Pre-audit all claims for payments to vendors submitted by County departments and process payments for special districts. Coordinate payment activity with and provide oversight and direction to departments and vendors. Prepare annual reports required by the State and the Internal Revenue Service.

Total Expenditures: \$415,278 Total Staffing (FTE): 4.25

Internal Audit Division

Perform mandated internal audits for compliance with State and Federal requirements. Ensure adequacy of internal controls over cash and County assets. Conduct management and compliance audits and departmental reviews. Audit the operations of public agencies doing business with the County to ensure compliance with policy; assist with the preparation of the County’s annual financial statement.

Total Expenditures: \$667,387 Total Staffing (FTE): 5.00

Budget and Cost Accounting

Assist the County Administrator and Board of Supervisors in developing the proposed and final County budget. Analyze and forecast annual budget expenditures. Review all county fees. Conduct rate reviews for ambulance, landfill, and internal service fund operations. Prepare countywide cost allocations, state mandated program claims, indirect cost rate proposals and special reporting requests.

Total Expenditures: \$214,409 Total Staffing (FTE): 1.25

Deferred Compensation Plan

Provide the resources necessary for the daily operation of the County Deferred Compensation Plan.

Total Expenditures: \$35,000 Total Staffing (FTE): 0.00

Financial Reporting

Maintain accounting records for the County and those districts whose funds are kept in the County Treasury. Maintain budget and funds controls and records of fixed assets. Prepare annual financial reports and reports for Federal and State reimbursement; act as Auditor and/or Financial Officer for special districts, boards, authorities, etc. and provide accounting services for countywide debt financing.

Total Expenditures: \$809,645 Total Staffing (FTE): 5.50

Payroll Processing

Prepare and process biweekly payroll for the County. Coordinate payroll activity with departments and employees. Prepare biweekly, monthly, quarterly, and annual reports for State, Federal, and local agencies. Collect and pay premiums for County-related health and insurance benefits.

Total Expenditures: \$1,248,663 Total Staffing (FTE): 9.75

Property Tax Processing

Calculate property tax rates and determine extensions. Process changes to the tax roll. Apportion and distribute taxes and special assessments to all agencies. Prepare tax reports. Implement procedural changes to reflect new legislation affecting the tax system. Advise cities, schools, and special districts on tax-related matters.

Total Expenditures: \$739,160 Total Staffing (FTE): 6.25

Systems Support

Evaluate existing manual accounting systems and make recommendations for improved efficiencies through automation. Maintain the countywide computerized financial, fixed asset, accounts payable, tax, and payroll systems. Assist departments in updating computerized systems. Provide training and prepare manuals related to accounting systems operations. Maintain operation of the Auditor's Local Area Network (LAN) and Personal Computer (PC) network.

Total Expenditures: \$844,846 Total Staffing (FTE): 6.00

DEPARTMENT COMMENTS

The Auditor-Controller has primary responsibility for all accounting and auditing functions of County Government. This includes all funds, departments, and special districts under the governance of the Board of Supervisors. As Chief Accounting Officer for County Government, the Auditor-Controller faces the challenging task of covering a vast range of daily tasks while remaining responsive to emerging needs associated with new mandates, programs, and legislation. New legislation that became effective in FY 2012-13 significantly impacted our staffs' workload. This included 2011 Public Safety Realignment, the Public Employees Pension Reform Act, and the dissolution of Redevelopment Agencies.

In FY 2013-14, Auditor's Office staff plan to focus on two projects that will provide users with enhanced reporting from EFS. The first, often referred to as Posting Actuals to Cost Accounting (CO), involves posting actual rather than estimated labor costs to the cost accounting module in the system. The second project, Business Warehouse (BI), will expand end-user reporting capabilities by providing a more flexible and feature-rich reporting environment that puts design capabilities in the hands of end-users. Both projects will lead to greater efficiency by reducing the use of shadow systems, manual data extracts, redundant data entry and reporting workarounds.

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

FY 2012-13 Accomplishments

- Implemented multiple changes in the payroll system as required by Memorandums of Understanding (MOUs) between the County and various bargaining units.
- Completed programming changes to bring the County in compliance with the newly enacted Public Employees Pension Reform Act (PEPRA).
- Continued working through the dissolution process for the 5 Redevelopment Agencies located in the County. Completed reviews of the agencies' obligations and issued Agreed-Upon Procedures Reports to the State Department of Finance for each agency. Held a workshop covering procedures and responsibilities for members of the newly created Oversight Boards, and provided ongoing guidance.
- Completed installation of the SAP Business Intelligence (BI) data warehouse, the centerpiece of a self-service financial reporting model for the County, enabling users to create their own highly customizable reports using information from SAP and other data sources.
- Established a regular schedule of Enterprise Financial System (EFS) course offerings through Employee University, holding 7 live courses on topics such as Purchase Requisitioning and Financial Reporting taught by Auditor's Office staff. Also provided one-on-one assistance to end users through monthly open-topic EFS labs.
- Started work on a project to move the property tax system from the mainframe to a new computing environment. This multi-year modernization project is a joint effort between the Auditor's Office, the Assessor's Office, the Tax Collector's Office, and General Services Agency- Information Technology. It is slated for completion in FY 2014-15.

FY 2013-14 Objectives

- Implement new system processes to post actual labor costs to the cost accounting module (CO) in the County's Enterprise Financial System. The process, developed in FY 2011-12, was one of the most requested enhancements to the EFS system. This long awaited improvement will simplify project reporting, maximize labor cost recovery, and eliminate the need for tedious reconciliations of labor costs between the budgetary and cost accounting modules.
- Begin planning for non-routine maintenance tasks to support EFS. This will involve a joint effort between the Auditor's Office and General Services Agency-Information Technology. In FY 2012-13, SAP consultants assessed the EFS support model and made recommendations related to upgrading the core system, BI, and Solutions Manager, an administrative tool used to manage SAP projects. Major upgrades are scheduled once every five years. The last upgrade was completed in 2009.
- Continue the successful roll-out and maturation of the BI system, to include ongoing end-user training, promoting system capabilities to departments, establishing production support structures and procedures, developing additional standard reports, and assisting users as they become familiar with the system's capabilities and potential for their department's reporting needs.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

General Fund support for FY 2013-14 is recommended to increase by \$94,675 or 2% as compared to FY 2012-13 adopted levels. The majority of this increase is attributed to salary and benefit account adjustments discussed below. Revenues, overall, are decreasing by \$11,260 or 1% from FY 2012-13 levels. A Limited Term Accounting Technician position added for the Property Tax System upgrade project is being eliminated as the department has indicated that the position is not needed. This position was offset by revenue from FC 266 – Countywide Automation.

Overall, expenditures are increasing by \$83,415 or 1% from FY 2012-13 adopted levels. Salary and benefit accounts are increasing by \$74,843 or 1% as compared to FY 2012-13. The increase is the result of various adjustments including 1) the reduction of an Auditor Analyst III position to half-time; 2) the elimination of the Limited Term Accounting Technician noted above; 3) the promotion of an Auditor Analyst II to the III level; 4) restored funding for a Limited term Auditor Analyst III. This position is currently vacant and is budgeted as an Auditor Analyst trainee on the department's salary projection. Additionally, during the preparation of the FY 2012-13 budget, it was anticipated that the Auditor-Controller and a Principal Auditor Analyst would be retiring and the department's salary accounts were adjusted accordingly; however, those positions were filled in the 2nd half of FY 2012-13 and the salary accounts for FY 2013-14 were adjusted to reflect the filling of those positions. Also the reduction in salaries in FY 2012-13 included approximately \$21,000 in Voluntary Time Off (VTO). VTO is not factored in as part of the FY 2013-14 budget recommendation.

Services and supplies accounts are increasing by \$8,572 or 3% from FY 2012-13 adopted levels primarily due to budgeting for office equipment replacement. It should be noted that the replacement of office equipment is revenue offset by the Office Depot rebate trust. There are no service level impacts associated with the recommended budget.

A total of two (2) budget augmentation requests (BAR) were submitted by the department. These BARs are not recommended for approval at this time. Both requests are for the reclassification of positions which should be considered as part of the County's annual reclassification window period.

BUDGET AUGMENTATION REQUESTS NOT RECOMMENDED

Unit Amount	Description	Results
Gross: \$12,525 This is the difference between an Auditor-Analyst III position step 5 and a Principal Auditor-Analyst step 5. General Fund support: \$12,525	Reclassification of one Auditor-Analyst III position to a Principal Auditor-Analyst.	Upgrading this position to a Principal Auditor Analyst would align the duties of the Property Tax Manager with a position that reflects the magnitude of those tasks.
Gross: \$0 General Fund support: \$0 There is no cost increased associated with this action as an Administrative Service Officer II step 5 is paid the same as an Auditor-Analyst II step 5.	Reclassification of two Administrative Service Officer II positions to Auditor-Analyst II.	Reclassifying these positions will enable the Auditor's Office to classify staff in a consistent manner. All Internal Audit Staff will be in the Auditor-Analyst career series and staff performing system support for Payroll will also be in the Auditor-Analyst career series.

GOALS AND PERFORMANCE MEASURES

Department Goal: Provide periodic review of the internal controls of County departments to ensure compliance with policies and procedures, and minimize losses from fraud or misappropriation.

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

1. Performance Measure: Number of reviews, special district audits, trust fund reviews, and grant compliance audits performed for County departments.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
19	25	17	17	20	18	18

What: The Internal Audit Division reviews the various offices, funds, and programs each year. Selection is made based on legal mandates, and measures of risk, such as dollar value, complexity, and/or the existence (or lack) of other checks and balances.

Why: The reviews and audits help to minimize or prevent losses from fraud, waste, and abuse; and from non-compliance with program funding requirements. Since department managers are often unaware of their department's selection for a detailed audit in any particular year, this serves as a deterrent for lax internal controls.

How are we doing? The Audit staff is currently comprised of three staff auditors performing cash, departmental, compliance, and State mandated audits and a Chief Auditor performing audit, review and research duties. The results for FY 2011-12 were lower than estimated due to several audits being more complex than originally anticipated and consequently requiring additional staff time. In addition to audits, the Audit staff monitors and corrects errors in the State allocation of sales tax. The Internal Audit Division also monitors sub-recipients of the Workforce Investment Act for proper accounting methods, authorized expenditures, and services provided; calculates and prepares the Local Agency Formation Commission (LAFCO) billing to the various special districts and cities within the county. They also prepare and submit the County's Financial Transaction Report to the State, and take the lead in preparing the Comprehensive Annual Financial Report. Audits and other reports prepared by the Audit staff are submitted to the Board of Supervisors and available to the public for comment. During the last few months of FY 2011-12 and the first five months of FY 2012-13 the Audit staff was responsible for performing Redevelopment agreed upon procedures as part of the dissolution of Redevelopment Agencies, which resulted in fewer regular reviews.

2. Performance Measure: Number of concessionaire, bed tax, or service provider audits completed.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
16	16	16	21	18	18	20

What: Selected concessionaires, hotels, and major contracted service providers are audited on a rotating basis so that they can expect to be studied once every three or four years. Hotels and most concessions pay the County based on percentages of gross receipts, and many contractors are paid based on counts of eligible services provided.

Why: These audits help to ensure the County is receiving all the revenue it is entitled to, and payments are made for services actually received. In addition, we try to maintain a level playing field so local businesses pay no more or less than their fair share under the law, and are properly compensated when contracting with the County.

How are we doing? In FY 2011-12, Audit staff focused on concessionaire and Transient Occupancy Tax audits. The number of audits adopted and projected for FY 2012-13 is based on the increased emphasis on special district and grant compliance audits; however, staff has spent the first 5 months of FY 2012-13 performing redevelopment agreed upon procedural activities. For FY 2013-14, Audit staff will shift their focus back to concessionaire, bed tax, and service provider audits which results in a higher target number than in FY 2012-13. We believe maintaining an audit presence helps create an even balance in the community. In addition, the staff continued reviewing service providers' compliance with contracts to the County. In this way, service providers are properly compensated and the County receives the full spectrum of services purchased. Audits and other reports prepared by the audit staff are submitted to the Board of Supervisors and available to the public for comment.

Department Goal: Maintain the financial health of the County by developing effective annual budgets, accurately identifying expenditures, and ensuring recovery of revenues from State and Federal sources.

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

3. Performance Measure: A favorable audit, by the State Controller's Office, of reimbursable costs allocated through the Countywide Cost Allocation Plan, prepared in accordance with Federal regulations.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
Audit with no exceptions	Audit with no exceptions	Audit with no exceptions	Audit with no exceptions			

What: State and Federal agencies allow for County's overhead cost reimbursement through numerous programs and grants. The Countywide Cost Allocation Plan is a tool used to distribute overhead costs to programs and departments within the County.

Why: The County is reimbursed for overhead costs.

How are we doing? The State Controller's Office performed an audit of the FY 2011-12 County Cost Allocation Plan. There were no findings or adjustments as a result of the audit.

Department Goal: Provide timely and accurate financial information for the public, Board of Supervisors, and County departments.

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

4. Performance Measure: Earn a clean auditor's opinion on the Comprehensive Annual Financial Report (CAFR).

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
1	1	1	1	1	1	1

What: A clean opinion from outside auditors measures the reliability, integrity and accuracy of the information presented in the County financial statements.

Why: Provides assurance to the public, investors and others that the County's financial position is presented fairly and accurately.

How are we doing? The review of the County's financial statements is required to be done and submitted to the State Controller's Office by December 31 following the end of each fiscal year. The external auditors have completed their annual audit of the FY 2011-12 fiscal year's financial statements and have issued unqualified or clean opinions.

Department Goal: Provide high quality, cost effective Auditor-Controller services.

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

5. Performance Measure: Auditor Controller staff per 100 County employees.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
1.7	1.6	1.6	1.6	1.6	1.6	1.6

What: This shows Auditor Controller staffing levels per 100 county employees.

Why: This data can be compared with Auditor-Controller offices of similar characteristics to provide one measure of whether we are appropriately staffed.

How are we doing? Staffing levels per 100 employees for our comparable counties (5 counties surveyed) ranged from a low 1.0 in Monterey County to a high of 1.7 in Marin County. The Auditor's Office maintains levels slightly above the average of 1.4, but within the range of our comparable counties. It is evident our comparable counties continue to face financial challenges as the number of full time equivalent (FTEs) continue to decline.

Department Goal: 100% of legal mandates should be implemented within established deadlines.

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

6. Performance Measure: Percentage of legal mandates implemented within established deadlines.						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
100%	100%	100%	100%	100%	100%	100%

What: Monitor State and Federal legislation regularly in order to keep updated with changes to current mandates and new mandates.

Why: So that a proactive response to implement changes to current mandates and new mandates is seamless and timely.

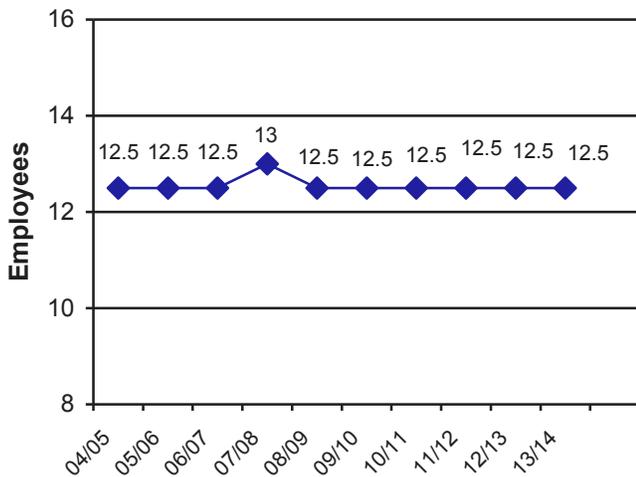
How are we doing? During FY 2011-12, we successfully implemented all known legal mandates. These included ABX1-26 Redevelopment Dissolution and subsequent AB1484 cleanup legislation which required the creation and filing of new reporting forms for the Department of Finance and the State Controller's Offices. Our staff also implemented new mandates related to HR/Payroll items including an electronic garnishment information report, electronic DE9 quarterly income reports to the State, and the CalPERS minimum payment for employee health coverage under the Public Employees Medical and Hospital Care Act. Our office will continue to implement all mandates as they develop in FY 2012-13. The number of legal mandates varies from year to year depending on changes at the State and Federal levels.

MISSION STATEMENT

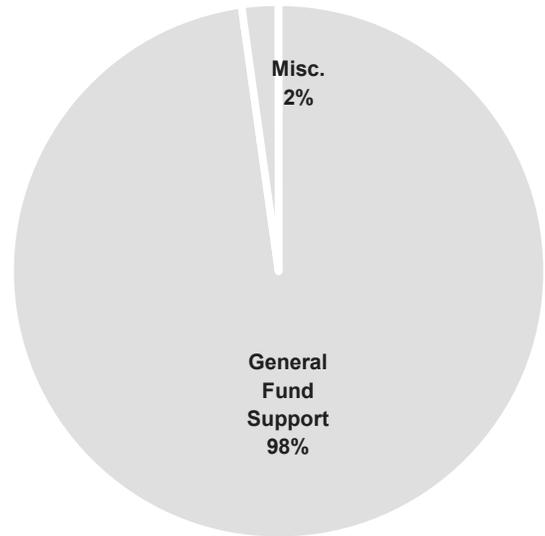
The San Luis Obispo County Board of Supervisors is the legislative arm of the County government, and is committed to the implementation of policies and the provision of services that enhance the economic, environmental and social quality of life in San Luis Obispo County.

<u>Financial Summary</u>	<u>2012-13 Budget</u>	<u>2012-13 Projected</u>	<u>2013-14 Requested</u>	<u>2013-14 Recommended</u>	<u>Change From 2012-13</u>
Other Revenues	\$ 0	\$ 400	\$ 0	\$ 0	\$ 0
**Total Revenue	\$ 0	\$ 400	\$ 0	\$ 0	\$ 0
Salary and Benefits	1,436,295	1,447,605	1,442,100	1,442,978	6,683
Services and Supplies	255,937	288,847	255,454	255,454	(483)
**Gross Expenditures	\$ 1,692,232	\$ 1,736,452	\$ 1,697,554	\$ 1,698,432	\$ 6,200
Less Intrafund Transfers	36,226	36,226	36,388	36,388	162
**Net Expenditures	\$ 1,656,006	\$ 1,700,226	\$ 1,661,166	\$ 1,662,044	\$ 6,038
General Fund Support (G.F.S.)	<u>\$ 1,656,006</u>	<u>\$ 1,699,826</u>	<u>\$ 1,661,166</u>	<u>\$ 1,662,044</u>	<u>\$ 6,038</u>

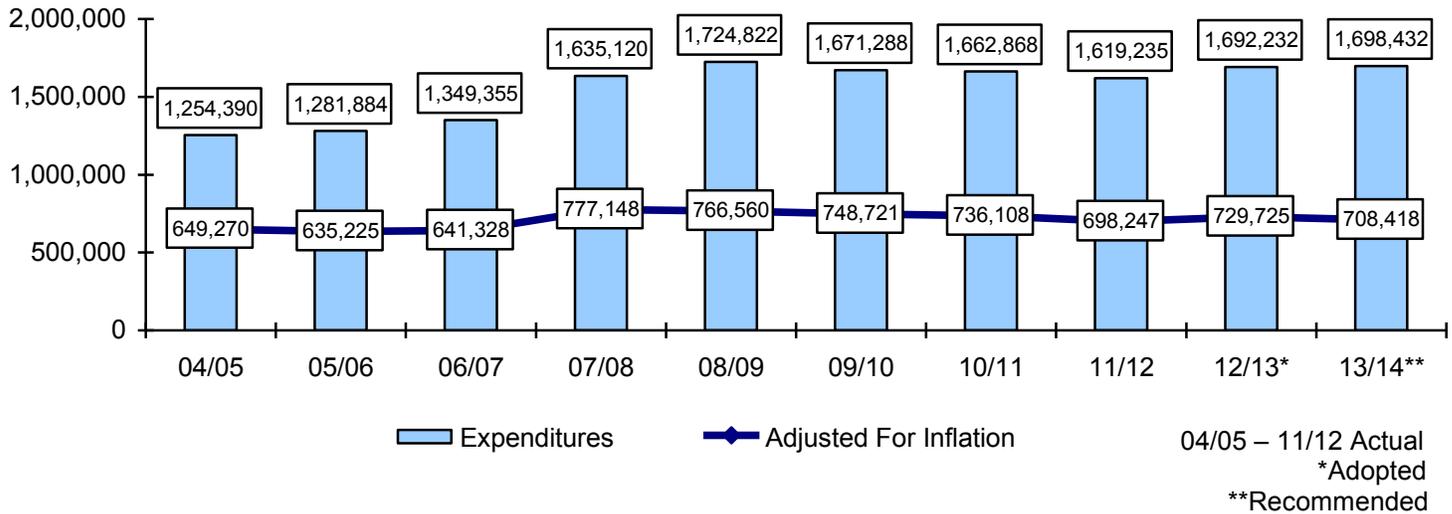
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

The Board of Supervisors has a total expenditure level of \$1,698,432 and a total staffing level of 12.50 FTE to provide the following services:

Annual County Audits

This program complies with Government Code Section 25250, which states that it is the Board of Supervisors' duty to examine and audit the financial records of the County. In addition, this program satisfies the Federal Single Audit Act (Public law 98-502) relative to the auditing of Federal monies received by the County.

Total Expenditures: \$108,500 Total Staffing (FTE): 0.00

Service to Public

The majority of the Board's activities center around services to the public which are provided in its capacity as the legislative body of the County. Members of the Board of Supervisors represent the people residing within their supervisorial district, while also working for the general welfare of the entire County.

Total Expenditures: \$1,589,932 Total Staffing (FTE): 12.50

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The recommended budget for FY 13-14 provides for an increase of \$6,038 in General Fund support which is an increase of less than 1%. This follows a FY 12-13 budget that contained no increase of General Fund support over FY 2011-12. Of the \$1,662,044 in General Fund support recommended for FY 13-14, there is a total of \$255,454 in non-salary related expenses. This consists of \$108,500 (72%) for the State-mandated County-wide audit, an additional \$75,000 (29%) to broadcast Board of Supervisors meetings, and the remaining \$71,954 (28%) provides for various discretionary and overhead expenses. The Board of Supervisors has been able to maintain a consistent level of funding through the implementation of cost saving measures, as well as benefiting from Risk Management's success in lowering insurance rates. Additionally, in FY 09-10 the Board of Supervisors agreed to a 5% salary and benefit reduction which continues to be reflected in the FY 13-14 recommended budget.

GOALS AND PERFORMANCE MEASURES

Department Goal: To enhance the public's trust in county government by measurably demonstrating that we provide efficient, high quality, results oriented services.

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

1. Performance Measure: Percentage of citizens that rate the overall quality of services the County provides as "good" to "excellent".

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
Triennial Survey	Triennial Survey	72%	Triennial Survey	Triennial Survey	Triennial Survey	72%

What: Measures citizen satisfaction with County services using data from the ACTION for Healthy Communities telephone survey now conducted every three years. Concurrently, the County conducts a Citizen's Opinion Survey that builds on the data provided in the ACTION for Healthy Communities survey. Both surveys include specific questions designed to solicit information from the public relative to whether they received satisfactory service from County employees.

Why: It is the County's desire to provide services to our residents that are in line with their expectations. Based on the data gathered from these two surveys, County departments will develop and implement action plans designed to improve the quality of services delivered to the public and we will continue to measure our progress in meeting this goal over time.

How are we doing? The 2010 ACTION telephone survey asked 1,048 randomly selected adults "How would you rate the San Luis Obispo County government, including major units such as the Sheriff, Social Services, County Planning and Building, Elections Office, Health Department, Assessor, Tax Collector, Roads and the County Board of Supervisors?" Overall, how would you rate the services provided by San Luis Obispo County government?" 72% of the respondents rated the County as "good" (41%), "very good" (25%) or "excellent" (6%). These results are almost identical to the 2007 survey which 71% rated the county as "good" (41%), "very good" (25%) or "excellent" (6%). The 2010 ACTION survey was presented to the Board on October 26, 2010. The survey results are posted on the County's website: <http://www.slocounty.ca.gov>. The next ACTION telephone survey is planned for FY 2013-14.

2. Performance Measure: Percentage of citizens that indicate their overall impression of County employees (based on their most recent contact) is good or excellent.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
Triennial Survey	Triennial Survey	Survey on hold	Triennial Survey	Survey on hold	Survey on hold	Survey on hold

What: The County initiated a Citizen's Opinion Survey that will be conducted every three years to build on the data provided in the ACTION for Healthy Communities survey. The survey tool includes specific questions designed to solicit information from the public relative to whether they received satisfactory service from County employees.

Why: The information gained from this survey will be used to help us improve customer service to the public. Based on the data gathered from the Citizen's Opinion Survey, County departments will develop and implement action plans designed to improve the quality of services delivered to the public and we will continue to measure our progress in meeting this goal over time.

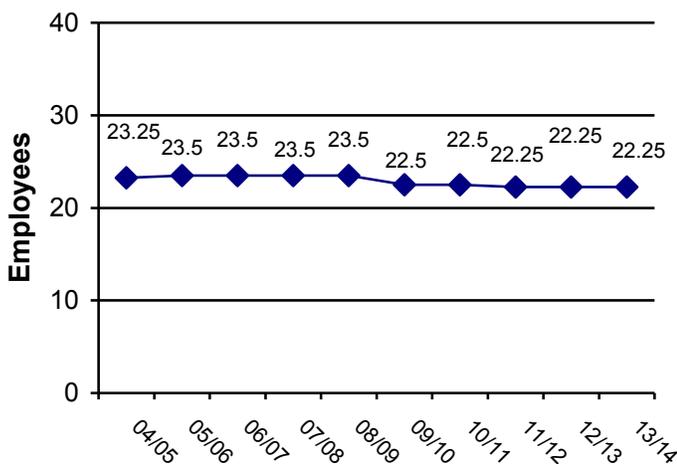
How are we doing? The Citizen's Opinion Survey was most recently conducted in the Winter of 2007. This survey asked respondents if they had contact with County employees in the past 12 months, and if so, to rate their overall impression of that contact in terms of knowledge, responsiveness and courtesy of County staff. 57% of the respondents had contact in that past year, and of those, 75% rated their overall impression of their contacts with County employees as "good" or "excellent". Due to budgetary constraints, the citizen's opinion survey remains on hold.

MISSION STATEMENT

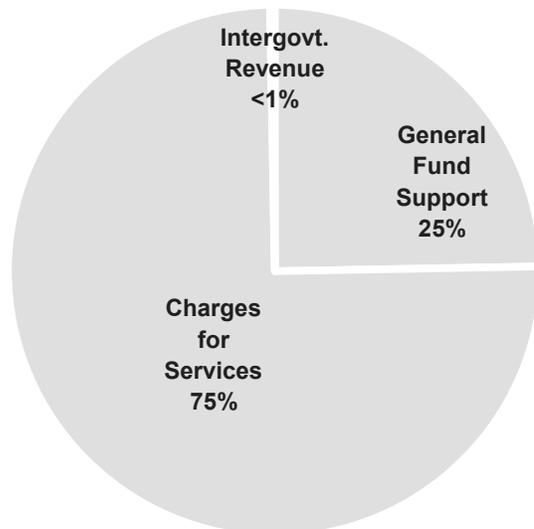
In pursuit of a well-governed community, the County Clerk-Recorder will ensure the integrity of the election process and the records maintained by the office and provide access to these public records, by complying with all applicable laws, employing technology to its fullest and wisely spending the public funds entrusted to us while serving our customers with courteous and well-trained staff.

	2012-13 <u>Budget</u>	2012-13 <u>Projected</u>	2013-14 <u>Requested</u>	2013-14 <u>Recommended</u>	Change From <u>2012-13</u>
Financial Summary					
Intergovernmental Revenue	\$ 19,000	\$ 19,000	\$ 8,000	\$ 8,000	\$ (11,000)
Charges for Current Services	<u>2,622,195</u>	<u>2,811,529</u>	<u>2,253,141</u>	<u>2,294,320</u>	<u>(327,875)</u>
**Total Revenue	\$ 2,641,195	\$ 2,830,529	\$ 2,261,141	\$ 2,302,320	\$ (338,875)
Salary and Benefits	2,045,967	2,045,967	2,042,447	2,049,555	3,588
Services and Supplies	1,012,995	951,599	1,005,552	1,010,087	(2,908)
Fixed Assets	<u>0</u>	<u>79,002</u>	<u>0</u>	<u>0</u>	<u>0</u>
**Gross Expenditures	\$ 3,058,962	\$ 3,076,568	\$ 3,047,999	\$ 3,059,642	\$ 680
General Fund Support (G.F.S.)	<u>\$ 417,767</u>	<u>\$ 246,039</u>	<u>\$ 786,858</u>	<u>\$ 757,322</u>	<u>\$ 339,555</u>

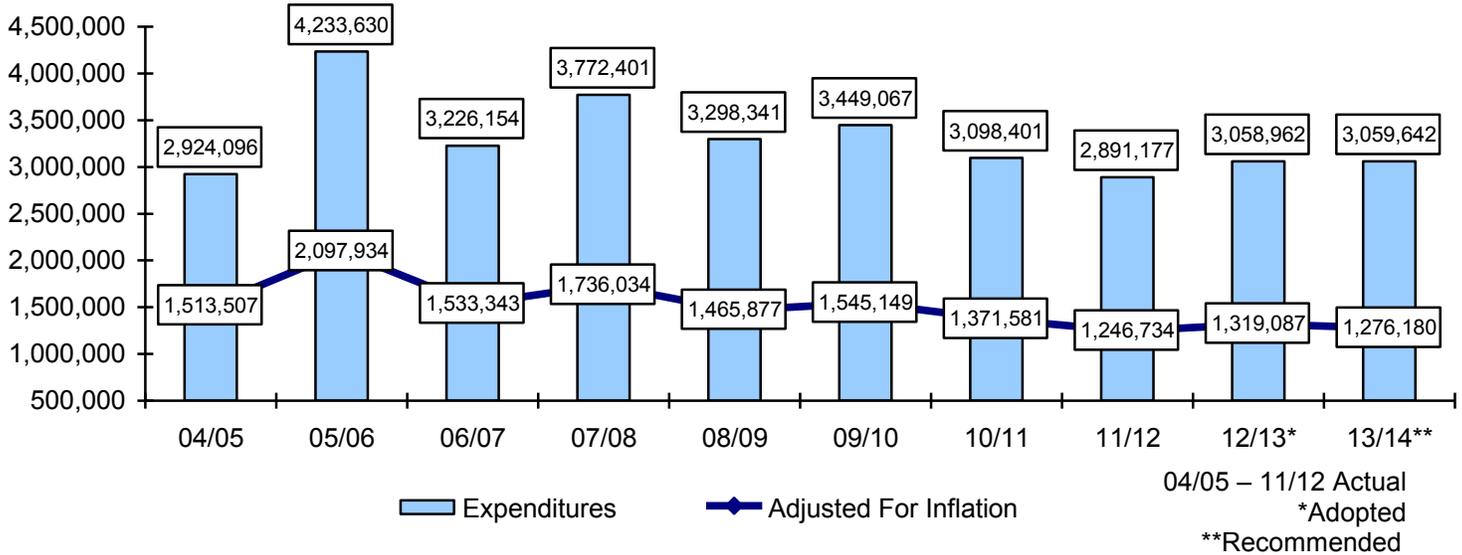
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

The Clerk-Recorder has a total expenditure level of \$3,059,642 and a total staffing level of 22.25 FTE to provide the following services:

Administration

Perform Clerk-Recorder mandated duties including: provide professional, knowledgeable staff for all meetings of the Board of Supervisors, and other mandated boards to produce accurate and timely meeting minutes; and preserve and maintain files and records. Provide enthusiastic, professional volunteers and staff to perform civil marriage ceremonies. Provide exemplary service to our customers in County Clerk mandated functions, such as issuing marriage licenses, filing notary and other bonds and filing fictitious business name statements. Maintain the integrity of the Official Records with well-trained staff to examine, record and index property related documents and vital records; provide professional, knowledgeable staff to assist the public in searching records maintained by the office. Encourage and maintain the voter registrations of all electors residing within the County.

Total Expenditures: \$1,799,145 Total Staffing (FTE): 16.58

Elections

Ensure the integrity of the election process in the management and conduct of all elections; provide professional, knowledgeable staff to assist candidates, customers and voters in the office and at the polls on Election Day.

Total Expenditures: \$820,556 Total Staffing (FTE): 3.13

Recorder's Restricted Revenues (Special Projects)

Collect and utilize restricted funds to pursue the modernization of delivery systems for official and vital records.

Total Expenditures: \$439,941 Total Staffing (FTE): 2.54

DEPARTMENT COMMENTS

The County Clerk-Recorder provides a variety of services including: preserving property and vital records, issuing marriage licenses and fictitious business names, maintaining Board of Supervisors records and registrations of eligible voters, conducting elections, and performing civil marriage ceremonies. The department's focus is to ensure the integrity of these records and processes as well as improve access for all residents of the county while performing duties within the legislated mandates and deadlines. As the department participates in solutions to the County's financial challenges, it is also confronted with some challenges that are specific to the County Clerk-Recorder.

The number of recordings hit the lowest number in a decade in FY 2009-10 (79,900) but has since been steadily increasing. At mid-point in the current fiscal year, recording activity is 22% higher than the prior year and at year end, the count could exceed 100,000 documents for the first time in six years. As recordings increase, the department has deployed technology to overcome staff reductions and reduce the time necessary to complete the Official Record Index, and will also deploy electronic recording for government liens. In addition, the department has trained additional staff on the complexities of document examination and verification of the Official Record. These efforts benefit our customers, including title companies and other County departments, by providing timely and accurate information. Because of these efforts, the Official Record Index has been completed on a daily basis and index verification has been kept current, allowing Assessor staff timely access to documents for re-assessment processing.

In addition to managing increased recording activity, the department will maintain a focus on finding ways to reduce the costs of conducting elections. In California, elections are conducted in the most expensive manner. While more and more voters chose to vote by mail (63% in November, 2012 election), polling places must be maintained to serve ALL voters. In addition, the new Top Two Primary law allows voters to cast a vote for any candidate regardless of political party. While this change eliminates the printing of party-specific ballots, the number of candidates for each office may result in an overloaded ballot and significant increases in printing costs, all of which will be borne by the County and local jurisdictions. Election law does not allow any adjustment to the number of polling places required for regularly scheduled elections nor does it allow flexibility in ballot layout. By providing some flexibility to counties in meeting this challenge and allowing all vote-by-mail ballot elections as a local option, significant cost reductions could be realized.

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

FY 2012-13 Accomplishments

- Saved \$33,220 in ballot printing costs for the 2012 General Election, due to competitive bidding for these services.
- Successfully implemented on-line voter registrations, processing over 8,700 online registrations, and saving 300 hours of staff time.
- Expanded Integrated Document Management to include Board of Supervisors records and minutes. The full text search feature will provide quicker, more accurate searching for county staff and the public.
- Expanded the use of social media to communicate important events and deadlines to the public.
- Completed the conversion of all vital records to digital images, increasing access to customers.

FY 2013-14 Objectives

- Replace aging technology by upgrading and replatforming the software system that manages cashing and all Recorder and County Clerk functions.
- Further expand use of Integrated Document Management to replace the historical Board of Supervisors index to provide greater search capabilities as well as expand access to other departments and the public.
- Expand the paperless agenda system to the Assessment Appeals Board and Mobilehome Rent Review Board.
- Create and maintain online access to voter precinct boundaries with Geographic Information Systems technology to replace cumbersome paper maps and provide up-to-date information and greater flexibility for candidates using precinct data.

- Expanded the paperless agenda system to the Parks Commission.
- In partnership with the Assessor and Information Technology, implemented new software to manage Assessment Appeals filings and hearings.
- Secured \$155,650 in grant funding through 2016 for the use of Democracy Live – an online solution which provides easy access to ballots and voting information to the over 800 military and overseas voters.
- Continue to train all Clerk-Recorder employees in recording laws and procedures with the goal of all employees attaining the status of Certified Document Examiner by January 2014.
- Implement electronic recording for Government liens by December 2013.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Revenue in the department's Elections Division fluctuates with the election cycle as additional revenue is realized from jurisdictions that consolidate their elections with general elections, and therefore pay for their cost of the election, thus covering a portion of election expenses. General elections are held in even-numbered years. During the odd-numbered years (FY 2013-14 is an odd-numbered year), election revenue declines and the department requires additional General Fund support.

The level of General Fund support for this budget is recommended to increase \$339,555 or 81% compared to the FY 2012-13 Adopted Budget. Because of the cyclical nature of election revenues, an adjustment is made to even out the years. When adjusted for the timing of election cycles, General Fund support is actually decreasing by less than 1% compared to FY 2012-13 adopted levels. Revenues are recommended to decrease \$338,875 or 12% and expenditures are recommended to increase \$680 or less than 1% compared to FY 2012-13 adopted levels.

Overall, revenues are decreasing due to the fluctuation in election related revenue noted above. Decreases to elections revenue are partially offset by a projected \$190,000 increase in recording fee revenue. Recording activity in the current year is up 22%, compared to the same period in FY 2011-12. The recommended level of recording fee revenue is consistent with what the department expects to collect in FY 2012-13.

Expenditures are essentially flat compared to FY 2012-13 adopted levels. Salary and benefits are recommended to increase \$3,588 or less than 1%, and services and supplies are recommended to decrease \$2,908 or less than 1% compared to FY 2012-13 adopted levels. The recommended budget includes a budget augmentation of \$20,000 for the department to purchase software to assist in the management of Conflict of Interest and Campaign Finance filings (outlined below). Use of this software will decrease the amount of staff time required to manage these filings, which will enable the department to allocate additional staff resources to various special projects that can be paid for with the department's restricted revenue. As a result, the addition of funding for the new software has no net impact on the department's level of General Fund support.

To meet the department's reduction target, funding for election poll workers has been reduced, which will reduce the number of poll workers from five to four at each polling place for the June Gubernatorial Primary Election. This reduction is not expected to pose any service level impacts, as participation and turnout for gubernatorial primaries is typically much lower than for other types of elections and four poll workers will be able to effectively manage voter activity at each polling location.

BUDGET AUGMENTATION REQUESTS RECOMMENDED

Unit Amount	Description	Results
Gross: \$20,000, funded with a redirection of staff costs to projects that are reimbursable with Clerk-Recorder restricted revenues. General Fund Support: \$0	Purchase of Conflict of Interest and Campaign Finance filings management software.	<ol style="list-style-type: none"> 1. Reduce staff time associated with managing Conflict of Interest and Campaign Finance filings by 100-380 hours a year and an additional 20-80 hours biennially. 2. Enhance the ability to departmental coordinators to track required filers' completion of forms. 3. Expand public access to forms by making them available online.

GOALS AND PERFORMANCE MEASURES

<p>Department Goal: Create, process, maintain, and/or update records and documents (i.e., Board of Supervisor minutes and records, real property and vital records, voter registration, etc.) in a timely and accurate manner to ensure compliance with local, state, and federal laws.</p> <p>Communitywide Result Link: <input type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community</p>						
<p>1. Performance Measure: Percentage of documents received by mail which are examined and recorded, or returned within two business days.</p>						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
93%	98%	96%	99%	100%	99%	100%
<p>What: This measure tracks the processing time of official records (e.g. deeds, reconveyances) received in the mail.</p> <p>Why: Tracking the time it takes to process official records helps to measure how prompt our customer service is to the public, County departments, State, and Federal agencies, and enables us to ensure we are complying with law that requires recordation within two days of receipt of specific documents which are sent to us by express delivery.</p> <p>How are we doing? Recording levels for FY 2012-13 have increased by almost 4,000 documents in the first four months of the year compared to the same time period in FY 2011-12. Deed recordings increased by 17.5%, Deed of Trust recordings increased 46% and Reconveyance recordings increased by 55%, all of which show an upswing in the housing market. FY 2012-13 is expected to fall just shy of adopted levels because of the staff time needed to conduct the Presidential General Election and occasional staffing shortages. With our focus on additional training for staff, we continue to strive to achieve our goal of 100% in the coming year.</p>						
<p>Department Goal: Provide easy access to all public records and documents to enhance customer service.</p> <p>Communitywide Result Link: <input type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community</p>						
<p>2. Performance Measure: Percentage of requests for vital and official records per month conducted online via the web.</p>						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
4.7%	5.3%	5.4%	3.4%	6%	3%	3.5%
<p>What: This measure tracks the use of Clerk-Recorder services that are available online for a fee.</p> <p>Why: Copy requests via the web require less staff time and measuring the use of online services assists in the assignment of staff within the department, resulting in a more efficient use of staff time. Tracking measurements of the level of use of online vital and official records use also provides indicators of the need to advertise and enhance the availability of certain services online to better serve the public.</p>						

How are we doing? The online purchase of birth and death copies has been restricted in the State since 2003, and in 2010 the restriction was expanded to include copies of marriage licenses. The percentage of online requests for the purchase of vital and official records has been increasing since legislation was passed in 2004 to allow customers to fax a notarized statement for purchase of these records. In April 2011, a new vendor for processing credit card payments was selected for the entire County, which has resulted in a 60% (\$4.51) decrease in the convenience fee paid by the customer. However, the new vendor does not have the ability to allow customers to place orders on the web. This has had an effect on the number of customers who chose to place orders on the internet, as opposed to contacting the office directly. The projected decrease in FY 2012-13 can be attributed to the new credit card payment vendor and the savings that the new system offers for the customer. The customer saves \$4.51 by placing their order directly through the Clerk-Recorder, rather than online. The vendor that is utilized for the web orders continues to make improvements to their service, which will hopefully result in increased numbers of customers utilizing web based record request services. 3% of requests is equivalent to 30 requests per month for vital and official records via the web.

Department Goal: Ensure the integrity of the San Luis Obispo County election process and encourage the participation of all eligible voters in a cost-effective manner.

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

3. Performance Measure: Cost per vote-by-mail ballot.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
\$1.97*	\$2.00*	\$1.77*	\$2.22	\$2.10	\$1.93	\$1.90
\$2.08**	\$1.89**	\$2.06**				

What: This measures the cost to issue each vote-by-mail (VBM) ballot.

Why: Vote-by-mail ballots have traditionally been very labor intensive to administer and process. Currently, approximately 57% (89,905) of San Luis Obispo County voters choose to permanently vote by mail ballot. Tracking the costs to issue vote-by-mail ballots allows the department to plan for the budgetary impacts of these ballots accordingly and contributes to efforts to automate and streamline the process to increase efficiency and keep costs down.

How are we doing? The deployment of technology has had a profound effect on this labor intensive process. Since San Luis Obispo County began implementing technology and introduced efficiencies for the issuance of vote-by-mail ballots, per ballot costs have been reduced from \$4.11 per voter in 1998 to the current \$2.22 or less per voter. The expansion of permanent vote-by-mail status has further assisted in reducing this cost as these voters do not need to apply for a ballot, reducing the staff time to process the request by about one-third. Legislation that streamlined the manual tally of vote-by-mail ballots became effective January 1, 2012, saving approximately 300 hours of staff time per election, which equates to roughly \$0.05 per ballot in savings. The FY 2012-13 results are lower than adopted levels despite the significant increase in VBM requests for the Presidential General Election, during which 99,329 VBM ballots were issued, because the contract for ballot printing and services yielded a \$0.031 per ballot reduction in printing costs, \$0.06 per ballot savings on stuffing and mailing VBM ballots, as well as an overall 2% discount for prepayment, as well as savings from the newly stream-lined manual tally procedures. The "projected" cost above is the actual for FY 2012-13. The lowered FY 2013-14 target reflects the decrease in voter turnout associated with Gubernatorial Primary Elections, as well as the elimination of party specific ballots for non-presidential primary elections.

Some of our comparable counties were able to provide the following information as a comparison. Costs are from prior years as current costs are not available.

Placer County	\$5.41 per ballot	
Santa Barbara County	\$3.88 per ballot	
Napa County	\$2.85 per ballot	
FY 2008-09 Results:	* November 2008 General Presidential Election	** May 2009 Special Statewide Election
FY 2009-10 Results:	* June 8, 2010 Primary Election	** June 22, 2010 Special SD 15 Primary Election
FY 2010-11 Results:	* August 2010 Special SD 15 General Election	** November 2010 General Election
FY 2011-12 Results:	June 2012 Presidential Primary	

4. Performance Measure: Average cost per registered voter in the County.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
\$4.08*	\$3.83*	\$2.21*	\$3.77	\$4.00	\$4.79	\$3.80
\$2.40**	\$2.46**	\$3.49**				

What: This measures the cost of conducting a countywide election per registered voter.

Why: Measuring the cost of conducting countywide elections per registered voter enables the Clerk-Recorder to have a better understanding of the overall costs of conducting an election and to identify means to conduct elections in the most cost effective manner possible.

How are we doing? Even with the increased number of voter registrations and high voter turnout, the department continues to maintain its commitment to providing the best election experience in the most cost effective manner. The costs for the November 2012 Presidential General Election are above the adopted amounts. This increase is because of the increased number of voters who registered for the Presidential General Election, which was higher than anticipated. Voter registration increased by 10,000 voters in the 60 days leading up to the election, not including all the re-registrations of voters who were updating their information. This registration jump led to increased overtime, additional ballots that had to be printed/mailed and increased the costs of processing the voted ballots. The FY 2013-14 Target reflects lowered costs associated with the decreased voter turnout typical during a Gubernatorial Primary Election.

Some of our comparable counties were able to provide the following information as a comparison. These comparisons are from prior years as current figures are not available.

Placer County \$4.99 per registered voter
 Santa Barbara County \$11.00 per registered voter (includes indirect costs)
 Napa County \$2.67 per registered voter
 FY 2008-09 Results: * November 2008 General Presidential Election ** May 2009 Special Statewide Election
 FY 2009-10 Results: * June 8, 2010 Primary Election ** June 22, 2010 Special Senate District 15 Primary Election
 FY 2010-11 Results: * August Special SD 15 General Election ** November 2010 General Election
 FY 2011-12 Results: June 2012 Presidential Primary

5. Performance Measure: Voter Participation Rate.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
83.1% * 39.4% **	40.27% * 47.12% ** 37.87% ***	43.41%* 69%**	48.59%	80%	80%	60%

What: This measures the San Luis Obispo County voter turnout in elections.

Why: Measurements of voter turnout are an indicator of whether people participate in their government and have a stake in their future. The Clerk-Recorder measures voter turnout to target populations and geographical areas where more voter education may be needed and to ensure that we have efficiently assigned staff and resources to assist voters.

How are we doing? Many factors affect voter turnout. Turnout is always highest in a Presidential General Election and lowest in a Gubernatorial Primary Election and in special elections. Voter file maintenance is critical to ensure that election files are current and up-to-date, thereby giving a more accurate picture of the voter turnout. This office is committed to encouraging voter participation and educating the public on deadlines for voter registration and the process to obtain a vote-by-mail ballot for each election. Our commitment to mail voter information pamphlets/vote by mail applications at the earliest possible date, and the posting of information and polling place lookup on the internet, assists our voters in being informed and contributes to the County's high rates of voter turnout. The office has also made an effort to utilize social media, such as Facebook and Twitter, to notify citizens of upcoming deadlines and other voter information. On September 19, 2012, the Secretary of State went live with online voter registrations. From that date to the close of registration for the November General Election on October 22, 2012, San Luis Obispo County received 7,900 online voter registrations. These efforts to encourage voter turnout are reflected in the County's 80% (126,818 ballots cast) voter turnout for the November 2012 Presidential General Election. Voter turnout met adopted figures for FY 2012-13. The target of 60% voter turnout (95,162 ballots cast) for FY 2013-14 is on par with previous Primary Elections.

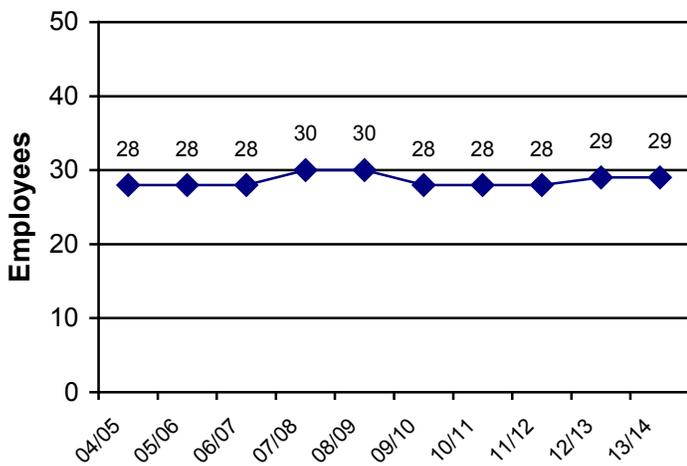
FY 2005-06 Results: * November 2005 Special Statewide Election ** June 2006 Direct Primary Election
 FY 2007-08 Results: * February Presidential Primary Election ** June 2008 Direct Primary Election
 FY 2008-09 Results: * November 2008 General Presidential Election ** May 2009 Special Statewide Election
 FY 2009-10 Results: * November 2009 Uniform District Election /City of Paso Election ** June 2010 Direct Primary Election
 *** June 22, 2010 Special SD 15 Primary Election
 FY 2010-11 Results: * August 2010 Special SD 15 General Election ** November 2010 General Election
 FY 2011-12 Results: June 2012 Presidential Primary

MISSION STATEMENT

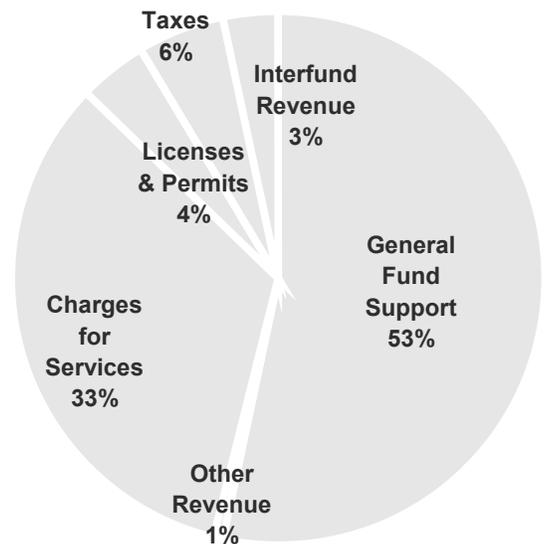
The Treasurer, Tax Collector, Public Administrator's staff is committed to providing quality service to the community, including the efficient collection and prudent management of public funds needed for public services.

<u>Financial Summary</u>	<u>2012-13 Budget</u>	<u>2012-13 Projected</u>	<u>2013-14 Requested</u>	<u>2013-14 Recommended</u>	<u>Change From 2012-13</u>
Taxes	\$ 165,100	\$ 162,100	\$ 181,520	\$ 181,520	\$ 16,420
Licenses and Permits	134,359	135,403	134,812	134,812	453
Charges for Current Services	1,062,351	1,012,838	1,053,180	1,053,180	(9,171)
Other Revenues	19,408	16,529	15,744	15,744	(3,664)
Other Financing Sources	124,397	0	0	0	(124,397)
Interfund	0	78,289	107,191	107,191	107,191
**Total Revenue	\$ 1,505,615	\$ 1,405,159	\$ 1,492,447	\$ 1,492,447	\$ (13,168)
Salary and Benefits	2,809,821	2,538,084	2,814,187	2,836,510	26,689
Services and Supplies	299,780	299,438	310,777	310,777	10,997
Other Charges	27,393	27,393	26,654	26,654	(739)
**Gross Expenditures	\$ 3,136,994	\$ 2,864,915	\$ 3,151,618	\$ 3,173,941	\$ 36,947
Less Intrafund Transfers	0	899	0	0	0
**Net Expenditures	\$ 3,136,994	\$ 2,864,016	\$ 3,151,618	\$ 3,173,941	\$ 36,947
General Fund Support (G.F.S.)	<u>\$ 1,631,379</u>	<u>\$ 1,458,857</u>	<u>\$ 1,659,171</u>	<u>\$ 1,681,494</u>	<u>\$ 50,115</u>

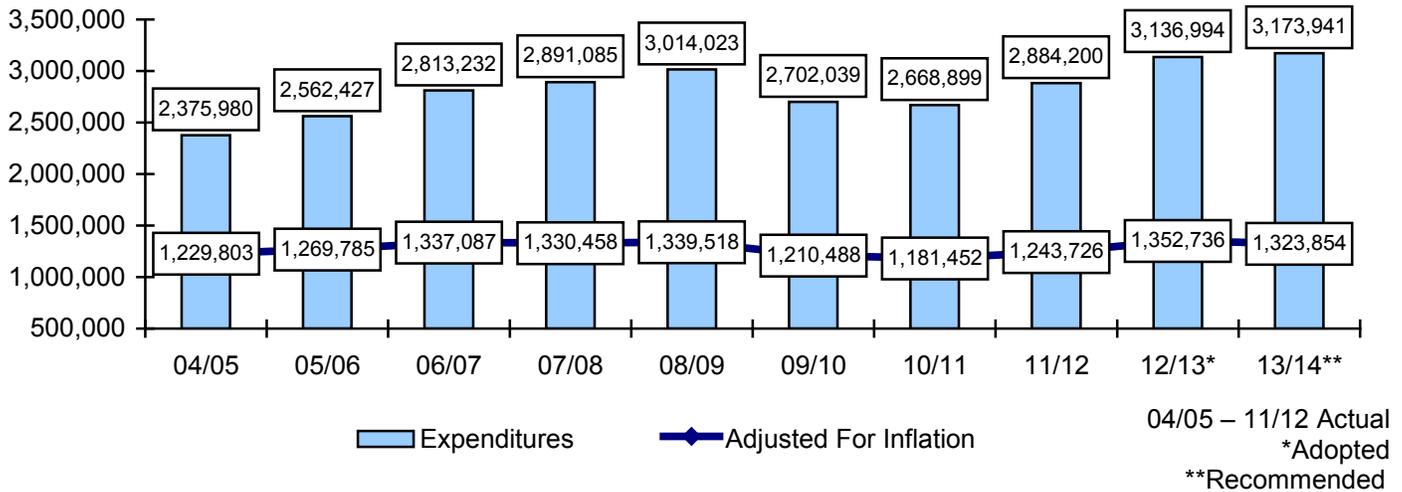
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

The Treasurer/Tax Collector/Public Administrator has a total expenditure level of \$3,173,941 and a total staffing level of 29.00 FTE to provide the following services:

Local Mandated Collections

Administer the issuance of business licenses for all unincorporated areas of the County and collect and account for business license regulatory fees, Transient Occupancy Taxes (hotel bed taxes), the tobacco license fee, and the San Luis Obispo County Tourism Business Improvement District assessment.

Total Expenditures: \$247,269 Total Staffing (FTE): 2.27

Public Administrator

Administer the estates of deceased County residents when there is no one willing or qualified to act as executor or administrator of the estate, to ensure compliance with legal mandates. Services include coordinating property sale or other disposition; researching and notifying beneficiaries; processing court documentation, income tax returns and wills; and ensuring payments to creditors.

Total Expenditures: \$155,080 Total Staffing (FTE): 1.36

Secured Collections

Manage the billing, collection, and accounting of taxes secured by real property, i.e., residential and commercial land and buildings. Collect delinquent property taxes and coordinate the sale of tax-defaulted property through sealed bid sales, "Chapter 8" agreement sales, and public auctions.

Total Expenditures: \$1,152,296 Total Staffing (FTE): 10.05

Supplemental Collections

Manage the billing, collection, and accounting of Supplemental Property Taxes (secured or unsecured) when the property value is reassessed due to a change in ownership or the completion of construction on real property.

Total Expenditures: \$377,632 Total Staffing (FTE): 4.04

Treasury

Provide banking services including receiving, depositing, investing, and controlling all monies belonging to the County, school districts, and special districts for which the County Treasurer is the ex-officio treasurer. Support the County, school districts, and special districts in the process of debt issuance.

Total Expenditures: \$887,614 Total Staffing (FTE): 7.64

Unsecured Collections

Manage the billing, collection, and accounting of taxes on unsecured property, i.e., business fixtures and equipment, racehorses, airplanes, and boats. Administer a collection program for delinquent unsecured property taxes.

Total Expenditures: \$354,050 Total Staffing (FTE): 3.64

DEPARTMENT COMMENTS

The combined office of the Treasurer, Tax Collector, Public Administrator has three diverse functions with a common goal of providing cost effective, quality service to the community.

The department continually explores effective and efficient ways to enhance its services to the public, as evidenced in its accomplishments over the years. As part of its "Go Green" efforts, the department is the first in the State to offer e-Billing for tax bills, which provides taxpayers with a convenient option to receive tax bills electronically. The department was awarded the 2011 Merit Award from the California State Association of Counties annual Challenge Awards for the "Taxes on the Web" program, which gives the public the ability to access tax information electronically, pay taxes online, and receive electronic tax bills and email reminders, as well as other tools to manage multiple properties. These efforts not only enhance services to the public, but also reduce costs.

As the department prepares to move into FY 2013-14, it continues to modernize systems and services for customers, allowing more online access to services and the ability to make online payments, and to be more efficient in order to provide quality service to the public with fewer resources. The department will be upgrading and rewriting the internal version of the "Taxes on the Web" program to increase efficiencies and information available to staff to assist customers. The upgrading of the "Taxes on the Web" program will also ensure it will interact with the rehosted mainframe tax system once that project is completed. In addition, the department will be working towards improvement projects to the tax system that will become possible once the rehosting project is completed.

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

FY 2012-13 Accomplishments

- Completed promotion and outreach about the new Business License, Transient Occupancy Tax, and the Tourism Business Improvement District program installed last year to license holders. This included a newsletter issued to the license holders noting the new capabilities, including online information and payments.
- Reallocated Treasury investments to improve interest earnings by \$528,000, while reducing risk and average investment duration, and increasing liquid funds by \$60 million.
- Implemented electronic processing of payments

FY 2013-14 Objectives

- Continue to partner with the Information Technology Department, the Auditor-Controller, and the Assessor to convert the County's Property Tax System from a mainframe computer system to a modern database environment within the next two years. The department will concurrently re-write the "Taxes on the Web" program to take advantage of the improved database to enable better information and online services available to the public.
- Continue to further develop efficiencies through electronic document management technologies, and reduce space needed for paper storage. In FY 2013-14, the department expects to create over 27,000

**Treasurer, Tax Collector, Public Administrator
Fiscal Year 2013-14 Proposed Budget**

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made by home banking services, thereby reducing average batch processing time from 60 minutes to 15 minutes or less.

new scanned electronic document files which otherwise would have been maintained in paper

form.

- Created over 25,000 scanned electronic document files that replaced paper files, reducing paper storage and improving access to the information to assist customers.
- Promoted “Go Green” paperless billing programs and the ability to make e-check payments without additional fees, which is expected to increase the total number of tax payments paid electronically by over 14,000 transactions by the end of the year.
- Because of the above initiatives, the department expects to utilize 1,000 fewer temporary hours than budgeted to process tax payments during peak periods.
- Continue to increase electronic payments and processing, by using billing inserts, press releases, and general taxpayer correspondence to further market “Go Green” e-Billing and paperless billing programs, and to promote use of e-check payments without additional fees to pay property taxes online. This furthers the department’s mission of providing quality service while reducing costs. In FY 2013-14, the department endeavors to process over 80,000 payments electronically.
- Invest in local agency debt when the net result is a benefit to both the County and the local agency, the County's objectives of safety, liquidity, and yield are met, and the investment is allowed by the County Investment Policy.

COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

The level of General Fund support for this budget is recommended to increase \$50,115 or 3% compared to the FY 2012-13 adopted level. Revenues are recommended to decrease \$13,168 or less than 1% and total expenditures are recommended to increase \$36,947 or 1%.

Revenues are recommended to decrease due largely to a \$38,362 decrease in Administrative Services Fee revenue which is calculated based on the department’s cost for administering the Treasury funds. This revenue is decreasing due to a minor reorganization of staff who administer Treasury funds. The decrease in Administrative Service Fee revenue is partially offset by increases to delinquent cost reimbursement due to fees that were increased in FY 2012-13, and a projected increase in estate fee revenue due to an existing case that is expected to be settled in FY 2013-14.

Salary and benefits are recommended to increase \$26,689 or less than 1% due to regular pay step increases.

Services and supplies are recommended to increase \$10,997 or 3%, due largely to an increase in printing costs associated with the transition away from Reprographics, as well as an expected increase in the number of property tax bill inserts printed to advertise use of the department’s electronic tax management and billing programs.

GOALS AND PERFORMANCE MEASURES

Department Goal: Provide helpful, courteous, responsive service to County departments and the public while accommodating all reasonable requests.						
Communitywide Result Link: <input type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community						
1. Performance Measure: Percentage of customer satisfaction surveys which rate department performance as “excellent” or “good.”						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
98%	98%	100%	100%	100%	100%	100%
What: This measure tracks the satisfaction survey results collected from customers who are served in person, through the mail, or over the Internet.						

Why: Customer satisfaction levels are measured and tracked to identify areas in which the department can improve its level of service to the public.

How are we doing? In FY 2011-12, the department received 75 completed customer satisfaction surveys from the public service counter. All 75 survey responses or 100% rated the service as “good” or “excellent”. The department continues to fine-tune the services provided to the public by enhancing the Tax Collector’s website and the Taxes on the Web system to increase the percentage of department services available 24/7. The property tax management system allows taxpayers the ability to manage all of their assessments in one transaction, and to “go green” by using the e-Billing solution. Staff continually cross-train to enhance their knowledge and skills, which increases the level of service available to the public. The projected result for FY 2012-13 remains 100% of customer satisfaction surveys to indicate that the department’s performance is “good” or “excellent”.

Department Goal: Manage County funds on deposit in the County Treasury to meet three goals, in order of priority: 1) ensure the safety of principal, 2) provide liquidity to meet the funding needs of participants, and 3) earn an appropriate and competitive yield.

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

2. Performance Measure: Percentage of time in which the net yield of San Luis Obispo County Treasury investments falls within 0.5% of the yield earned by the State of California Local Agency Investment Fund (LAIF).

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
83%	100%	100%	100%	100%	100%	100%

What: The investment yield (return on investments minus all administrative and banking costs) of the County Treasury Pool is compared to the yield of the State of California investment fund, LAIF. The LAIF is utilized as a standard benchmark for investment yield by most California counties as an indicator that investment portfolios are following the market. The LAIF has a fund balance of over \$60 billion, or about 100 times the size of the County Treasury investment pool. Further, the LAIF is a pure investment fund, where the County Treasury’s investment pool must also act as an operating fund, covering the daily operating liquidity needs of participating County departments and agencies. This performance measure is based on achieving a relative net yield within 0.5% of the LAIF.

Why: Net investment yield is the third priority for the County Treasury investment pool, after safety and liquidity. Achieving this standard means the County is effectively maximizing its income from investments.

How are we doing? The County Treasury net yield was within the targeted variance of 0.5% compared to the LAIF net yield in FY 2011-12. The County Treasury continues to explore ways to reduce costs and aggressively searches for options to obtain better yields without jeopardizing safety and liquidity.

3. Performance Measure: Maintain an “AAA/V1” credit rating by Fitch Ratings for the Treasury Combined Pool Investments.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
“AAA/V1+”	“AAA/V1”	“AAA/V1”	“AAA/V1”	“AAA/V1”	“AAA/V1”	“AAA/V1”

What: This measure tracks the County Treasury’s success in meeting its “Safety” and Liquidity” goals for the Treasury investment pool. Fitch Ratings, Inc. (“Fitch”) is a nationally recognized statistical rating organization that provides an independent evaluation of the investment pool, and its ability to protect the principal and provide liquidity, even in the face of adverse interest rate environments. The target is to achieve the highest available rating.

Why: Credit ratings are an objective measure of the County’s ability to pay its financial obligations as well as meet safety and liquidity goals for the County Treasury investment pool.

How are we doing? Fitch has assigned their highest rating to the County Pool since FY 1994-95. The investment pool’s “AAA” rating “reflects the fund’s vulnerability to losses as a result of defaults based on the actual and prospective average credit quality of the fund’s invested portfolio.” The pool’s “V1” volatility rating “reflects low market risk and a capacity to return stable principal value to meet anticipated cash flow requirements, even in adverse interest rate environments.” Effective February 10, 2010, Fitch eliminated the V1+ rating from its Fund Volatility Rating scale and revised its highest rating to V1. On March 18, 2010, the County Pool’s volatility rating was revised to “V1,” to reflect the new highest rating. On March 17, 2011 and again on March 14, 2012 Fitch confirmed the County Pool’s “AAA/V1” rating.

<p>Department Goal: Ensure public funds on deposit in the County Treasury are properly managed, safeguarded and controlled, and that accounting is proper and accurate.</p> <p>Communitywide Result Link: <input type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input checked="" type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community</p>						
<p>4. Performance Measure: Percentage of time that “no findings” is the result of the internal quarterly cash procedures audit by the County Auditor-Controller’s Office, the annual County Treasury audit by outside auditors, and the annual audit ordered by the County Treasury Oversight Committee.</p>						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
100%	100%	100%	100%	100%	100%	100%
<p>What: The County Treasury is audited in several ways throughout the year to ensure accurate and proper accounting, and that proper procedures and internal controls are in place and being followed. Each quarter, the County Auditor-Controller’s Office conducts an unannounced cash procedures audit of the County Treasury. Annually, an outside firm contracted by the County, currently Gallina, LLP, conducts an audit of the County’s financial records, including the County Treasury. Also annually, the County Treasury Oversight Committee (CTOC) causes an audit to be conducted of the County Treasury’s compliance with the approved Investment Policy. The CTOC is comprised of the County Auditor-Controller, a representative from the Board of Supervisors, a qualified member of the public with expertise in finance, and representatives of the schools which have monies deposited in the County Treasury. The CTOC also monitors the County Treasury investment pool’s reporting throughout the year. These audits protect the public by ensuring that public funds are properly managed, safeguarded and controlled, and that accounting is proper and accurate. This measure tracks the results of these audits.</p> <p>Why: Internal and external audits certify that public funds on deposit in the County Treasury are properly managed, safeguarded and controlled, and that accounting is proper and accurate.</p> <p>How are we doing? The above audits have consistently resulted in no negative findings or recommendations. All of the audits from FY 2011-12 resulted in no negative findings or recommendations.</p>						
<p>Department Goal: Process tax payments promptly and accurately to provide timely availability of funds to the government agencies for which taxes are collected.</p> <p>Communitywide Result Link: <input type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input checked="" type="checkbox"/> Prosperous <input type="checkbox"/> Well-Governed Community</p>						
<p>5. Performance Measure: Percentage of annual current secured property taxes owed that is not collected.</p>						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
3.9%	3.5%	3.2%	2.2%	3.1%	2.2%	2.0%
<p>What: This measures the percentage of current secured property taxes that are owed but not collected.</p> <p>Why: This measure demonstrates the County’s compliance with legal mandates that require the collection of property taxes.</p> <p>How are we doing? In FY 2011-12, San Luis Obispo County had an uncollected current secured tax charge percentage of 2.2%, or \$8,642,948.86, which represents a decrease of 1% from FY 2010-11 levels. The State average for FY 2011-12 (the last year for which statistics are currently available) was 2.0%. The decrease in the amount of delinquencies can be attributed to both improving economic conditions and the department’s continuing efforts to notify taxpayers of their tax status through a comprehensive Tax Status Letter, which was mailed in the fall and in the spring of FY 2011-12.</p>						
<p>Department Goal: Implement cost justified, proven technologies to improve automated processing and reporting systems to provide current, accessible, and accurate information for the public. This goal, and its associated performance measure, is being replaced with the goal and measure below for FY 2013-14.</p> <p>Communitywide Result Link: <input type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community</p>						
<p>6. Performance Measure: Percentage of the customer service program that has been implemented which enables the public to review and transact business on-line. This measure is being deleted in FY 2013-14.</p>						
08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
80%	84%	80%	85%	90%	100%	Deleted
<p>What: The Treasurer, Tax Collector, Public Administrator website is being modified to allow for electronic commerce with the community. The department’s Customer Service Program (CSP) is implemented in modules with the major portions of the program already in operation to benefit customers, such as Taxes on the Web (TOW) and the Property Tax Management System (PTMS). Over the course of the project, the program has expanded as additional customer needs are identified. This measure tracks the percentage of the implemented online services that will enable the public to review and transact business online.</p> <p>Why: The ability to transact business on-line 24/7 is an important tool to improve the quality of service to the community. This measure reflects the Treasurer Office’s progress in implementing online services to better serve the community.</p>						

How are we doing? The customer web interface for business license and transient occupancy tax payments was completed in the second quarter of FY 2011-12. In FY 2012-13, the focus has been placed on completing the phone call logging system to more accurately record and track tax issues and tax information provided on individual property assessments as well as updating the Taxes on the Web program to provide more information in a faster and more efficient manner. Because all the key components which allow the public to research taxes and transact online are substantially completed, this performance measure is being deleted in FY 2013-14. It is being replaced by a new one below to measure the percentage of tax payments that are made electronically.

Department Goal: Continually enhance, improve, and increase usage of online systems, which provide 24/7 access to tax information, options for electronic tax payments and paperless billing, thereby improving service and providing more environmentally friendly processing.

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

7. Performance Measure: Percentage of tax payments made electronically.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
New	New	New	New	New	25.0%	27.5%

What: The Treasurer, Tax Collector, Public Administrator website provides extensive information, and allows for electronic commerce with the community. Recently, fees for electronic checks have been eliminated and fees for credit cards have been reduced.

Why: Electronic payments are more environmentally friendly, saving taxpayers and the department paper, ink, and mail transportation, as well as processing costs. For this reason, the Department intends to continue to improve systems and encourage use of electronic payments over time. The ability to locate information and transact business on-line 24/7 is an important tool to improve the quality of service to the community. This measure reflects progress in usage of online services to better serve the community.

How are we doing? The public has continually requested online services, and usage of such services and electronic payments has been increasing. The department continues to encourage paperless bills, electronic payments by both companies and individuals, and strives to make such payments easier. Last year, fees for e-checks were eliminated, and fees for credit card use were reduced. Through press releases, billing inserts, and individual taxpayer communications as they occur, the department is making taxpayers aware of the services available and the options for electronic payments.

Department Goal: Expediently investigate and administer the estates of deceased County residents when there is no executor or administrator to protect estate assets in the best interests of the beneficiaries, creditors, and the County.

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

8. Performance Measure: Percentage of referrals to the Public Administrator that are completed with an initial investigation report, burial arrangements, and any required initial legal filing within 15 business days.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Projected	13-14 Target
100%	100%	80%	100%	100%	100%	100%

What: Measures the processing time for cases referred to the Public Administrator when no one is willing or able to take on a decedent's estate administration.

Why: This measure demonstrates the County's compliance with legal requirements and the expediency with which the County protects estate assets.

How are we doing? All cases referred to the Public Administrator are investigated and a decision to accept or decline the case is made within 15 business days. Each estate investigation begins immediately upon notification. The procedure involves extensive asset investigations, family location processes, and burial arrangements. In FY 2011-12, 32 estate referrals were investigated. In 19 of those estate investigations, either an heir or other responsible person was located to administer the estate, or it was determined that there were no estate assets to administer. The remaining 13 estates were accepted for administration by the Public Administrator pursuant to California Probate Code. In FY 2011-12, all of these 32 estate referrals were investigated and determined within 15 business days. It remains the goal of the Public Administrator to promptly investigate and determine estate administrations within 15 business days.