



COUNTY OF SAN LUIS OBISPO

FISCAL YEAR 2014-15 FINAL BUDGET

Prepared by the
County Administrative Office

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The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the County of San Luis Obispo, California for its annual budget for the fiscal year beginning July 1, 2013. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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

County Officers

Board of Supervisors

First District.....	Frank Mecham
Second District	Bruce Gibson
Third District	Adam Hill
Fourth District	Caren Ray
Fifth District.....	Debbie Arnold

Department Heads

Agricultural Commissioner/Sealer of Weights & Measures.....	Marty Settevendemie
Auditor-Controller/Treasurer/Tax Collector/Public Administrator	James P. Erb
Chief Probation Officer	Jim Salio
Child Support Services Director.....	Phil Lowe
Clerk-Recorder	Julie Rodewald
County Administrative Officer	Dan Buckshi
County Assessor	Tom Bordonaro
County Counsel	Rita L. Neal
County Fire	Robert Lewin
District Attorney	Gerry Shea
Farm Advisor	Mary Bianchi
General Services Agency Director.....	Janette Pell
Health Agency Director.....	Jeff Hamm
Human Resources Director	Tami Douglas-Schatz
Library Director	Chris Barnickel
Planning and Building Director	James Bergman
Public Works Director	Vacant
Sheriff-Coroner	Ian Parkinson
Social Services Director.....	Lee Collins
Veterans Service Officer.....	Dana Cummings



Vision Statement and Communitywide Results

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

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

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

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

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

County Organizational Values

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

Integrity

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

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

Collaboration

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

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

Professionalism

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

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

Accountability

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

We are responsible managers of available fiscal and natural resources.

Responsiveness

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

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

Budget Message

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

County of San Luis Obispo

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



DAN BUCKSHI
COUNTY ADMINISTRATOR

October 1, 2014

Honorable Board,

During June 9-11, 2014, the Board held a public hearing to discuss the County's proposed spending plan for Fiscal Year 2014-15. The Board adopted the Proposed Budget on June 17, 2014 and subsequently made adjustments to fund balances available, reserves, designations, and contingencies (based upon the year-end balances) on September 9, 2014 (agenda item #5 from the Auditor-Controller's Office).

The Fiscal Year 2014-15 Final Budget (General Fund and all other funds) authorizes a spending level of \$545,622,165. The General Fund is budgeted at \$439,810,183.

The May 13, 2014 budget message provides an overview of the key components of the County's proposed spending plan. The following is a summary of the changes made to the Proposed Budget during and after the June budget hearings.

Changes to the Proposed Budget:

The following changes were made via the supplemental budget document. Note that a copy of the supplemental budget document is available at:

<http://www.slocounty.ca.gov/Assets/AD/Budget/2014-15+Supplemental+Budget.pdf>

- Sheriff-Coroner: Add 3.0 Full-Time Equivalent (FTE) Sheriff's Dispatcher positions to provide dispatch services under contract to the City of Arroyo Grande.
- Probation Department:
 - Add 1.0 Limited Term FTE Deputy Probation Officer position to work in a new program to bring additional services to families with students enrolled in court and community schools, as well as students in district schools countywide.
 - Reallocate proposed equipment expenditures to fixed assets to replace the Probation department's vehicle for the Deputy Probation Officers assigned to the Narcotics Task Force (NTF) and amend the fixed asset list in FC 407 - Fleet Services to add this vehicle.
- Agricultural Commissioner: Add 1.0 FTE Accounting Technician position and delete 1.0 FTE Administrative Assistant III position as part of the department's succession plan to address upcoming retirements. This action decreases salary and benefit accounts by \$1,776.

- Planning and Building: Add 2.0 Limited Term Planner I-III positions, add funding for service and supplies associated with the emPower Energy Efficiency grant, and offset salary and service and supply costs with grant funds.
- Health Agency –
 - Public Health: Delete a vacant 1.0 FTE Public Health Nurse and add a 1.0 FTE Program Manager I/II to implement the County's Maternal Child and Adolescent Health (MCAH) Program.
 - Behavioral Health: Purchase two new vehicles and add these to the Fixed Asset List for FC 407 - Fleet Services, and to add expenses for the purchase of two laptops and startup costs for the expansion of Mobile Crisis services, funded with Mental Health Services Act (MHSA) revenue. The \$87,445 increase in expenses will be funded with MHSA revenue.
 - Law Enforcement Medical Care: Add 0.50 FTE Correctional Nurse Supervisor and add 1.0 FTE Administrative Services Officer I-II for the Jail medical unit. The total cost of this action was \$117,181 of which a portion, \$35,271, will be offset by AB 109 revenue. The remaining, \$81,910, will be offset by an increased General Fund support.
- Social Services: Delete 2.0 FTE Employment Resource Specialist III positions and add 2.0 FTE Employment Resource Specialist IV positions as the result of the County's reclassification process. No change to salary and benefit accounts were made as the impact was minimal.
- Fleet Services: Amend the Fixed Asset List for Fleet Services by adding a total of nine vehicles: three for the Health Agency-Behavioral Health and six for the Department of Social Services. The funding for these vehicles was included as part of both departments recommended budget; however, the vehicles were inadvertently not included on Fleet Services' recommended Fixed Asset List.

The following changes to the Proposed Budget were made by your Board during the budget hearings (changes other than the supplemental budget):

- The following changes were made to Contributions to Other Agencies (Fund Center 106). Note that these changes were funded by previously unallocated appropriations (\$20,000) and General Fund Contingencies (\$45,000):
 - Increased the allocation to SLO Noor Foundation by \$50,000.
 - Increased the allocation to YMCA by \$2,500.
 - Increased the allocation to Children's Resource Network of the Central Coast by \$7,500.
 - Increased the allocation to Senior Nutrition Program by \$5,000.

Position Allocation Changes

The total number of positions approved during budget hearings was 2,554.75, which is a net 106.5 more than the FY 2013-14 Approved Budget. The majority of the new positions were added to support various activities related to the implementation of the Affordable Care Act (ACA).

Changes Made after Budget Hearings

Once the fiscal year ended on June 30, 2014, the Auditor's Office began the "year-end" closing process, which includes the calculation of the actual Fund Balance (compared to what was projected as part of the budget preparation process). On September 9, 2014 (agenda item #5), the Board approved an agenda item from the Auditor-Controller, which adopted the final appropriations, reserves, designations, and contingencies. Actual Fund Balance Available (FBA) for all funds was \$ 12,994,593

million higher than in the Proposed Budget. The General Fund FBA was \$8.2 million higher than the \$28.7 million used in calculating the FY 2014-15 proposed General Fund budget. As part of the Board's approval of the Auditor-Controller's Final Budget recommendations, the additional FBA was recommended to be allocated as follows:

- \$400,000 to General Fund contingencies;
- \$1,250,000 to Tax Reduction Reserve Fund designation;
- \$1,500,000 to the Pension Obligation Bond (POB) repayment designation to help pay down pension debt;
- \$350,000 to the Pension Obligation Debt Service Fund;
- \$250,000 to Organizational Development – Countywide Training designation;
- \$3,152,367 to General Government Building Replacement – Building Replacement designation.

The allocation of the additional FBA is intended to be one-time and not a commitment to ongoing, additional allocations due to the one-time nature of FBA. The spreadsheet immediately following this page summarizes the year-end Fund Balances Available.

Sincerely,



Dan Buckshi
County Administrative Officer

COUNTY OF SAN LUIS OBISPO
June 30, 2014
Proposed versus Actual Fund Balance Available

COUNTY FUNDS	Fund #	Estimated Fund Balance Unreserved/ Undesignated June 20, 2014	Actual Fund Balance Unreserved/ Undesignated June 30, 2014	Difference Over (Under)	Appropriation to Contingencies	Designation	General Reserve	Revenue Adjustment Inc/(Decr)	Object Level Appropriation Adjustment
General Fund	10000	28,700,000	36,852,367	8,152,367	400,000	1,500,000			6,252,367
Capital Projects	11000	0	59,786	59,786					59,786
Road Fund	12000	0	3,249,984	3,249,984		3,249,984			
Community Development	12005	0	44,840	44,840	44,840				
Parks	12015	0	1,156,762	1,156,762	200,000	506,762			450,000
Co-Wide Automation Repl	12020	0	449,425	449,425		449,425			
Road Impact Fees	12035	0	0	0					
Wildlife & Grazing	12040	0	2,307	2,307			2,307		
Driving Under Influence	12045	93,453	72,534	(20,919)		(20,919)			
Library	12050	794,841	995,941	201,100	76,819	124,281			
Fish & Game	12055	0	15,768	15,768			15,768		
Organization Development	12060	212,151	95,154	(116,997)		(116,997)			
COP Loans DSF	12080		10	10		10			
Pension Obligation Bonds	18010	0	(199,840)	(199,840)		(199,840)			

TOTAL		<u>29,800,445</u>	<u>42,795,038</u>	<u>12,994,593</u>	<u>721,659</u>	<u>5,492,706</u>	<u>18,075</u>	<u>0</u>	<u>6,762,153</u>
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County of San Luis Obispo

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



DAN BUCKSHI
COUNTY ADMINISTRATOR

May 13, 2014

Honorable Board of Supervisors,

The Fiscal Year (FY) 2014-15 Proposed County budget is submitted for your review and consideration. Your Board will review the budget in detail at public budget hearings, scheduled for June 9-11, 2014, during which time you may add, delete, or modify the proposal as you deem appropriate.

Introduction

This budget, as proposed by staff to your Board, is an effort to allocate resources in an effective and efficient manner in order to achieve the County's vision of a Safe, Healthy, Livable, Prosperous, and Well-Governed Community. This budget proposal complies with all aspects of the State Budget Act (Government Code 29000 – 29144), Board adopted Budget Goals and Policies, Budget Balancing Strategies and Approaches, and the Board's priorities. All of these guiding principles and strategies were utilized in an attempt to strike a balance between sound fiscal management and the continued provision of programs and services to the public.

This budget represents the final year of a seven year financial plan, commonly referred to as the Seven Year Pain Plan, designed to navigate through the largest financial downturn in decades. The intent of the plan is to incrementally and methodically close the structural budget gap over a seven year period while simultaneously maintaining high levels of service to the public. As per plan, the structural gap has dissipated as envisioned. During the Seven Year Pain Plan, a series of short and long term approaches were used to close budget gaps ranging from a high of \$30 million in FY 2009-10 and a low of \$2 million in FY 2012-13.

Moving into FY 2014-15, the County is projecting a budget surplus of approximately \$5.8 million. Numerous signs, including increases in home prices, building permits, sales tax, property tax revenues, and Transient Occupancy Taxes (TOT), are reflective of an improving economy. The small surplus allowed staff to recommend a budget that begins to restore, and in some cases, increase service levels to support the vision, mission, and community wide results.

While the County continues to improve financially, there are two other significant considerations influencing decisions regarding the proposed budget.

FY 2014-15 represents the first year of the implementation of the Affordable Care Act. The Patient Protection and Affordable Care Act (ACA) represents the most significant regulatory overhaul of the U.S. healthcare system since the passage of Medicare and Medicaid in 1965.

California is facing a severe drought. The current year is one of the driest years in recorded state history. The lack of rain has caused record low rivers and reservoirs, and a snowpack measuring 20 percent of normal levels. Joint efforts between the County and its residents will be critical as we continue to take steps to manage the effects of the drought. The County is taking several actions to reduce water usage in County-owned facilities, at County Parks and Golf Courses, at the Airport, in new construction and lease agreements, and with fleet vehicles.

A few of the notable recommendations in this proposed budget include:

- Partial restoration of contingencies from 4% to 4.5%, the historical target is 5%.
- Restored or increased staffing for 38 new Full-Time Equivalent (FTE) positions. Of the 38 FTEs, 27 positions, primarily at the Health Agency and Department of Social Services, are included to support the implementation of the ACA. In addition to the 38 new FTEs, a total of 61 FTEs were added during FY 2013-14, bringing the total increase in staffing to 99 FTEs since the FY 2013-14 budget was adopted.
- Increases to Roads funding from the General Fund in the amounts of \$2 million in one-time additions and \$583,100 (a 10% increase) in an on-going fashion.
- Continued support for 2011 Public Safety Realignment (AB 109), whereby responsibility for oversight of some prisoners and parolees transferred from the State to counties.
- One-time additions to the “rainy day” tax reduction reserve designation (\$3.3 million) and building replacement reserve (\$2.7 million).

To implement the above, and other proposed recommendations, the proposed budget includes significant cost and staff increases when compared to the cuts that have occurred in recent fiscal years. The proposed budget attempts to strike a strategic balance between various spending priorities while simultaneously remaining “sustainable” in the long term.

Significant Factors Affecting the FY 2014-15 Budget

State Budget

Improvements in the State of California’s fiscal situation that began in late 2011 are projected to continue into FY 2014-15 and beyond. Year-over-year funding gaps between spending and revenues have been erased for the foreseeable future and billions of dollars in budgetary debt accumulated in prior years began to be reduced in FY 2013-14. However, challenges remain as the State attempts to achieve and maintain fiscal balance. Reliance on temporary voter approved tax increases and volatile capital gains increases through the stock market improvements cannot be relied upon as long-term sources of revenue.

By making targeted expenditures, the State’s FY 2014-15 budget attempts to build on prior investments in K-12 education, higher education, and health and human services. The State’s budget also proposes to take further steps to reduce global warming with targeted investments of Cap and Trade auction proceeds, and make strides towards a sustainable water policy.

Despite recent improvements in the State’s overall budget situation, there remain a number of significant risks that threaten the State’s fiscal stability, including significant budgetary debt and

hundreds of billions of dollars in longer term liabilities. These latter liabilities total nearly \$355 billion and include \$218 billion in unfunded retirement liabilities, \$65 billion in deferred maintenance, and \$25 billion owed to local governments, public schools, and special funds whose funds were used to help balance budgets in prior years. Combined, these liabilities will constrain the State's finances for the foreseeable future.

On a more positive note, as the release of the Governor's May Revision to his initial budget proposal nears, the State's revenues continue to surpass expectations – coming in at over \$1 billion beyond the Governor's January 2014 projections. If this trend holds, the surplus could be as high as \$7 billion.

Local Issues

The County has continued to show strength in its labor markets through the end of 2013. The growth in employment has significantly driven down the unemployment rate within the County to an impressive 5.7%, compared to an unemployment rate of 7.4% a year ago. The County of has the fifth lowest unemployment rate in the State on a non-seasonally adjusted basis and is also well below the national average of 6.3%. The implementation of Tier 3 retirements for new employees based on the Public Employee Pension Reform Act (PEPRA) of 2013 is beginning to be felt by the County. Future fiscal liabilities for the County are progressively being reduced as new employees enter into the system as Tier 3 employees. PEPRA legislation reduces the retirement benefits below that of existing employees and increases the cost sharing for employees who begin employment after January 2013.

With a large agricultural and farming base, San Luis Obispo County has been severely impacted by the statewide drought, losing 200 jobs from December 2012 to December 2013. The job loss resulted in a negative growth rate of 3.4%. The State of California is currently experiencing the one of the worst droughts in its 163-year history, as the lack of rainfall has nearly depleted water reserves throughout the State. Four well-known local reservoirs were at extremely low levels through the first quarter of 2014 with Lake Lopez at 56%, Lake San Antonio at 5%, Santa Margarita Lake at 39%, and Lake Nacimiento at 21% of capacity. Given the interconnected nature of the agricultural, tourism, and retail components of the economy, the drought could have more far-reaching consequences for the local economy if the drought persists.

Excluding year-over-year impacts from the two large solar developments in the Carrizo Plain, local sales tax figures in the unincorporated areas of the County are projected to increase by \$1.6 million or nearly 30%. Even after factoring in the effects of the financial downturn, over the five-year period from 2008 to 2013, taxable sales grew by 17% in the City of San Luis Obispo, followed by Paso Robles and Atascadero, who both saw their taxable sales rise by 10.4% over the same time period. The growth in taxable sales in both Paso Robles and Atascadero, which are both located within close proximity to the majority of wineries in the region, lend credence to the growing tourism sector in that part of the region. Growing winery tourism, coupled with historical coastal tourism, have driven FY 2014-15 revenue projections for Transient Occupancy Tax up by \$1.1 million or 17% over FY 2013-14 projections.

Summary of FY 2014-15 Proposed Budget

The proposed budget is structurally sound. Projected operational revenues are used to fund expenses. As noted, contingencies are recommended to be increased to 4.5%. Finally, recommended budget levels are expected to keep service levels at or above the current year.

- The proposed FY 2014-15 budget for Total Government Funds is approximately \$525 million, which represents a \$20 million increase over the current year’s adopted budget (reference the following chart for more detail). The primary drivers for the increase are the implementation of the ACA, increases to reserves and designations, and one-time expenditures based on a larger than originally forecast Fund Balance Available in FY 2013-14.
- The proposed General Fund budget is approximately \$431 million, which is a \$16 million increase compared to the current year’s adopted budget. The increase has the same basic drivers as is seen in the Total Government Funds budget.

Detailed information about budget changes can be found in the narrative information provided for each fund center (please refer to the index for a listing of all fund centers). The detailed information for each fund center includes a Department narrative as well as a County Administrative Office (CAO) narrative. The former provides an overview of key issues facing each department and the latter provides context to the numbers. The approach in the CAO narratives is to convey what is changing from one year to the next and the corresponding impacts to programs and services.

ALL FUNDS EXPENDITURE COMPARISON			
Fund	FY 2013-14 Adopted	FY 2014-15 Proposed	% Increase /Decrease
General Fund	\$414,840,696	\$430,649,120	4%
Automation Replacement	\$3,345,993	\$2,297,313	-31%
Building Replacement	\$5,300,724	\$2,698,131	-49%
Capital Projects	\$4,568,789	\$4,775,790	5%
Community Development	\$3,967,022	\$3,912,369	-1%
Medically Indigent Services Program (formerly known as County Medical Services Program)	\$5,172,096	\$2,531,938	-51%
Debt Service	\$2,079,022	\$2,080,047	<1%
Driving Under the Influence	\$1,531,565	\$1,634,352	7%
Emergency Medical Services	\$801,000	\$801,000	0%
Fish and Game	\$28,241	\$20,000	-29%
Library	\$9,069,342	\$9,055,000	<1%
Organizational Development	\$633,350	\$866,151	37%
Parks	\$9,404,179	\$8,425,497	-10%
Pension Obligation Bonds	\$10,229,703	\$10,095,445	-1%
Public Facilities Fees	\$1,897,000	\$1,670,500	-12%
Road Fund	\$27,817,032	\$38,970,097	40%
Tax Reduction Reserves	\$1,399,033	\$3,300,000	136%
Traffic Impact Fees	\$3,341,196	\$1,141,503	-66%
Wildlife and Grazing	\$6,881	\$3,500	-49%
Total	\$505,432,864	\$524,927,753	4%

SUMMARY OF GENERAL FUND DOLLARS ALLOCATED TO DEPARTMENTS				
Fund Center	Department Name	FY 2013-14 Adopted	FY 2014-15 Proposed	Percent Change
104	Administrative Office	\$1,687,809	\$1,695,646	<1%
141	Ag Commissioner	\$2,064,096	\$2,103,551	2%
137	Animal Services	\$487,722	\$686,143	41%
109	Assessor	\$8,550,579	\$8,772,539	3%
107	Auditor-Controller	\$3,891,320	\$4,039,587	4%
166	Behavioral Health	\$6,718,349	\$7,269,932	8%
100	Board of Supervisors	\$1,662,044	\$1,632,673	-2%
182	CalWORKS	\$360,369	\$331,248	-8%
134	Child Support Services	\$0	\$0	0%
110	Clerk-Recorder	\$757,322	\$420,599	-44%
290	Community Development	\$391,436	\$391,436	0%
143	Contributions to Court Operations	(\$471,586)	(\$453,986)	-4%
106	Contributions to Other Agencies	\$1,490,866	\$1,239,250	-17%
111	County Counsel	\$3,242,662	\$3,298,287	2%
140	County Fire	\$13,254,030	\$12,855,699	-3%
132	District Attorney (includes Victim Witness)	\$8,605,873	\$8,907,804	4%
138	Emergency Services	\$155,462	\$167,973	8%
215	Farm Advisor	\$470,256	\$470,201	0%
181	Foster Care	\$558,758	\$558,758	0%
185	General Assistance	\$700,290	\$688,146	-2%
113	General Services	\$6,129,744	\$6,164,420	<1%
131	Grand Jury	\$138,049	\$138,850	<1%
112	Human Resources	\$2,117,969	\$2,331,416	10%
114	Information Technology	\$8,239,017	\$9,071,759	10%
184	Law Enforcement Medical Care	\$1,616,200	\$1,447,939	-10%
377	Library	\$607,139	\$607,139	0%
200	Maintenance Projects	\$1,983,700	\$1,968,340	-<1%
183	Medical Assistance Program	\$4,130,479	\$0	-100%
103	Non-Department Other Expenditures	\$0	\$318,500	0%
275	Organizational Development	\$450,000	\$650,000	44%
305	Parks	\$3,540,677	\$3,528,177	<1%
142	Planning and Building	\$5,785,294	\$5,862,271	1%
139	Probation Department	\$8,942,340	\$9,154,323	2%
135	Public Defender	\$5,011,696	\$5,107,414	2%
160	Public Health	\$3,789,568	\$4,325,838	14%
201	Public Works Special Services	\$1,401,988	\$1,431,394	2%
105	Risk Management	\$494,623	\$542,826	10%
245	Roads	\$5,831,000	\$8,414,100	44%
136	Sheriff-Coroner	\$37,923,571	\$37,981,530	<1%
180	Social Services	\$5,100,934	\$5,040,164	-1%
108	Treasurer/Tax Collector	\$1,681,494	\$1,616,251	-4%
186	Veterans Services	\$402,611	\$459,813	14%
130	Waste Management	\$880,265	\$880,264	0%
TOTAL		\$160,776,015	\$162,118,214	1%

Note 1: This chart is intended to provide a summary of the amount of General Fund dollars allocated to departments (not expenditures). The chart does not include the Non-Departmental Revenue fund center nor other fund centers that do not provide programs and services (e.g. debt service, building replacement, etc).

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

Recommended Staffing

The Proposed Budget recommends 2,547.25 Full-Time Equivalent (FTE) permanent and limited term positions. This represents a net increase of 38 positions (1.5%) as compared to the FY 2013-14 budget. It is worth noting that 61 positions were added mid-year FY 2013-14. The primary reason for the mid-year increase is the implementation of the ACA.

POSITIONS SUMMARY		
2013-14 Adopted Budget	2,448.25	
2013-14 Current Allocation	2,509.25	
2014-15 Recommended	2,547.25	
Net Change (from Adopted)	99.00	
Net Change (from Current)	38	
Percent Change (from Current)	1.5%	
Department	Additions	Deletions
Administrative Office	1.00	
Assessor	3.00	
Auditor-Controller	.50	
Human Resources	4.00	
Planning & Building	1.00	
Health Agency		
Public Health	3.75	
Behavioral Health	17.75	
Medically Indigent Services Program		-5.00
Driving Under the Influence	1.00	
Public Works ISF	1.00	
Sheriff / Coroner	5.00	-3.00
Social Services	7.00	
Veteran Services	1.00	
TOTAL	46.00	-8

Land Based Budgets – Net Increase of 2.0 FTE positions:

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

Overall, General Fund support to the budgets within the Land Based functional area is increasing by \$2.7 million or 18% when compared to FY 2013-14 adopted levels. This increase in General Fund support is due to the recommended \$2.6 million in funding for the pavement management program found in the Roads fund center. Overall, revenues for the Land Based fund centers are budgeted at FY 2013-14 adopted amounts.

Agricultural Commissioner

The recommended FY 2014-15 level of General Fund support for the Agricultural Commissioner is increasing by \$39,455 or 2% compared to the FY 2013-14 adopted budget. Revenues are recommended to increase by \$80,703 or 2% primarily due to increases in charges for current services and State revenue including an increase in Unclaimed Gas Tax revenue of \$29,914 or 3%.

A current challenge facing the department is the detection of an adult Asian Citrus Psyllid (ACP) in the Arroyo Grande area. As of April 8, 2014, a portion of southern San Luis Obispo County has been placed under quarantine following the detection. The ACP is an invasive species of grave concern because it can carry the disease huanglongbing (HLB), also known as citrus greening. The department is working closely with the California Department of Food and Agriculture and the United States Department of Agriculture in an effort to eradicate this pest. The impact to the department's budget cannot be predicted at this time.

Planning and Building

The recommended FY 2014-15 level of General Fund support for Planning and Building is increasing by \$76,977 or 1% compared to the FY 2013-14 adopted budget. Recommended revenues are decreasing by \$218,462 primarily due to the decrease in Plan Check Fee revenue generated from the completion of the California Valley Solar Ranch Project, one of the two large solar plants in the Carrizo Plain. This decrease in revenue is slightly offset by the increase in revenue from the department's traditional customer base (i.e. the more typical projects processed) reflecting some growth in development in the County. The department's traditional customer base revenue is increasing by \$390,222 or 8% from the FY 2013-14 adopted budget.

Recommended expenditures are decreasing by \$141,485 or 1% compared to the FY 2013-14 adopted budget primarily due to a \$450,865 decrease in professional services, of which \$375,000 is related to the decrease in inspection services of the two large solar projects. The decrease is partially offset by a \$323,880 increase in salaries and benefits due to the addition of two Limited Term Planners added to the Position Allocation List (PAL) mid-year for the implementation of Paso Robles Groundwater Basin Urgency Ordinance as well as the processing of Countywide and Paso Robles Groundwater Basin amendments. In addition, it is recommended that 1.0 FTE Land Use Technician be added to expand services at the new North County Service Center.

Public Works Internal Service Fund

The recommended FY 2014-15 budget of \$33,651,850 is an increase of 10% or approximately \$3 million from the FY 2013-14 estimated year end amounts. It is recommended that a Chief Wastewater Treatment Plant Operator position be added to support the Los Osos Wastewater Treatment Plant when it comes on-line in FY 2015-16.

Roads

The recommended FY 2014-15 budget for Roads provides for General Fund support in the amount of \$8,414,100, a 44% or \$2,583,100 increase when compared to FY 2013-14 adopted amounts. General Fund support includes a \$583,100 or 10% increase when compared to FY 2013-14 adopted General Fund support along with a one-time allocation for the pavement management program in the amount of \$2 million. It is not known at this time how this one-time allocation will affect the County's pavement condition rating (PCI). More specific information will be provided when performance measure are updated as part of the FY 2014-15 final budget process.

Three (3) capital projects are planned to begin in FY 2014-15: Price Canyon Road Widening Phase II, Branch Mill Road at Tar Springs Creek Bridge replacement, and countywide installation of centerline (CL) rumble strips. A complete listing of projects to be carried out by the Roads division can be found in Fund Center 245 – Roads.

Public Protection – Net increase of 2.0 FTE positions:

The Public Protection Functional Area includes the Sheriff-Coroner, District Attorney (which includes Victim-Witness), Child Support Services, Public Defender, Probation, County Fire, Emergency Services, Animal Services, Waste Management, Grand Jury, and the County's contribution to Court Operations. The recommended General Fund contribution to Public Protection in FY 2014-15 is \$75.4 million, an increase of \$499,542 or less than 1% compared to the FY 2013-14 adopted budget.

Recommended revenues for the public protection budgets, totaling \$60 million, are budgeted to increase \$2.1 million or 3.7% compared to FY 2013-14 adopted budget. Revenue from Proposition 172, the half-cent sales tax dedicated to public safety is budgeted to increase \$1.8 million or 8% compared to the FY 2013-14 adopted amount. Prop 172 revenue is allocated to the Sheriff-Coroner, Probation, District Attorney, and County Fire departments and accounts for \$23.3 million or 48% of all revenue budgeted for these four departments.

County Fire

General Fund support for this budget is recommended to decrease \$398,331 or 3% for County Fire. The decrease in General Fund support is mainly the result of a decrease in planned expenditures for the replacement of fire vehicles that is \$850,525 less than the amount for similar expenses in the FY 2013-14 adopted budget, but which is partially offset by an increase in budgeted revenues. The replacement of County Fire vehicles is funded from a budget designation set up for this purpose. If these expenses and other expense offset by funding outside County Fire's budget were removed, the amount of General Fund support recommended for FY 2014-15 would increase \$425,129 or 4%. This increase in General Fund is primarily due to an increase in the County's contract with CAL FIRE, a little less than half of

which is due to funding added to support three new half-time fire fighters at Station 51 – Shandon.

Animal Services

General Fund support for this budget is recommended to increase \$198,371 or 40%. This increase is primarily due to a \$141,000 or 18% drop in revenue from animal licensing fees combined with an increase in expenditures for both salary and benefits and services and supplies accounts. The drop in revenue is due to the correction of an error in the calculation of the proportional share of revenue the County should receive from licensing fees compared to the seven incorporated cities. This error was introduced in FY 2013-14, but has been corrected for FY 2014-15.

Probation Department

General Fund support for Probation is recommended to increase \$211,983 or 2%. This increase is driven by a projected reduction in Federal reimbursement revenue totaling \$191,210. If not for this reduction, revenues would be keeping pace with expenses, and Probation's General Fund FY 2014-15 increase would be \$20,773. The loss in revenue is due to expected changes in the rules for claiming reimbursement from the Federal Title IV-E program. Even with the projected decline in Federal reimbursement, overall revenue in total is budgeted to increase by \$484,754 or 4% due to increases in State revenue from Prop 172 and AB 109.

Sheriff-Coroner

General Fund support for the Sheriff-Coroner is recommended to increase \$57,959 or less than 1% in FY 2014-15. Revenues are expected to keep pace with expenditures and are budgeted to increase by roughly \$1.4 million. The increase in revenue is mainly attributable to two State funding sources. The first is Prop 172, which is expected to increase nearly \$1.1 million. The second is AB 109 revenue, which is expected to increase almost \$500,000.

Salary and benefits expense is increasing \$561,516 or 1%, making up the single largest piece of the increase in expenditures. Roughly half this increase is the result of two positions recommended to be added to the Position Allocation List (PAL) in FY 2014-15: a 1.0 FTE Commander position and a 1.0 FTE Sergeant position.

Health and Human Services – Net Increase of 24.5 FTE

The Health and Human Services (HHS) category includes Social Services (including CalWORKs, Foster Care and Adoptions, and General Assistance), Public Health, the Medically-Indigent Services Program, Behavioral Health, Law Enforcement Medical Care, Driving Under the Influence, and Veterans Services. Funding for grants to community based organizations is also included in this area.

A significant influence on the budget for some HHS programs is the implementation of the Affordable Care Act (ACA). Under the ACA, eligibility for Medi-Cal was expanded to include childless adults, effective January 1, 2014. With this Medi-Cal expansion, the majority of County Medical Services Program (CMSP) clients became newly eligible for Medi-Cal. The

remaining clients, with incomes that are 139% up to 250% of the Federal poverty level, are mandated under the ACA to purchase health insurance through the State's Health Benefits

Exchange (known as Covered California). There are, however, exemptions from the ACA's individual mandate for persons who have verifiable financial or other specified hardships. It is expected that the number of individuals who qualify for an exemption will be much smaller than the average number of clients that were treated under CMSP, resulting in a significant decrease in indigent medical care expenditures. Recognizing the savings counties would realize as a result of Medi-Cal expansion, the State legislature passed Assembly Bill (AB) 85, setting out provisions for the State to redirect a portion of 1991 Realignment funding that has been distributed to counties to fund their health programs, including indigent health care. Per the terms of AB 85, the State may redirect 44.45% of the amount the County would have received each year to fund its health programs, or approximately \$2.7 million in FY 2014-15. Despite this loss of revenue, the County will benefit from significant expenditure savings of approximately \$5.1 million, with a savings in General Fund support of approximately \$2.4 million.

In the FY 2014-15 recommended budget, revenues for HHS programs are increasing approximately \$8 million or 5%; while total expenditures are increasing almost \$4.9 million or 3% compared to the FY 2013-14 adopted budget. A significant portion of these increases is associated with mid-year increases of approximately \$7.1 million in Social Services and Behavioral Health budgets. General Fund support for the HHS programs is increasing approximately \$219,000 or 1%. The most significant increase in General Fund support is in Behavioral Health largely due to the inclusion of additional resources in the recommended budget to fund expanded services for outpatient treatment for substance use disorders. The most significant decrease in General Fund support is in the Medically-Indigent Services Program budget as a result of the expansion of Medi-Cal as previously mentioned.

Social Services

The overall level of General Fund support for the Department of Social Services is recommended to decrease \$102,035 or 1.5% compared to FY 2013-14 adopted levels. The recommended budget for Social Services sets General Fund support at the minimum contribution to leverage State and Federal programs that require matching funds from the County.

The department's FY 2014-15 budget has seen significant growth compared to FY 2013-14 adopted levels, due largely to the implementation of the ACA and legislative changes to the CalWORKs and CalFresh programs in the current year. In August 2013, the Board approved a budget adjustment in the amount of \$2.2 million to fund the addition of 24.0 FTE to the department's Position Allocation List (PAL) and other expenses related to the implementation of the ACA. In November 2013, the Board approved a budget adjustment in the amount of \$3.1 million to fund the addition of another 18.0 FTE positions to support the implementation of changes to the CalWORKs and CalFresh programs and to support necessary changes to the department's CalWIN system (an online system that supports the administration of public assistance benefits) and to connect to the State's California Healthcare Eligibility, Enrollment and Retention System (CalHEERS) in support of ACA implementation and the call center network.

In FY 2014-15, 7.0 FTE new positions are recommended to be added to the department's PAL. The new positions include 3.0 FTE Administrative Assistants, 1.0 FTE Program Manager and 3.0 FTE Program Review Specialists. Some of these recommended new positions will be used to address onboarding and training needs that the department is experiencing due to the

implementation of ACA. Others will be distributed among the department's various programs to address increases in workload. The addition of these new positions will not have any impact on the department's level of General Fund support, as the incremental costs can be covered with the department's existing allocations.

Health Agency

The Health Agency encompasses Public Health, Behavioral Health, Law Enforcement Medical Care, the Medically-Indigent Services Program, Driving Under the Influence, and Emergency Medical Services. In addition, Animal Services is a division of the Health Agency, but is included in the Public Protection functional group and is not included in the following information. Overall, total revenues for the Health Agency are increasing by approximately \$2.8 million or 4% and total expenditures are decreasing almost \$444,000 or less than 1% compared to FY 2013-14 adopted levels. The recommended level of General Fund support for the Health Agency is more than \$14.4 million, reflecting a decrease of approximately \$1.4 million or 9% compared to the FY 2013-14 adopted budget. This significant savings is primarily attributable to the decrease in funding for indigent medical care.

Behavioral Health

General Fund support is increasing \$551,583 or 8% compared to the FY 2013-14 adopted budget. Several mid-year adjustments were approved by the Board in FY 2013-14, resulting in an increase of more than \$1.8 million in revenue and expenditures and the addition of 15.75 FTE to the PAL for Behavioral Health. The addition of these positions results in an annualized increase in salary and benefits expenses of approximately \$1.7 million.

Behavioral Health is expecting to receive approximately \$1 million in new Medi-Cal revenue as a result of the expansion of Medi-Cal to previously ineligible clients under the ACA. Services had been provided to childless clients who were not eligible for Medi-Cal prior to January 1, 2014 and the General Fund helped offset the cost of providing these services. This new revenue is another benefit to the County resulting from the implementation of the ACA.

The recommended budget reflects the inclusion of several budget augmentations. These augmentations will add a total 17.75 FTE to the Behavioral Health PAL. Most of these new positions will enable the department to offer new and/or expanded services to those suffering from Substance Use Disorder, including new Intensive Outpatient services and services to youth in the schools, now available for Drug Medi-Cal funding under the Affordable Care Act, as well as expanded detoxification services. Additional staffing resources are also included in the recommended budget to stabilize the staffing in the Psychiatric Health Facility by converting temporary help hours to 5 half-time positions (2.5 FTE), and to add technical and training support for use of the relatively new Behavioral Health Electronic Health Records system.

Public Health

General Fund support is recommended to increase \$536,270 or 14% compared to the FY 2013-14 adopted budget. Total expenditures for this fund center are recommended at almost \$22.5 million. This reflects an increase of approximately \$524,000 or 2%

compared to the Health Agency's requested budget. Most of the variance between the requested and recommended budget is in salary and benefit accounts due to the recommended addition of 3.75 FTE. The new positions are recommended to be added to develop and enhance the Health Agency's Compliance program, therapy services to California Children's Services program clients, and the Health Agency's overall technical support capacity.

Law Enforcement Medical Care (LEMC)

The level of General Fund support for Law Enforcement Medical Care (LEMC) is recommended to decrease by \$168,261 or 10% compared to the FY 2013-14 adopted level. This decrease is a result of an increase in revenue of approximately \$265,600 or 28% combined with a smaller increase in net expenditures (almost \$97,400 or 3%). The revenue increase is primarily attributed to an increase in AB 109 Public Safety Realignment revenue added to the budget mid-year in FY 2013-14, and the addition of new revenue from Medi-Cal to cover inpatient hospitalization costs for eligible inmates who are admitted and remain in the hospital for at least 24 hours. This new Medi-Cal coverage of inmate stays in the hospital is available as a result of the implementation of the Affordable Care Act.

Medically-Indigent Services Program (MISP)

In prior years, funding for indigent medical care was included in two fund centers: the Medical Assistance Program and CMSP. With the significant changes to this function wrought by the ACA, all indigent medical services program funding is now consolidated into one budget; which had been called CMSP until FY 2014-15. The new name for this program is the Medically-Indigent Services Program (MISP). Total financing sources and expenditures for MISP are recommended to decrease \$2,640,158 or 51% compared to FY 2013-14 adopted levels due to the expansion of Medi-Cal to previously ineligible populations under the ACA. Revenue is decreasing due to the elimination of \$2.4 million in 1991 Realignment revenue per AB 85. Expenditures are decreasing primarily due to a \$2.2 million or 67% reduction in the budgeted expenditures for medical services provided to eligible clients.

Given the dramatic reduction in the medically indigent client population, a total of 5.0 FTE have been eliminated from the MISP PAL. This reduction in staff results in a decrease in salary and benefits expense of more than \$385,000 or 39%.

Veterans Services

The County continues to add resources to Veterans Services to ensure service levels keep up with increasing demand. The PAL includes an increase of 1.0 FTE for an additional Administrative Assistant Aide. The additional administrative staff will allow the Veterans Service Office to increase operating hours of the North County location to full-time to better

serve veterans and their families. This increases the total number of departmental staff to six, as a full time Assistant Veterans Services Officer (AVSO) was added last year as part of the FY 2013-14 budget. The addition of this Administrative Assistant Aide represents \$47,668 of the \$57,202 or 14% increase in General Fund support from FY 2013-14.

Community Services - Net Change of 0.0 FTE

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

Many of the fund centers in this functional area rely on user charges to support their operations. As the economy has improved, services provided by these Fund Centers has increased. The resulting improvement in revenues has greatly improved the financial condition for the Airports, Golf Courses, Library, and Parks.

Airports

The Airport Services budget is an Enterprise Fund and as such is supported by revenues generated through user fees. Operating revenue in the FY 2014-15 budget is \$3,616,816, a very slight increase of \$1,420 or less than 1% compared to FY 2013-14 estimates. Excluding depreciation, the operating expense for FY 2014-15 is \$3,369,185, an increase of only \$5,794 or less than 1% compared to FY 2013-14 estimates.

The number of commercial air carrier flights and availability of airline seats at the San Luis Obispo Regional Airport are the main factor in determining the number of passenger enplanements and fiscal health of Airports. For the first time in several years, Airports' recommended budget identifies that revenues will exceed expenditures by approximately \$63,512. Enplanements in the first half of FY 2013-14 have increased 8% compared to the same period last year. In the current year, Airports has worked with the community to develop a revenue guarantee program to encourage United Airlines to offer a flight to Denver. At this time, a flight has not been added, due to a shortage of pilots, but staff continues to pursue opportunities to attract additional flights from United and other airlines.

The recommended budget maintains the current staffing and service levels.

Parks

The total expense and total revenues for the FY 2014-15 Parks budget are recommended to decrease by \$978,682 or 10% as compared to the FY 2013-14 adopted budget. The level of General Fund support is relatively flat compared to the FY 2013-14 adopted level, at \$3,528,177. The significant change in revenues and expense compared to FY 2013-14 is due largely to the fact that, at this point, no Fund Balance Available (FBA) from the Parks budget has been budgeted in FY 2014-15. Any FBA remaining at the end of FY 2013-14 will be allocated to Parks contingencies and reserves. The recommended budget enables Parks to maintain existing service levels at all Parks and recreational facilities. There are two items of note, which relate to Parks' operations and budget in FY 2014-15, discussed below.

In the current year, Parks assumed responsibility for the operation and maintenance of Camp Mabel French, which was previously run by the Boy Scouts of America. In FY 2014-15, Parks estimates that Camp French will generate \$94,101 in event center and camping revenue and

that operational expenses will be \$22,650. These revenues and expenses are built into the FY 2014-15 recommended budget.

As reported to the Board previously, the Cayucos Pier is in need of significant repair. Interim repairs to sustain the Pier through the winter were completed earlier in the current year, and in

FY 2014-15, there will be some expense to complete full repairs. The recommended budget does not include funding for full repairs and a mid-year budget adjustment would be necessary to allocate funding to this project.

Golf

The Golf budget is an Enterprise Fund and as such is supported by revenues generated through user fees. Operating revenue in the FY 2014-15 budget is \$2,697,671, an increase of \$66,615 or 3% compared to FY 2013-14 estimates. Excluding depreciation, the operating expense for FY 2014-15 is \$2,070,382, an increase of \$43,192 or 2% compared to FY 2013-14 estimates.

Play at County golf courses is the main factor in determining the fiscal health of the Golf budget. For several years, expenditures were greater than revenues and Golf used unallocated cash within the Golf Fund to cover the gap. In the current year, the number of rounds played at the County's courses is up, likely due to a combination of an improving economy, as well as the dry weather which has extended the golf season, which is expected to result in revenues exceeding expenses by approximately \$60,000. In FY 2014-15, Golf will have a new fee structure in place which will help to incentivize play at non-peak hours. It is expected that this new fee structure will lead to more play at the County's courses, and as a result, increased revenue. The recommended budget maintains the current staffing and service levels.

Library

The FY 2014-15 recommended budget for the Library reflects an increase in revenue of \$236,174 or 2% and an increase in expenditures of \$134,024 or 1% compared to FY 2013-14 adopted levels. The Library is primarily dependent on revenue from property taxes to fund its operation. The housing market has begun to turn around in the current year following several years of recession. Improvement in the housing market has resulted in higher revenue receipts for the Library, and this positive trend is expected to continue in FY 2014-15. General Fund support for the Library is recommended to remain flat with FY 2013-14, at \$607,139. This represents a General Fund contribution of approximately 7% of the Library's operating budget. The Library will be able to sustain its current level of service, including hours open to the public, based on recommended budget levels.

Two new libraries were constructed over the past year; a new library on Main Street in Cambria and a new library as part of a County One-Stop center in Atascadero. The Cambria Library opened its doors in late December 2013 and the new Atascadero Library is due to open in June 2014.

Fiscal and Administrative – Net Increase of 4.5 FTE positions

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

Overall, General Fund support to the budgets within the Fiscal and Administrative functional area is increasing by \$146,727 or less than 1% when compared to FY 2013-14 adopted levels.

Revenues are expected to increase by \$468,513 or 8% and expenditures are recommended to increase by \$524,384 or 2% from FY 2013-14 for Fiscal and Administrative fund centers.

Administrative Office

The Position Allocation List (PAL) includes 1.0 FTE for a Limited Term Administrative Analyst to support the replacement of the aging budgeting software system. This position is being funded through a transfer from FC 266 – Countywide Automation in the amount of \$106,538 and is responsible for the majority of the \$106,936 increase in revenue as well as the \$114,773 increase in expenditures from the FY 2013-14 adopted budget. General Fund support for the Administrative Office is recommended to increase \$7,837 or less than 1% from FY 2013-14.

Auditor-Controller-Treasurer-Tax Collector-Public Administrator

The ordinance consolidating the offices of the Auditor-Controller's and the Treasurer-Tax Collector-Public Administrator was approved on July 9, 2013 and became effective August 8, 2013. As part of the justification for the consolidation, it was projected that there would be savings of approximately \$323,000 in the third year of consolidation and beyond, primarily consisting of savings in salary and benefits. Due to the retirement of the Treasurer-Tax Collector-Public Administrator and Assistant Treasurer-Tax Collector-Public Administrator, as well as the elimination of a vacant Senior Account Clerk position at the beginning of FY 2013-14, gross salary and benefit savings in the first year totaled \$462,505. The salary and benefit savings were primarily in Fund Center 108 – Treasurer-Tax Collector-Public Administrator's budget.

It is recommended that a 0.5 FTE Auditor-Analyst position be increased to 1.0 FTE at an additional cost of \$58,378. Increasing this position to full time will enhance the capacity of the department to respond to Enterprise Financial System (EFS) development requests from departments as well as increase end-user trainings. Additional information and results can be found in the Budget Augmentation Request (BAR) found in the department's budget pages.

Assessor's Office

The level of General Fund support for this budget is recommended to increase \$221,960 or 2% compared to the FY 2013-14 adopted level. The increase in general fund is due to the recommended budget augmentation requests to add 3 new positions. The recommended budget includes the addition of 2.0 FTE Appraiser Trainee positions and 1.0 FTE Auditor-Appraiser position. The three positions are recommended in order to address the continually increasing workload. At the completion of the 2013-14 assessment roll (June 20, 2013), the backlog consisted of over 9,700 work items. It is estimated that \$327,040 in additional

property tax revenue will be added to the roll per Appraiser Trainee. In addition, it is estimated that the one Auditor-Appraiser will add \$155,800 in property tax revenue.

Support to County Departments- Net increase of 5.0 FTE positions

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

Overall, the General Fund support for the budgets within the Support to County Departments functional area is increasing \$1,184,693 or 5.9% when compared to FY 2013-14 adopted

levels. The significant increase in General Fund support is largely attributable to Information Technology and recommended additions to Human Resources, discussed below.

General Services

The level of General Fund support for this budget is recommended to increase by \$34,676 or less than 1% compared to the FY 2013-14 adopted level. The recommended budget is largely unchanged from the prior year, and enables the department to maintain existing service levels. In 2012, a Limited Term Associate Capital Projects Coordinator was added to the department's Position Allocation List (PAL) to assist with increased workload in General Services' Architectural Services Division due to the Women's Jail Expansion and Juvenile Hall projects that are currently underway. The limited term position is currently set to expire at the end of FY 2013-14, but due to continued workload associated with these major capital projects, it is recommended that the position be extended through FY 2014-15.

Information Technology

The level of General Fund support for this budget is recommended to increase \$832,742 or 10% compared to the FY 2013-14 adopted level. This significant increase is due to both a reduction in revenues and a very significant increase in expenditures.

The increase in General Fund support is due largely to Information Technology's (IT) significant and changing workload, as it leads the effort to migrate applications from the mainframe into more modern environments to enable the eventual decommissioning of the County's mainframe, consistent with the Board's adoption of the 2002 IT Strategic Plan. Currently, it is expected that mainframe decommissioning will occur in FY 2015-16. To accomplish this, IT must ensure that all applications are migrated off the mainframe and fully operational on new platforms in FY 2014-15. Direct mainframe costs in FY 2014-15 will be approximately \$562,600.

To assist with the changing and increased workload in IT, the recommended budget includes the addition of 1.0 FTE Software Engineer to the department's PAL to support the Property Tax System (which is currently in the process of being migrated off of the mainframe). Several senior staff members who currently support the Property Tax System will be retiring in the next 18 months, and the addition of this Software Engineer position will enable sufficient cross-training so that the department is well positioned to support the system in both its current form, as well as the modernized system, once it is moved off the mainframe.

The recommended budget for FY 2014-15 enables IT to maintain current service levels. The narrative in the Departmental Budgets by Functional Area section of the budget document provides detailed information about the significant increase in General Fund support for IT.

Human Resources

The level of General Fund support for this budget is recommended to increase \$213,447 or 10% compared to the FY 2013-14 adopted level. This increase is the result of the recommended resource additions to enhance the department's ability to serve the County as a strategic business partner.

Recommended resource additions include 4.0 FTE new positions, as well as funding for new automation. The recommended new positions include 2.0 FTE Human Resource Analyst Aides – Confidential and 1.0 FTE Administrative Assistant III to support the implementation of best practices designed to improve efficiencies and quality of employee recruitment, selection and retention, as well as 1.0 FTE Limited Term Personnel Analyst II to support the implementation of a new on-line job application, on-boarding and performance management system. This new system will replace the JobApps system currently used, which is becoming obsolete. The funding to purchase and implement this new automation system is included in FC 266 – Countywide Automation. There is also funding in FC 266 for a second human resources system. This system will be a scientifically based talent measurement application to be used in the recruitment process to select the most suitable candidates for County jobs. The estimated cost to implement this new, web-based system is \$45,000 with an annual subscription fee of \$80,000 per year. The addition of both of these automation systems support the department's goal to implement best practices for improved efficiency and to ensure quality in employee recruitment, selection and retention.

Overview of Financing/Revenues

State and Federal Revenue

State and Federal revenue at approximately \$236 million, represent nearly 45% of the County's total financing. The recommended level is about \$20 million more than FY 2013-14 adopted budget, which is largely a result of the ACA implementation and 2011 Health and Human Services Realignment funding.

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

Taxes

Property taxes, sales taxes, transient occupancy tax, and other taxes at approximately \$157 million, represent about 30% of the County's total financing. The recommended level is up about \$5 million as compared to the FY 2013-14 adopted budget.

Other Revenues and Financing

Other revenues at approximately \$55.8 million represent just under 11% of the County's total financing. The recommended level is an approximate \$1 million decrease when compared to the FY 2013-14 adopted budget.

License/Permit Fees/Charges for Services

Licenses, permits, and charges for services at approximately \$37.7 million, represent 8% of the County's total financing. The recommended level is essentially at FY 2013-14 adopted amounts, decreasing minimally (\$19,679).

Fines, Forfeitures and Penalties

At approximately \$5 million, this funding source represents just under 1% of the County's total financing. The recommended level is decreasing by \$308,635 or 6% as compared to FY 2013-14 adopted amount.

Interest Earnings

At approximately \$1.85 million interest earning represents about 0.4% of the County's total financing. The recommended amount is \$1 million higher than the FY 2013-14 adopted budget.

Fund Balance Available (FBA) and Use of Reserves

Fund Balance Available (FBA) and the use of reserves represent the last two significant funding sources for the total County budget. FBA is budgeted at \$29.8 million (for all County funds, not just the General Fund) and represents approximately just less than 6% of the County's total financing and the use of reserves at \$1 million represents about 0.2% of the County's total financing.

Reserves

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

In total, at the end of FY 2013-14, it is estimated that the County will have about \$118 million in total reserves and designations. Most of this amount is in designations for restricted and specific purposes (i.e. not discretionary). For FY 2014-15, it is proposed that \$1 million be used to help fund the budget and that \$9.5 million be added to the balances. The projected balance at the end of FY 2014-15 is \$126.5 million (a net increase of \$8.4 million). Only reserves and designations that are changing are included in the summaries below.

General Fund Reserves and Designations

Per the comprehensive depreciation and equipment replacement schedule, it is recommended that \$40,618 be added to the Fire Equipment Replacement designation be used in order to help fund the future replacement of Fire equipment. The new balance in the designation is projected to be \$154,383.

Other (Non-General Fund) Reserves and Designations

Capital Projects: It is recommended that \$1.3 million be added to the Facilities Planning designation to be used to help fund future capital projects. The new balance in the designation is projected to be \$10 million.

Roads: It is recommended that \$541,202 be used to help fund the Roads budget. The balance in the designation is projected to be \$2.8 million.

Public Facility Fees (PFF): There are five different categories of PFFs, which include fire, general government, public protection, library, and parks. Please reference the PFF fund center (Fund Center 247) for more details. It is recommended that \$566,080 be added to the County Fire PFF designation for future use; \$202,000 of General Government PFF be utilized to help pay for debt service for the New County Government Center; \$109,140 be added to the Law Enforcement PFF designation for future use; \$144,020 to the Library PFF designation for future use; and \$451,260 to the Parks PFF designation for future use.

Tax Reduction Reserves: It is recommended that \$3.3 million be added to this designation. The balance in the designation is projected to be \$16 million.

Traffic Impact Fees: It is recommended that \$287,703 be used to fund Roads projects in areas of new development. The balance in the designation is projected to be \$4.7 million.

Driving Under the Influence: It is recommended that \$57,250 of the General Reserve be used to fund programs in this budget. The remaining General Reserve balance will be \$137,609.

Pension Obligation Bond (POB): It is recommended that \$890,127 be added to this designation in order to help pay for future pension debt service payments and for cash flow purposes. The new balance will be \$9 million.

Acknowledgements

Similar to prior years, I would like to thank all County employees for their hard work this past year. There are several indicators that lead us to believe that general economic conditions are improving. We are nearing the end of the Seven Year Pain Plan and the gap has dissipated in accordance with the Plan. The improvement in the budget is a direct result of the many policies and plans that have been created and implemented as well as the many sacrifices made by all over the past six years. The entire organization deserves credit for the successful progress towards the end goal of a sustainable budget.

I look forward to this next year as we continue to pursue our vision of a Safe, Healthy, Livable, Prosperous, and Well-Governed Community.

Sincerely,

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

Dan Buckshi
County Administrative Officer

2014-15 Budget Goals and Policies and Budget Balancing Strategies and Approaches

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

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

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

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

Budget Development Policies

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

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

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

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

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

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

Financial Planning Policies

10. **Balanced Budget:** The County Administrative Officer shall present a balanced budget for all County operating funds, on an annual basis, to the Board of Supervisors for scheduled public hearings in June of each year. In accordance with the State Budget Act, Government Code §29009, available funding sources shall be at least equal to recommended appropriations.
11. **Ongoing Budget Administration:** It shall be the responsibility of the County Administrative Officer to submit Quarterly Financial Status Reports to the Board of Supervisors. These reports shall provide a projection of expenditures and revenues, identifying projected variances. They may also include recommendations and proposed corrective actions which may include mid-year reductions.
12. **Long-Term Financial Planning:** The County Administrative Office will annually develop a financial forecast of General Fund revenues and expenditures for the coming fiscal year and will provide the Board with a longer-term fiscal outlook. The purpose of the financial plan shall be to: 1. Guide the Board in the development of its budget priorities, 2. Provide the Board with the information it needs to direct County

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

- 13. Use of "One-Time" Funds:** One-time revenues shall be dedicated for use for one-time expenditures. Annual budgets will not be increased to the point that ongoing operating costs become overly reliant upon cyclical or unreliable one-time revenues. In the face of economic downturns or significant State cuts in subventions for locally mandated services, the use of one-time funds may be permitted to ease the transition to downsized or reorganized operations.
- 14. Funding of Reserves/Contingencies/Designations:** In times when the County has adequate discretionary funds to restore or enhance programs and services that have been scaled back in difficult budget years, there shall be a balance between the restoration of these programs and services and the funding of the County's reserves, contingencies and designations that have been used to balance the budget in prior years. Further, it should be recognized that the funding of reserves, contingencies and designations is essential to ensuring the long-term fiscal health of the County.
- 15. Funding of Self Insurance Internal Service Fund Reserves:** Self-Insurance Internal Service fund reserves are to be maintained between the 70% (minimum) and 90% (conservative) confidence levels. This funding range is consistent with guidelines set by the County's excess insurance carrier and industry norms. The setting and maintaining of reserve levels is based upon annual actuarial studies and internal analysis. Annual charges to departments shall be set to generate the funding necessary to maintain reserves between the 70% and 90% confidence levels.
- 16. Enhance Cost Efficiency:** County departments should review multi-departmental programs and services in order to enhance coordination and cost efficiency for streamlined achievement of communitywide objectives and results.
- 17. Consolidation of Programs:** County departments should consolidate programs and organizations to reduce County costs while maintaining or increasing existing levels of service. Before service level reductions are proposed, i.e. if budget cuts are required, department heads will determine if consolidation of departmental or Countywide programs or services would be cost effective.
- 18. Privatization of Services:** County departments are encouraged to identify and recommend opportunities for cost savings whenever possible, including the privatization of services that are beneficial to the County and legally possible. Analysis will include review of existing services, including the possibility of "contracting in" with existing personnel and the development of a transition process for those services approved for privatization. In implementing significant new services, a thorough cost and program analysis shall be conducted to ascertain if privatizing will result in reduced costs, increased services and accountability.

- 19.Reductions:** Reductions shall be evaluated on a case-by-case basis, in a fashion consistent with Board approved budget policies, to reach the appropriations level required within the available means of financing. When budget reductions are necessary, departments will prioritize their service programs and propose reductions in areas that are least effective in terms of achieving departmental goals and desired results. Departments must also consider the potential effects on interrelated programs and desired communitywide results when developing budget reductions.
- 20.Investing in Automation:** The Board recognizes that cost reduction, cost avoidance and process efficiency can be enhanced by utilizing automation. Proposals for investments in automation, particularly computer automation, must measurably demonstrate how cost savings will be achieved and/or how services will be improved. It will be important that countywide benefits, compatibility with existing systems, and potential liabilities are fully addressed. All proposals for major automation improvements will be reviewed and approved by the Information Technology Executive Steering Committee prior to formal Board approval.

Revenue Policies

- 21.Cost Recovery Through Fees:** Utilize fees to recover costs where reasonable and after all cost saving options have been explored. Exceptions will be reviewed on a case-by-case basis. County departments will review fees annually to ensure that they meet statutory requirements, fall within the range of fees being charged by comparator counties and achieve cost recovery.
- 22.Pursuit of New Revenues/Maximizing Use of Non-General Fund Revenues:** County departments are directed to pursue revenue sources, when reasonable, in support of the communitywide results sought by the County. Where not prohibited by law, departments will maximize use of non-General Fund revenues, existing designations and trust funds prior to using General Fund money to fund programs.
- 23.Appropriations from Unanticipated Revenues:** Appropriations from departmental unanticipated revenues will not be recommended unless the department is either reaching or exceeding its total departmental revenue estimates on a monthly or quarterly basis, or its revenues are in line with historical revenue trends for that department. Grant program revenues and appropriations will be considered on a case-by-case basis.
- 24.Maintain or Enhance Revenue Generating Ability:** Appropriate sufficient funds to maintain the capabilities of budgets that generate revenues in excess of their costs. Enhancements to such budgets will be dependent upon resulting revenues being in excess of the associated costs.

Expenditure Policies

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

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

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

26. Funding of Contingencies and Reserves: For the General Fund place a minimum of 5% of available funds into contingencies. Additionally, place up to 15% of available funds into contingencies or reserves and any additional unrestricted funds into reserves, after departments' operational needs are funded.

27. Matching Funds - County Share: No increased County share for budgets funded primarily from non-general fund sources if state funding is reduced, unless increased County share is mandated. The Board of Supervisors, at its discretion, may provide County "overmatches" to under-funded programs to ensure or enhance specified levels of service. Proposed "overmatches" shall include the specific, measurable, goals and results expected to be attained at both the "required" and the "overmatched" funding levels.

28. "In-Kind" Contribution: Where matching funds are required for grant purposes, provide as much "in-kind" contribution (resources already allocated by the County that will be expended in any case) as allowed, instead of hard dollar matches.

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

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

31. Non-Emergency Mid-Year Requests: Mid-year budget (including staff requests) or capital project requests of a non-immediate nature requiring a transfer from contingencies are recommended to be referred to the next year's budget deliberations. Mid-year requests with other funding sources or which can be absorbed within a department's budget are considered as needed.

Capital Project Policies

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

The following criteria shall be used in evaluating projects:

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

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

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

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

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

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

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

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

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

Budget Balancing Strategies and Approaches

In early 2007, the County's current fiscal challenges were first identified. At that time, the budget was balanced and times were generally good, however, the recent fiscal storm loomed on the horizon. In order to proactively deal with the difficulties that lay ahead, a multi-year plan was crafted and was utilized to guide the Board and staff in addressing significant budget gaps. Year one of the plan was FY 2008-09 and as such, FY 2014-15 represents the final year of the County's (now) seven year "pain management plan."

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

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

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

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

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

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

Approaches that address the long-term budget gap:

1. Priority Driven- One of the starting points of the budget process is to identify Board priorities so staff can craft budget proposals that align with these priorities. Currently, the Board's priorities are as follows (in order):
 - a. Meet legal mandates
 - b. Meet debt service requirements
 - c. Public Safety- defined as:
 - i. Sheriff-Coroner (fund center 136)
 - ii. District Attorney (fund center 13201)
 - iii. Probation (fund center 139)
 - iv. County Fire (fund center 140)
2. All Departments Participate- While departments will receive different levels of funding due to priorities, departmental revenue sources, and program designs (amongst many other variables); all departments will participate in the closing of the budget gap. More specifically, no department is exempt from budget reductions.
3. Proportional Reductions- Instead of cutting all operations by the same amount across the board, proportional growth and reductions will be taken into consideration. More specifically, staff could pursue reductions by department in relation to the amount of growth over the past ten to fifteen years (during the "good times"). The rationale being that some departments experienced significant growth in expenditures and staffing due to increases in demand and revenues. Now that the demand and corresponding revenues have slowed, expenditures would be scaled back accordingly. Conversely, some departments grew very little over the past ten to fifteen years and as a result they may not be scaled back to the same extent as other departments.
4. Detailed Budget Reduction Lists (i.e. cut lists)- All departments are to incorporate a prioritized list of resource/expenditure reductions into their annual budget submittals. Reductions with the least impact upon programs and services should be the first in line for reduction per Board approved Budget Policy #19. The concept is that departments are the experts in their respective fields and are in the best position to recommend budget reductions in line with the Budget Goals and Policies, Board priorities and direction, and detailed budget instructions. The targets for the amount of reductions to include in the budget submittals are provided as part of the detailed budget instructions (usually early December).
5. Mid-Year Budget Reductions- Mid-year reductions may be necessary in any given fiscal year depending upon the fiscal climate at any particular point in time. The Board directed mid-year budget reductions in fiscal years 2007-08, 2008-09, and 2009-10. The intent of the mid-year reductions is to help keep the current year budget in balance and to create additional Fund Balance Available (FBA) at year-end for use as a funding source in the subsequent budget year.

6. Reduce “Over Match”- Many County administered programs are mandated by the State. As is the case for many of these types of programs, the funding provided by the State has not kept pace with the corresponding expenditures. During the “good years”, the County utilized some of its local, discretionary revenue to help offset the difference in order to keep many of these important programs intact. However, the County’s ability to continue to provide this “over match” is now limited and is being scaled back. Some examples of “over match” include the Roads Pavement Management program, Health Agency programs, and Victim Witness services.
7. Engage Employees and Employee Associations- Approximately 45% of annual expenditures are labor costs and not surprisingly, salary and benefit costs have been the most significant influence upon expenditures. County staff and negotiators continue to work with employees and employee associations in order to create opportunities to curtail labor costs. Specifically, the goal is to negotiate labor agreements that are consistent with the Board’s direction that: 1. The cost of pension rate increases be shared 50/50 by the County and employees, 2. A second tier pension plan be implemented for all new hires, and 3. Prevailing wage adjustments should be negotiated, consistent with the County’s Prevailing Wage Ordinance.

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

1. Hiring “Chill”- The purpose of a hiring “chill” is two-fold: to save money in the current year so that additional FBA would be available for the subsequent budget year and to allow for attrition with respect to the reduction of positions (i.e. reduce layoffs). It’s important to emphasize that reductions should be based upon priorities, not vacant positions. Attrition is a helpful tactic but should not be the driving strategy in reducing costs. The County has had a hiring “chill” in place since October 2007. All requested exceptions to the “chill” must be approved by the County Administrative Officer. Early in FY 2013-14, the hiring “chill” was slightly modified to reflect improving budget conditions. In early FY 2014-15 it is anticipated that hiring restrictions will be removed.
2. Reduce General Fund Contingency- Budget Policy #26 states that a minimum of 5% of available funds will be placed into the contingency. For many, many years this policy was adhered to. As part of the FY 2009-10 budget balancing strategies, the contingency was reduced to 4% (currently at 4.5%). It is recommended that the contingency not be reduced below 3% in any given year as this would impair the County’s ability to deal with unplanned issues and costs that occur mid-year. Additionally, it is important to note that reducing the contingency reduces the amount of FBA by an equal amount for fiscal year-end (unspent contingency is the largest component of FBA), hence deferring a portion of the budget gap to the subsequent year.
3. Defer capital improvement and automation projects that require General Fund support- This option saves money in the near-term but over time if these types of projects are continuously deferred, County facilities and systems would deteriorate and the cost of repairs would increase. This short-term approach was implemented in FY 2008-09, 2009-10, 2010-11 and 2011-12.

4. Minimize building maintenance expenditures- Similar to item number three above, this option saves money in the near-term but over time if maintenance is deferred, county facilities will deteriorate. Historically, \$1.5 million to \$2 million of General Fund has been allocated annually to specific projects related to the maintenance of County facilities. In FY 2009-10, there was not a General Fund allocation to specific maintenance projects and the amount was reduced by half (to \$1 million) for FY 2010-11. The adopted General Fund allocation for FY 2011-12 was \$1,136,550 and grew to \$1,983,700 in FY 2012-13 in order to begin addressing deferred maintenance projects. In FY 2014-15, the General Fund allocation remained flat with FY 2013-14 adopted levels.
5. Reduce or eliminate the General Fund contribution to the Organizational Development program- Past practice has been for the General Fund to annually contribute \$450,000 to the Organizational Development fund center. This funding has been used to pay for the Employee University (which is a cornerstone of employee training and development), Citizen's Opinion Surveys, Employee Opinion Surveys, and departmental organizational assessments and training. The elimination of General Fund support was implemented as a cost savings measure in FYs 2008-09, 2009-10, and 2010-11. A similar elimination of General Fund support was recommended for FY 2011-12. However, at the end of FY 2010-11, unanticipated fund balance resulted in the allocation of \$250,000 to the program. At the end of FY 2013-14, the General Fund balance was again higher than budgeted; as a result, it was decided to allocate \$650,000 of the unanticipated fund balance to the program.
6. Reduce or eliminate the amount of depreciation set aside for Countywide Automation projects- As part of the Countywide Cost Plan, the Auditor-Controller's Office calculates the amount of depreciation associated with automation equipment. The standard practice has been to allocate this money to the Countywide Automation fund center in order to help pay for replacement automation projects. Some or all of this money could be redirected to the General Fund. The impact is that over time, the County would not have sufficient funds to replace outdated or obsolete equipment and systems. This short-term approach was implemented in FY 2008-09, 2009-10, and 2010-11.
7. Reduce or eliminate the amount of depreciation set aside for Building Replacement- Similar to what was noted above, as part of the Countywide Cost Plan, the Auditor-Controller's Office calculates the amount of depreciation associated with County owned buildings. The standard practice has been to allocate this money to the Building Replacement fund center in order to help pay for the repair and replacement of County facilities. Some or all of this money could be redirected to the General Fund. The impact is that over time, there would not be sufficient funds to repair or replace County owned facilities. This short-term approach was implemented in FY 2008-09, FY 2009-10, and FY 2010-11.
8. Voluntary Time Off (VTO), otherwise known as voluntary furloughs- Currently, County employees may take up to 160 hours of VTO in any given year. Individuals that do so do not receive a salary but continue to receive benefits and time and service credits. As a result, VTO helps to defray salary and benefit costs. This option is short-term in nature, given that employees cannot be required to participate in this program (hence the name Voluntary Time Off) and it is not reasonable to expect employees to utilize VTO

perpetually. This short-term approach was implemented in FY 2008-09, 2009-10, 2010-11, 2011-12, 2012-13, 2013-14, and 2014-15.

9. Use of Federal Stimulus Funding- The American Recovery and Reinvestment Act (ARRA) of 2009 was authorized by the Federal government at the beginning of 2009. The intent of the program was to help stabilize the economy by providing up to \$780 billion to various programs and organizations in order to mitigate future job loss and to potentially increase the number of jobs. The County actively pursued ARRA funds as a means to help shore up our budget and fiscal challenges. A committee comprised of 15 departments met on a regular basis in order to identify funding opportunities and to coordinate grant applications and program designs. In total, the County applied for \$102.4 million in ARRA funding and received a total of \$99.7 million. New funding is no longer available.
10. Early Retirement- Early retirement programs may be offered on a case-by-case basis. The intent is to reduce the number of layoffs by enticing individuals who are considering retirement to retire sooner rather than later in order to create attrition opportunities. Depending upon the specifics, an early retirement program may or may not provide cost savings. In instances where the program does not provide a cost savings (or is cost neutral), the sole benefit would be to reduce layoffs. This short-term approach was implemented in FY 2009-10.
11. Use of one-time reserves- The County has set aside money in reserves, which is not designated for a specific purpose. This money has been accumulated over a number of years and has historically been used to help pay for unexpected costs or to help fund new projects or programs.

Some of these reserves could be used to help address the budget gap. However, since this is one-time money that would be used to help fund ongoing operational expenditures, it is recommended that the amount used in any given year be limited to no more than \$1 million to \$2 million during the seven year “pain management plan.” This approach will allow for reserves to remain in place for the latter years of the “pain management plan” and to help mitigate unforeseen future fiscal challenges. This short-term approach was implemented in FY 2008-09, 2009-10, 2010-11, 2011-12, 2012-13 and 2013-14.

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

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

an increased workload. Note that training plans and expenditures have been cut back considerably as part of the budget balancing process; however, they have not been eliminated.

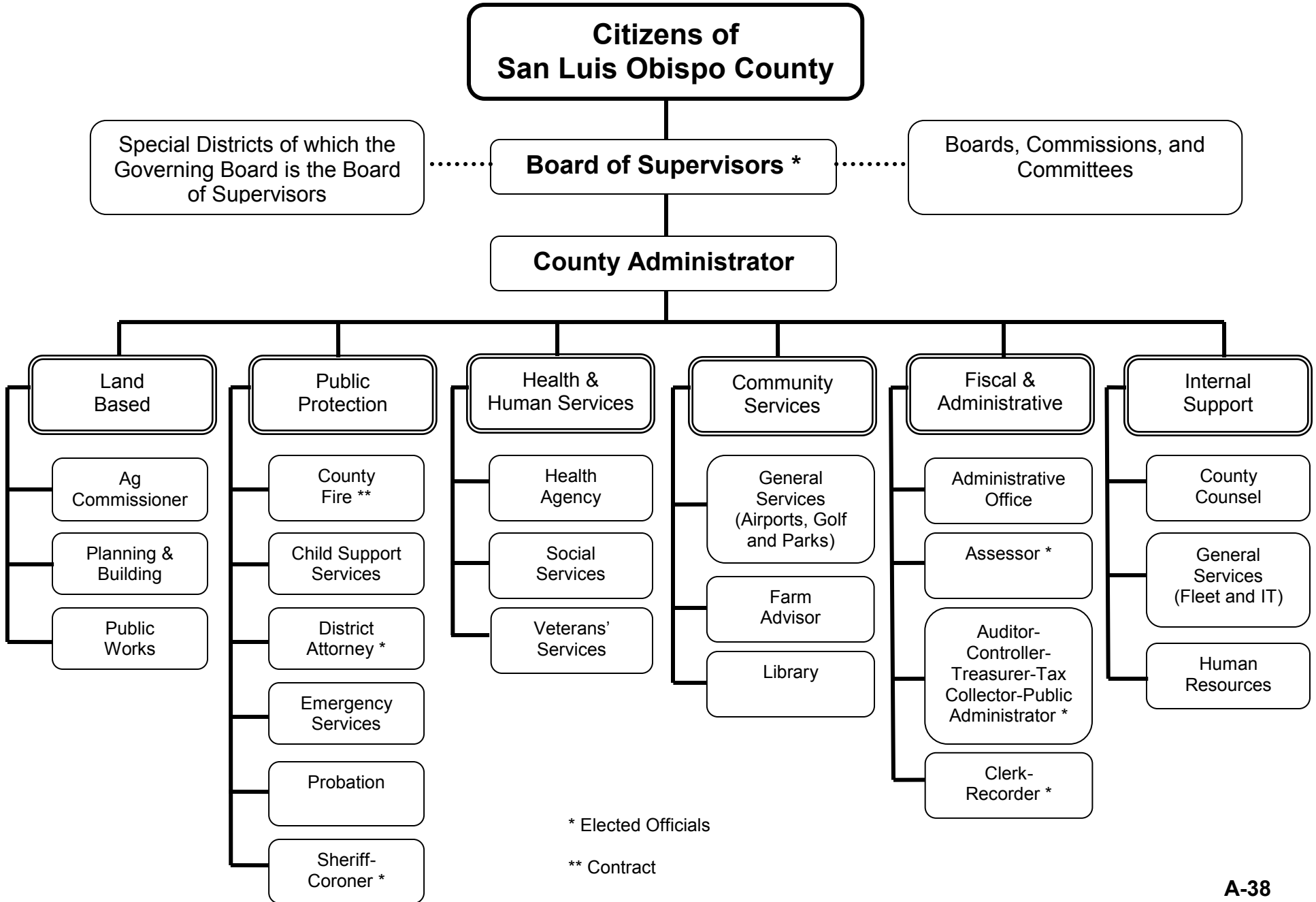
3. Revenue (tax) increases- In the past, tax increases such as sales taxes, transient occupancy taxes, business license taxes, and utility users taxes have been discussed. However, it was decided not to pursue these options given current economic conditions and voter sentiment.

General Budget Information

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

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

County of San Luis Obispo Organizational Chart



About San Luis Obispo County

San Luis Obispo County was established by an act of the Legislature on February 18, 1850 as one of the original 27 counties of the State of California. 2013 estimates from the California Department of Finance place the County’s population at 272,177 making it the 23rd largest County in the State. The County is made up of seven cities as well as many unincorporated communities. The County seat is the City of San Luis Obispo.



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

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



County Geography

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

County Government

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

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

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

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

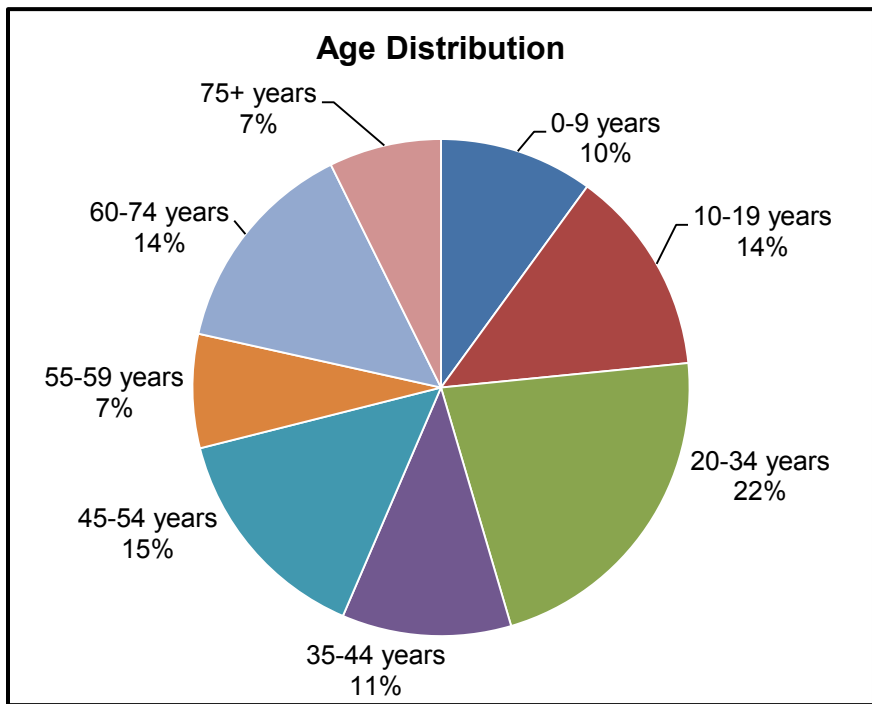
The County Administrative Officer is appointed by the Board of Supervisors and has responsibility for managing the operations of County departments, preparing the County budget and making recommendations to the Board of Supervisors to promote the efficiency and effectiveness of County operations. The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

County Demographic Profile

Population

As of January 1, 2013, San Luis Obispo County was home to an estimated 272,177 residents, a 0.4 percent decrease compared to population estimates in the year 2010. A little over half of the County’s residents live within the city limits of the seven cities with the remaining 44 percent living in various unincorporated communities and areas. The largest city is San Luis Obispo with 45,541 residents. The smallest is Pismo Beach with 7,717 residents.¹

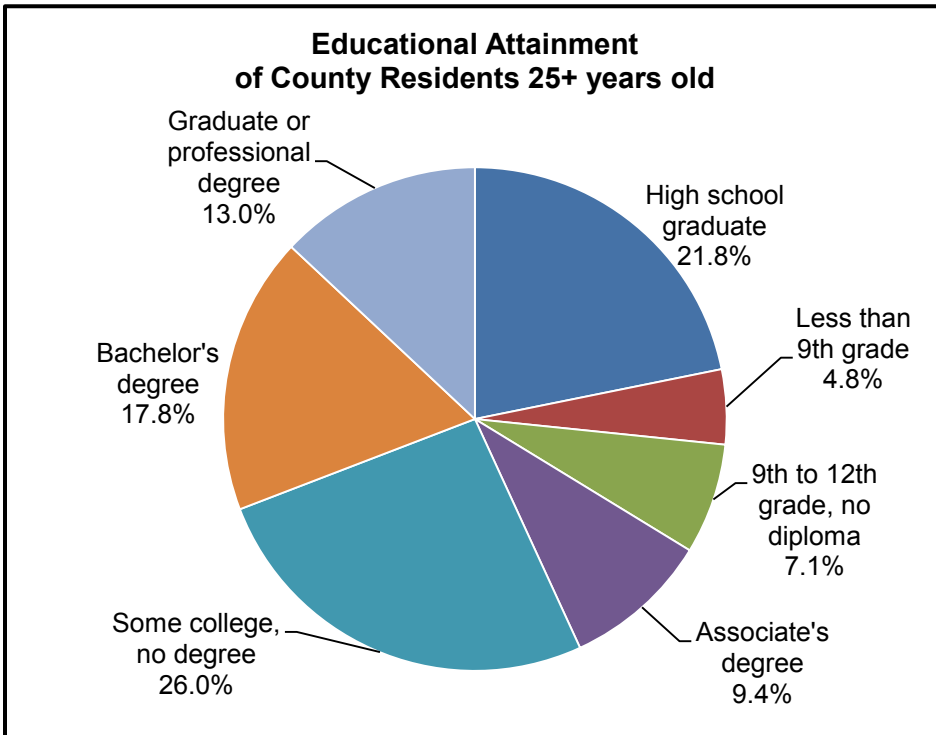
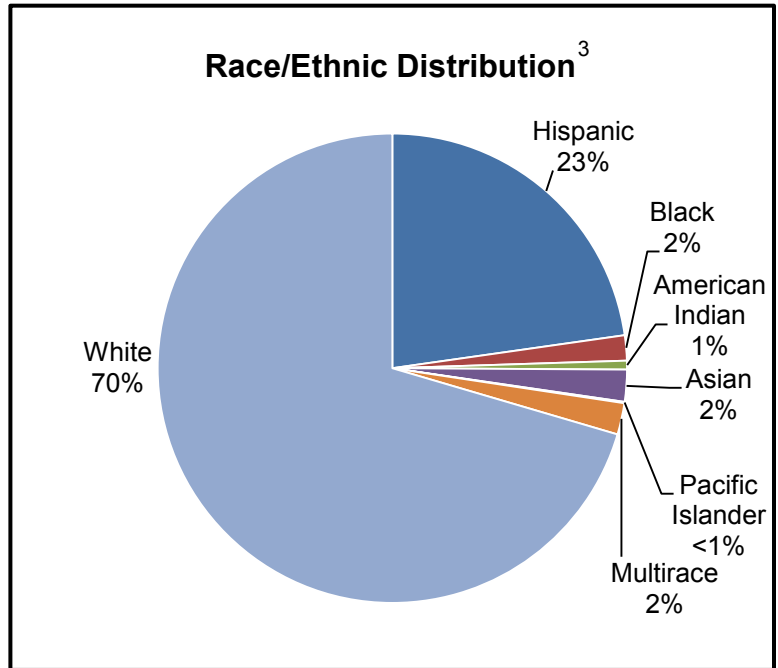
Population by City	
<u>City</u>	<u>Population</u>
Arroyo Grande	17,395
Atascadero	28,687
Grover Beach	13,211
Morro Bay	10,317
Paso Robles	30,504
Pismo Beach	7,717
San Luis Obispo	45,541
<u>Unincorporated</u>	<u>118,805</u>
Total	272,177



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

¹ CA Department of Finance 2013 Population Estimates
² US Census Bureau 2010 American Community Survey

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



As of 2010, an estimated 87.8 percent of County residents over the age of 25 had graduated from high school and 30.8 percent had a bachelor's degree or higher. These percentages are higher than both California where an estimated 80.7 percent of people have at least graduated from high school and 30.1 percent have a bachelor's degree or higher and the United States where 85.5 percent have at least graduated from high school and 28.1 percent have a bachelor's degree or higher.⁴

³ US Census Bureau 2010 American Community Survey

⁴ US Census Bureau 2010 American Community Survey

Income and Housing

Median Household Income

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

As of 2010, an estimated 7.8 percent of families in the County lived below the poverty level—an increase from the 6.8 percent of families living below the poverty level in 2000.⁵

As of 2nd quarter 2014, the median single-family home price in the County was \$460,000.⁶

Median Home Price by City

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

Employment and Industry

Home to California Polytechnic University, Cuesta College, Atascadero State Hospital and the California Men’s Colony, government institutions are the largest employers in the County. The box to the right lists the top 20 public and private employers in the County.⁷ The chart on the next page details how many County residents over the age of 16 were employed in various industries as of 2010.⁸

Top 20 Employers in San Luis Obispo County

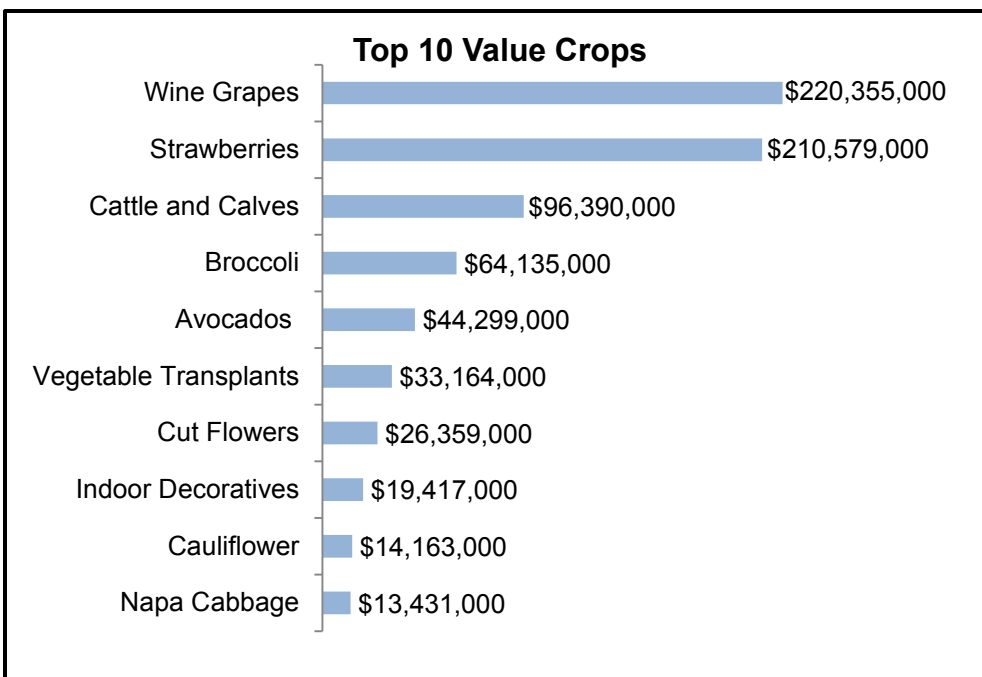
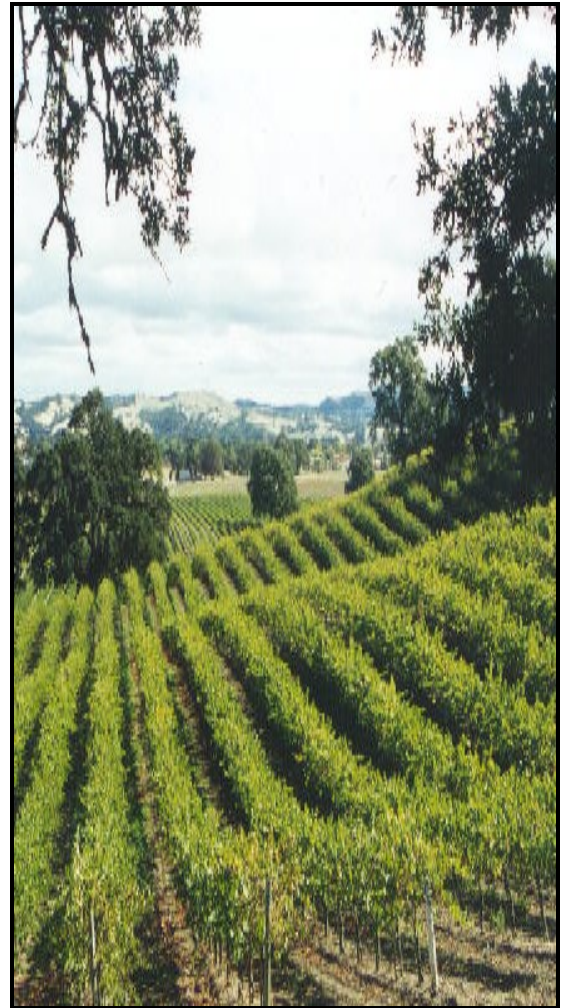
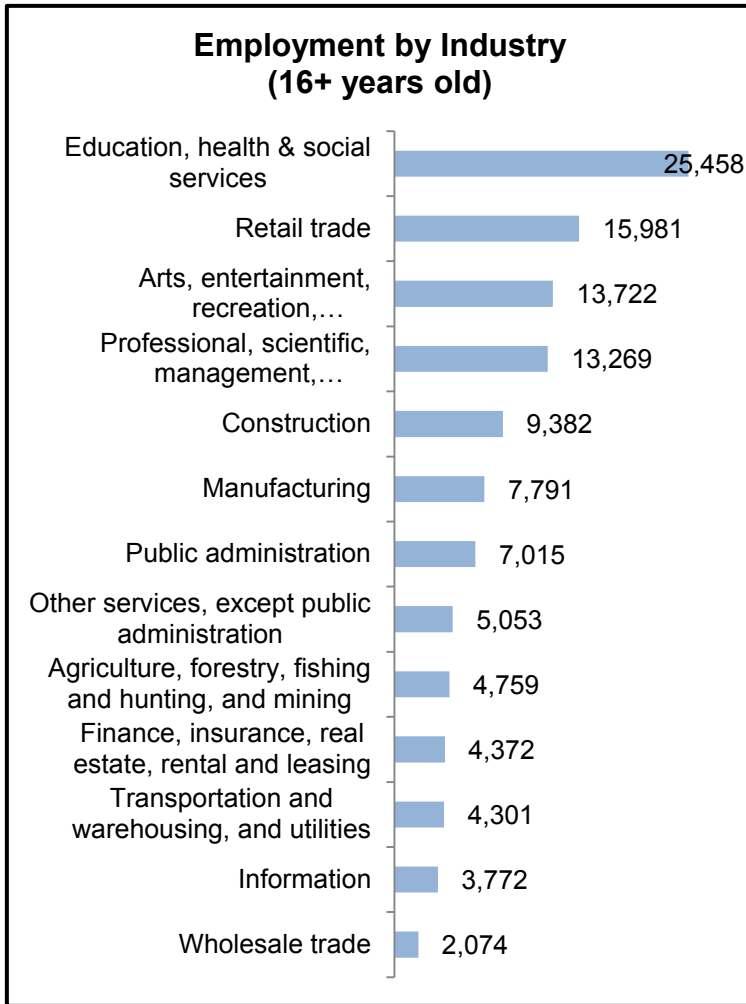
- County of San Luis Obispo
- California Polytechnic University
- Atascadero State Hospital
- California Men’s Colony
- Pacific Gas & Electric
- Tenet Healthcare
- Lucia Mar Unified School District
- Paso Robles Public Schools
- Cal Poly Corporation
- San Luis Coastal Unified School District
- Cuesta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

⁵ US Census Bureau 2010 American Community Survey and 2000 US Census

⁶ San Luis Obispo County Central Coast Economic Forecast August 2014

⁷ San Luis Obispo Chamber of Commerce 2013 Community Economic Profile

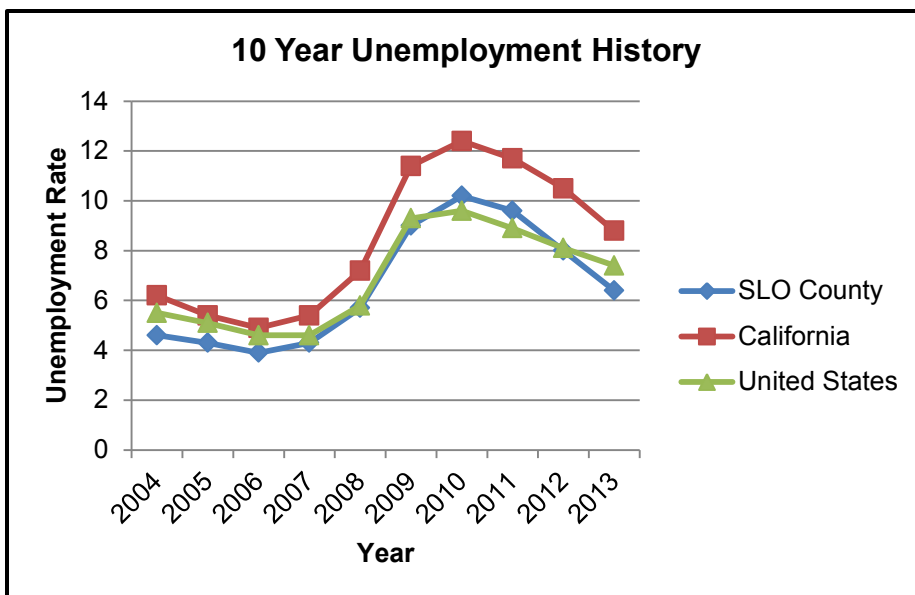
⁸ US Census Bureau 2010 American Community Survey



The County also has a productive agricultural industry. The chart to the left displays the top 10 value crops in the County in 2013.⁹

⁹ San Luis Obispo County Agricultural Commissioner 2013 Crop Report

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



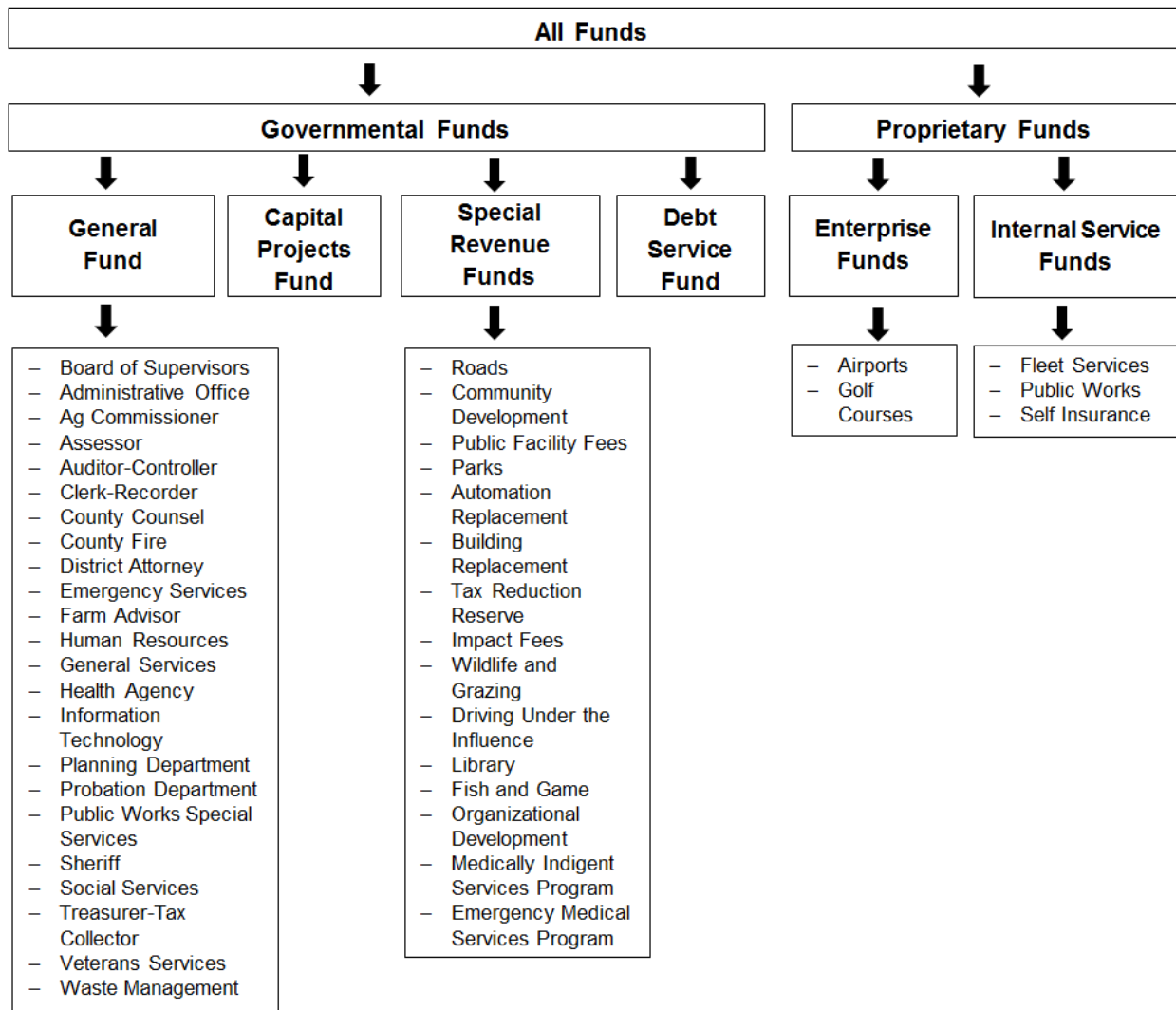
Budget Summary Information

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

Fund Structure

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

¹⁰ Bureau of Labor Statistics



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

Government Fund Types:

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

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

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

Debt Service Funds- Debt service funds account for financing and payment of interest and principal on all general obligation debt, other than that paid exclusively from special assessments and debt issued for and serviced by a governmental enterprise. Recommendations for long-term debt are made to the Board of Supervisors by the County Debt Advisory Committee and in accordance with the County's Debt Management Policy.

Proprietary Fund Types:

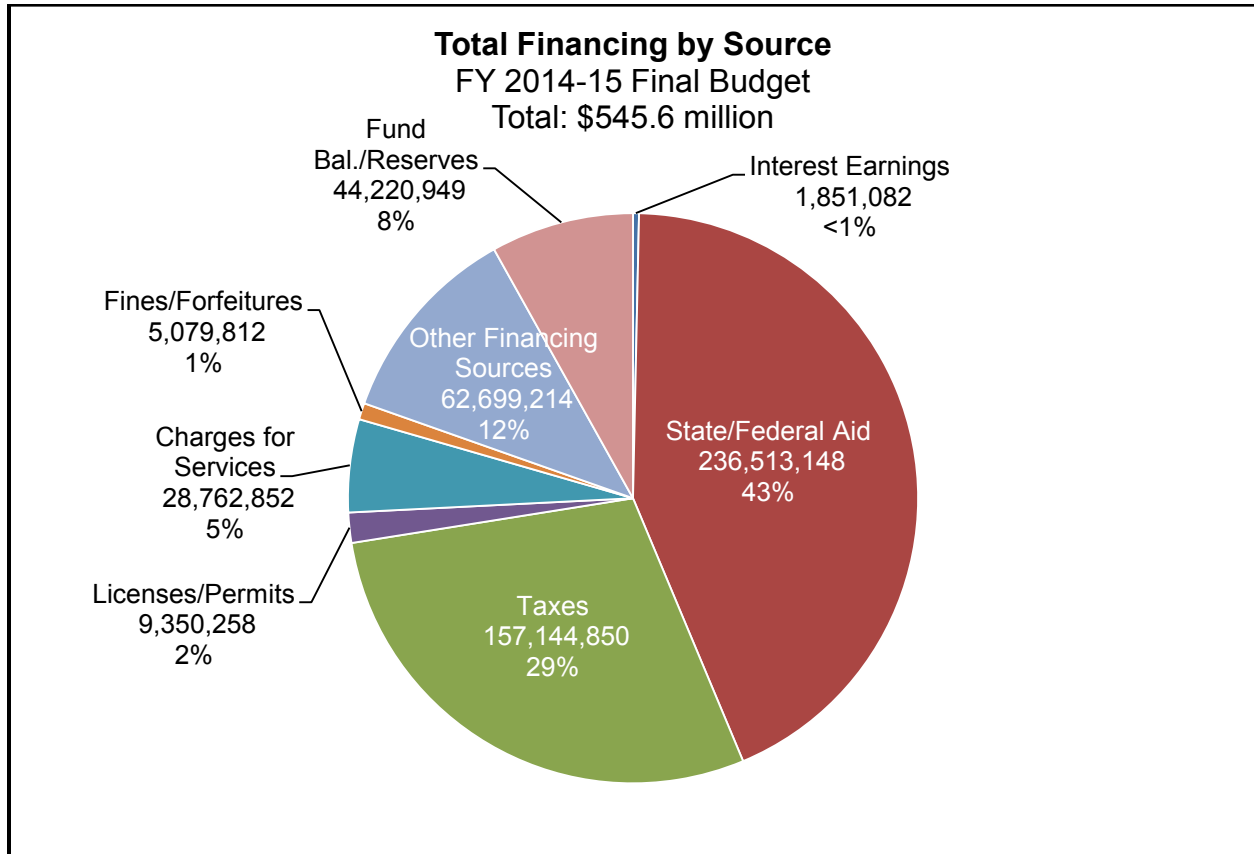
Enterprise Funds- Enterprise funds are established to finance and account for operations that are financed and operated in a manner similar to private business enterprises, where the costs (expenses including depreciation, capital and maintenance) are financed primarily through user charges. In the County,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

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

Summary of County Revenues

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

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

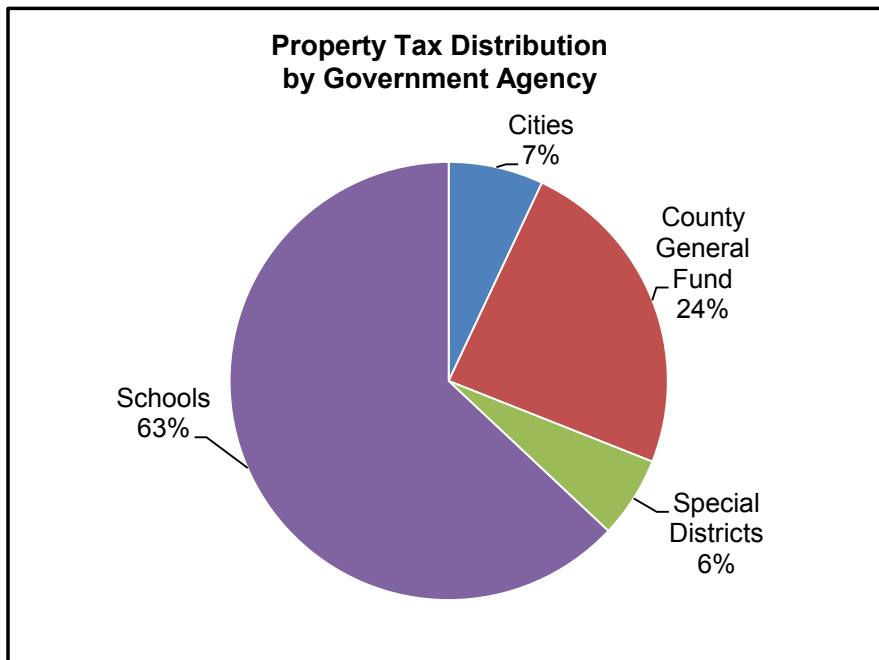


State and Federal Revenue- State and Federal revenue is the County’s single largest revenue source. The majority of these revenues are used to support statutory programs, such as health and welfare services and some criminal justice programs. These funds are generally restricted in use and are not available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

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

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

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



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

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

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

Fund Balance Available (FBA) and Use of Reserves- The fund balance available is the portion of fund balance that is not reserved, encumbered or designated and therefore is available for financing a portion of the budgetary requirements for the upcoming fiscal year.

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

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

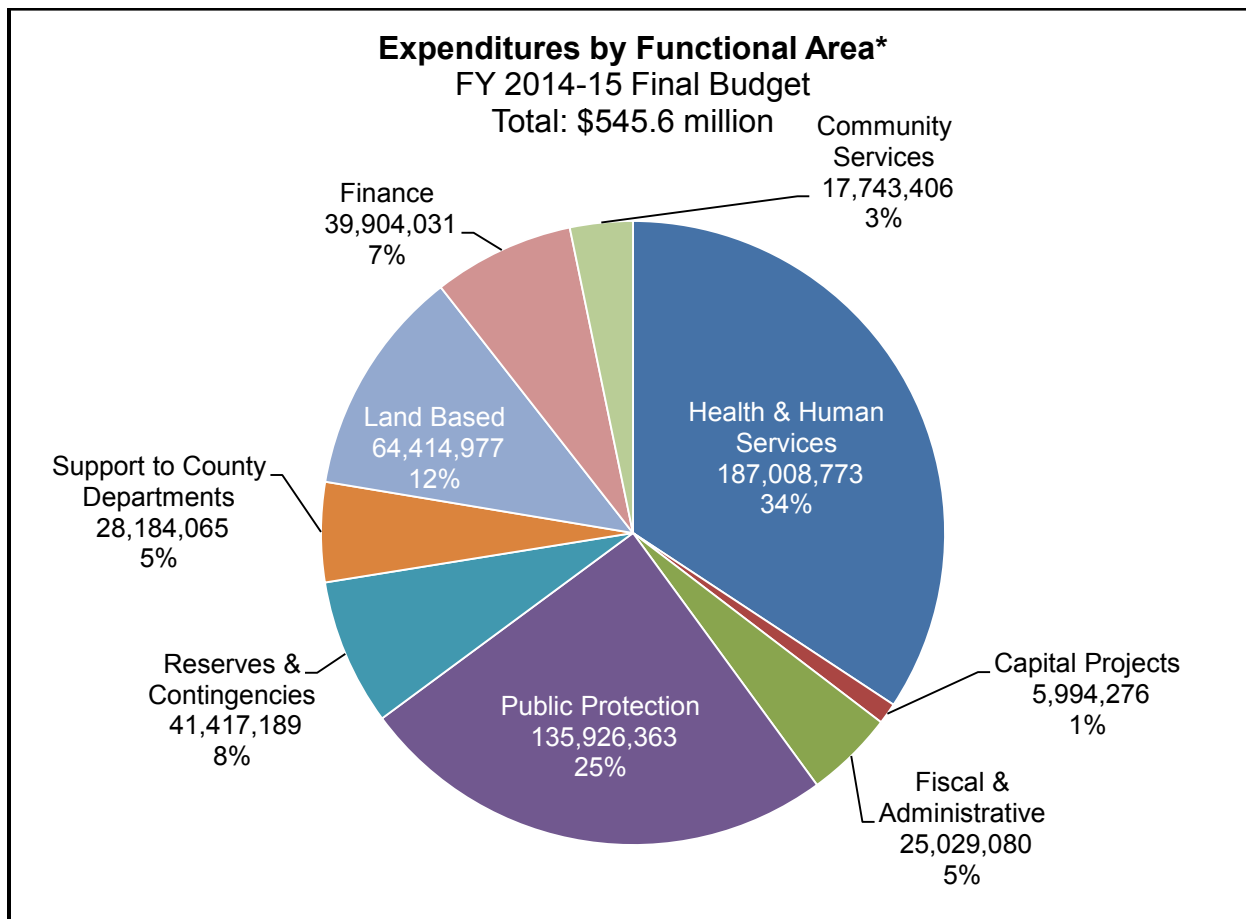
Summary of County Expenditures

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

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

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

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



*County departments and fund centers are grouped together by functional areas which the County uses to characterize the services that the County provides. The table on the next page displays the financing uses by function, using the function categories identified by the State. As a result the numbers do not correlate.

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

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

Financial Summaries

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

Financing Sources and Uses Summary

Description	2012-13 Actual	2013-14 Actual	2014-15 Proposed	2014-15 Adopted
<u>Financing Sources</u>				
Taxes	161,007,283	169,915,882	157,144,850	157,144,850
Licenses and Permits	9,261,904	10,665,396	9,350,258	9,350,258
Fines, Forfeitures and Penalties	4,746,056	7,044,827	5,079,812	5,079,812
Revenue from Use of Money & Property	1,259,539	1,272,672	1,851,082	1,851,082
Intergovernmental Revenues- State	147,361,080	158,487,900	172,044,219	172,166,935
- Federal	52,597,987	51,265,060	58,873,855	58,873,855
- Other	7,613,026	5,699,854	5,357,847	5,472,358
Charges for Services	26,625,973	28,016,029	28,440,276	28,762,852
Other Revenues	28,704,354	35,851,161	25,058,025	25,607,918
Fund Balance	0*	0*	29,800,445	42,794,071
Use of Reserves & Designations	0*	0*	1,088,155	1,426,878
Other Financing Sources	31,623,731	27,283,024	30,838,929	37,091,296
Decreases to Fund Balance	0*			

*cancellation of reserves and designations and use of fund balance included in Other Financial Sources

Total Financing Sources	470,800,933	495,501,805	524,927,753	545,622,165
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Uses of Financing by Function

General Government	64,340,583	74,019,468	67,030,104	67,539,890
Public Protection	143,966,584	146,997,442	153,333,885	154,218,089
Public Ways & Facilities	35,823,217	28,086,028	40,511,600	40,511,600
Health & Sanitation	66,483,259	68,700,953	76,423,574	76,511,019
Public Assistance	102,707,407	104,784,090	108,741,221	108,903,402
Education	10,254,118	12,628,224	10,749,472	10,749,472
Recreation & Cultural Services	7,673,733	8,156,269	8,114,786	8,564,786
Debt Service	10,555,761	10,836,673	11,285,365	11,286,365
Financing Uses	13,080,331	13,1185,555	19,667,986	25,920,353
Contingencies	0*	0*	19,563,651	20,160,176
Reserves & Designations	0*	0*	9,506,109	21,257,013
Increases to Fund Balance	15,915,940	28,174,103	0	0

*use of reserves and designations and contingencies reflected in individual functional areas

Total Financing by Function	470,800,933	495,501,805	524,927,753	545,622,165
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Uses of Financing by Type

Salary & Benefits	228,270,778	235,415,294	253,688,151	254,318,854
Services & Supplies	137,862,650	138,809,197	139,826,296	140,251,423
Other Charges	87,424,320	90,593,448	93,989,092	100,770,459
Fixed Assets	21,844,027	22,168,930	27,005,322	27,515,108
Transfers	(20,516,782)	(19,659,167)	(18,650,868)	(18,650,868)
Increases to Reserves/Designations	0*	0*	9,506,109	21,257,013
Increases/(decreases) to Fund Balance	15,915,940	28,174,103	0	0
Contingencies	0*	0*	19,563,651	20,160,176

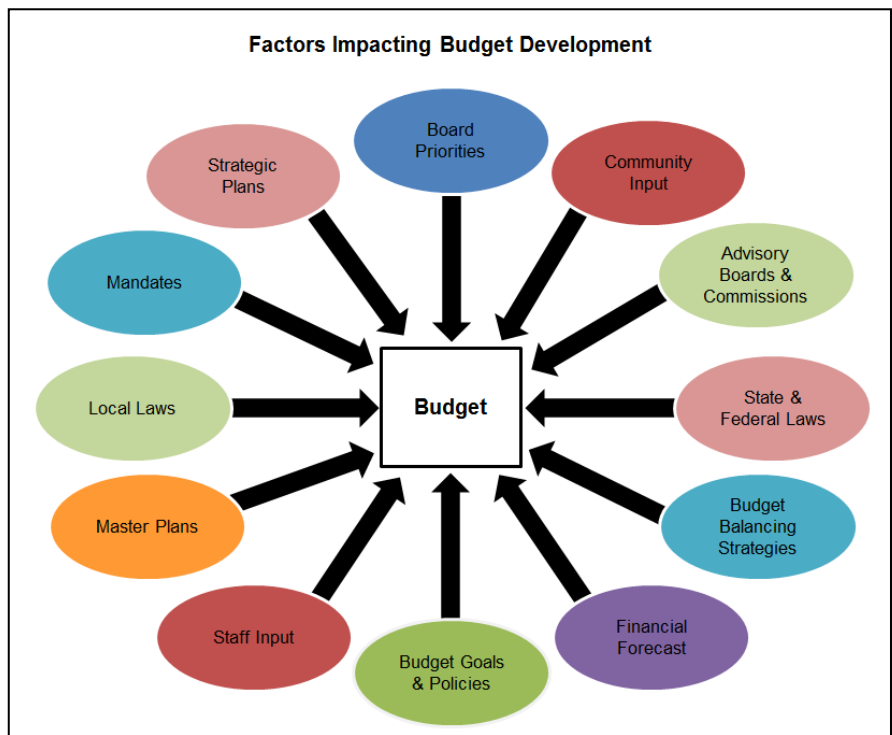
*use of reserves and designations and contingencies are included in individual financing types

Total Financing by Type	470,800,933	495,501,805	524,927,753	545,622,165
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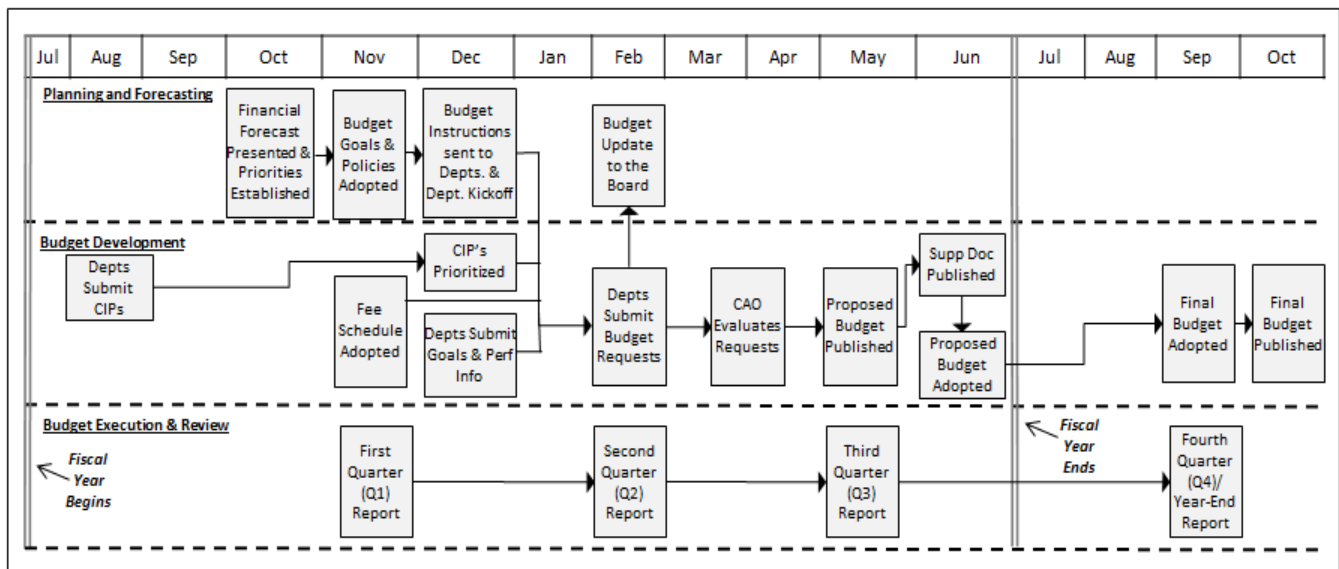
County Budget Development and Management Process

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

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



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



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

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

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

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

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

Establishment of Budget Goals and Policies (October- November)

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

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

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

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

Preparation of the Budget (September- May)

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

Phase 1 - Update Performance Information (September- January)

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

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

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

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

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

Budget Reductions:

In years when the available financing is insufficient to fund a Status Quo budget, departments are instructed to prepare a list of prioritized reductions that decrease their

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

Budget Augmentations:

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

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

Preparation of the Supplemental Budget Document (April- May)

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

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

Adoption and Publishing of the Final Budget

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

Board's changes. A resolution to adopt the proposed budget, including the position allocation list, is approved by the Board by the end of June.

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

On-Going Budget Management and Mid-Year Adjustments

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

Mid-Year Adjustments

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

Mid-year budget adjustments may also be considered by the Board when a new source of funding or unanticipated revenue becomes available to a department. Adjustments may come as a result of a new contract to provide services, a grant award, receipt of additional fees for service, or the use of funds from a trust for a specific purpose. Departments may request a transfer of funds from one fund center to another in order to fund an activity or project. This is commonly done when funds are transferred into an established capital project or to make fixed asset purchases that were not anticipated in the adopted budget.

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

Administrative Office and the Auditor-Controller-Treasurer-Tax Collector Public Administrator.

County of San Luis Obispo Budget Calendar

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

June	<p>Supplemental Budget Document is printed and published for review by the Board and the public.</p> <p>Budget hearings are held and the Board adopts a Proposed Budget, including items in the Supplemental Budget Document.</p> <p>The Fiscal Year ends June 30.</p>
July	<p>The new fiscal year begins July 1.</p>
August	<p>Fund Balance Available from fiscal year just ended is available.</p>
September	<p>Final Budget is adopted by the Board, including FBA from prior fiscal year.</p> <p>Fourth Quarter (Q4)/Year-End Financial Report for the fiscal year is presented to the Board, including performance measure results.</p>
November	<p>Final Budget is printed and published and sent to the State Controller’s Office.</p>

Personnel Information

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

Position Allocation by Functional Area

<u>Functional Area</u>	<u>2012-13 Actual Allocation</u>	<u>2013-14 Actual Allocation</u>	<u>2014-15 Department Request</u>	<u>2014-15 C.A.O. Recommended</u>	<u>2014-15 Board Adopted</u>
Community Services	144.50	144.50	144.50	144.50	144.50
Fiscal & Administrative	192.25 7.50 *	189.75 6.50 *	189.75 4.00 *	193.25 7.50 *	193.25 7.50 *
Health/Human Services	845.75 9.00 *	914.50 9.00 *	904.75 9.00 *	940.00 9.00 *	941.50 9.00 *
Land Based	317.00 7.50 *	319.25 4.00 *	319.25 4.00 *	321.25 4.00 *	321.25 6.00 *
Public Protection	690.25 15.50 *	695.25 13.50 *	695.25 12.50 *	700.25 9.50 *	703.25 10.50 *
Support to County Depts	217.50 1.00 *	213.00 1.00 *	212.00 0.00 *	216.00 2.00 *	216.00 2.00 *
Total Permanent FTE's	2,407.25	2,476.25	2,465.50	2,515.25	2,519.75
Total Limited Terms	40.50	34.00	29.50	32.00	35.00
Total Contract FTE's	0.00	0.00	0.00	0.00	0.00
Total FTE's	2,447.75	2,510.25	2,495.00	2,547.25	2,554.75
Permanent Positions					
Full Time	2,338	2,409	2,401	2,446	2,450
3/4 Time	39	39	36	39	39
1/2 Time	78	75	74	79	80
1/4 Time	4	2	2	2	2
Total Permanent	2,459	2,525	2,513	2,566	2,571
Limited Term Positions					
Full Time	34	28	24	26	29
3/4 Time	2	2	2	2	2
1/2 Time	10	9	8	9	9
1/4 Time	0	0	0	0	0
Total Limited Term	46	39	34	37	40

* Indicates Limited Term positions



Position Allocation Summary

<u>Dept</u>	<u>Title</u>	<u>2012-13 Actual Allocation</u>	<u>2013-14 Actual Allocation</u>	<u>2014-15 Department Request</u>	<u>2014-15 C.A.O. Recommended</u>	<u>2014-15 Board Adopted</u>	<u>Increase (Decrease)</u>
ADMINISTRATIVE OFFICE							
104	ADMINISTRATIVE OFFICE	11.00	11.00	11.00	11.00	11.00	0.00
		0.00 *	0.00 *	0.00 *	1.00 *	1.00 *	1.00 *
131	GRAND JURY	0.50	0.50	0.50	0.50	0.50	0.00
138	EMERGENCY SERVICES	5.50	6.00	6.00	6.00	6.00	0.00
275	ORGANIZATIONAL DEVELOPMENT	1.00	1.00	1.00	1.00	1.00	0.00
	Total	18.00	18.50	18.50	19.50	19.50	1.00
AGRICULTURAL COMMISSIONER							
141	AGRICULTURAL COMMISSIONER	41.00	41.00	41.00	41.00	41.00	0.00
ASSESSOR							
109	ASSESSOR	80.00	80.00	80.00	83.00	83.00	3.00
		4.50 *	4.50 *	3.00 *	4.50 *	4.50 *	0.00 *
	Total	84.50	84.50	83.00	87.50	87.50	3.00
AUDITOR-CONTROLLER							
107	AUDITOR-CONTROLLER	37.50	37.00	37.00	37.50	37.50	0.50
		2.00 *	1.00 *	0.00 *	1.00 *	1.00 *	0.00 *
	Total	39.50	38.00	37.00	38.50	38.50	0.50
BOARD OF SUPERVISORS							
100	BOARD OF SUPERVISORS	12.50	12.50	12.50	12.50	12.50	0.00
CHILD SUPPORT SERVICES							
134	CHILD SUPPORT SERVICES	39.75	39.75	39.75	39.75	39.75	0.00
CLERK/RECORDER							
110	CLERK/RECORDER	22.25	22.25	22.25	22.25	22.25	0.00
COUNTY COUNSEL							
111	COUNTY COUNSEL	21.25	21.25	21.25	21.25	21.25	0.00
DISTRICT ATTORNEY							
132	DISTRICT ATTORNEY	93.50	93.00	93.00	93.00	93.00	0.00
		2.50 *	2.50 *	2.50 *	2.50 *	2.50 *	0.00 *
	Total	96.00	95.50	95.50	95.50	95.50	0.00
FARM ADVISOR							
215	FARM ADVISOR	5.00	5.00	5.00	5.00	5.00	0.00
GENERAL SERVICES							
113	GENERAL SERVICES	83.00	83.50	82.50	82.50	82.50	-1.00
		1.00 *	1.00 *	0.00 *	1.00 *	1.00 *	0.00 *
114	INFORMATION TECHNOLOGY DEPARTMENT	75.25	72.25	72.25	73.25	73.25	1.00
305	PARKS	42.00	42.00	42.00	42.00	42.00	0.00
407	FLEET SERVICES ISF	13.00	13.00	13.00	13.00	13.00	0.00
425	AIRPORTS ENTERPRISE	14.00	14.00	14.00	14.00	14.00	0.00
427	GOLF COURSES	13.00	13.00	13.00	13.00	13.00	0.00
	Total	243.25	238.75	236.75	238.75	238.75	0.00
HUMAN RESOURCES							
105	RISK MANAGEMENT	7.00	7.00	7.00	7.00	7.00	0.00
112	HUMAN RESOURCES	16.00	16.00	16.00	19.00	19.00	3.00
		0.00 *	0.00 *	0.00 *	1.00 *	1.00 *	1.00 *
	Total	23.00	23.00	23.00	27.00	27.00	4.00
LIBRARY							
377	LIBRARY	70.50	70.50	70.50	70.50	70.50	0.00
PLANNING & BUILDING DEPARTMENT							
142	PLANNING & BUILDING DEPARTMENT	87.25	88.50	88.50	89.50	89.50	1.00
		2.50 *	4.00 *	4.00 *	4.00 *	6.00 *	2.00 *
	Total	89.75	92.50	92.50	93.50	95.50	3.00

Position Allocation Summary

<u>Dept</u>	<u>Title</u>	<u>2012-13 Actual Allocation</u>	<u>2013-14 Actual Allocation</u>	<u>2014-15 Department Request</u>	<u>2014-15 C.A.O. Recommended</u>	<u>2014-15 Board Adopted</u>	<u>Increase (Decrease)</u>
PROBATION DEPARTMENT							
139	PROBATION DEPARTMENT	147.50	151.50	151.50	151.50	151.50	0.00
		5.00 *	3.00 *	2.00 *	2.00 *	3.00 *	0.00 *
	Total	152.50	154.50	153.50	153.50	154.50	0.00
PUBLIC HEALTH							
137	ANIMAL SERVICES	18.50	18.50	18.50	18.50	18.50	0.00
160	PUBLIC HEALTH	159.00	158.75	158.75	162.50	162.50	3.75
		2.00 *	2.00 *	2.00 *	2.00 *	2.00 *	0.00 *
166	BEHAVIORAL HEALTH	221.00	239.00	233.25	256.75	256.75	17.75
		7.00 *	7.00 *	7.00 *	7.00 *	7.00 *	0.00 *
184	LAW ENFORCEMENT MED CARE	14.00	15.00	15.00	15.00	16.50	1.50
350	Medically Indigent Services Program	10.75	10.75	5.75	5.75	5.75	-5.00
375	DRIVING UNDER THE INFLUENCE	13.00	13.00	14.00	14.00	14.00	1.00
	Total	445.25	464.00	454.25	481.50	483.00	19.00
PUBLIC WORKS - ISF							
405	PUBLIC WORKS - ISF	188.75	188.75	189.75	190.75	190.75	1.00
		5.00 *	0.00 *	0.00 *	0.00 *	0.00 *	0.00 *
	Total	193.75	188.75	189.75	190.75	190.75	0.00
SHERIFF-CORONER							
136	SHERIFF-CORONER	385.00	386.00	386.00	391.00	394.00	8.00
		8.00 *	8.00 *	8.00 *	5.00 *	5.00 *	-3.00 *
	Total	393.00	394.00	394.00	396.00	399.00	5.00
SOCIAL SERVICES ADMINISTRATION							
180	SOCIAL SERVICES ADMINISTRATION	424.00	473.00	473.00	480.00	480.00	7.00
TREAS-TAX COLL-PUBLIC ADM							
108	TREAS-TAX COLL-PUBLIC ADM	28.00	26.00	26.00	26.00	26.00	0.00
		1.00 *	1.00 *	1.00 *	1.00 *	1.00 *	0.00 *
	Total	29.00	27.00	27.00	27.00	27.00	0.00
VETERANS SERVICES							
186	VETERANS SERVICES	4.00	5.00	5.00	6.00	6.00	1.00
	Total Permanent Employees	2,407.25	2,476.25	2,465.50	2,515.25	2,519.75	43.50
	Total Limited Term Employees	40.50	34.00	29.50	32.00	35.00	1.00
	GRAND TOTAL	2,447.75	2,510.25	2,495.00	2,547.25	2,554.75	44.50

* Indicates Limited Term positions

** Indicates contract positions

Position Allocation by Department

<u>Class</u>	<u>Title</u>	<u>PT</u>	<u>Current</u>	<u>2014-15 Requested</u>	<u>2014-15 Recommended</u>	<u>2014-15 Adopted</u>	<u>Adopted Changes</u>
100	BOARD OF SUPERVISORS						
02223	Administrative Assistant Confidential Series		1.00	1.00	1.00	1.00	0.00
02223	Administrative Assistant Confidential Series	1/2	0.50	0.50	0.50	0.50	0.00
08799	Legislative Assistant		5.00	5.00	5.00	5.00	0.00
00925	Secretary - Confidential		1.00	1.00	1.00	1.00	0.00
00103	Supervisor		5.00	5.00	5.00	5.00	0.00
	Department Totals		12.50	12.50	12.50	12.50	0.00
104	ADMINISTRATIVE OFFICE						
08887	Administrative Analyst Aide - Confidential		1.00	1.00	1.00	1.00	0.00
08891	Administrative Services Officer I						
08892	or Administrative Services Officer II		1.00	1.00	1.00	1.00	0.00
08958	Assistant County Administrative Officer		1.00	1.00	1.00	1.00	0.00
00205	County Administrative Officer		1.00	1.00	1.00	1.00	0.00
08884	Administrative Analyst I						
08883	or Administrative Analyst II						
08882	or Administrative Analyst III						
08886	or Principal Administrative Analyst		6.00	6.00	6.00	6.00	0.00
00925	Secretary - Confidential		1.00	1.00	1.00	1.00	0.00
	Limited Permanent						
08883	Administrative Analyst II		0.00	0.00	1.00	1.00	1.00
	Department Totals		11.00	11.00	12.00	12.00	1.00
105	RISK MANAGEMENT						
02203	Administrative Assistant Series		1.00	1.00	1.00	1.00	0.00
02111	Human Resources Analyst Aide		1.00	1.00	1.00	1.00	0.00
08952	Principal Human Resources Analyst		1.00	1.00	1.00	1.00	0.00
09657	Risk Management Analyst I						
09658	or Risk Management Analyst II						
09663	or Risk Management Analyst III		4.00	4.00	4.00	4.00	0.00
	Department Totals		7.00	7.00	7.00	7.00	0.00
107	AUDITOR-CONTROLLER						
02050	Accounting Systems Aide-Confidential		1.00	1.00	1.00	1.00	0.00
00914	Accounting Technician		4.00	4.00	4.00	4.00	0.00
00913	Accounting Technician - Confidential		3.00	3.00	3.00	3.00	0.00
02203	Administrative Assistant Series		1.00	1.00	1.00	1.00	0.00
02223	Administrative Assistant Confidential Series		1.00	1.00	1.00	1.00	0.00
08891	Administrative Services Officer I						
08892	or Administrative Services Officer II		3.00	1.00	1.00	1.00	-2.00
00900	Assistant Auditor-Controller		1.00	1.00	1.00	1.00	0.00
02056	Auditor-Analyst Trainee						
02053	or Auditor-Analyst I						
02054	or Auditor-Analyst II						
02055	or Auditor-Analyst III		12.00	14.00	15.00	15.00	3.00
02056	Auditor-Analyst Trainee	1/2					
02053	or Auditor-Analyst I	1/2					
02054	or Auditor-Analyst II	1/2					
02055	or Auditor-Analyst III	1/2	0.50	0.50	0.00	0.00	-0.50
00102	Auditor-Controller						
00109	Auditor-Controller-Treasurer-Tx Coll-Pub Admn		1.00	1.00	1.00	1.00	0.00
02223	Administrative Assistant Confidential Series						
00982	or Data Entry Operator III - Confidential		1.00	1.00	1.00	1.00	0.00
02052	Division Manager-Auditor-Controller		2.00	2.00	2.00	2.00	0.00
00722	Principal Auditor-Analyst		6.00	6.00	6.00	6.00	0.00
00911	Account Clerk	1/2					
00909	or Senior Account Clerk	1/2	0.50	0.50	0.50	0.50	0.00
	Limited Permanent						
02056	Auditor-Analyst Trainee						
02053	or Auditor-Analyst I						

Position Allocation by Department

<u>Class</u>	<u>Title</u>	<u>PT</u>	<u>Current</u>	<u>2014-15 Requested</u>	<u>2014-15 Recommended</u>	<u>2014-15 Adopted</u>	<u>Adopted Changes</u>
02054	or Auditor-Analyst II						
02055	or Auditor-Analyst III		1.00	0.00	1.00	1.00	0.00
	Department Totals		38.00	37.00	38.50	38.50	0.50
108	TREAS-TAX COLL-PUBLIC ADM						
00914	Accounting Technician		1.00	1.00	1.00	1.00	0.00
00393	Assistant Treasurer/Tax Collector/Public Admn						
08903	Departmental Automation Specialist I						
08904	or Departmental Automation Specialist II						
08906	or Departmental Automation Specialist III		1.00	1.00	1.00	1.00	0.00
02052	Division Manager-Auditor-Controller		1.00	1.00	1.00	1.00	0.00
00780	Financial Analyst I						
00781	or Financial Analyst II						
00782	or Financial Analyst III		5.00	5.00	5.00	5.00	0.00
00770	or Principal Financial Analyst		1.00	1.00	1.00	1.00	0.00
00911	Account Clerk						
00909	or Senior Account Clerk		12.00	12.00	12.00	12.00	0.00
00927	Supervising Admin Clerk I		2.00	2.00	2.00	2.00	0.00
00928	Supervising Admin Clerk II		1.00	1.00	1.00	1.00	0.00
00893	Supervising Financial Technician		2.00	2.00	2.00	2.00	0.00
00110	Treasurer-Tax Collector-Public Administrator						
	Limited Permanent						
00780	Financial Analyst I						
00781	or Financial Analyst II						
00782	or Financial Analyst III		1.00	1.00	1.00	1.00	0.00
00770	or Principal Financial Analyst						
	Department Totals		27.00	27.00	27.00	27.00	0.00
109	ASSESSOR						
00914	Accounting Technician		1.00	1.00	1.00	1.00	0.00
00913	or Accounting Technician - Confidential						
00718	Appraiser Trainee						
00711	or Appraiser I						
00709	or Appraiser II						
00707	or Appraiser III		22.00	22.00	24.00	24.00	2.00
08894	Assessment Analyst Trainee						
00941	or Assessment Analyst I						
00942	or Assessment Analyst II						
00943	or Assessment Analyst III		6.00	6.00	6.00	6.00	0.00
08948	Assessment Manager		5.00	5.00	5.00	5.00	0.00
00894	Assessment Technician I						
00895	or Assessment Technician II						
00896	or Assessment Technician III		14.00	14.00	14.00	14.00	0.00
00897	Assessment Technician IV		2.00	2.00	2.00	2.00	0.00
00658	Assessment Technician Supervisor		2.00	2.00	2.00	2.00	0.00
00101	Assessor		1.00	1.00	1.00	1.00	0.00
00701	Assistant Assessor		1.00	1.00	1.00	1.00	0.00
00723	Auditor-Appraiser Trainee						
00712	or Auditor-Appraiser I						
00710	or Auditor-Appraiser II						
00708	or Auditor-Appraiser III		5.00	5.00	6.00	6.00	1.00
00671	Cadastral Mapping Systems Specialist I						
00672	or Cadastral Mapping Systems Specialis II						
00673	or Cadastral Mapping Systems Specialist III		4.00	4.00	4.00	4.00	0.00
00675	Cadastral Mapping Systems Supervisor		1.00	1.00	1.00	1.00	0.00
00587	Property Transfer Tech I						
00588	or Property Transfer Tech II		9.00	9.00	9.00	9.00	0.00
00589	or Property Transfer Tech III		2.00	2.00	2.00	2.00	0.00
00695	or Property Transfer Tech IV						
00883	Secretary I		1.00	1.00	1.00	1.00	0.00
00724	Supervising Appraiser		3.00	3.00	3.00	3.00	0.00
00579	Supervising Property Transfer Technician		1.00	1.00	1.00	1.00	0.00
	Limited Permanent						

Position Allocation by Department

<u>Class</u>	<u>Title</u>	<u>PT</u>	<u>Current</u>	<u>2014-15 Requested</u>	<u>2014-15 Recommended</u>	<u>2014-15 Adopted</u>	<u>Adopted Changes</u>
08894	Assessment Analyst Trainee						
00941	or Assessment Analyst I						
00942	or Assessment Analyst II						
00943	or Assessment Analyst III		3.00	3.00	3.00	3.00	0.00
00894	Assessment Technician I						
00895	or Assessment Technician II						
00896	or Assessment Technician III		1.00	0.00	1.00	1.00	0.00
00894	Assessment Technician I	1/2					
00895	or Assessment Technician II	1/2					
00896	or Assessment Technician III	1/2	0.50	0.00	0.50	0.50	0.00
	Department Totals		84.50	83.00	87.50	87.50	3.00
110	CLERK/RECORDER						
08891	Administrative Services Officer I						
08892	or Administrative Services Officer II		1.00	1.00	1.00	1.00	0.00
00250	Assistant County Clerk-Recorder		1.00	1.00	1.00	1.00	0.00
02203	Administrative Assistant Series						
02552	or Clerk-Recorder Assistant II		9.00	9.00	9.00	9.00	0.00
02553	or Clerk-Recorder Assistant III		4.00	4.00	4.00	4.00	0.00
02203	Administrative Assistant Series	3/4					
02552	or Clerk-Recorder Assistant II	3/4	0.75	0.75	0.75	0.75	0.00
02553	or Clerk-Recorder Assistant III	3/4					
02203	Administrative Assistant Series	1/2					
02552	or Clerk-Recorder Assistant II	1/2	0.50	0.50	0.50	0.50	0.00
02553	or Clerk-Recorder Assistant III	1/2					
02554	Clerk-Recorder Assistant IV		2.00	2.00	2.00	2.00	0.00
00108	County Clerk-Recorder		1.00	1.00	1.00	1.00	0.00
02558	Division Supervisor-Clerk-Recorder		2.00	2.00	2.00	2.00	0.00
02261	Systems Administrator I						
02262	or Systems Administrator II						
02263	or Systems Administrator III		1.00	1.00	1.00	1.00	0.00
	Department Totals		22.25	22.25	22.25	22.25	0.00
111	COUNTY COUNSEL						
02203	Administrative Assistant Series		2.00	2.00	2.00	2.00	0.00
08891	Administrative Services Officer I						
08892	or Administrative Services Officer II		1.00	1.00	1.00	1.00	0.00
00303	Assistant County Counsel		1.00	1.00	1.00	1.00	0.00
00310	Chief Deputy County Counsel		1.00	1.00	1.00	1.00	0.00
00302	County Counsel		1.00	1.00	1.00	1.00	0.00
00313	Deputy County Counsel I						
00317	or Deputy County Counsel II						
00318	or Deputy County Counsel III						
00312	or Deputy County Counsel IV		9.00	9.00	9.00	9.00	0.00
00313	Deputy County Counsel I	3/4					
00317	or Deputy County Counsel II	3/4					
00318	or Deputy County Counsel III	3/4					
00312	or Deputy County Counsel IV	3/4	0.75	0.75	0.75	0.75	0.00
00313	Deputy County Counsel I	1/2					
00317	or Deputy County Counsel II	1/2					
00318	or Deputy County Counsel III	1/2					
00312	or Deputy County Counsel IV	1/2	0.50	0.50	0.50	0.50	0.00
02230	Legal Clerk		2.00	2.00	2.00	2.00	0.00
02223	Administrative Assistant Confidential Series						
02235	or Legal Clerk-Confidential		2.00	2.00	2.00	2.00	0.00
02231	Supervising Legal Clerk I		1.00	1.00	1.00	1.00	0.00
02236	Supervising Legal Clerk I-Confidential						
	Department Totals		21.25	21.25	21.25	21.25	0.00

Position Allocation by Department

<u>Class</u>	<u>Title</u>	<u>PT</u>	<u>Current</u>	<u>2014-15 Requested</u>	<u>2014-15 Recommended</u>	<u>2014-15 Adopted</u>	<u>Adopted Changes</u>
112	HUMAN RESOURCES						
02203	Administrative Assistant Series		2.00	2.00	2.00	2.00	0.00
02223	Administrative Assistant Confidential Series		0.00	0.00	1.00	1.00	1.00
08903	Departmental Automation Specialist I						
08904	or Departmental Automation Specialist II						
08906	or Departmental Automation Specialist III		1.00	1.00	1.00	1.00	0.00
08957	Deputy Director of Human Resources		1.00	1.00	1.00	1.00	0.00
02111	Human Resources Analyst Aide		1.00	1.00	1.00	1.00	0.00
02110	Human Resources Analyst Aide-Confidential		3.00	3.00	5.00	5.00	2.00
08953	Human Resources Director		1.00	1.00	1.00	1.00	0.00
00874	Personnel Analyst I						
00873	or Personnel Analyst II						
00864	or Personnel Analyst III		6.00	6.00	6.00	6.00	0.00
00875	or Principal Personnel Analyst						
00938	Supervising Admin Clerk I - Confidential		1.00	1.00	1.00	1.00	0.00
	Limited Permanent						
00874	Personnel Analyst I						
00873	or Personnel Analyst II						
00864	or Personnel Analyst III		0.00	0.00	1.00	1.00	1.00
00875	or Principal Personnel Analyst						
	Department Totals		16.00	16.00	20.00	20.00	4.00
113	GENERAL SERVICES						
00911	Account Clerk	1/2	0.50	0.50	0.50	0.50	0.00
00905	Accountant I						
00906	or Accountant II		1.00	1.00	1.00	1.00	0.00
00907	or Accountant III		1.00	1.00	1.00	1.00	0.00
00914	Accounting Technician		2.00	2.00	2.00	2.00	0.00
00913	Accounting Technician - Confidential		1.00	1.00	1.00	1.00	0.00
02204	Administrative Assistant Aide						
02201	or Administrative Assistant I						
02202	or Administrative Assistant II		2.00	2.00	2.00	2.00	0.00
02203	or Administrative Assistant Series		2.00	2.00	2.00	2.00	0.00
08795	Administrative Services Manager		3.00	3.00	3.00	3.00	0.00
00620	Architectural Supervisor		1.00	1.00	1.00	1.00	0.00
00624	Architectural Technician		1.00	1.00	1.00	1.00	0.00
00609	Property Management Aide						
00622	or Assistant Real Property Agent		1.00	1.00	1.00	1.00	0.00
00623	or Associate Real Property Agent		2.00	2.00	2.00	2.00	0.00
01301	Building Maintenance Superintendent		1.00	1.00	1.00	1.00	0.00
02181	Buyer I						
02182	or Buyer II		2.00	2.00	2.00	2.00	0.00
01335	Custodian		22.00	22.00	22.00	22.00	0.00
00280	Department Administrator		1.00	1.00	1.00	1.00	0.00
08963	Deputy Director-General Services		1.00	1.00	1.00	1.00	0.00
01314	Facilities Maintenance Mechanic I						
01316	or Facilities Maintenance Mechanic II						
01315	or Facilities Maintenance Mechanic III		13.00	13.00	13.00	13.00	0.00
08961	General Services Agency Director		1.00	1.00	1.00	1.00	0.00
01317	Locksmith-Maintenance Worker		2.00	2.00	2.00	2.00	0.00
01307	Maintenance Painter I						
01308	or Maintenance Painter II		3.00	3.00	3.00	3.00	0.00
00614	Property Manager		1.00	1.00	1.00	1.00	0.00
00884	Secretary II		1.00	1.00	1.00	1.00	0.00
00909	Senior Account Clerk		1.00	1.00	1.00	1.00	0.00
02183	Senior Buyer		1.00	1.00	1.00	1.00	0.00
00613	Assistant Capital Projects Coordinator		1.00	1.00	1.00	1.00	0.00
00615	or Associate Capital Projects Coordinator		4.00	4.00	4.00	4.00	0.00
00619	or Senior Capital Projects Coordinator		3.00	3.00	3.00	3.00	0.00
01321	Senior Storekeeper		1.00	0.00	0.00	0.00	-1.00
01338	Stock Clerk						
00927	Supervising Admin Clerk I		0.00	1.00	1.00	1.00	1.00

Position Allocation by Department

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00928	Supervising Admin Clerk II		1.00	1.00	1.00	1.00	0.00
00939	Supervising Admin Clerk II - Confidential						
01352	Supervising Custodian		2.00	2.00	2.00	2.00	0.00
01318	Supervising Facility Maintenance Mechanic		2.00	2.00	2.00	2.00	0.00
02180	Utility Coordinator		1.00	1.00	1.00	1.00	0.00
00613	Assistant Capital Projects Coordinator						
00615	or Associate Capital Projects Coordinator		1.00	0.00	1.00	1.00	0.00
00619	or Senior Capital Projects Coordinator						
	Department Totals		83.50	82.50	83.50	83.50	0.00
114	INFORMATION TECHNOLOGY DEPARTMENT						
00911	Account Clerk	1/2					
00913	Accounting Technician - Confidential						
02204	Administrative Assistant Aide						
02201	or Administrative Assistant I						
02202	or Administrative Assistant II		1.00	1.00	1.00	1.00	0.00
02203	or Administrative Assistant Series		1.00	1.00	1.00	1.00	0.00
08795	Administrative Services Manager						
09679	Communications Aide						
00959	Communications Technician I						
00958	or Communications Technician II		5.00	5.00	5.00	5.00	0.00
00970	Computer Systems Tech Aide - Confidential						
00987	or Computer Systems Tech I - Confidential						
00988	or Computer Systems Tech II - Confidential						
01989	or Computer Systems Tech III - Confidential		3.00	3.00	3.00	3.00	0.00
08967	Computer Systems Technician Aide						
08968	or Computer Systems Technician I		1.00	1.00	1.00	1.00	0.00
08969	or Computer Systems Technician II						
08970	or Computer Systems Technician III						
08903	Departmental Automation Specialist I						
08904	or Departmental Automation Specialist II						
08906	or Departmental Automation Specialist III		7.00	7.00	7.00	7.00	0.00
08962	Deputy Director-Information Technology		1.00	1.00	1.00	1.00	0.00
08972	Geographic Information Systems Program Mgr		1.00	1.00	1.00	1.00	0.00
02252	Information Technology Manager		3.00	3.00	3.00	3.00	0.00
02268	Information Technology Project Manager I						
02269	or Information Technology Project Manager II						
02270	or Information Technology Project Manager III		4.00	4.00	4.00	4.00	0.00
02267	Information Technology Supervisor		8.00	8.00	8.00	8.00	0.00
02257	Network Engineer I						
02258	or Network Engineer II						
02259	or Network Engineer III		4.00	4.00	4.00	4.00	0.00
01711	Network Hardware Specialist I						
01712	or Network Hardware Specialist II		1.00	1.00	1.00	1.00	0.00
00969	Senior Communications Technician		1.00	1.00	1.00	1.00	0.00
01714	Senior Computer Sys Tech - Confidential		2.00	2.00	2.00	2.00	0.00
02260	Senior Network Engineer		1.00	1.00	1.00	1.00	0.00
02255	Senior Software Engineer		3.00	3.00	3.00	3.00	0.00
02256	Senior Systems Administrator		1.00	1.00	1.00	1.00	0.00
02264	Software Engineer I						
02265	or Software Engineer II						
02266	or Software Engineer III		16.00	16.00	17.00	17.00	1.00
02264	Software Engineer I	1/2					
02265	or Software Engineer II	1/2					
02266	or Software Engineer III	1/2	0.50	0.50	0.50	0.50	0.00
02261	Systems Administrator I						
02262	or Systems Administrator II						
02263	or Systems Administrator III		7.00	7.00	7.00	7.00	0.00
00961	Telephone Systems Coordinator	3/4	0.75	0.75	0.75	0.75	0.00
	Department Totals		72.25	72.25	73.25	73.25	1.00

Position Allocation by Department

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131	GRAND JURY						
02203	Administrative Assistant Series	1/2	0.50	0.50	0.50	0.50	0.00
	Department Totals		0.50	0.50	0.50	0.50	0.00
132	DISTRICT ATTORNEY						
02203	Administrative Assistant Series		4.00	4.00	4.00	4.00	0.00
02203	Administrative Assistant Series	1/2	1.00	1.00	1.00	1.00	0.00
08891	Administrative Services Officer I						
08892	or Administrative Services Officer II		2.00	2.00	2.00	2.00	0.00
00392	Assistant District Attorney		1.00	1.00	1.00	1.00	0.00
00270	Chief Deputy District Attorney		2.00	2.00	2.00	2.00	0.00
09648	Chief District Attorney Investigator		1.00	1.00	1.00	1.00	0.00
08903	Departmental Automation Specialist I						
08904	or Departmental Automation Specialist II						
08906	or Departmental Automation Specialist III		1.00	1.00	1.00	1.00	0.00
00308	Deputy District Attorney I						
00309	or Deputy District Attorney II						
00311	or Deputy District Attorney III						
00314	or Deputy District Attorney IV		30.00	30.00	30.00	30.00	0.00
00308	Deputy District Attorney I	1/2					
00309	or Deputy District Attorney II	1/2	0.50	0.50	0.50	0.50	0.00
00311	or Deputy District Attorney III	1/2					
00314	or Deputy District Attorney IV	1/2					
00105	District Attorney		1.00	1.00	1.00	1.00	0.00
09645	District Attorney Investigator I						
09646	or District Attorney Investigator II						
09647	or District Attorney Investigator III		11.00	11.00	11.00	11.00	0.00
00684	Division Manager-District Attorney		2.00	2.00	2.00	2.00	0.00
00380	Economic Crime Officer I						
00381	or Economic Crime Officer II						
00382	or Economic Crime Officer III		1.00	1.00	1.00	1.00	0.00
00383	Economic Crime Technician I						
00384	or Economic Crime Technician II		2.00	2.00	2.00	2.00	0.00
02203	Administrative Assistant Series						
02230	or Legal Clerk		11.00	11.00	11.00	11.00	0.00
02238	Paralegal		3.00	3.00	3.00	3.00	0.00
00909	Senior Account Clerk		1.00	1.00	1.00	1.00	0.00
09620	Senior Victim/Witness Coordinator		2.00	2.00	2.00	2.00	0.00
01536	Social Worker I						
01532	or Social Worker II						
01524	or Social Worker III						
01519	or Social Worker IV		2.00	2.00	2.00	2.00	0.00
09675	Supervising District Attorney Investigator		2.00	2.00	2.00	2.00	0.00
02231	Supervising Legal Clerk I		3.00	3.00	3.00	3.00	0.00
02232	Supervising Legal Clerk II		1.00	1.00	1.00	1.00	0.00
09614	Victim/Witness Assistance Coordinator Aide						
09634	or Victim/Witness Assistance Coordinator I		1.00	1.00	1.00	1.00	0.00
09637	or Victim/Witness Assistance Coordinator II		7.00	6.00	6.00	6.00	-1.00
09614	Victim/Witness Assistance Coordinator Aide	1/2					
09634	or Victim/Witness Assistance Coordinator I	1/2					
09637	or Victim/Witness Assistance Coordinator II	1/2	0.50	1.50	1.50	1.50	1.00
09645	District Attorney Investigator I						
09646	or District Attorney Investigator II						
09647	or District Attorney Investigator III		1.00	1.00	1.00	1.00	0.00
02238	Paralegal	1/2	0.50	0.50	0.50	0.50	0.00
09614	Victim/Witness Assistance Coordinator Aide	1/2					
09634	or Victim/Witness Assistance Coordinator I	1/2					
09637	or Victim/Witness Assistance Coordinator II	1/2	1.00	1.00	1.00	1.00	0.00
	Department Totals		95.50	95.50	95.50	95.50	0.00

Position Allocation by Department

<u>Class</u>	<u>Title</u>	<u>PT</u>	<u>Current</u>	<u>2014-15 Requested</u>	<u>2014-15 Recommended</u>	<u>2014-15 Adopted</u>	<u>Adopted Changes</u>
134	CHILD SUPPORT SERVICES						
08891	Administrative Services Officer I						
08892	or Administrative Services Officer II		1.00	1.00	1.00	1.00	0.00
00394	Asst Director of Child Support Services		1.00	1.00	1.00	1.00	0.00
00256	Director of Child Support Services		1.00	1.00	1.00	1.00	0.00
09621	Family Support Officer I						
09622	or Family Support Officer II						
09682	or Family Support Officer III		15.00	15.00	15.00	15.00	0.00
09682	Family Support Officer III	3/4	0.75	0.75	0.75	0.75	0.00
02203	Administrative Assistant Series						
02230	or Legal Clerk		14.00	14.00	14.00	14.00	0.00
09683	Supervising Family Support Officer		2.00	2.00	2.00	2.00	0.00
02231	Supervising Legal Clerk I		2.00	2.00	2.00	2.00	0.00
02232	Supervising Legal Clerk II		2.00	2.00	2.00	2.00	0.00
02261	Systems Administrator I						
02262	or Systems Administrator II						
02263	or Systems Administrator III		1.00	1.00	1.00	1.00	0.00
	Department Totals		39.75	39.75	39.75	39.75	0.00
136	SHERIFF-CORONER						
00905	Accountant I						
00906	or Accountant II		1.00	1.00	1.00	1.00	0.00
00907	or Accountant III						
00914	Accounting Technician		1.00	1.00	1.00	1.00	0.00
08795	Administrative Services Manager		1.00	1.00	1.00	1.00	0.00
08891	Administrative Services Officer I						
08892	or Administrative Services Officer II		1.00	1.00	1.00	1.00	0.00
00341	CAL-ID Program Coordinator		1.00	1.00	1.00	1.00	0.00
01341	Cook I						
01340	or Cook II						
01350	or Cook III		7.00	7.00	7.00	7.00	0.00
00346	Correctional Technician		25.00	25.00	25.00	25.00	0.00
00350	Crime Prevention Specialist		2.00	2.00	3.00	3.00	1.00
02010	Department Personnel Technician						
02011	Department Personnel Technician - Conf.		1.00	1.00	1.00	1.00	0.00
08906	Departmental Automation Specialist III		2.00	2.00	2.00	2.00	0.00
00339	Sheriff's Cadet						
00338	or Deputy Sheriff		94.00	94.00	96.00	96.00	2.00
00354	Food Service Supervisor - Corrections		1.00	1.00	1.00	1.00	0.00
00447	Laboratory Assistant I	1/2					
00446	or Laboratory Assistant II	1/2	0.50	0.50	0.50	0.50	0.00
02203	Administrative Assistant Series						
02230	or Legal Clerk		24.00	24.00	24.00	24.00	0.00
01583	Program Manager I		1.00	1.00	1.00	1.00	0.00
01584	Program Manager II						
00909	Senior Account Clerk		2.00	2.00	2.00	2.00	0.00
02255	Senior Software Engineer		1.00	1.00	1.00	1.00	0.00
00336	Sergeant		15.00	15.00	16.00	16.00	1.00
00331	Sheriff's Chief Deputy		2.00	2.00	2.00	2.00	0.00
02593	Sheriff's Commander		6.00	6.00	7.00	7.00	1.00
00378	Sheriff's Correctional Captain		1.00	1.00	1.00	1.00	0.00
00375	Sheriff's Correctional Deputy		104.00	104.00	104.00	104.00	0.00
00357	Sheriff's Correctional Lieutenant		2.00	2.00	2.00	2.00	0.00
00335	Sheriff's Correctional Sergeant		13.00	13.00	13.00	13.00	0.00
00342	Sheriff's Dispatcher		12.00	12.00	12.00	15.00	3.00
05000	Sheriff's Dispatcher Supervisor		1.00	1.00	1.00	1.00	0.00
08973	Sheriff's Forensic Laboratory Specialist		2.00	2.00	2.00	2.00	0.00
02594	Sheriff's Forensic Specialist		2.00	2.00	2.00	2.00	0.00
00348	Sheriff's Property Officer		2.00	2.00	2.00	2.00	0.00
00377	Sheriff's Records Manager		1.00	1.00	1.00	1.00	0.00
00376	Sheriff's Senior Correctional Deputy		15.00	15.00	15.00	15.00	0.00
00340	Sheriff's Senior Deputy		29.00	29.00	29.00	29.00	0.00

Position Allocation by Department

<u>Class</u>	<u>Title</u>	<u>PT</u>	<u>Current</u>	<u>2014-15 Requested</u>	<u>2014-15 Recommended</u>	<u>2014-15 Adopted</u>	<u>Adopted Changes</u>
00343	Sheriff's Senior Dispatcher		3.00	3.00	3.00	3.00	0.00
00107	Sheriff-Coroner		1.00	1.00	1.00	1.00	0.00
08960	Sr Correctional Technician		3.00	3.00	3.00	3.00	0.00
01336	Storekeeper I	1/2	0.50	0.50	0.50	0.50	0.00
01331	Storekeeper II		1.00	1.00	1.00	1.00	0.00
02232	Supervising Legal Clerk II		2.00	2.00	2.00	2.00	0.00
02261	Systems Administrator I						
02262	or Systems Administrator II						
02263	or Systems Administrator III		1.00	1.00	1.00	1.00	0.00
02254	Technology Supervisor		1.00	1.00	1.00	1.00	0.00
02592	Undersheriff		1.00	1.00	1.00	1.00	0.00
	Limited Permanent						
00350	Crime Prevention Specialist		1.00	1.00	0.00	0.00	-1.00
00338	Deputy Sheriff		7.00	7.00	5.00	5.00	-2.00
00447	Laboratory Assistant I						
00446	or Laboratory Assistant II						
00447	Laboratory Assistant I	1/2					
00446	or Laboratory Assistant II	1/2					
	Department Totals		394.00	394.00	396.00	399.00	5.00
137	ANIMAL SERVICES						
02203	Administrative Assistant Series		4.00	4.00	4.00	4.00	0.00
08891	Administrative Services Officer I						
08892	or Administrative Services Officer II		1.00	1.00	1.00	1.00	0.00
01422	Animal Control Lead Officer		1.00	1.00	1.00	1.00	0.00
01417	Animal Control Officer		5.00	5.00	5.00	5.00	0.00
01424	Animal Control Supervising Officer		1.00	1.00	1.00	1.00	0.00
01410	Animal Services Manager (Non-Vet)						
01411	or Animal Services Manager (Vet)		1.00	1.00	1.00	1.00	0.00
01423	Animal Shelter Registered Veterinary Tech		1.00	1.00	1.00	1.00	0.00
01425	Animal Shelter Supervisor		1.00	1.00	1.00	1.00	0.00
01420	Kennel Worker		2.00	2.00	2.00	2.00	0.00
01420	Kennel Worker	1/2	0.50	0.50	0.50	0.50	0.00
00911	Account Clerk						
00909	or Senior Account Clerk		1.00	1.00	1.00	1.00	0.00
	Department Totals		18.50	18.50	18.50	18.50	0.00
138	EMERGENCY SERVICES						
08885	Administrative Analyst Aide		1.00	1.00	1.00	1.00	0.00
00844	Emergency Services Coordinator I						
00845	or Emergency Services Coordinator II						
00846	or Emergency Services Coordinator III		4.00	4.00	4.00	4.00	0.00
08884	Administrative Analyst I						
08883	or Administrative Analyst II						
08882	or Administrative Analyst III						
08886	or Principal Administrative Analyst		1.00	1.00	1.00	1.00	0.00
	Department Totals		6.00	6.00	6.00	6.00	0.00
139	PROBATION DEPARTMENT						
00911	Account Clerk		6.00	6.00	6.00	6.00	0.00
00905	Accountant I						
00906	or Accountant II		1.00	1.00	1.00	1.00	0.00
00907	or Accountant III						
02203	Administrative Assistant Series		5.00	5.00	5.00	5.00	0.00
08795	Administrative Services Manager		1.00	1.00	1.00	1.00	0.00
09783	Chief Deputy Probation Officer		4.00	4.00	4.00	4.00	0.00
00213	Chief Probation Officer		1.00	1.00	1.00	1.00	0.00
03501	Collections Officer I		3.00	3.00	3.00	3.00	0.00
03502	or Collections Officer II		4.00	4.00	4.00	4.00	0.00
00346	Correctional Technician		5.00	5.00	5.00	5.00	0.00
08903	Departmental Automation Specialist I						
08904	or Departmental Automation Specialist II						

Position Allocation by Department

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08906	or Departmental Automation Specialist III		2.00	2.00	2.00	2.00	0.00
00324	Deputy Probation Officer I						
00323	or Deputy Probation Officer II		54.00	54.00	54.00	54.00	0.00
00321	Deputy Probation Officer III		5.00	5.00	5.00	5.00	0.00
00370	Juvenile Services Officer I						
00371	or Juvenile Services Officer II		23.00	23.00	23.00	23.00	0.00
00372	Juvenile Services Officer III		6.00	6.00	6.00	6.00	0.00
02203	Administrative Assistant Series						
02230	or Legal Clerk		8.00	8.00	8.00	8.00	0.00
02203	Administrative Assistant Series	1/2					
02230	or Legal Clerk	1/2	0.50	0.50	0.50	0.50	0.00
00326	Probation Assistant		3.00	3.00	3.00	3.00	0.00
01583	Program Manager I		1.00	1.00	1.00	1.00	0.00
00909	Senior Account Clerk		1.00	1.00	1.00	1.00	0.00
00927	Supervising Admin Clerk I		1.00	1.00	1.00	1.00	0.00
00928	Supervising Admin Clerk II		2.00	2.00	2.00	2.00	0.00
03503	Supervising Collections Officer		1.00	1.00	1.00	1.00	0.00
00373	Supervising Deputy Probation Officer		14.00	14.00	14.00	14.00	0.00
	Limited Permanent						
00324	Deputy Probation Officer I						
00323	or Deputy Probation Officer II		2.00	1.00	1.00	2.00	0.00
00321	Deputy Probation Officer III		1.00	1.00	1.00	1.00	0.00
	Department Totals		154.50	153.50	153.50	154.50	0.00
141	AGRICULTURAL COMMISSIONER						
00914	Accounting Technician		0.00	0.00	0.00	1.00	1.00
00913	or Accounting Technician - Confidential						
02203	Administrative Assistant Series		3.00	3.00	3.00	2.00	-1.00
08891	Administrative Services Officer I						
08892	or Administrative Services Officer II		1.00	1.00	1.00	1.00	0.00
00201	Ag Commissioner/Sealer of Weights & Measures		1.00	1.00	1.00	1.00	0.00
02731	Agr/Weights & Measures Tech I						
02732	or Agr/Weights & Measures Tech II		7.00	7.00	7.00	7.00	0.00
02732	Agr/Weights & Measures Tech II	3/4	0.75	0.75	0.75	0.75	0.00
02731	Agr/Weights & Measures Tech I	1/2					
02732	or Agr/Weights & Measures Tech II	1/2	0.50	0.50	0.50	0.50	0.00
00819	Agricultural Inspector/Biologist III	3/4	0.75	0.75	0.75	0.75	0.00
02730	Agricultural Resource Specialist		1.00	1.00	1.00	1.00	0.00
00802	Chief Deputy-Agricultural Commissioner		1.00	1.00	1.00	1.00	0.00
00823	Chief Deputy-Sealer Weights & Measures		1.00	1.00	1.00	1.00	0.00
08903	Departmental Automation Specialist I						
08904	or Departmental Automation Specialist II						
08906	or Departmental Automation Specialist III		1.00	1.00	1.00	1.00	0.00
08903	Departmental Automation Specialist I	1/2					
08904	or Departmental Automation Specialist II	1/2					
08906	or Departmental Automation Specialist III	1/2	0.50	0.50	0.50	0.50	0.00
00816	Agricultural Inspector/Biologist Trainee						
00817	or Agricultural Inspector/Biologist I						
00818	or Agricultural Inspector/Biologist II						
00819	or Agricultural Inspector/Biologist III		14.00	14.00	14.00	14.00	0.00
00804	or Deputy Agricultural Commissioner		3.00	3.00	3.00	3.00	0.00
00816	Agricultural Inspector/Biologist Trainee	1/2					
00817	or Agricultural Inspector/Biologist I	1/2					
00818	or Agricultural Inspector/Biologist II	1/2					
00819	or Agricultural Inspector/Biologist III	1/2	1.50	1.50	1.50	1.50	0.00
00804	or Deputy Agricultural Commissioner	1/2					
01620	Mapping/Graphics Systems Specialist I						
01621	or Mapping/Graphics Systems Specialist II						
01622	or Mapping/Graphics Systems Specialist III		1.00	1.00	1.00	1.00	0.00
00826	Weights & Measures Inspector Trainee						
00824	or Weights & Measures Inspector I						

Position Allocation by Department

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00821	or Weights & Measures Inspector II						
00825	or Weights & Measures Inspector III		3.00	3.00	3.00	3.00	0.00
Department Totals			41.00	41.00	41.00	41.00	0.00
142	PLANNING & BUILDING DEPARTMENT						
00905	Accountant I						
00906	or Accountant II						
00907	or Accountant III		2.00	2.00	2.00	2.00	0.00
00914	Accounting Technician		1.00	1.00	1.00	1.00	0.00
00913	or Accounting Technician - Confidential						
02203	Administrative Assistant Series		6.00	6.00	6.00	6.00	0.00
08795	Administrative Services Manager		1.00	1.00	1.00	1.00	0.00
08891	Administrative Services Officer I						
08892	or Administrative Services Officer II		1.00	1.00	1.00	1.00	0.00
01699	Assistant Building Official		1.00	1.00	1.00	1.00	0.00
00391	Assistant Director-Planning and Building		1.00	1.00	1.00	1.00	0.00
01606	Building Division Supervisor						
01601	Building Inspector I						
01602	or Building Inspector II						
01603	or Building Inspector III		8.00	8.00	8.00	8.00	0.00
01701	Building Plans Examiner I						
01702	or Building Plans Examiner II						
01703	or Building Plans Examiner III		6.00	6.00	6.00	6.00	0.00
08903	Departmental Automation Specialist I						
08904	or Departmental Automation Specialist II						
08906	or Departmental Automation Specialist III		3.00	3.00	3.00	3.00	0.00
00237	Director of Planning/Building		1.00	1.00	1.00	1.00	0.00
00681	Division Manager-Building (Chief Bldg Offcl)		1.00	1.00	1.00	1.00	0.00
00690	Division Manager-Planning		2.00	2.00	2.00	2.00	0.00
00877	Environmental Coordinator		1.00	1.00	1.00	1.00	0.00
08415	Environmental Health Specialist III		1.00	1.00	1.00	1.00	0.00
02806	Land Use Technician		3.00	3.00	4.00	4.00	1.00
01620	Mapping/Graphics Systems Specialist I						
01621	or Mapping/Graphics Systems Specialist II						
01622	or Mapping/Graphics Systems Specialist III		2.00	2.00	2.00	2.00	0.00
02800	Planner I						
02801	or Planner II						
02802	or Planner III		16.00	17.00	17.00	17.00	1.00
02803	or Environmental Resource Specialist		2.00	1.00	1.00	1.00	-1.00
02804	or Principal Environmental Specialist						
02800	Planner I	3/4					
02801	or Planner II	3/4					
02802	or Planner III	3/4	1.50	1.50	1.50	1.50	0.00
02803	or Environmental Resource Specialist	3/4					
02804	or Principal Environmental Specialist	3/4					
01709	Resource Protection Specialist II		5.00	5.00	5.00	5.00	0.00
01710	Resource Protection Specialist III		1.00	1.00	1.00	1.00	0.00
00883	Secretary I		1.00	1.00	1.00	1.00	0.00
00884	Secretary II		1.00	1.00	1.00	1.00	0.00
00603	Senior Planner		8.00	8.00	8.00	8.00	0.00
00928	Supervising Admin Clerk II		1.00	1.00	1.00	1.00	0.00
01600	Supervising Building Inspector		2.00	2.00	2.00	2.00	0.00
01700	Supervising Building Plans Examiner		1.00	1.00	1.00	1.00	0.00
01707	Supervising Planner		7.00	7.00	7.00	7.00	0.00
02261	Systems Administrator I						
02262	or Systems Administrator II						
02263	or Systems Administrator III		1.00	1.00	1.00	1.00	0.00
Limited Permanent							
02806	Land Use Technician		2.00	2.00	2.00	2.00	0.00
02800	Planner I						
02801	or Planner II						

Position Allocation by Department

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02802	or Planner III		2.00	2.00	2.00	4.00	2.00
02803	or Environmental Resource Specialist						
02804	or Principal Environmental Specialist						
Department Totals			92.50	92.50	93.50	95.50	3.00
160	PUBLIC HEALTH						
00905	Accountant I						
00906	or Accountant II		3.00	3.00	3.00	3.00	0.00
00907	or Accountant III		1.00	1.00	1.00	1.00	0.00
00914	Accounting Technician		2.00	2.00	2.00	2.00	0.00
02203	Administrative Assistant Series		16.00	16.00	16.00	16.00	0.00
02203	Administrative Assistant Series	3/4	0.75	0.75	0.75	0.75	0.00
02203	Administrative Assistant Series	1/2	1.00	1.00	1.00	1.00	0.00
08795	Administrative Services Manager		1.00	1.00	1.00	1.00	0.00
08891	Administrative Services Officer I						
08892	or Administrative Services Officer II		6.00	6.00	7.00	7.00	1.00
08891	Administrative Services Officer I	3/4					
08892	or Administrative Services Officer II	3/4	0.75	0.75	0.75	0.75	0.00
08891	Administrative Services Officer I	1/2	0.50	0.50	0.00	0.00	-0.50
08892	or Administrative Services Officer II	1/2					
09632	Communicable Disease Investigator	3/4	0.75	0.75	0.75	0.75	0.00
00410	Cross Connection Inspector		1.00	1.00	1.00	1.00	0.00
02010	Department Personnel Technician		2.00	2.00	2.00	2.00	0.00
08903	Departmental Automation Specialist I						
08904	or Departmental Automation Specialist II						
08906	or Departmental Automation Specialist III		4.00	4.00	6.00	6.00	2.00
03005	Deputy Director-Health Agency		1.00	1.00	1.00	1.00	0.00
03002	Deputy Health Officer						
08954	Division Manager-Environmental Health		1.00	1.00	1.00	1.00	0.00
08950	Division Manager-Health Agency		2.00	2.00	2.00	2.00	0.00
08955	Division Manager-Public Health Nursing Serv		1.00	1.00	1.00	1.00	0.00
08413	Environmental Health Specialist I						
08414	or Environmental Health Specialist II						
08415	or Environmental Health Specialist III		15.00	15.00	15.00	15.00	0.00
00437	Epidemiologist		1.00	1.00	1.00	1.00	0.00
03003	Health Agency Director		1.00	1.00	1.00	1.00	0.00
00221	Health Education Specialist		3.00	3.00	3.00	3.00	0.00
00447	Laboratory Assistant I						
00446	or Laboratory Assistant II		2.00	2.00	2.00	2.00	0.00
08974	Lead Health Education Specialist		1.00	1.00	1.00	1.00	0.00
00543	Licensed Vocational Nurse	3/4	0.75	0.75	0.75	0.75	0.00
01620	Mapping/Graphics Systems Specialist I	3/4					
01621	or Mapping/Graphics Systems Specialist II	3/4	0.75	0.75	0.75	0.75	0.00
01622	or Mapping/Graphics Systems Specialist III	3/4					
00420	Community Health Nurse						
00417	or Public Health Nurse						
00415	or Senior Community Health Nurse						
00421	or Senior Public Health Nurse						
00457	or Nurse Practitioner/Physician's Assistant		26.00	27.00	26.00	25.00	-1.00
00457	Nurse Practitioner/Physician's Assistant	3/4	0.75	0.75	0.75	0.75	0.00
00420	Community Health Nurse	1/2					
00417	or Public Health Nurse	1/2					
00415	or Senior Community Health Nurse	1/2					
00421	or Senior Public Health Nurse	1/2					
00457	or Nurse Practitioner/Physician's Assistant	1/2	0.00	0.00	0.50	0.50	0.50
08966	Nutrition Services Program Manager		1.00	1.00	1.00	1.00	0.00
09784	Oral Health Program Manager		1.00	1.00	1.00	1.00	0.00
08538	Patient Services Representative		4.00	4.00	4.00	4.00	0.00
00575	Physical or Occupational Therapist Aide		3.00	3.00	3.00	3.00	0.00
00571	Physical or Occupational Therapist I						
00572	or Physical or Occupational Therapist II		6.00	6.00	6.00	6.00	0.00
00571	Physical or Occupational Therapist I	3/4					
00572	or Physical or Occupational Therapist II	3/4	0.00	0.00	0.75	0.75	0.75
01583	Program Manager I						

Position Allocation by Department

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01584	or Program Manager II		2.00	2.00	3.00	4.00	2.00
03004	Public Health Admin/Health Officer		1.00	1.00	1.00	1.00	0.00
00422	Public Health Aide I						
00423	or Public Health Aide II						
00424	or Public Health Aide III		12.00	12.00	12.00	12.00	0.00
08959	Public Health Laboratory Manager		1.00	1.00	1.00	1.00	0.00
00442	Public Health Microbiologist I						
00441	or Public Health Microbiologist II		4.00	4.00	4.00	4.00	0.00
00442	Public Health Microbiologist I	3/4					
00441	or Public Health Microbiologist II	3/4	0.75	0.75	0.75	0.75	0.00
00442	Public Health Microbiologist I	1/2					
00441	or Public Health Microbiologist II	1/2	0.50	0.50	0.50	0.50	0.00
01347	Public Health Nutritionist I						
01348	or Public Health Nutritionist II		2.00	2.00	2.00	2.00	0.00
01347	Public Health Nutritionist I	3/4	1.50	1.50	1.50	1.50	0.00
01348	or Public Health Nutritionist II	3/4	0.75	0.75	0.75	0.75	0.00
01347	Public Health Nutritionist I	1/2	1.00	1.00	1.00	1.00	0.00
01348	or Public Health Nutritionist II	1/2					
00886	Secretary I - Confidential		1.00	1.00	1.00	1.00	0.00
00909	Senior Account Clerk		6.00	6.00	6.00	6.00	0.00
01536	Social Worker I						
01532	or Social Worker II						
01524	or Social Worker III						
01519	or Social Worker IV		1.00	1.00	1.00	1.00	0.00
01536	Social Worker I	3/4					
01532	or Social Worker II	3/4					
01524	or Social Worker III	3/4					
01519	or Social Worker IV	3/4	0.75	0.75	0.75	0.75	0.00
01536	Social Worker I	1/2					
01532	or Social Worker II	1/2					
01524	or Social Worker III	1/2					
01519	or Social Worker IV	1/2	0.50	0.50	0.50	0.50	0.00
03001	Sr Physical or Occupational Therapist		1.00	1.00	1.00	1.00	0.00
00927	Supervising Admin Clerk I		1.00	1.00	1.00	1.00	0.00
08416	Supervising Environmental Health Specialist		3.00	3.00	3.00	3.00	0.00
00573	Supervising Physical or Occupational Ther		1.00	1.00	1.00	1.00	0.00
00444	Supervising Public Health Microbiologist		1.00	1.00	1.00	1.00	0.00
00414	Supervising Public Health Nurse		4.00	4.00	4.00	4.00	0.00
00221	Health Education Specialist		1.00	1.00	1.00	1.00	0.00
01583	Program Manager I						
01584	or Program Manager II		3.00	2.00	3.00	4.00	1.00
	Department Totals		160.75	160.75	164.50	164.50	3.75
166	BEHAVIORAL HEALTH						
00905	Accountant I						
00906	or Accountant II		3.00	3.00	3.00	3.00	0.00
00907	or Accountant III		3.00	3.00	3.00	3.00	0.00
00914	Accounting Technician		2.00	2.00	2.00	2.00	0.00
00913	or Accounting Technician - Confidential						
02203	Administrative Assistant Series		16.00	16.00	18.00	18.00	2.00
02203	Administrative Assistant Series	1/2	0.50	0.00	0.00	0.00	-0.50
08795	Administrative Services Manager		1.00	1.00	1.00	1.00	0.00
08891	Administrative Services Officer I						
08892	or Administrative Services Officer II		9.00	9.00	9.00	9.00	0.00
03071	Behavioral Health Administrator		1.00	1.00	1.00	1.00	0.00
08949	Division Manager-Drug & Alcohol Services		1.00	1.00	1.00	1.00	0.00
08951	Division Manager-Mental Health Services		4.00	4.00	4.00	4.00	0.00
08610	Drug & Alcohol Program Supervisor		3.00	3.00	4.00	4.00	1.00
08610	Drug & Alcohol Program Supervisor	3/4	0.75	0.00	0.00	0.00	-0.75
08620	Drug & Alcohol Services Specialist I						
08621	or Drug & Alcohol Services Specialist II						
08622	or Drug & Alcohol Services Specialist III						
08623	or Drug & Alcohol Services Specialist IV		35.00	34.00	47.00	47.00	12.00
08620	Drug & Alcohol Services Specialist I	3/4					

Position Allocation by Department

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08621	or Drug & Alcohol Services Specialist II	3/4					
08622	or Drug & Alcohol Services Specialist III	3/4					
08623	or Drug & Alcohol Services Specialist IV	3/4	1.50	0.75	0.75	0.75	-0.75
08620	Drug & Alcohol Services Specialist I	1/2					
08621	or Drug & Alcohol Services Specialist II	1/2					
08622	or Drug & Alcohol Services Specialist III	1/2					
08623	or Drug & Alcohol Services Specialist IV	1/2	1.00	1.00	1.00	1.00	0.00
08606	Drug & Alcohol Worker Aide						
08607	or Drug & Alcohol Worker I						
08608	or Drug & Alcohol Worker II		4.00	4.00	4.00	4.00	0.00
08606	Drug & Alcohol Worker Aide	1/2					
08607	or Drug & Alcohol Worker I	1/2					
08608	or Drug & Alcohol Worker II	1/2	2.00	2.00	2.00	2.00	0.00
00560	Health Information Technician I						
00561	or Health Information Technician II		6.00	6.00	7.00	7.00	1.00
00562	or Health Information Technician III		2.00	2.00	3.00	3.00	1.00
00560	Health Information Technician I	1/2					
00561	or Health Information Technician II	1/2	0.50	0.50	1.00	1.00	0.50
00562	or Health Information Technician III	1/2					
00519	Mental Health Medical Director		1.00	1.00	1.00	1.00	0.00
08535	Mental Health Medical Records Supervisor		1.00	1.00	1.00	1.00	0.00
08568	Mental Health Pre-Licensed Nurse						
08570	or Mental Health Nurse Trainee						
08573	or Mental Health Nurse I						
08572	or Mental Health Nurse II		4.00	4.00	4.00	4.00	0.00
08571	or Mental Health Nurse III						
08568	Mental Health Pre-Licensed Nurse	1/2					
08570	or Mental Health Nurse Trainee	1/2					
08573	or Mental Health Nurse I	1/2					
08572	or Mental Health Nurse II	1/2	0.50	0.50	0.50	0.50	0.00
08571	or Mental Health Nurse III	1/2					
00458	Mental Health Nurse Practitioner		2.00	2.00	2.00	2.00	0.00
00458	Mental Health Nurse Practitioner	3/4	0.75	0.75	0.75	0.75	0.00
00458	Mental Health Nurse Practitioner	1/2	0.00	0.00	0.50	0.50	0.50
08525	Mental Health Program Supervisor		12.00	12.00	12.00	12.00	0.00
08569	Mental Health Supervising Nurse						
08529	Mental Health Therapist I						
08527	or Mental Health Therapist III						
08526	or Mental Health Therapist IV		99.00	97.00	99.00	99.00	0.00
08529	Mental Health Therapist I	3/4					
08527	or Mental Health Therapist III	3/4					
08526	or Mental Health Therapist IV	3/4	2.25	1.50	1.50	1.50	-0.75
08529	Mental Health Therapist I	1/2					
08527	or Mental Health Therapist III	1/2					
08526	or Mental Health Therapist IV	1/2	7.00	7.00	7.50	7.50	0.50
08576	Mental Health Worker Aide		1.00	1.00	1.00	1.00	0.00
08575	or Mental Health Worker I						
08574	or Mental Health Worker II		1.00	1.00	1.00	1.00	0.00
08576	Mental Health Worker Aide	1/2	0.50	0.50	2.50	2.50	2.00
08575	or Mental Health Worker I	1/2					
08574	or Mental Health Worker II	1/2					
00525	Psychologist		1.00	1.00	1.00	1.00	0.00
00883	Secretary I		1.00	1.00	1.00	1.00	0.00
00911	Account Clerk	3/4					
00909	or Senior Account Clerk	3/4	0.75	0.75	0.75	0.75	0.00
00911	Account Clerk	1/2					
00909	or Senior Account Clerk	1/2					
00582	Medical Records Technician						
00593	or Senior Medical Records Technician						
00522	Staff Psychiatrist		4.00	4.00	4.00	4.00	0.00
00522	Staff Psychiatrist	1/2	2.00	2.00	2.00	2.00	0.00
00899	Supervising Accounting Technician		1.00	1.00	1.00	1.00	0.00
00928	Supervising Admin Clerk II		1.00	1.00	1.00	1.00	0.00

Position Allocation by Department

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Limited Permanent							
02203	Administrative Assistant Series	1/2	1.00	1.00	1.00	1.00	0.00
08795	Administrative Services Manager		1.00	1.00	1.00	1.00	0.00
08621	Drug & Alcohol Services Specialist II		1.00	1.00	1.00	1.00	0.00
08620	Drug & Alcohol Services Specialist I						
08622	or Drug & Alcohol Services Specialist III						
08623	or Drug & Alcohol Services Specialist IV		1.00	1.00	1.00	1.00	0.00
08620	Drug & Alcohol Services Specialist I	3/4					
08621	or Drug & Alcohol Services Specialist II	3/4					
08622	or Drug & Alcohol Services Specialist III	3/4					
08623	or Drug & Alcohol Services Specialist IV	3/4	0.75	0.75	0.75	0.75	0.00
08606	Drug & Alcohol Worker Aide	1/2					
08607	or Drug & Alcohol Worker I	1/2	1.00	1.00	1.00	1.00	0.00
08608	or Drug & Alcohol Worker II	1/2	0.50	0.50	0.50	0.50	0.00
08529	Mental Health Therapist I	3/4					
08527	or Mental Health Therapist III	3/4					
08526	or Mental Health Therapist IV	3/4	0.75	0.75	0.75	0.75	0.00
Department Totals			246.00	240.25	263.75	263.75	17.75
180	SOCIAL SERVICES ADMINISTRATION						
00914	Accounting Technician		3.00	3.00	3.00	3.00	0.00
02203	Administrative Assistant Series		73.00	73.00	76.00	76.00	3.00
08795	Administrative Services Manager		1.00	1.00	1.00	1.00	0.00
08891	Administrative Services Officer I						
08892	or Administrative Services Officer II		1.00	1.00	1.00	1.00	0.00
01502	Assistant Social Services Director		1.00	1.00	1.00	1.00	0.00
03501	Collections Officer I						
03502	or Collections Officer II		2.00	2.00	2.00	2.00	0.00
00427	Community Service Aide		16.00	16.00	16.00	16.00	0.00
01501	County Social Services Director		1.00	1.00	1.00	1.00	0.00
00280	Department Administrator		2.00	2.00	2.00	2.00	0.00
02010	Department Personnel Technician		2.00	2.00	2.00	2.00	0.00
02011	Department Personnel Technician - Conf.		1.00	1.00	1.00	1.00	0.00
08903	Departmental Automation Specialist I						
08904	or Departmental Automation Specialist II						
08906	or Departmental Automation Specialist III		5.00	5.00	5.00	5.00	0.00
00693	Division Manager-Social Services		8.00	8.00	8.00	8.00	0.00
01544	Employment/Resource Specialist I						
01545	or Employment/Resource Specialist II						
01546	or Employment/Resource Specialist III		131.00	131.00	131.00	129.00	-2.00
01547	Employment/Resource Specialist IV		27.00	27.00	27.00	29.00	2.00
01550	Employment/Services Supervisor		22.00	22.00	22.00	22.00	0.00
02203	Administrative Assistant Series						
02230	or Legal Clerk		4.00	4.00	4.00	4.00	0.00
01560	Personal Care Aide		1.00	1.00	1.00	1.00	0.00
01560	Personal Care Aide	3/4	2.25	2.25	2.25	2.25	0.00
01583	Program Manager I						
01584	or Program Manager II		15.00	16.00	17.00	17.00	2.00
00884	Secretary II		1.00	1.00	1.00	1.00	0.00
00909	Senior Account Clerk		8.00	8.00	8.00	8.00	0.00
02255	Senior Software Engineer		2.00	2.00	2.00	2.00	0.00
01531	Social Services Investigator		2.00	2.00	2.00	2.00	0.00
01555	Social Svcs Program Review Specialist		36.00	36.00	39.00	39.00	3.00
01536	Social Worker I						
01532	or Social Worker II						
01524	or Social Worker III						
01519	or Social Worker IV		71.00	70.00	70.00	70.00	-1.00
01536	Social Worker I	3/4					
01532	or Social Worker II	3/4					
01524	or Social Worker III	3/4					
01519	or Social Worker IV	3/4	0.75	0.75	0.75	0.75	0.00
01536	Social Worker I	1/2					
01532	or Social Worker II	1/2					

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01524	or Social Worker III	1/2					
01519	or Social Worker IV	1/2	1.00	1.00	1.00	1.00	0.00
01516	Social Worker Supervisor II		15.00	15.00	15.00	15.00	0.00
02264	Software Engineer I						
02265	or Software Engineer II						
02266	or Software Engineer III		2.00	2.00	2.00	2.00	0.00
00899	Supervising Accounting Technician		3.00	3.00	3.00	3.00	0.00
00927	Supervising Admin Clerk I		1.00	1.00	1.00	1.00	0.00
00928	Supervising Admin Clerk II		8.00	8.00	8.00	8.00	0.00
02231	Supervising Legal Clerk I		1.00	1.00	1.00	1.00	0.00
02232	Supervising Legal Clerk II		1.00	1.00	1.00	1.00	0.00
01537	Supervising Social Services Investigator		1.00	1.00	1.00	1.00	0.00
02261	Systems Administrator I						
02262	or Systems Administrator II						
02263	or Systems Administrator III		1.00	1.00	1.00	1.00	0.00
Department Totals			473.00	473.00	480.00	480.00	7.00
184	LAW ENFORCEMENT MED CARE						
02204	Administrative Assistant Aide						
02201	or Administrative Assistant I						
02202	or Administrative Assistant II						
02203	or Administrative Assistant Series		2.00	2.00	2.00	2.00	0.00
08891	Administrative Services Officer I						
08892	or Administrative Services Officer II		0.00	0.00	0.00	1.00	1.00
00500	Pre-Licensed Correctional Nurse						
00527	or Correctional Nurse I						
00528	or Correctional Nurse II		7.00	7.00	7.00	7.00	0.00
00524	Correctional Nurse Supervisor						
00524	Correctional Nurse Supervisor	3/4	0.75	0.75	0.75	0.75	0.00
00524	Correctional Nurse Supervisor	1/2	0.00	0.00	0.00	0.50	0.50
00543	Licensed Vocational Nurse						
08528	or Mental Health Therapist II		3.00	3.00	3.00	3.00	0.00
00543	Licensed Vocational Nurse	3/4					
08528	or Mental Health Therapist II	3/4	0.75	0.75	0.75	0.75	0.00
00543	Licensed Vocational Nurse	1/2					
08528	or Mental Health Therapist II	1/2	0.50	0.50	0.50	0.50	0.00
00420	Community Health Nurse						
00417	or Public Health Nurse						
00415	or Senior Community Health Nurse						
00421	or Senior Public Health Nurse						
00457	or Nurse Practitioner/Physician's Assistant		1.00	1.00	1.00	1.00	0.00
Department Totals			15.00	15.00	15.00	16.50	1.50
186	VETERANS SERVICES						
02203	Administrative Assistant Series		1.00	1.00	2.00	2.00	1.00
00868	Assistant Veterans Service Officer I		0.00	2.00	2.00	2.00	2.00
00866	or Assistant Veterans Service Officer II		3.00	1.00	1.00	1.00	-2.00
00252	Veterans Service Officer		1.00	1.00	1.00	1.00	0.00
Department Totals			5.00	5.00	6.00	6.00	1.00
215	FARM ADVISOR						
00813	4-H Program Assistant		1.00	1.00	1.00	1.00	0.00
02203	Administrative Assistant Series		1.00	1.00	1.00	1.00	0.00
02203	Administrative Assistant Series	1/2	0.50	0.50	0.50	0.50	0.00
08891	Administrative Services Officer I						
08892	or Administrative Services Officer II		0.00	1.00	1.00	1.00	1.00
02731	Agr/Weights & Measures Tech I						
02732	or Agr/Weights & Measures Tech II		1.00	1.00	1.00	1.00	0.00
00221	Health Education Specialist	1/2	0.50	0.50	0.50	0.50	0.00
00927	Supervising Admin Clerk I		1.00	0.00	0.00	0.00	-1.00
Department Totals			5.00	5.00	5.00	5.00	0.00

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275	ORGANIZATIONAL DEVELOPMENT						
08884	Administrative Analyst I						
08883	or Administrative Analyst II						
08882	or Administrative Analyst III		1.00	1.00	1.00	1.00	0.00
08886	or Principal Administrative Analyst						
	Department Totals		1.00	1.00	1.00	1.00	0.00
305	PARKS						
02203	Administrative Assistant Series		2.00	2.00	2.00	2.00	0.00
08965	Deputy Director-County Parks		1.00	1.00	1.00	1.00	0.00
01203	Park Operations Coordinator		1.00	1.00	1.00	1.00	0.00
01223	Park Ranger Aide						
01222	or Park Ranger I						
01221	or Park Ranger II		20.00	20.00	20.00	20.00	0.00
01220	or Park Ranger III		8.00	8.00	8.00	8.00	0.00
01210	Park Ranger Specialist		3.00	3.00	3.00	3.00	0.00
01251	Parks Superintendent		1.00	1.00	1.00	1.00	0.00
02800	Planner I						
02801	or Planner II						
02802	or Planner III		1.00	1.00	1.00	1.00	0.00
02803	or Environmental Resource Specialist						
02804	or Principal Environmental Specialist						
00603	Senior Planner		1.00	1.00	1.00	1.00	0.00
01204	Supervising Park Ranger		4.00	4.00	4.00	4.00	0.00
	Department Totals		42.00	42.00	42.00	42.00	0.00
350	Medically Indigent Services Program						
00905	Accountant I						
00906	or Accountant II						
00907	or Accountant III		1.00	1.00	1.00	1.00	0.00
08950	Division Manager-Health Agency		1.00	1.00	1.00	1.00	0.00
01539	Eligibility Technician I						
01540	or Eligibility Technician II						
01541	or Eligibility Technician III		3.00	0.00	0.00	0.00	-3.00
00420	Community Health Nurse						
00417	or Public Health Nurse		1.00	1.00	1.00	1.00	0.00
00415	or Senior Community Health Nurse						
00421	or Senior Public Health Nurse						
00457	or Nurse Practitioner/Physician's Assistant						
00420	Community Health Nurse	1/2					
00417	or Public Health Nurse	1/2	0.50	0.00	0.00	0.00	-0.50
00415	or Senior Community Health Nurse	1/2					
00421	or Senior Public Health Nurse	1/2					
00457	or Nurse Practitioner/Physician's Assistant	1/2					
08538	Patient Services Representative		1.00	1.00	1.00	1.00	0.00
00911	Account Clerk						
00909	or Senior Account Clerk		2.00	1.00	1.00	1.00	-1.00
00911	Account Clerk	3/4					
00909	or Senior Account Clerk	3/4	0.75	0.75	0.75	0.75	0.00
00911	Account Clerk	1/2					
00909	or Senior Account Clerk	1/2	0.50	0.00	0.00	0.00	-0.50
	Department Totals		10.75	5.75	5.75	5.75	-5.00
375	DRIVING UNDER THE INFLUENCE						
02203	Administrative Assistant Series		4.00	4.00	4.00	4.00	0.00
08610	Drug & Alcohol Program Supervisor		0.00	1.00	1.00	1.00	1.00
08610	Drug & Alcohol Program Supervisor	3/4					
08620	Drug & Alcohol Services Specialist I		9.00	9.00	9.00	9.00	0.00
08621	or Drug & Alcohol Services Specialist II						

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08622	or Drug & Alcohol Services Specialist III						
08623	or Drug & Alcohol Services Specialist IV						
	Department Totals		13.00	14.00	14.00	14.00	1.00
377	LIBRARY						
00905	Accountant I						
00906	or Accountant II		1.00	1.00	1.00	1.00	0.00
00907	or Accountant III						
02203	Administrative Assistant Series		31.00	31.00	31.00	31.00	0.00
02203	Administrative Assistant Series	3/4	0.75	0.75	0.75	0.75	0.00
02203	Administrative Assistant Series	1/2	2.00	2.00	2.00	2.00	0.00
02203	Administrative Assistant Series	1/4	0.25	0.25	0.25	0.25	0.00
08891	Administrative Services Officer I						
08892	or Administrative Services Officer II		1.00	1.00	1.00	1.00	0.00
01001	Assistant Library Director		1.00	1.00	1.00	1.00	0.00
02010	Department Personnel Technician	1/2	0.50	0.50	0.50	0.50	0.00
08903	Departmental Automation Specialist I						
08904	or Departmental Automation Specialist II		1.00	1.00	1.00	1.00	0.00
08906	or Departmental Automation Specialist III						
01003	Librarian I						
01004	or Librarian II		5.00	5.00	5.00	5.00	0.00
01004	Librarian II	3/4	1.50	1.50	1.50	1.50	0.00
01011	Librarian III		7.00	7.00	7.00	7.00	0.00
01013	Library Assistant	3/4	0.00	0.00	0.75	0.75	0.75
01013	Library Assistant	1/2	3.50	3.50	3.00	3.00	-0.50
00210	Library Director		1.00	1.00	1.00	1.00	0.00
01009	Library Driver Clerk I						
01010	or Library Driver Clerk II		1.00	1.00	1.00	1.00	0.00
04000	Library Manager						
01018	Library Support Services Manager		1.00	1.00	1.00	1.00	0.00
01019	Regional Librarian		3.00	3.00	3.00	3.00	0.00
00911	Account Clerk						
00909	or Senior Account Clerk		1.00	1.00	0.00	0.00	-1.00
00911	Account Clerk	3/4					
00909	or Senior Account Clerk	3/4	0.00	0.00	0.75	0.75	0.75
01002	Supervising Librarian						
01007	Supervising Library Assistant		8.00	8.00	8.00	8.00	0.00
01007	Supervising Library Assistant	1/2					
	Department Totals		70.50	70.50	70.50	70.50	0.00
405	PUBLIC WORKS - ISF						
00905	Accountant I						
00906	or Accountant II						
00907	or Accountant III		3.00	3.00	3.00	3.00	0.00
00914	Accounting Technician		2.00	2.00	2.00	2.00	0.00
02203	Administrative Assistant Series		6.00	6.00	6.00	6.00	0.00
08795	Administrative Services Manager		5.00	5.00	5.00	5.00	0.00
08795	Administrative Services Manager	3/4	0.75	0.75	0.75	0.75	0.00
08891	Administrative Services Officer I						
08892	or Administrative Services Officer II		2.00	2.00	2.00	2.00	0.00
09624	Assistant Water Systems Superintendent		2.00	2.00	2.00	2.00	0.00
00609	Property Management Aide						
00622	or Assistant Real Property Agent						
00623	or Associate Real Property Agent		1.00	1.00	1.00	1.00	0.00
09996	Chief Wastewater Treatment Plant Operator		0.00	0.00	1.00	1.00	1.00
02901	Chief Water Treatment Plant Operator-Grade 3		1.00	1.00	1.00	1.00	0.00
02902	Chief Water Treatment Plant Operator-Grade 4		1.00	1.00	1.00	1.00	0.00
02903	Civil Engineering Technician Aide						
00648	or Civil Engineer Technician I						
00650	or Civil Engineer Technician II						
00652	or Civil Engineer Technician III		17.00	17.00	17.00	17.00	0.00
00280	Department Administrator		2.00	2.00	2.00	2.00	0.00
08903	Departmental Automation Specialist I						

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08904	or Departmental Automation Specialist II						
08906	or Departmental Automation Specialist III		3.00	3.00	3.00	3.00	0.00
00666	Deputy Director-Public Works		2.00	2.00	2.00	2.00	0.00
00245	Director of Public Works and Transportation		1.00	1.00	1.00	1.00	0.00
00664	Division Manager-Road Maintenance		1.00	1.00	1.00	1.00	0.00
00632	or Engineer V		4.00	4.00	4.00	4.00	0.00
00694	Division Manager-Utilities		1.00	1.00	1.00	1.00	0.00
00641	Engineer I						
00640	or Engineer II						
00634	or Engineer III		22.00	22.00	22.00	22.00	0.00
00633	Engineer IV		14.00	14.00	14.00	14.00	0.00
02904	Environmental Division Manager		1.00	1.00	1.00	1.00	0.00
01106	Grounds Restoration Specialist		1.00	1.00	1.00	1.00	0.00
02800	Planner I						
02801	or Planner II						
02802	or Planner III						
02803	or Environmental Resource Specialist		6.00	6.00	6.00	6.00	0.00
02804	or Principal Environmental Specialist						
01583	Program Manager I						
01584	or Program Manager II		1.00	1.00	1.00	1.00	0.00
01115	Public Works Leadworker		9.00	9.00	9.00	9.00	0.00
01112	Public Works Section Supervisor		4.00	4.00	4.00	4.00	0.00
01105	Public Works Worker I						
01117	or Public Works Worker II						
01119	or Public Works Worker III		28.00	28.00	28.00	28.00	0.00
01103	Public Works Worker IV		13.00	13.00	13.00	13.00	0.00
00642	Right-of-Way Agent		1.00	1.00	1.00	1.00	0.00
00909	Senior Account Clerk		4.00	4.00	4.00	4.00	0.00
01321	Senior Storekeeper		1.00	1.00	1.00	1.00	0.00
09613	Senior Water Systems Chemist		1.00	1.00	1.00	1.00	0.00
00610	Solid Waste Coordinator I						
00611	or Solid Waste Coordinator II						
00612	or Solid Waste Coordinator III		1.00	1.00	1.00	1.00	0.00
00927	Supervising Admin Clerk I		1.00	1.00	1.00	1.00	0.00
00928	Supervising Admin Clerk II		1.00	1.00	1.00	1.00	0.00
09619	Water Quality Manager		1.00	1.00	1.00	1.00	0.00
09617	Water Systems Chemist I						
09618	or Water Systems Chemist II		4.00	4.00	4.00	4.00	0.00
09615	Water Systems Lab Tech I						
09616	or Water Systems Lab Tech II		3.00	3.00	3.00	3.00	0.00
09623	Water Systems Superintendent		1.00	1.00	1.00	1.00	0.00
09629	Water Systems Worker Trainee						
09628	or Water Systems Worker I						
09627	or Water Systems Worker II						
09626	or Water Systems Worker III		17.00	17.00	17.00	17.00	0.00
	Department Totals		189.75	189.75	190.75	190.75	1.00
407	FLEET SERVICES ISF						
09653	Automotive Mechanic I						
09654	or Automotive Mechanic II		4.00	4.00	4.00	4.00	0.00
01121	Equipment Mechanic I						
01120	or Equipment Mechanic II		4.00	4.00	4.00	4.00	0.00
02300	Fleet Manager		1.00	1.00	1.00	1.00	0.00
02303	Fleet Service Writer		2.00	2.00	2.00	2.00	0.00
02301	Fleet Shop Supervisor		1.00	1.00	1.00	1.00	0.00
02302	Lead Fleet Mechanic		1.00	1.00	1.00	1.00	0.00
	Department Totals		13.00	13.00	13.00	13.00	0.00
425	AIRPORTS ENTERPRISE						
00905	Accountant I						
00906	or Accountant II						
00907	or Accountant III		1.00	1.00	1.00	1.00	0.00
00914	Accounting Technician		1.00	1.00	1.00	1.00	0.00

Position Allocation by Department

<u>Class</u>	<u>Title</u>	<u>PT</u>	<u>Current</u>	<u>2014-15 Requested</u>	<u>2014-15 Recommended</u>	<u>2014-15 Adopted</u>	<u>Adopted Changes</u>
00913	or Accounting Technician - Confidential						
02203	Administrative Assistant Series	3/4	0.75	0.75	0.75	0.75	0.00
01406	Airport Maintenance Worker		5.00	5.00	5.00	5.00	0.00
01402	Airport Operation Specialist		1.00	1.00	1.00	1.00	0.00
01403	Airport Operations Supervisor		2.00	2.00	2.00	2.00	0.00
01401	Assistant Airports Manager		1.00	1.00	1.00	1.00	0.00
00609	Property Management Aide						
00622	or Assistant Real Property Agent						
00623	or Associate Real Property Agent		1.00	1.00	1.00	1.00	0.00
08964	Deputy Director-County Airports		1.00	1.00	1.00	1.00	0.00
00909	Senior Account Clerk	1/4	0.25	0.25	0.25	0.25	0.00
	Department Totals		14.00	14.00	14.00	14.00	0.00
427	GOLF COURSES						
01121	Equipment Mechanic I						
01120	or Equipment Mechanic II		2.00	2.00	2.00	2.00	0.00
01212	Golf Course Superintendent		1.00	1.00	1.00	1.00	0.00
01217	Golf Course Supervisor		1.00	1.00	1.00	1.00	0.00
01242	Greenskeeper Aide						
01243	or Greenskeeper I						
01244	or Greenskeeper II		7.00	7.00	7.00	7.00	0.00
01245	or Greenskeeper III		2.00	2.00	2.00	2.00	0.00
01245	Department Totals		13.00	13.00	13.00	13.00	0.00
	County Totals		2,509.25	2,495.00	2,547.25	2,554.75	45.50

MAJOR COUNTY PAID EMPLOYEE BENEFITS FOR FISCAL YEAR 2014-15

COUNTY OFFICERS AND DEPARTMENT HEADS 2014-15 SALARY SCHEDULE

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

<u>Appointed Department Heads</u>	<u>Annual Salary</u>	
	<u>Minimum</u>	<u>Maximum</u>
Ag Commissioner/Sealer of Weights & Measures	\$ 107,827	131,061
General Services Agency Director	139,922	170,061
Chief Probation Officer	121,514	147,701
County Administrative Officer	181,584	220,709
County Counsel	157,102	190,965
County Social Services Director	133,494	162,282
Director of Child Support Services	130,998	159,245
Director of Planning/Building	125,507	152,568
Director of Public Works and Transportation	139,922	170,061
Health Agency Director	140,109	170,310
Library Director	105,685	128,461
Human Resources Director	121,680	147,930
Veterans Service Officer	68,910	83,782

*These salaries, and the salary schedule on the following pages, are the 2013-14 rates as of April 2014. Actual rates may change during Fiscal Year 2014-2015. For the most current salary information, contact the County Human Resources Department.

MAJOR COUNTY PAID EMPLOYEE BENEFITS FOR FISCAL YEAR 2014-15

1. Retirement. The County operates its own independent retirement plan. Participation in the plan is mandatory for all employees except elected officials. The County sold Pension Obligation Bonds (POBs) during 2004-05. The County's share of the budgeted retirement contribution based upon salaries for 2014-15 are shown below. Additionally, the County pays for the costs associated with the unfunded liability related to retiree healthcare costs. This latter cost is commonly referred to as Other Post Employment Benefits (OPEB). This is funded at a flat rate of \$632 a month per employee and is in addition to the numbers noted in the table below.

<u>Employee Group</u>	<u>County</u> <u>2014-15</u>	<u>POBs</u> <u>2014-15</u>	<u>Total</u>
Attorneys	18.40 %	6.03 %	24.43 %
Management and Confidential	19.04	6.03	25.07
Public Services, Clerical and Supervisory	17.73	6.03	23.76
Trades, Crafts and Services	17.81	6.03	23.84
Probation Management	15.71	5.99	21.70
Probation Officers/Supervisors	15.59	5.99	21.58
Law Enforcement Safety Management	21.72	4.74	26.46
Law Enforcement Safety	24.74	4.74	29.48
Law Enforcement Non-safety	14.68	6.03	20.71

MAJOR COUNTY PAID EMPLOYEE BENEFITS FOR FISCAL YEAR 2014-15

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

<u>Employee Group</u>	<u>2013-14</u>	<u>2014-15</u>
Elected Officials	13.55 %	13.55 %
Attorneys, Management and Confidential	9.29	9.29
Law Enforcement, Safety	7.00	7.00
Law Enforcement Non-Safety	4.20	4.20
District Attorney Investigators	7.20	7.20
Public Services, Clerical and Supervisory	8.75	8.75
Trades, Crafts and Services	10.38	10.38
Probation Officers/Supervisors	5.75	5.75
Probation Management	9.29	9.29

2. Workers' Compensation. The County's Workers' Compensation program is self-insured. Workers' Compensation is charged to departments to maintain adequate reserves and is based upon job classification and departmental experience. The following rates will become effective for 2014-15 based on \$100.00 of payroll for each department:

RISK EXPOSURE:

<u>Code</u>	<u>Classification</u>	<u>Exposure Rate</u>
2	Police	\$ 1.76
3	Clerical	.18
5	Institutional	.66
7	County-Other	.68
8	County-Manual	3.03
9	Roads	1.95

LOSS EXPOSURE:

<u>Department</u>	<u>Experience Factor</u>	<u>Department</u>	<u>Experience Factor</u>
Administrative Office	1.77	Agricultural Comm.	1.32
Auditor-Controller	1.71	Planning & Building	1.09
Treasurer-Tax Collector	2.76	Animal Services	5.22
Assessor	1.52	Public Works	2.17
County Counsel	1.62	Public Health	2.03
Personnel	1.90	Mental Health	8.51
Pension Trust	1.00	Drug & Alcohol Services	8.51
General Services	2.85	Air Pollution Control	1.07
Information Technology	2.85	Law Library	1.00
Clerk-Recorder	1.42	Social Services	3.83
Board of Supervisors	1.00	Veterans Services	1.00
District Attorney	1.74	Library	6.47
Child Support Services	4.13	Farm Advisor	1.00
Victim Witness	1.74	Sheriff-Coroner	3.20
Probation	3.74		

3. Social Security. The County contribution to Social Security for the 2014 calendar year is 6.20% of wages up to \$117,000. The County also matches the employee's contribution to Medicare. The 2014 calendar year rate is 1.45% of total wages (no maximum).
4. Disability Insurance. The County provides long-term disability insurance for all attorneys, management, District Attorney investigators and confidential employees. The premium rates for 2014-15 will be .314% of gross salary to a maximum monthly gross of \$13,500.

MAJOR COUNTY PAID EMPLOYEE BENEFITS FOR FISCAL YEAR 2014-15

5. Unemployment. The County's unemployment insurance program is self-insured and is funded by charging departments to maintain adequate reserves. The rate for 2014 calendar year is .07% of gross salary.
6. Life Insurance. The County provides \$30,000 term life insurance coverage to all District Attorney (DA) investigators, attorneys, staff management and confidential employees at a cost of \$4.08 per month. General management and department heads receive \$50,000 coverage at a cost of \$6.80 per month.
7. Medical, Vision and Dental Insurance. The County offers medical insurance coverage through the Public Employees' Retirement System (PERS). Additionally, we offer two dental plans and a vision plan.

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

<u>Employee Group</u>	<u>Monthly Contribution per employee</u>
Attorneys, Management and Confidential	\$ 975.00
Public Services, Clerical and Supervisory	750.58
Probation Officers	1041.00
Trades, Crafts, and Services	695.95
District Attorney Investigators	766.07
Deputy Sheriffs Association	700.00
Management Law Enforcement	1300.00
Dispatchers	700.00

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

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

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

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

Job Class Listing by Title

<u>Job Class</u>	<u>Title</u>	<u>Range</u>	<u>BU</u>	<u>Monthly Step 1</u>	<u>Salary Step 5</u>
00813	4-H Program Assistant	01743	13	3,021	3,673
03097	APCD Administrative Assistant Aide	01287	13	2,231	2,713
03098	APCD Administrative Assistant I	01417	13	2,456	2,985
03099	APCD Administrative Assistant II	01560	13	2,704	3,286
03100	APCD Administrative Assistant III	01716	13	2,974	3,616
03096	APCD Division Manager	04165	07	7,219	8,776
03094	APCD Fiscal/Admin Svcs Mgr	03762	07	6,521	7,927
03095	APCD Supervising Administrative Clerk II	02307	13	3,999	4,860
03101	APCD System Administrator I	02708	07	4,694	5,704
03102	APCD System Administrator II	03250	07	5,633	6,848
03103	APCD System Administrator III	03608	07	6,254	7,601
00911	Account Clerk	01502	13	2,603	3,165
00905	Accountant I	02264	07	3,924	4,770
00906	Accountant II	02647	07	4,588	5,576
00907	Accountant III	03078	07	5,335	6,486
00713	Accountant-Auditor I	02264	07	3,924	4,770
00714	Accountant-Auditor II	02716	07	4,708	5,723
00715	Accountant-Auditor III	03678	07	6,375	7,750
02051	Accountant-Auditor Trainee	02033	07	3,524	4,285
02050	Accounting Systems Aide-Confidential	02208	11	3,827	4,652
00914	Accounting Technician	01917	13	3,323	4,040
00913	Accounting Technician - Confidential	01920	11	3,328	4,046
00518	Acute Care Supervising Nurse	03605	05	6,249	7,595
08885	Administrative Analyst Aide	02206	01	3,824	4,649
08887	Administrative Analyst Aide - Confidential	02209	11	3,829	4,654
08884	Administrative Analyst I	02713	07	4,703	5,717
08883	Administrative Analyst II	03143	07	5,448	6,621
08882	Administrative Analyst III	03678	07	6,375	7,750
02204	Administrative Assistant Aide	01250	13	2,167	2,635
02201	Administrative Assistant I	01376	13	2,385	2,900
02202	Administrative Assistant II	01515	13	2,626	3,195
02203	Administrative Assistant III	01667	13	2,889	3,513
02220	Administrative Asst Aide-Confidential	01265	11	2,193	2,664
02221	Administrative Asst I-Confidential	01390	11	2,409	2,931
02222	Administrative Asst II-Confidential	01530	11	2,652	3,224
02223	Administrative Asst III-Confidential	01684	11	2,919	3,546
08795	Administrative Services Manager	03678	07	6,375	7,750
08891	Administrative Services Officer I	02264	07	3,924	4,770
08892	Administrative Services Officer II	02716	07	4,708	5,723
00201	Ag Commissioner/Sealer of Weights & Measures	05184	09	8,986	10,922
02731	Agr/Weights & Measures Tech I	02000	01	3,467	4,214
02732	Agr/Weights & Measures Tech II	02182	01	3,782	4,597
00817	Agricultural Inspector/Biologist I	02182	01	3,782	4,597
00818	Agricultural Inspector/Biologist II	02411	01	4,179	5,082
00819	Agricultural Inspector/Biologist III	02727	01	4,727	5,744
00816	Agricultural Inspector/Biologist Trainee	02000	01	3,467	4,214
02730	Agricultural Resource Specialist	03124	01	5,415	6,581
00791	Agricultural/Measurement Standards Tech I	01762	01	3,054	3,713
00792	Agricultural/Measurement Standards Tech II	01921	01	3,330	4,047
00222	Aids Program Coordinator	02554	07	4,427	5,382
00832	Air Pollution Control Engineer I	03002	01	5,203	6,327
00829	Air Pollution Control Engineer II	03367	01	5,836	7,095
00841	Air Pollution Control Engineer III	03657	01	6,339	7,706
03093	Air Pollution Control Officer	06055	09	10,495	12,759
00835	Air Quality Specialist I	02632	01	4,562	5,545
00836	Air Quality Specialist II	02969	01	5,146	6,256
00839	Air Quality Specialist III	03419	01	5,926	7,205
00834	Air Quality Specialist Trainee	02407	01	4,172	5,070
01406	Airport Maintenance Worker	01922	02	3,331	4,049
01402	Airport Operation Specialist	02211	01	3,832	4,659
01403	Airport Operations Supervisor	02612	05	4,527	5,503
00852	Airports Manager	04044	07	7,010	8,519
01422	Animal Control Lead Officer	02092	05	3,626	4,408
01417	Animal Control Officer	01784	01	3,092	3,758
01424	Animal Control Supervising Officer	02511	05	4,352	5,290
00219	Animal Services Humane Educator	01678	01	2,909	3,536
01410	Animal Services Manager (Non-Vet)	03367	07	5,836	7,095

Job Class Listing by Title

<u>Job Class</u>	<u>Title</u>	<u>Range</u>	<u>BU</u>	<u>Monthly Step 1</u>	<u>Salary Step 5</u>
01411	Animal Services Manager (Vet)	04044	07	7,010	8,519
08956	Animal Shelter Coordinator	01872	01	3,245	3,943
01423	Animal Shelter Registered Veterinary Tech	01870	01	3,241	3,940
01425	Animal Shelter Supervisor	02511	05	4,352	5,290
00711	Appraiser I	02270	01	3,935	4,782
00709	Appraiser II	02628	01	4,555	5,536
00707	Appraiser III	02867	01	4,969	6,041
00718	Appraiser Trainee	01966	01	3,408	4,141
01238	Aquatics Coordinator	01252	00	2,170	2,640
00620	Architectural Supervisor	03727	05	6,460	7,852
00624	Architectural Technician	02039	01	3,534	4,295
00941	Assessment Analyst I	02713	07	4,703	5,717
00942	Assessment Analyst II	03143	07	5,448	6,621
00943	Assessment Analyst III	03678	07	6,375	7,750
08894	Assessment Analyst Trainee	01761	01	3,052	3,709
08948	Assessment Manager	03678	07	6,375	7,750
00894	Assessment Technician I	01682	01	2,915	3,543
00895	Assessment Technician II	01845	01	3,198	3,888
00896	Assessment Technician III	02020	01	3,501	4,255
00897	Assessment Technician IV	02103	01	3,645	4,430
00658	Assessment Technician Supervisor	02436	05	4,222	5,132
00101	Assessor	07502	10	13,003	13,003
01401	Assistant Airports Manager	03678	07	6,375	7,750
00701	Assistant Assessor	05050	08	8,753	10,639
00900	Assistant Auditor-Controller	05050	08	8,753	10,639
01699	Assistant Building Official	03723	07	6,453	7,842
00613	Assistant Capital Projects Coordinator	02597	01	4,501	5,470
02253	Assistant Chief Information Officer	04846	08	8,400	10,208
00329	Assistant Chief Probation Officer	04700	08	8,147	9,903
08958	Assistant County Administrative Officer	07186	08	12,456	15,139
00250	Assistant County Clerk-Recorder	04363	08	7,563	9,194
00303	Assistant County Counsel	06298	08	10,917	13,270
00390	Assistant Director-General Services	04781	08	8,287	10,074
00391	Assistant Director-Planning and Building	04825	08	8,363	10,164
00392	Assistant District Attorney	06298	08	10,917	13,270
01001	Assistant Library Director	03785	08	6,561	7,975
08534	Assistant Mental Health Administrator	03459	07	5,996	7,289
00622	Assistant Real Property Agent	02505	01	4,342	5,278
01502	Assistant Social Services Director	05349	08	9,272	11,270
00393	Assistant Treasurer/Tax Collector/Public Admn	04811	08	8,339	10,138
00868	Assistant Veterans Service Officer I	01882	01	3,262	3,966
00866	Assistant Veterans Service Officer II	02154	01	3,734	4,540
09624	Assistant Water Systems Superintendent	03606	05	6,250	7,597
00615	Associate Capital Projects Coordinator	03125	01	5,417	6,583
00623	Associate Real Property Agent	02904	01	5,034	6,117
00394	Asst Director of Child Support Services	04409	08	7,642	9,287
02053	Auditor-Analyst I	02264	07	3,924	4,770
02054	Auditor-Analyst II	02716	07	4,708	5,723
02055	Auditor-Analyst III	03678	07	6,375	7,750
02056	Auditor-Analyst Trainee	02033	07	3,524	4,285
00712	Auditor-Appraiser I	02264	07	3,924	4,770
00710	Auditor-Appraiser II	02679	07	4,644	5,645
00708	Auditor-Appraiser III	03372	07	5,845	7,105
00102	Auditor-Controller	07502	10	13,003	13,003
00109	Auditor-Controller-Treasurer-Tx Coll-Pub Admn	07502	10	13,003	13,003
09653	Automotive Mechanic I	02133	02	3,697	4,496
09654	Automotive Mechanic II	02242	02	3,886	4,725
03071	Behavioral Health Administrator	06098	09	10,570	12,847
00265	Board of Construction Appeals	00515	00	893	1,085
01606	Building Division Supervisor	03564	05	6,178	7,507
01601	Building Inspector I	02317	01	4,016	4,883
01602	Building Inspector II	02657	01	4,605	5,600
01603	Building Inspector III	02939	01	5,094	6,191
01301	Building Maintenance Superintendent	03347	07	5,801	7,053
01701	Building Plans Examiner I	02850	01	4,940	6,006
01702	Building Plans Examiner II	03125	01	5,417	6,583
01703	Building Plans Examiner III	03378	01	5,855	7,117

Job Class Listing by Title

<u>Job Class</u>	<u>Title</u>	<u>Range</u>	<u>BU</u>	<u>Monthly Salary</u>	
				<u>Step 1</u>	<u>Step 5</u>
01304	Buildings Facilities Manager	04060	07	7,037	8,554
01327	Bus Driver	01432	02	2,482	3,018
02181	Buyer I	02010	01	3,484	4,236
02182	Buyer II	02315	01	4,013	4,879
00341	CAL-ID Program Coordinator	03703	07	6,419	7,800
00672	Cadastral Mapping Systems Specialis II	02473	01	4,287	5,210
00671	Cadastral Mapping Systems Specialist I	02090	01	3,623	4,404
00673	Cadastral Mapping Systems Specialist III	02963	01	5,136	6,243
00675	Cadastral Mapping Systems Supervisor	03433	05	5,951	7,233
00635	Capital Projects Inspector	03125	01	5,417	6,583
00891	Chief Accountant	04037	07	6,997	8,507
00704	Chief Appraiser	04037	07	6,997	8,507
00310	Chief Deputy County Counsel	05750	07	9,967	12,116
00270	Chief Deputy District Attorney	05750	07	9,967	12,116
09783	Chief Deputy Probation Officer	04434	08	7,686	9,343
00802	Chief Deputy-Agricultural Commissioner	04203	08	7,285	8,856
00823	Chief Deputy-Sealer Weights & Measures	03990	08	6,916	8,408
09648	Chief District Attorney Investigator	05598	07	9,703	11,795
02250	Chief Information Officer	06116	09	10,601	12,886
00213	Chief Probation Officer	05842	09	10,126	12,308
09996	Chief Wastewater Treatment Plant Operator	00000	00	0	0
02901	Chief Water Treatment Plant Operator-Grade 3	03237	05	5,611	6,819
02902	Chief Water Treatment Plant Operator-Grade 4	03606	05	6,250	7,597
00578	Chief of Assessment Standards	04037	07	6,997	8,507
00389	Child Support Ombudsperson	03143	07	5,448	6,621
00648	Civil Engineer Technician I	02512	01	4,354	5,294
00650	Civil Engineer Technician II	02876	01	4,985	6,061
00652	Civil Engineer Technician III	03302	01	5,723	6,956
02903	Civil Engineering Technician Aide	02016	01	3,494	4,248
02552	Clerk-Recorder Assistant II	01797	13	3,115	3,786
02553	Clerk-Recorder Assistant III	01904	13	3,300	4,011
02554	Clerk-Recorder Assistant IV	02101	05	3,642	4,427
00596	Clinical Lab Technologist - Temp Licensed	01902	01	3,297	4,007
00576	Clinical Laboratory Assistant I	01368	01	2,371	2,881
00577	Clinical Laboratory Assistant II	01564	01	2,711	3,295
00550	Clinical Laboratory Manager	03052	07	5,290	6,431
00552	Clinical Laboratory Technologist	02383	01	4,131	5,020
03501	Collections Officer I	02042	01	3,539	4,302
03502	Collections Officer II	02145	01	3,718	4,519
00260	Commissioner - Civil Service	00515	00	893	1,085
00255	Commissioner - Planning	00515	00	893	1,085
09632	Communicable Disease Investigator	02087	01	3,617	4,397
09679	Communications Aide	01700	01	2,947	3,581
09677	Communications Manager	03880	07	6,725	8,176
00959	Communications Technician I	02437	01	4,224	5,134
00958	Communications Technician II	02739	01	4,748	5,772
03030	Community Health Liaison	00800	00	1,387	1,685
00420	Community Health Nurse	02888	01	5,006	6,084
00427	Community Service Aide	01256	01	2,177	2,647
01715	Computer Oper Supervisor - Confidential	03360	11	5,824	7,077
00970	Computer Systems Tech Aide - Confidential	01599	11	2,772	3,370
00987	Computer Systems Tech I - Confidential	01915	11	3,319	4,037
00988	Computer Systems Tech II - Confidential	02128	11	3,689	4,482
01989	Computer Systems Tech III - Confidential	02449	11	4,245	5,160
08967	Computer Systems Technician Aide	01599	01	2,772	3,370
08968	Computer Systems Technician I	01915	01	3,319	4,037
08969	Computer Systems Technician II	02128	01	3,689	4,482
08970	Computer Systems Technician III	02449	01	4,245	5,160
09999	Contract Employee	00515	00	893	1,085
01341	Cook I	01481	01	2,567	3,122
01340	Cook II	01780	01	3,085	3,749
01350	Cook III	01915	01	3,319	4,037
00527	Correctional Nurse I	02830	01	4,905	5,964
00528	Correctional Nurse II	03276	01	5,678	6,904
00524	Correctional Nurse Supervisor	03831	05	6,640	8,072
00346	Correctional Technician	01849	13	3,205	3,895
00205	County Administrative Officer	08730	09	15,132	18,392

Job Class Listing by Title

Job Class	Title	Range	BU	Monthly Salary	
				Step 1	Step 5
00108	County Clerk-Recorder	06522	10	11,305	11,305
00302	County Counsel	07553	09	13,092	15,914
00512	County Physician	02893	00	5,015	6,098
01501	County Social Services Director	06418	09	11,125	13,523
00350	Crime Prevention Specialist	03088	21	5,353	6,505
00410	Cross Connection Inspector	02654	01	4,600	5,592
01335	Custodian	01562	02	2,707	3,290
00983	Data Entry Operator III	01750	13	3,033	3,689
00982	Data Entry Operator III - Confidential	01753	11	3,039	3,695
00280	Department Administrator	04293	07	7,441	9,046
02010	Department Personnel Technician	01797	13	3,115	3,786
02011	Department Personnel Technician - Conf.	01798	11	3,117	3,787
08903	Departmental Automation Specialist I	02473	01	4,287	5,210
08904	Departmental Automation Specialist II	02963	01	5,136	6,243
08906	Departmental Automation Specialist III	03437	01	5,957	7,240
00804	Deputy Agricultural Commissioner	03283	07	5,691	6,916
00313	Deputy County Counsel I	03240	12	5,616	6,828
00317	Deputy County Counsel II	03752	12	6,503	7,906
00318	Deputy County Counsel III	04340	12	7,523	9,143
00312	Deputy County Counsel IV	05433	12	9,417	11,449
08957	Deputy Director of Human Resources	05086	08	8,816	10,714
09514	Deputy Director of Social Services	04985	08	8,641	10,504
00662	Deputy Director-Admin-Dept of Public Wrks/T	06304	08	10,927	13,283
08964	Deputy Director-County Airports	04352	08	7,543	9,171
08965	Deputy Director-County Parks	04466	08	7,741	9,407
00663	Deputy Director-Eng Svcs-Dept of Public Wks/T	05481	08	9,500	11,547
08963	Deputy Director-General Services	05407	08	9,372	11,391
03005	Deputy Director-Health Agency	04690	08	8,129	9,883
08962	Deputy Director-Information Technology	05480	08	9,499	11,546
00666	Deputy Director-Public Works	05481	08	9,500	11,547
00308	Deputy District Attorney I	03240	04	5,616	6,828
00309	Deputy District Attorney II	03752	04	6,503	7,906
00311	Deputy District Attorney III	04340	04	7,523	9,143
00314	Deputy District Attorney IV	05433	04	9,417	11,449
03002	Deputy Health Officer	06417	07	11,123	13,520
00324	Deputy Probation Officer I	02534	31	4,392	5,340
00323	Deputy Probation Officer II	02816	31	4,881	5,933
00321	Deputy Probation Officer III	03081	31	5,340	6,491
00338	Deputy Sheriff	03514	27	6,091	7,405
00256	Director of Child Support Services	06298	09	10,917	13,270
08596	Director of Drug & Alcohol Services	04722	07	8,185	9,948
08401	Director of Environmental Health	04722	07	8,185	9,948
00509	Director of Health Promotion Services	02956	07	5,124	6,228
00237	Director of Planning/Building	06034	09	10,459	12,714
00412	Director of Public Health Nursing	04006	07	6,944	8,440
00245	Director of Public Works and Transportation	06727	09	11,660	14,172
00105	District Attorney	09181	10	15,914	15,914
09645	District Attorney Investigator I	03577	06	6,200	7,537
09646	District Attorney Investigator II	04092	06	7,093	8,623
09647	District Attorney Investigator III	04472	06	7,751	9,424
02052	Division Manager-Auditor-Controller	04734	08	8,206	9,975
00681	Division Manager-Building (Chief Bldg Offcl)	04228	08	7,329	8,908
00682	Division Manager-Child Support Services	03678	07	6,375	7,750
00684	Division Manager-District Attorney	03530	07	6,119	7,438
08949	Division Manager-Drug & Alcohol Services	04064	07	7,044	8,561
08954	Division Manager-Environmental Health	05045	07	8,745	10,629
08950	Division Manager-Health Agency	04064	07	7,044	8,561
08951	Division Manager-Mental Health Services	04064	07	7,044	8,561
00690	Division Manager-Planning	03837	07	6,651	8,084
00691	Division Manager-Probation	03893	07	6,748	8,202
08955	Division Manager-Public Health Nursing Serv	04333	07	7,511	9,131
00664	Division Manager-Road Maintenance	04001	07	6,935	8,431
00693	Division Manager-Social Services	04027	07	6,980	8,483
00694	Division Manager-Utilities	04475	07	7,757	9,429
02558	Division Supervisor-Clerk-Recorder	02612	05	4,527	5,503
08610	Drug & Alcohol Program Supervisor	03009	05	5,216	6,339
08620	Drug & Alcohol Services Specialist I	01976	01	3,425	4,163

Job Class Listing by Title

Job Class	Title	Range	BU	Monthly Salary	
				Step 1	Step 5
08621	Drug & Alcohol Services Specialist II	02291	01	3,971	4,827
08622	Drug & Alcohol Services Specialist III	02523	01	4,373	5,314
08623	Drug & Alcohol Services Specialist IV	02786	01	4,829	5,869
08615	Drug & Alcohol Svcs Clinical Programs Mgr	03607	07	6,252	7,599
08606	Drug & Alcohol Worker Aide	01341	01	2,324	2,825
08607	Drug & Alcohol Worker I	01711	01	2,966	3,605
08608	Drug & Alcohol Worker II	01878	01	3,255	3,959
00380	Economic Crime Officer I	01900	01	3,293	4,004
00381	Economic Crime Officer II	02092	01	3,626	4,408
00382	Economic Crime Officer III	02196	01	3,806	4,626
00383	Economic Crime Technician I	01926	01	3,338	4,056
00384	Economic Crime Technician II	02024	01	3,508	4,264
01539	Eligibility Technician I	01699	01	2,945	3,579
01540	Eligibility Technician II	01848	01	3,203	3,893
01541	Eligibility Technician III	02047	01	3,548	4,311
00844	Emergency Services Coordinator I	02713	07	4,703	5,717
00845	Emergency Services Coordinator II	02985	07	5,174	6,290
00846	Emergency Services Coordinator III	03678	07	6,375	7,750
01544	Employment/Resource Specialist I	01699	01	2,945	3,579
01545	Employment/Resource Specialist II	01848	01	3,203	3,893
01546	Employment/Resource Specialist III	02047	01	3,548	4,311
01547	Employment/Resource Specialist IV	02334	01	4,046	4,919
01550	Employment/Services Supervisor	02578	05	4,469	5,431
00641	Engineer I	02847	01	4,935	5,997
00640	Engineer II	03261	01	5,652	6,871
00634	Engineer III	03714	01	6,438	7,826
00633	Engineer IV	04258	05	7,381	8,973
00632	Engineer V	04475	07	7,757	9,429
01124	Engineering Equipment Manager	03114	07	5,398	6,562
00877	Environmental Coordinator	04293	07	7,441	9,046
02904	Environmental Division Manager	04293	07	7,441	9,046
08406	Environmental Health Aide	01864	01	3,231	3,928
08413	Environmental Health Specialist I	02433	01	4,217	5,127
08414	Environmental Health Specialist II	02792	01	4,839	5,885
08415	Environmental Health Specialist III	03080	01	5,339	6,490
02803	Environmental Resource Specialist	03124	01	5,415	6,581
00437	Epidemiologist	03409	07	5,909	7,181
01121	Equipment Mechanic I	02187	02	3,791	4,609
01120	Equipment Mechanic II	02384	02	4,132	5,021
01123	Equipment Service Worker	01628	02	2,822	3,429
01314	Facilities Maintenance Mechanic I	01772	02	3,071	3,735
01316	Facilities Maintenance Mechanic II	01922	02	3,331	4,049
01315	Facilities Maintenance Mechanic III	02308	02	4,001	4,862
01313	Facility Maintenance Mechanic Leadworker	02423	02	4,200	5,105
09621	Family Support Officer I	01900	01	3,293	4,004
09622	Family Support Officer II	02092	01	3,626	4,408
09682	Family Support Officer III	02196	01	3,806	4,626
00780	Financial Analyst I	02264	07	3,924	4,770
00781	Financial Analyst II	02716	07	4,708	5,723
00782	Financial Analyst III	03678	07	6,375	7,750
02300	Fleet Manager	03855	07	6,682	8,122
02303	Fleet Service Writer	01670	02	2,895	3,520
02301	Fleet Shop Supervisor	02809	05	4,869	5,918
00354	Food Service Supervisor - Corrections	02371	05	4,110	4,997
08961	General Services Agency Director	06727	09	11,660	14,172
00248	General Services Director	05934	09	10,286	12,504
08972	Geographic Information Systems Program Mgr	04074	07	7,062	8,585
01135	Golf Aide I	00952	00	1,650	2,007
01136	Golf Aide II	01117	00	1,936	2,356
01212	Golf Course Superintendent	03298	07	5,717	6,949
01217	Golf Course Supervisor	02795	05	4,845	5,890
01234	Greenskeeper	02012	02	3,487	4,241
01242	Greenskeeper Aide	01471	02	2,550	3,099
01243	Greenskeeper I	01757	02	3,045	3,702
01244	Greenskeeper II	02032	02	3,522	4,283
01245	Greenskeeper III	02309	02	4,002	4,864
01106	Grounds Restoration Specialist	02309	02	4,002	4,864

Job Class Listing by Title

<u>Job Class</u>	<u>Title</u>	<u>Range</u>	<u>BU</u>	<u>Monthly Salary</u>	
				<u>Step 1</u>	<u>Step 5</u>
01319	Groundskeeper	01691	02	2,931	3,564
00536	Head Nurse	03111	01	5,392	6,555
00226	Health Agency Administrator I	02956	07	5,124	6,228
00227	Health Agency Administrator II	03547	07	6,148	7,472
00228	Health Agency Administrator III	04411	07	7,646	9,294
00229	Health Agency Administrator IV	04743	08	8,221	9,993
03003	Health Agency Director	06736	09	11,676	14,193
00872	Health Care Analyst	02956	07	5,124	6,228
00221	Health Education Specialist	01925	01	3,337	4,054
00560	Health Information Technician I	01778	13	3,082	3,746
00561	Health Information Technician II	01959	13	3,396	4,127
00562	Health Information Technician III	02156	13	3,737	4,543
02111	Human Resources Analyst Aide	02206	01	3,824	4,649
02110	Human Resources Analyst Aide-Confidential	02209	11	3,829	4,654
00856	Human Resources Director	05146	09	8,920	10,842
08953	Human Resources Director	05850	09	10,140	12,327
09680	Hydraulic Operations Administrator III	03142	05	5,446	6,620
02252	Information Technology Manager	04293	07	7,441	9,046
02268	Information Technology Project Manager I	02647	07	4,588	5,576
02269	Information Technology Project Manager II	03177	07	5,507	6,694
02270	Information Technology Project Manager III	03528	07	6,115	7,431
02267	Information Technology Supervisor	04074	07	7,062	8,585
00370	Juvenile Services Officer I	02189	31	3,794	4,612
00371	Juvenile Services Officer II	02410	31	4,177	5,080
00372	Juvenile Services Officer III	02652	31	4,597	5,588
01420	Kennel Worker	01553	02	2,692	3,274
00447	Laboratory Assistant I	01489	01	2,581	3,136
00446	Laboratory Assistant II	01699	01	2,945	3,579
02806	Land Use Technician	01977	01	3,427	4,165
00869	Law Librarian - Contract	01333	00	2,311	2,810
01334	Lead Custodian	01722	02	2,985	3,628
02302	Lead Fleet Mechanic	02503	02	4,339	5,273
01233	Lead Greenskeeper	02286	02	3,962	4,815
08974	Lead Health Education Specialist	02213	01	3,836	4,663
02230	Legal Clerk	01870	13	3,241	3,940
02235	Legal Clerk-Confidential	01873	11	3,247	3,945
08799	Legislative Assistant	03312	07	5,741	5,741
01003	Librarian I	02138	01	3,706	4,505
01004	Librarian II	02366	05	4,101	4,983
01011	Librarian III	02606	05	4,517	5,491
01013	Library Assistant	01737	01	3,011	3,661
00210	Library Director	05081	09	8,807	10,705
01009	Library Driver Clerk I	01459	01	2,529	3,073
01010	Library Driver Clerk II	01737	01	3,011	3,661
04000	Library Manager	03384	07	5,866	7,131
01018	Library Support Services Manager	03384	07	5,866	7,131
00543	Licensed Vocational Nurse	01916	01	3,321	4,039
01237	Lifeguard I	00926	00	1,605	1,952
01236	Lifeguard II	01103	00	1,912	2,324
01317	Locksmith-Maintenance Worker	02308	02	4,001	4,862
01307	Maintenance Painter I	02082	02	3,609	4,387
01308	Maintenance Painter II	02308	02	4,001	4,862
01620	Mapping/Graphics Systems Specialist I	02090	01	3,623	4,404
01621	Mapping/Graphics Systems Specialist II	02473	01	4,287	5,210
01622	Mapping/Graphics Systems Specialist III	02963	01	5,136	6,243
00582	Medical Records Technician	01778	13	3,082	3,746
08532	Mental Health Administrator	04037	07	6,997	8,507
08533	Mental Health Clinical Program Manager	03607	07	6,252	7,599
00519	Mental Health Medical Director	08679	07	15,044	18,285
08535	Mental Health Medical Records Supervisor	02377	05	4,120	5,009
08573	Mental Health Nurse I	02913	01	5,049	6,139
08572	Mental Health Nurse II	03276	01	5,678	6,904
08571	Mental Health Nurse III	03551	01	6,155	7,483
09785	Mental Health Nurse Practitioner	03915	01	6,786	8,251
00458	Mental Health Nurse Practitioner	03962	01	6,867	8,346
08570	Mental Health Nurse Trainee	02767	01	4,796	5,829
08568	Mental Health Pre-Licensed Nurse	02549	01	4,418	5,372

Job Class Listing by Title

Job Class	Title	Range	BU	Monthly Salary	
				Step 1	Step 5
08525	Mental Health Program Supervisor	03275	05	5,677	6,902
08569	Mental Health Supervising Nurse	03807	05	6,599	8,020
08529	Mental Health Therapist I	02096	01	3,633	4,417
08528	Mental Health Therapist II	02427	01	4,207	5,112
08527	Mental Health Therapist III	02673	01	4,633	5,632
08526	Mental Health Therapist IV	02955	01	5,122	6,226
08576	Mental Health Worker Aide	01306	01	2,264	2,753
08575	Mental Health Worker I	01665	01	2,886	3,507
08574	Mental Health Worker II	01826	01	3,165	3,848
00979	Microcomputer Technician I	02222	01	3,851	4,683
00980	Microcomputer Technician II	02497	01	4,328	5,262
02905	Nacimiento Project Manager	06851	07	11,875	14,437
02257	Network Engineer I	02821	07	4,890	5,944
02258	Network Engineer II	03350	07	5,807	7,060
02259	Network Engineer III	03703	07	6,419	7,800
01711	Network Hardware Specialist I	02338	01	4,053	4,926
01712	Network Hardware Specialist II	02628	01	4,555	5,536
00457	Nurse Practitioner/Physician's Assistant	03601	01	6,242	7,587
08966	Nutrition Services Program Manager	03143	07	5,448	6,621
09784	Oral Health Program Manager	02856	07	4,950	6,016
02238	Paralegal	02169	01	3,760	4,571
09781	Park Aide I	00902	00	1,563	1,900
09782	Park Aide II	01067	00	1,849	2,248
00968	Park Gate Attendant	01098	00	1,903	2,316
01203	Park Operations Coordinator	02780	01	4,819	5,857
01223	Park Ranger Aide	01471	02	2,550	3,099
01222	Park Ranger I	01757	02	3,045	3,702
01221	Park Ranger II	02032	02	3,522	4,283
01220	Park Ranger III	02309	02	4,002	4,864
01210	Park Ranger Specialist	02538	02	4,399	5,347
01250	Parks Manager	04060	07	7,037	8,554
01251	Parks Superintendent	03298	07	5,717	6,949
08538	Patient Services Representative	01788	01	3,099	3,768
02805	Permit Technician	01954	01	3,387	4,118
01560	Personal Care Aide	01574	01	2,728	3,318
00874	Personnel Analyst I	02713	07	4,703	5,717
00873	Personnel Analyst II	03064	07	5,311	6,455
00864	Personnel Analyst III	03678	07	6,375	7,750
00820	Pest Detection Trapper	01307	00	2,265	2,754
00575	Physical or Occupational Therapist Aide	01772	01	3,071	3,735
00571	Physical or Occupational Therapist I	02680	01	4,645	5,647
00572	Physical or Occupational Therapist II	02955	01	5,122	6,226
02800	Planner I	02367	01	4,103	4,985
02801	Planner II	02667	01	4,623	5,618
02802	Planner III	02970	01	5,148	6,259
00500	Pre-Licensed Correctional Nurse	02516	01	4,361	5,302
00541	Pre-Licensed Nurse	02204	01	3,820	4,645
00716	Principal Accountant-Auditor	04018	07	6,965	8,467
08886	Principal Administrative Analyst	04293	07	7,441	9,046
00722	Principal Auditor-Analyst	04018	07	6,965	8,467
02804	Principal Environmental Specialist	03678	07	6,375	7,750
00770	Principal Financial Analyst	04018	07	6,965	8,467
08952	Principal Human Resources Analyst	04293	07	7,441	9,046
00875	Principal Personnel Analyst	03890	07	6,743	8,195
00326	Probation Assistant	01954	01	3,387	4,118
00374	Probation Community Liason	00823	00	1,427	1,733
01581	Program Coordinator I	02686	07	4,656	5,658
01582	Program Coordinator II	02956	07	5,124	6,228
01583	Program Manager I	02856	07	4,950	6,016
01584	Program Manager II	03143	07	5,448	6,621
00614	Property Manager	03943	07	6,835	8,306
00587	Property Transfer Tech I	01682	01	2,915	3,543
00588	Property Transfer Tech II	01845	01	3,198	3,888
00589	Property Transfer Tech III	02020	01	3,501	4,255
00695	Property Transfer Tech IV	02103	01	3,645	4,430
00525	Psychologist	03585	01	6,214	7,554
03004	Public Health Admin/Health Officer	07613	09	13,196	16,042

Job Class Listing by Title

Job Class	Title	Range	BU	Monthly Salary	
				Step 1	Step 5
00422	Public Health Aide I	01397	01	2,421	2,943
00423	Public Health Aide II	01474	01	2,555	3,104
00424	Public Health Aide III	01678	01	2,909	3,536
08959	Public Health Laboratory Manager	04413	07	7,649	9,298
00442	Public Health Microbiologist I	02779	01	4,817	5,855
00441	Public Health Microbiologist II	03072	01	5,325	6,472
00417	Public Health Nurse	03062	01	5,307	6,451
01347	Public Health Nutritionist I	02512	01	4,354	5,294
01348	Public Health Nutritionist II	02767	01	4,796	5,829
01115	Public Works Leadworker	02355	02	4,082	4,963
01112	Public Works Section Supervisor	02817	05	4,883	5,935
01105	Public Works Worker I	01659	02	2,876	3,494
01117	Public Works Worker II	01839	02	3,188	3,874
01119	Public Works Worker III	01937	02	3,357	4,082
01103	Public Works Worker IV	02159	02	3,742	4,548
01125	Purchasing Technician	01645	01	2,851	3,465
01019	Regional Librarian	02835	07	4,914	5,973
00540	Registered Nurse I	02616	01	4,534	5,510
00537	Registered Nurse II	02978	01	5,162	6,273
01000	Reprographics Leadworker	02029	01	3,517	4,274
00996	Reprographics Technician I	01342	01	2,326	2,827
00992	Reprographics Technician II	01683	01	2,917	3,545
00994	Reprographics Technician III	01935	01	3,354	4,079
00337	Reserve Deputy Sheriff	02622	00	4,545	5,526
01708	Resource Protection Specialist I	02271	01	3,936	4,784
01709	Resource Protection Specialist II	02847	01	4,935	5,997
01710	Resource Protection Specialist III	03142	01	5,446	6,620
00642	Right-of-Way Agent	03874	07	6,715	8,162
09657	Risk Management Analyst I	02713	07	4,703	5,717
09658	Risk Management Analyst II	03143	07	5,448	6,621
09663	Risk Management Analyst III	03678	07	6,375	7,750
00661	Road Maintenance Superintendent	03385	07	5,867	7,133
03281	SART Clinical Coordinator	03147	01	5,455	6,628
00925	Secretary - Confidential	01767	11	3,063	3,721
00883	Secretary I	01743	13	3,021	3,673
00886	Secretary I - Confidential	01767	11	3,063	3,721
00884	Secretary II	01804	13	3,127	3,799
00909	Senior Account Clerk	01756	13	3,044	3,701
00929	Senior Account Clerk - Confidential	01758	11	3,047	3,704
02183	Senior Buyer	02662	01	4,614	5,609
00619	Senior Capital Projects Coordinator	03386	05	5,869	7,134
00551	Senior Clinical Laboratory Technologist	02641	01	4,578	5,566
00969	Senior Communications Technician	03014	01	5,224	6,349
00415	Senior Community Health Nurse	02788	01	4,833	5,873
01714	Senior Computer Sys Tech - Confidential	02836	11	4,916	5,975
03200	Senior Division Manager-Social Services	04293	07	7,441	9,046
00593	Senior Medical Records Technician	01959	13	3,396	4,127
00972	Senior Microcomputer Technician	02747	01	4,761	5,786
02260	Senior Network Engineer	03972	07	6,885	8,370
09515	Senior Park Gate Attendant	01272	00	2,205	2,681
00603	Senior Planner	03275	05	5,677	6,902
00421	Senior Public Health Nurse	03282	01	5,689	6,914
02255	Senior Software Engineer	03884	07	6,732	8,183
01321	Senior Storekeeper	01841	02	3,191	3,881
02256	Senior Systems Administrator	03884	07	6,732	8,183
00978	Senior Systems Software Specialist	03349	07	5,805	7,056
09620	Senior Victim/Witness Coordinator	02411	05	4,179	5,082
09613	Senior Water Systems Chemist	03478	01	6,029	7,329
00336	Sergeant	04267	28	7,396	8,989
00339	Sheriff's Cadet	03088	21	5,353	6,505
00331	Sheriff's Chief Deputy	06024	15	10,442	12,691
02593	Sheriff's Commander	05430	15	9,412	11,440
00378	Sheriff's Correctional Captain	05410	15	9,377	11,398
00375	Sheriff's Correctional Deputy	03088	03	5,353	6,505
00357	Sheriff's Correctional Lieutenant	04918	15	8,525	10,362
00335	Sheriff's Correctional Sergeant	03866	14	6,701	8,145
00342	Sheriff's Dispatcher	02885	22	5,001	6,077

Job Class Listing by Title

Job Class	Title	Range	BU	Monthly Salary	
				Step 1	Step 5
05000	Sheriff's Dispatcher Supervisor	03481	14	6,034	7,335
08973	Sheriff's Forensic Laboratory Specialist	03654	21	6,334	7,699
02594	Sheriff's Forensic Specialist	03480	21	6,032	7,332
00348	Sheriff's Property Officer	03088	21	5,353	6,505
00377	Sheriff's Records Manager	03143	07	5,448	6,621
00376	Sheriff's Senior Correctional Deputy	03409	03	5,909	7,181
00340	Sheriff's Senior Deputy	03877	27	6,720	8,169
00343	Sheriff's Senior Dispatcher	03166	22	5,488	6,670
00107	Sheriff-Coroner	08755	10	15,175	15,175
01518	Social Services In-Home Counselor	01845	01	3,198	3,888
01531	Social Services Investigator	02518	01	4,365	5,306
09507	Social Services Principal Fiscal Manager	03620	07	6,275	7,628
01555	Social Svcs Program Review Specialist	02334	01	4,046	4,919
01536	Social Worker I	01987	01	3,444	4,186
01532	Social Worker II	02169	01	3,760	4,571
01524	Social Worker III	02395	01	4,151	5,047
01519	Social Worker IV	02764	01	4,791	5,822
01512	Social Worker Supervisor I	02655	05	4,602	5,593
01516	Social Worker Supervisor II	03049	05	5,285	6,422
02264	Software Engineer I	02647	07	4,588	5,576
02265	Software Engineer II	03177	07	5,507	6,694
02266	Software Engineer III	03528	07	6,115	7,431
00610	Solid Waste Coordinator I	02363	01	4,096	4,978
00611	Solid Waste Coordinator II	02962	01	5,134	6,240
00612	Solid Waste Coordinator III	03271	01	5,670	6,892
08971	Sr Computer Systems Technician	02836	01	4,916	5,975
08960	Sr Correctional Technician	01966	13	3,408	4,141
03001	Sr Physical or Occupational Therapist	03155	01	5,469	6,649
00522	Staff Psychiatrist	09206	07	15,957	19,394
01338	Stock Clerk	01421	02	2,463	2,993
01336	Storekeeper I	01517	02	2,629	3,198
01331	Storekeeper II	01671	02	2,896	3,522
09673	Student Intern Trainee	00515	00	893	1,085
00898	Supervising Accounting Tech - Confidential	02230	11	3,865	4,699
00899	Supervising Accounting Technician	02227	05	3,860	4,692
00927	Supervising Admin Clerk I	01999	05	3,465	4,212
00938	Supervising Admin Clerk I - Confidential	02000	11	3,467	4,214
00928	Supervising Admin Clerk II	02239	05	3,881	4,718
00939	Supervising Admin Clerk II - Confidential	02241	11	3,884	4,723
00842	Supervising Air Pollution Control Engineer	04021	05	6,970	8,473
00840	Supervising Air Quality Specialist	03762	05	6,521	7,927
00724	Supervising Appraiser	03386	05	5,869	7,134
00725	Supervising Auditor-Appraiser	03713	07	6,436	7,824
01600	Supervising Building Inspector	03210	05	5,564	6,765
01700	Supervising Building Plans Examiner	03717	05	6,443	7,831
09644	Supervising Buyer	02528	05	4,382	5,325
00597	Supervising Clinical Lab Technologist	02938	05	5,093	6,190
03503	Supervising Collections Officer	02468	05	4,278	5,200
01323	Supervising Custodial Leadworker	01849	05	3,205	3,895
01352	Supervising Custodian	01870	05	3,241	3,940
00373	Supervising Deputy Probation Officer	03378	32	5,855	7,117
09675	Supervising District Attorney Investigator	04860	06	8,424	10,239
08416	Supervising Environmental Health Specialist	03571	05	6,190	7,526
01318	Supervising Facility Maintenance Mechanic	02785	05	4,827	5,867
09683	Supervising Family Support Officer	02525	05	4,377	5,320
00893	Supervising Financial Technician	02227	05	3,860	4,692
02660	Supervising Juvenile Services Officer	02748	32	4,763	5,788
02231	Supervising Legal Clerk I	02009	05	3,482	4,231
02236	Supervising Legal Clerk I-Confidential	02013	11	3,489	4,243
02232	Supervising Legal Clerk II	02178	05	3,775	4,588
02237	Supervising Legal Clerk II-Confidential	02179	11	3,777	4,590
01002	Supervising Librarian	02868	05	4,971	6,042
01007	Supervising Library Assistant	01833	05	3,177	3,862
01204	Supervising Park Ranger	02795	05	4,845	5,890
00573	Supervising Physical or Occupational Therapist	03604	05	6,247	7,594
01707	Supervising Planner	03564	05	6,178	7,507
00579	Supervising Property Transfer Technician	02436	05	4,222	5,132

Job Class Listing by Title

<u>Job Class</u>	<u>Title</u>	<u>Range</u>	<u>BU</u>	<u>Monthly Salary</u>	
				<u>Step 1</u>	<u>Step 5</u>
00444	Supervising Public Health Microbiologist	03437	05	5,957	7,240
00414	Supervising Public Health Nurse	03602	05	6,243	7,590
01537	Supervising Social Services Investigator	02986	05	5,176	6,292
00103	Supervisor	03943	17	6,835	6,835
01623	Supv Mapping/Graphics Systems Specialist	03433	05	5,951	7,233
02261	Systems Administrator I	02647	07	4,588	5,576
02262	Systems Administrator II	03177	07	5,507	6,694
02263	Systems Administrator III	03528	07	6,115	7,431
02254	Technology Supervisor	04074	07	7,062	8,585
00961	Telephone Systems Coordinator	01815	01	3,146	3,824
00726	Temporary Election Assistant	00800	00	1,387	1,685
09678	Transit Systems Supervisor	01849	13	3,205	3,895
00110	Treasurer-Tax Collector-Public Administrator	07502	10	13,003	13,003
00811	UC/Farm Advisor Assistant	00952	00	1,650	2,007
02592	Undersheriff	06743	16	11,688	14,206
00665	Utilities Division Manager	04208	07	7,294	8,866
02180	Utility Coordinator	03337	05	5,784	7,030
00252	Veterans Service Officer	03313	09	5,743	6,982
09614	Victim/Witness Assistance Coordinator Aide	01748	01	3,030	3,682
09634	Victim/Witness Assistance Coordinator I	01876	01	3,252	3,954
09637	Victim/Witness Assistance Coordinator II	02183	01	3,784	4,599
09619	Water Quality Manager	03874	05	6,715	8,162
09617	Water Systems Chemist I	02995	01	5,191	6,309
09618	Water Systems Chemist II	03309	01	5,736	6,971
09615	Water Systems Lab Tech I	02004	01	3,474	4,221
09616	Water Systems Lab Tech II	02325	01	4,030	4,898
09623	Water Systems Superintendent	03761	05	6,519	7,923
09628	Water Systems Worker I	02304	02	3,994	4,853
09627	Water Systems Worker II	02762	02	4,787	5,819
09626	Water Systems Worker III	03069	02	5,320	6,465
09625	Water Systems Worker IV	03237	05	5,611	6,819
09629	Water Systems Worker Trainee	01842	02	3,193	3,883
00824	Weights & Measures Inspector I	02182	01	3,782	4,597
00821	Weights & Measures Inspector II	02411	01	4,179	5,082
00825	Weights & Measures Inspector III	02727	01	4,727	5,744
00826	Weights & Measures Inspector Trainee	02000	01	3,467	4,214

Fixed Assets

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

Fixed Assets by Department

Code	Descriptio	Qty	2014-15 Board Approved	
			Per Unit	Cost
109	ASSESSOR			
R	AES Upgrade	1	\$ 48,000	\$ 48,000
R	Copiers (Replacement)	2	7,500	15,000
R	Phone System (Replacement)	1	15,000	15,000
	Department Totals			\$ 78,000
113	GENERAL SERVICES			
R	Box/Pan break for shearer	1	\$ 6,000	\$ 6,000
R	Iron Worker with tooling	1	14,000	14,000
R	Sheet Metal Shearer	1	9,000	9,000
	Department Totals			\$ 29,000
132	DISTRICT ATTORNEY			
R	TASKalfa 5501i Copier	1	\$ 6,500	\$ 6,500
R	TASKalfa 6500i Copier	1	8,500	8,500
	Department Totals			\$ 15,000
136	SHERIFF-CORONER			
R	Cal ID - Livescan update	3	\$ 10,000	\$ 30,000
A	Digital Security Screening System	1	185,000	185,000
R	Mobile Data System (MDC)	3	8,333	24,999
	Department Totals			\$ 239,999
138	EMERGENCY SERVICES			
A	Inflatable tents, alt EOC/ICP x2	3	\$ 12,000	\$ 36,000
A	Portal monitors for NPP decon	2	11,000	22,000
	Department Totals			\$ 58,000
140	COUNTY FIRE			
R	Command Vehicle 1 of 2	1	\$ 37,387	\$ 37,387
R	Command Vehicle 2 of 2	1	37,387	37,387
R	Engine 1 of 2	1	529,643	529,643
A	Utility	1	31,155	31,155
R	Water Tender	1	373,866	373,866
	Department Totals			\$ 1,009,438
141	AGRICULTURAL COMMISSIONER			
R	Replacement Copiers	2	\$ 6,500	\$ 13,000
	Department Totals			\$ 13,000
180	SOCIAL SERVICES ADMINISTRATION			
A	Configuration Management Server	1	\$ 10,000	\$ 10,000
R	Copier (High Production - Team Svcs)	1	25,000	25,000
R	DCHIG2 Replacement Data Server	1	8,000	8,000
A	Electric Utility Transport Vehicle	1	15,000	15,000
A	Fujitsu Scanner Heavy duty (Team Svcs)	1	6,390	6,390
R	GBIC Switches (Replace Ayaya 8300)	2	10,000	20,000
R	Replacement copiers (Kyocera)	5	7,000	35,000
R	Server-Application Terminal Svcs-CMIPSI	1	10,000	10,000
	Department Totals			\$ 129,390
266	COUNTYWIDE AUTOMATION REPLACEMENT			
R	48V Power Systems	5	\$ 7,500	\$ 37,500
R	Aerial Imagery	1	75,000	75,000
R	Boarder Router Replacement	2	17,500	35,000
R	Data Network Core Replacement	1	935,000	935,000
R	Granicus Server Replacement	1	6,000	6,000
R	Internet Firewall Replacement	1	50,000	50,000
A	IMR Master (asset#520000000339)	1	6,000	6,000
A	SAN storage system	1	200,000	200,000
R	Tassajera base station	1	7,000	7,000
R	Tepesquet Peak base station	1	7,000	7,000
R	Video Mixer	1	12,000	12,000
A	Virtual Server Blades	3	20,000	60,000
	Department Totals			\$ 1,430,500

Fixed Assets by Department

Code	Description	Qty	2014-15 Board Approved	
			Per Unit	Cost
305	PARKS			
R	Grounds Mower	1	\$ 13,000	\$ 13,000
R	Tractor	1	40,000	40,000
R	Trailer	1	20,000	20,000
R	Utility Carts	2	6,000	12,000
	Department Totals			\$ 85,000
405	PUBLIC WORKS - ISF			
R	BACKHOE	2	\$ 97,000	\$ 194,000
R	BRUSH CHIPPER	1	45,000	45,000
R	CRACK SEAL MACHINE	1	48,000	48,000
R	GRADER	1	250,000	250,000
R	HYDRAULIC TRUCK CONVEYOR	1	14,000	14,000
A	PLOTTER/PRINTER	1	11,000	11,000
A	RETRO-REFLECTOMETER	1	6,000	6,000
R	SPRAYER, EMULSION	2	13,000	26,000
R	SUV	2	25,000	50,000
R	SUV 4WD	1	27,000	27,000
R	SWEEPER/BROOM	1	55,000	55,000
R	TRUCK 3/4 TON UTILITY	1	30,000	30,000
R	TRUCK, 1 TON UTILITY	1	37,000	37,000
R	TRUCK, 1.5 TON UTILITY	1	50,000	50,000
R	TRUCK, 1/2 TON	1	23,000	23,000
R	TRUCK, 3/4 TON	3	25,000	75,000
R	TRUCK, ASPHALT PATCH	1	155,000	155,000
R	TRUCK, DUMP 10 YD	1	150,000	150,000
R	TRUCK, DUMP 5 YD	2	105,000	210,000
R	TRUCK, SERVICE	1	95,000	95,000
R	VAN, CARGO	1	30,000	30,000
	Department Totals			\$ 1,581,000
407	FLEET SERVICES ISF			
R	Drive On Lift	1	\$ 18,000	\$ 18,000
R	Facility Remodel	1	32,000	32,000
R	Generics	4	25,000	100,000
R	SUV- Full size	1	36,000	36,000
R	SUV-Compact	6	24,000	144,000
R	SUV-Full size Patrol	1	34,000	34,000
R	SUV-Mid size Patrol	3	32,000	96,000
R	Sedan- Mid size Standard	2	21,000	42,000
R	Sedan-Compact	7	25,000	175,000
R	Sedan-Full size Patrol	8	34,000	272,000
R	Sedan-Mid size	12	25,000	300,000
R	Sedan-Mid size Patrol	6	28,000	168,000
R	Sedan-Mid size ext	5	28,000	140,000
R	Truck- Over 1 Ton	1	56,000	56,000
R	Truck-1/2 Ton Ext Cab	2	24,000	48,000
R	Truck-1/2 Ton Ext Cab/E65	1	26,000	26,000
R	Truck-Mid size	6	24,000	144,000
R	Van-1 Ton Passngr	1	26,000	26,000
R	Van-Sm Passngr	3	25,000	75,000
	Department Totals			\$ 1,932,000
427	GOLF COURSES			
R	Greens Mower	1	\$ 23,000	\$ 23,000
R	Tractor	1	32,000	32,000
	Department Totals			\$ 55,000
	County Totals			\$ 6,655,327

A = New
R = Replace

Departmental Budgets by Functional Area

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

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

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

Schedule 10 Internal Service Funds

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

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

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

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

Schedule 11 Enterprise Funds

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

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

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

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

Land Based

Agricultural Commissioner

Planning and Building
Community Development

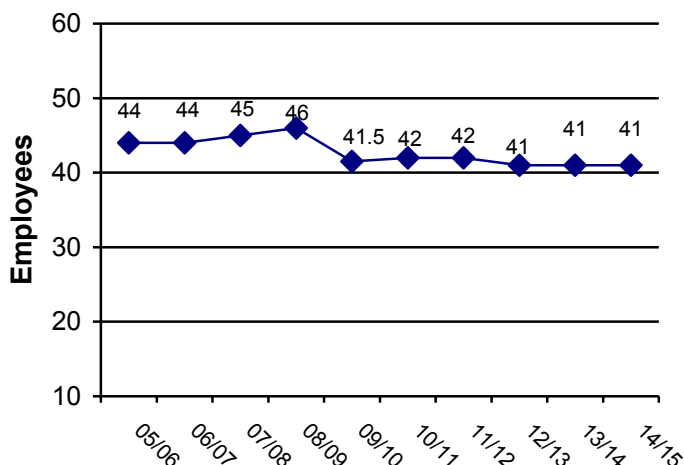
Public Works
Public Works Special Services
Roads
Road Impact Fees

MISSION STATEMENT

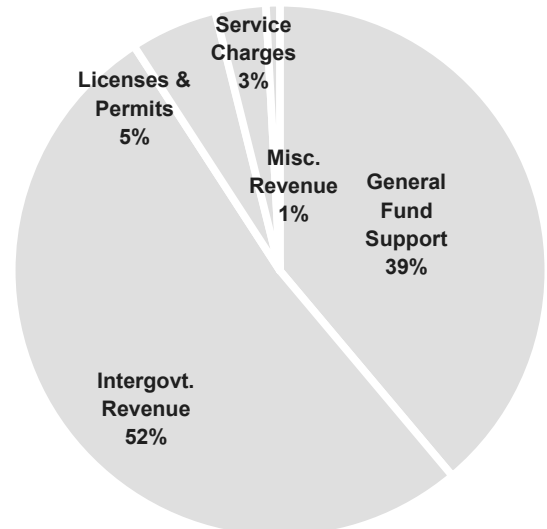
Through the effective and efficient use of resources, the Department of Agriculture/Weights and Measures is committed to serving the community by protecting agriculture, the environment, and the health and safety of its citizens, and by ensuring equity in the marketplace.

	2012-13	2013-14	2014-15	2014-15	2014-15
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Licenses and Permits	\$ 247,402	\$ 270,688	\$ 277,000	\$ 277,000	\$ 277,000
Fines, Forfeitures and Penalties	10,200	16,000	0	0	0
Intergovernmental Revenue	2,835,850	2,884,819	2,764,058	2,764,058	2,764,058
Charges for Current Services	137,171	216,743	217,000	217,000	217,000
Other Revenues	2,095	7,542	1,000	1,000	1,000
Interfund	1,750	1,750	4,250	4,250	4,250
**Total Revenue	\$ 3,234,468	\$ 3,397,542	\$ 3,263,308	\$ 3,263,308	\$ 3,263,308
Salary and Benefits	4,422,713	4,508,390	4,561,138	4,561,138	4,559,362
Services and Supplies	711,263	681,576	792,721	792,721	792,721
Fixed Assets	6,162	0	13,000	13,000	13,000
**Gross Expenditures	\$ 5,140,138	\$ 5,189,966	\$ 5,366,859	\$ 5,366,859	\$ 5,366,859
Less Intrafund Transfers	0	3,868	0	0	0
**Net Expenditures	\$ 5,140,138	\$ 5,186,098	\$ 5,366,859	\$ 5,366,859	\$ 5,366,859
General Fund Support (G.F.S.)	<u>\$ 1,905,670</u>	<u>\$ 1,788,556</u>	<u>\$ 2,103,551</u>	<u>\$ 2,103,551</u>	<u>\$ 2,101,775</u>

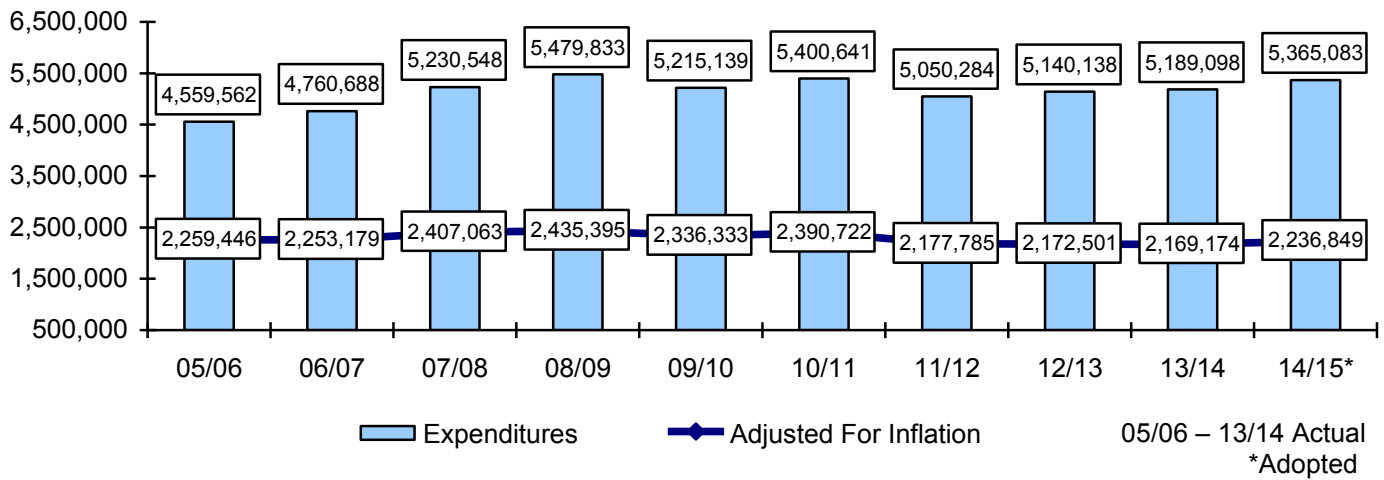
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

The Agricultural Commissioner has a total expenditure level of \$5,365,083 and a total staffing level of 41.00 FTE to provide the following services:

Pesticide Use Enforcement

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

Total Expenditures: \$1,306,302 Total Staffing (FTE): 10.45

Agricultural Resources Management

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

Total Expenditures: \$326,154 Total Staffing (FTE): 2.62

Pest Management

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

Total Expenditures: \$218,647 Total Staffing (FTE): 0.44

Pest Prevention

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

Total Expenditures: \$2,784,849 Total Staffing (FTE): 21.86

Product Quality

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

Total Expenditures: \$282,556 Total Staffing (FTE): 2.28

Weights and Measures

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

Total Expenditures: \$446,575 Total Staffing (FTE): 3.35

DEPARTMENT COMMENTS

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

Preserving and improving high quality service levels and efficient departmental functions during personnel changes resulting from retirements of key staff in several job classifications, including management, will be an ongoing challenge for the department. Continued succession planning, recruitment of qualified individuals and training will be a departmental focus, with the goal of uninterrupted delivery of exceptional service and response to customer needs.

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

FY 2013-14 Accomplishments

- Staff from the department's Pesticide Use Enforcement Program worked collaboratively with many stakeholders and agencies to create field fumigant permit conditions that are clear and as consistent as possible with neighboring counties. The new permit conditions resulted in improved public and fumigant handler safety procedures. In FY 2013-14, no human health related incidents were reported.
- A comprehensive GIS layer of locations of irrigated crops was developed. This layer will be updated annually. The department also updated the existing GIS layer for non-irrigated agricultural crops. The level of accuracy of both layers was improved. Many agencies rely on this information, which was especially useful in discussions about water resources during FY 2013-14. This information provides accurate current data for decision makers and the public and creates a baseline for future comparative analysis related to the location and extent of irrigated cropland.

FY 2014-15 Objectives

- In response to the need for effective, safe and legal ground squirrel management, the department will collaborate with the University of California Cooperative Extension to provide rodent control training for agricultural producers. Sources for registered rodenticide baits will be included in the training material. The department will also collaborate with local retail businesses to provide training to non-agricultural producers concerning ground squirrel management techniques in non-agricultural settings where control options are more limited.
- The department considers schools and licensed daycare facilities as sensitive sites that may require additional precautions when restricted use pesticides are applied in proximity to these facilities. The department will focus surveillance of pesticide use at agricultural production sites located within one-quarter mile of schools and licensed day care facilities.

- The department's Templeton Office is now equipped to serve as an emergency response hub or command center for any type of emergency, including an incident at the Diablo Canyon Power Plant. Audio/visual equipment, Wi-Fi connections and a radio base station were installed, enhancing communication capabilities. Several departmental vehicles were also equipped with mobile radios specific to local emergency response frequencies. Staff received training in the use of the Web EOC computer program. The department's Standard Operating Procedure for the Diablo Canyon Power Plant was updated. The department will continue to work with the County Office of Emergency Services to simulate activation of the Agricultural Information Center in preparation for the Diablo Canyon Power Plant Ingestion Pathway Exercise taking place in 2016.
- Senate Bill 485 established new weighmaster licensing requirements for junk, scrap metal and recycler businesses to help deter metal theft. To receive a weighmaster license issued by the State, operators must now demonstrate to weights and measures officials that they possess the photographic and fingerprinting systems required for documenting certain scrap metal purchases. The department will implement this new verification program under contract and guidance from the California Department of Food and Agriculture. 100% of the affected businesses will be inspected.
- To further the department's succession planning efforts, comprehensive training manuals for two major Agricultural Commissioner/Sealer programs will be developed. This will result in well trained staff, continuity of departmental standards, procedures and policies and uninterrupted delivery of high quality service to customers.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

General Fund support is recommended to increase \$39,455 or 1% compared to FY 2013-14 adopted levels. Revenues are recommended to increase by \$80,703 or 2% and expenditures are recommended to increase by \$120,158 or 2% compared to the FY 2013-14 adopted levels.

The increases in revenue are due to three factors: (1) a \$59,208 or 3% increase in State revenue due to an increase in Pesticide Use Enforcement Mill Fee revenue, an increase in pesticide sales activities, and an increase in anticipated Unclaimed Gas Tax based on prior year's actuals; (2) a \$60,800 or 39% increase in charges for current services due to an increase in demand for export certificates and an increase in inspection frequency; and (3) a \$35,130 or 4% decrease in Federal revenue primarily due to the recent eradication of the Glassy-Winged Sharpshooter in the County.

Unclaimed Gas Tax revenue is budgeted at over a \$1 million each year and makes up approximately one-third of total revenue in this budget. The State Food and Agriculture Code, Section 224.5 (3), requires that in order to be eligible to receive Unclaimed Gas Tax revenue each county must maintain a level of General Fund support "for agricultural commissioner services at least equal to the average amount expended for the five preceding fiscal years, unless the county is facing unusual economic hardship that precludes that support." In each of the past four fiscal years San Luis Obispo County has submitted documentation of economic hardship and obtained a waiver of this requirement. Consequently, the County has continued receiving Unclaimed Gas Tax revenue. Based on the General Fund support provided to the Agricultural Commissioner budget over the past five years, it is expected that a waiver request will not be necessary in FY 2014-15.

Salaries and benefits are increasing by \$46,773 or 1% due to a wage and benefit contribution increase for staff positions and slightly offset by a decrease in temporary help hours. Services and supplies are increasing by \$60,385 or 8% primarily due to an increase in liability insurance expenditures and garage charges.

Fixed assets are recommended to increase \$13,000 due to the need to replace copiers for the San Luis Obispo and Arroyo Grande offices.

The recommended General Fund support will allow the department to continue to maintain existing service levels in FY 2014-15.

The department is facing a multitude of retirements in the next five years, including key management positions. In order to proactively address these events and create improvements, the department is proposing a succession plan through a departmental restructure. To preserve stability and coincide with imminent retirements, the complete restructure will be phased in over four fiscal years. The department submitted a Budget Augmentation Request (BAR) to address the first year of the restructure. Due to timing factors with retirements and approval of a new position classification, it is not feasible for the requested position changes to be included on the Position Allocation List (PAL) and included in the budget. The Administrative Office supports the department's restructure approach and is recommending that the department come back to the Board in FY 2014-15 to request PAL changes to coincide with retirements. If approved in FY 2014-15, Phase 1 of the restructure will decrease the department's General Fund support by \$1,945.

BOARD ADOPTED CHANGES

Per the Supplemental Budget document, the department's Position Allocation List (PAL) was amended to delete 1.0 FTE Administrative Assistance III position and add 1.0 FTE Accounting Technician position. These PAL changes are the first step in phase 1 of the multi-year departmental restructure. The full phase 1 was requested as a budget augmentation request (see below). At the time the proposed budget was prepared, the requested PAL changes were not recommended because of timing of retirements. Due to changes in retirement notices, the first step in phase 1 was included as part of the Supplemental Budget document. Salary and Benefit expenditures decreased by \$1,776 as a result of the PAL change.

BUDGET AUGMENTATION REQUESTS NOT ADOPTED

Unit Amount	Description	Results
Gross: (\$1,945) General Fund: (\$1,945)	Department of Agriculture/Weights and Measures Restructure – Phase 1	Existing services will be maintained or made more efficient through this departmental restructure.

GOALS AND PERFORMANCE MEASURES

Department Goal: Uphold the commitment to serve the community as outlined in the department's mission statement, which is in alignment with county adopted Communitywide Results.						
Communitywide Result Link: <input type="checkbox"/> Safe <input checked="" type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community						
1. Performance Measure: Percentage of clients that indicate they are satisfied with departmental services. (Quality measure)						
09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
100% overall satisfaction with services provided to local customers who receive certification for famers markets	94.4% overall satisfaction with services provided to local customers who receive export certification services	100% overall satisfaction with services provided to local grape growers who participated in the detection of European Grapevine Moth	100% overall satisfaction with services provided to the local residents whose properties required pesticide treatments during the Glassy-winged Sharpshooter eradication project	95% overall satisfaction with registration assistance provided to local organic producers	100% overall satisfaction with registration assistance provided to local organic producers	95% overall satisfaction with inspection and certification services provided to local businesses that use commercial weighing and measuring devices

What: The department solicits feedback including ideas for improvement from its clients each fiscal year. Each year we choose a different program within our department to survey for customer satisfaction. Survey methods vary depending on clientele, and include direct mailings, person-to-person handouts, and through www.slocounty.gov/agcomm. Surveys are solicited at various times during the year and the format is standardized to maintain comparative results.

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

How are we doing? California Department of Food and Agriculture (CDFA) required all California Organic producers, handlers and retailers to register their operations in the new organic web database, commencing March 2013. Of the 110 registrants in San Luis Obispo County, 14 required additional assistance with this process from the department. All registrants requiring assistance were contacted in May 2014. Of those, thirteen responded to our survey with a response indicating overall satisfaction with the quality of staff assistance in the registration process.

In FY 2014-15 we will solicit feedback from the approximately 950 county businesses that use commercial weighing and measuring devices (scales, gas pumps, utility submeters, etc.) to determine their level of satisfaction with the department's device inspection and certification services. Survey forms will be enclosed with April 2015 annual registration invoices or sent by separate letter.

2. Performance Measure: The number of packages denied entry into San Luis Obispo County due to violations of quarantine laws per 1,000 packages inspected at Federal Express. (Outcome measure)

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
15.3	7.4	13.7	12.2	15	16.9	13

What: San Luis Obispo County enjoys a relatively pristine environment, mostly free from quarantine agricultural pests and diseases. The Agricultural Commissioner/Sealer's staff intercepts incoming packages containing plant material at freight and package shipping terminals and inspect for the presence of detrimental pests. Shipments in violation of quarantine laws are denied delivery to the receiver, and the shipment must be treated, returned to the sender or destroyed, thereby protecting the county from potential pest infestations or disease outbreaks. This measure tracks the number of Notices of Rejection issued per one thousand packages inspected at the San Luis Obispo County Federal Express terminal and reflects our effectiveness in protecting the agricultural and environmental resources of the county. Although we inspect shipments passing through other shipping terminals, such as UPS and OnTrac, we consider Federal Express to be the highest risk pathway due to the volume of shipments originating from areas with high populations of significant agricultural pests. Thorough inspections also serve as a deterrent for shippers to avoid sending infested shipments to San Luis Obispo County.

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

How are we doing: From July 1, 2013 through June 30, 2014, staff inspected 1,541 packages at Federal Express and 26 were denied entry into the county for an overall rejection rate of 16.9 packages per 1,000 inspected. The improvements seen in rejection rates over the past several years was due to a refocus on staff training, which resulted in better documentation and enforcement of shipping violations. This training was initiated in FY 2011-12 and continued into subsequent fiscal years. California statewide rejection data is not readily available.

After several years of increased enforcement of shipping violations, we lowered our targeted rejection rate for FY 2014-15, as we expect shippers to improve their shipping practices leading to fewer violations.

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

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
100%	89.7%	95.7%	92.6%	90.0%	92.9%	90.0%

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

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

How are we doing? The target for FY 2013-14 was 90% of quality control insect specimens intercepted. Pest Detection Trappers intercepted 39 of 42 insect specimens for an interception rate of 92.9% from July 1, 2013 through June 30, 2014. We will continue to focus on target insect identification training for all Pest Detection Trappers.

The target for FY 2014-15 will remain at 90%.

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

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
96.4%	96.9%	97.8%	97.8%	98.0%	97.5%	98.0%

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

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

How are we doing? The Pesticide Use Enforcement Program continues to provide a high level of protection for the community. During FY 2013-14, staff inspected 11,319 requirements and found 11,040 to be in compliance for a 97.5% compliance rate. The compliance rate is based on conformance with standardized statewide requirements applicable to each type of inspection, including agricultural pesticide use monitoring, records audits and structural pest control. The overall statewide compliance rate for 2013 was 98.5% (the most current data available from the Department of Pesticide Regulation); however, each county has a unique work plan negotiated with the state that focuses inspections on specific areas of concern. San Luis Obispo County's compliance rate is slightly lower than the state average due to our focus on pesticide use in and near urban areas and the complexity of field fumigant regulations.

The target for FY 2014-15 remains at 98.0% and takes into consideration current pesticide use trends and added requirements for the field fumigants while maintaining oversight of traditional agricultural and structural pesticide use.

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

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
75.9	79.2	68.2	54.1	79.0	71.6	70.0

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

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

How are we doing? During FY 2013-14, the number of pesticide use report records processed increased to 71.6 per hour. This improvement is primarily due to progress made after a transitional period of learning and adjusting to the new CalAgPermits system and more customers using web based use reporting. We expect the number of records processed per hour to increase once the system is fully implemented and by FY 2015-16 when all of the multi-year permit customers have renewed using CalAgPermits. We are ahead of schedule due to extra outreach to encourage customers to utilize web based use reporting. The percentage of customers using web-based use reporting increased from 66% in FY 2012-13 to 73% in FY 2013-14. There is no statewide or comparable county data available for this measure.

The target for FY 2014-15 is 70 records per hour.

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

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
SLO County 94.3%	SLO County 90.9%	SLO County 91.9%	SLO County 89.4%	To equal or exceed the statewide compliance average	SLO County 90.5%	To equal or exceed the statewide compliance average
Statewide 93.9%	Statewide 93.1%	Statewide 93.7%	Statewide 93.4%		Statewide data not currently available	

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

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

How are we doing? The annual statewide compliance rate for all California counties combined averaged 93.5% during the previous five years. Our results averaged 91.7% during this period. During FY 2013-14, 2,569 weighing and measuring devices were found in compliance out of 2,839 devices inspected, for a 90.5% overall compliance rate. Statewide compliance data for FY 2013-14 will be published in Spring 2015. Thoroughness of inspections results in slightly lower local compliance rates as compared to the statewide average.

The standard target for FY 2014-15 to equal or exceed the statewide compliance average is retained.

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

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
SLO County 99.1%	SLO County 98.7%	SLO County 99.3%	SLO County 98.6%	To equal or exceed the statewide compliance average	SLO County 99.1%	To equal or exceed the statewide compliance average
Statewide 98.2%	Statewide 98.1%	Statewide 97.9%	Statewide 98.3%		Statewide data not currently available	

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

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

How are we doing? The annual statewide compliance rate for all California counties combined averaged 98.1% during the previous five years. Our results averaged 98.7% during this period. During FY 2013-14, 1,708 items were found in compliance out of 1,724 items inspected, for a 99.1% compliance rate. Statewide compliance data for FY 2013-14 will be published in Spring 2015.

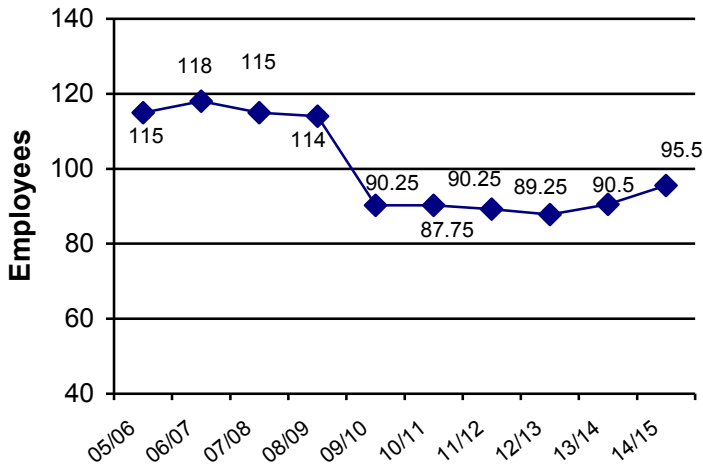
The standard target for FY 2014-15 to equal or exceed the statewide compliance average is retained.

MISSION STATEMENT

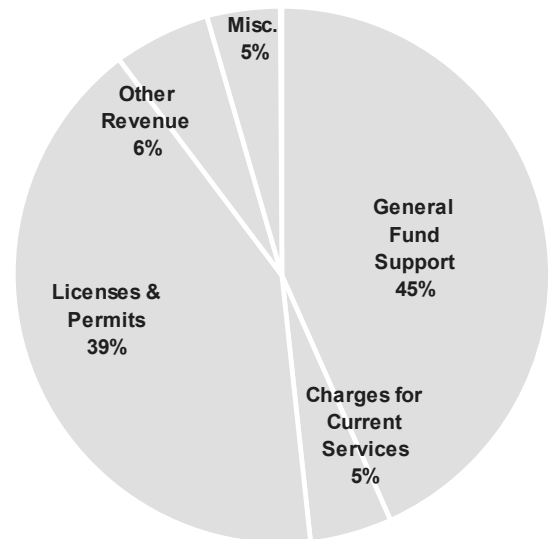
Promoting the wise use of land. Helping to build great communities.

	2012-13	2013-14	2014-15	2014-15	2014-15
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Licenses and Permits	\$ 4,890,577	\$ 5,972,447	\$ 5,095,885	\$ 5,095,885	\$ 5,095,885
Fines, Forfeitures and Penalties	47,416	46,706	70,716	70,716	70,716
Intergovernmental Revenue	734,373	447,178	117,527	117,527	117,527
Charges for Current Services	604,821	724,261	615,034	615,034	615,034
Other Revenues	301,110	482,912	340,280	340,280	789,173
Other Financing Sources	0	19,341	82,968	82,968	82,968
Interfund	<u>326,971</u>	<u>411,074</u>	<u>258,473</u>	<u>269,569</u>	<u>269,569</u>
**Total Revenue	\$ 6,905,268	\$ 8,103,919	\$ 6,580,883	\$ 6,591,979	\$ 7,040,872
Salary and Benefits	9,586,548	9,727,462	10,530,714	10,599,860	10,690,311
Services and Supplies	2,162,526	2,313,821	1,864,199	1,854,390	2,212,832
Other Charges	29,940	0	48,000	0	0
Fixed Assets	<u>0</u>	<u>6,750</u>	<u>0</u>	<u>0</u>	<u>0</u>
**Gross Expenditures	\$ 11,779,014	\$ 12,048,033	\$ 12,442,913	\$ 12,454,250	\$ 12,903,143
Less Intrafund Transfers	<u>1,379</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
**Net Expenditures	\$ 11,777,635	\$ 12,048,033	\$ 12,442,913	\$ 12,454,250	\$ 12,903,143
General Fund Support (G.F.S.)	<u>\$ 4,872,367</u>	<u>\$ 3,944,114</u>	<u>\$ 5,862,030</u>	<u>\$ 5,862,271</u>	<u>\$ 5,862,271</u>

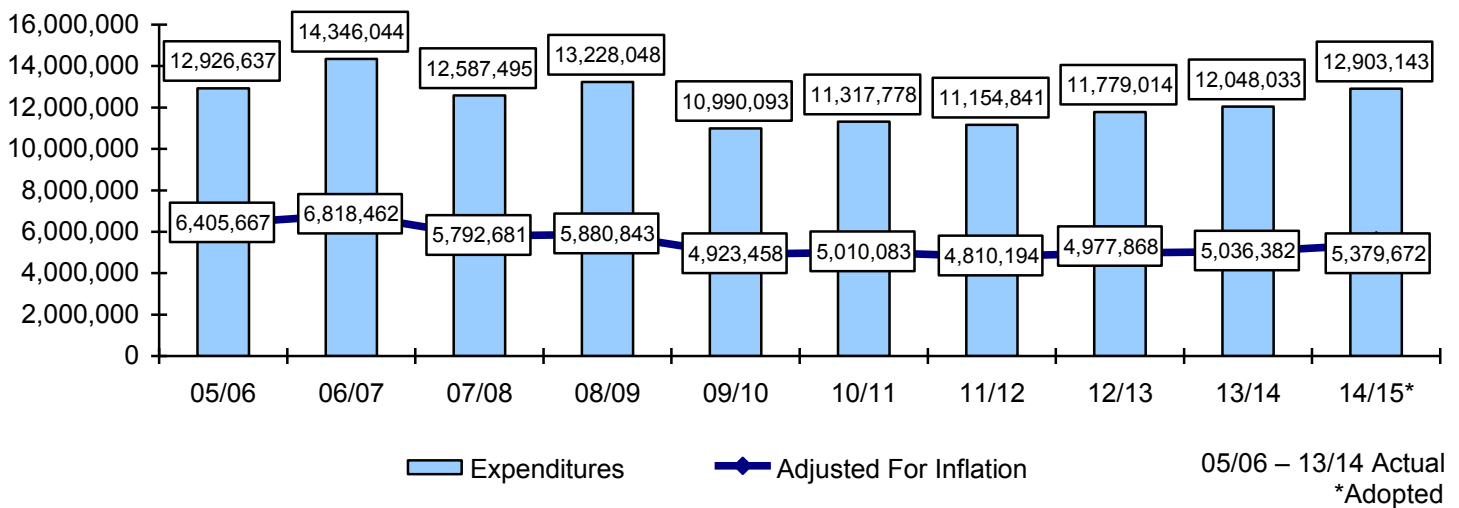
Number of Employees
(Full Time Equivalent)



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Planning and Building has a total expenditure level of \$12,903,143 and a total staffing level of 95.50 FTE to provide the following services:

Land Use Planning

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

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

Total Expenditures: \$3,398,836 Total Staffing (FTE): 31.00

Development and Permit Review

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

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

Total Expenditures: \$5,273,534 Total Staffing (FTE): 41.00

Resource Management and Monitoring

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

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

Total Expenditures: \$1,165,420 Total Staffing (FTE): 10.00

Supporting Services

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

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

Total Expenditures: \$3,065,353 Total Staffing (FTE): 13.50

DEPARTMENT COMMENTS

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

In FY 2012-13, the department began to see an increase in numbers of new building and land use permit applications which is continuing in FY 2013-14. In addition, the adoption of new state building codes has led to an increase in the time it takes to process applications. The department has also seen numerous retirements over the past five years and will continue to see additional retirements creating a need to capture institutional memory and complete succession planning. These challenges will continue as the department determines what is necessary to address the increasing workload and on-going retirements. However, even given these challenges, the department has still processed a number of very large projects, continued to find ways to streamline process; provided the public with information on ways to save money on their energy bills, and worked collaboratively with the Economic Vitality Corporation to support the retention and growth of local businesses.

The following accomplishments for FY 2013-14 and the objectives for FY 2014-15 reflect the department's Strategic Plan Key Priorities of:

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

FY 2013-14 Accomplishments

- **Balance**

Completed the community infrastructure and facility needs assessment for San Miguel, Oceano, Nipomo, and Templeton. This study will help the County and the Community Services Districts plan for needed improvements to the communities.

Completed amendments to implement mandated post construction stormwater requirements from the Regional Water Quality Control Board. These amendments keep the County in compliance with National Pollutant Discharge Elimination System (NPDES) requirements.
- **Education**

Expanded outreach on energy efficiency programs through a well attended Energy Event, as well as focused outreach to the Shandon community, which educates the public on how to save money on energy bills and how to obtain rebates for energy efficiency upgrades.

Completed public outreach on newly adopted State Building Codes to educate the public on newly adopted building regulations.
- **Leadership**

Completed a Joint Land Use Study for the Camp Roberts facility in conjunction with the facility, Monterey County and the City of Paso Robles that offers options for strategies to assure land use compatibility with Camp Roberts.

Worked with the Economic Vitality Corporation on a Pilot Economic Analysis Program to provide decision-makers with information about a project's potential economic benefits.
- **Service**

Prepared a Public Review Draft update to the San Miguel Community Plan collaboratively with the community that will help shape new growth and development, enhance the quality of life, and bring vitality to San Miguel.

Met with User Groups to continue to develop process improvements to streamline and where possible, simplify, the department's permitting systems.

FY 2014-15 Objectives

- **Balance**

Develop and implement water offset programs for Urgency Ordinance 3246, an ordinance covering new development overlying the Paso Robles Groundwater Basin.

Complete constraints mapping and draft an ordinance that would set up a system to allow new renewable energy projects to be processed in a streamlined and cost efficient fashion.
- **Education**

Expand the use of the department's YouTube channel to educate the public on department services and programs making the department and our services more accessible and transparent.

Continue to provide training to the County's Community Advisory Councils in order to create well-informed and trained Community Advisory Council members.
- **Leadership**

Develop an electronic Desk Manual to capture institutional knowledge to address succession planning and employee retirement and ensure consistent and accurate permit processing.

Work with Federal Resource Agencies to further the completion of the Habitat Conservation Plan for the community of Los Osos. Completion of this plan is a step towards allowing additional development to occur in Los Osos.
- **Service**

Continue to expand the types of permits that can be obtained through an "e-permit" to save our customers from having to drive to San Luis Obispo to obtain a permit.

Operate a full service North County Service Center to serve our North County customers and save them from having to drive to San Luis Obispo for services.

Continued to fast track job generating commercial projects by using the Business Assistance Team that helped to both attract and retain businesses in the county and create jobs.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The level of General Fund support for Planning and Building is recommended to increase \$76,977 or 1% compared to the FY 2013-14 Adopted Budget. Revenues are recommended to decrease \$218,462 or 3% and expenditures are recommended to decrease \$141,845 or 1% compared to FY 2013-14 adopted levels.

The decrease in revenue is primarily due to the decrease in Plan Check Fee revenue generated from the completion of the California Valley Solar Ranch Project, one of two solar projects on the Carrizo Plain. Revenue associated with the two large solar projects is decreasing by \$599,957 or 40%. This decrease in revenue is slightly offset by the increase in revenue from the department's traditional customer base (i.e. the more typical projects processed) reflecting some growth in development in the County. The department's traditional customer base revenue is increasing by \$390,222 or 8% from the FY 2013-14 Adopted Budget.

Overall, Building revenue is budgeted to decrease by \$297,372 or 8%. As noted above, the most significant decrease in building revenue is the decrease of Plan Check Fees, driven entirely by the two solar projects. Plan Check Fee revenue is decreasing by \$568,146 or 25%. Significant increases in Building Permits (25%) and Permit Issue Fees (15%) partially offset the decrease in Plan Check Fee revenue. Additionally, Land Use Application revenue is decreasing by \$70,638 or 4% associated with a \$192,329 or 45% decrease in administrative fees due to a significant reduction of Environmental Impact Report Trust Accounts. Increases in Land Use Permit (6%) and Subdivision Permit (35%) revenue partially offset the decrease in Administrative Fee revenue.

As noted above, recommended expenditures are decreasing \$141,485 or 1% compared to the FY 2013-14 Adopted Budget. Salaries and benefits are increasing \$323,880 (3%) primarily due to the \$232,262 increase in expense to the mid-year (December 2013) addition of two Limited Term Planners to the Position Allocation List (PAL). The positions were added to support the implementation of the Paso Robles Groundwater Urgency Ordinance 3246 as well as the processing of Countywide and Paso Robles Groundwater Basin amendments. The increase is also due to the recommendation to add 1.0 FTE Land Use Technician (see the Recommended Budget Adjustment Request below) to expand services at the new North County Service Center totaling \$69,146.

Services and supplies are decreasing by \$450,865 or 19% from FY 2013-14 adopted levels. This decrease is primarily in the Professional Services account – an account that fluctuates from year to year depending on the projects planned for completion by the department and the need for technical experts to assist staff on these projects. More than half of this decrease, \$375,000, is related to the reduction in Professional Services to provide inspection services to the two large solar projects. Adequate funding has been reserved in previous budget cycles for the Los Osos Community Plan update, the Templeton Area Plan update, and the Airport Land Use, which led to a reduction in Professional Services for FY 2014-15 of \$450,000. Recommended additions to the Professional Services account include \$100,000 for consultants to perform plan reviews needed to maintain service levels and \$50,000 for technical assistance for the Safety Element of the County General Plan.

Other services and supplies accounts are increasing and decreasing by smaller amounts as compared to the FY 2013-14 Adopted Budget. The most notable variances include an increase of \$29,612 or 197% in credit card fees due to an increase in the number of customers using credit cards for payments, a \$20,863 or 48% increase in training expenditures, a \$73,288 or 248% increase in insurance charges from Risk Management, and a \$21,190 or 44% increase in garage charges from General Services.

The recommended budget enables the Planning and Building Department to maintain the Board acknowledged priorities. The recommended Budget Augmentation Request to add 1.0 FTE Land Use Technician will allow the department to increase service levels to North County residents by providing a full service Building and Planning Permit Center.

The FY 2014-15 recommended PAL for Planning & Building includes a net increase of 3.0 FTE compared to the FY 2013-14 adopted PAL.

FY 2013-14 Mid-Year PAL Changes

- +1.0 FTE Planner I-III position for Paso Robles Groundwater Basin Urgency Ordinance 3246 implementation (Board approved 12/17/2013)
- +1.0 FTE Planner I-III position the processing of Countywide and Paso Robles Groundwater Basin amendments (Board approved 12/17/2013)

FY 2014-15 Recommended PAL Changes

- +1.0 FTE Land Use Technician to provide services at the North County Service Center

BOARD ADOPTED CHANGES

The Board approved two emPower agreements to deliver the emPower Energy Efficiency Program and amended the department's FY 2013-14 Position Allocation List (PAL) by adding 2.0 Limited Term Planner I/II/III positions on April 22, 2014. Due to timing, these changes were not reflected in the FY 2014-15 recommended budget and a technical correction was requested as part of the Supplemental Budget document. The Board approved the technical correction as part of the Supplemental Budget document increasing revenue by \$448,893, increasing expenditures by \$448,893, and adding 2.0 Limited Term Planner I/II/III positions to the departments PAL.

BUDGET AUGMENTATION REQUESTS ADOPTED

Unit Amount	Description	Results
Gross: \$69,146 General Fund support: \$69,146	Add 1.0 FTE Land Use Technician	The following services would be available at the North County Service Center: <ul style="list-style-type: none"> • Building Permit Customer Service (General Public Information) • Construction Permit Submittal • Construction Permit Review • Payment of Fees for Construction Permits • Pick up of Issued Construction Permits

B BUDGET AUGMENTATION REQUESTS NOT ADOPTED

Unit Amount	Description	Results
Gross: \$48,000 General Fund support: \$48,000	Purchase two vehicles for the Code Enforcement section.	This will allow the department to purchase two vehicles for use by Code Enforcement staff.
Gross: \$81,383 General Fund support: \$81,383	Add 1.0 FTE Planner I – III	The following services would be available at the North County Service: <ul style="list-style-type: none"> • Accept Information Requested Associated with Discretionary Permits in Process • Verify Code Enforcement Resolutions • Discretionary Permit Application Submittal • Zoning Clearance for Construction Permits

		<ul style="list-style-type: none"> • Review Site Plans • Calculate Planning Application Fees
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GOALS AND PERFORMANCE MEASURES

Department Goal: Conserve natural resources to promote a healthy environment.						
Communitywide Result Link: <input type="checkbox"/> Safe <input checked="" type="checkbox"/> Healthy <input checked="" type="checkbox"/> Livable <input checked="" type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community						
1. Performance Measure: Acres of land protected through the agricultural preserve program.						
09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
792,900 acres protected	794,248 acres protected	795,328 acres protected	796,907 acres protected	796,919 acres protected	785,609 acres protected	787,320 acres protected
<p>What: The objective of the Agricultural Preserve Program (Williamson Act) is to protect agricultural lands for continued production of food & fiber. The land is reassessed on the basis of the agricultural income producing capability of the land. This assures the landowners that property valuations and taxes will remain at generally lower levels.</p> <p>Why: To protect agricultural land, strengthen the County's agricultural economy and preserve natural resources, consistent with County policy.</p> <p>How are we doing? There has been a substantial decrease in the acres protected for FY 2013-14 due to the combined effect of land coming out of the program through expiring contract non-renewals and public acquisition of solar project related mitigation lands. Based on these results, the target for FY 2014-15 has been decreased accordingly. Agricultural Preserve contracts are for either 10 or 20 years and are automatically extended annually for another year unless the owner files a notice of non-renewal. Consequently, some contracts expire each year after completing their 10 or 20 year contract period.</p>						
Department Goal: Protect public health and safety by effective and timely administration of development regulations and by fostering clean and safe communities through responsive code enforcement and preparation and implementation of the County General Plan.						
Communitywide Result Link: <input checked="" type="checkbox"/> Safe <input checked="" type="checkbox"/> Healthy <input checked="" type="checkbox"/> Livable <input checked="" type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community						

2. Performance Measure: Percentage of project types processed within established time lines for representative project types.							
	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
<u>Building Permit applications</u> Goal: Single-family dwelling permits - 20 days to complete plan check	96%	94%	94%	98%	98%	45%	95%
Goal: Commercial project permits - 30 days to complete plan check	90%	95%	95%	99%	95%	76%	95%
<u>Building Inspection</u> Goal: All building inspections requested completed by the next day	98%	100%	99%	99%	98%	99%	99%
<u>Land Use Permit & Subdivision applications</u> Goal: Exemptions from CEQA - 60 days from acceptance	65%	60%	70%	55%	75%	48%	75%
Goal: Negative Declaration - 180 days from acceptance	56%	71%	76%	71%	75%	71%	75%
<u>Code Enforcement</u> Goal: All complaints reviewed within 10 working days	---	---	100%	100%	100%	100%	100%

<u>Goal:</u> <u>Voluntary</u> <u>compliance</u> <u>resolved within</u> <u>45 days of</u> <u>initial</u> <u>inspection</u>	---	---	47%	60%	40%	40%	75%
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<u>Long Range</u> <u>Planning</u> <u>Goal: Complete</u> <u>annual reports</u> <u>and public</u> <u>review drafts</u> <u>within the</u> <u>timeframes set</u> <u>by their</u> <u>respective work</u> <u>programs</u>	90%	60%	82%	42%	85%	87%	75%
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What: Timely processing of applications, permits and complaints and the timely completion of long range planning initiatives.

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

How are we doing?

Building Permits

We monitor our workload weekly to try to achieve our adopted goal of completing 98% of the initial plan review for new dwellings within 20 working days. Our current review percentage is at 44%. This is due to a 47% increase in the number of applications submitted compared to this time last year and a surge of new applications in the months of December and June (74% more than these months last year). This surge in new application submittals was due to applicants submitting before the January 1, 2014 Building Code and the July 1, 2014 Energy Code changes went into effect. Since 2007 (when this goal was developed), there has been an increase in the number of state codes and local regulations (i.e. new Residential Code, the State Green Code, new Energy Code, RWQCB storm water regulations and a Local Green Building Ordinance) that must now be incorporated in the plan review process. With these additional code elements and the rebounding economy we are projecting that the 98% review goal will be difficult to achieve in the next fiscal year, therefore the target has been reduced from 98% to 95%. If the continued implementation of these code changes continues to increase plan review time, the Department will evaluate increasing the current goal of 20 working days for initial plan check of a single family dwelling to a goal that reflects the current complexity of plan review with the FY 2015-16 fiscal year budget cycle.

The percentage of plan check reviews of commercial project permits completed within 30 days decreased from 93% to 76% from October to the present. Although the Department's goal remains at 95%, we are projecting FY 2014-15 results to be 80% based on new energy code requirements that went into effect July 1, 2014. These new requirements will necessitate additional time to review until we become more familiar with them. 100% of all the Business Assistance Team (BAT) projects initial plan reviews were completed within 10 working days.

The Department is currently pursuing Request for Proposals for consultant assistance with all plan checking to address the current and predicted continued backlog.

Due to the rebounding economy and increase in Land Use and Building Permits, we anticipate a 5% increase in our customer service contacts for FY 2014-15 to a total of 31,288 customer contacts. The yearly average is up about 10% from the previous year at 29,799 customer service contacts at the Planning and Building Permit Center. The most important metrics are phone calls returned and customer walk-in numbers. Yearly total are as follows: FY 2013-14: 29,799, FY 2012-13: 27,038, and FY 2011-12: 27,548.

We will continue to devote time to: (a) in-house code training (b) reviewing the more complex and BAT projects in house, (c) providing consultations to customers for expired/abandoned projects and unpermitted construction due to the changing economy, (d) preparing a waste water management program as required by the RWQCB and (e) administering the National Storm Water Pollution Program.

Building Inspections

Most inspections are completed the day after they are requested, except in a limited number of remote areas of the County. Our goal was to complete 98% of construction inspections on the day after they are requested. For FY 2013-14 we have completed 14,662 inspections out of 14,667 inspections on the date requested, or more than 99%. Additionally, we have seen a 23% increase in the number of requested inspections compared to last year (FY 2012-13). The Department was able to maintain our target at 98% even with the increase in the numbers of inspections as one of the major solar projects has been completed, which enabled the allocation of inspection staff back into regular inspections.

Land Use Permits/Subdivisions – The number of land use and subdivision applications processed in FY 2013-14 was 127 (as compared to 117 in FY 2012-13). The percentages of projects processed within the processing time goals decreased in FY 2013-14 due to the combined effect of staff reassignments, vacancies and continued training of new staff. Also, we continue to have a number of large and controversial projects that require a significant amount of staff time. As new staff continues to receive training and vacant positions are filled, it is expected that the timing for processing projects will ultimately improve. In FY 2013-14, 48% of exempt projects (45 out of 93) were processed within 60 days compared to 55% in FY 2012-13 (53 out of 96). The average processing time for exempt projects increased from 68 (FY 2012-13) to 74 days. Of the projects subject to Negative Declarations 71% were processed within 180 days compared to 71% in FY 2012-13; however, the average processing time for Negative Declaration projects was 156 days, well below the goal of 180 days.

Code Enforcement: FY 2013-14 there were 533 enforcement cases initiated. All complaints are being reviewed within 10 days of receiving the complaint. A high priority is assigned to cases involving health and safety (e.g. substandard living conditions), and these are typically reviewed within two days. Verification of voluntary compliance within 45 days is at 40% (217 cases out of 533 cases). The best support for achieving voluntary compliance is through clear communication and education. The decrease in voluntary compliance occurred this past fiscal year due to staffing levels being compromised thus limiting the opportunities for outreach. This past year staffing challenges included, one code enforcement investigator being assigned to support building inspectors in California Valley on the solar projects equating to approximately 1,200 hours (80% of the available FTE) and another was tasked with monitoring/processing the RWQCB stormwater requirements for the Department equating to approximately 600 hours (40% of the available FTE).

Long Range Planning: Approximately 87% of the reports and public review drafts of long range plans have been completed within the timeframes set by their work programs. Of the 15 plans or studies either completed or in process, 13 are on schedule or have had their schedules revised to reflect changes in circumstances, as described below. In addition, as the Board shifts priorities in the Department – this can also lead to delays in the items that are tracked here. The descriptions below contain details as to the status of the projects and their schedule. The 15 long-range plans being tracked are the (1) Annual Report on the General Plan, (2-3) Strategic Growth implementation amendments and studies (Complete Communities Survey, Infill Subdivision-Development Standards), (4) Land Use and Circulation Element (LUCE) Update, (5) Resource Management System (RMS) and Growth Management Ordinance (GMO) revisions, (6) San Miguel Community Plan, (7) Resource Management System Biennial Report (8) Paso Robles Groundwater Basin Urgency Ordinance Implementation, (9) Los Osos Community Plan, (10) Renewable Energy Streamlining Program, (11) Countywide Water Programs, (12) Revisions to Los Osos Plumbing Retrofit Programs, (13) Housing Element, (14) Two Mobilehome Park Combining Designation Amendments, and (15) Mobilehome Park Zoning and Standards. The Department provides the Board with regular updates regarding Department workload and priorities. This will result in better estimates of the time needed for completion of Long Range planning initiatives, as well as allowing the Department to track new or different priorities as set by the Board.

Long Range Programs:

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

(1) Annual Report on the General Plan (annually). The Annual Report for FY 2012-13 was presented to the Planning Commission on December 12, 2013 and to the Board on February 14, 2014, in line with expected dates. The FY 2013-14 Annual Report is expected to be considered by the Planning Commission in November 2014 and by the Board in December 2014 or early in 2015, in line with expected dates.

(2-3) Strategic Growth implementation amendments and studies. A package of amendments to encourage infill development and implement other aspects of Strategic Growth was authorized by the Board in 2009. Since then, Strategic Growth implementation efforts have been focused on several studies funded by a grant from the California Strategic Growth Council. The studies are intended to enhance unincorporated communities by encouraging infill development, planning for infrastructure, calculating the effects of strategic growth and other land use scenarios, and illustrating compatible infill development and community expansion. In November 2011, the Board approved consultant contracts, together with work programs and schedules for several Strategic Growth-related projects, including amendments to encourage infill development. Work began on these amendments in winter 2011. Most of the projects have been completed. The status of these projects is described below.

- a) Complete Communities Survey to identify infrastructure and facility needs, costs, funding and financing for Nipomo, Oceano, San Miguel and Templeton. The project started in December 2011 and was presented to the Board of Supervisors at the beginning of April 2014, behind the time frame of 15 months from the start date. At that time, the Board asked for some revisions, which will be brought back to the Board in summer 2014. The last draft work products were completed in March 2014: the Community Profiles, phasing recommendations, and Executive Summary. These reports were finished behind schedule due to an unexpected amount of additional research and revisions needed to the draft Funding and Financing Plan and the final work products.
- b) Infill Subdivision – Development Standards to revise standards and remove barriers in order to encourage in-town development. The project started in December 2011 and is expected to be presented to the Board of Supervisors in summer 2014, beyond the work program's time frame of 22 months from the start date. The last draft work products were completed in March 2014 (the first draft of the Phases 1 and 2 ordinance revisions and initial work on the "Great Communities Design Toolkit"). Adjustments were made to the original scope of work by phasing the work products to result in more useful and immediately usable work products in Phase 1, but this has added some time to the work schedule. In addition, revisions to planning area standards to streamline the permitting process required substantial staff time.

(4) LUCE Update (**COMPLETED**). In March 2011, the Board revised the work program for the LUCE so that it would be simply a consolidation and reorganization of the Land Use Element and Land Use Ordinance in order to streamline and make it user-friendly. The revised work program shows the Public Review Draft of the first or reorganization phase of the LUCE being completed by spring 2012. Due to assigned staff having commitments to other projects that experienced delays, significant work on the LUCE started later than expected. In addition, staff resources had been shifted somewhat to complete other top priority projects. As a result, a Public Review Draft of the LUCE reorganization was released in early January 2013, and the reorganization was recommended for approval by the Planning Commission in August 2013. The Board adopted the LUCE in February 2014. This was in line with the revised work program.

(5) RMS and GMO revisions. The previous target of completing draft RMS and GMO revisions in 2011 was moved back to fall 2012 and then early 2013 due to workload and staff commitment to completing higher-priority projects by the end of 2012. The RMS and GMO revisions are not included in the top Department priorities per Board direction. Several tasks have been completed in connection with the RMS Annual Resource Summary Report, and work is underway on the remaining tasks. Staff completed the Public Review Draft RMS revisions in November 2013 (which was in line with time frames in the revised work program), with the exception of specific growth rate limits and possible significant revisions to the GMO that would likely require an Environmental Impact Report (EIR), for which funds are currently not budgeted. Review by the Water Resource Advisory Committee (WRAC) was completed in June 2014, several months later than expected. However, the Planning Commission will consider the RMS in late July 2014 and the Board in September 2014, which is in line with expected time frames following WRAC review.

(6) San Miguel Community Plan Update. In November 2011, the Board authorized processing a Community Plan Update, together with a work program and schedule. The work schedule was revised to reflect a new approach to public outreach that engaged the public up-front, rather than after release of the public draft. This responds to community sentiment and formation of a sub-committee to review the community plan and could save time in the long run. As a result, the Public Review Draft plan was released in June 2013 in line with the revised work program. The staff-prepared Public Hearing Draft Plan and Draft EIR were expected to be released in mid-2014. However, due to staff workload and a lack of expertise in some technical matters, it was decided to seek consultant assistance to complete the EIR using the draft chapters that have already been prepared in-house. This has resulted in a delay in releasing both the Draft EIR and Public Hearing Draft Plan. The RFP for consultant services will be issued in July 2014. The Draft EIR and Public Hearing Draft Plan are now expected to be released in spring 2015.

(7) Resource Management System Biennial Report. Due to staff commitments to priority programs, a consultant has been hired to prepare the Biennial Report. The consultant has begun work in July 2014 and is on track to complete a draft report by November 2014 so that it can be considered by the Water Resources Advisory Committee in November 2014 and presented to the Board of Supervisors in December 2014, in line with the expected time frames.

(8) Paso Robles Groundwater Basin Urgency Ordinance Implementation. The Board of Supervisors adopted an urgency ordinance on August 27, 2013, and on October 8, 2013 continued the ordinance for two years. The Board directed staff to conduct outreach to stakeholders and gather input on procedures for vesting rights exemption. This issue was considered by the Board of Supervisors on November 26, 2013. This is in line with the established work plan. In February 2014, in order to implement the Urgency Ordinance, the Board of Supervisors approved a water conservation program for new development that began in April 2014, consistent with established time frames. In March 2014, the Board approved a contract with the Upper Salinas-Las Tablas RCD to develop and manage an agricultural water conservation program to implement the Urgency Ordinance. The program is under development and on schedule, and is expected to be ready for consideration by the Board in October 2014.

(9) Los Osos Community Plan Update. The Board authorized preparation of this update on December 11, 2012. On-going coordination is occurring with Public Works on the Basin Management Plan (draft released on August 1, 2013), the project manager for the Habitat Conservation Plan (HCP) and Coastal Commission staff. New subcommittee meetings (twice monthly) with Los Osos Community Advisory Council began in June 2013 and continued through November 2013 and notification to property owners for requests for zone changes were advertised in two local newspapers in March 2013. The Public Review Draft Community Plan is expected to be released in August 2014, 1-2 months behind the original work plan. This schedule has been impacted by the amount of revisions needed. An administrative draft of the HCP was submitted to the U.S. Fish and Wildlife Service in June, 2014.

(10) Renewable Energy Streamlining Program. The Board approved the grant agreement with the California Energy Commission (CEC) on July 9, 2013 and the contract was approved by the Board on August 13, 2013 for this project, which includes amendments to revise policies, combining designations and ordinances to streamline development of renewable energy projects in areas of the county that meet selected criteria. A Draft Environmental Impact Report and streamlining program are expected to be released in September 2014, and Planning Commission hearings are expected to begin in early 2015. The project is on schedule to be completed by the March 2015 grant deadline.

(11) Countywide Water Programs. On March 4, 2014, with subsequent direction in May 2014, the Board of Supervisors authorized processing of water conservation-related amendments to ordinances and policies regarding new landscape requirements and incentive programs to reduce outdoor water use, retrofit-on-sale, water waste, water neutral new development, and water supply assessments for new land divisions. On July 8, 2014, the Board gave highest priority to the amendments regarding water neutral new development and water waste and directed staff to bring those items to the Board for final action before August 26, 2015. In order to accomplish that, an initial project description should be completed by the end of September and a public hearing draft of amendments completed by the end of January 2015. Staff has conducted initial research and public outreach and is on track to complete the initial project description within the expected time frame.

(12) Revisions to Los Osos Plumbing Retrofit Programs--Titles 8 and 19. On January 14, 2014, the Board of Supervisors authorized processing of amendments to the Title 19 retrofit-to-build ordinance and directed staff to provide options for continuation of the Title 8 retrofit-on-sale ordinance. Draft amendments are expected to be released by the end of 2014, in line with the expected time frame.

Housing & Economic Development Programs:

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

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

(13) Housing Element Update (**COMPLETED**). State law requires the County to update the Housing Element by June 30, 2014. The Board of Supervisors adopted the updated Housing Element on June 17, 2014 within the work program time frames and prior to the deadline established by the State.

(14) Mobilehome park combining designation. This will create a new combining designation or overlay zone to (1) encourage expansion of existing mobilehome parks and (2) encourage development of new mobilehome parks. A draft has been prepared and environmental review is in process within the timeframes set in the revised work program. The project has fallen behind schedule because the staff member assigned to the project has had to spend more time than expected on federal grant administration. The assigned staff will not be able to resume work on this in FY 2013-14. It is unknown when staff will be able to resume work.

(15) Mobilehome Park Zoning and Standards. This will amend Section 22.30.440 / 23.08.164 - Residential - Mobilehome Parks to bring county standards into conformance with California Code of Regulations regarding design and construction of mobilehome parks. This ordinance amendment continues to be behind schedule primarily because the staff member assigned to this project has had to spend more time than anticipated on federal grant administration. The Public Review Draft has not yet been completed. The assigned staff will not be able to resume work on this in FY 2013-14. It is unknown when staff will be able to resume work.

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

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
92%	95%	97%	95%	95%	82%	95%

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

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

How are we doing? During FY 2013-14, the Department worked diligently to improve the opportunities our customers have to provide us feedback. The Department wants to receive honest feedback to measure our services in order to plan strategies to address any concerns. To this end, the Department created an updated survey by using survey monkey and then designated May and June as focus months to actively survey customers. Having an on-line surveying tool allows individuals to respond anonymously which led to an increase in the number of surveys received over the previous fiscal years. In the past, our surveys were distributed exclusively by staff. This tended to mean that surveys were submitted only from our “satisfied customers”. The online survey reached a broader audience made up of individuals who regularly use our services who could provide responses without concern about damaging their ongoing relationship with the Department.

The Department’s feedback from our customers continues to be positive, just not at the levels previously seen using the old survey methods. In addition, over the past fiscal year, the Department’s performance has been affected by workflow issues related to increases in activity as well as in training and in staff turnover. This has resulted in some increases in processing time. Regardless, since July 2013, 82% of the individuals who completed surveys, sent e-mails or letters rated us above satisfactory or outstanding (177 of 215).

The Department continuously seeks to improve service through direct outreach to our customers and stakeholders using the Planning User Group and the Building User Group meetings. We also track customer “wait times” at our Permit Center and these continue to remain low (average of ten minutes) even as our workload has increased. We have also improved the accessibility of our Permit Center through a recent remodel of the Cashier area. We track customer service phone calls through our “Call Guru” software that is a software program developed by our staff that allows us to keep track of and return phone calls in a timely manner - usually by the end of the next day. This year the Permit Center assisted 15,979 walk-ins for general questions, 493 by appointment, and returned 8,393 general information phone calls.

There are also a number of “self-help” customer service programs that we focused on in FY 2013-14 including:

- Increasing the available information on the Department’s website
- Added Residential solar permits to our ePermit process. This allows our customers to apply on-line for a residential solar permit, in turn, saving vehicle miles traveled, cost and time.
- A GIS interactive map system to help property owners determine if they would be affected by the Urgency Ordinance for the Paso Robles Groundwater Basin
- Creation of the pasobasin.org website where residents can find all information relating to the Paso Robles Groundwater Basin on one website.
- Creation of an interactive map that shows the location of approved vesting rights exemptions from the Urgency Ordinance for the Paso Robles Groundwater Basin
- Continued improvements to our PermitView tracking system that allows residents and customers to track the progress of building and land use permits on line.
- Creation of the sloenergyalliance.org website where residents can find all information relating to energy efficient programs on one website

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

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

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

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
82 housing units	80 housing units	39 housing units	44 housing units	131 housing units	13 housing units	135 housing units

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

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

How are we doing? The actual number of newly constructed units in FY 2013-14 was 13. The target for the FY 2013-14 was 131 units and included 6 units in Oceano, 35 units in Arroyo Grande (Courtland Homes), 80 units in Paso Robles (Oak Park) by the Paso Robles Housing Authority, 6 secondary dwellings countywide and 4 units for moderate income households. The actual number of affordable units completed (13 units) in FY 2013-14 include: 6 units in San Simeon, 4 secondary dwelling units and 3 farm support quarters countywide. Of the 13 units, 9 units are for very low and low income households and 4 units are for moderate income households. The 6 unit Oceano project will be completed in FY 2014-15. The 35-unit project in Arroyo Grande (Courtland Homes) and the 80-unit project in Paso Robles (Oak Park) are estimated to be completed in August 2014. Additionally, an estimated 3 farm support quarter units will be constructed, 4 first time homebuyer loans will be made, and 7 affordable secondary dwellings will be completed in 14-15 (4 for moderate income households and 3 for very low and low income households. Because of the changes in the scheduled completion dates, the 14-15 Target has been adjusted accordingly.

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

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

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

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
370	465	93%	93%	100%	100%	100%

What: To provide public information/training and gather public input through outreach on specific topics of interest that impact the land owners of the unincorporated areas of the County. Note: this measure was revised in FY 2011-12 to report the percentage of planned outreach and education efforts completed rather than the actual number of outreach and education events.

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

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

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

To continue our successful collaboration with agencies, organizations and residents, our goal for FY 2013-14 was to complete certain outreach and public education efforts. The Department is proposing to continue many of the outreach and education initiatives from FY 2013-14 to FY 2014-15. The number shown in parentheses represents the number of meetings from FY 2013-14. Where a program's specific outreach is completed in FY 2013-14, it will be removed from the list. Where a measurement is noted, the Department will provide a report on that measure.

Completed in FY 2013-14 and continuing to FY 2014-15

- CDBG / HOME (and other housing grant) Outreach & Public Workshops (20 mtgs in FY 2013-14 will be reduced to 10 mtgs in FY 2014-15 per the decrease noted in the revised Community Participation Plan for CDBG) This decrease will be offset by at least one other outreach instrument such as a survey, focus group, video, and/or other web-based tool.
- Homeless Services Oversight Council Meetings (26 mtgs)
- Energy Retrofit Training and Energy Efficiency Outreach (15 events held throughout the county)
- National Pollutant Discharge Elimination System (NPDES) Training & Outreach (3 mtgs) (number of grading regulation violations as compared to permits issued – 3 out of 14, many of the violations are allowed alternate review and wouldn't require a permit)
- San Miguel Community Plan Outreach (18 mtgs)
- Resource Education (Water, Oak Woodlands, Mining, GIS, etc.) (2 mtgs)
- Mobilehome Park Rent Stabilization Ordinance Education (10 mtgs)
- Stakeholder Outreach (Building Industry, Environmental Interests, Professional Organizations, Service Organizations, etc.) (10 mtgs)
- Workforce Housing Coalition (15 mtgs)
- Economic Vitality Corporation Board of Directors meetings (10 mtgs)
- SLO County Housing Trust Fund Commission (10 mtgs)
- Housing Element Update Outreach (5 mtgs) – Completed not to be continued
- User Group Outreach (2 mtgs)
- Energy Efficiency Financing Outreach (included in the 15 events held throughout the county)
- Paso Robles Groundwater Basin Urgency Ordinance Implementation Outreach (7 mtgs from March 2014-June 2014)

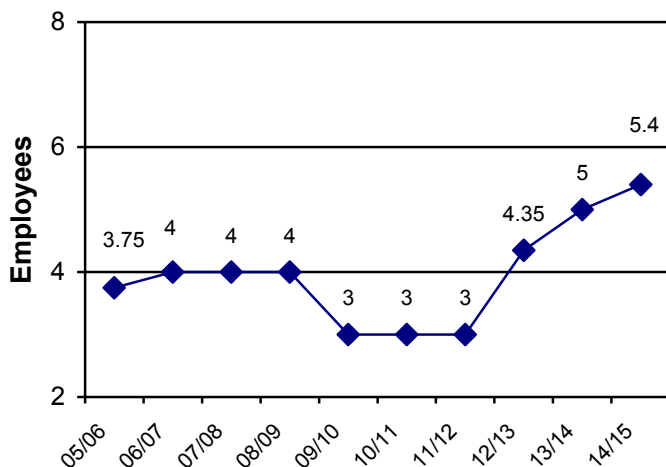
For FY 2014-15 the Department is continuing all the above referenced outreach efforts except for Housing Element Update Outreach as this has been completed. The Department is anticipating meeting all of the outreach and public education efforts identified.

MISSION STATEMENT

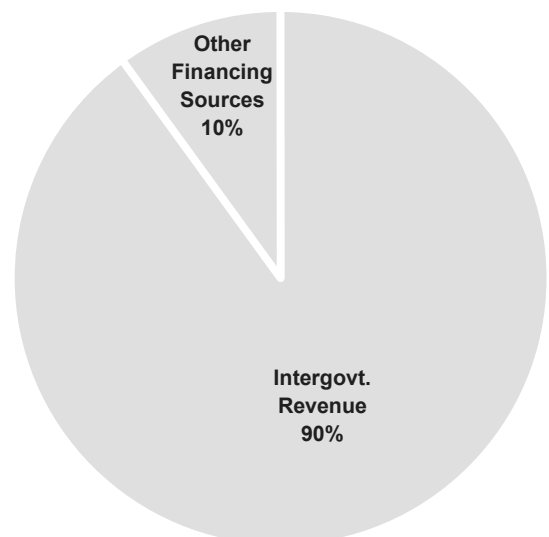
The mission of Community Development is to enhance the quality of life for San Luis Obispo County through programs that provide affordable housing, shelter and services for the homeless, economic development opportunities, and public improvements to benefit the communities that we serve.

	2012-13	2013-14	2014-15	2014-15	2014-15
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Revenue from Use of Money & Property	\$ 555	\$ 625	\$ 0	\$ 0	\$ 0
Intergovernmental Revenue	4,439,577	5,804,929	3,291,849	3,520,933	3,520,933
Other Financing Sources	354,376	412,464	391,436	391,436	391,436
Total Revenue	\$ 4,794,508	\$ 6,218,018	\$ 3,683,285	\$ 3,912,369	\$ 3,912,369
Fund Balance Available	\$ 65,685	\$ 37,167	\$ 0	\$ 0	\$ 44,840
Cancelled Reserves	0	0	0	0	0
Total Financing Sources	\$ 4,860,193	\$ 6,255,185	\$ 3,683,285	\$ 3,912,369	\$ 3,957,209
Salary and Benefits	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Services and Supplies	699,505	746,242	629,409	640,505	640,505
Other Charges	4,123,519	5,464,105	3,053,876	3,271,864	3,271,864
Fixed Assets	0	0	0	0	0
Gross Expenditures	\$ 4,823,024	\$ 6,210,347	\$ 3,683,285	\$ 3,912,369	\$ 3,912,369
Contingencies	0	0	0	0	44,840
New Reserves	0	0	0	0	0
Total Financing Requirements	\$ 4,823,024	\$ 6,210,347	\$ 3,683,285	\$ 3,912,369	\$ 3,957,209

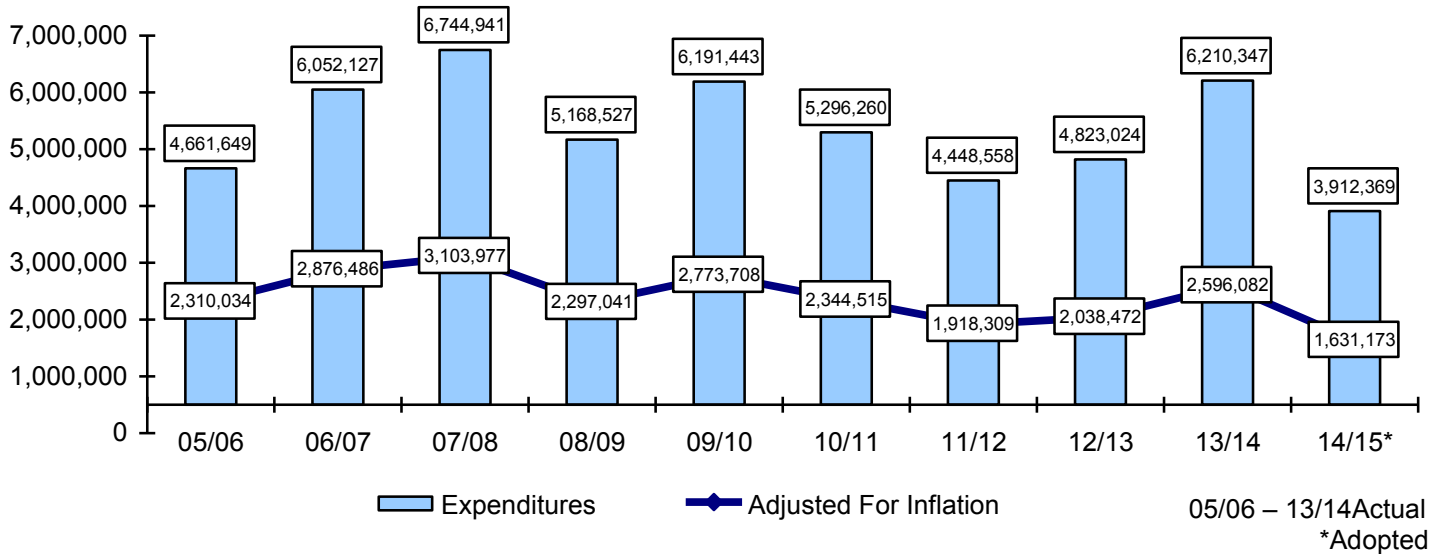
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Community Development has a total expenditure level of \$3,912,369 and a total staffing level of 5.40* FTE to provide the following services:

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

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

Total Expenditures: \$1,627,673 Total Staffing (FTE): 1.46*

Home Investment Partnership Act (HOME) Funds

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

Total Expenditures: \$726,163 Total Staffing (FTE): 1.31*

Federal Emergency Shelter Grants (ESG)

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

Total Expenditures: \$135,496 Total Staffing (FTE): 0.17*

Continuum of Care (CoC) Funds

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

Total Expenditures: \$1,031,601 Total Staffing (FTE): 2.11*

General Fund Support for Programs Benefiting the Homeless

Provides funding for emergency shelter services for homeless persons.

Total Expenditures: \$202,500 Total Staffing (FTE): 0.15*

General Fund Support for the Economic Vitality Corporation (EVC)

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

Total Expenditures: \$148,775 Total Staffing (FTE): 0.10*

General Fund Support for SLO Co Housing Trust Fund

Provides funding for housing finance services throughout the County.

Total Expenditures: \$40,161 Total Staffing (FTE): 0.10*

*Staff is budgeted in FC 142 – Planning and Building; full time equivalent (FTE) shown represents staff assigned to projects within FC 290 – Community Development.

DEPARTMENT COMMENTS

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

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

FY 2013-14 Accomplishment

- Distributed approximately \$5 million dollars in federal and state grant funds for affordable housing, public facilities, public services and economic development programs to individuals, cities, unincorporated communities and local non-profit organizations.
- Constructed handicapped accessible curb/sidewalk improvements in the cities Atascadero and Paso Robles.
- Property acquisition on 313 South St with San Luis Obispo City CDBG.
- Provided funding for shelter and other services for homeless persons countywide.
- Provided \$1.5 million of HOME funds to construct the 36-unit Courtland St Apartments in Arroyo Grande.

FY 2014-15 Objectives

- Distribute approximately \$3.6 million dollars in federal grant funds for affordable housing, public facilities, public services and economic development programs to individuals, cities, unincorporated communities and local non-profit organizations.
- Rehabilitate El Camino Homeless Organization (ECHO) in North County.
- Provide additional \$187,144 to construct sewer line replacement on 16th Street in San Miguel.
- Use General Fund support to provide shelter and other services for the homeless persons and families.
- ADA improvements to the City of Morro Bay Library.
- Provide additional \$134,000 to Los Osos Mobile Home Park to upgrade water/sewer system.
- Provide \$500,000 to Peoples Self Help Housing Corporation to construct 33 rental units in Cambria.

COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

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

Total financing sources for Community Development are recommended to decrease by \$54,653 or 1% and expenditures are recommended to decrease \$17,486 or less than 1% compared to the FY 2013-14 Adopted Budget. Contingencies in the amount of \$37,167 were included in the FY 2013-14 Adopted Budget due to a Fund Balance Available (FBA) of this amount at year end. The recommended FY 2014-15 budget does not include any Contingencies or FBA.

Approximately \$3.5 million of the total \$3.9 million in revenue budgeted in FY 2014-15 represents grant funding from the U.S. Department of Housing and Urban Development (HUD) and include the following:

• Community Development Block Grant (CDBG)	\$1,627,673
• HOME grant	\$726,163
• Emergency Shelter Grant (ESG)	\$135,496
• Continuum of Care grants (CoC)	\$1,031,601

The amounts reflect a 9% increase in CDBG funding, a 3% decrease in HOME funds, a 17% decrease in the ESG grant, and a 9% decrease in the CoC funding compared to the FY 2013-14 Adopted Budget. In general, fewer projects can be completed and fewer clients can be served when these program grant funds decline.

The reduction in expenditures reflects the reduced grant funding noted above. More than \$914,000 in CDBG funds will be distributed to five incorporated cities, with the largest shares going to the City of San Luis Obispo (\$459,680) and the City of Paso Robles (\$152,240). In addition, approximately \$2.3 million in grants funds from

the CDBG, HOME, Emergency Shelter Grant and CoC programs will be distributed to various non-profit organizations.

The General is recommended to remain flat at \$391,436 compared to the FY 2013-14 Adopted Budget. The recommended General Fund support includes: \$202,500 for Homeless Programs, \$148,775 for the Economic Vitality Commission (EVC), and \$40,161 for the San Luis Obispo Housing Trust Fund.

Of the \$202,500 for Homeless Programs, \$180,000 is allocated to service providers that operate emergency shelter programs. After receiving applications, the Homeless Services Oversight Council (HSOC) met on November 20, 2013 and made initial allocation recommendations for the FY 2014-15 County General Fund support for homeless services programs. Final allocation amounts will be determined in coordination with HSOC's review of the final allocation amounts for the CDBG and ESG grant funds.

Initial recommendations for General Fund support for services to the homeless population are as follows:

Organization	FY 2012-13 Adopted	FY 2013-14 Adopted	FY 2014-15 Initial HSOC Recommendations
El Camino Homeless Organization Emergency Shelter	\$30,320	\$32,019	\$31,148
Transitional Food and Shelter Emergency Shelter	\$7,897	\$11,563	\$10,695
Women's Shelter Program of SLO County Emergency Shelter	\$13,309	\$19,518	\$17,971
RISE (formerly North County Women's Shelter) Emergency Shelter	\$25,872	\$39,109	\$36,697
Prado Day Center Emergency Shelter	\$45,244	\$29,532	\$26,726
Maxine Lewis Memorial Shelter Emergency Shelter	\$64,858	\$42,211	\$51,089
Women's Shelter Program of SLO County Prevention/Re-Housing		\$6,048	\$5,675
Total	\$187,500	\$180,000	\$180,000

In addition to the \$180,000 of General Fund support shown above for programs providing emergency shelter services for homeless persons, the County set aside an additional \$22,500 for other homeless related program, but the funds have yet to be allocated.

Staffing to administer the HUD grant programs and contracts funded with General Fund support is funded in Fund Center 142 - Planning and Building. In FY 2014-15, \$249,069 in funding will be transferred to Planning and Building to support the cost of administering these programs. This is a reduction of \$10,931 or 1% compared to the FY 2013-14 Adopted budget. As previously reported to the Board of Supervisors, funding levels for HUD grants have declined over the past few years, while the administrative requirements for these grants have expanded. The more intensive administrative requirements have made it difficult for Planning and Building to reduce costs to match the level of funding provided in these grants. This situation results in an impact to the General Fund of approximately \$335,000 in FY 2014-15. Staff continues to pursue options to reduce administrative workload in order to reduce the impact to the General Fund.

BOARD ADOPTED CHANGES

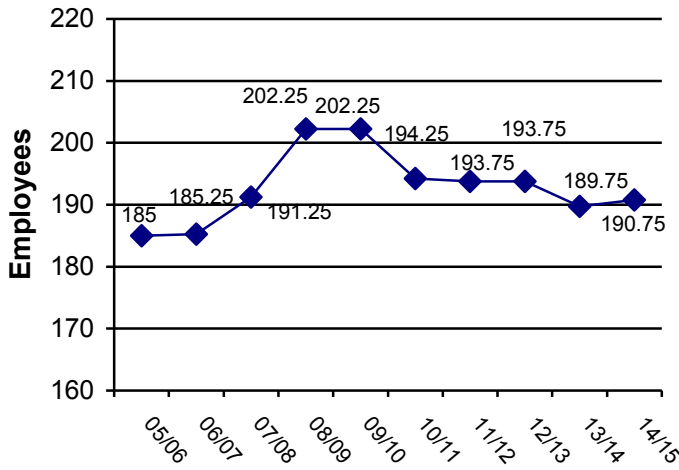
On September 9, 2014 the Board approved an increase in the appropriation to Contingencies for FC 290 in the amount of \$44,840 due to actual Fund Balance Available from FY 2013-14 coming in higher than assumed in the FY 2014-15 Proposed Budget.

MISSION STATEMENT

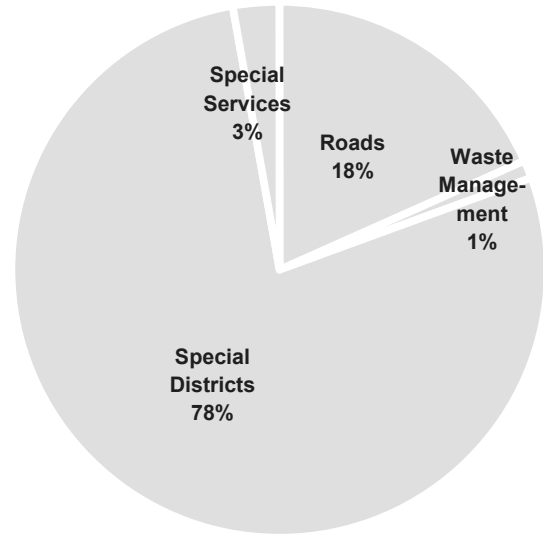
Provide public services related to the safe and efficient movement of traffic on County maintained roadways; engineering and surveying review of proposed land development; administration and operation of various water and waste water wholesale and retail facilities; long term master water planning; and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

OPERATING DETAIL (1)	2012-13 ACTUAL (2)	2013-14 ACTUAL (3)	2014-15 RECOMMENDED (4)	2014-15 ADOPTED BY THE BOS (5)
OPERATING REVENUES				
Charges for Services	34,435,270	33,401,930	33,651,850	33,651,850
TOTAL OPERATING REVENUES	34,435,270	33,401,930	33,651,850	33,651,850
OPERATING EXPENSES				
Salaries and Benefits	20,444,545	20,740,065	21,912,067	21,912,067
Services and Supplies	12,748,609	12,254,318	10,686,011	10,686,011
Insurance Benefit Payment	230,595	161,087	286,023	286,023
Depreciation	705,937	764,705	762,412	762,412
Countywide Overhead Allocation	54,305	60,862	5,337	5,337
TOTAL OPERATING EXPENSES	34,183,991	33,981,037	33,651,850	33,651,850
OPERATING INCOME (LOSS)	251,279	(579,107)	0	0
NON-OPERATING REVENUES (EXPENSES)				
Interest	36,293	24,862	50,000	50,000
Gain (Loss) on sale of Asset	(11,838)	39,912	0	0
Other	233,904	407,045	0	0
TOTAL NON-OPERATING REVENUES (EXPENSES)	258,359	471,819	50,000	50,000
INCOME REF. CAPITAL CONTRIBS. & TRANSFERS	509,638	(107,288)	50,000	50,000
Contributions in (Out)	(125,000)	(4,007)	0	0
CHANGE IN NET ASSETS	384,638	(111,295)	50,000	50,000
Net assets - beginning	17,399,382	17,833,651	17,721,856	17,721,856
Net assets - ending	17,784,020	17,721,856	17,721,856	17,771,856
FIXED ASSET EXPENDITURES				
Equipment	874,457	1,836,552	1,581,000	1,581,000
TOTAL FIXED ASSET EXPENDITURES	874,457	1,836,552	1,581,000	1,581,000

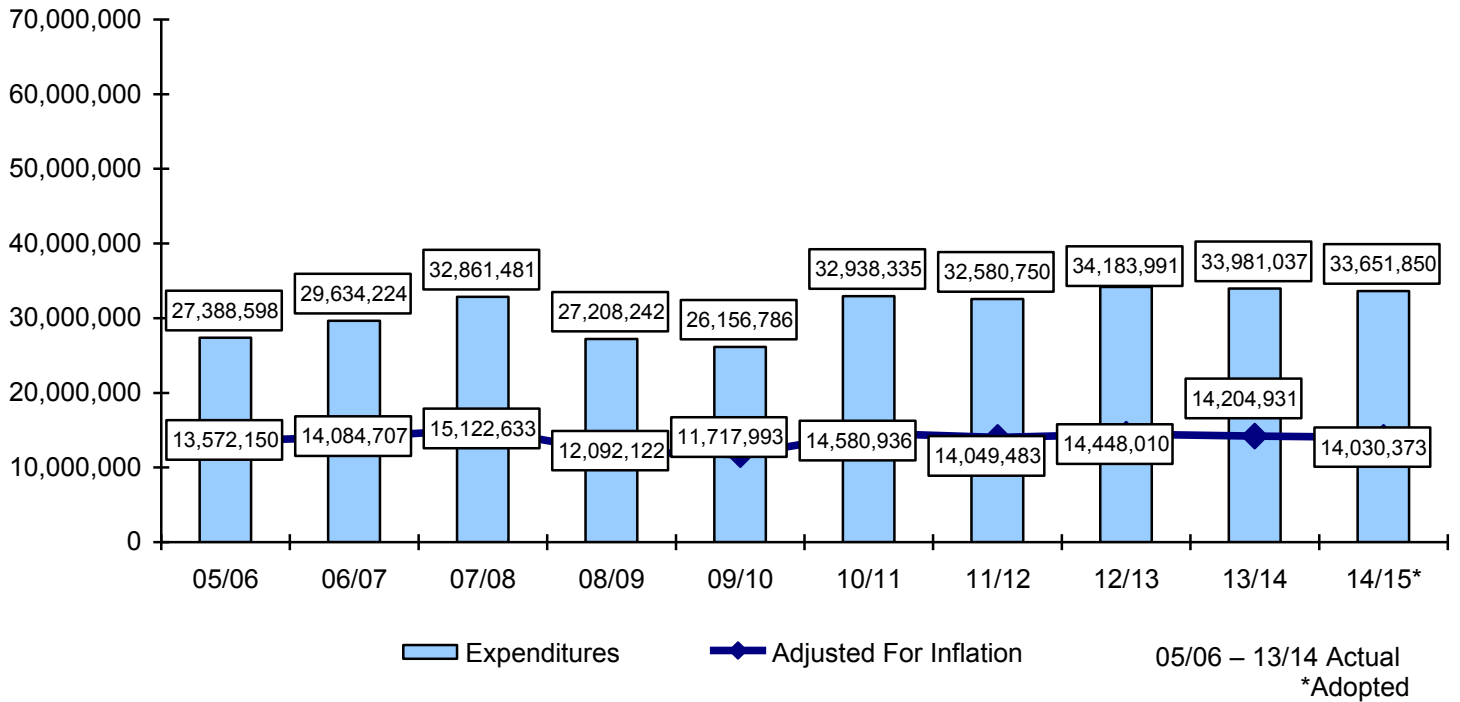
Number of Employees
(Full Time Equivalent)



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

The Public Works Internal Services Fund has a total expenditure level of \$33,651,850 and a total staffing level of 190.75 FTE to provide the following services:

Development Services

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

Total Expenditures: \$627,325 Total Staffing (FTE): 4.61

Operations Center - Water and Sewer

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

Total Expenditures: \$117,129 Total Staffing (FTE): .86

Roads

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

Total Expenditures: \$5,953,764 Total Staffing (FTE): 87.00

Services to Special Districts

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

Total Expenditures: \$252,786 Total Staffing (FTE): 1.61

Special Districts

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

Total Expenditures: \$26,318,955 Total Staffing (FTE): 92.77

Waste Management Programs

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

Total Expenditures: \$363,422 Total Staffing (FTE): 2.90

Work for Outside Departments

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

Total Expenditures: \$18,469 Total Staffing (FTE): 1.00

DEPARTMENT COMMENTS

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

Following are some of the notable accomplishments for the Public Works Department in FY 2013-2014 and some specific objectives for FY 2014-2015.

FY 2013-14 Accomplishments

- Intensified efforts related to the Paso Robles Groundwater Basin. This included an evaluation of water district and water supply options and continuation of data collection and basin modeling.
- Commenced construction of the Los Osos Water Recycling Facility and collection system pump stations. Substantially completed the collection system piping throughout the community. Secured additional grant funding along with favorable State and Federal financing terms. This has contributed to reducing the estimated average cost of the project to \$165 per month from the original estimate of \$200 per month.
- Delivered over \$50 million in Public Works infrastructure projects.
- Continued to revise and refine policies and procedures in line with recommended practices from the American Public Works Association with the goal of becoming accredited by October 2014.

FY 2014-15 Objectives

- Work efforts on the Paso Robles Groundwater Basin will include determining a successor to the Blue Ribbon Committee, initiating formal efforts on an enhanced AB 3030 Paso Robles Groundwater plan, consideration of a legislative platform, initiating feasibility efforts and initial project development, and continuing with modeling and technical evaluations of problems.
- The department will continue to meet regularly with Advisory Committees, the Public, the Board of Supervisors, and numerous federal and state agencies to discuss customer needs and expectations and better serve the department's internal and external customers.
- Continue to work with the American Public Works Association to assess the department's policies and procedures in all aspects of Public Works duties with the goal of becoming accredited by October 2014.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

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

It should be noted that the State Controller's Office requires an Operation of Internal Service Fund Schedule 10. The format of the Schedule 10, and some of the data it contains, is different from how other County department budgets are reported. For consistency purposes, the data provided for in the narrative, service programs, and 10 year expenditure chart are from the Schedule 10, including depreciation. Additionally, the narrative compares FY 2014-15 recommended estimated numbers to FY 2013-14 estimated year end numbers. As fixed assets are noted separately on the Schedule 10 and are not included as part of total expenses, they are not included as part of the overall comparison.

The recommended FY 2014-15 budget of \$33,651,850 is an increase of 10% or approximately \$3 million from the FY 2013-14 estimated year end amounts. Salary and benefit accounts are increasing by \$379,442 or 2% when compared to FY 2013-14 due to increased pension and workers compensation charges, negotiated salary and benefit increases as well as routine promotion and step increases. In addition, it is recommended that a Chief Wastewater Treatment Plant Operator position be added to support the Los Osos Wastewater Treatment Plant when it comes on-line in FY 2015-16. At the writing of this narrative, the job specification for this position was being developed for subsequent hearing and approved before the Civil Service Commission. For the purposes of the FY 2014-15 budget, the salary cost was based on the Chief Water Treatment Plant Operator classification's total compensation of \$123,109. A resolution setting the actual salary will be brought before the Board of Supervisors by Human Resources Department after they conduct a salary survey. As noted, the Los Osos Wastewater Treatment Plant is scheduled to be operational in FY 2015-16. The department has indicated that as part of the FY 2015-16 budget submittal, they will be requesting four (4) Wastewater Systems Worker Trainee/II/III positions in support of the plant's operation. These positions, along with the Chief Wastewater Treatment Plant Operator, will be funded through the Special Districts budget and no General Fund dollars will be used.

Services and supplies accounts are increasing by \$2.5 million or 31% compared to FY 2013-14 year-end amounts. These increases are based on prior year (FY 2012-13) actuals with projected inflators for FY 2013-14 and FY 2014-15. The increases/decreases in this budget vary from year to year depending on the multi-year projects being carried out by the fund centers within the ISF. Matrix charges are increasing by \$142,393 or 7% when compared to FY 2013-14 adopted amounts. As reported elsewhere, portions of the ISF's countywide overhead is charged back to the fund centers referred to above and to Special Districts. When compared to FY 2013-14, the ISF countywide overhead is decreasing from \$429,455 to \$47,451 as the result of a large negative roll forward from the previous two fiscal years.

The Public Works ISF includes budgeted amounts for Special Districts that include the Flood Control District and County Service Areas. Special Districts provide flood control, road maintenance, water, sewer and other services through the use of assessments and other sources of funding. The majority of the ISF's operating revenue and expense (78% or \$26 million) is comprised of charges to Special Districts; charges to Special Districts are projected to increase by \$2.5 million or 11% as compared to FY 2013-14 amounts. Although the total expense and revenue for Special Districts is shown on the Public Works ISF's Schedule 10, each district has its own budget that is separate from the overall County budget. These budgets are contained in the Special District Budget document prepared by Public Works and approved by the Board of Supervisors during the County's annual budget hearings in June.

The three (3) other functional areas in the ISF- Roads (Fund Center 245), Special Services (Fund Center 201) and Waste Management (Fund Center 130) - account for the balance of the ISF operating revenues and expenditures. Specific details about these budgets can be found in the individual budget pages for the above listed fund centers. When compared to FY 2013-14 adopted budget, Roads is increasing by 6% or \$338,322; Special Services is increasing by \$146,657 or 17%; and Waste Management is increasing by \$10,506 or 3%.

Fixed assets are recommended in the amount of \$1,581,000 which is a \$192,000 or 14% increase from FY 2013-14 budgeted levels. Public Works has a program that ranks the replacement of equipment on several criteria such as useful life, maintenance cost, usage, overall condition, importance to the department and funding available. No General Fund support will be required in the purchase of this equipment as the majority will come from the ISF equipment replacement program as well as contributions from the Roads fund. A total of \$997,083 from the equipment replacement program will be used to offset the cost of the recommended fixed assets with the Roads fund contributing the remaining \$583,017.

The majority of fixed assets being requested are replacing vehicles and/or equipment that are at the end of their useful life. For a complete listing of the ISF's requested fixed assets, please refer to the Fixed Asset pages in the County's budget book. The following replacement vehicles and equipment cost \$100,000 or more:

- 1 – Grader: This purchase will replace a 23-year old grader that is three (3) years past its useful life and has over 8,000 hours of operation on it. It is cost prohibitive to continue to maintain it any longer. The cost is \$250,000;

**Public Works
Fiscal Year 2014-15 Final Budget**

Fund Center 405

- 1 – Asphalt Patch Truck: This purchase will replace a 2002 asphalt patch truck that is at the end of its 12 year useful life and no longer complies with the diesel emissions reduction plan with the California Air Resources Board. The cost is \$155,000;
- 1 – 10-Yard Dump Truck: This purchase will replace a 2002 10-yard dump truck that is at the end of its 12 year useful life and no longer complies with the diesel emissions reduction plan with the California Air Resources Board. The cost is \$150,000;
- 2 – 5-Yard Dump Truck: This purchase will replace two (2) 2003 5-yard dump trucks that are at the end of their 12 year useful life and no longer complies with the diesel emissions reduction plan with the California Air Resources Board. The total cost is \$210,000 (\$105,000 each).

Below is a listing of the major projects to be carried out by the Public Works ISF as required by the State Budget Act. The major projects that will be carried out by Public Works in FY 2014-15 include those for roads (including new construction, reconstruction, repair, pavement management, and traffic light replacements), drainage improvement projects, and bridge updates as well as other Special Districts projects. A listing of projects specific to Roads can be found in Fund Center 245-Roads while a listing of projects carried out on behalf of Special Districts can be found in the Special Districts' budget printed under separate cover.

Project No.	Project Description	Phase Completion at 6/30/15	Funding Requirements for 14/15	Previous Years Balance to be Encumbered	New Funding to be Appropriated 14/15
County Operations Center					
320072	Replace Kansas/Oklahoma Ave Waterline	60% Plans, Specs, Est	820,100	0	820,100
Total County Operations Center			820,100	0	820,100
Development Services					
300451	Oak Shores Tract 2162 Ph 1 Road Repair	30% Construction	297,167	297,167	0
Total Development Services			297,167	297,167	0
Los Osos Wastewater Project					
300448	Los Osos Wastewater Project	60% Construction	71,605,414	71,605,414	0
Total Los Osos Wastewater Project			71,605,414	71,605,414	0
Waste Management					
320071	Los Osos Landfill Remediation	Application Submitted	181,716	52,216	129,500
Total Waste Management			181,716	52,216	129,500
TOTAL			72,904,397	71,954,797	949,600

BOARD ADOPTED CHANGES

None.

GOALS AND PERFORMANCE MEASURES

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

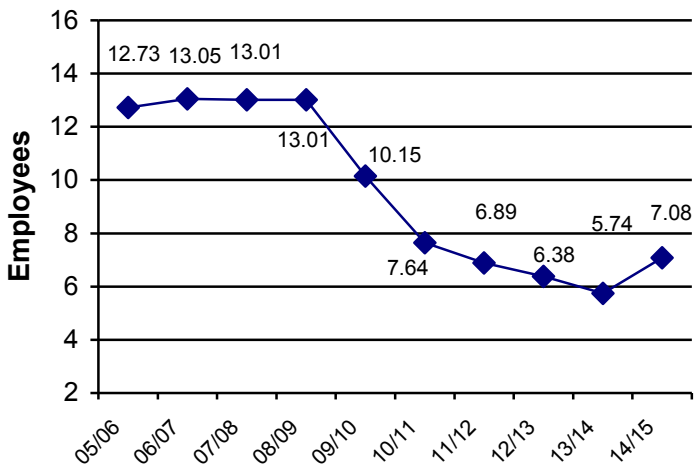
Department Goal: Deliver Capital Projects on time and on budget.						
Communitywide Result Link: <input checked="" type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community						
1. Performance Measure: Percentage of capital projects that are completed on time.						
09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
64%	78%	78%	84%	85%	80%	90%
What: This measures the percentage of Public Works Capital Project phases actually completed compared to the phase estimated to be complete as stated in each year's budget.						
Why: To determine the timeliness of capital project completion which enhances public health and safety by providing infrastructure defined in the need for each project.						
How are we doing? The Department ended FY 2013-14 with a favorable outcome of 80%, falling just shy of our 85% target. Public Works delivered over \$70 million in infrastructure improvements in FY 2013-14. Staff is working under a refined project milestone list in FY 2014-15 Fiscal Year to improve milestone delivery. Overall, 44 of 55 approved milestones were completed on schedule. There were eleven projects that were delayed for the following reasons:						
<ul style="list-style-type: none"> • Four projects were delayed by funding and regulatory agencies • Three projects required additional design and environmental time to complete • Two projects were reassigned as a lower priority • One project had a change in scope • One project was delayed because construction was put off due to seasonal constraints 						
There is no standardized comparable data available.						
2. Performance Measure: Percentage of capital projects that are completed at or under budget.						
09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
86%	89%	87%	91%	90%	93%	90%
What: This measures the percentage of Public Works Capital Projects where actual costs are at or under the budget for the particular project phase approved by the Board of Supervisors in a given fiscal year.						
Why: To determine how accurately project costs are estimated so that funds are allocated and projects are prioritized properly.						
How are we doing? With an outcome of 93%, the Department ended FY 2013-14 with a favorable result just above our 90% target. Of the 44 project milestones that were completed on schedule, 41 of these were completed within the allocated budget. There were three projects that exceeded their allocated budget for the following reasons:						
<ul style="list-style-type: none"> • One project had a design error and utility delay • One project required additional design time • One project had a change in scope. 						
There is no standardized comparable data available.						

MISSION STATEMENT

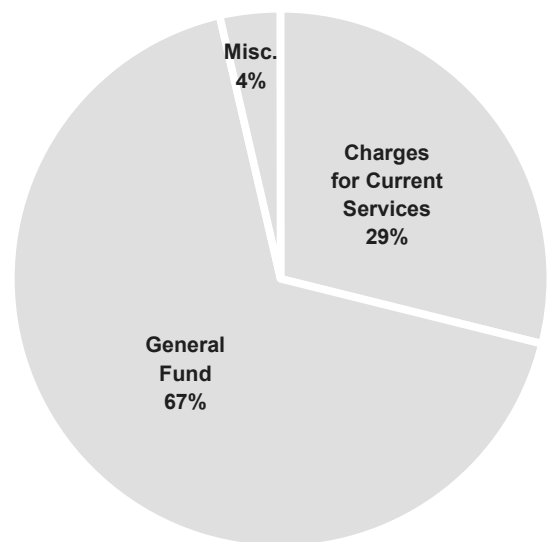
Provide public services related to engineering and surveying review of proposed land development; administration and operation of water and waste water service at the County Operations Center; engineering support to special districts; and franchise administration for the unincorporated areas in a manner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

	2012-13	2013-14	2014-15	2014-15	2014-15
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Licenses and Permits	\$ 114,011	\$ 94,003	\$ 63,346	\$ 63,346	\$ 63,346
Intergovernmental Revenue	10,524	25,573	11,984	11,984	11,984
Charges for Current Services	512,065	509,109	613,833	613,833	613,833
Other Revenues	929,348	110,751	2,225	2,225	2,225
Interfund	31,274	36,827	0	0	0
**Total Revenue	\$ 1,597,222	\$ 776,263	\$ 691,388	\$ 691,388	\$ 691,388
Services and Supplies	2,000,261	2,045,041	2,122,782	2,122,782	2,122,782
Other Charges	79,859	0	0	0	0
Fixed Assets	877,493	66	0	0	0
**Gross Expenditures	\$ 2,957,613	\$ 2,045,107	\$ 2,122,782	\$ 2,122,782	\$ 2,122,782
General Fund Support (G.F.S.)	<u>\$ 1,360,391</u>	<u>\$ 1,268,844</u>	<u>\$ 1,431,394</u>	<u>\$ 1,431,394</u>	<u>\$ 1,431,394</u>

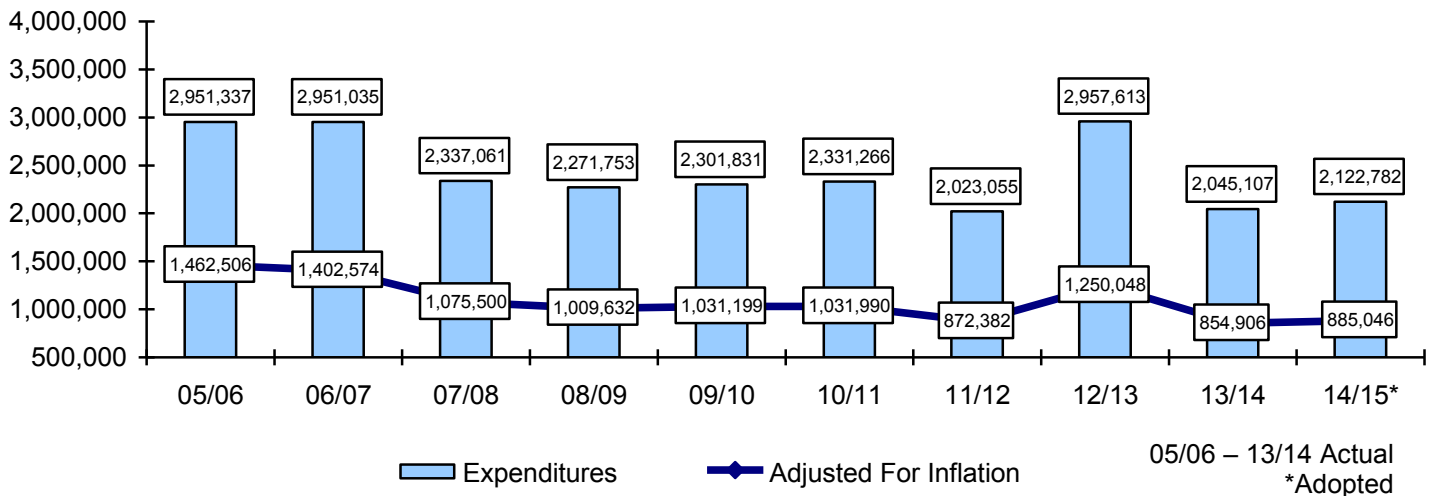
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Public Works Special Services has a total expenditure level of \$2,122,782 and a total staffing level of 7.08 FTE to provide the following services.

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

Development Services

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

Total Expenditures: \$912,148 Total Staffing (FTE): 4.61

Operations Center - Water and Sewer

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

Total Expenditures: \$897,440 Total Staffing (FTE): 0.86

Services to Special Districts

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

Total Expenditures: \$313,194 Total Staffing (FTE): 1.61

DEPARTMENT COMMENTS

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

Following are some of the notable accomplishments for FY 2013-14 and some specific objectives for FY 2014-15.

FY 2013-14 Accomplishments

- Completed the franchise renewal with Southern California Gas Company.
- Continued to meet all water quality regulations for the Operations Center system.
- Completed the sewer line along Oklahoma Avenue serving the County Operations Center.
- Assisted the Cities of Arroyo Grande and Pismo Beach to obtain financing to complete vital utility undergrounding projects.
- Achieved an average 1.4 week turnaround time for permit processing and map checking services which is well under the statutory 4 week limit.
- Achieved an overall Development Services Customer Satisfaction rating of 4.4 out of 5 which is in the “very good” category.

FY 2014-15 Objectives

- Complete the franchise renewal with Phillips 66 Petroleum.
- Develop a new County Code for State cable franchise regulations.
- Work to transfer the Charter and San Simeon Cable franchises to a State franchise.
- Complete water and sewer master plan updates for the County Operations Center.
- Continue to work on the last phase of infrastructure improvements required for the Oak Shores (Lake Nacimiento) development including road repair.

COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

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

The recommended FY 2014-15 General Fund support, at \$1,431,394, is increasing by \$29,406 or 2% when compared to FY 2013-14 adopted amounts. Revenue for fee based services, such as parcel or tract map review, are projected based on any fee changes approved by the Board of Supervisors during the County’s annual fee schedule review as well as annualized current year actuals. Overall, revenue is estimated to increase by 24% or \$137,779. In FY 2013-14, the department saw an upswing in the building industry and as a result, is projecting that revenue for parcel map, tract map, and lot line adjustment review will increase by \$58,590, \$159,784, and \$6,844 respectively.

Overall, services and supplies accounts are increasing by 8% or \$167,185 compared to FY 2013-14. In anticipation of a continued increased workload in the Development Services division, the fund center has increased their "purchase" of labor from the ISF by 17% or \$146,657. As noted above, labor is provided by the ISF and charged back to the fund center. Contributing to this increase are promotions/step increases, negotiated salary and benefit, pension and workers compensation increases. As a result of the purchase of additional labor, ISF departmental overhead is increasing by \$69,990 or 23%. As with all the fund centers within the ISF, Services to Special Districts is charged a portion of the ISF's countywide overhead. For FY 2014-15, the department's overhead is decreasing by \$27,531 while the ISF's overhead is decreasing \$18,192 for a total decrease of \$45,723 or 65% from FY 2013-14 adopted amounts.

BOARD ADOPTED CHANGES

None.

GOALS AND PERFORMANCE MEASURES

Department Goal: Maintain the water distribution and wastewater collection systems at the County Operations Center to provide safe drinking water, maintain adequate reserves for irrigation and fire fighting to protect the public and environmental health, and ensure regulatory compliance. The County Operations Center customers are other County departments and one private agency, Woods Humane Society.

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

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

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
100%	100%	100%	100%	100%	100%	100%

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

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

How are we doing? We continue to meet this goal. The recent General Fund project for a main water line replacement contributed greatly to maintaining a high degree of reliability and water quality in the system, ensuring we meet all Federal, State and local safe drinking water and fire flow requirements. There is not any standardized comparable data available.

Due to State drought conditions, State Water, which is the sole source of water supply to the Operations Center, was curtailed this year to 0% of allocation deliveries through August 31 and 5% of allocation from September 1 through December 31, 2014. The County Flood Control and Water Conservation District (District) however has "carry-over " (i.e. stored State water) available and has been receiving this water this year, and has adequate carry over water to supply the Operation Center for FY 2014-2015. District staff is currently coordinating and determining State Water availability and backup water source opportunities to assure adequate water is available to the Operations Center for the short term in the event of an extended drought. This includes applying for Integrated Regional Water Management drought project grant funding for an intertie pipeline in the Chorro Valley. This could provide Nacimiento water to the California Men's Colony water treatment plant for treatment in lieu of wheeling State water to the Operations Center.

2. Performance Measure: Number of wastewater collection system and water system failures per year.						
09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
0	0	0	0	0	0	0
<p>What: A count of all incidents of blockages, spills and unscheduled interruption in wastewater service and water system failures.</p> <p>Why: The number of failures per year can be a reflection of the system integrity. Monitoring the location and frequency of failures will help to identify areas where additional resources may need to be focused in order to assure continued system integrity and to protect the environment.</p> <p>How are we doing? We had no system failures during FY 2013-14. The recent water line upgrade at the western end of Kansas Avenue improved the waterlines reliability and upgrades fire flow. Replacement of the entire sewer collection line in Kansas Avenue, completed earlier in the fiscal year, has mitigated and minimized historic concerns and potential for blockages and overflow in the old sewer line due to on-going concerns with several areas of line sags that historically accumulated solids and restricted flow. This upgrade also greatly reduced groundwater intrusion into the sewer line due to cracks in the old line in this area of high ground water table which previously allowed groundwater to infiltrate into the pipeline. This upgrade will also reduce the frequency of sewer line jetting as sags will be eliminated.</p> <p>One remaining water line segment upgrade is recommended to the main water line between Chorro Creek Bridge and the Animal Shelter. This will improve fire flow requirements. This water line upgrade is estimated to cost \$820,000 and is included in the FY 2014-15 budget.</p> <p>There is not any standardized comparable data available.</p>						
3. Performance Measure: Annual number of improvement plan reviews per Full Time Equivalent (FTE) employee.						
09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
69	90	84	88	78	78	95
<p>What: Total number of Improvement Plan reviews by Plan Check Unit divided by the number of Full Time Equivalent (FTE) employees.</p> <p>Why: Measures the efficiency of the Plan Check Unit in reviewing improvement plans.</p> <p>How are we doing? The department is continues to see an increase in private development activity. The number of staff assigned to plan check was increased in the third quarter to improve efficiency and to accommodate the increased demand. While the adopted target (78) had been met it is anticipated that the additional staff will make a higher target (95) achievable for next FY 14-15.</p>						
4. Performance Measure: Number of weeks to review improvement plans.						
09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
2.5 weeks 1st submittals	1.1 weeks 1st submittals	1.3 weeks 1st submittals	3.7 weeks 1st submittals	2.5 weeks 1st submittals	5.4 weeks 1st submittals	3.0 weeks 1st submittals
2.2 weeks re-submittals	1.0 weeks re-submittals	1.1 weeks re-submittals	2.1 weeks re-submittals	2.0 weeks re-submittals	3.2 weeks re-submittals	2.0 weeks re-submittals
<p>What: Average time it takes to review public improvement construction plans associated with development after receipt from engineers.</p> <p>Why: State law requires that improvement plans be acted upon within sixty working days (approximately 12 weeks) of submittal. This measures accomplishment of our goal of timely service.</p> <p>How are we doing? The department saw a significant increase in private development activity and assigned additional staff in the third quarter. The turnaround of 5.4 weeks for first submittals is significantly higher than the goal of 2.5 weeks but remains lower than the statutory requirement of 60 days. The turnaround time for both first and re-submittals improved to target levels after assigning the additional staff and should continue to do so through FY 2014-15.</p>						
5. Performance Measure: Annual number of survey map reviews per Full Time Equivalent (FTE) employee.						
09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
1,330	1,178	1,212	1,086	1,200	1,298	1,200

What: Total number of survey maps (i.e. any land surveying map that falls under the Professional Land Surveyor's Act such as Records of Survey, subdivision maps and Corner Records) reviews performed by the Surveying Unit divided by the number of Full Time Equivalent (FTE) employees.

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

How are we doing? With the improving economy the number of survey maps submitted for review is increasing. Many of these maps are re-submittals for dormant projects. Since these maps were already partially processed, less staff time is needed to complete the project. It is anticipated that FY 2014-15 will include a more typical balance of new submittals and re-submittals. A target of 1,200 is reasonable, based upon the average result of the previous 4 years.

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

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
1.1 weeks	1.3 weeks	1.3 weeks	1.1 weeks	1.0 weeks	1.4 weeks	1.5 weeks

What: Average time from receipt of maps (i.e. any land surveying map that falls under the Professional Land Surveyor's Act such as Records of Survey, subdivision maps and Corner Records) from surveyors and engineers until examination (map-check) by County Surveyor staff is completed and returned.

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

How are we doing? The quantity of map submittals continues to increase as the department saw a significant increase in private development activity and assigned additional staff in the third quarter. At 1.4 weeks (7 working days), we missed our adopted average turnaround time of 1.0 week. A revised target of 1.5 weeks reflects our practical experience, will be acceptable in the surveying community, and is well below the statutory requirement of 20 working days (4 weeks).

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

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
88%	85%	89%	100%	90%	100%	90%

What: Measures customer satisfaction with Development Services.

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

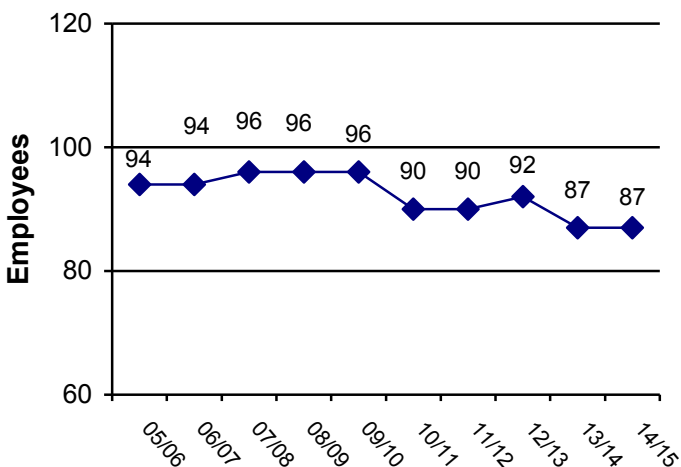
How are we doing? In FY 2013-14, 160 surveys were distributed. We continue to receive positive comments on our map checking services, both on timeliness and helpfulness. However, we have received some concerns that our improvement plan check turnaround time is becoming too long. Reallocating staff as mentioned above should alleviate these concerns.

MISSION STATEMENT

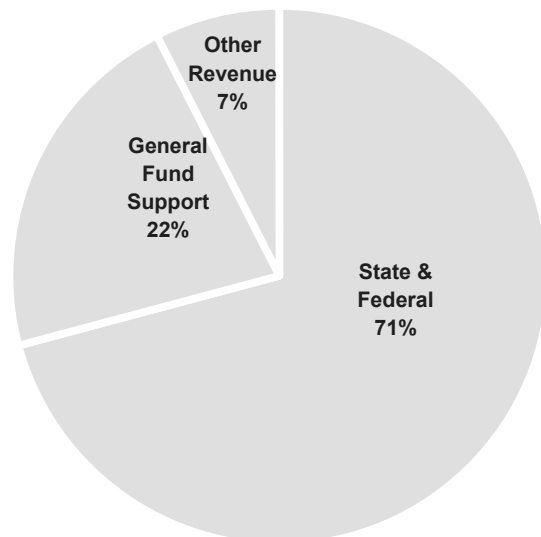
Provide public services related to the safe and efficient movement of traffic on the County maintained roadways.

	2012-13	2013-14	2014-15	2014-15	2014-15
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Taxes	\$ 1,460,779	\$ 1,500,826	\$ 1,504,077	\$ 1,504,077	\$ 1,504,077
Revenue from Use of Money & Property	15,878	13,861	15,000	15,000	15,000
Intergovernmental Revenue	18,771,928	20,254,775	27,651,885	27,651,885	27,651,885
Charges for Current Services	176,968	211,597	127,500	127,500	127,500
Other Revenues	217,155	167,691	26,830	26,830	26,830
Other Financing Sources	10,950,132	6,472,862	6,520,503	9,103,603	9,103,603
Interfund	104,528	143,473	0	0	0
Total Revenue	\$ 31,697,368	\$ 28,765,085	\$ 35,845,795	\$ 38,428,895	\$ 38,428,895
Fund Balance Available	\$ 1,056,718	\$ 416,539	\$ 0	\$ 0	\$ 3,249,984
Cancelled Reserves	847,000	944,564	541,202	541,202	541,202
Total Financing Sources	\$ 33,601,086	\$ 30,126,188	\$ 36,386,997	\$ 38,970,097	\$ 42,220,081
Salary and Benefits	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Services and Supplies	17,208,794	17,170,436	16,686,195	17,269,295	17,269,295
Other Charges	550,685	370,461	1,298,958	1,298,958	1,298,958
Fixed Assets	13,614,312	8,982,152	18,401,844	20,401,844	20,401,844
Gross Expenditures	\$ 31,373,791	\$ 26,523,049	\$ 36,386,997	\$ 38,970,097	\$ 38,970,097
Contingencies	0	0	0	0	0
New Reserves	1,186,718	416,539	0	0	3,249,984
Total Financing Requirements	\$ 32,560,509	\$ 26,939,588	\$ 36,386,997	\$ 38,970,097	\$ 42,220,081

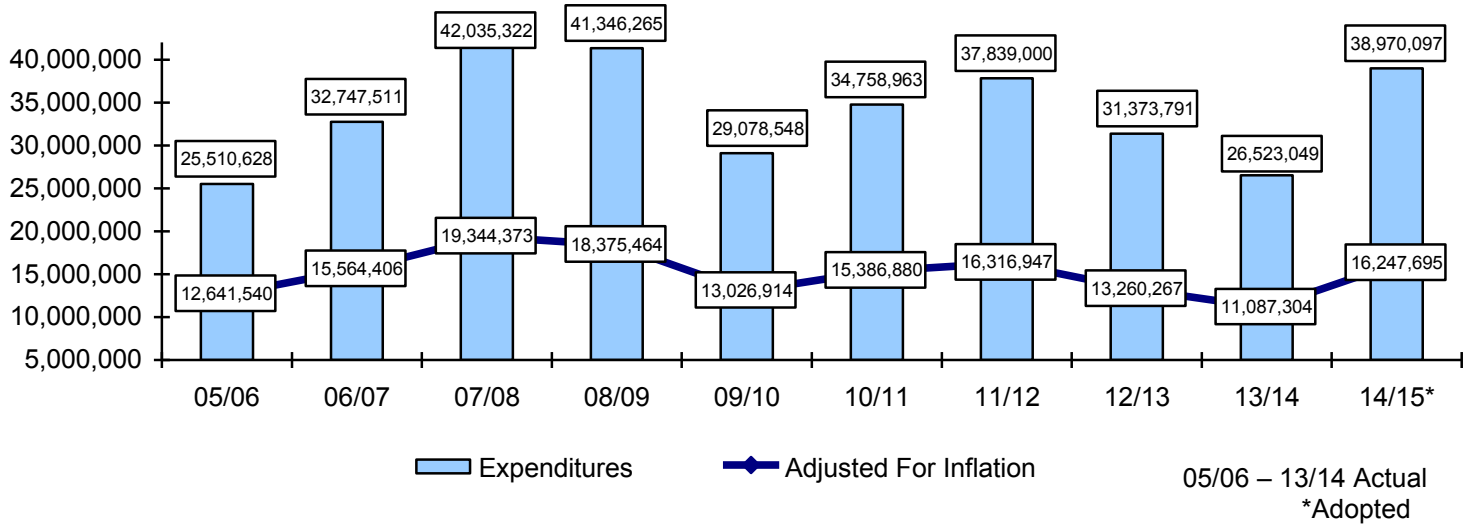
Number of Employees
 (Full Time Equivalent)



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Roads have a total expenditure level of \$38,970,097 and a total staffing level of 87.00 FTE to provide the following services.

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

Roads Construction

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

Total Expenditures: \$20,401,844 Total Staffing (FTE): 19.00

Roads Maintenance

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

Total Expenditures: \$18,568,253 Total Staffing (FTE): 68.00

DEPARTMENT COMMENTS

The primary goals of the Road Fund are: 1) maintenance of existing roads and bridges; 2) safety improvements at specific locations; 3) improving road system facilities; and 4) providing transportation betterments.

Maintenance related activities include County Road Crew work to maintain these structures as well as administration of a pavement management program on over 1,330 miles of County roads and a bridge maintenance program on 194 bridges countywide. Construction related activities include new roads, enhancements to existing roads, road reconstruction, new lights and traffic signals, bridges, pedestrian ways and bike paths, drainage improvements, transportation planning, right of way acquisition, environmental mitigation, encroachment inspections, curb gutter and sidewalk design, and administration.

Following are some of the notable accomplishments for FY 2013-14 and some specific objectives for FY 2014-15:

FY 2013-14 Accomplishments

- Completed 60 miles of chip seal and surface treatments and 5 miles of asphalt overlay which improves pavement preservation.
- Delivered over \$12 million in capital projects to address safety, capacity and drainage concerns. This included the completion of:
 - 16th Street pedestrian crossing of the railroad tracks in San Miguel
 - Templeton Road Widening Project
 - Class II bicycle lanes on Vineyard Drive in Templeton to enhance pedestrian, vehicle and bicycle safety
 - Los Osos Valley Road Widening Project between Doris and Pine.
- Continued to perform major drainage improvements in conjunction with the Los Osos Wastewater Project.

FY 2014-15 Objectives

- Chip seal or surface treat approximately 60 miles of roadway.
- Asphalt overlay approximately 5 miles of high use arterial roadway.
- Continue to rehabilitate the roads in Los Osos once collection system construction is completed.
- Complete construction of San Miguel Gateway
- Phase II of the Price Canyon Road Widening project
- Complete construction of the Cambria Main Street Bridge Project over Santa Rosa Creek in Cambria
- Begin construction of the Branch Mill Road Bridge Project over Tar Springs Creek in Huasna area.
- Complete major bridge painting project on seven bridges county wide.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

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

The recommended FY 2014-15 budget for Roads provides for General Fund support in the amount of \$8,414,100, a 44% or \$2,583,100 increase when compared to FY 2013-14 adopted amounts. The recommended General Fund support includes a one-time allocation for the pavement management program in the amount of \$2 million. General Fund support also includes a \$583,100 or 10% increase when compared to FY 2013-14 adopted General Fund support. It is not known at this time how this one-time allocation will affect the County's pavement condition rating (PCI). More specific information will be provided when performance measure are updated as part of the FY 2014-15 final budget process.

The overall Roads budget is recommended to increase by \$11 million or 40% including \$541,202 in cancelled reserves. The majority of the revenue in the Roads budget is derived from State or Federal sources which results in revenue fluctuating from year to year depending on the multi-year projects being carried out. Accordingly, intergovernmental revenue (State and Federal) is increasing by \$12 million or 74% compared to FY 2013-14 levels. Three (3) capital projects are planned to begin in FY 2014-15: Price Canyon Road Widening Phase II, Branch Mill Road at Tar Springs Creek Bridge replacement, and countywide installation of centerline (CL) rumble strips. All other revenue (e.g. fees and taxes, road impact fees) is projected to decrease by \$383,782 or 3% as compared to FY 2013-14. Road impact fee revenue is budgeted to decrease by \$1.8 million to \$689,503. This source of revenue is decreasing as the result of the Woodlands Project pre-paid developer agreement ending.

Services and supplies accounts are decreasing by \$333,572 or 1% from FY 2013-14 adopted levels. Several factors contribute to this decrease. For example:

- Maintenance accounts are decreasing by \$750,266 or 28%. This is due to chipsealing materials being included as part of construction contracts rather than purchased by the Roads crew as has been done in prior years;
- Labor charged by the ISF is increasing by \$48,886 or 3%, in part, due to the increase in work order settlement accounts. Other factors include promotions/step increases, negotiated salary and benefits, pension and workers compensation charges;
- Worker Order accounts are increasing by \$137,585 (less than 1%); these accounts include labor, materials, and equipment expenses that are charged by the ISF through work orders;
- Insurance charges are increasing by \$186,470 or 215%.

In addition, countywide overhead is decreasing by 43%. All the fund centers within the ISF are charged countywide overhead through the Board of Supervisors' approved cost plan as well as a portion of the ISF's countywide overhead. For FY 2014-15, Roads' countywide overhead decreased minimally (\$2,445) when compared to FY 2013-14 adopted amounts. However, Roads' portion of the ISF countywide overhead is decreasing substantially, \$219,975 or 90% resulting in the overall decrease of \$222,386.

The Road fund has budgeted \$578,000 for the purchase and replacement of equipment and vehicles in FY 2014-15. This requested funding represents a \$64,670 or 12% increase from FY 2013-14 budgeted amount. A list of the specific equipment and vehicles to be replaced can be found in the Fixed Asset pages in the County's budget book.

Similar to revenue, expenditures fluctuates from year to year primarily due to the multi-year multi-phase nature of capital projects. For FY 2014-15, capital projects expenditures are budgeted to increase by \$12 million due to the projects noted above and the increased funding for the pavement management program.

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

FY 2014-15 - Road Fund		
Work Program Statement		
1	Administration	\$ 2,997,319
2	Construction	\$ 20,401,844
3	Maintenance	\$ 14,992,934
4	Aid to Other Governmental Agencies	\$ -
5	Acquisition of Equipment	\$ 578,000
6	Plant Acquisition	\$ -
7	Reimbursable Work	\$ -
8	Cost Transfers and Reimbursements	\$ -
		\$ 38,970,097

Roads
Fiscal Year 2014-15 Final Budget

Fund Center 245

Project No.	Project Description	Phase Completion at 6/30/15	Funding Requirements for 14/15	Previous Years Balance to be Encumbered	New Funding to be Appropriated 14/15
ROADS					
New Road Construction					
300129.09.04	Willow Rd-Oak Woodland Habitat Restoration	2nd Yr Mitigation Complete	0	0	0
300140	So Oakglen Op Study	Project Execution Plan Complete	74,801	74,801	0
300142	Willow Road Interchange	2nd Yr Mitigation Complete	1,999,473	1,720,470	279,003
300348	LTL on Nacimiento Lake Dr @ Adelaide Rd	60% Plans, Specs, Est	527,122	17,122	510,000
300372	Halcyon/Rt 1 Realignment Phase 1	Field Studies Completed	75,000	75,000	0
300520	El Camino Real Left Turn Lane at Santa Clara	90% Plans, Specs, Est	520,100	0	520,100
Total New Road Construction			3,196,496	1,887,393	1,309,103
Road Reconstruction					
300147	Tefft Street & Hwy 101 Ramp Relocation	Scope Defined	39,770	39,770	0
300150	Main Street Hwy 101 PSR/PDS	Project Execution Plan Complete	500,000	250,000	250,000
300273	Small Safety Betterments	N/A	60,000	0	60,000
300321	Channel & LT Ln Los Berros/Thompson	Project Execution Plan Complete	242,425	242,425	0
300386	Templeton Rd Safety Imp SR 41 to S El Pomar	1st Yr Mitigation Complete	0	0	0
300397	La Panza Road Widening	1st Yr Mitigation Complete	1,077,882	1,077,882	0
300464	Price Canyon Road Widening Phase II	Contract Award	5,741,435	77,435	5,664,000
300476	Nipomo Park-n-Ride	Construction Complete	117,892	117,892	0
300489	Widen River Rd Magdalena to Mission	Contract Award	1,198,796	558,173	640,623
300490	Buckley TWLTL Thread to Buttonwood	Acquisitions Complete	838,487	711,487	127,000
300506	Avila Beach Hwy 101 Oper Imp	Project Footprint Defined	329,656	29,656	300,000
300508	Countywide Centerline Rumble Strips	Ready to Advertise	1,554,685	(115)	1,554,800

**Roads
Fiscal Year 2014-15 Final Budget**

Fund Center 245

Project No.	Project Description	Phase Completion at 6/30/15	Funding Requirements for 14/15	Previous Years Balance to be Encumbered	New Funding to be Appropriated 14/15
300521	Realign Nacimiento Lake Dr at Chimney Rock	Scope Defined	20,000	0	20,000
300522	K Street Park-n-Ride Expansion, San Miguel	Construction Complete	63,900	0	63,900
300523	Ontario Rd Park-n-Ride Expansion, Avila Beach	Construction Complete	116,000	0	116,000
Total Road Reconstruction			11,900,928	3,104,605	8,796,323
New Road Lights, Traffic Signals					
300399	Changeable Message Signs on 101 and 227	Project Cancelled	221,900	0	221,900
300510	Traffic Signal at Willow and Pomeroy	Ready to Advertise	387,778	201,378	186,400
300524	Signalize Thompson Ave at Titan Way	Ready to Advertise	45,000	0	45,000
Total New Road Lights, Traffic Signals			654,678	201,378	453,300
Drainage Improvements					
300393	Main Street Storm Drain	Final Env Doc	30,000	0	30,000
300465	Oceano Drainage	Offers Submitted	1,235,465	1,235,465	0
Total Drainage Improvements			1,265,465	1,235,465	30,000
Pedestrian Ways & Bike Paths					
300470	Mission St Phase IV Improvements	Construction Complete	475,370	475,370	0
300527	Eton Road Pedestrian Improvements	30% Plans, Specs, Est	0	0	0
300485	San Juan Creek Pedestrian Bridge, Shandon	Draft Env Doc	264,272	(42,558)	306,830
300495	Safe Routes to Schools (SRTS) Crocker St	Construction Complete	158,477	158,477	0
300525	ADA Ramp Construction 2014/15	Construction Complete	60,000	0	60,000
300526	Front Street Revitalization Plan, Oceano	Project Execution Plan Complete	134,000	0	134,000
Total Pedestrian Ways & Bike Paths			1,092,119	591,289	500,830
Pavement Management System					
300504	A/C Overlay 13-14	Construction Complete	2,015,860	2,015,860	0

**Roads
Fiscal Year 2014-15 Final Budget**

Fund Center 245

Project No.	Project Description	Phase Completion at 6/30/15	Funding Requirements for 14/15	Previous Years Balance to be Encumbered	New Funding to be Appropriated 14/15
300519	A/C Overlay 14-15 Los Osos	30% Construction	4,044,988	0	4,044,988
Total Pavement Management System			6,060,848	2,015,860	4,044,988
Bridges					
300180	Main Street Br @ Santa Rosa Ck	Construction Complete	2,991,293	2,991,293	0
300382	River Grove Drive Bridge	60% Plans, Specs, Est	556,490	451,090	105,400
300385	Branch Mill Road Bridge	Final Plans, Specs, Est	3,527,825	199,725	3,328,100
300387	Geneseo Road Low Water Crossing	60% Plans, Specs, Est	748,498	748,498	0
300430	Air Park Drive Br @ Ocean Beach Lagoon	30% Plans, Specs, Est	609,488	609,488	0
300432	Cypress Mountain Rd Br @ Klau Creek	90% Plans, Specs, Est	321,142	97,342	223,800
300434	Huasna River Bridge Replacement	Scope Defined	329	329	0
300439	El Camino Real at Santa Margarita Creek Br	Potholing Complete	698,261	448,261	250,000
300452	Lopez Dr Bridge No 2 Seismic Retrofit	Scope Defined	390,784	190,784	200,000
300455	South Bay Blvd Br Seismic Retrofit	Project Footprint Defined	569,645	253,645	316,000
300456	Avila Beach Dr Br Seismic Retrofit	30% Plans, Specs, Est	396,982	236,982	160,000
300514	Dover Canyon Road at Jack Creek	Project Execution Plan Complete	687,310	3,310	684,000
Total Bridges			11,498,047	6,230,747	5,267,300
TOTAL ROADS			35,668,581	15,266,737	20,401,844

BOARD ADOPTED CHANGES

The Roads fund center ended FY 2013-14 with a \$3,249,984 fund balance available. These funds were allocated to Roads' Future Road Project designation as part of the Board's final budget action on September 9, 2014.

GOALS AND PERFORMANCE MEASURES

Department Goal: Maintain a good quality county-road system.							
Communitywide Result Link: <input checked="" type="checkbox"/> Safe <input type="checkbox"/> Healthy <input checked="" type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input type="checkbox"/> Well-Governed Community							
1. Performance Measure: Pavement Condition Index (PCI) for ALL county roads.							
09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target	
65	60	58	60	60	61	62	
<p>What: Pavement Condition Index, (PCI, also called Pavement Condition Rating) is a numerical index between 0 and 100 which is used to indicate the general condition of a pavement system. A PCI of 80-100 represents a Best road; 61-80 a Good road; 41-60 a Fair road; 21-40 a Poor road and below 21 a Bad road.</p> <p>Why: To better budget the maintenance requirements of the County's road system. The Board of Supervisors has established the goal of maintaining an overall PCI of 65 or better, with no one road category falling below a PCI of 60.</p> <p>How are we doing? In 2012 Public Works implemented a new pavement maintenance strategy focused on a variety of surface treatments. In past years most emphasis was focused on more expensive major overlays of pavement resulting in fewer maintained miles. The new strategy utilizes a variety of surface treatments that target roads for different treatment depending on the current condition resulting in a more effective use of available funds. This strategy includes micro surfacing; chip sealing; and thin pavement overlay treatments which may cost one-tenth of a typical pavement overlay. Although these treatments will not repair the most deteriorated roads they will arrest deterioration and help prolong the life of roads in Good to Best conditions.</p> <p>Based on a 5-year historical funding budget of about \$3.4 million, we can expect to complete surface treatment on about 60 miles and overlay about five miles of road each year using the strategy described in our Pavement Management Report. This level of effort is anticipated to yield an overall system at a PCI level of 62. Because of funding limits the PCI will remain our target for future fiscal years although it remains short of the Board adopted goal of having at least a PCI level of 65.</p> <p>For 2013-14 completed pavement maintenance work includes an overlay of Ramada Drive and El Pomar Road in Templeton and chip or micro surface treatments to numerous local and collector roads in the communities of Cambria and Templeton. At fiscal year end, the average PCI for 2013-14 per road category shows our Arterials at 70; Collectors at 63; Minor Collectors at 59; and Locals at 58. The result is a system wide PCI average of 61.</p> <p>For 2014-15 the \$3.4 million budget has been augmented by \$2 million for a total budget of \$5.4 million. With the added funds our road maintenance efforts will be concentrated in the community of Los Osos due to deferred maintenance while the sewer construction was completed. Work will begin in Fall of 2014 and continue through Spring of 2015. Any remaining funds will be applied to pavement maintenance outlined in our Pavement Management Report.</p> <p>There has been no significant change in the paved County maintained road mileage of 1,092 miles. The paved roads consist of 84 miles of arterial roads, 414 miles of major and minor collector Roads, and 594 miles of local roads. There are 244 miles of unpaved County maintained roads.</p>							
2. Performance Measure: Collisions per 100 million entering vehicles at non-signalized intersection.							
09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target	
28	26	27	22	26	22	24	
<p>What: Five year average of the number of collisions per 100 million vehicles entering a non-signalized intersection.</p> <p>Why: To determine if this component of the road system is maintaining its expected safety level. To review possible safety problem areas if the measure exceeds expectations and determine which improvements are warranted.</p>							

How are we doing? Collisions in unsignalized intersections continue to be significantly below the statewide average of 29 per 100 million vehicles entering the intersection. Staff monitors select intersections for potential improvements. The department continues to improve intersection geometrics, capacity, signage and markings at intersections of concern. With this effort the unsignalized intersection collision rate is expected to continue to decrease and remain below state averages.

Future non-signalized intersection improvement projects include El Camino Real Left Turn Lane at Santa Clara Road, near the community of Santa Margarita; and the Nacimiento Lake Drive Left Turn Lane at Adelaida Road, west of the City of Paso Robles.

3. Performance Measure: Collisions per 100 million entering vehicles at signalized intersections.						
09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
27	25	27	28	25	31	27

What: Five year average of the number of collisions per 100 million vehicles entering a signalized intersection.

Why: To determine if this component of the road system is maintaining its expected safety level. To review possible safety problem areas if the measure exceeds expectations.

How are we doing? Collisions at signalized intersections continue to remain well below the statewide average of 53 per 100 million vehicles entering the intersection. However, the collision rate increased this year. Public Works improved one area of concern in December of 2013 and is currently monitoring the collision rate. Public Works is also working to retime all other areas of concern to bring the rate back down to historic values.

Future signalized intersection improvement projects include Willow Road at Pomeroy Road; and Thompson Road at Titan Way (Nipomo High School). Both projects are located in the community of Nipomo.

4. Performance Measure: Collisions per 100 million miles on rural roads.						
09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
166	172	164	148	170	145	145

What: Five year average of the number of rural road collisions per 100 million miles traveled within the unincorporated area of the County.

Why: To determine if this component of the road system is maintaining its expected safety level. To identify possible safety problem areas if the measure exceeds expectations. These are arterial, collector, or local roadways that are located outside the urban reserve lines of the communities.

How are we doing? The County's rate is expected to meet the FY 2014-15 target as well as are below the statewide average of 189 per 100 million vehicle miles traveled. The rural road rate has seen a slight reduction from the FY 2012-13 results. As rural roads are identified as areas of concern, Public Works develops interim low cost solutions as well as programming for future capital improvement projects.

Future rural road improvement projects include constructing centerline rumble strips in various roadways to minimize crossover collisions involving head on or run off road attributes; widen River Road to install shoulders near the community of San Miguel; widen Buckley Road to install a continuous center left turn lane south of the City of San Luis Obispo; and widen La Panza Road to install shoulders near the community of Creston.

5. Performance Measure: Collisions per 100 million miles on suburban roads.						
09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
250	289	263	172	248	159	200

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

Why: To determine if this component of the road system is maintaining its expected safety level. To identify possible safety problems in urbanized areas if the measure exceeds expectations.

How are we doing? The collision rate on suburban roads has continued to decrease since changing the reporting methodology in FY 2012-13. The County's rate remains lower than the statewide average of 278 per 100 million vehicle miles traveled. Public Works will continue to focus attention on those individual roadways with a higher collision concentration and evaluate design and funding opportunities for improvements. Low cost solutions such as signage and striping are continuously implemented.

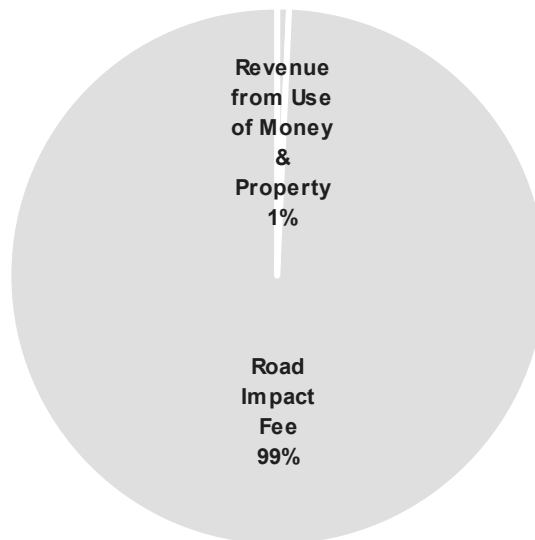
6. Performance Measure: Bridge sufficiency rating.						
09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
91%	90%	92%	93%	93%	93%	93%
<p>What: Percentage of bridges with State assigned sufficiency rating (SR) over 50.0 (bridges below 50 are eligible for Federal grant replacement funding)</p> <p>Why: To review maintenance and funding needs in order to keep the structures in a good state of repair.</p> <p>How are we doing? San Luis Obispo County is one of the top Counties in the State for maintaining bridge conditions at a high level. This has been the result of an on-going program for maintenance and project development. Construction on the Main Street Bridge at Santa Rosa Creek in Cambria is progressing on schedule and a project to paint seven bridges is under construction; both to be completed in 2014. New bridge project construction is scheduled to begin in 2015 on Branch Mill Road at Tar Springs Creek.</p> <p>Future bridge construction projects include Cypress Mountain Drive at Klau Creek (2016); El Camino Real at Santa Margarita Creek (2016); Air Park Drive at Ocean Beach Lagoon (2016); River Grove Drive at Estrella River (2016); and Geneseo Road low water crossing (2017). In addition, seismic retrofit design is underway on three bridges including Lopez Drive over Lopez Lake; South Bay Boulevard over Los Osos Creek and Avila Beach Drive over San Luis Obispo Creek.</p>						

PURPOSE

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

	2012-13	2013-14	2014-15	2014-15	2014-15
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Revenue from Use of Money & Property	\$ 23,148	\$ 14,287	\$ 6,400	\$ 6,400	\$ 6,400
Charges for Current Services	1,696,340	1,309,205	847,400	847,400	847,400
Other Financing Sources	207,000	88,646	0	0	0
Total Revenue	\$ 1,926,488	\$ 1,412,138	\$ 853,800	\$ 853,800	\$ 853,800
Fund Balance Available	\$ 312,088	\$ 358,418	\$ 0	\$ 0	\$ 0
Cancelled Reserves	529,320	8,048	287,703	287,703	287,703
Total Financing Sources	\$ 2,767,896	\$ 1,778,604	\$ 1,141,503	\$ 1,141,503	\$ 1,141,503
Salary and Benefits	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Services and Supplies	0	0	0	0	0
Other Charges	3,331,833	1,092,674	1,141,503	1,141,503	1,141,503
Fixed Assets	0	0	0	0	0
Gross Expenditures	\$ 3,331,833	\$ 1,092,674	\$ 1,141,503	\$ 1,141,503	\$ 1,141,503
Contingencies	0	0	0	0	0
New Reserves	312,088	0	0	0	0
Total Financing Requirements	\$ 3,643,921	\$ 1,092,674	\$ 1,141,503	\$ 1,141,503	\$ 1,141,503

Source of Funds



DEPARTMENT COMMENTS

This is a special revenue fund. The Road Impact Fees are collected in 11 specific areas of the County to fund Road Projects that are needed to address the impact of new development in those areas. These fees are collected as building permits are issued. The fees are accounted for separately for each specific area.

Budgeted expenditures from this special revenue fund fluctuate from year to year reflecting the fact that most capital projects are multi-year projects completed in phases with costs varying from phase to phase. Planned new expenditures of \$1,141,503 represent 10 projects that are reflected in the department's FY 2014-15 budget request for Fund Center 245 – Roads and a debt service payment to repay debt incurred on the Vineyard Drive Project. Proposed projects and debt service payments include:

Project Name	Amount of Fees Allocated
1. Nipomo Areas 1 and 2 Traffic Study	\$90,000
2. Avila Traffic Study	\$20,000
3. Templeton Traffic Study	\$7,000
4. North Coast Traffic Study	\$15,000
5. Los Osos Traffic Study	\$1,000
6. Nacimiento Traffic Study	\$1,000
7. San Miguel Traffic Study	\$1,500
8. Willow Road Interchange	\$279,003
9. Nacimiento Lake Dr @ Adelaide LTL	\$255,000
10. Nacimiento Lake Dr @ Chimney Rock LTL	\$20,000
Debt Service Pmt Due from Templeton Area for Vineyard Drive	\$452,000
Total Fees Allocated	\$1,141,503

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The recommended budget makes no changes to the status quo budget submitted for the Road Impact Fees fund center. The budget for FY 2014-15 is recommended to decrease by \$2.2 million or 65% as compared to adopted FY 2013-14 levels. This budget is funded through road impact fees and due to the fluctuation of capital projects it is difficult to project actual revenues from year to year. As a result, road impact fee revenue for this fund center is based on actual revenues received in the first six (6) months of the fiscal year. Overall revenues are projected to decrease by approximately \$1.8 million (67%). The majority of the revenue decreased can be attributed to the conclusion of the pre-paid Woodlands Project developer agreement. In FY 2013-14, approximately \$1.3 million in revenue was budgeted from the Woodlands Project. To balance this budget, \$287,703 will be cancelled from reserves.

Road billing expenditures are decreasing by 72% or \$1.8 million. As with revenue, expenditures also fluctuate from year to year as the majority of capital projects are multi-year projects completed in phases with costs varying from phase to phase. The decrease is primarily due to the completion of the Willow Road interchange. The budget for FY 2013-14 included about \$2 million in road billings for Willow Road. Projects for FY 2014-15 include several traffic studies as well as road work on Nacimiento Lake Drive at Adelaide Road and Chimney Rock

The debt service payment for the Vineyard Drive interchange project has been budgeted at \$452,000. The debt service payment is made in two installments – July and February. At the writing of this narrative, it is not known if road impact fees will be sufficient to pay the FY 2013-14 debt service payments. If necessary, a loan from the Roads fund may be used to cover a shortfall in revenue; however, it will not be known until June if such a loan, or how much, would be required. To date, approximately \$207,000 in debt service payment shortfall has been made up by the Roads fund.

BOARD ADOPTED CHANGES

None.

Public Protection

Animal Services

Child Support Services

Contribution to Court Operations

County Fire

District Attorney

Emergency Services

Grand Jury

Probation

Public Defender

Sheriff-Coroner

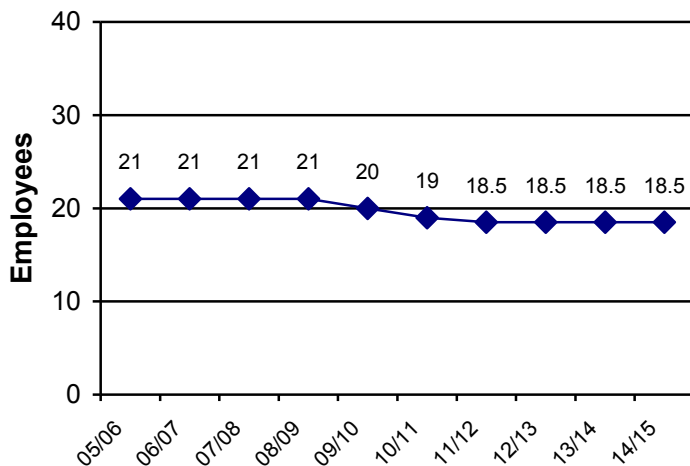
Waste Management

MISSION STATEMENT

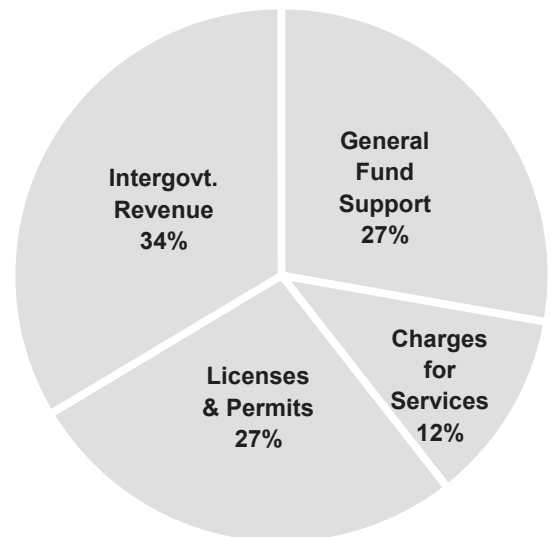
The mission of the San Luis Obispo County Division of Animal Services is to ensure the health, safety, and welfare of domestic animals and the people we serve through public education, enforcement of applicable laws, and the humane care and rehoming of impounded and sheltered animals.

<u>Financial Summary</u>	2012-13 <u>Actual</u>	2013-14 <u>Actual</u>	2014-15 <u>Requested</u>	2014-15 <u>Recommended</u>	2014-15 <u>Adopted</u>
Licenses and Permits	\$ 762,935	\$ 808,329	\$ 666,560	\$ 666,560	\$ 666,560
Intergovernmental Revenue	932,743	830,311	874,927	874,927	874,927
Charges for Current Services	259,581	233,473	313,811	313,811	313,811
Other Revenues	41,995	40,889	18,880	18,880	18,880
Other Financing Sources	0	27,324	0	0	0
**Total Revenue	\$ 1,997,254	\$ 1,940,326	\$ 1,874,178	\$ 1,874,178	\$ 1,874,178
Salary and Benefits	1,465,982	1,509,533	1,610,214	1,610,214	1,610,214
Services and Supplies	927,219	884,901	950,107	950,107	950,107
**Gross Expenditures	\$ 2,393,201	\$ 2,394,434	\$ 2,560,321	\$ 2,560,321	\$ 2,560,321
General Fund Support (G.F.S.)	<u>\$ 395,947</u>	<u>\$ 454,108</u>	<u>\$ 686,143</u>	<u>\$ 686,143</u>	<u>\$ 686,143</u>

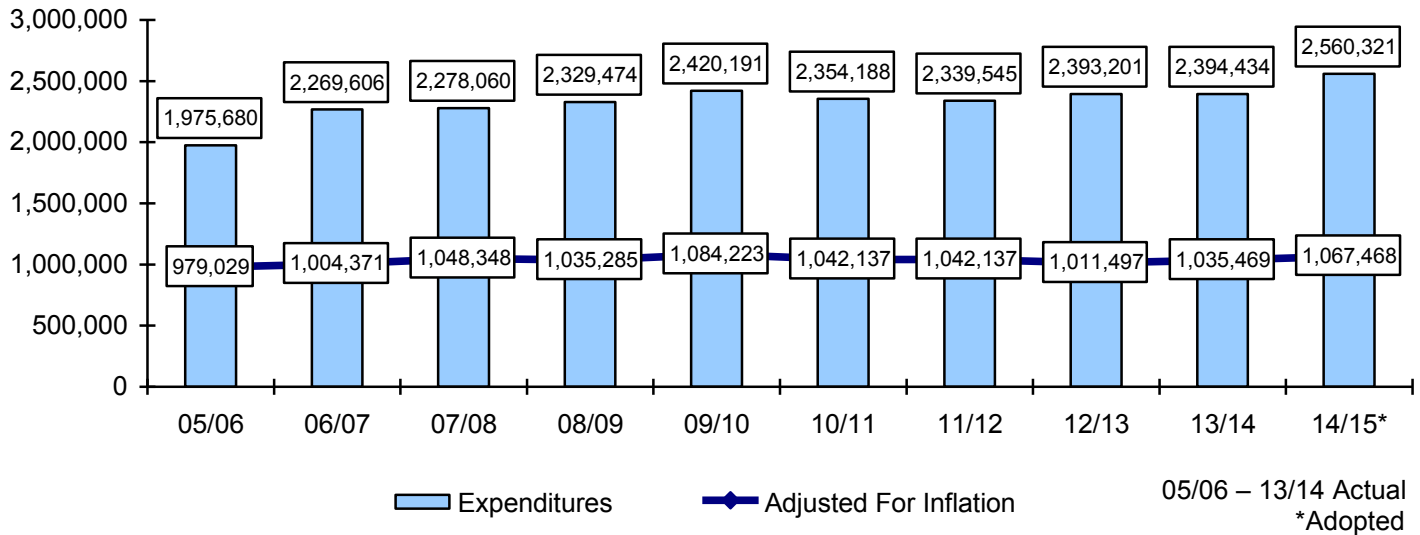
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Animal Services has a total expenditure level of \$2,560,321 and a total staffing level of 18.50 FTE to provide the following services:

Field Services

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

Total Expenditures: \$1,252,649 Total Staffing (FTE): 6.80

Humane Education

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

Total Expenditures: \$17,333 Total Staffing (FTE): 0.20

Shelter Operations

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

Total Expenditures: \$1,290,339 Total Staffing (FTE): 11.50

DEPARTMENT COMMENTS

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

During FY 2012-13, Animal Services experienced a modest decrease in the total number of animals brought into the shelter. The most notable factor contributing to this decrease is an 18% reduction in the number of cats impounded when compared to FY 2011-12. This marks a return to a more traditional level of intake, a trend which seems to be replicated in other areas of the state. This is generally attributed to the favorable influences of a recovering economy and its effects in stabilizing the personal finances of pet owners which in turn improves their ability to exercise responsible pet-ownership practices.

FY 2013-14 Accomplishments

- Continued to provide strong customer service and satisfaction as indicated by 96% favorable responses in broad-based sampling of citizens with Animal Services contact.
- Maintained a high live animal outcome rate for animals impounded at the County Animal Shelter (dogs = 90%, cats = 72 %).
- Initiated the development of collaborative relationships and networking with key animal welfare organizations throughout San Luis Obispo County.

FY 2014-15 Objectives

- Maintain high customer service satisfaction ratings.
- Maintain a high live animal outcome rate.
- Review and update county animal care and control codes to resolve current gaps and deficiencies, provide improved clarity, and address current animal welfare issues.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Overall, expenditures are recommended to increase \$83,273 or 3%, revenues are recommended to decrease \$115,098 or 5% and the level of General Fund support for Animal Services is recommended to increase \$198,371 or 40% compared to the FY 2013-14 adopted budget.

The reason for the significant increase in General Fund support is the drop in revenue primarily from an almost \$141,000 or 18% decrease animal licensing fees combined with increases in expenditures in both the salary and benefits and the services and supplies accounts. Per the terms of the agreement the County has with the seven incorporated cities for animal sheltering and regulation services, increases or decreases in net costs are shared proportionally. However, the revenue from charges to the cities is increasing \$44,616 or 5%; a much smaller proportional increase than the increase to the General Fund. This imbalance is due to an error in the calculation of the cities' share of costs for FY 2013-14. In essence, the cities paid more than their share and the County paid less than its share of costs in FY 2013-14. This error was not detected until the charges for FY 2014-15 were calculated. This situation has been corrected for the FY 2014-15 budget, resulting in the County picking up a higher share of the expenditures in FY 2014-15.

As noted above, the most significant decrease in revenue is from animal licensing fees. In addition there is an almost \$42,000 or 57% decrease in revenue from miscellaneous permits. Revenue from other sources such as animal placement fees are increasing in smaller dollar amounts. These increases, combined with the increase in charges to the cities, are insufficient to offset the reduction in animal licensing and miscellaneous permit fee revenue.

Salary and benefits accounts are increasing \$29,550 or 1% reflecting slight increases in compensation and benefit levels recently approved by the Board of Supervisors. There is an overall increase in expenditures in the services and supplies accounts of \$53,723 or 5% primarily due to a \$29,390 or 60% increase in household goods to more accurately reflect the current level of expenditure for shelter cleaning supplies, a \$10,325 or 155% increase in Significant Value Purchases for the purchase of durable laptops for the Animal Control Officers to use while out in the field as well as replacement computers for the office, and a \$9,738 or 229% increase in the insurance charge. Other expenditure accounts are increasing or decreasing by smaller amounts.

There were no changes requested to the Animal Services Position Allocation List. The budget is recommended as requested and therefore no service level impacts are anticipated for FY 2014-15.

BOARD ADOPTED CHANGES

None.

GOALS AND PERFORMANCE MEASURES

Department Goal: Promote the health, safety, and welfare of domestic animals and of the general public.						
Communitywide Result Link: <input checked="" type="checkbox"/> Safe <input checked="" type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community						
1. Performance Measure: Average response time to priority service calls.						
09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
New Measure	23 minutes	20 minutes	22 minutes	20 minutes	18 minutes	20 minutes
<p>What: This measure tracks the average amount of time in minutes between when a priority service call (e.g. loose aggressive animals, injured/ill animals at large, law enforcement assistance, etc.) is dispatched to an officer and their arrival on scene. Priority calls are defined as those involving immediate danger or risk to a person (Priority 1), immediate risk or suffering of an animal (Priority 2), and other calls of a general urgency such as assistance requests from other public safety agencies (Priority 3).</p> <p>Why: Animal Services' average response time to priority service calls is a direct measurement of our ability to promptly address critical situations in which animals present a threat to the public safety or in which domestic animals are in immediate need of assistance.</p> <p>How are we doing? The average response time of 18 minutes for 21 high priority calls from July 1st 2013 through June 30th 2014 exceeded favorably the adopted average response time of 20 minutes. The targeted priority call response time for FY 2014-15 is based upon an average of the past three fiscal years.</p>						
2. Performance Measure: Percentage of county-wide dog population that is licensed.						
09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
34%	33%	34%	37%	35%	39%	36%
<p>What: This measure compares the actual number of licensed dogs in the County of San Luis Obispo to the total dog population as projected from US Census data and the American Veterinary Medical Association pet ownership calculator.</p> <p>Why: Dog licensing is required by ordinance, protects the public by ensuring all licensed dogs are vaccinated for rabies, and helps reunite animals with their owners when lost. Revenue generated through licensing fees also helps offset costs incurred by the County and contracting cities as a result of having to provide services related to community-wide impacts of pet ownership.</p> <p>How are we doing? According to the National Animal Interest Alliance (NAIA) – “A Guide to Constructing Successful, Pet-friendly Ordinances” a licensure compliance rate of 30% is the number most often cited by animal control agencies as the high end of the license compliance curve. The percentage of dogs licensed throughout the county was 39% at the end of FY 2013-14 (24,344 licenses against a total calculated population of 62,093 dogs), exceeding the NAIA standard by 9%. The targeted license compliance rate for FY 2014-15 has been established based upon average values over the past three fiscal years.</p>						

3. Performance Measure: Live animal outcome rate.

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
New Measure	80%	81%	80%	80%	89%	83%

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

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

How are we doing? During FY 2013-14, the live outcome rate was 89% and was based on a total of 3,458 animals discharged, of which 3,069 were discharged alive from the shelter. More specifically, dogs experienced a live outcome rate of 94%, cats 84%, and other animals 82% during FY 2013-14. While FY 2013-14 results are significantly favorable compared to adopted levels for FY 2013-14, Animal Services is has adjusted the projected level for FY 2014-15 to 83% based on an average rate over the last four fiscal years.

For reference, the most recent live animal outcome rates (2010) published by AsilomarAccords.org are provided for the following California counties: Contra Costa – 57%, Santa Clara – 58%, Monterey – 41%.

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

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
79%	93%	88%	96%	100%	96%	100%

What: Animal Services distributes random quarterly mailings of customer service satisfaction surveys to approximately 300 members of the public having had contact with the Division's field services, shelter, or administrative operations. This rating reflects the number of respondents scoring their overall experience as being "satisfactory", "above satisfactory", or "excellent".

Why: It is our goal to consistently provide quality service to the county's citizens, promote public health and welfare, and ensure our facility is safe and clean. This survey assists Animal Services in identifying areas for improvement or those of particular success.

How are we doing? A total of 1,305 surveys were sent out during FY 2013-14. Of those surveyed, 151 responses have been received at the time of this report (July 22, 2014). Of those, 145 returned an overall score of satisfactory or above. Only 6 surveys were returned with an overall score below satisfactory.

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

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
\$7.04	\$8.57	\$9.10	\$10.63	\$10.17	\$13.67	\$8.41

What: This measure tracks the total kennel operation costs divided by total "animal kennel days of care".

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

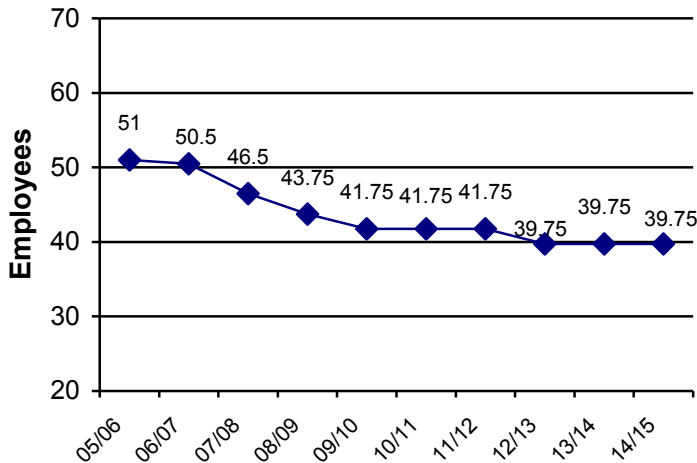
How are we doing? The division did see an increase in purchases for cleaning chemicals and supplies, along with some un-budgeted needed repairs to turf in the playards, replacing sinks and countertops in the kennels, and a slight increase in medical expenses which resulted in actuals of \$13.67 (\$862,904.95 / 63,138 days) for FY 2013-14. The division has updated the target for FY 2014-15 to reflect the budgeted amount of \$776,816 for kennel operation costs against an average of 92,399 kennel days (based on a 3yr average).

MISSION STATEMENT

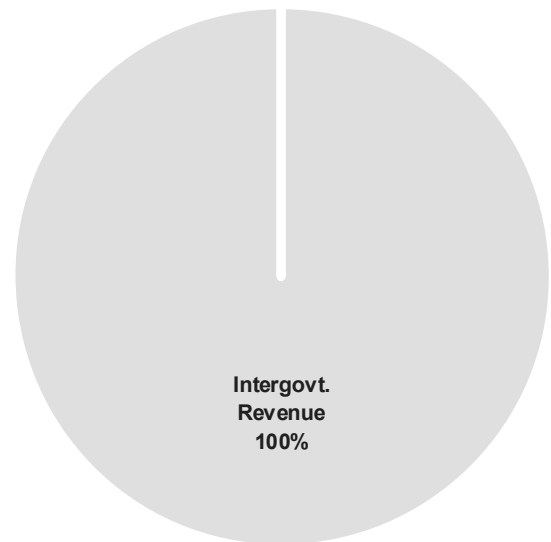
Enhance the well-being of children and the self-sufficiency of families by delivering professional child support establishment and enforcement services.

	2012-13	2013-14	2014-15	2014-15	2014-15
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Intergovernmental Revenue	\$ 4,455,208	\$ 4,330,252	\$ 4,591,427	\$ 4,591,427	\$ 4,591,427
Other Revenues	2,473	1,703	3,000	3,000	3,000
**Total Revenue	\$ 4,457,681	\$ 4,331,955	\$ 4,594,427	\$ 4,594,427	\$ 4,594,427
Salary and Benefits	3,487,345	3,381,439	3,644,302	3,644,302	3,644,302
Services and Supplies	970,340	950,513	950,125	950,125	950,125
**Gross Expenditures	\$ 4,457,685	\$ 4,331,952	\$ 4,594,427	\$ 4,594,427	\$ 4,594,427
General Fund Support (G.F.S.)	\$ 4	\$ (3)	\$ 0	\$ 0	\$ 0

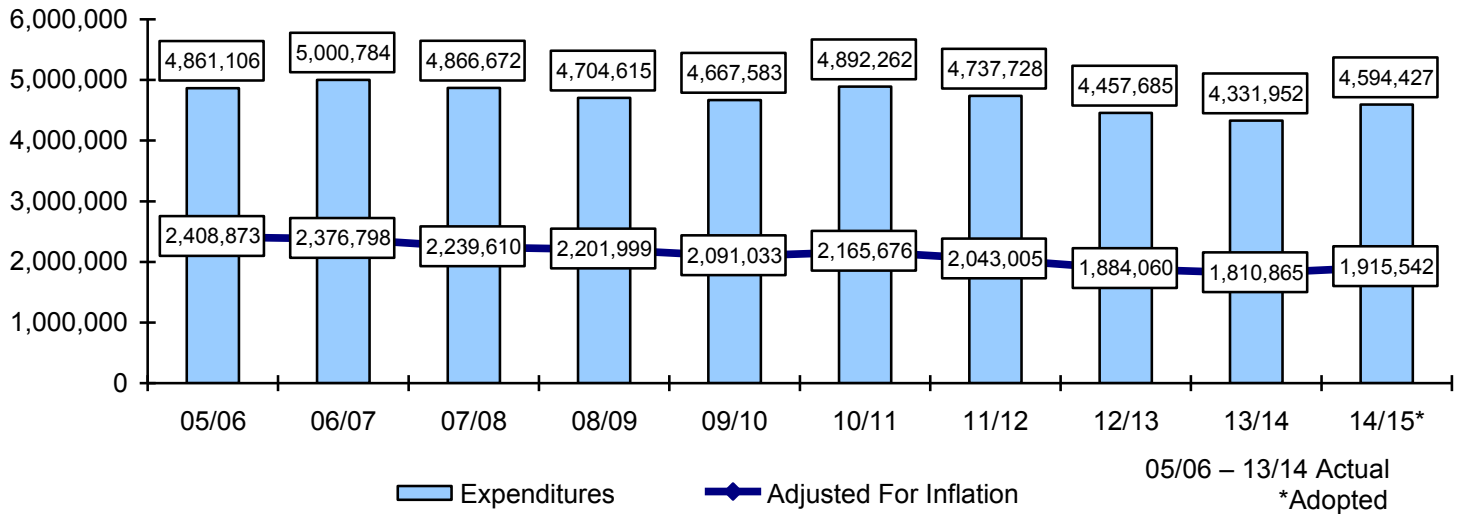
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Child Support Services has a total expenditure level of \$4,594,427 and a total staffing level of 39.75 FTE to provide the following services:

Child Support Assistance to Families

Ensure prompt establishment and enforcement of child and medical support for children who reside in our community or children whose non-custodial parent resides in the County. Open cases for child support applicants, interview case participants, conduct paternity investigations and establish paternity, establish child and medical support judgments, and enforce them to collect support.

Total Expenditures: \$4,594,427 Total Staffing (FTE): 39.75

DEPARTMENT COMMENTS

The primary function of the Department of Child Support Services (DCSS) is to ensure that children receive the support to which they are entitled. The department establishes paternity and court orders for child and medical support, and enforces court orders by collecting support from non-custodial parents. We primarily deal with civil legal matters involving child support establishment and enforcement functions. We also have a criminal enforcement unit, which prosecutes the most egregious offenders with criminal sanctions. We believe in a shared commitment to children, and that they need to be able to rely on their parents for support. Our goal is to manage our program efficiently and effectively. We encourage both parents to be involved in the lives of their children, and network with many intrastate and interstate agencies to ensure family strengthening networks are in place. We were the number one performing county Child Support Department in the State during the most recent Federal Fiscal Year, ending September 30, 2013.

A significant decrease to countywide overhead and energy efficient improvements will help us to maintain our reduced expenditures. The department will continue to focus on high level of support to staff and ensure service levels will not be impacted as a result of reductions to the department's operating costs.

Possible challenges the department may face in FY 2014-15 will be the unknown effects of Health Care Reform to caseload; the transition of a new director and assistant director, and, doing more with less through attrition and losing valuable knowledge from long-term staff. Caseload is at historically low levels owing to a reduction in applications, in large part due to fluctuations in the number of children living in our community. Based on California Department of Finance K-12 graded enrollment projections, DCSS projects that the school enrollment in our community will trend upward in the coming years, which should correlate to an increase in demand for child support services and an increase in caseload.

Following are some of the department's accomplishments for FY 2013-14, and specific objectives for FY 2014-15.

FY 2013-14 Accomplishments

- Established court orders for child and medical support for 97.4% of cases (a record high for the department) to ensure that families and children are able to receive the support to which they were entitled.
- Collected 77.8% of all current child support owed (a record high for the department). Support is primarily used for basic needs of food, clothing and shelter. Basis needs are essential for creating healthier and successful families and community.
- Collected past due child support for 79.5% of cases in which past due support is owed (a record high for the department).
- The department's cost to collection ratio improved significantly to \$3.24. The department was able to collect more support and reduce operating costs.
- Improved department performance by working on special projects that focused on collection of current and past due support, and court order establishment.

FY 2014-15 Objectives

- Establish court orders for child and medical support for 97.4% of cases, to create a legal basis for enforcing child and medical support obligations, so that families are better able to be self-sufficient.
- Collect 77.8% of all current child support owed, so that children receive the support that they are entitled to.
- Collect past due child support for 79.5% of cases in which past due support is owed. Collection of past due support can make the difference between a family living in their own home or living in a homeless shelter.
- Decrease cost to collection ratio to \$3.25 by collecting more support and reducing operating costs.
- Maintain performance by continued focus on collection of current and past due support, and court order establishment.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Child Support Services operates almost entirely on revenue from State and Federal sources. For several years, a minimal amount (\$14,620) of General Fund support has been recommended for this budget to offset some of the charges from the Sheriff's department for providing "service of process" (delivery of summons and complaints). In FY 2010-11, a budget augmentation request in the amount of \$56,254, to help fund the salary and benefits for 3.00 FTE Legal Clerks (matched with \$166,197 of State funds) was recommended and approved by Board, bringing the departments' level of General Fund support to \$70,874. In FY 2011-12, the department's level of General Fund support was reduced to \$36,510 due to the department's decreased use of a District Attorney Investigator position that is housed in the District Attorney's Office. In FY 2012-13 and FY 2013-14, the department did not receive any General Fund support, due to a minor reorganization of staff, which reduced expenditure levels.

In FY 2014-15, it is again recommended that the department not receive any General Fund support. State and Federal revenue levels are recommended to decrease \$81,689 or 1% due to a decrease in caseload. Salaries and Benefits are increasing by \$22,060 or less than 1% due to a wage and benefit contribution increase. Services and Supplies are decreasing by \$103,749 or 9% due to a decrease in Sheriff charges for service of process as a result of decreased workload, a decrease in countywide overhead, and a decrease in energy expenditures. To date, it does not appear that the department's reduced budget has posed any service level impacts. The department will continue to place a large focus on training and providing a high level of support to staff to ensure that service levels will not be impacted as a result of reductions to the department's operating costs.

BOARD ADOPTED CHANGES

None.

GOALS AND PERFORMANCE MEASURES

The San Luis Obispo County Department of Child Support Services is managed by the State Department of Child Support Services, which is under the umbrella of the Federal Office of Child Support Enforcement. Our performance measures are mandated by the State based on federal requirements and time-frames. The Federal Fiscal Year (FFY) for our reporting runs from October 1 through September 30 of each year. The Actual Result for FFY 13-14 will not be available until January or February 2015.

Department Goal: To ensure that children receive the support benefits they are entitled to as quickly as possible.						
Communitywide Result Link: <input type="checkbox"/> Safe <input checked="" type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community						
1. Performance Measure: Percentage of child support cases with a court order for child support.						
09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
94.3%	94.7%	95.3%	97.4%	96.0%	Not available until early 2015	97.4%
What: Support orders are the legal documents which establish child and medical support. This performance measure calculates the percentage of cases in our caseload with an established court order for child support.						
Why: Establishment of support orders creates the legal basis to enforce obligations for child and medical support. The more court orders established, the more children receive the support to which they are entitled, and the less public aid they are required to rely on.						
How are we doing? In FFY 2012-13, 97.4% (3,815 of 3,917) of our cases had a court order for support. This performance represents a record high for the department. San Luis Obispo County ranked 1 st in percent of child support cases with court orders when compared to other local child support agencies. The statewide average is 89%. The Actual Results for FFY 2012-13 is higher than we projected because we reorganized our Court Order Establishment Unit to be more specialized as previously discussed. Our Projection for FFY 2013-14 is consistent with our Actual Results for FFY 2012-13. Actual Results for FFY 2013-14 will not be available until early 2015.						
Department Goal: To improve the standard of living for families we serve by ensuring a high percentage of current child support collections.						
Communitywide Result Link: <input type="checkbox"/> Safe <input checked="" type="checkbox"/> Healthy <input type="checkbox"/> Livable <input checked="" type="checkbox"/> Prosperous <input type="checkbox"/> Well-Governed Community						
2. Performance Measure: Percentage of current support collected.						
09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
70%	71.3%	75.2%	77.8%	75.5%	Not available until early 2015	77.8%
What: The total current support collected during the course of the year as compared to the total amount of current support owed during the course of the year. Current support refers to the total dollar amount of the monthly child support obligation enforced by our department.						
Why: So that families and children receive the financial support to which they are legally entitled.						
How are we doing? In FFY 2012-13, the department collected 77.8% (\$8,382,362 of \$10,774,244) of current support owed. This performance represents a record high for the department. San Luis Obispo County ranked 1 st in percentage of current support collected when compared to other local child support agencies. The statewide average is 63.3%. Distributed collections for FFY 2012-13 increased when compared to the prior year by \$308,968. Our Projection for FFY 2013-14 is consistent with our Actual Results for FFY 2012-13. Actual Results for FFY 2013-14 will not be available until early 2015.						

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

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
71.6%	74%	77.1%	79.5%	77%	Not available until early 2015	79.5%

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

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

How are we doing? In FFY 2012-13, payment of past due support was collected in 79.5% (3,114 of 3,917) of cases in which past due support was owed. This performance represents a record high for the department. San Luis Obispo County ranked 1st in collection of payment for past due support when compared to other local child support agencies. The statewide average is 65.1%. We are using a delinquent auto phone dialer to call non-custodial parents who are delinquent with support, and we continue to employ a retired Family Support Officer as temporary help to work special projects aimed at improving performance. Our projection for FFY 2013-14 is consistent with our Actual Results for FFY 2012-13. Actual Results for FFY 2013-14 will not be available until early 2015.

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

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
\$3.10	\$2.84	\$3.01	\$3.24	\$3.10	Not available until early 2015	\$3.25

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

Why: To ensure that the cost collection ratio is reasonable as compared to other counties within the state.

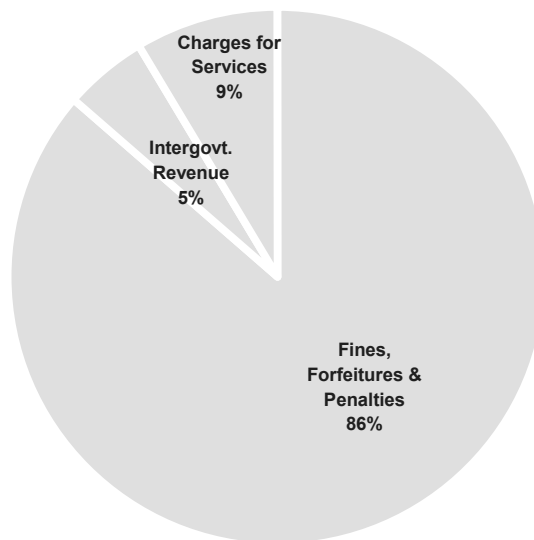
How are we doing? Our cost effectiveness has improved significantly in FFY 2012-13 as compared to FY 2011-12, with actual results increasing from \$3.01 collected per \$1.00 of total expenditure to \$3.24, an 8% improvement. The statewide average for FFY 2012-13 was \$2.54. We believe that our FFY 2012-13 target was exceeded due to our collections increasing more than expected, while our expenditures decreased. Our projection for FFY 2013-14 is consistent with our Actual Results for FFY 2012-13. Actual Results for FFY 2013-14 will not be available until early 2015.

PURPOSE

The purpose of this budget unit is to appropriate funding needed to meet the County's financial maintenance of effort obligations for trial court funding and for Court-related operations that are not a Court obligation.

	2012-13	2013-14	2014-15	2014-15	2014-15
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Fines, Forfeitures and Penalties	\$ 2,382,912	\$ 2,034,446	\$ 2,486,000	\$ 2,486,000	\$ 2,486,000
Intergovernmental Revenue	0	61,321	142,959	142,959	142,959
Charges for Current Services	299,188	185,855	252,000	252,000	252,000
Other Revenues	0	508	0	0	0
**Total Revenue	\$ 2,682,100	\$ 2,282,130	\$ 2,880,959	\$ 2,880,959	\$ 2,880,959
Services and Supplies	136,926	0	0	0	0
Other Charges	2,284,014	2,411,401	2,426,973	2,426,973	2,426,973
**Gross Expenditures	\$ 2,420,940	\$ 2,411,401	\$ 2,426,973	\$ 2,426,973	\$ 2,426,973
General Fund Support (G.F.S.)	\$ (261,160)	\$ 129,271	\$ (453,986)	\$ (453,986)	\$ (453,986)

Source of Funds



SERVICE PROGRAMS

Contributions to Court Operations has a total expenditure level \$2,426,973 to provide the following services. No staff are allocated to this budget.

Courts

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

Total Expenditures: \$2,426,973 Total Staffing (FTE): 0.00

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

This budget funds the continuing County obligations to the California Superior Court. In the late 1990s, the State passed the Trial Court Funding Act. This legislation revised the financial and operational relationships between counties and courts by shifting the overall responsibility for court operations to the California State Judicial Council. The financial arrangement that resulted from the Trial Court Funding Act established a Maintenance of Effort (MOE) expense that requires the County to pay a specified amount to the State of California, based on a formula, to support Court Operations.

The two main expenditure items in this budget are the State mandated MOE amount of \$1,754,132, and the county facility charge of \$529,882. These amounts are fixed and do not change from year to year. Before FY 2009-10, the only expenditure in this budget was for the mandated County MOE payment to the State. Beginning in FY 2009-10, expenditures for annual Court Facility Payments were added. These payments are made to the State Administrative Office of the Courts pursuant to the terms of the court transfer agreements finalized in 2009. In return for these payments, the County is no longer responsible for the cost of maintaining Court facilities or their related utility expenses.

Revenue received in this budget exceeds expenditures each year, resulting in a net contribution to the General Fund. The estimated contribution for FY 2014-15 is \$453,986, an increase of \$17,600 or 3% over the amount in the FY 2013-14 adopted budget.

Services and supplies expense is budgeted to increase \$142,959 or 6% FY 2014-15 due to the addition of a Board approved contract with the Superior Court for two legal process clerks to process cases directly related to 2011 Public Safety Realignment.

Revenues from fees, fines and penalties are estimated based on prior year actuals and are set at conservative levels. Revenue that is actually received is dependent on the mix of cases heard by the Courts and judicial decisions to waive any or all fees, fines and penalties. Overall, revenue is budgeted to increase \$125,359 or 4%. This is mainly due to the addition of \$142,595 in 2011 Public Safety Realignment revenue to offset the expense from the contract with the Court for legal process clerks. Without this increase overall revenue would decline \$17,600 or less than 1%. This is primarily due to declining revenue from County Motor Vehicle/Criminal Fines, which is down \$60,000 or 6%. However, most of this loss is offset by increases in other revenue accounts.

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

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

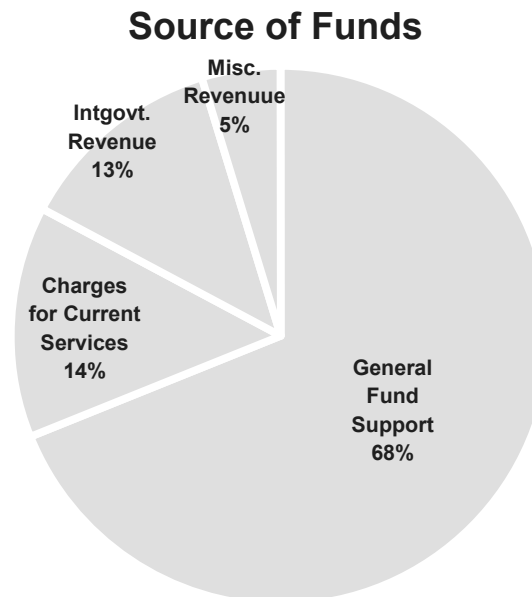
BOARD ADOPTED CHANGES

None.

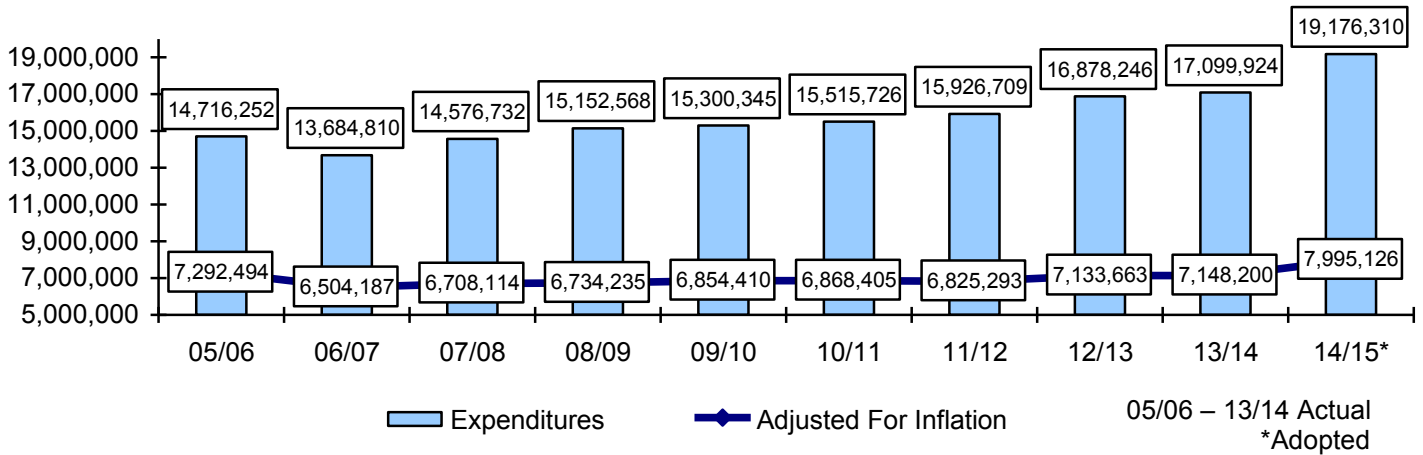
MISSION STATEMENT

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

<u>Financial Summary</u>	2012-13 <u>Actual</u>	2013-14 <u>Actual</u>	2014-15 <u>Requested</u>	2014-15 <u>Recommended</u>	2014-15 <u>Adopted</u>
Licenses and Permits	\$ 256,992	\$ 341,087	\$ 266,910	\$ 266,910	\$ 266,910
Intergovernmental Revenue	2,728,101	2,794,457	2,647,112	2,647,112	2,647,112
Charges for Current Services	2,543,171	2,642,137	2,753,603	2,789,483	2,789,483
Other Revenues	96,443	151,062	87,000	87,000	87,000
Interfund	<u>506,973</u>	<u>506,642</u>	<u>520,627</u>	<u>530,106</u>	<u>530,106</u>
**Total Revenue	\$ 6,131,680	\$ 6,435,385	\$ 6,275,252	\$ 6,320,611	\$ 6,320,611
Services and Supplies	16,385,915	16,540,549	17,933,482	18,166,872	18,166,872
Fixed Assets	<u>492,331</u>	<u>559,375</u>	<u>1,539,081</u>	<u>1,009,438</u>	<u>1,009,438</u>
**Gross Expenditures	\$ 16,878,246	\$ 17,099,924	\$ 19,472,563	\$ 19,176,310	\$ 19,176,310
General Fund Support (G.F.S.)	<u>\$ 10,746,566</u>	<u>\$ 10,664,539</u>	<u>\$ 13,197,311</u>	<u>\$ 12,855,699</u>	<u>\$ 12,855,699</u>



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

County Fire has a total expenditure level of \$19,176,310 and a total staffing level of 0.00 FTE to provide the following services. Note that County Fire service is provided through a contract with CAL FIRE, the State fire service. The staffing (FTE) indicated below is provided through that contract and therefore does not represent County staff. For this reason, no staff positions are shown for County Fire on the County’s Position Allocation List (PAL).

Responding to Emergencies

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

Total Expenditures: \$15,270,297 Total Staffing (FTE): 0.00

Preparation for Emergencies

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

Total Expenditures: \$1,402,990 Total Staffing (FTE): 0.00

Preventing Emergencies

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

Total Expenditures: \$861,756 Total Staffing (FTE): 0.00

Managing the Department

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

Total Expenditures: \$1,641,267 Total Staffing (FTE): 0.00

DEPARTMENT COMMENTS

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

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

FY 2013-14 Accomplishments

- Increased percentage of completed commercial building pre-fire plans.
- Increased County areas covered by pre-fire plans and completed final tsunami plans.
- Secured additional grant funding to offset operating costs and improve customer service.
- Re-directed department resources to improve efficiency and cost-effectiveness of operations, based on the Fire Service Level Analysis.
- Continued to enforce fire ordinances to reduce fire-related deaths and property losses.
- Utilized Homeland Security Grant funding to improve technical and operational capabilities of the department.
- Pursued additional employee development opportunities.
- Implemented next phase of CAD to CAD Mobile Data Computing (MDC) system with rollout of two-way data communications capabilities.
- Improved response capabilities throughout the County, with the conversion of a rescue vehicle for off-highway use.
- Addressed issues with declining volunteer Paid Call Firefighter (PCF) numbers, recruiting where possible and seeking alternatives elsewhere.
- Continued site improvements at the Fire Training Drill Grounds at Camp San Luis Obispo.
- Continued efforts leading towards construction of a new County Fire Headquarters facility.
- Continued to work with the County Sheriff to advance the co-located Emergency Dispatch Center project to the design phase.
- Reorganized support staff to improve management of County resources.
- Improved vehicle maintenance tracking and record-keeping.

FY 2014-15 Objectives

- Formalize the tracking of completed commercial building pre-fire plans.
- Link pre-fire plans to mobile computers in fire engines.
- Continue to increase county areas covered by pre-fire and evacuation plans.
- Pursue additional grant funding to offset operating costs and improve customer service.
- Continue re-directing department resources to improve efficiency and cost-effectiveness of operations, based on the Fire Service Level Analysis.
- Continue to enforce fire ordinances to reduce fire-related deaths and property losses.
- Utilize Homeland Security Grant funding to improve technical and operational capabilities of the department.
- Pursue additional employee development opportunities.
- Continue rollout and enhancements of CAD to CAD Mobile Data Computing (MDC) system.
- Continue site improvements at the new Fire Training Drill Grounds at Camp San Luis Obispo.
- Continue efforts leading towards construction of a new County Fire Headquarters facility funded by the State.
- Work with the County Sheriff to advance the co-located Emergency Dispatch Center to begin site evaluation and preconstruction designs.
- Improve inventory management processes through automation.
- Explore automation of vehicle maintenance tracking and record-keeping.
- Provide training and equipment for our firefighters for Active Shooter incidents.
- Work on Lessons Learned from Fukushima.

COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

In FY 2014-15 County Fire’s General Fund support is budgeted to decrease \$398,331 or 3% compared to the adopted FY 2013-14 budget. The decrease in General Fund support is mainly the result of an increase in budgeted revenue. Services and supplies expenditures are budgeted to increase roughly \$600,000 due to increases in the cost of the contract with Cal Fire, but the increase is offset by equivalent reductions in budgeted expenditures for fixed assets.

Although expenditures for vehicle replacements appears in County Fire’s budget as a General Fund expense, it is actually offset elsewhere in the County’s budget by a reduction in the General Fund designation established for replacement of fire vehicles. In FY 2014-15, the total recommended expense for vehicle replacement is \$1.2 million. The County Fire budget also includes \$601,901 of expense to support full time staffing of Fire Station 42 – Carrizo Plain which has been temporarily added during the construction phase of the two large-scale solar projects being built in California Valley. Although this expense appears in County Fire’s budget as a General Fund expense, it is actually offset by sales tax revenue budgeted to be received from the two solar projects in Fund Center 101 – Non-Departmental Revenues.

As these two expense categories (vehicle replacement and temporary Station 42 staffing) are offset by funding sources not shown in County Fire’s budget, it is necessary to exclude them from the total FY 2014-15 expense amount to see the actual change in General Fund support compared to the FY 2013-14 adopted budget. Table 1, below, shows the adjustment to expense in line “C” and the adjusted expense total in line “D.” The resulting General Fund support amount for FY 2014-15 is an increase of \$425,129 or 4% over the prior year, as shown in line “E.”

Table 1. Adjustment to General Fund Total

	Adopted	Recommended	Increase/Decrease	
	FY 2013-14	FY 2014-15	Dollar	Pct
A) Revenue Total	(5,913,889)	(6,320,611)	(406,722)	6
B) Expense Total	19,167,919	19,176,310	8,391	0
C) Expense Adjustment	(2,664,175)	(1,840,714)	823,461	(31)
D) Adjusted Expense Total	16,503,744	17,335,596	831,851	5
E) Adjusted GF Total	10,589,855	11,014,985	425,129	4

The increase in General Fund support for FY 2014-15 shown in line “D” is primarily due to an increase in the County’s contract with CAL FIRE, which is partially offset by an increase in overall revenue. The General Fund portion of the County’s contract with CAL FIRE is recommended to increase \$657,654 or 5.7% over the prior year. Roughly 40% of this increase is due to salary savings budgeted in the prior year that are not being carried forward into FY 2014-15. Another 40% the increase is the result of increases in the State contract rate for benefits and a smaller increase in the contract rate for administration. The remaining 20% is due to the inclusion of a position that was inadvertently left out of the budget in the prior year.

An additional \$183,046 of General Fund expense is recommended to be added to these contract increases to fund three additional half-time fire fighters at Station 51 – Shandon (see Budget Augmentation Requests Recommended, below). The total recommended contract cost for FY 2014-15 is \$15,671,698. Of this amount, \$2.3 million is associated with fire service provided to the communities of Los Osos and Avila Beach, dispatch services for these communities and other additional jurisdictions, the County Airport, and a contract with one of the solar project firms to provide paramedic services during construction. These expenses are offset by revenue received in this budget.

Revenue is recommended to increase \$406,722 or 6%. Approximately half of the increase is due to an increase in Prop 172 revenue, the ½ cent State sales tax for public safety, which is budgeted to increase \$197,602 or 8% over the FY 2013-14 adopted amount. The remainder is made up of increases in Federal emergency management grant funding, plan check fees, and reimbursement revenue from the County Airport and outside agencies for fire services provided through the County's contract with CAL FIRE.

Vehicle Replacement Expense

As noted above, the recommended budget includes expense for the replacement of fire vehicles totaling \$1.2 million. This includes one fire engine, two command vehicles, a utility vehicle, and a water tender. Funding for these purchases is provided by General Fund dollars canceled from the County Fire Vehicle Replacement designation. Funding for the Fire Vehicle Replacement designation is added each year based on a 30-year replacement schedule. The Fire Vehicle Replacement Schedule was established to enable smoothing of the annual General Fund contribution to the replacement of County Fire vehicles. The goal is to avoid wide fluctuations in the amount of General Fund contributed for fire vehicle replacement, which in past years had often been based on the availability of resources in a particular budget year. Based on the replacement schedule, new General Fund dollars added to the designation each year are now a consistent annual amount of just over \$1 million. In addition to the smoothing of the General Fund impact from fire vehicle replacements, the schedule also helps limit the possibility that the County might defer replacement of Fire vehicles past their useful lives.

Temporary Full-Time Staffing of Station 42 – Carrizo Plain

As noted above, the County Fire budget also includes \$601,901 of expense in FY 2014-15 to support full time staffing of Fire Station 42 – Carrizo Plain. (This is separate from the contract for paramedic services under a contract funded by one of the solar project developers at their request). Staffing at Station 42 has been temporarily increased during the construction of the two large-scale solar projects being built in California Valley and is expected to be reduced to pre-construction levels after construction is completed. The Board of Supervisors approved the addition of these resources on March 6, 2012 (item #18). Offsetting revenue for the additional staffing (not including paramedic expense) has been budgeted in FC 101 – Non-Departmental Revenue to offset this expense based on the sales tax that will be received from these two projects.

BOARD ADOPTED CHANGES

None.

BUDGET AUGMENTATION REQUESTS ADOPTED

Unit Amount	Description	Results
Gross: \$183,046	Augment Winter Staffing at Station 51 - Shandon	During non-fire season, a third firefighter will respond to all incidents assigned to Station 51 - Shandon, even when no Paid-Call Firefighters (volunteers) are available.
General Fund support: \$183,046	Add three limited term Firefighter-II positions during the six-month non-fire season each year (equivalent to 1.50 FTE) to the County's fire service contract with CAL FIRE.	
	This will ensure a third firefighter responds to all incidents during non-fire season, even when no Paid-Call Firefighters (volunteers) are available. (Shandon is fully staffed during fire season at State expense.)	

BUDGET AUGMENTATION REQUESTS NOT ADOPTED

Unit Amount	Description	Results
Gross: \$206,245 General Fund support: \$206,245	Augment Year-Round Staffing at Station 50 – Creston	Save the County \$75,000 in overtime costs during FY 2014-15 and in future years; improve the department's ability to arrive at the scene of an emergency incident with enough equipment and firefighters to adequately mitigate the emergency; reduce the amount of time it takes to respond to incidents, by increasing the availability of firefighters County-wide.
Gross: \$166,628 General Fund support: \$65,699 Other funding: \$41,657 (reimbursement revenue), \$59,272 (overtime savings)	Add Fire and Arson Investigator/Public Information Officer	Increase the number of fire investigations, take legal action against those found responsible, and recover costs of fighting fires.
Gross: \$183,046 General Fund support: \$183,046	Augment Winter Staffing at Station 10 - Cambria	During non-fire season, a third firefighter would respond to all incidents assigned to Station 10 - Cambria, even when no Paid-Call Firefighters (volunteers) are available.
Gross: \$113,891 General Fund support: \$56,691 Other funding: \$41,657 (reimbursement revenue), \$57,200 (overtime savings)	Add 1.00 FTE Department Automation Specialist	Utilize employees for their primary fire-related duties; save \$57,200 in overtime costs during FY 2014-15 and in future years; reduce fire activity and increase public safety through continued rollout of Mobile Data Computing and other essential IT program.
Gross: \$235,167 General Fund support: \$135,167 Other funding: \$100,000 (Federal emergency planning grants; State nuclear power plant planning funds)	Add Emergency Planning Division Chief	Meet the increasing emergency planning workload, without sacrificing the day-to-day duties of the department's chief officers; ensure the department stays abreast of the latest developments in emergency planning, and the impacts of those developments on the County; facilitate the cooperative emergency planning process, working closely with Federal, State and local agencies, as well as with businesses and non-profit organizations; improve management of emergency planning-related grants and other funding streams, to ensure compliance with complex and challenging grant administrative requirements; leverage the County's investment in emergency planning by seeking out and obtaining new sources of funding.

GOALS AND PERFORMANCE MEASURES

Department Goal: Quickly respond to calls for help, in order to begin providing assistance as rapidly as possible.						
Communitywide Result Link: <input checked="" type="checkbox"/> Safe <input checked="" type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input type="checkbox"/> Well-Governed Community						
1. Performance Measure: Average time elapsed from receiving a request for assistance until the <u>first</u> unit arrives on scene:						
(a) To calls in areas designated Urban.				This is a new performance measure based on recommendations from the 2012 Service Level Analysis.		
(b) To calls in areas designated Suburban.						
(c) To calls in areas designated Rural.						
(d) To calls in areas designated Remote.						
(e) To calls in areas designated Undeveloped.						
09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
New Performance Measure FY 13-14	New Performance Measure FY 13-14	New Performance Measure FY 13-14	Not in place during FY 12-13	(a) 7 min/90% (b) 8 min/90% (c) 15 min/85% (d) 20 min/80% (e) 30 min/75%	Data Not Available	(a) 7 min/90% (b) 8 min/90% (c) 15 min/85% (d) 20 min/80% (e) 30 min/75%
What: This measure evaluates the Department's ability to provide assistance within acceptable timeframes.						
Why: Research has shown that the longer it takes emergency responders to arrive at the scene of an emergency, the less successful they will be in rendering aid, saving lives, and protecting property and the environment.						
How are we doing? FY 2013-14 was the first year during which data was analyzed according to this performance measure, which is based on the community demographic for the location of the call. Response times were previously analyzed according to the staffing level at the responding station. Success for these performance measures are based on meeting or exceeding the performance time target, on a percentage of calls equal to or greater than the percentage target. For example, success on measure (a), for calls in areas designated Urban, would be first units arriving within seven minutes or less, on 90% or more of calls. Response times are tracked and reported on a calendar year (CY) basis, for the calendar year ending during the fiscal year (FY) reported. FY 2013-14 results, therefore, are from CY 2013, and are reported during the FY 2014-15 budget process.						
<i>NOTE: Data is not available for this performance measure. Analysis of response times under this new measure involves a process called geo-locating, which determines the exact location of the incident and plots that information on a map. The data is then linked to the community demographic for that location, which allows each call to be classified by community demographic, and average response times calculated accordingly. For the past year, the department has been reviewing existing community demographic data sets, and has been unable to locate one which meets our needs, and several attempts to work with this data have failed. The department continues to research data options, and is working with other County departments to ensure the data will be compatible with County-wide data standards. At this time we anticipate having a solution in place, and being able to report year-end data on this performance measure by the end of FY 14-15.</i>						
Ongoing strategies employed to reduce response times include improving dispatch procedures and technology, reviewing and updating maps used for dispatch, fine-tuning details of response plans, and improving communications between responders and dispatchers.						
The performance targets listed above are consistent with existing response time standards adopted on state and national levels, and are consistent with County policy recommendations. Additional information on performance standards, and details on the community demographic for all areas of the County, can be found in the department's 2012 Service Level Analysis, which is available at www.calfireslo.org .						
2. Performance Measure: Average time elapsed from receiving a request for assistance until <u>the balance of the first alarm</u> arrives on scene:						
(a) To calls in areas designated Urban.				This is a new performance measure based on recommendations from the 2012 Service Level Analysis.		
(b) To calls in areas designated Suburban.						
(c) To calls in areas designated Rural.						
(d) To calls in areas designated Remote.						
(e) To calls in areas designated Undeveloped.						
09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
New Performance Measure FY 13-14	New Performance Measure FY 13-14	New Performance Measure FY 13-14	Not in place during FY 12-13	(a) 11 min/90% (b) 13 min/90% (c) 18 min/85% (d) 28 min/80% (e) 45 min/75%	Data Not Available	(a) 11 min/90% (b) 13 min/90% (c) 18 min/85% (d) 28 min/80% (e) 45 min/75%

What: This measure evaluates the Department's ability to provide assistance within acceptable timeframes.

Why: Research has shown that the longer it takes emergency responders to arrive at the scene of an emergency, the less successful they will be in rendering aid, saving lives, and protecting property and the environment.

How are we doing? FY 2013-14 was the first year during which data was analyzed according to this performance measure, which is based on the community demographic for the location of the call. Response times were previously analyzed according to the staffing level at the responding station. Success for these performance measures were based on meeting or exceeding the performance time target, on a percentage of calls equal to or greater than the percentage target. For example, success on measure (a), for calls in areas designated Urban, would be other responding units (the balance of the first alarm) arriving within eleven minutes or less, on 90% or more of calls. Response times are tracked and reported on a calendar year (CY) basis, for the calendar year ending during the fiscal year (FY) reported. FY 2013-14 results, therefore, are from CY 2013, and are reported during the FY 2014-15 budget process.

NOTE: Data is not available for this performance measure. Analysis of response times under this new measure involves a process called geo-locating, which determines the exact location of the incident and plots that information on a map. The data is then linked to the community demographic for that location, which allows each call to be classified by community demographic, and average response times calculated accordingly. For the past year, the department has been reviewing existing community demographic data sets, and has been unable to locate one which meets our needs, and several attempts to work with this data have failed. The department continues to research data options, and is working with other County departments to ensure the data will be compatible with County-wide data standards. At this time we anticipate having a solution in place, and being able to report year-end data on this performance measure by the end of FY 14-15.

Ongoing strategies employed to reduce response times include improving dispatch procedures and technology, reviewing and updating maps used for dispatch, fine-tuning details of response plans, and improving communications between responders and dispatchers.

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

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

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

3. Performance Measure: Average dollar value, per thousand population, of all property damaged or destroyed by fire in the area protected by the department over a period of five years.

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
\$28,250	\$30,968	\$30,930	\$28,845	No more than \$30,000	\$28,901	No more than \$30,000

What: This measure evaluates the Department's ability to protect property, one of its primary missions.

Why: Reducing property losses from fires enhances the safety and health of the community.

How are we doing? Property losses in FY 2012-13 and FY 2013-14 have declined compared to prior years. The department's success with this measure is attributed to a number of ongoing programs, including public education, improved fire codes and code enforcement activities, fire inspections and development plan reviews, and efforts to reduce fire hazards in order to prevent fires. Success in this measure can also be attributed to the Department's ability to quickly respond to fires, as noted in measures #1 and #2 above.

Total dollar value, per thousand population, of all property damaged or destroyed by fire in the area protected by the department for FY 2013-14, was \$28,901. Property losses are tracked and reported on a calendar year (CY) basis, for the calendar year ending during the fiscal year (FY) reported. FY 2013-14 results, therefore, are from CY 2013. Each result shown is the mean dollar value of those losses (over the five year period ending with that CY). In order to compare results to nationwide data, our numbers are then converted to a number per thousand population. The five-year average of the total value divided by per thousand population for FY 2013-14 is \$28,901. Since our projected goal was met, our target for FY 2014-15 remains the same.

This number represents a decrease of 6.7% compared to FY 2011-12, and is consistent with FY 2012-13. Fire loss details for the year included: vegetation fires \$200,500; vehicle fires \$549,470; structure fires \$1,381,010; total fire losses \$2,130,980. Nationwide fire-related property losses totaled \$12.4 billion in 2012, or \$38,831 per thousand population. The department's performance remains well below nationwide losses, as it has for several years.

Calculations are based on records maintained by the department's Fire Prevention Bureau and the National Fire Protection Administration. Population numbers used are for County Fire jurisdictions only.

4. Performance Measure: Average number of deaths, per ten thousand population, from fire-related causes within the area protected by the department over a period of five years.

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
0.132	0.129	0.840	0.065	0	.044	0

What: This measure evaluates the Department's ability to protect lives, one of its primary missions.

Why: Reducing deaths caused by fires enhances the safety and health of the community.

How are we doing? Our target for this performance measure will always be zero deaths per year. Sadly, this target is rarely achieved, and we find ourselves trying to get as close to zero as possible.

Fire related deaths are tracked and reported on a calendar year (CY) basis, for the calendar year ending during the fiscal year (FY) reported. FY 2013-14 results, therefore, are from CY 2013. Each result shown is the mean number of deaths over the five year period ending with that CY. In order to compare results to nationwide data, our numbers are then converted to a number per ten thousand population. The five-year average of deaths divided by per thousand population for FY 2013-14 is 0.044. This number represents a decrease of 32.3% compared to FY 2012-13. While this performance measure utilizes a five-year rolling average, it is worth noting that in both FY 2012-13 and FY 2013-14, there were zero fire-related deaths in areas served by the department.

The department's efforts to reduce fire-related deaths include a number of ongoing programs, including public education, improved fire codes and code enforcement activities, fire inspections and development plan reviews, and efforts to reduce fire hazards in order to prevent fires. Any reductions in this measure can also be attributed to the department's ability to quickly respond to fires, as noted in the response time performance measures above.

Nationwide fire-related deaths totaled 2,470 in 2012, or 0.077 per ten thousand population. Regardless of statistics and past history, even a single fire-related death is too many. The department's performance remains well below nationwide losses, as it has for several years

Calculations are based on records maintained by the department's Fire Prevention Bureau and the National Fire Protection Administration. Population numbers used are for County Fire jurisdictions only.

Department Goal: Manage the Department efficiently, cost-effectively, and responsibly.

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

5. Performance Measure: Number of full-time emergency responders per thousand population.

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
0.80	0.80	0.80	0.90	0.90	0.88	0.90

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

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

How are we doing? For FY 2013-14, the Department utilized 80.5 full-time equivalent emergency responders, for a rate of 0.88 per thousand population. Nationally-recognized standards identify 1.0 to 1.5 firefighters per thousand population as the optimum staffing level for a community such as ours. In 2012, the National Fire Protection Association estimated that nationally there were 1.08 career firefighters per thousand population. For the coming year, the target remains at 0.90, which is in line with prior years and which is consistent with increased staffing at Shandon Station 51 included in the department's FY 14-15 budget. In future years, it will be necessary to re-evaluate this target in order to ensure the department is able to comply with increasing national training and service delivery standards and with local increases in service requests.

6. Performance Measure: Annual cost of Department operations, on a per resident basis.

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
\$156.64	\$159.16	\$161.85	\$163.65	No more than \$175.00	\$165.49	No more than \$175.00

What: This measure evaluates what it costs the Department to operate, in terms of total operating cost, on a per resident basis. The number of residents is calculated for County Fire jurisdictions only. Capital Outlay is not considered an operating expenditure and has not been included. Costs that have been offset with revenue sources (grants, etc.) have also been excluded.

Why: Controlling operating costs is an important factor in the department's efforts to manage the department efficiently and cost-effectively.

How are we doing? The Department has managed to keep operating costs in the range of \$150 to \$170 per resident throughout the past several years. For FY 2013-14, the target was increased to \$175.00 per capita, to account for the annual trend of minor cost increases. Projected operating expenses for the current year are at \$165.49 per capita, an increase of 3.4% over FY 2012-13, but still below the target. The department has worked closely with County Administration to control and in some cases reduce costs in order to help deal with financial challenges faced by the County. As a result, we have maintained a relatively flat level of operating expense over the previous four years.

7. Performance Measure: Portion of the cost of Department operations which is paid for with non-General Fund dollars. (Formerly performance measure #6.)

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual	14-15 Target
33%	31%	33%	34%	No less than 35%	33%	No less than 35%

What: This measure evaluates the Department's ability to fund operations from sources other than the General Fund.

Why: The department is committed to fulfilling its mission in an efficient and cost-effective manner, providing maximum value per tax dollar. This is more important than ever during the current economically challenging times.

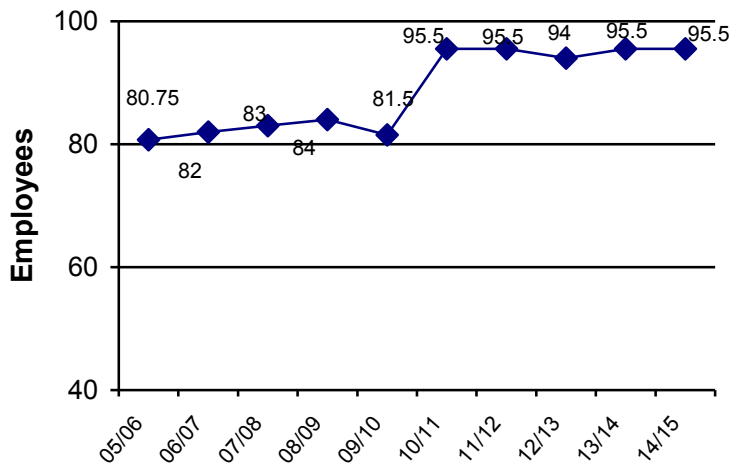
How are we doing? The department consistently brings in revenues that offset 30% to 40% of its expenditure budget, which would otherwise be funded by the General Fund. For FY 2013-14, the department generated a total of \$6,435,384 in revenue, resulting in a rate of 33%. Revenues and expenditures from specially-funded programs, such as additional staffing at Carrizo Plain Station 42, are excluded from these calculations. While these programs do produce revenue and offsetting expenditures, they are not part of the department's budget. Revenues which have been included are from many sources, but primarily from grants and reimbursements for fire fighting activities paid by other government agencies. Specific types and amounts of revenues are subject to significant change from year to year. It should be noted that achieving this target in future years will only be possible if Federal and State monies remain available for grant programs and fire-fighting cost reimbursements, which is not guaranteed.

MISSION STATEMENT

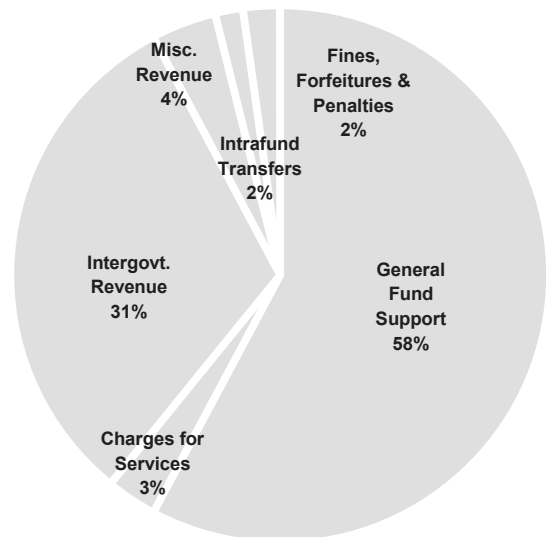
Our mission is to bring justice and safety to our community by aggressively and fairly prosecuting crime and protecting the rights of victims.

	2012-13	2013-14	2014-15	2014-15	2014-15
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Licenses and Permits	\$ 80,842	\$ 61,084	\$ 65,000	\$ 65,000	\$ 65,000
Fines, Forfeitures and Penalties	453,529	185,734	352,050	352,050	352,050
Intergovernmental Revenue	4,602,010	4,588,184	4,988,637	4,808,637	4,808,637
Charges for Current Services	341,747	341,436	500,000	500,000	500,000
Other Revenues	230,527	365,722	153,000	153,000	153,000
Other Financing Sources	4,465	1,960	0	0	0
**Total Revenue	\$ 5,713,120	\$ 5,544,120	\$ 6,058,687	\$ 5,878,687	\$ 5,878,687
Salary and Benefits	13,123,090	12,749,037	13,569,895	13,529,895	13,529,895
Services and Supplies	1,565,483	1,614,804	1,517,171	1,507,852	1,507,852
Other Charges	24,735	0	0	0	0
Fixed Assets	0	5,399	15,000	15,000	15,000
**Gross Expenditures	\$ 14,713,308	\$ 14,369,240	\$ 15,102,066	\$ 15,052,747	\$ 15,052,747
Less Intrafund Transfers	260,576	259,969	266,256	266,256	266,256
**Net Expenditures	\$ 14,452,732	\$ 14,109,271	\$ 14,835,810	\$ 14,786,491	\$ 14,786,491
General Fund Support (G.F.S.)	<u>\$ 8,739,612</u>	<u>\$ 8,565,151</u>	<u>\$ 8,777,123</u>	<u>\$ 8,907,804</u>	<u>\$ 8,907,804</u>

Number of Employees
(Full Time Equivalent)

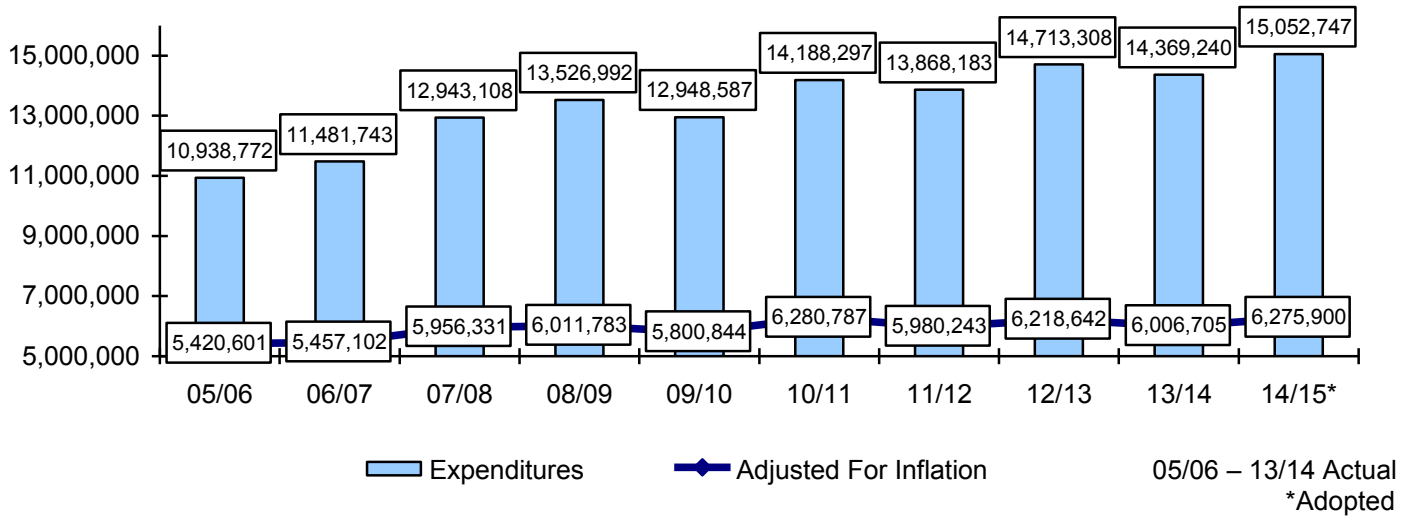


Source of Funds



Note: The increase in FY 2010-11 General Fund support and number of employees is solely due to the consolidation of Victim Witness and District Attorney budgets into a single fund center.

10 Year Expenditures Adjusted For Inflation



Note: The increase in FY 2010-11 General Fund support is solely due to the consolidation of the DA fund center with the Victim Witness fund center, which was decreased by the same amount.

SERVICE PROGRAMS

The District Attorney has a total expenditure level of \$15,052,747 and a total staffing level of 95.50 FTE to provide the following services.

Administration

To provide overall policy development, program supervision, fiscal and personnel administration, automation management and community relations.

Total Expenditures: \$1,103,343 Total Staffing (FTE): 7.00

Consumer/Environmental

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

Total Expenditures: \$1,103,343 Total Staffing (FTE): 7.00

Victim-Witness

To inform victims of crime and their families of their constitutional and statutory rights and to assist them by providing crisis and support services including information, notification, and restitution assistance to aid in the recovery from physical, emotional and financial injuries; and to minimize the inconvenience and cost for District Attorney witnesses to appear in court by providing court information updates and travel assistance.

Total Expenditures: \$2,285,496 Total Staffing (FTE): 14.50

Prosecutions

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

Total Expenditures: \$10,560,565 Total Staffing (FTE): 67.00

DEPARTMENT COMMENTS

The one constant that the District Attorney's Office has experienced in Fiscal Year 2013-14 is change. Perhaps the largest and most significant departmental change has been the implementation of the new case management system. To effectively prosecute the more than 18,000 criminal cases per year, manage and keep necessary and statutorily required records, a complex case management system must also collaboratively integrate with the Sheriff, the Probation Department, the Court and other criminal justice partners. Until recently, these cases were managed on the County mainframe which is more than twenty years old.

Having completed the RFP bidding process and equipped with a contract in place, the department set to work on the installation of Prosecutor by Karpel, a single integrated system to replace the various applications used to support District Attorney business operations. Innumerable hours were expended on software and interface development, testing, configuration and training, all in anticipation of the go-live date of November 18, 2013. Having met that significant benchmark, product customization and training remains ongoing for what has been an operational change that has revolutionized the way in which the department conducts business.

Panga boats, a form of drug smuggling that is relatively new to San Luis Obispo County, have become an increasing problem. While the first panga boat was found along the county coastline in May 2012, a total of six boats were found in 2013 during the months of May, July, September, twice in October and again in December.

Many boats are recovered abandoned, but in May 2013, 14 adults and one juvenile were arrested after a panga boat was found on the beach in Montana de Oro State Park with a load of 53 bales of marijuana. Later in another case in October 2013, 18 people were arrested and 144 bales of marijuana estimated to be worth over \$2.7 million were seized by law enforcement officials. With each of these occurrences, it has been necessary for the San Luis Obispo County Criminal Grand Jury to be empaneled for the return of criminal indictments. The department has been left to absorb unanticipated costs associated with ensuing grand jury expenses and transcription costs, in addition to prosecutorial and legal clerk staffing necessary for the successful prosecution of these large, multi-defendant cases.

The retirements of several key, long-term employees from the DA's Office has resulted in organizational and operational changes, but has also presented opportunities for internal promotional advancement. While fresh ideas and new methodologies have been welcomed by the organization, there has also been a tremendous wealth of institutional knowledge lost due to these individuals' departures which will take years for the department to replace.

The department's ability to embrace flexibility has enabled us to manage the many changes that have occurred and continue to reshape our practices. Following are additional notable department accomplishments for FY 2013-14 and specific objectives for FY 2014-15:

FY 2013-14 Accomplishments

- Various sentencing options became available to defendants classified as "non-non-nons" (i.e., non-serious, non-violent and non-290 registrants) pursuant to Penal Code section 1170(h)(5). In order to provide for both in custody and out of custody programming to work, it was necessary for the department to recalibrate felony sentencing recommendations and case dispositions. The District Attorney's goal was to strike the right balance between sentencing practices that promote public safety and the flexibility of implementing new sentencing options that allow our criminal justice partners to implement "evidence based practices" designed to reduce recidivism.

FY 2014-15 Objectives

- Limitations on office space and storage have been a challenge for adequately accommodating staffing and office needs. Various on and off-site locations have been considered and will continue to be explored in the coming year.
- The development and implementation of an ongoing, in-house attorney training program continues to be discussed. Such a program would enhance practices of veteran staff, as well as bolster the younger less experienced which have been hired in recent years due to department budget limitations of recruiting more experienced, senior attorney candidates.
- As the new Prosecutor by Karpel case management system becomes fully operational, additional changes will be integrated as the office moves toward one that

- In June 2013 the San Luis Obispo County Superior Court established a "Veterans Treatment Court" as the result of amended
- Penal Code section 1170.9. Necessary prosecution procedures were drawn and implemented as a means to finding appropriate dispositions to veterans' criminal charges by considering the defendant's treatment needs against the seriousness of the offense(s) and the impact of the crime on the victim and the community.
- The case of Missouri v. McNelly 569 U.S. (2013) had an immediate, direct impact on the District Attorney's Office and quickly necessitated a county-wide Driving Under the Influence (DUI) Search Warrant Procedure for forced blood draws. Pending further statute change, the District Attorney's Office developed on-line procedural framework for field patrol officers' use in obtaining a DUI search warrant for authorization by the Superior Court and the District Attorney's Office use in the County of San Luis Obispo.
- A several months-long search and review resulted in a significant change for on-line attorney and investigator research tools.
- is nearly paperless. E-discovery and case prosecutions replacing paper files with electronic devices in the courtrooms are entirely within reach, but will require considerable planning and thoughtful implementation. Each of these concepts will continue to be a conversation as the courts introduce wireless communications in the near future.
- Careful planning for the retirements of office staff in which roughly 30% are now of retirement age. To avoid shortages and lack of coverage in specialized areas, this will entail ongoing review and identification of staffing needs, recruitments, as well as budgeting for those staffing changes in the appropriate manner.
- Through collaboration with criminal justice partners, develop and implement procedures related to criminal justice realignment (AB 109) that affect crime victims' rights or services, including procedures for parole revocation hearings, sheriff's parole hearings and restitution collection and disbursement.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

General Fund support for the District Attorney's Office in FY 2014-15 increases \$301,931 or 3% from the FY 2013-14 adopted level due to rising expenses and relatively flat revenue overall. Revenues decrease \$98,033 or 1.6%. Revenue received from the State as reimbursement for prosecution of crimes committed on State property and for commitment hearings for patients at Atascadero State hospital is declining \$210,000 or 35% based on a sustained reduction in caseloads in the current and prior year. This decrease is mostly offset by an increase of \$242,950 or 8% in State Public Safety (Prop 172) revenue, but a mix of reductions and increases in other revenue accounts result in a net decrease of \$98,033 overall.

Expenditures are budgeted to increase \$203,898 or 1% compared to the FY 2013-14 adopted amount. Salary and benefit expenditures increase \$54,316 or less than 1% mainly due to a prevailing wage adjustment for the San Luis Obispo County Employee Association bargaining units. Services and supplies expense increases \$138,815 or 10%. Nearly half of the increase is due to new expenses related to the implementation of the DA's case management system, totaling about \$64,000. Roughly \$42,000 of this amount will be ongoing expense in future years in order to maintain the new system. Other significant services and supplies increases include an increase of approximately \$28,000 for fleet expenses and \$13,000 for insurance expense. Fixed assets expense is increasing \$15,000 due to one-time costs for two replacement photocopiers.

The FY 2014-15 recommended Position Allocation List (PAL) for the District Attorney includes no net increase of in FTE compared to the FY 2013-14 adopted PAL based on changes made during the budget year:

- -1.00 Supervising Legal Clerk II position, per Board action on September 9, 2013 (at DA's request).
- +1.00 Paralegal position per Board action on September 9, 2013 (at DA's request).

BOARD ADOPTED CHANGES

None.

GOALS AND PERFORMANCE MEASURES

Department Goal: To promote public safety through the efficient and appropriate use of investigations and criminal sanctions so as to deter criminal activity, protect society and punish criminal conduct.

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

1. Performance Measure: Crime rate for state and local law enforcement agencies that serve county populations over 100,000 in the State of California

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
Crime rate lower than 85% of comparable counties (2009)* -	Crime rate lower than 100% of comparable counties (2010)* -	Crime rate lower than 80% of counties statewide serving populations of 100,000 or more (2011)	Crime rate lower than 74% of counties statewide serving populations of 100,000 or more (2012)	Crime rate lower than 80% of counties statewide serving populations of 100,000 or more (2013)	*Calendar year 2013 crime data made available on DOJ website in late 2014* (2013)	Crime rate lower than 75% of counties statewide serving populations of 100,000 or more (2014)
Crime rate lower than 83% of counties statewide serving populations of 100,000 or more	Crime rate lower than 80% of counties statewide serving populations of 100,000 or more					

What: This measure tracks the number of serious crimes reported each year to all law enforcement agencies in counties within the State of California with a population of 100,000 or more, inclusive of both incorporated and unincorporated areas.

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

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

How are we doing? Estimated date for release of calendar year 2013 statistical crime data by the State of California Department of Justice Office of the Attorney General will be late 2014. Most recent DOJ statistics reported for calendar year 2012 based upon expanded reporting criteria reflect that of the 35 counties in the State of California with a population of 100,000 or more, San Luis Obispo County ranked ninth with a total of 1,099.2 serious violent, property, and arson offenses per 100,000 population, a figure lower than the statewide rate (1,539.4) for all 58 counties. As a point of reference, San Luis Obispo County ranked sixth among 35 counties in years 2008 and 2009, seventh in 2010 and 2011, and has consistently ranked below the statewide average in years 2008, 2009, 2010, 2011 and 2012. It is anticipated that figures for year-end FY 2013-14 will be in line with FY 2012-13 results.

Department Goal: To maximize the efficient use of criminal justice system resources by promptly and effectively handling cases.

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

2. Performance Measure: Percentage of misdemeanor cases brought to final disposition within 90 days of arraignment.

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
95%	94.8%	93.5%	94.5%	93%	Data Unavailable	93%

What: The percentage of the approximately 15,000 annual misdemeanor criminal cases which are brought to a final disposition within 90 days of arraignment as tracked by the "90-day case aging" report generated by the District Attorney's Office and the Court.

Why: To determine prosecution efficiency.

How are we doing? The “90-day case aging” report includes all misdemeanor cases handled by this office, including those with and without assigned DA case numbers, to provide for a more complete accounting of disposition rates. Adopted FY 2013-14 and Target FY 2014-15 figures reflected that the vast majority of misdemeanor cases would continue to be brought to a final disposition in a timely fashion, serving the interests of justice, victims and witnesses.

Subsequent to the District Attorney’s Office’s implementation of the newly integrated case management system in November 2013, the capturing and reporting of case handling data has been difficult to achieve. With previous system reporting no longer available, “go-live” of the new Karpel case management system necessitated the development of like-kind reporting in a manner that would mimic previously captured criteria. Yet even with reports having been quickly developed, full system integration with San Luis Obispo County Superior Court has not occurred and integral warrant criteria is unavailable to adequately provide for thorough 2013-14 Fiscal Year-End statistical reporting. It is anticipated that Superior Court integration will occur in August 2014, after which time year-end results for FY 2013-14 will be reportable and data necessary for future periods will be readily available.

While not currently verifiable due to significant implementation issues mentioned above, year-end FY 2013-14 results would likely meet FY 2013-14 adopted data largely due to permanency of seated judges and lessened use of out of county visiting judges sitting on assignment in the misdemeanor court. (Lengthier disposition of cases occurs through the continuation of scheduled proceedings by visiting judges due to factors such as case complexity involving a difficult legal issue, among others.) While a further improved disposition rate is optimal, certain extraneous factors make that difficult to achieve such as courtroom assignments and court calendars in which the case composition, volume and scheduling in certain courtrooms are outside of the department’s control.

Department Goal: Continue to enhance law enforcement collaborative investigation efforts and communications.

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

3. Performance Measure: Number of established cooperative efforts and standardized communication methods with law enforcement.

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
14	16	19	23	19	26	25

What: Pooling of investigative resources between and among agencies provides for collaboration and countywide leadership. Additionally, cooperative efforts have produced outside law enforcement funding by way of state and federal grants, some of which are listed below.* (The Real Estate Fraud efforts include the Federal Bureau of Investigation (FBI), California Department of Real Estate and California Department of Corporations.)

Why: Successful multi-agency investigative cooperative efforts qualified the District Attorney for State and Federal funding. Inter-agency communications also provide opportunities to take a state leadership role in technological innovation and make for better efficiency and effectiveness in investigations.

How are we doing?

State and Federal grants and subsidies have been obtained through District Attorney and other law enforcement agency collaboration efforts involving:

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

- 18. Crime Stoppers Program
- 19. San Luis Obispo County Commission on Aging
- 20. Child Abuse Prevention Council (SLO-CAP)
- 21. San Luis Obispo County Behavioral Health Board
- 22. Children's Services Network (CSN)
- 23. Life and Annuity Consumer Protection Program
- 24. School Resource Officer Team
- 25. Child Abuse Interview Team (CAIT)
- 26. California Men's Colony Citizens' Advisory Committee

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

Department Goal: To promote a community approach to juvenile crime which blends the effective use of treatment or diversion programs with the appropriate use of criminal sanctions so as to rehabilitate the juvenile and deter criminal activity.

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

4. Performance Measure: Number of juvenile criminal prosecution petitions reviewed and filed annually.

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
561	702	658	726	744	Data Unavailable	750

What: This measures the number of new juvenile criminal petitions, probation violations and miscellaneous cases filed with the Superior Court per year. A juvenile petition is defined as a Superior Court document charging an individual under 18 years of age with a criminal offense enumerated within the standard California codes (such as the Penal Code and Health and Safety Code). Not adhering to the terms and conditions of these sustained petitions results in probation violations and subsequent District Attorney Office action.

Why: This measure is important to track as it represents juvenile criminal activity within the county; i.e., cases which cannot be handled through probation diversion programs. Fewer petitions filed means fewer juvenile criminal prosecutions were necessary for serious crimes.

How are we doing? Upon the implementation of the office's new case management system in November 2013, the Workload Statistics Report, which was the means for capturing data used in this reporting, was eliminated. While new reporting is currently in development, Workload Statistics data for year-end FY 2013-14 will not be available until January 2015. Juvenile diversion programs, which the DA participates in jointly with the Probation Department, continue to be the primary objective designed to identify, divert and rehabilitate juvenile offenders before their crimes reach the level requiring a criminal petition. As advised by the California Department of Justice's Criminal Justice Statistics Center (CJSC), comparable county and statewide juvenile data for calendar years 2012 and 2013 are not available for release at this time.

Department Goal: To provide prompt restitution recovery services to victims who receive non-sufficient funds (NSF) checks, and to victims of other consumer fraud and environmental crime.

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

5. Performance Measure: Bad check restitution recovery.

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
67%	80%	69%	114%	65%	84%	100%

What: Percentage of recovery on bad check cases processed by the Bad Check Unit.

Why: The higher the collection percentage the more effective the program.

How are we doing? Continued diligent efforts toward victim recovery have proven effective in collections as evidenced by annual results that exceed private agency rates which typically range from 33% to 55%. While a lessened number of checks are being used by consumers and correspondingly fewer checks submitted to the program for collection, the Bad Check Unit has alternately focused resources toward collection efforts of non-prosecutable checks and checks in which the statute has expired.

Along with providing a valuable recovery and restitution service, the Bad Check Unit has greatly assisted prosecution efforts by targeting outstanding warrant cases of bad check defendants and providing technical assistance with the increased volume of large, white collar crime cases. While exceeding the FY 2013-14 adopted figure, the aggregate number of collections on prosecutable, non-prosecutable and dated checks for year-end FY 2013-14 are less than previous year-end results due to the amount of staff attention required by the implementation of the department's new case management system. Comparable performance data was requested from Fresno, Ventura, Humboldt, Kern, and San Francisco counties, all of which operate Bad Check Units. Ventura County was the only county which responded, however, and comparatively, their collection rate for calendar year 2013 was 65%. Due to staffing and/or programmatic limitations, no comparative results were available from the other counties.

6. Performance Measure: Average restitution recovery period from case opening.

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
55 Days	38 Days	57 Days	52 Days	55 Days	53 Days	52 Days

What: The average number of business days required to recover restitution for victims of bad check crime.

Why: The more rapid the case initiation and restitution recovery, the more prosperous and safe the community.

How are we doing? Consistency in proven recovery practices reflects year-end results with an average restitution recovery period of less than 60 days. Each bad check case begins with processing a 30 day notice to the check writer, followed by continued contact and investigation by bad check staff, concluding with the bad check writer's participation in an intervention course or face possible prosecution, if necessary. The year-end FY 2013-14 figure reflects a slight increase in the recovery period over year-end FY 2012-13 due to the unit's task reassignments and redirection of workload dedicated to the successful implementation of the DA Case Management System. Comparable performance data was requested from Fresno, Ventura, Humboldt, Kern, and San Francisco counties, all of which operate Bad Check Units, Ventura County was the only county in which to respond with a comparative collection period of 60 to 90 days for calendar year 2013. Due to staffing and/or programmatic limitations, however, no comparative results were available from the other counties.

Department Goal: Assisting victims to recover from the aftermath of crime and minimizing the inconvenience to witnesses involved in the criminal justice system.

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

7. Performance Measure: In crimes against persons filed, the percentage of crime victims who are contacted for services within 8 business days of referral to Victim Witness.

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
77%	84%	85%	86%	85%	85%	86%

What: Victim/Witness advocates provide a wide variety of services to crime victims including information about their legal rights, case information and updates, court escort and support during hearings, assistance with state compensation claims, restraining order assistance and many other services. This measure tracks timeliness of Victim/Witness outreach in cases charged by the District Attorney so that services can be provided and successful prosecutions maximized. Many other victims are assisted in crimes that are still under investigation by local law enforcement, or are under review for criminal charging by the DA, or cannot be charged by the DA for a variety of reasons.

Why: Empirical research supports that prompt intervention and support with crime victims after a crime occurs reduces crime victims' confusion, frustration and emotional trauma and improves the victim's satisfaction with the criminal justice system.

How are we doing: During FY 2013-14, Victim/Witness advocates assisted 1,785 victims in crimes against persons cases charged by our office, and 85% of those victims were contacted for services within the 8 day target for outreach. Actual results reflected that victims were in fact contacted on average within 6 days, which is 2 days faster than the 8 day target for outreach and meets anticipated FY 2013-14 performance levels. Such responsiveness exhibits the advocates' continued dedication to minimizing the trauma and negative impacts of crime. Requests to members of the California Crime Victims Assistance Association (CCVAA) for comparative data reflect that other counties do not track this specific performance, nor have statewide targets been made available for comparison purposes.

8. Performance Measure: Percentage of local crime victim compensation claims verified and recommended for approval by the Victim Witness Claims Unit that are also approved by the state for payment to victims and service providers.

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
100%	100%	100%	100%	97%	Data Unavailable	97%

What: The Victim/Witness Division contracts with the State Victim Compensation & Government Claims Board to provide claim verification at the local level, thereby expediting claim benefits and improving the prompt repayment of out-of-pocket losses resulting from crime to the victim.

Why: With the availability of local victim compensation claims verification services, victims have a local contact and the required documentation from local providers is more readily obtained. This results in a higher percentage of claim awards than if those claims had not been handled locally.

How are we doing? Annual data typically includes victim compensation claims received and reviewed, along with eligibility determination errors as stated by Audits and Investigations during post-process review. Preliminary figures for year-end FY 2013-14 from the State of California Victim Compensation and Government Claims Board (VCGCB) report that the San Luis Obispo County Victim/Witness Claims Unit processed 1,200 statewide claims, 1,900 statewide invoices, and denied a total of 13 claims. Annual performance reporting specific to San Luis Obispo County will be available for release in August 2014. San Luis Obispo County Victim/Witness Division continues to reach out to victims and service providers to inform eligible victims of the program and the local assistance available to them.

Department Goal: To increase the criminal justice efficiency response to crime victims and witnesses.

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

9. Performance Measure: Percentage of civilian witnesses who receive mailed subpoenas and which subpoenas are confirmed by Victim/Witness.

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
91%	93%	94%	96%	94%	96%	96%

What: For a subpoena to have legal effect it must be personally served or mailed and its receipt confirmed. This measure tracks the percentage of mailed subpoenas that are confirmed by Victim/Witness in an effort to save law enforcement the time and expense of personally serving subpoenas.

Why: This demonstrates how cost effectively we confirm the receipt of mailed subpoenas to civilian witnesses. Based on the 4,184 civilian subpoenas that were mailed and then confirmed by telephone rather than personally served, the estimated savings to the County in FY 2013-14 was over \$400,000. By confirming and managing court appearances of subpoenaed witnesses, Victim/Witness personnel significantly reduce loss of work time by witnesses when their court appearances are delayed or no longer required. This enhances the public's confidence in the criminal justice system and its local government.

How are we doing? During FY 2013-14, 2,948 civilian subpoenas were confirmed by Victim/Witness staff comprising 96% of the total 3,067 civilian witnesses who were subpoenaed, which is consistent with prior year-end results and exceeds FY 2013-14 projections. These figures are indicative of an ongoing commitment by Victim/Witness staff to reduce the inconveniences and costs associated with court appearances and to enhance the efficient operations of criminal court hearings by ensuring, to the extent possible, that civilian witnesses appear at the date, time and place that they are required to testify. A 100% confirmation of mailed subpoenas is not feasible due to incorrect addresses or lack of availability of correct witness contact information. Due to the unique nature of this performance measure, comparative data is not available.

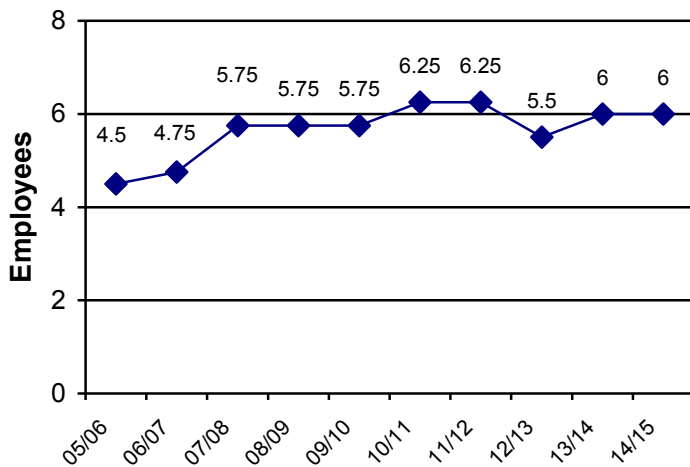
10. Performance Measure: The annual number of direct, coordinated services to victims and the coordination of subpoenaed witnesses.						
09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
3,790 victims; 11,664 subpoenaed witness court appearances	3,962 victims; 11,443 subpoenaed witness court appearances	3,801 victims; 11,090 subpoenaed witness court appearances	3,870 victims; 10,449 subpoenaed witness court appearances	3,800 victims; 11,000 subpoenaed witness court appearances	4,489 victims; 12,711 subpoenaed witness court appearances	3,870 victims; 10,449 subpoenaed witness court appearances
<p>What: The number of crime victims assisted by the Victim/Witness Division and the number of subpoenaed witnesses notified.</p> <p>Why: The California Constitution was amended in November of 2008 granting California crime victims a substantial number of Constitutional and statutory rights that are provided by Victim/Witness personnel. That same amendment defined more broadly the definition of victim, increasing the number of victims per case. For that reason, we saw an increased demand for victim services in FY 2010-11 that has held steady in subsequent years. Assistance to crime victims and the coordination of subpoenaed witnesses in criminal cases enhances public safety and confidence in the criminal justice system.</p> <p>How are we doing? During FY 2013-14, the Victim/Witness Division served 4,489 victims of crime and their family members. Also during FY 2013-14, the Victim/Witness Division coordinated 12,711 total subpoenas of officers, civilians, and experts, including coordinating court appearances for 3,067 civilian witnesses. These duties continue to be an essential responsibility of the District Attorney's Victim/Witness Division as it promotes efficient criminal court operations and increases citizens' satisfaction with their experiences with the criminal justice system. Comparable county or statewide data is not available for this performance measure.</p>						

MISSION STATEMENT

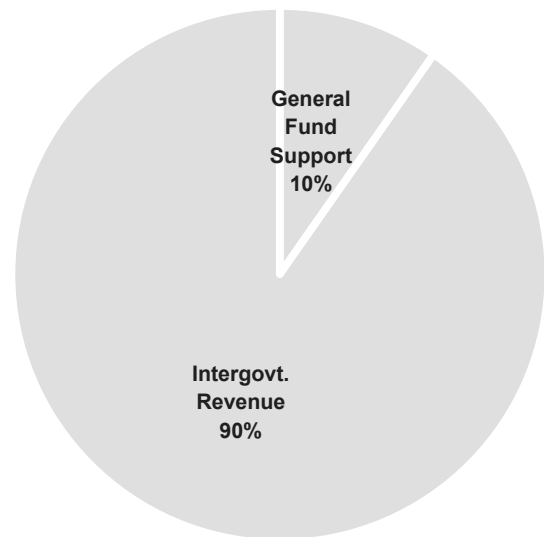
The County Office of Emergency Services is committed to serving the public before, during and after times of emergency and disaster by promoting effective coordination between agencies and encouraging emergency preparedness of the public and organizations involved in emergency response.

	2012-13	2013-14	2014-15	2014-15	2014-15
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Intergovernmental Revenue	\$ 1,208,737	\$ 1,143,119	\$ 1,475,728	\$ 1,489,178	\$ 1,489,178
Other Revenues	1,226	0	250	250	250
**Total Revenue	\$ 1,209,963	\$ 1,143,119	\$ 1,475,978	\$ 1,489,428	\$ 1,489,428
Salary and Benefits	638,972	719,404	799,506	799,506	799,506
Services and Supplies	292,757	348,486	389,195	414,895	414,895
Other Charges	311,477	164,133	385,000	385,000	385,000
Fixed Assets	118,768	0	58,000	58,000	58,000
**Gross Expenditures	\$ 1,361,974	\$ 1,232,023	\$ 1,631,701	\$ 1,657,401	\$ 1,657,401
General Fund Support (G.F.S.)	<u>\$ 152,011</u>	<u>\$ 88,904</u>	<u>\$ 155,723</u>	<u>\$ 167,973</u>	<u>\$ 167,973</u>

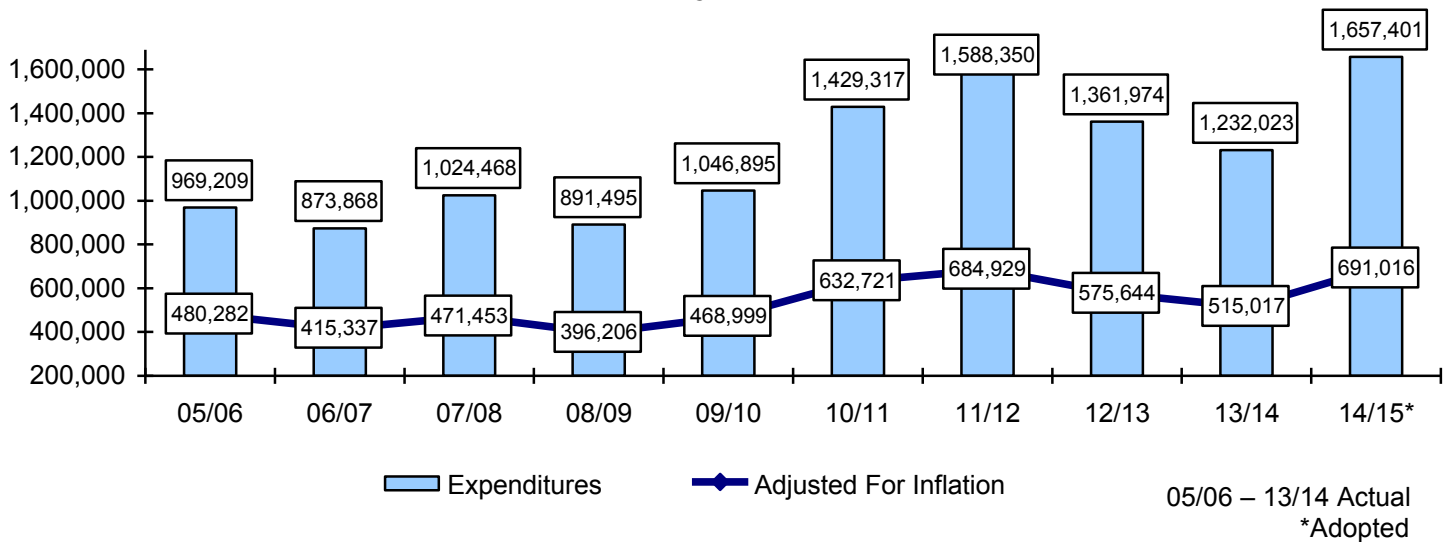
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

The Office of Emergency Services has a total expenditure level of \$1,657,401 and a total staffing level of 6.00 FTE to provide the following services:

Emergency Planning

Develop and maintain disaster and emergency contingency plans including the County Emergency Operations Plan to ensure compliance with state and federal guidelines regarding multi-hazard planning. Coordinate with outside agencies and jurisdictions in developing coordinated emergency plans. Maintain the San Luis Obispo County/Cities Nuclear Power Plant Emergency Response Plan. Coordinate with various local, state, and federal agencies on compliance with federal nuclear power plant emergency preparedness requirements. Coordinate response and recovery planning including the development of standard operating procedures.

Total Expenditures: \$290,332 Total Staffing (FTE): 1.20

Emergency Preparedness/Coordination

Plan and coordinate pre-emergency actions with various local, state, federal, and non-government agencies in order to help ensure effective and timely response to multi-jurisdictional emergencies. Maintain emergency operations centers in a state of readiness. Prepare and maintain reports required by the California Office of Emergency Services and the Federal Emergency Management Agency (FEMA) to ensure regulatory compliance and maintain the County's eligibility to participate fully in state and federal funded programs.

Total Expenditures: \$803,849 Total Staffing (FTE): 2.00

Emergency Response, Exercises, and Drills

Coordinate deployment of public resources in response to emergencies through activation and support of the County-wide emergency organization and plans. Develop and administer emergency response exercises and drills which provide effective training experiences, test emergency response plans, and comply with appropriate state and federal requirements.

Total Expenditures: \$314,906 Total Staffing (FTE): 1.30

Emergency Worker Training

Develop, maintain, and coordinate the San Luis Obispo County emergency worker training program (classroom training, drills, and exercises) to train county employees and other emergency responders to effectively respond to emergencies and disasters, including nuclear power plant emergency response training.

Total Expenditures: \$182,314 Total Staffing (FTE): 1.00

Public Information

Disseminate emergency information during large emergencies for which the county is a lead agency. Coordinate dissemination of emergency information as requested by other agencies. Develop and distribute information, and/or coordinate distribution of emergency procedures to the public to enhance emergency preparedness.

Total Expenditures: \$32,000 Total Staffing (FTE): .20

Disaster Recovery Coordination

Coordinate initial disaster recovery operations between cities, special districts, county departments, the California Office of Emergency Services and the Federal Emergency Management Agency. Coordinate damage assessment and assist the public and local government jurisdictions in determining eligibility for and obtaining state and/or federal disaster assistance.

Total Expenditures: \$34,000 Total Staffing (FTE): .30

DEPARTMENT COMMENTS

The Office of Emergency Services (OES) continued to efficiently coordinate emergency management and planning efforts between various local government agencies, including public safety, and other agencies throughout the county during 2013-2014.

FY 2013-14 Accomplishments

- Developed and hosted a full scale, FEMA evaluated emergency exercise involving various local, state, and federal agencies, jurisdictions, and hundreds of personnel responding to simulated emergency conditions related to Diablo Canyon.
- Completed an update of Local Hazard Mitigation Plan, thus ensuring compliance with federal requirements and consistent future updates with the Safety Element and Hazard Mitigation Plan. Both documents provide an overview of threats and hazards the county faces, and are now awaiting state and FEMA approval.
- Worked with PG&E and a private contractor to update the Evacuation Times Estimate. This tool and document is used by emergency managers in various jurisdictions to determine estimated times it would take to evacuate the public under a wide variety of circumstances in the event of an emergency at Diablo Canyon.
- Revised and updated the County Hazardous Materials Emergency Response Plan, which is used countywide. Revised various other plans and procedures, including Standard Operating

FY 2014-15 Objectives

- Complete the update of the County's Emergency Operations Plan, which is the master plan for emergency management planning and response policies as approved by the Board of Supervisors.
- As the lead nuclear power plant emergency management agency for the county, continue to coordinate with local agencies and with the State and FEMA on nuclear emergency readiness including distributing more than 4,900 radiation protection devices countywide and providing related nuclear power plant emergency readiness training and coordinating drills.
- Continue to act as local area fiscal agent to oversee and coordinate State nuclear power plant emergency readiness funding with the close to 40 jurisdictions and county departments.
- Implement the National Weather Service (NWS) TsunamiReady program to promote tsunami hazard preparedness in collaboration with federal, state and local emergency management agencies, the public, and the National Oceanic and Atmospheric Administration (NOAA).

Procedures (SOPs) related to nuclear power plant emergency response. These are essentially individual response plans for agencies such as cities, county departments, locally based state agencies.

COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

The recommended budget includes General Fund support in the amount of \$167,973. This is an increase of \$12,511 or 8% from FY 2013-14 adopted levels. This increase is the result of the addition of two budget augmentation requests to fund one-time projects, including participation in the TsunamiReady program and development of a disaster recovery and continuity of government standard operating procedure. Total revenue is increasing \$39,308 or 2% from FY 2013-14 due to increases in Emergency Management Performance Grants (\$2,609 or 2%) and state aid received for nuclear planning (\$36,699 or 2%). Gross expenditures are recommended to increase by \$51,819 or 3% from FY 2013-14 adopted levels to \$1,657,401.

The recommended budget includes a fixed asset expense of \$36,000 for three inflatable tents (\$12,000 each) to be used if events necessitate the use of an alternate Emergency Operations Center (EOC) and \$22,000 for the purchase of 2 portable radiation monitors (\$11,000 each) for use at the Emergency Monitoring and Decontamination Center.

BOARD ADOPTED CHANGES

None.

BUDGET AUGMENTATION REQUESTS ADOPTED

Unit Amount	Description	Results
Gross Amount: \$24,500 General Fund: \$12,250	Contract with a consultant to develop a disaster recovery and continuity of government planning template. This will be partially funded with \$12,250 in Emergency Management Performance Grants (EMPG).	Development of the equivalent of a standard operating procedure that will provide guidance on the extensive disaster recovery processes for state, federal and related recovery efforts in order to be eligible for state and federal disaster assistance.
Gross Amount: \$12,000 General Fund: \$10,800	Implement readiness guidelines from the state-wide TsunamiReady Program and provide community education including hazard awareness and response planning. This will be partially funded by \$1,200 in EMPG funds.	Participation in the TsunamiReady program will insure collaboration between local and state jurisdictions and provide the public with visual reminders and information regarding tsunami threats along the coastline.

GOALS AND PERFORMANCE MEASURES

Department Goal: Coordinate emergency planning efforts of government and community based organizations to ensure a consistent, countywide response to emergency situations and compliance with regulatory requirements.

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

1. Performance Measure: Number of deficiencies received during biennial and other Federal Emergency Management Agency (FEMA) evaluations related to compliance with regulations involving nuclear power plant related emergency plans and procedures.

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
0	0	0	0	0	0	0

What: The Federal Emergency Management Agency (FEMA) evaluates a full-scale nuclear power plant emergency exercise every two years. This is done to evaluate emergency preparedness and to ensure compliance with regulatory requirements.

Why: A zero deficiency rating by FEMA is a statement that emergency planning, training, and coordination within San Luis Obispo County is at the level necessary to provide a reasonable assurance of protection of the public health and safety.

How are we doing? County OES coordinated efforts related to a challenging full scale exercise that was one of the largest exercises we have overseen. The dozens of FEMA evaluators overseeing the county as well as other local and state agencies found no deficiencies.

2. Performance Measure: Number of Areas Requiring Corrective Action (ARCA) received during biennial and other Federal Emergency Management Agency (FEMA) evaluations related to compliance with regulations involving nuclear power plant related emergency plans and procedures.

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
1	0	1	0	0	0	0

What: ARCAs are recommendations to improve procedures or training which do not jeopardize the health and safety of the community.

Why: To refine emergency management and response capability.

How are we doing? County OES coordinated efforts related to a challenging full scale exercise that was one of the largest exercises we have overseen. The dozens of FEMA evaluators overseeing the county and other local agencies, and state agency exercise roles and participation, found no ARCAs. During 2014-15 no full scale federally evaluated exercise will be held.

3. Performance Measure: Percentage of survey respondents rating the overall effectiveness of our emergency management coordination efforts for cities, schools districts, public safety, and other local agencies involved in emergency drills/exercises or actual events/incidents as good to excellent.

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
96%	96%	80%	80%	95%	80%	90%

What: This measures the effectiveness of our coordination efforts related to emergency drills/exercises and actual events.

Why: This feedback is important so that we can continually improve our coordination efforts.

How are we doing? Out of the 63 feedback responses OES received, 80% reported an overall average of rating of good to excellent. While this is relatively positive feedback, it is below the goal of 95% (it should be noted an additional 17% of respondents provided a feedback of satisfactory). For both 2013-14 and into 2014-15, OES – and other jurisdictions with nuclear power plants – remain challenged with implementing new federal nuclear power plant regulations related to emergency planning. As these new requirements were and are implemented, we anticipated a minor decline in feedback simply new to the challenge of learning new processes and procedures.

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

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
95%	94%	94%	97%	95%	95%	95%

What: The County Office of Emergency Services incorporates a variety of training programs for both County employees and members of other jurisdictions and organizations involved with emergency response.

Why: Survey results are a reflection of the effectiveness of the training as determined by the training participants.

How are we doing? Of the 43 feedback documents returned to OES, 95% reported good to excellent results. Training sessions are conducted or coordinated by the Office of Emergency Services staff on subjects ranging from overviews of emergency response procedures to proper equipment use and other resources. The received feedback indicates that in general the training provided by OES is effective.

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

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
54¢	40¢	34¢	56¢	65¢	32¢	65¢

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

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

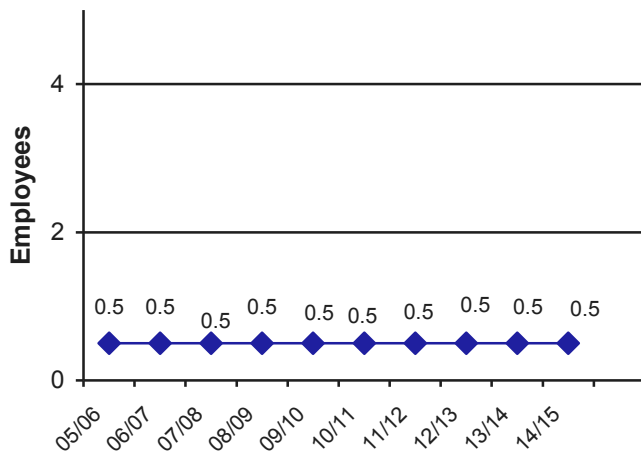
How are we doing? During FY 2013-14, the County Office of Emergency Services came in below projected General Fund support costs. The significant actual versus adopted result for 2013-14 is due to the large and unique nuclear power plant exercise referenced in above performance measures. This required OES staff to commit to prepare for that exercise, which costs are 100% offset with nuclear power plant emergency planning funds. While the primary funding for OES is from nuclear power plant emergency planning, that also helps readiness for other potential emergencies. As a result, our General Fund support costs are generally lower than comparable counties. Comparable counties budgets, on average, were estimated \$1.45 in General Fund support per capita for emergency management services during FY 2013-14. Target costs for 2014-15 are for ongoing general emergency planning needs and requirements in order to maintain effective emergency planning and preparedness efforts.

MISSION STATEMENT

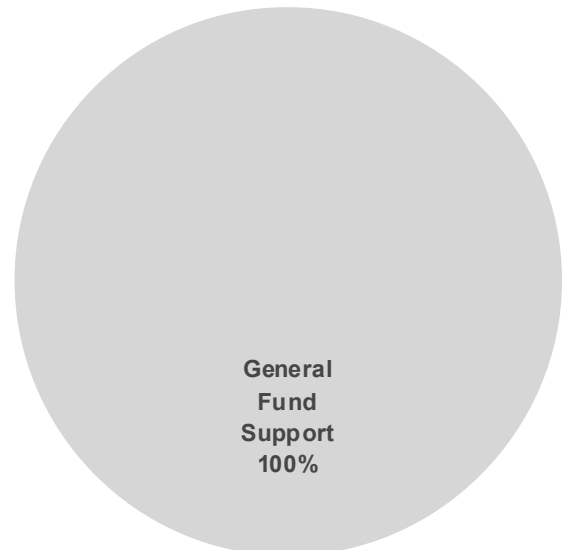
To objectively examine all aspects of local government and recommend corrective action where appropriate to ensure that the County is being governed honestly and efficiently and that county monies are being handled judiciously.

<u>Financial Summary</u>	2012-13	2013-14	2014-15	2014-15	2014-15
	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Salary and Benefits	\$ 38,643	\$ 40,065	\$ 39,872	\$ 39,872	\$ 39,872
Services and Supplies	92,399	93,433	98,978	98,978	98,978
**Gross Expenditures	\$ 131,042	\$ 133,498	\$ 138,850	\$ 138,850	\$ 138,850
 General Fund Support (G.F.S.)	 \$ 131,042	 \$ 133,498	 \$ 138,850	 \$ 138,850	 \$ 138,850

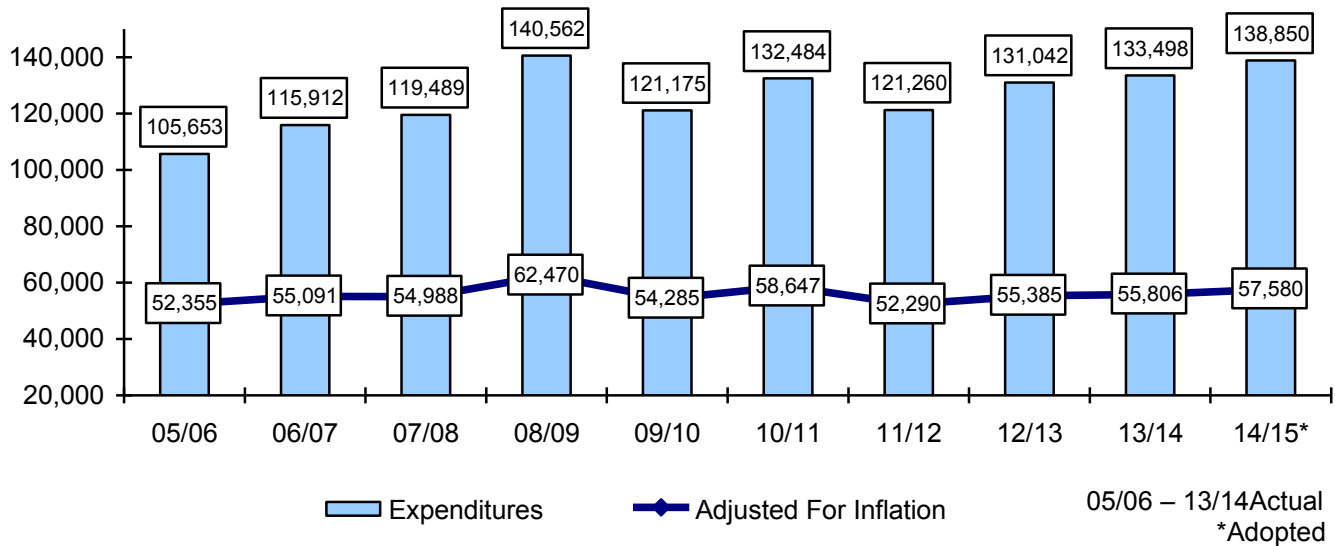
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

The Grand Jury has a total expenditure level of \$138,850 and a total staffing level of .50 FTE to provide the following services:

Committee Investigations

To fulfill the responsibility of reviewing county, city and other public entity operations and management. Certain departments and agencies are selected each year for thorough committee investigation. Interim or final reports, which acknowledge needs, recommend improvements and suggest possible corrective measures, are prepared for submission to the Board of Supervisors.

Total Expenditures: \$113,857 Total Staffing (FTE): .41

Special Investigations

With the approval of the Superior Court, the Grand Jury may order special audits and special investigations of various county and city government operations.

Total Expenditures: \$24,993 Total Staffing (FTE): .09

COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

The Superior Court appoints the Grand Jury members and oversees its operation. However, State law requires the County to fund the Grand Jury function. The recommended budget maintains current support and service levels. Total expenditures for Fiscal Year 2014-15 are expected to increase by \$801, or less than 1% from the FY 2013-14 adopted levels. Salary and benefit accounts for the half-time Administrative Assistant are increasing by \$577 due to minor changes in pension cost, worker’s compensation charges and negotiated salary and benefit changes. Service and supply accounts are increasing slightly by \$224 from FY 2013-14 budgeted amounts. The minimal increases in services and supplies are due to an increase in travel expenses coupled with minimal increases in telephone, network, and insurance accounts.

BOARD ADOPTED CHANGES

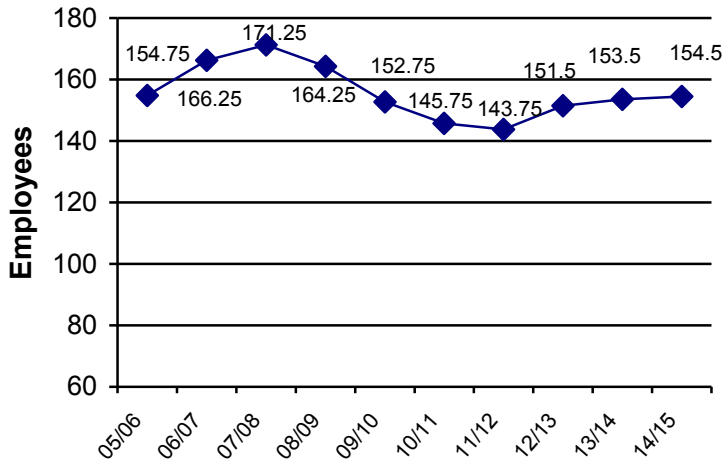
None.

MISSION STATEMENT

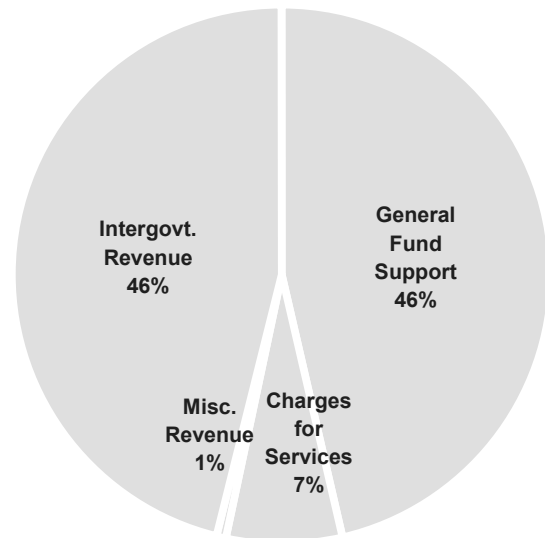
The Probation Department contributes to the safety of the community by conducting investigations for the Court; enforcing orders of the Courts through community supervision; assisting victims; operating a safe and secure juvenile hall; and facilitating the socialization of offenders.

<u>Financial Summary</u>	2012-13 <u>Actual</u>	2013-14 <u>Actual</u>	2014-15 <u>Requested</u>	2014-15 <u>Recommended</u>	2014-15 <u>Adopted</u>
Fines, Forfeitures and Penalties	\$ 30,393	\$ 142,515	\$ 107,325	\$ 107,325	\$ 107,325
Intergovernmental Revenue	8,254,729	8,307,407	9,084,079	9,084,079	9,198,590
Charges for Current Services	1,136,481	1,110,921	1,330,459	1,330,459	1,330,459
Other Revenues	7,846	143,486	8,575	8,575	8,575
Other Financing Sources	428	0	0	0	0
**Total Revenue	\$ 9,429,877	\$ 9,704,329	\$ 10,530,438	\$ 10,530,438	\$ 10,644,949
Salary and Benefits	14,128,137	15,072,430	16,238,641	16,183,761	16,298,272
Services and Supplies	3,301,409	3,546,959	3,753,348	3,751,427	3,715,427
Other Charges	0	0	0	0	36,000
Fixed Assets	140,460	116,863	0	0	0
**Gross Expenditures	\$ 17,570,006	\$ 18,736,252	\$ 19,991,989	\$ 19,935,188	\$ 20,049,699
Less Intrafund Transfers	280,340	297,426	250,427	250,427	250,427
**Net Expenditures	\$ 17,289,666	\$ 18,438,826	\$ 19,741,562	\$ 19,684,761	\$ 19,799,272
General Fund Support (G.F.S.)	<u>\$ 7,859,789</u>	<u>\$ 8,734,497</u>	<u>\$ 9,211,124</u>	<u>\$ 9,154,323</u>	<u>\$ 9,154,323</u>

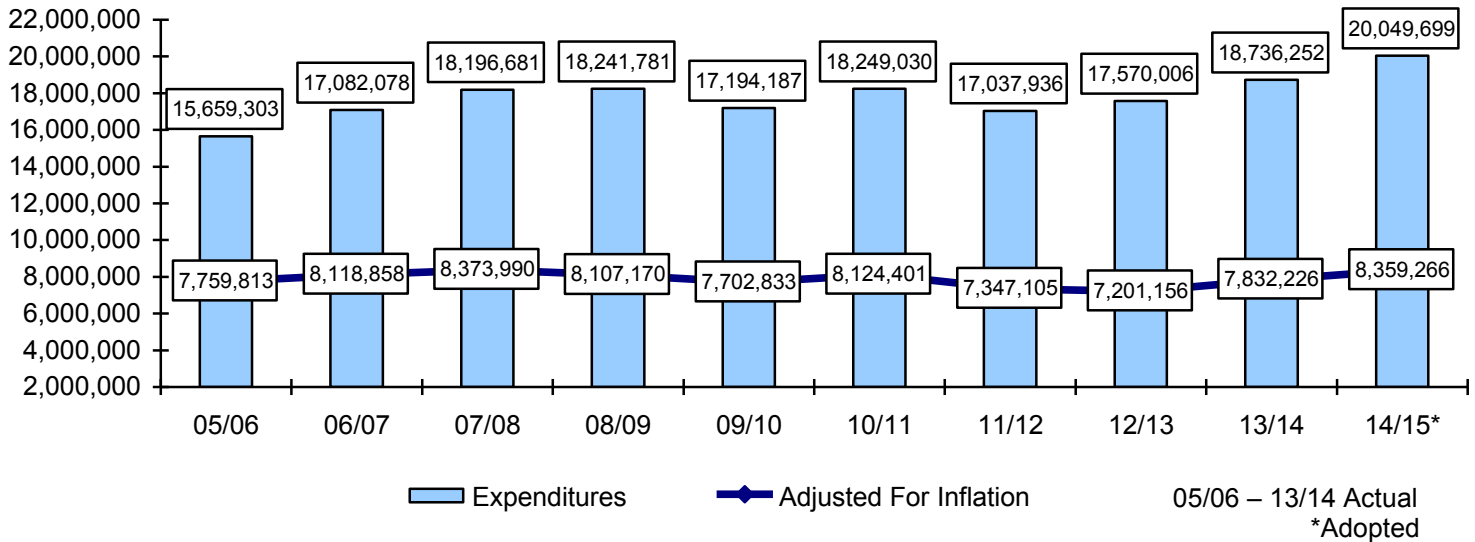
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

The Probation Department has a total expenditure level of \$20,049,699 and a total staffing level of 154.50 FTE to provide the following services.

Administrative Services

Administration provides overall policy development, directs and coordinates the functions of the department, program oversight and development, community relations, and development and monitoring of the departmental budget.

Total Expenditures: \$1,535,909 Total Staffing (FTE): 5.00

Support Services

Support Services provides for the procurement of services and supplies; human resources administration; information technology support and training; special projects; and provides training as required by the State Standards and Training for Corrections (STC) and Board of Corrections for all peace officers and for other employees as needed.

Total Expenditures: \$1,535,902 Total Staffing (FTE): 7.00

Revenue Recovery Services

Revenue Recovery services is responsible for the collection and disbursement of court ordered fines and fees, and restitution to victims.

Total Expenditures: \$1,162,274 Total Staffing (FTE): 15.00

Detention Services

Detention Services manages and maintains the Juvenile Hall detention facility, providing a safe and secure environment for youthful offenders in compliance with Title 15 and 24 of the California Code of Regulations, which govern state-wide juvenile detention facilities.

Total Expenditures: \$5,310,541 Total Staffing (FTE): 38.00

Juvenile Services

Juvenile Services provides services to the Juvenile Justice System along a continuum of care ranging from prevention and intervention to supervision and incarceration. These services include Diversion, Court Investigation, Community Supervision and placement in foster homes, group homes and probation camps. The Juvenile Division also engages in partnerships with the Department of Social Services, Mental Health, Law Enforcement Agencies, Drug & Alcohol Services and County School Districts in an effort to reduce the incidence of juvenile delinquency.

Total Expenditure: \$4,646,847 Total Staffing (FTE): 37.50

Adult Services

Adult Services conducts investigations, provides information, and makes recommendations to the Criminal Courts to assist decision makers in determining the appropriate disposition of cases. Protects the community through appropriate case management, prevention, intervention, and enforcement activities with felons and misdemeanants to ensure compliance with court orders while supporting the rights of victims. Programs include Drug Court, Prop 36 drug offender, Domestic Violence, Gang Task Force, Narcotics Task Force and Sex Offender monitoring.

Total Expenditures: \$5,858,226 Total Staffing (FTE): 52.00

DEPARTMENT COMMENTS

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

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

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

The Probation Department is committed to having a strong community supervision presence and works closely with our law enforcement partners. The department is also an important piece of the criminal and juvenile courts and is relied upon by judicial officers to give unbiased and informed recommendations as to the disposition of cases.

The Probation Department also runs the County Juvenile Hall and prides itself on providing a safe and positive environment for youth detained by the Juvenile Court.

The following are some of the department's notable accomplishments for FY 2013-14, and some specific objectives for FY 2014-15.

FY 2013-14 Accomplishments

- Switched to marked Probation vehicles to increase Probation's community presence.
- Expanded the Field Training program for supervision officers to increase officer safety and reduce liability.
- Established a contract for a new collections case management system that will increase the efficiency of the department's Revenue Recovery Unit.
- Removed 25 year old carpeting in the Juvenile Hall and installed new flooring making the facility more hygienic.

FY 2014-15 Objectives

- The Probation Department will produce an annual statistical report which will measure the outcomes of Probation's community correction services.
- Probation will begin construction on phase three of the juvenile hall remodel.
- Probation will begin the development of an in-custody treatment program in the Juvenile Hall to reduce the number of minors in group home placement.
- Probation will develop supervision strategies to reduce the number of probationers going to prison.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

General Fund support for the Probation Department in FY 2014-15 is increasing \$211,983 or 2% over the FY 2013-14 adopted level. The increase in General Fund support is driven primarily by a projected reduction in Federal reimbursement revenue totaling \$191,210. If not for this reduction, revenues would be keeping pace with expenses, and Probation's General Fund FY 2014-15 increase would be \$20,773.

The loss in Federal revenue is due to the findings of a Federal site visit for the Title IV-E program in two other counties in FY 2013-14. The Federal auditors identified several problems with reimbursement claiming practices in these counties and in FY 2013-14 instituted a state-wide cease claim order for Title IV-E probation programs in all 58 California counties. Until Federal officials approve a corrective action plan and a corrected cost allocation plan for the State, California counties will not be reimbursed for Title IV-E program costs. The Probation Department expects that claiming will resume in FY 2014-15. When it does, Federal rules for claiming will likely be much more stringent, and thus a decline in revenue is expected.

Even with the projected decline in Federal Title IV-E reimbursement, revenue in total is budgeted to increase in FY 2014-15 by \$484,754 or 4% over the FY 2013-14 adopted budget. This is mainly due to two factors. The first is an increase in Prop 172 revenue (the State's ½ cent sales tax for public safety), which is budgeted to increase \$285,384 or 8% over the FY 2013-14 budgeted amount. The second is an increase in 2011 Public Safety Realignment (AB 109) revenue from the State which is budgeted to increase \$188,041 or 25% based on the Board approved AB 109 implementation plan.

Expenditures are recommended to increase \$696,737 or 3%, which is mainly due to an increase in expense for salaries and benefits, which are increasing \$513,605 or 3%. This increase is driven by prevailing wage adjustments in all Probation Department bargaining units. Services and supplies are also growing, budgeted to increase \$148,253 or 4% as a result of expense increases in a variety of accounts, including copying and postage, rents and leases, utilities, insurance, and fleet management charges. The most significant single account increase is in Insurance, which is budget to increase \$50,361. Transfers in (expense offsets) from other General Fund departments are budgeted to decline \$34,879 due to the closing out of a Federal Substance Abuse and Mental Health Services Administration (SAMHSA) grant administered by the Drug and Alcohol Services Division of the County Health Agency.

**Probation
Fiscal Year 2014-15 Final Budget**

The FY 2014-15 recommended Position Allocation List (PAL) for the Probation Department includes no net change in FTE over the FY 2013-14 adopted PAL.

FY 2013-14 Mid-Year PAL Changes

- -1.00 FTE Collection Officer position, per Board action on July 9, 2013.
- +1.00 FTE Supervising Collection Officer position, per Board action on July 9, 2013.

BOARD ADOPTED CHANGES

As part of the Supplemental Budget document, the Board of Supervisors adopted two changes to the proposed budget. First, the Board added a 1.00 FTE limited term Deputy Probation Officer. This position will work in a new program to bring additional services to families with students enrolled in court and community schools, as well as students in district schools countywide. The resulting expenditure increase of \$114,511 is offset by revenue received from the County Office of Education. Second, the Board reallocated \$36,000 of proposed expenditures from services and supplies to fixed assets to replace the department's vehicle for the Deputy Probation Officers assigned to the Narcotics Task Force (NTF), and amended the Fixed Asset list in FC 407 -Fleet Services to add this vehicle.

GOALS AND PERFORMANCE MEASURES

Department Goal: Provide an efficient and cost effective alternative to incarcerating adult felons and misdemeanants through the enforcement of court orders and support of successful completion of term of probation, thus enhancing public safety.

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

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

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
N/A	\$61,147,117	\$64,850,386	\$68,866,197	\$76,881,006	\$86,661,327	\$94,791,406

What: This calculation yields an estimate of the state cost avoided by supervising felons in the community and providing appropriate services rather than sending them to state prison. This estimate is obtained by multiplying the number of felony probationers by the average annual cost to incarcerate an inmate in state prison minus the average annual cost for Probation to supervise these probationers.

During FY 2013-14, the method of categorizing the number of felony probationers changed, requiring a revision in the values previously reported. The new categorization for felony probationers is: the number of adult felony probationers, excluding those on warrant.

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

How are we doing? The value of cost avoidance to the state is largely driven by the number of felony offenders placed on probation. Generally, as the number of felony probationers increases, the resulting cost avoided value is higher. Additionally, the number of felony probationers is a key factor in determining Adult Division costs as the Division aims for appropriate, evidence-based officer-to-probationer caseload ratios.

Implementation of Realignment has caused an increase in the use of probation as an alternative to incarceration. Locally, the number of felony probationers increased during FY 2013-14 to 1,585; up from 1,520 at the end of FY 2012-13 and considerably higher than the number used to create the adopted value for FY 2013-14. This increase in the number of felony probationers has pushed the value of cost avoidance higher than originally estimated to \$86,661,327. Adult Division costs remained roughly constant.

Our calculations for FY 2013-14 and FY 2014-15 utilize the more recent estimate of \$58,800 as the annual cost to incarcerate an inmate in state prison, per the Governor's budget for FY 2014-15.

2. Performance Measure: Percentage of felons who were sent to state prison.

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
N/A	N/A	N/A	11.1%	2.6%	9.9%	9.0%

What: The proportion of the felony probation case closures in the time period that were sent to state prison.

Why: Probation is an effective alternative to incarceration. This measure allows us to evaluate the success of our programs in keeping offenders out of prison. If offenders do not go to prison during their term of probation, it indicates that the department has successfully provided an alternative to incarceration, facilitated the resocialization of the offenders, and has ensured public safety.

How are we doing? In 2013, the Department has worked on standardizing data entry and correcting other glitches in the data collection system. In FY 2012-13, we had reported an actual rate of 2.2%, but have since revised that rate to 11.1%. However, the non-revised rate had already been carried forward as the adopted FY 2013-14 rate. Our actual result for FY 2013-14 is 9.9% (64 out of 644); slightly lower than the prior year.

The effort to develop and strengthen strategies to reduce the percentage of felony probationers who are sent to prison is continuous. The Adult Division has applied the evidence-based practices of utilizing risk assessment tools and instituting risk-appropriate levels of supervision. In conjunction with increased attention on case management planning and referral to appropriate community services, as possible, the Division also extends time on probation in attempt to effect change. The Division regularly works with partner agencies to strengthen program coordination.

Changing data methodologies, locally and statewide, has rendered comparative data impossible. Data for a new statewide baseline has been collected, but has not yet been made available. The responsible State entities, Administrative of the Courts and the Department of Finance, continue to work through data quality and comparability issues in the county-level data.

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

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
N/A	N/A	N/A	12.1%	30%	8.7%	12.0%

What: PRCS offenders are adult felons who were sentenced to state prison for a non-violent, non-serious, non-sex offense and who have been released from State prison to be supervised by the County Probation Department. This offender population is categorized separately from the felony probationer population. This measure focuses on the proportion of the PRCS case closures in the time period that were returned to state prison.

Why: This measure allows us to evaluate the success of our programs in keeping offenders out of prison, with particular attention to the PRCS population as this is a new population under the County's supervision. If offenders do not return to prison, then the department has successfully facilitated the resocialization of offenders, and ensured public safety.

How are we doing? The state parole recidivism rate was 30%, thus we adopted the same rate for FY 2013-14 for our PRCS population while we began learning to supervise this population. In FY 2012-13, we reported an actual rate of 6.5%, but per revised data entry, this percentage has been corrected to 12.1% of all PRCS case closures in the fiscal year. The Actual Result for FY 2013-14 is lower than the revised prior year figure, at 8.7% (8 out of 92).

The Department continues to develop and strengthen its strategies to reduce the percentage of PRCS offenders who are returned to prison. The Adult Division has created a unit to provide intensive supervision, with low officer-to-offender caseload ratio, for PRCS offenders as the majority score as high risk to recidivate (about 60%). The Division works very closely with partner agencies to provide treatment services, re-entry planning, and individualized, supportive case management.

Data definitions are also changing at the state level since the implementation of AB 109; data for a new statewide baseline has been collected but has not yet been made available. The responsible State entities; Administrative of the Courts and the Department of Finance, continue to work through data quality and comparability issues in the county-level data.

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

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

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

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
N/A	68%	60%	71%	60%	83%	60%

What: The percentage of the total number of new referrals to the Probation Department that were diverted from a formal filing in the Court system.

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

How are we doing? This performance measure is a relatively new measure for the Probation Department. The Department is continuing to refine how the data is defined and collected from our case management system. Therefore the diversion rate may fluctuate as we refine the collection of this statistic. Using newer methodology, our actual rate for FY 2012-13 was 71%. This fiscal year, we achieved an 83% (294 out of 355) rate of diversion from the Juvenile Court System. Prevention and early intervention efforts aimed at a-risk youth, such as the SAFE System of Care; the Youth in Action program and school-based truancy officers contribute to a decreasing number of referrals to Juvenile Probation. Additionally, use of risk assessment tools aids in identifying and diverting youth to informal probation and alternative programs and services, rather than subject youth to the formal Court system.

Comparison data with other counties is not available.

Department Goal: Provide an efficient and cost effective supervision of juvenile offenders through the enforcement of court orders and support of successful completion of term of probation, thus enhancing public safety.

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

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

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
N/A	N/A	90%	86%	80%	88%	80%

What: The percentage of juveniles on court ordered supervision who remained in their homes or with relatives.

Why: When a juvenile is ordered to be supervised by the Probation Department, a goal of the Department is to ensure the juvenile remains in his or her home. The average cost for San Luis Obispo County juveniles in out of home placement in FY 2013-14 is \$120,000 per month, or \$1,440,000 annually. Keeping juveniles in their home and community not only saves the County money, it also allows families to remain intact and address delinquency issues in a multi-systemic approach.

How are we doing? The Probation Department has implemented a risk assessment tool that determines which juveniles are appropriate for probation supervision while remaining in their home. With ongoing incorporation of evidence based practices, we are also able to supervise higher risk juveniles, rather than remove them from the home. We continue to work towards improvement through using evidence based practices to provide appropriate supervision levels, programming and treatment to juvenile offenders to improve this performance measure. This fiscal year, 88% (115 out of 131) of juveniles on probation remained at home, or with relatives, which is in line with prior years' results.

Comparison data with other counties is not available.

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

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

6. Performance Measure: Cost to collect victim restitution, fines and fees.

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
\$.24 for every dollar collected	\$.32 for every dollar collected	\$.33 for every dollar collected	\$.38 for every dollar collected	\$.30 for every dollar collected	\$.39 for every dollar collected	\$.40 for every dollar collected

What: Cost to collect court-ordered victim restitution, fines and fees, as a ratio of expenditure to revenue.

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

How are we doing? In FY 2012-13, we collected \$2,738,985 in fines, fees, and restitution and spent \$1,040,814 to collect this money. In FY 2013-14, we had collected \$2,696,700 and spent \$1,041,168 to collect this money. This equates to a cost of \$0.39 for every dollar collected. This ratio is higher than our Adopted ratio for FY 2013-14, yet is in line with our FY 2012-13 Actual Result.

Since FY 2009-10, the total amount of restitution, fines and fees collected has declined by 16%; meanwhile operational costs have only marginally increased. However, the negative trend in revenue causes this ratio to trend upward. Multiple factors contribute to the declining revenues, including lower ability to pay among probationers/offenders due to the economic downturn and changes in some billing structures. The Department expects that the pending new collections data system will help enable greater efficiencies.

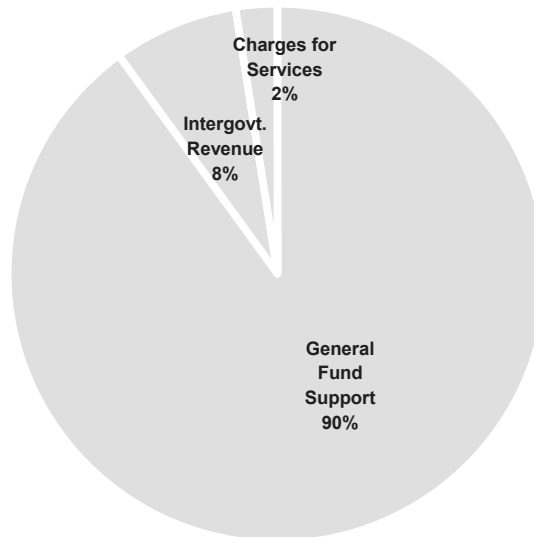
Other counties currently do not track or report this outcome. As a comparison, the average cost of collection for private collectors to collect civil debt is approximately \$.50 for every dollar collected. And, the cost for private collectors to collect delinquent criminal debt is approximately \$.65 for each dollar collected, plus additional expenses.

PURPOSE

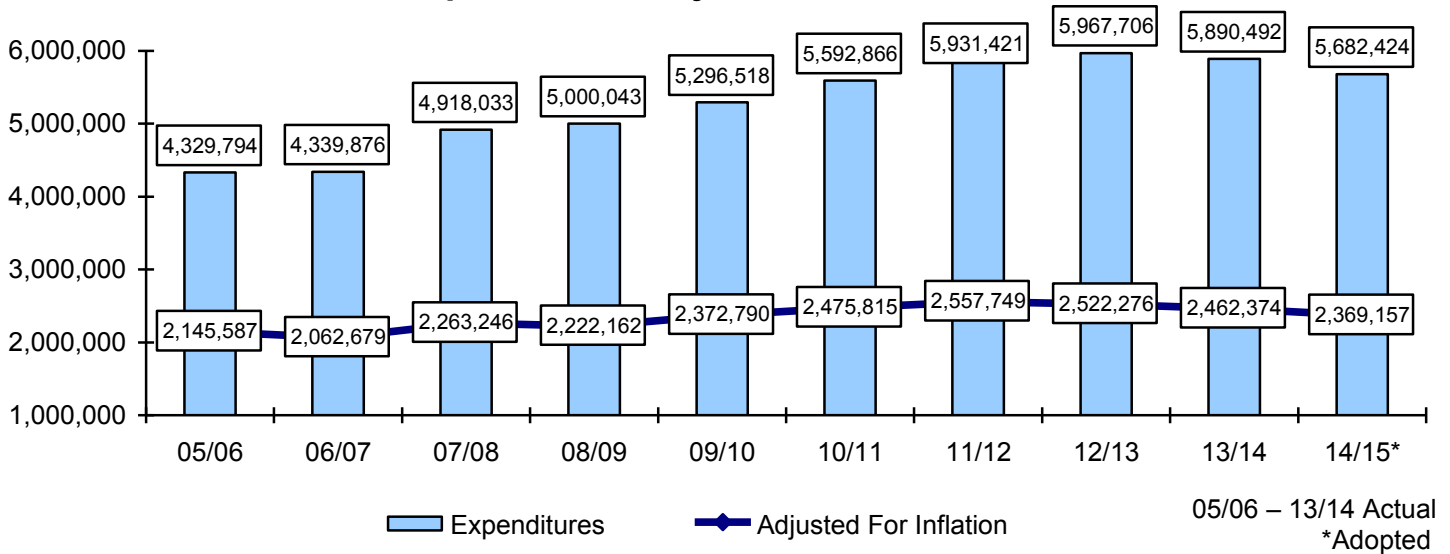
To provide cost effective mandated legal defense services to defendants unable to afford private attorneys.

	2012-13	2013-14	2014-15	2014-15	2014-15
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Intergovernmental Revenue	\$ 415,642	\$ 428,187	\$ 434,010	\$ 434,010	\$ 434,010
Charges for Current Services	165,908	78,650	140,000	140,000	140,000
**Total Revenue	\$ 581,550	\$ 506,837	\$ 574,010	\$ 574,010	\$ 574,010
Services and Supplies	5,967,048	5,890,492	5,682,424	5,682,424	5,682,424
**Gross Expenditures	\$ 5,967,048	\$ 5,890,492	\$ 5,682,424	\$ 5,682,424	\$ 5,682,424
General Fund Support (G.F.S.)	\$ 5,385,498	\$ 5,383,655	\$ 5,108,414	\$ 5,108,414	\$ 5,108,414

Source of Funds



10 Year Expenditures Adjusted For Inflation



The Public Defender has a total expenditure level of \$5,682,424 to provide the following services. No County staff are allocated to this budget.

Primary Public Defender

To contract at a competitive cost for public defender services.

Total Expenditures: \$3,876,623 Total Staffing (FTE): 0.00

Conflict Public Defender

To contract at a competitive cost for public defender services in the event the Primary Public Defender has a conflict of interest (also referred to as the first level conflict indigent legal defense).

Total Expenditures: \$653,585 Total Staffing (FTE): 0.00

Conflict-Conflict Public Defender

To contract at a competitive cost for public defender services in the event the Primary Public Defender and Conflict Public Defender have a conflict of interest (also referred to as the second level conflict indigent legal defense).

Total Expenditures: \$347,598 Total Staffing (FTE): 0.00

Conflict-Conflict-Conflict Public Defense

Court appointed attorneys not on contract with the County who provide legal counsel for indigents who cannot afford their own defense when it is determined (by the Court) that a conflict of interest exists with the County's contracted Primary, Conflict and Secondary Conflict Public Defenders (also referred to as the third level conflict indigent legal defense).

Total Expenditures: \$459,000 Total Staffing (FTE): 0.00

State Institutional Legal Defense

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

Total Expenditures: \$345,618 Total Staffing (FTE): 0.00

COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

This budget funds State and constitutionally required legal defense services for indigents accused of crimes. San Luis Obispo County contracts with private attorneys to provide such “public defender” services. Contracts with three separate legal firms provide primary, conflict, and secondary conflict public defender services. In addition, the County contracts with a fourth law firm to provide specialized legal defense services for mentally disordered offenders (MDO) at Atascadero State Hospital. This budget also funds attorneys appointed by the Court to handle cases where all three firms under contract have case-related conflicts. This typically occurs when there are multiple defendants in a case and each of the three contract firms represents one defendant and additional defendants are represented by a Court-appointed attorney.

The level of General Fund support for this budget in FY 2014-15 is recommended to increase \$96,718 or 1% compared to the FY 2013-14 adopted budget. Overall revenues are budgeted to remain essentially flat, decreasing by \$4,000. Within this overall number, revenue received from the State as reimbursement for prosecution of crimes committed on State property and for commitment hearings for patients at Atascadero State hospital is declining \$45,000 or 13% based on a sustained reduction in caseloads in the current and prior year. This is offset by a \$41,000 increase in 2011 Public Safety Realignment funding approved by the Community Corrections Partnership and the Board of Supervisors mid-year FY 2013-14 to extend the Specialty Court Advocate position to a full year.

Expenditures are increasing \$92,718 or 1%. The County’s four contracts with the law firms that provide Public Defender services include a consumer price index (CPI) inflator of 1.1% in FY 2014-15, based on the annual CPI for 2013, for a total increase of \$51,719. Annual payments to these firms, totaling more than \$4.7 million, represent the bulk of expenditures in this budget and are fixed by contract. Additional expense for court appointed conflict attorneys, psychological exams, expert witnesses, and medical and laboratory reports used in the defense of clients comprise the remainder of the expense in this budget. The remainder of the increase in expense for FY 2014-15 is due to the extension of the Specialty Court Advocate position to a full year, as noted above.

BOARD ADOPTED CHANGES

None.

GOALS AND PERFORMANCE MEASURES

Department Goal: To provide cost effective Public Defender services.						
Communitywide Result Link: <input checked="" type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community						
1. Performance Measure: Annual number of cases reversed based on the allegation of inadequate defense.						
09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
0	0	0	0	0	0	0
<p>What: Counties are mandated to provide public defender services for people who are unable to afford a private attorney. The number of cases that are overturned based upon an inadequate defense measures the effectiveness of public defender services in terms of the meeting the constitutional right to an adequate defense.</p> <p>Why: Providing an adequate defense is a constitutional right and promotes justice. Cases that are overturned because of an inadequate defense ultimately are more costly to taxpayers.</p> <p>How are we doing? We continue to meet our target in FY 2013-14 and expect to do so again in FY 2014-15. Defense services provided by San Luis Obispo Public Defender attorneys meet legally required standards each year and are expected to continue to do so. Data from similar sized counties is not available for comparison.</p>						

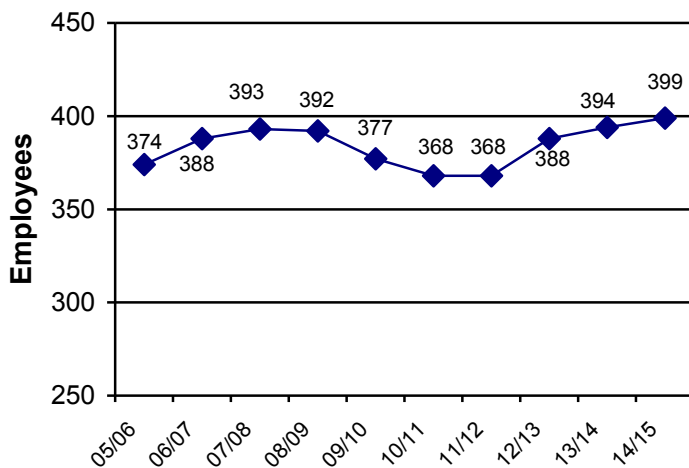
2. Performance Measure: Per capita costs for public defender services.						
09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
\$20.55	\$20.74	\$21.97	\$21.97	\$20.00	\$19.47	20.00
<p>What: This measure shows the per capita gross costs to provide public defender services, based on budgeted amounts.</p> <p>Why: We are measuring per capita gross public defender costs in an effort to capture efficiency data.</p> <p>How are we doing? Actual per capita costs for public defender services over the last four fiscal years have exceeded \$20 per capita. This has mainly been driven by uncontrollable expense from unusually expensive jury trials. These expenses continued to skew this performance measure in FY 2012-13, but did not continue into FY 2013-14. As a result, the actual per capita cost for public defender services in FY 2013-14 was \$19.47. This figure is based on the adjusted expense budget for public defender totaling \$5,383,654 and an estimated 2013 calendar year population of 276,443 (Source: U.S. Census Bureau). Although costs have trended over \$20 per capita in the last several years, San Luis Obispo continues to fare better than most of our comparison counties. The County's per capital cost in FY 2013-14 was lower than all five of our comparison counties: Marin: \$27.50, Monterey: \$22.31, Napa: \$28.41 Santa Barbara: \$22.97, Santa Cruz: \$34.96.</p> <p>Note that the results for comparable counties are based on FY 2013-14 budgeted expenditures, not actual expenditures. Budgeted amounts are used because, as is the case each year, counties have not completed the process of closing their books for the fiscal year when the survey for this performance measure is taken.</p>						

MISSION STATEMENT

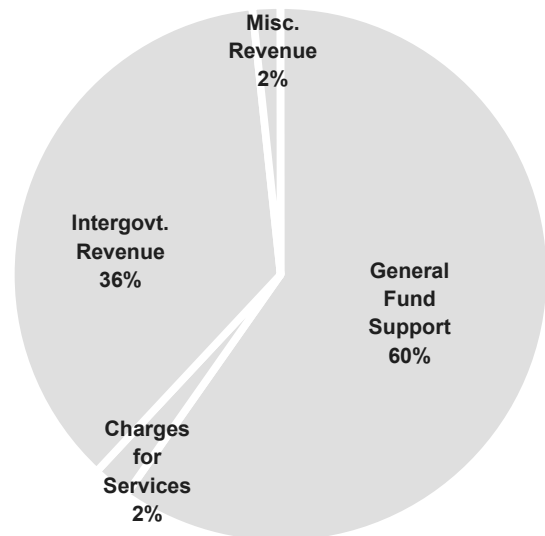
The Mission of the San Luis Obispo County Sheriff's Office is to protect all life and property and to provide service, security and safety to our community.

	2012-13	2013-14	2014-15	2014-15	2014-15
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Licenses and Permits	\$ 26,158	\$ 28,662	\$ 34,400	\$ 34,400	\$ 34,400
Fines, Forfeitures and Penalties	428,156	695,740	524,370	524,370	524,370
Intergovernmental Revenue	21,599,820	22,854,201	23,179,839	23,179,839	23,179,839
Charges for Current Services	1,413,118	1,339,599	1,387,222	1,387,222	1,709,798
Other Revenues	157,987	205,750	129,750	190,959	190,959
Other Financing Sources	376,140	203,972	0	0	0
Interfund	<u>542,039</u>	<u>556,073</u>	<u>576,698</u>	<u>576,698</u>	<u>576,698</u>
**Total Revenue	\$ 24,543,418	\$ 25,883,997	\$ 25,832,279	\$ 25,893,488	\$ 26,216,064
Salary and Benefits	49,903,047	52,483,530	53,266,417	53,266,417	53,576,753
Services and Supplies	9,813,924	10,106,995	10,445,444	10,529,797	10,542,037
Other Charges	236,584	303,489	30,000	30,000	30,000
Fixed Assets	<u>1,186,215</u>	<u>427,335</u>	<u>240,000</u>	<u>240,000</u>	<u>240,000</u>
**Gross Expenditures	\$ 61,139,770	\$ 63,321,349	\$ 63,981,861	\$ 64,066,214	\$ 64,388,790
Less Intrafund Transfers	<u>170,504</u>	<u>164,650</u>	<u>191,196</u>	<u>191,196</u>	<u>191,196</u>
**Net Expenditures	\$ 60,969,266	\$ 63,156,699	\$ 63,790,665	\$ 63,875,018	\$ 64,197,594
General Fund Support (G.F.S.)	<u>\$ 36,425,848</u>	<u>\$ 37,272,702</u>	<u>\$ 37,958,386</u>	<u>\$ 37,981,530</u>	<u>\$ 37,981,530</u>

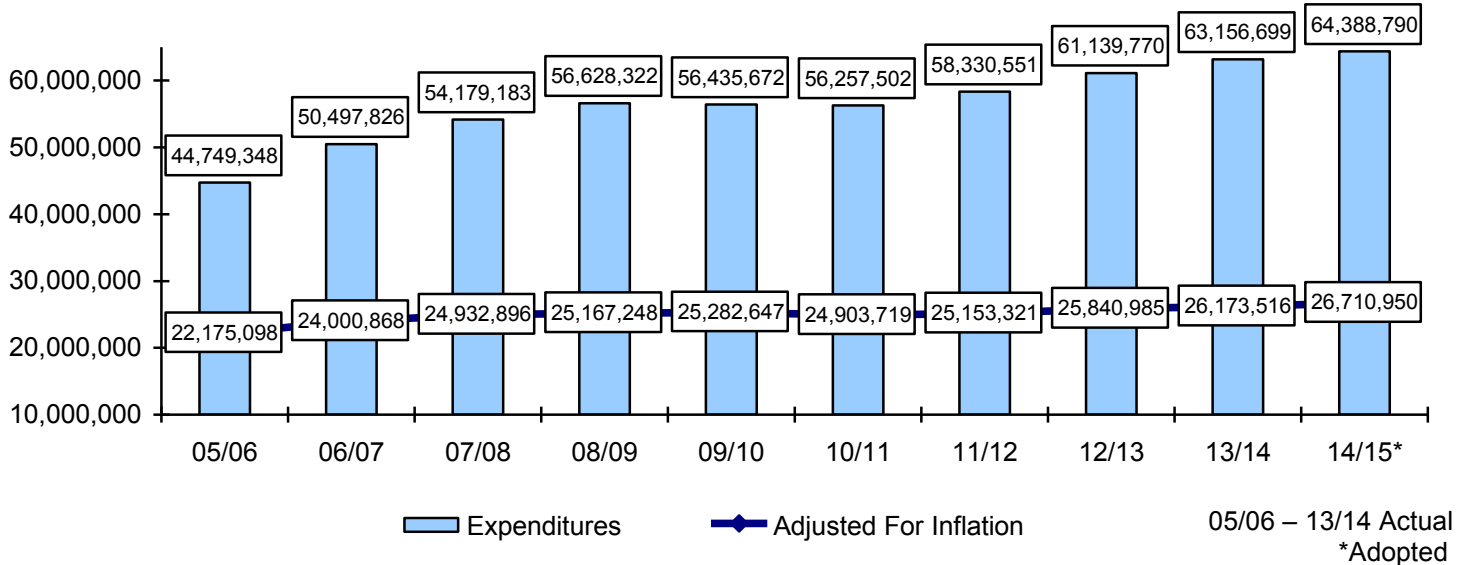
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

The Sheriff-Coroner has a total expenditure level of \$64,388,790 and a total staffing level of 399.00 FTE to provide the following services.

Administration

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

Total Expenditures: \$8,563,980 Total Staffing (FTE): 14.00

Field Operations

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

Total Expenditures: \$25,722,351 Total Staffing (FTE): 165.50

Support Services

Support Services organizes the recruitment of all Sheriff's personnel, coordinates personnel investigations and civil litigation, coordinates training and continuing education, maintains the Property/Evidence area and coordinates and manages capital improvement projects. Support Services also includes Records and Warrants, which processes, stores, and maintains the Sheriff's Office criminal records and warrants, receives and processes permit applications, coordinates extraditions, fingerprints applicants, and registers all sex, drug, and arson offenders residing within the Sheriff's Office jurisdiction.

Total Expenditures: \$12,038,267 Total Staffing (FTE): 16.00

Custody/Civil

Custody/Civil includes: The Custody Division, which operates the County Jail and provides custodial care, vocational training, rehabilitative services, booking, food services, and inmate work assignments, alternate forms of incarceration, operation of the court holding facilities and transportation of jail inmates to and from court; and the Civil Division, which receives and serves all civil processes and notices, including summons, complaints, attachments, garnishments, and subpoenas, as well as providing bailiff services to the Courts.

Total Expenditures: \$28,064,192 Total Staffing (FTE): 201.50

DEPARTMENT COMMENTS

The Sheriff's Office is divided into three primary bureaus: Field Operations, Custody/Civil and Courts, and Support Services. Field Operations is responsible for the delivery of law enforcement and related emergency services to the unincorporated areas of San Luis Obispo County, an area of approximately 3200 square miles. The Operations bureau also provides law enforcement assistance to the seven incorporated cities of San Luis Obispo County and two college campuses. Divisions of Field Operations include patrol, detectives, special operations, and the Coroner's Office.

Custody/Civil and Courts is responsible for operation of the County jail, delivery of civil process and enforcement, and provides security for the courts. The county jail daily population often exceeds 800 inmates. Jail staff serves over 695,274 meals per year and wash and dry over 265 tons of laundry for jail inmates, and 36 tons of laundry for the Juvenile Services Center next door. Support Services is responsible for human resources, safety, worker's compensation, risk management, litigation, discipline and training. This bureau also includes records and warrants, training and property / evidence, capital improvement coordination and project management, including the new women's jail construction.

The Sheriff's Office continues to implement new and improved technology such as a reverse 911 system, computer-aided-dispatch update, IP based dispatch system and patrol unit map tracking which will help with assigning the closest available unit in an emergency. The department has an outstanding K-9 program with six dogs and handlers (four patrol, two detection). This enables the department to locate suspects, narcotics and critical missing persons in a more efficient manner using fewer resources. The Sheriff's Office has absorbed the County Narcotics Task Force into the department's Special Operations Unit after the state unfunded the task force. Personnel have been assigned to both narcotics and gang units. This has enhanced the investigative abilities of both units and provided the opportunity for pro-active enforcement.

The County had two homicides in the past year and several complicated sexual assault cases. The new cases along with other on-going homicide investigations are causing a strain on investigative resources in detectives, forensic services and crime lab. Managing rising costs within tight funding constraints continues to be a challenge. A significant increase in average daily inmate population in the jail has also strained the budget, adding expense for food, clothing, security medical and household costs. Both fuel costs and inmate population are driven by factors that are mainly beyond the department's control and the challenge is to develop strategies for reducing costs in those areas.

FY 2013-14 Accomplishments

- Completed the Property and Evidence Room.
- Added a Resident Deputy and K9 Unit in the California Valley/Creston/Shandon area.
- Replaced obsolete dispatch radio system with new state-of-the-art IP based dispatch system.
- Enhanced Community outreach through “Town Hall” meetings.
- Continued to look at new technology and procedures to improve efficiencies and effectiveness.
- Completed a team building workshop to gather employee input for a two year strategic plan.
- Continued process of studying and scoping a new co-located dispatch center at the County Operations Center. This center will be designed to provide dispatching for the Sheriff’s Office, Cal Fire and Med-Com.
- Continued progress with women’s jail expansion project and commence with ground breaking in February 2014.
- Continued to monitor impacts from 2011 Public Safety Realignment (AB 109) and research alternatives to reduce rising jail population and reduce recidivism rates.

FY 2014-15 Objectives

- Continue construction on the Woman’s Jail Project.
- Finalize construction of the Honor Farm Laundry building.
- Further develop programs for inmates in the jail that will change behavior and treat drug/alcohol dependency.
- Continue community outreach through “town hall” meetings.
- Complete building and finance plan on co-located dispatch center with Cal Fire on, Kansas Avenue.
- Continue strengthening our partnerships with Local, State and Federal law enforcement and commit resources to successfully interdict and prosecute those who are using our coastline as an entry point to smuggle drugs and aliens.

COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

General Fund support for the Sheriff-Coroner is budgeted to increase \$57,959 or less than 1% in FY 2014-15 as revenues are expected to keep pace with expenditures.

Revenues are budgeted to increase \$1.4 million or 5% in FY 2014-15. The increase is due to two main factors. The first is a projected increase in Prop 172 revenue (the State’s ½ cent sales tax for public safety), which is budgeted to increase \$1,095,279 or 8% over the FY 2013-14 budgeted level. The second is an increase in 2011 Public Safety Realignment (AB 109) revenue from the State which is budgeted to increase \$397,814 or 15% based on increasing expenses related to housing inmates that formerly served their sentences in State prison.

Total expenditures are recommended to increase \$1,471,884 or 2% compared to the FY 2013-14 adopted level. Salary and benefits expenditures increase \$561,516 or 1%. Almost half of the increase is the result of two positions recommended to be added to the Position Allocation List (PAL) in FY 2014-15, a 1.00 FTE Commander position and a 1.00 FTE Sergeant position. (See Budget Augmentation Requests Recommended below.) The remainder of the increase is due to prevailing wage adjustments approved by the Board of Supervisors in FY 2013-14 for San Luis Obispo County Employees Association (SLOCEA) bargaining units, the Deputy Sheriff’s Association, and Sheriff’s management positions.

The Sheriff’s budget also includes approximately \$656,606 of expense in FY 2014-15 to support 4.00 FTE of Deputy Sheriff positions and associated resources to staff a new beat in California Valley due to the two large-scale solar projects under construction. The Board of Supervisors approved the addition of these resources on March 6, 2012 (item #18) and is expected to be reduced to pre-construction levels after construction is completed. Offsetting revenue in the amount of \$656,606 has been budgeted in FC 101 – Non-Departmental Revenue based on the sales tax that will be received from these two projects.

Services and supplies expense is increasing \$747,262 or 7% compared to the FY 2013-14 budget. The most substantial portion of the increase is \$268,345 of new expense for insurance charges. The second largest impact to services and supplies are contract expenses for professional and special services, which are increasing \$164,609 or 22%. This category includes expenses for crime prevention activities, security guards, and home detention monitoring. Expenses driven by the growth of the jail population spurred by 2011 Public Safety

Realignment (AB 109) are also increasing, rising approximately \$92,000 in FY 2014-15. This includes expenses for inmate clothing and personal items, food, household expenses, and medical supplies. These expense increases are offset by State AB 109 revenue.

The Other Charges expense category is increasing \$30,000 resulting from the one time purchase of a vehicle for the sergeant position recommended to be added to the PAL in FY 2014-15. Fixed assets are also increasing due to the one-time purchase of a security scanner for the jail. (See Budget Augmentation Requests Recommended, below.)

A total of \$287,840 is recommended to be transferred to the Health Agency to support the cost of medical care provided in the jail. This includes \$180,659 of Tobacco Settlement revenue and \$107,181 of General Fund support added in FY 2013-14 to support an existing Mental Health Therapist position in the jail. This position was formerly supported by revenue from the Sheriff's State Criminal Alien Assistance Program (SCAAP) reimbursement trust fund, but this funding source is no longer available for this purpose. The addition of General Fund to support the therapist position is intended to be temporary while the Sheriff's Office considers other funding sources for this position.

A net addition of 2.00 FTE is recommended to be added to the Sheriff's Position Allocation List (PAL) for FY 2014-15:

FY 2013-14 Mid-Year PAL Changes

- -1.00 FTE Administrative Services Officer due to a reclassification to Record's Manager.
- +1.00 FTE Sheriff's Records Manager due to a reclassification from Administrative Services Officer.
- -1.00 FTE Correctional Lieutenant to create a Correctional Captain position.
- +1.00 FTE Correctional Captain position to improve management of custody staff and the jail.

FY 2014-15 Recommended PAL Changes

- +1.00 FTE Sheriff's Commander, per Sheriff's Budget Augmentation Request, to make the head of the Sheriff's Professional Standards Unit a permanent position.
- +1.00 FTE Sergeant position to improve supervisorial span of control and management of Coroner's Unit and the Crime Lab.

BOARD ADOPTED CHANGES

As part of the Supplemental Budget document, the Board of Supervisors added 3.00 FTE Sheriff's Dispatcher positions, a total expenditure increase of \$322,576 to provide dispatch services under contract to the City of Arroyo Grande.

BUDGET AUGMENTATION REQUESTS ADOPTED

Unit Amount	Description	Results
Gross: 207,115 General Fund: \$69,835 (new), \$137,280 (existing expense for contract position)	+1.00 FTE Sheriff's Commander position	Ensure continued staffing of the Professional Standards Unit; implement grant-funded complaint tracking system.
Gross: \$212,324 General Fund: \$212,324	+1.00 FTE Sergeant position and a vehicle A single Sergeant position currently supervises 25.50 FTE, including 3 coroners, 13 detectives, 6 lab personnel, and 3.5 clerks.	Provide direct supervision to the Coroner's Unit and Forensic Laboratory personnel, including 3 coroners, 6 lab personnel, and 1.5 clerks (10.5 positions total). The existing Sergeant will retain supervision duties for the other 15 positions.
Gross: \$185,000 General Fund: \$125,000 Other Funding: \$60,000 Court Security revenue (2011 Public Safety Realignment)	Purchase a SecurPASS digital security screening system for the jail.	Reduce the number of contraband entering the jail through increased detection and deterrence.

GOALS AND PERFORMANCE MEASURES

Department Goal: Perform all mandates of the Office of Sheriff-Coroner, investigate crime, enforce laws, prevent criminal activities, maintain a safe and secure jail, provide security for the courts, plan for and implement emergency response for disasters and acts of terrorism.

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

1. Performance Measure: Crime rate for law enforcement agencies that serve populations over 100,000 in the State.

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
Crime rate lower than 85% of comparable counties	Crime rate lower than 100% of comparable counties	Crime rate lower than 80% of comparable counties	Crime rate lower than 60% of comparable counties	Crime rate lower than 80% of comparable counties	Crime rate lower than 80% of comparable counties	Crime rate lower than 80% of comparable counties

What: This measure tracks the number of serious crimes reported each year for all law enforcement agencies (i.e., police departments, sheriff departments, and cities that contract for law enforcement). Based on the 2012 population table provided by the California Department of Finance, San Luis Obispo County has grown to over 270,000 people. This puts the county in the Group 1 population subset of 250,000 to 499,999. Based on proximity and/or size, our comparable counties are Monterey, Santa Barbara, Santa Cruz, Placer and Marin.

Why: This compares the crime rate for serious violent and property offenses reported by the San Luis Obispo Sheriff's Office to that of other comparable sheriff's offices that serve populations of 250,000 or more.

How are we doing? Sheriff's Office personnel are trained to be very proactive in crime reduction strategies through crime prevention programs, community presentations, patrols, school programs, security surveys, summer camps and rural patrol, as well as aggressive prosecutions through specialized investigative units. Based on the 2012 statistics from the Federal Bureau of Investigation's Uniform Crime Reporting, the San Luis Obispo crime rate was lower than four of the five comparable counties. The violent crimes, property and arson crimes reported for San Luis Obispo and comparable counties are: Marin 844; Monterey 1,546; Placer 1,959; San Luis Obispo 1,536; Santa Barbara 2,113 and Santa Cruz 2,202. This information was reported for 2012 and is the most current data available.

2. Performance Measure: Percentage of high priority, life threatening calls for service that receive a 10 minute response time in the Coast Station area of the county.

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
59%	65%	71%	68%	72%	65%	69%

What: This measures the percentage of calls from the time the first patrol unit is dispatched to the call to arriving at the scene that are under 10 minutes in response time. The Coast Station area extends from Avila Beach and up the coastline to the Monterey County line.

Why: Timely response is critical to successful resolution of a life threatening call for service. Even though there are no national standards for this measure, the Sheriff's Office considers this to be an important issue for the public.

How are we doing? The average response time for the Coast Station was 11:36 minutes for July 2013 through June 2014. The Coast Patrol received 99 high priority calls and of those calls 64 or 65% were responded to in the targeted 10 minute time frame. While this is an average response time for the entire coast area, it includes responses in very remote portions of the patrol area with low population. Response times are based on the location of the closest available unit at the time the call is dispatched. Because the location of any unit in a beat area changes based on call volume, time of day and number of cars in a beat, times will vary in any given month or year.

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

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
64%	38%	66%	69%	67%	62%	66%

What: This measures the percentage of calls where the response time from when the first patrol unit is dispatched to when the unit arrives at the scene is 15 minutes or less. The North Station area covers inland north county from Santa Margarita to Monterey and Kern County lines.

Why: Timely response is critical to successful resolution of a life threatening call for service. Even though there are no national standards for this measure, the Sheriff's Office considers this to be an important issue for the public.

How are we doing? The overall average response time for the North Station was 12:38 minutes for July 2013 through June 2014. This patrol station has the largest geographical area, but is the least populated area of the three patrol stations. The North Station received 156 high priority calls and of those calls 96 or 62% were responded to in the targeted time. Response times are based on the location of the closest available unit at the time the call is dispatched. Because the location of any unit in a beat area randomly changes based on call volume, time of day and number of cars in a beat, times will vary in any given month or year. This past year the Sheriff's Office has added a Resident Deputy and K-9 Deputy in Creston, which has helped improve response times.

4. Performance Measure: Percentage of high priority, life threatening calls for service that receive a 10 minute response time in the South Station area of the county.

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
73%	72%	75%	78%	73%	84%	82%

What: This measures the percentage of calls where the response time from when the first patrol unit is dispatched to when the unit arrives at the scene is 10 minutes or less. The South Station area extends from the City of San Luis Obispo and Avila Beach, south to the Santa Barbara County line and east to unpopulated areas of the Los Padres National Forest.

Why: Timely response is critical to successful resolution of a life threatening call for service. Even though there are no national standards for this measure, the Sheriff's Office considers this to be an important issue for the public.

How are we doing? The average response time for the South Station was 07:04 minutes in July 2013 through June 2014. This patrol area has a growing population and deputies here respond to as many calls for service as the other two stations. The South Station received 218 high priority calls and of those calls 183 or 84% were responded to in the targeted time. Response times are based on the location of the closest available unit at the time the call is dispatched. Because the location of any unit in a beat area changes based on call volume, time of day and number of cars in a beat, times will vary in any given month or year.

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

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
100%	100%	100%	50%	100%	100%	100%

What: Using national Uniform Crime Reporting (UCR) data collected by the Federal Bureau of Investigation (FBI), this measure shows the percentage of homicide investigations that result in an arrest by the Sheriff's Office.

Why: Arrest/Clearance rates are indicative of effectiveness.

How are we doing? The department had 3 homicides that occurred between July 1, 2013 and June 30, 2014 with 3 cleared or 100%. The national clearance rate (UCR) for population groups between 250,000 and 499,999 for 2012 was 54.7% and statewide clearance for 2012 was 59.5%. The most recent UCR data available at this time is from 2012.

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

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
15%	23%	42%	40%	40%	17%	90%

What: Using national Uniform Crime Reporting (UCR) data collected by the FBI, this measure shows the percentage of forcible rape investigations that result in an arrest by the Sheriff's Office. *Please Note: UCR clearance is indicative of the status of the offender not the status of the case.*

Why: Arrest rates are indicative of effectiveness.

How are we doing? Twenty-three rapes were reported during the period from July 1, 2013 through June 30, 2014. During that same time frame 4 rape cases were cleared. Often times the clearance of a rape will fall into a different reporting period than the crime itself. Clearance rate for this reporting period is 17%. The national clearance rate for the population groups between 250,000 to 499,999 for 2012 is 36.6%. The statewide clearance rate for 2012 is 43%. San Luis Obispo County has a higher incident of "non-stranger sexual assault" compared to "stranger sexual assault." With a "non-stranger sexual assault" the victim frequently delays reporting the offense which results in an extreme lack of evidence. These cases take longer to investigate and prosecute, thus affecting the results reported. The most current UCR data available is from 2012.

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

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
69%	35%	53%	52%	56%	80%	60%

What: Using national Uniform Crime Reporting (UCR) data collected by the FBI, this measure shows the percentage of robbery investigations that result in an arrest by the Sheriff's Office. The Penal Code defines robbery as the taking or attempting to take anything of value from the care, custody or control of a person or persons by force or threat of force or violence and/or by putting the victim in fear.

Why: Arrest rates are indicative of effectiveness.

How are we doing? Of the 10 robbery offenses for the period from July 1, 2013 through June 30, 2014, 8 have been cleared or 80%. The national clearance rate for population groups between 250,000 to 499,999 for 2012 was 22.9%. The statewide clearance rate for 2012 was 27.2%. The most current UCR data available is from 2012.

8. Performance Measure: Arrest rate for crimes classified as aggravated assault.

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
73%	77%	77%	80%	78%	74%	83%

What: Using national Uniform Crime Reporting (UCR) data collected by the FBI, this measure shows the percentage of aggravated assault investigations that result in an arrest by the Sheriff's Office. The Penal Code defines aggravated assault as the unlawful attack by person(s) upon another for the purpose of inflicting severe or aggravated bodily injury.

Why: Arrest rates are indicative of effectiveness.

How are we doing? Of the 275 assault offenses that occurred during the period from July 1, 2013 through June 30, 2014, arrests were made for 204 or 74%. The national clearance rate for population groups between 250,000 to 499,999 for 2012 was 47.3% and a statewide clearance rate for 2012 was 53.3%. The most current UCR data available is from 2012.

9. Performance Measure: Average physical altercation by inmates per month at the San Luis Obispo County Jail.

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
5/(551)	8/(558)	10/(604)	13/(753)	11/(750)	9/(701)	8/(781)

What: This measure tracks our success relative to keeping the Main Jail safe for inmates and County employees. The first number represents the average number of assaults per month. The number to the right (in parentheses) is the average daily population of the jail, which is shown for comparison sake.

Why: It is important to track the physical altercation rate at the Main Jail for two reasons: 1) it provides a measure for how safe our facility is and 2) it demonstrates the degree to which we effectively manage a changing inmate population.

How are we doing? For July 1, 2013 through June 30, 2014 the number of altercations was 111 with 277 involved inmates. The average daily population housed inside the Jail for July 2013 through June 2014 was 701.

It is presumed that one of the reasons the number of assaults are up in the past two years is because there is a larger population and the jail is overcrowded. Space is very limited and some inmates sleep on the floor. These conditions contribute to inmates becoming agitated. The implementation of AB 109 – Public Safety Realignment is one of the main drivers behind the increase in population. Since October 2011, AB 109 has redirected lower level felons and parole violators that previously would have served time in State prison to now serve their time in county jail. As of June 30, 2014, 224 of the inmates in the Jail were serving time under AB 109.

The number of staff assaulted by inmates has fluctuated over the past four years, with six in FY 2009-10, nine in FY 2010-11, six in FY 2011-12 and five in FY 2012-13. There have been four staff members assaulted by inmates during the July 2013 through June 30, 2014 time frame. This appears to be in line with the average number of staff assaults for the last three years. There is no comparison data available from other counties. As always, our jail staff is working to keep both inmates and staff safe at all times.

10. Performance Measure: Overtime as a percentage of the Custody Division’s salaries budget.

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
1.43%	2.6%	4.3%	3.2%	2.5%	3.4%	2.5%

What: This measure tracks the amount of overtime expended annually by the Sheriff to keep the Main Jail, including the Women’s Jail, running twenty-four hours a day, seven days a week.

Why: Barring unforeseen emergencies/events, overtime costs can be kept in check by employing sound scheduling and management techniques. Tracking our efforts in this area demonstrates the Sheriff’s commitment to maximizing the use of limited resources.

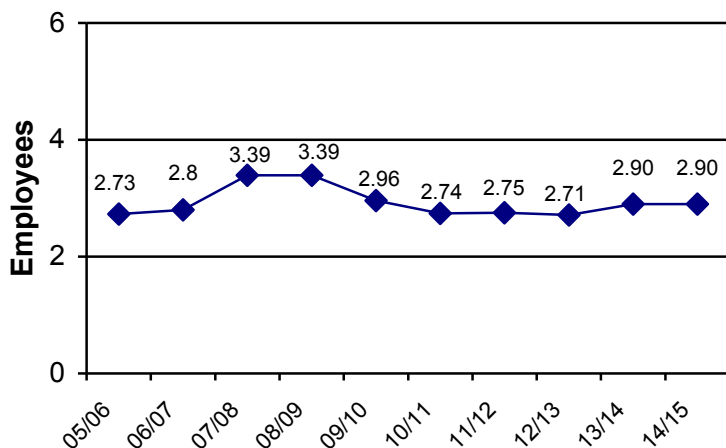
How are we doing? Overtime hours have increased this fiscal year compared to the prior fiscal year. In FY 2012-13 overtime hours were 10,892. The total amount budgeted for salaries and benefits were \$20,803,514 and the actual cost of overtime was \$675,087. For FY 2013-14, overtime hours were 11,647 or an increase of 6.93% from the previous year. The total budget for FY 2013-14 including salaries and benefits were \$21,239,606. The cost of overtime was \$731,580. This increase is attributed to an increase in vacancies in Jail staffing. There are currently 8 Correctional Deputy positions and 5 Correctional Technicians vacant which are in the process of being filled. It is anticipated that overtime will decrease with the vacancies being filled in FY 2014-15. No comparison data is available from other counties.

MISSION STATEMENT

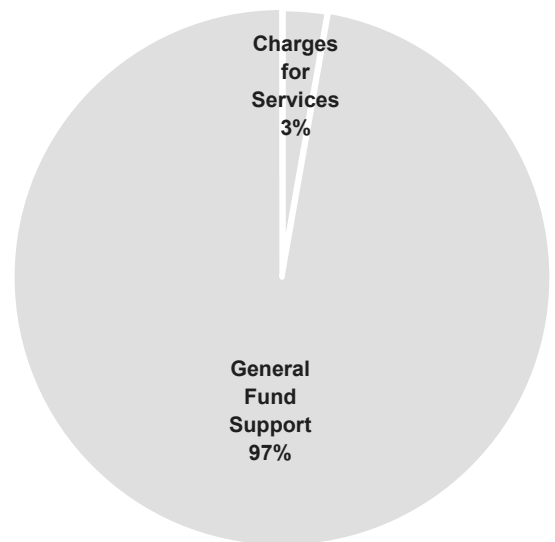
Provide post-closure monitoring and maintenance of the Los Osos Landfill; administration of Countywide National Pollutant Discharge Elimination System (NPDES) programs; and coordination of solid waste programs in the unincorporated areas of the County.

<u>Financial Summary</u>	2012-13	2013-14	2014-15	2014-15	2014-15
	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Licenses and Permits	\$ 20,732	\$ 0	\$ 0	\$ 0	\$ 0
Charges for Current Services	26,036	26,869	26,036	26,036	26,036
Other Revenues	3	201	0	0	0
Other Financing Sources	132,895	0	0	0	0
**Total Revenue	\$ 179,666	\$ 27,070	\$ 26,036	\$ 26,036	\$ 26,036
Services and Supplies	714,267	554,746	906,300	906,300	906,300
**Gross Expenditures	\$ 714,267	\$ 554,746	\$ 906,300	\$ 906,300	\$ 906,300
General Fund Support (G.F.S.)	<u>\$ 534,601</u>	<u>\$ 527,676</u>	<u>\$ 880,264</u>	<u>\$ 880,264</u>	<u>\$ 880,264</u>

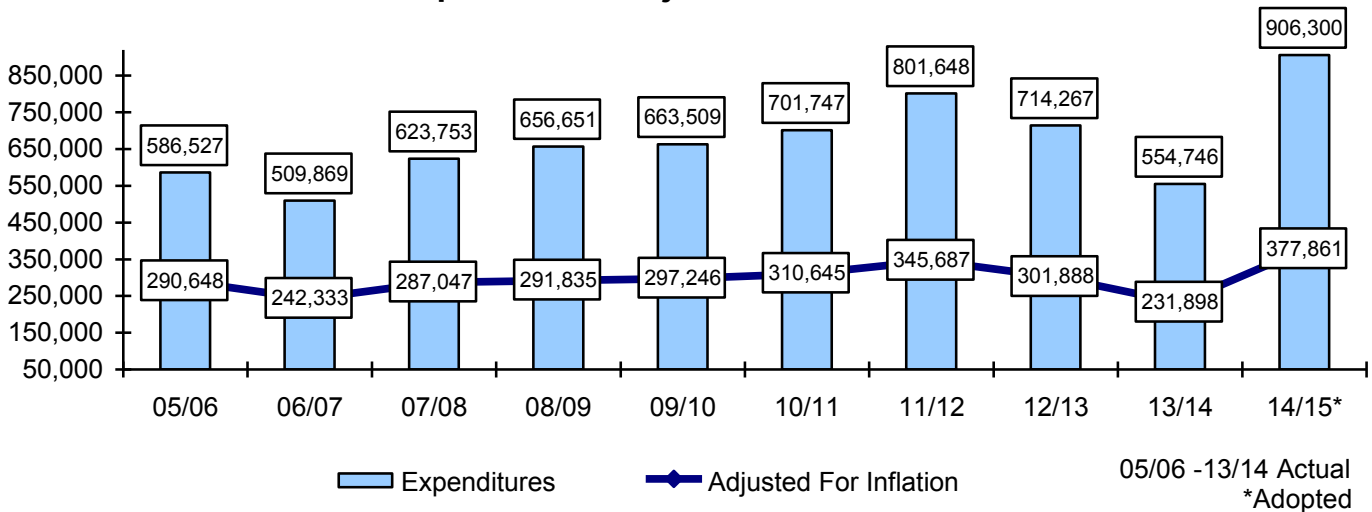
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Waste Management has a total expenditure level of \$906,300 and a total staffing level of 2.90 FTE to provide the following services.

Note: Staff is budgeted in FC 405 – Public Works Internal Service Fund; full time equivalent (FTE) shown represents staff assigned to projects within Fund Center 130 – Waste Management.

Landfill Management

Supervise and perform maintenance at the closed Los Osos Landfill in a fiscally and environmentally sound manner to ensure compliance with Federal, State and local regulations. Monitor and report environmental impact results, inspect and maintain the gas control system, and perform corrective action.

Total Expenditures: \$404,862 Total Staffing (FTE): 0.93

Solid Waste Coordination

Monitor programs to reduce solid waste and increase recycling in the unincorporated areas of the County. Administer franchise contracts with waste hauling service providers. Consult with community services districts, other special districts and the public as necessary regarding solid waste program implementation and waste collection franchise issues. Consult and coordinate with the Auditor-Controller’s Office on rate setting for solid waste collection and facility enterprises. Consult and coordinate with the Environmental Health Division of the Health Agency on solid waste permitting and enforcement issues. Act as a central information source for inquiries from the public and other agencies regarding solid waste matters.

Total Expenditures: \$7,369 Total Staffing (FTE): 0.01

National Pollutant Discharge Elimination System (NPDES); Storm Water

Develop and implement programs and best practices to reduce pollutants in storm water runoff to ensure compliance with Federal and State regulations. Act as the County’s storm water coordinator and provide storm water information to other departments, agencies and the public.

Total Expenditures: \$494,069 Total Staffing (FTE): 1.96

DEPARTMENT COMMENTS

The primary programs of the Waste Management budget unit are all mandated under Federal and State laws and regulations. They include Landfill Management which provides post-closure maintenance of the Los Osos landfill, Solid Waste Coordination which works with the Integrated Waste Management Association on countywide recycling and waste management efforts, and the countywide implementation of the National Pollutant Discharge Elimination System (NPDES).

Following are some of the notable accomplishments for FY 2013-14 and some specific objectives for FY 2014-15.

FY 2013-14 Accomplishments

- Completed preliminary engineering and design of the pump and treat facility at the Los Osos Landfill. This facility will improve the quality of groundwater under the closed Los Osos Landfill.
- Continued to implement an increased preventative maintenance program on the gas flare at the closed Los Osos Landfill which has resulted in significant reduction of mechanical breakdowns.
- Continued to meet all regulatory reporting, maintenance, and monitoring requirements from the Regional Water Quality Control Board, CalRecycle, and Air Pollution Control District.
- Provided storm water pollution prevention education program in schools located in the unincorporated areas of the County.
- Through various media, broadcast the storm water pollution prevention message to approximately 200,000 people countywide, including Sammy the Steelhead appearances at events throughout the County.
- Broadly promoted the County's sixth annual Countywide Creek Day.
- Continued the "Our Water, Our World" pesticide use reduction program in home and garden retail outlets throughout the County.
- Completed the renewal of the franchise agreement with Mid-State Solid Waste & Recycling including a component for food waste composting.
- Completed the transfer of the solid waste franchise from the Los Osos Community Services District (LOCSD) as part of the resolution of the LOCSD bankruptcy.

FY 2014-15 Objectives

- Continue to meet all State and Federal regulatory requirements.
- Complete the renewal of the franchise agreement with Paso Robles Country Disposal.
- Obtain permits for the pump and treat facility at the closed Los Osos Landfill.
- Work with other agencies to develop a regional approach to Community Based Social Media efforts for the NPDES program.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The Waste Management budget provides funding for County run programs involving solid waste, landfill management, and those that manage storm water pollutants. This fund center is a division of the Public Works Internal Service Fund (ISF), and as such, all staff, equipment and services are provided by the ISF and charged back to this budget.

The recommended General Fund support for Waste Management is at FY 2013-14 adopted levels of \$880,264. The slight decrease in revenue of \$3,931 is due to reimbursable contract work budgeted in FY 2013-14 that is not anticipated to be performed in FY 2014-15. The fund center's only other source of revenue, from the annual franchise agreement payment from the South County Sanitation District, is budgeted at previous year's level of \$26,036.

Services and supplies accounts are essentially at FY 2013-14 levels, decreasing minimally by \$3,932. This decrease is due to a combination of increases/decreases within several accounts including charges from the ISF. ISF department overhead is increasing by \$9,590 or 10% while labor charges are increasing by \$10,506. Waste Management is not increasing the number of staff hours it is "purchasing" from the ISF; rather labor charges are increasing as the result of changes in staff classifications assigned to the fund center, promotions/step increases, negotiated salary and benefit, pension and workers compensation increases. As with all the fund centers within the ISF, this fund center is charged a portion of the ISF's countywide overhead. Overall, countywide overhead is decreasing by 24% or \$7,462. The primary driver for this decrease is the ISF's portion is decreasing by 90% or \$7,240.

The recommended budget includes funding in the amount of \$64,108 for Phase 2 of the groundwater extraction and treatment (pump and treat) facility capital project at the closed Los Osos Landfill. Funding for Phase 1 was approved by the Board of Supervisors on February 26, 2013 and included in the FY 2013-14 Capital Projects budget. Completed Phase 1 activities include conceptual project development and budgeting, obtaining permits to install a "test well" and conduct pump testing, installation and pump testing of the "test well" as well as other wells already installed for monitoring purposes at the landfill. A technical report of the pumping tests was received in December of 2013 and will be used as the basis of the system design. At the writing of this narrative, staff was also working on a draft request for proposal (RFP) in anticipation of designing the facility. Phase 2 will consists of obtaining permits for the expanded pump and treat system.

BOARD ADOPTED CHANGES

None.

GOALS AND PERFORMANCE MEASURES

Department Goal: Implement programs to satisfy or exceed the requirements of the Integrated Waste Management Act as currently written and as amended in the future.						
Communitywide Result Link: <input type="checkbox"/> Safe <input checked="" type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input type="checkbox"/> Well-Governed Community						
1. Performance Measure: 50% reduction in the percentage of solid waste disposed in regional landfills as required by State law and converted to regional per capita per day disposal rate.						
09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
70% 4.4 lbs	69% 4.6 lbs	69% 4.6lbs	68% 4.3 lbs	68% 4.4 lbs	68% 4.7 lbs.	68% 4.4 lbs.
What: Since 2007 the method of measuring success in recycling changed to measuring the waste reduction on a per capita basis.						
Why: The objective of this program is to extend the life of existing landfills by reducing the amount of solid waste being disposed by 50%. This is a State mandated objective.						
How are we doing? The County met its diversion percent goal of 68%, which is above the State average of 65% and well above the 50% State mandate. The County did not meet the pounds per capita disposed goal of 4.4 lbs. which is the State average. Until we implement new programs such as food waste collection, we will not see appreciable reductions in disposal. Development of the food waste collection program continues to make progress and is anticipated within the next five years.						

Health and Human Services

Contributions to Other Agencies

Health Agency

- Behavioral Health

- Driving Under the Influence

- Emergency Medical Services

- Law Enforcement Medical Care

- Medically Indigent Services Program

- Public Health

Social Services Administration

- CalWORKs

- Foster Care

- General Assistance

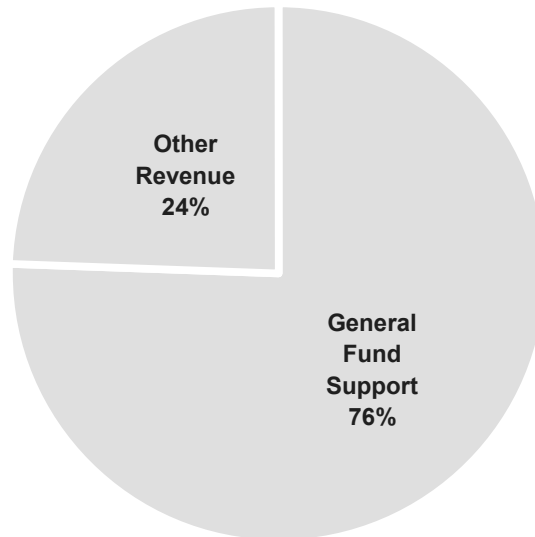
Veterans Services

PURPOSE STATEMENT

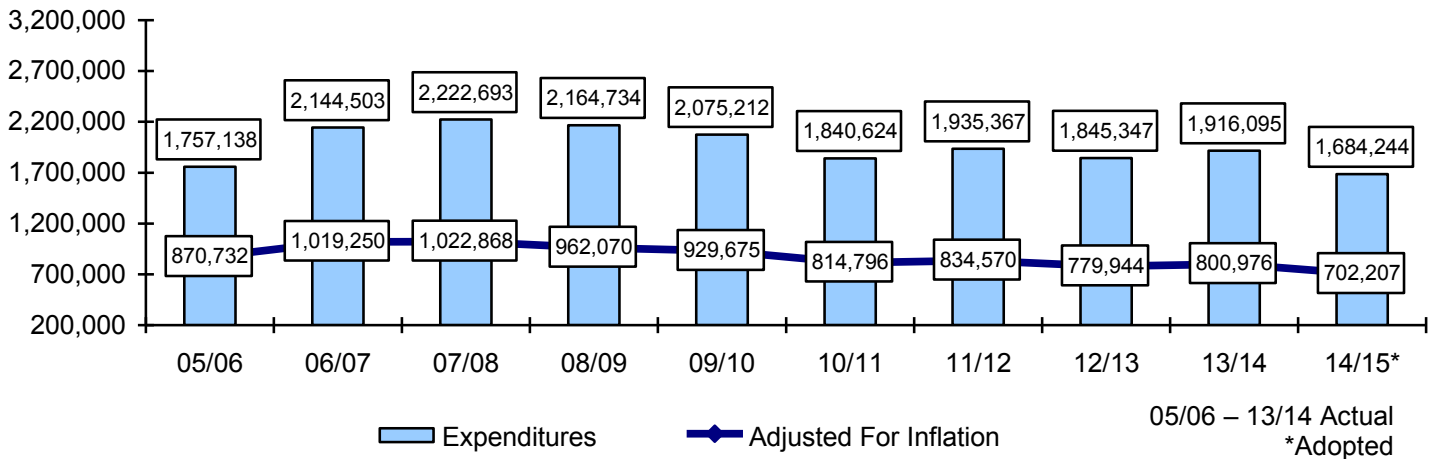
To assist non-profit agencies and organizations by providing financial support for essential services not provided by the County; and to support County recognized advisory committees and councils with their on-going operations.

<u>Financial Summary</u>	2012-13 <u>Actual</u>	2013-14 <u>Actual</u>	2014-15 <u>Requested</u>	2014-15 <u>Recommended</u>	2014-15 <u>Adopted</u>
Other Revenues	\$ 360,816	\$ 356,515	\$ 359,250	\$ 399,250	\$ 399,250
Interfund	<u>27,000</u>	<u>36,000</u>	<u>0</u>	<u>0</u>	<u>0</u>
**Total Revenue	\$ 387,816	\$ 392,515	\$ 359,250	\$ 399,250	\$ 399,250
Services and Supplies	1,845,347	1,911,905	1,588,919	1,639,244	1,684,244
Other Charges	<u>0</u>	<u>4,190</u>	<u>0</u>	<u>0</u>	<u>0</u>
**Gross Expenditures	\$ 1,845,347	\$ 1,916,095	\$ 1,588,919	\$ 1,639,244	\$ 1,684,244
General Fund Support (G.F.S.)	<u>\$ 1,457,531</u>	<u>\$ 1,523,580</u>	<u>\$ 1,229,669</u>	<u>\$ 1,239,994</u>	<u>\$ 1,284,994</u>

Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Contributions to Other Agencies has a total expenditure level of \$1,684,244 to provide the following services:

District Community Project Grants

Provides discretionary monies to each County Supervisor to fund projects of non-profit organizations and operating expenses for County recognized advisory committees and councils. Applications may be submitted for community project grant funds throughout the year.

Total Expenditures: \$129,690 Total Staffing (FTE): 0.00

Community Based Organizations

Provides funds to non-profit health and human services organizations for programs and services which are not provided by County departments. Eligible organizations submit applications in January of each year. Funding recommendations are included in the proposed budget and considered by the Board of Supervisors during the County's annual budget hearings.

Total Expenditures: \$768,500 Total Staffing (FTE): 0.00

Preventive Health

Provides funds for programs and projects that promote the health and well-being of the community, encourages behaviors and activities that focus on preventing disease, and enable County residents to reach and maintain optimal health stability and independence. Eligible organizations submit applications in January of each year. Funding recommendations are included in the proposed budget and considered by the Board of Supervisors during the County's annual budget hearings.

Total Expenditures: \$381,675 Total Staffing (FTE): 0.00

Other Agency Requests

Provide funds for a variety of non-profit organizations for operations and specific projects. Some of these organizations are funded on a recurring basis and others are funded for specific one-time projects. Funding requests are considered by the Board of Supervisors during the County's annual budget hearings.

Total Expenditures: \$404,379 Total Staffing (FTE): 0.00

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The recommended FY 2014-15 level of General Fund support for this fund center, at \$1,239,994, is a decrease of \$250,872 or 16% from FY 2013-14 adopted levels. The decrease is primarily due to the reallocation of several programs (noted below) to Fund Center 103 – Non-Department Other Expenditures. In addition, no funding is recommended for the Action for Healthy Communities survey as FY 2013-14 was the second and final year of funding. Overall, the recommended budget provides for \$1,619,244 in grant funds, an increase of \$31,314 when compared to FY 2013-14 adjusted for the reallocation of program noted above. Grants are funded through a combination of the General Fund and tobacco settlement dollars. The recommended budget includes \$20,000 of unallocated funding. The following is a description, by category, of the recommended funding distribution.

District Community Project Grants: For FY 2014-15, it is recommended that funding for District Community grants remain at FY 2013-14 levels of \$129,690. This funding would again allocate \$25,938 for each supervisorial district and, as in prior years, any district funds remaining from FY 2013-14 will be carried forward to FY 2014-15. The exact amount of funds to be carried forward will be determined at the end of FY 2013-14.

District Community Projects	2014-15 Request	2014-15 Recommendation	2014-15 Adopted
District 1 Community Projects	\$ 25,938 + carryover	\$ 25,938 + carryover	\$ 25,938 + carryover
District 2 Community Projects	\$ 25,938 + carryover	\$ 25,938 + carryover	\$ 25,938 + carryover
District 3 Community Projects	\$ 25,938 + carryover	\$ 25,938 + carryover	\$ 25,938 + carryover
District 4 Community Projects	\$ 25,938 + carryover	\$ 25,938 + carryover	\$ 25,938 + carryover
District 5 Community Projects	\$ 25,938 + carryover	\$ 25,938 + carryover	\$ 25,938 + carryover
Total	\$129,690	\$129,690	\$129,690

Community Based Organization (CBO) and Preventive Health Grant (PHG): The CBO/PHG Review Committee is made up of representatives appointed by the Adult Policy Council, the Behavioral Health Advisory Board (formerly the Mental Health Advisory Board and Drug and Alcohol Board), the Health Commission and Children's Services Network. Due to the consolidation of the Mental Health Advisory Board and Drug and Alcohol Board, it is recommended that the Administrative Office be given the authority to appoint a public member at-large and alternate. This action will bring the Review Committee back to five (5) regular members and five (5) alternate members.

The CBO/PHG Review Committee, along with Administrative Office staff, formulated the funding recommendations below. A total of 60 project proposals, requesting \$1.6 million in grant funds, from 48 non-profit organizations, were reviewed and prioritized with emphasis placed on an organization's ability to leverage the grant funds and/or fundraise, a requirement to obtain a public match, projected performance measures/results/outcomes, prior year results/outcomes, cost per population served, community need, distribution of services provided, project and/or organization sustainability with funds granted, and total resources available to carry out the project.

Funding for 56 proposals totaling \$1,085,175 is recommended. The following organizations are recommended for funding in FY 2014-15. Funding for sober living beds and/or start up costs for the establishment of new sober living facilities, e.g. Captive Hearts, Casa Solana, SLO Alano Club, are not recommended for funding as it was confirmed that funding for these activities is available through County Drug and Alcohol.

**Contributions to Other Agencies
Fiscal Year 2014-15 Final Budget**

Fund Center 106

Community Based Organizations / Preventive Health Grant	2014-15 Requested	2014-15 Recommendation	2014-15 Adopted
5 Cities Homeless Organization	16,250	7,000	7,000
AIDS Support Network			
Stable Housing Program	23,000	20,000	20,000
Hep C Project	25,000	22,000	22,000
SLO Syringe Exchange Program	10,000	10,000	10,000
Alpha Pregnancy and Parenting Support	12,000	12,000	12,000
Assistance League	10,000	7,500	7,500
Atascadero Loaves & Fishes	20,000	18,000	18,000
Big Brothers Big Sisters	10,000	8,000	8,000
Cal Poly Corporation	29,446	25,000	25,000
Cambria Connection	30,000	20,000	20,000
Captive Hearts	9,000	0	0
Casa Solana, Inc.	20,000	0	0
Child Development Resource Center of the Central Coast	39,296	37,000	37,000
Children's Resource Network of Central Coast	15,000	7,500	15,000
Coast Unified School District	64,022	22,500	22,500
Community Action Partners of SLO County			
Adult Day Service Centers	30,000	30,000	30,000
Adult Wellness and Prevention	15,000	10,000	10,000
Forty Wonderful Program	8,250	6,000	6,000
Liberty Tattoo Removal Program	8,000	8,000	8,000
SAFE South County	18,000	15,000	15,000
Community Counseling Center	24,000	24,000	24,000
Community Health Centers of the Central Coast	11,000	11,000	11,000
County of San Luis Obispo, Drug & Alcohol Services, Division of Behavioral Health Department	76,938	22,500	22,500
Court Appointed Special Advocates (CASA)	19,000	19,000	19,000
EL Camino Homeless Organization	47,950	35,000	35,000
Five Cities Meals on Wheels	7,000	7,000	7,000
Food Bank Coalition of San Luis Obispo County	120,000	100,000	100,000

**Contributions to Other Agencies
Fiscal Year 2014-15 Final Budget**

Fund Center 106

Community Based Organizations / Preventive Health Grant	2014-15 Requested	2014-15 Recommendation	2014-15 Adopted
Literacy Council for San Luis Obispo County	50,000	15,000	15,000
Long Term Care Ombudsman Services	15,000	14,000	14,000
Lucia Mar Unified School District	25,000	25,000	25,000
North County Connection	40,000	20,000	20,000
Partnership for Children Pediatric Dental Care	30,000	30,000	30,000
Paso Robles Unified School District	61,410	21,000	21,000
People's Self-Help Housing	25,000	15,000	15,000
RISE (formerly known as North County Women's Shelter and Resource Program and Sexual Abuse Counseling Program)			
Sexual Assault/Domestic Violence Counseling	20,000	20,000	20,000
Prevention Education Program in high schools	30,000	30,000	30,000
SLO Alano Club	10,803	2,000	2,000
SLO Committee for Education on Alcoholism (DBA SLO Middlehouse)	11,675	11,675	11,675
SLO Noor Foundation	155,000	100,000	150,000
San Luis Obispo Child Abuse Prevention Council (SLOCAP)			
Talking about Touching	10,000	5,000	5,000
Dental Treatment for uninsured children	20,500	10,000	10,000
Senior Legal Services Project (SLO Legal Alternatives)	11,300	7,000	7,000
Senior Nutrition Program	50,000	45,000	50,000
Senior Volunteer Services	12,000	12,000	12,000
South County Youth Coalition	78,624	22,500	22,500
SPOKES	9,000	0	0
The Link			
SAFE Program North County	15,000	15,000	15,000
North County First Contact/Last Resort	3,000	3,000	3,000
Transitional Food and Shelter	54,249	40,000	40,000 (\$5,000 from PHG)
Transition-Mental Health Association			
Growing Grounds	18,000	18,000	18,000
North County Wellness Center	10,000	10,000	10,000

**Contributions to Other Agencies
Fiscal Year 2014-15 Final Budget**

Fund Center 106

Community Based Organizations / Preventive Health Grant	2014-15 Requested	2014-15 Recommendation	2014-15 Adopted
HOTLINE	10,000	10,000	10,000
United Way – 211	35,000	25,000	25,000
Wilshire Community Services			
Caring Callers	4,500	4,000	4,000
Good Neighbor Program	5,000	5,000	5,000
Senior Peer Counseling Program	4,500	4,000	4,000
Wilshire Hospice	11,065	0	0
Women's Shelter Program			
Domestic Violence School Advocate Program	23,000	23,000	23,000
Domestic Violence Counseling	12,000	12,000	12,000
YMCA	24,910	4,000	6,500
Pacific Wildlife Care	3,000	3,000	3,000
Total	1,616,688	1,085,175	1,150,175

Other Agency Requests: Funding for County's share of the Local Agency Formation Commission (LAFCO) (\$155,287) and the State (\$60,000) and Federal (\$72,000) advocates has been reallocated to the newly created Fund Center 103 – Non-Department Other Expenditures. When adjusting for these programs and services, the recommended grant funding of \$404,379 is a \$10,000 decrease from FY 2013-14 adopted levels. The decrease is attributed to funding not recommended for the Action for Healthy Communities survey as FY 2013-14 was the second and final year of funding.

Funding for the Central Coast Commission for Senior Citizens – Area Agency on Aging (Triple AAA) is a required match of the Older Americans Act. As the County's Local Arts Planning Agency, the Arts Council/ARTS Obispo is required to have matching funds on a 1:1 level. The required match may be from any public or private source and in some instances in-kind donated services may be eligible to be used as match. The State Arts Council grants funds for the State Local Partnership Program on a two-year cycle and the current maximum grant being awarded is \$12,000 per year. Funding for the San Luis Obispo County Arts Council/ARTS Obispo is recommended to remain at FY 2013-14 levels of \$18,525. As a result, the County is "over-matching" by \$6,525.

Other Agency Requests	2014-15 Requested	2014-15 Recommended	2014-15 Adopted
Central Coast Commission for Senior Citizens- Area Agency on Aging	40,000	40,000	40,000
Coastal San Luis Resources Conservation District	20,000	10,000	10,000
San Luis Obispo County Arts Council/Arts Obispo	20,000	18,525	18,525
San Luis Obispo Visitors & Conference Bureau	325,854	325,854	325,854
Upper Salinas-Las Tablas Resources Conservation District	10,000	10,000	10,000
Total	\$415,854	\$404,379	\$404,379

BOARD ADOPTED CHANGES

During budget hearings, the Board approved using \$20,000 of unallocated funds budgeted in this fund center for FY 2014-15 along with \$45,000 in General Fund contingencies, for a total of \$65,000, to increase the grant funding for the following programs:

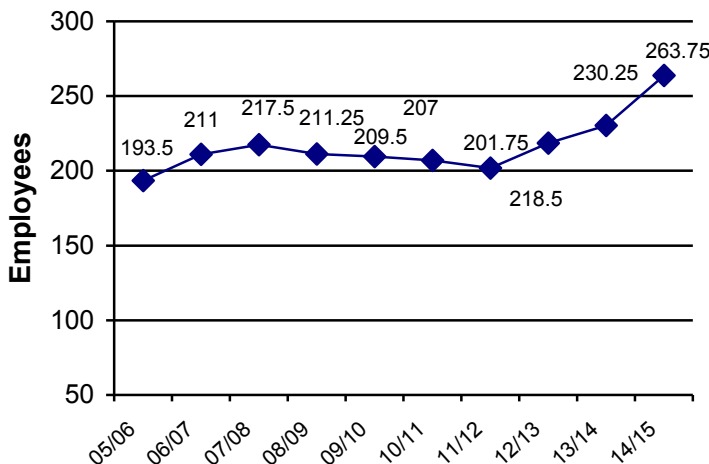
- The Children's Resource Network of the Central Coast grant funding was increased by \$7,500 to \$15,000;
- The SLO Nour Foundation grant funding was increased by \$50,000 to \$150,000;
- The Senior Nutrition Program grant funding was increased by \$5,000 to \$50,000;
- The YMCA Program grant funding was increased by \$2,500 to \$6,500.

MISSION STATEMENT

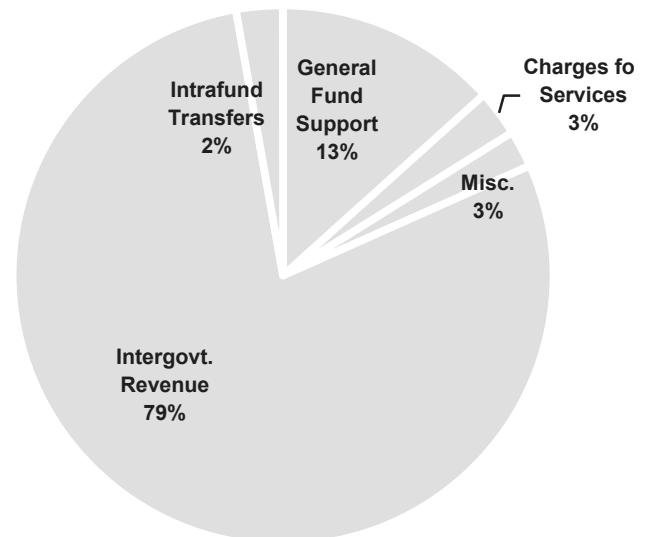
San Luis Obispo County Behavioral Health Department works in collaboration with the community to provide services necessary to improve and maintain the health and safety of individuals and families affected by mental illness and/or substance abuse. Services are designed to assist in the recovery process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

	2012-13	2013-14	2014-15	2014-15	2014-15
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Fines, Forfeitures and Penalties	\$ 75,000	\$ 180,000	\$ 91,000	\$ 91,000	\$ 91,000
Intergovernmental Revenue	36,635,777	39,076,115	42,335,257	43,513,057	43,600,502
Charges for Current Services	1,138,750	1,186,858	1,545,375	1,545,375	1,545,375
Other Revenues	926,700	893,468	889,589	1,321,146	1,321,146
Other Financing Sources	11,568	0	0	0	0
Interfund	529,171	450,064	161,020	199,104	199,104
**Total Revenue	\$ 39,316,966	\$ 41,786,505	\$ 45,022,241	\$ 46,669,682	\$ 46,757,127
Salary and Benefits	24,038,920	25,213,929	27,872,113	29,425,745	29,425,745
Services and Supplies	24,116,664	25,078,296	24,607,531	24,774,040	24,819,485
Other Charges	332,522	47,519	945,942	1,007,178	1,049,178
Fixed Assets	40,086	0	0	0	0
**Gross Expenditures	\$ 48,528,192	\$ 50,339,744	\$ 53,425,586	\$ 55,206,963	\$ 55,294,408
Less Intrafund Transfers	1,903,565	1,125,856	1,206,140	1,267,349	1,267,349
**Net Expenditures	\$ 46,624,627	\$ 49,213,888	\$ 52,219,446	\$ 53,939,614	\$ 54,027,059
General Fund Support (G.F.S.)	<u>\$ 7,307,661</u>	<u>\$ 7,427,383</u>	<u>\$ 7,197,205</u>	<u>\$ 7,269,932</u>	<u>\$ 7,269,932</u>

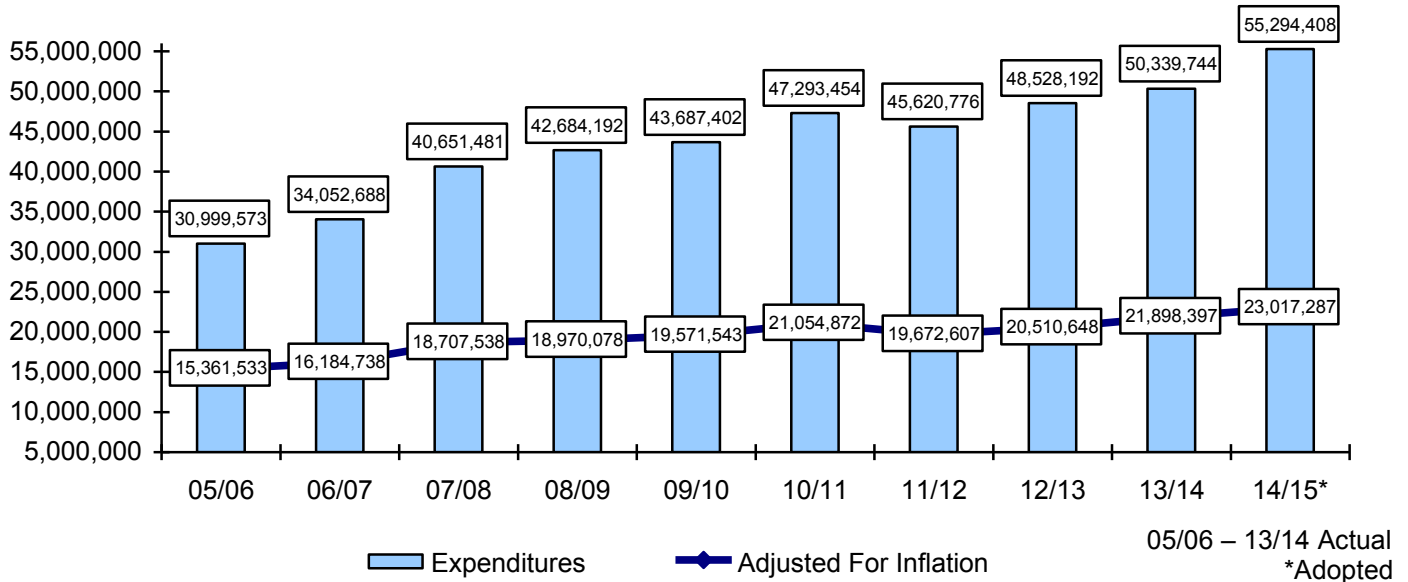
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Behavioral Health has a total expenditure level of \$55,294,408 and a total staffing level of 263.75 FTE to provide the following services:

Mental Health Services

The San Luis Obispo County Mental Health Services Department offers a full range of specialty mental health services provided by a culturally diverse network of community mental health programs, clinics and private psychiatrists, psychologists, and therapists.

Total Expenditures: \$33,594,121 Total Staffing (FTE): 136.25

Drug and Alcohol Services

Drug & Alcohol Services offers a variety of services and programs to help people with drug and alcohol problems, including public walk-in clinics, prevention programs, youth and adult programs, and court-mandated programs.

Total Expenditures: \$9,315,639 Total Staffing (FTE): 73.00

Mental Health Services Act (MHSA)

The Mental Health Services Act (MHSA) was designed to expand and transform county mental health systems by increasing the taxes of high income individuals. The MHSA initiative provides for developing, through an extensive stakeholder process, a comprehensive approach to providing community based mental health services. MHSA addresses five components of building a better mental health system to guide policies and programs that include; community services and supports, prevention and early intervention, capital facilities and technology, workforce education, and innovation.

Total Expenditures: \$12,384,648 Total Staffing (FTE): 54.50

DEPARTMENT COMMENTS

The Health Agency's Behavioral Health Department is commissioned by the State of California to provide county residents experiencing severe and disabling mental illnesses, substance use disorders, and children with serious emotional disturbances access to services and programs that assist them to better control their illnesses and improve their lives. Additionally the department works with the community to inform, educate, and build skills which promote wellness.

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

The FY 2014-2015 budget includes the effects of Assembly Bill 1297 which enables counties to certify public expenditures and claim Federal Medicaid (Medi-Cal) based on actual cost. The Federal financial participation equates to fifty percent of the cost certified and claimed. The budget also reflects a slight increase in Mental Health Services Act (MHSA) special revenue funds to continue to provide access to underserved populations and provided a focus on wellness and recovery by developing a more educated workforce. While the Affordable Care Act (ACA) has increased eligibility for Medi-Cal for many previously unsponsored individuals, and has expanded services for both substance use disorder and mental health treatment, this department does not yet have sufficient data to gauge the increase of revenue or need that will impact our services. This budget does not fully reflect the impact of the ACA that will become more apparent over the next 12 months.

While California government--both State and local--appear to be slowly recovering from the past several years of fiscal crisis, the department recognizes that the need to continue improve efficiencies in order to conserve resources and continue providing uninterrupted service to this community are in order. The department has, over the last several fiscal years, tried to sustain service levels with fewer resources. The opportunity to slowly rebuild services lost over the past year is reflected in the conservative requests for additional staffing to serve the anticipated newly eligible Medi-Cal recipients and expanded benefits. Great strides have been made in rethinking and restructuring how these much needed services can be provided in order to meet the demand with limited available resources.

At this juncture, the department is proposing to maintain a presence in North County, San Luis Obispo, and South County areas. The majority of the increase in the General Fund requirement is associated with the department request to increase salary compensation to permanent Psychiatrist staff. Behavioral Health along with Human Resources will return to the Board later in the year to recommend new compensation increases.

FY 2013-14 Accomplishments

- Began the implementation of the Electronic Health Record for the Psychiatric Health Facility.
- Completed and published MHSA 3-year evaluation of Prevention and Early Intervention (PEI) programs, which included findings such as 96% of middle school Student Assistance Program participants demonstrating improvements in three key academic indicators (incl. 62% improving in all three).
- Completed the San Luis Obispo construction project in 2013 creating 8 new affordable studio units available for our clients and a new Wellness Center facility. The apartments have full residency and the Wellness Center serves approximately 70 individuals per week.
- Successfully integrated a Mental Health Therapist into the Veterans Services Office to conduct behavioral health outreach, assessment and treatment for court and community veterans. Fifty veterans were engaged in the first quarter of FY 13-14.
- Obtained new youth development grant funding to address underage drinking and distracted driving including conducting a successful DUI Trial on Campus for over 500 students.
- Successfully transitioned children with Healthy Families into Early and Periodic Screening Diagnosis and Treatment services.
- Collaborated with Department of Social Services (DSS) in implementing new services for Katie A clients. To date, the Katie A plan has been approved by the State and elements of the plan, including the creation of a multiagency implementation team, workflow chart, referral process, database for tracking eligible class members, training of DSS, Mental Health, and contractors to the Core Practice Model, coordination with accounting to create proper billing codes. We continue to treat approximately 90 "sub-class" youth.
- Continued to recruit and retain psychiatrists. Worked with Human Resources to explore creative solutions such as an incentive program and sign-on bonuses.
- Continued to educate and evaluate the impact of Health Care Reform on the local level.

FY 2014-15 Objectives

- Monitor, analyze, and adapt to changing treatment environment created by new Medi-Cal eligibility and benefits.
- Increase departmental adherence to State and Federal compliance requirements through enhanced training, supervision, and monitoring.
- Complete implementation of the Behavioral Health Electronic Health Records system in all areas of the department.
- Continue integration of mental health and substance use services both clinically and operationally.
- Increase training in specific clinical areas, including trauma-informed care, 0-5 age specific interventions, and other evidence based, recovery-oriented treatment modalities.
- Develop new a orientation program for all department staff.
- Initiate outpatient detoxification program for opiate addictions.
- Continue to work collaboratively with forensic agencies to enhance rehabilitation and treatment for both substance use disorders and mental health challenges in this population.
- Explore options for in-custody restoration to competency.
- Increase collaboration for children's services with Department of Social Services for Katie A "sub-class."
- Continue successful collaboration with schools for children who are eligible for public mental health services.
- Explore and increase substance abuse treatment services for youth, including introduction of Drug Medi-Cal services on high school campuses with three new school contracts added in the first year.
- Provide Mental Health First Aid training to over 100 community members, including agency and school personnel.
- Expand crisis services to better meet the needs of the community.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The recommended budget reflects increases in revenues of approximately \$3.2 million or 7%, in total expenditures of more than \$3.7 million or 7%, and in General Fund support of \$551,583 or 8% compared to the FY 2013-14 adopted budget.

Several mid-year adjustments were approved by the Board in FY 2013-14, resulting in an increase of more than \$1.8 million in revenue and expenditures. A net total of 15.75 FTE were added to the Position Allocation List (PAL) for Behavioral Health (listed below). Adding these positions results in an annualized increase in salary and benefits expenses of approximately \$1.7 million.

Several revenue accounts are increasing and decreasing at various levels compared to the FY 2013-14 adopted budget. The most notable variances include:

- An increase of more than \$3.6 million in Medi-Cal revenue: \$1 million of this is a result of the implementation of the ACA and the expansion of Medi-Cal eligibility to childless adults, and \$1.5 million is associated with the implementation of the Katie A. settlement;
- A decrease of almost \$569,000 due to the elimination of the Conditional Release Program (CONREP);
- A decrease of approximately \$812,000 in MHSA funding due to the ending of various "Innovation" and workforce training programs as well as the reduction of expenditures for development of the Behavioral Health Electronic Health Records (BHEHR) system;
- An increase of more than \$913,000 in 2011 Realignment revenue for Mental Health Managed Care and Early and Periodic Screening Diagnosis and Treatment (the youth program under Medi-Cal) programs, reflecting growth;
- A decrease of more than \$530,000 in Federal grant revenue reflecting the end of two grant-funded programs - Adult Treatment Court Collaborative (ATCC) and the Children Affected by Methamphetamine (CAM) programs; and
- The addition of \$431,557 in one-time Tobacco Settlement money allocated to the Behavioral Health department per the terms of Measure A.

The more than \$3.7 million increase in expenditures compared to the FY 2013-14 adopted budget includes an increase of almost \$3.6 million or 13% in the salary and benefits accounts, to include the positions added mid-year, the net elimination of 5.50 FTE in the department's Status Quo budget request, and the addition of 23.50 FTE new positions to the PAL. All of these staffing changes are listed below. Other key factors influencing the increase in the salary and benefits accounts include: an increase in the compensation for Psychiatrists approved by the Board in March, 2013 adding \$394,000, a more than \$466,000 reduction in expenditures for staff associated with the ATCC and CAM grants as well as the CONREP program, and approximately \$650,000 in compensation and benefit increases due to recently approved Board actions.

Services and supplies are decreasing by more than \$871,000 (3%) overall. The primary reason for this reduction is a change in accounting for staff time spent across divisions within this budget. This change resulted in the elimination of more than \$1 million in Intrafund charges that are reflected in the services and supplies accounts. This accounting change did not result in a net increase in expenditures for Behavioral Health. Other significant variances in the services and supplies accounts include:

- an increase of almost \$555,500 or 13% in the Professional Services - Other account for increased Board and Care costs and for sober living beds funded by AB109, the Department of Social Services, and the General Fund,
- a reduction of almost \$456,000 in expenditures for the implementation of the BHEHR system now that it is moving into maintenance mode, and
- a reduction of approximately \$351,400 in Countywide Overhead.

Other accounts are varying by smaller amounts.

Specific changes to the Behavioral Health PAL

Positions changes made to the PAL midyear FY 2013-14 (15.75 FTE net additions):

- 1.0 FTE Mental Health Program Supervisor (for the MHSA)
- 11.25 FTE Mental Health Therapist I, II, III, IVs (for various programs)
- 2.0 FTE Mental Health Program Supervisors (for the Psychiatric Health Facility - PHF)
- -1.0 FTE Mental Health Nurse (from the PHF)
- 1.25 FTE Mental Health Nurse practitioner (for the PHF and AB 109)
- -0.50 Drug and Alcohol Specialist IV (for MHSA)

- 0.50 FTE Administrative Assistant III (for Healthy Families transition to Medi-Cal)
- 0.25 FTE Senior Account Clerk (0.25 FTE)
- 0.50 FTE Medical Records Technician/Health Information Technician (Katie A)
- 0.50 FTE Psychiatrist (for Katie A)
- Reclassification of 8.5 FTE Medical Records Technicians to Health Information Technicians (no change to FTE)

Positions eliminated from the PAL in the Status Quo budget (5.75 FTE):

- 0.50 FTE Administrative Assistant III (due to the elimination of CONREP)
- 2.75 FTE Mental Health Therapist I, II, III, IVs (due to the elimination of CONREP)
- 1.0 FTE Drug and Alcohol Specialist IV (due to the end of the contract with Lucia Mar School District)
- 0.75 FTE Drug and Alcohol Specialist IV (due to the elimination of the State Parole grant for treatment services)
- 0.75 FTE Drug and Alcohol Program Supervisor (a 0.75 FTE position was increased to 1.0 FTE in the requested budget and a 1.0 FTE Program Supervisor was transferred to FC 375 – Driving Under the Influence)

Positions added to the PAL in the recommended FY 2014-15 budget (23.5 FTE):

- 13.0 FTE Drug and Alcohol Specialist I, II, III, IVs
- 1.00 FTE Drug and Alcohol Program Supervisors
- 2.0 FTE Administrative Assistant I, II, IIIs
- 2.5 FTE Health Information Technician I, II, IIIs
- 1.0 Administrative Services Officer I, II
- 2.0 FTE Mental Health Worker Aides
- 1.50 FTE Mental Health Therapist I, II, III, IV
- 0.50 FTE Mental Health Nurse Practitioner

Given the significant increase in resources in the FY 2014-15 recommended budget, service levels are expected to be expanded, particularly to those with Substance Use Disorder.

BOARD ADOPTED CHANGES

The Board approved a request included in the Supplemental Budget document to increase expenditures and revenue by \$87,445 in order to purchase two new vehicles, two new laptop computers and other supplies and equipment needed for an expansion of Mobile Crisis services. These costs will be funded with Mental Health Services Act revenue. The two new vehicles will be added to the Fixed Asset List for FC 407 – Fleet Services.

BUDGET AUGMENTATION REQUESTS ADOPTED

Unit Amount	Description	Results
Gross: \$1,077,662 General Fund support: \$429,697	Add 14.0 FTE (various classifications noted below) to offer new Intensive Outpatient Treatment and expanded Voluntary Treatment services to those with Substance Use Disorder, now available due to the implementation of the Affordable Care Act. Funding will come from Drug Medi-Cal and the County General Fund. The positions added include: <ul style="list-style-type: none"> • 6.0 FTE Drug and Alcohol Specialist (DAS) I, II, III, IV • 3.0 FTE DAS 1s • 1.0 FTE Drug and Alcohol Program Supervisor • 2.0 FTE Administrative Assistant IIIs 	<ul style="list-style-type: none"> • A minimum of 200 individuals will be served each year. • 100% of those completing the program will have at least 90 days of abstinence prior to completion, complete all individualized treatment plan goals and be engaged in a long-term community based support program such as a twelve step program, community based counseling, etc. • Clients in the Intensive Outpatient Program will stay in the program and average of 180 days (the minimum length of time for effective substance use disorder treatment).

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	<ul style="list-style-type: none"> • 1.0 FTE Health Information Technician • 1.0 FTE Administrative Services Officer I, II 	
<p>Gross: \$141,649</p> <p>General Fund support: \$51,824</p>	<p>Conversion of 5,200 hours of Temporary Help hours to five half-time positions (2.5 FTE) to ensure continuity of regular staffing at the Psychiatric Health Facility (PHF) and to reduce reliance on temporary help for work of an ongoing nature. The cost offset comes from savings in temp help expenditures.</p> <p>The positions added include:</p> <ul style="list-style-type: none"> • Four 0.5 FTE Mental Health Worker Aides (2.0 FTE) • One 0.5 FTE Mental Health Therapist II 	<ul style="list-style-type: none"> • Increase predictability and consistency of staff at the PHF which is expected to improve the quality of care provided to patients. • Ensure compliance with the County's policy on use of Temporary Help.
<p>Gross: \$282,556</p> <p>General Fund support: \$0 (-\$53,912)</p>	<p>Add 3.0 FTE Drug and Alcohol Specialist IIs to provide Substance Use treatment services at nine high schools that have been recently certified as Drug Medi-Cal sites. This results in contracts to provide these services to six new high school sites and continuation of services at three high schools currently receiving early intervention services.</p> <p>This budget augmentation request will generate Drug Medi-Cal in excess of the total cost of the three positions being added because resources currently paid for with General Fund support will also be eligible for Drug Medi-Cal reimbursement. There will be a net savings of \$53,912 in General Fund support in the first year.</p>	<ul style="list-style-type: none"> • Participants will reduce their self-reported drug and alcohol use in the past 30 days. • Participants will report improved grades and class attendance. • Participants will report reduced feelings of depression and other behavioral health indicators such as reduced suicidal ideations.
<p>Net Expense Increase: \$35,792</p> <p>General Fund support: \$0</p>	<p>Convert a vacant 1.0 FTE Administrative Services Officer I to a 1.0 FTE Mental Health Therapist IV to provide technical assistance and training to staff and community-based organizations using the Behavioral Health Electronic Health Records system. Funded with Mental Health Services Act revenue.</p>	<ul style="list-style-type: none"> • Ensure optimized use of the BHEHR system. • Provide 8-10 trainings a month to an estimated 325 system users. • Track training courses and participants through the E-Learning system.
<p>Net Expense Increase: \$67,333</p> <p>General Fund support: \$0</p>	<p>Add 1.0 FTE Health Information Technician I, II, III to the BHEHR system technical team to serve</p>	<ul style="list-style-type: none"> • Assist in resolving an anticipated 75% increase in requests for technical support

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	as a dedicated help desk support person. This will be fully revenue offset with Mental Health Services Act and Federal Medicaid revenue.	<ul style="list-style-type: none"> as a result of the implementation of a new module for the Psychiatric Health Facility (an increase from 800 requests to approximately 1,400) Ensure optimized use of the BHEHR system.
Gross: \$240,255 General Fund support: \$150,013	<p>Add 3.0 FTE to expand and conduct medically based outpatient detoxification services. These positions would be partially offset by Drug Medi-Cal funding.</p> <p>The positions added include:</p> <ul style="list-style-type: none"> 0.50 FTE Nurse Practitioner 0.50 FTE Health Information Technician 2.0 FTE Drug and Specialists I, II, III, IV 	<ul style="list-style-type: none"> 150 individuals will be treated in the first year. The average length of stay in the program for detox clients will be 60 days. Less than 15% of clients treated will be re-admitted into the program within one year. 90% of clients will be offered case management services in order to provide essential linkages to treatment and social services. 70% treated clients will complete detoxification.

GOALS AND PERFORMANCE MEASURES

<p>Division Treatment Goal: To help individuals experiencing severe mental illness or serious emotional disturbance to be as functional and productive as possible in the least restrictive and least costly environments.</p> <p>Communitywide Result Link: <input checked="" type="checkbox"/> Safe <input checked="" type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input type="checkbox"/> Well-Governed Community</p>						
<p>1. Performance Measure: Rate of client satisfaction with County mental health services.</p>						
09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
**76%	**75%	*N/A	85%	89%	85%	86%
<p>What: Centers for Medicare and Medicaid Services (CMS) require the State to provide client satisfaction surveys to Medi-Cal beneficiaries. A State provided survey is given to all clients receiving mental health services during a one-week period each fiscal year. The survey asks 36 questions covering the quality of service and the direct result of services received. The rate is an average for all questions, with the maximum possible score of 100%. The following rate is based on an average of the number of responses where the response was "agree" or "strongly agree".</p> <p>Why: Client satisfaction is one indicator of the quality of services provided for mental health services.</p> <p>How are we doing? During 2013-14, there were two Statewide Client Satisfaction Surveys administered. The first, administered August 26-30, 2013, resulted in a client satisfaction rating of 85% based on 115 surveys. The second, administered April 28-May 2, 2014, received a client satisfaction rating of 84% based on 124 surveys. Overall, results combined show an average client satisfaction rating of 85% for Mental Health services. Overall, comments were very positive. The area that clients reported the least satisfaction was their inability to be seen by a psychiatrist as quickly as desired. Delays in filling a number of vacant psychiatrist positions resulted in longer wait times for clients. In an effort to recruit and retain psychiatrists, a change in their compensation package was approved which should help in retaining and recruiting these important positions. Other comparable county results are not published by the State and are thus unavailable for comparison purposes.</p> <p>*The November 2011 and May 2012 Statewide surveys were cancelled by the State pending a review of their survey requirements; therefore there are no results available to report for FY 2011-12.</p> <p>**The Actual rates for both FY 09-10 & 10-11 were revised to reflect two specific indicators, "agree" & "strongly agree", where before they had included a third indicator of "neutral".</p>						

2. Performance Measure: Day treatment days provided to youth in out-of-county group home facilities.						
09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
2,212	2,937	1,588	1,885	2,340	1,764	1,920
<p>What: The County is responsible for placing youth in residential environments that are safe and fosters support for therapeutic interventions when their home is not an option. This measure reflects the number of day treatment days received by youth who are residing in an out-of-county Rate Classification Level (RCL) 14 group home. RCL 14 is the highest service level classification for State residential treatment facilities and group homes. Youths are placed in RCL 14 group homes by the Department of Social Services, Probation and school districts.</p> <p>Why: Youths placed in out-of-county group homes receive the most expensive form of treatment that is reserved for youths who are severely emotionally disturbed. Youth mental health outpatient services are designed to minimize placements in RCL 14 group homes, whenever possible.</p> <p>How are we doing? The actual day treatment days for FY 2013-14 were 1,764, which are below the FY 2013-14 Adopted target level of 2,340. The lower result is due to a net reduction in group home census throughout the year. The year started off with 7 clients placed in group homes and dropped to 6 by the end of the year. This decrease in client census was due to graduating three clients to lower levels of care while also moving these three back with their families within the county, however two new clients were also put in group homes during the year. The decrease was due, in part, to diligent efforts to provide a full range of outpatient services within the county to clients in a timely manner, including use of a new in-county elementary day treatment program affiliated with the County Office of Education. The average cost to provide day treatment at out-of-county group homes is \$202/day.</p> <p>The FY 2014-15 target of 1,920 (8 clients times 240 treatment days) is lower than the Adopted and higher than the Actual number of days for the current year, but is also in line with historical actuals.</p> <p>A report by APS Healthcare, California's External Quality Review Organization (EQRO), found that for calendar year 2012, San Luis Obispo County provided day treatment services to 0.05% of its Medi-Cal eligible youth population compared to 0.03% for all medium sized counties and 0.06% for all counties statewide.</p>						
3. Performance Measure: Net Mental Health Services Act (MHSA) operating cost per unduplicated full service partnership enrollee.						
09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
\$10,319	\$12,140	\$13,940	\$11,955	\$12,475	\$12,727	\$11,200
<p>What: The Community Services and Support component of the Mental Health Services Act (MHSA) includes full service partnership (FSP) programs that are designed to provide intensive and essential support to clients. Clients participating in FSP programs experience severe mental illness and need additional support to meet their basic living requirements. MHSA FSP incorporates the Recovery Vision principle which ensures that clients receive resources and services to make sure their basic living needs are met. To accomplish this, funds can be used for food, shelter, medical, and transportation when all other payment resources have been exhausted. By meeting the clients' basic needs, it helps clients in the acceptance of mental health services, moving toward a faster recovery. The cost per FSP enrollee is determined by taking the net amount of MHSA FSP dollars used in client services, deducted by any reimbursements from other revenue sources, such as Medi-Cal and Early Periodic, Screening, Diagnosis & Treatment (EPSDT), and then divided by the number of unduplicated clients served.</p> <p>Why: This measure was intended to be used to monitor the operating cost per FSP enrollee and to compare to other counties.</p> <p>How are we doing? The net MHSA operating cost per FSP enrollee for FY 2013-14 was \$12,727 and is only \$252 more than the adopted target. The actual was calculated by taking the amount of net FSP revenue spent in FY 2013-14 divided by the number of FSP clients served (\$2,316,295 divided by 182 = \$12,727). The Department expects the target amount to be lower in FY 2014-15 than in previous years due to a potential increase in Medi-Cal revenue as a result of the Affordable Care act, which requires those previously uninsured clients have Medi-Cal or some other form of health coverage.</p> <p>The State contracted with the University of California, Los Angeles (UCLA) to evaluate the cost per FSP client in FY 2008-09 and 2009-10 to make comparisons among counties. However, the method in determining the cost per FSP client varied county to county, so it has been difficult to draw any substantial or meaningful conclusions based on that report. The Mental Health Oversight and Accountability Commission is working with the California Behavioral Health Directors Association to develop a better evaluation tool for counties to use to more effectively evaluate FSP data across the state.</p> <p>(Data Source: County's Enterprise Financial System and UCLA's Mental Health Services Act Evaluation)</p>						

4. Performance Measure: Average Annual Cost of Services per Unduplicated Medi-Cal Client.						
09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
\$5,073	\$5,033	\$4,852	\$5,926	\$5,220	\$5,562	\$5,990
<p>What: This measure calculates the annual cost of Medi-Cal services divided by annual Medi-Cal clients served based on Medi-Cal approved claims.</p> <p>Why: Since the majority of our clients are on Medi-Cal, comparing the cost per client on a historical basis provides an indicator to monitor cost efficiency based on the number of clients served and the relative cost to serve those clients.</p> <p>How are we doing? The average annual cost of services per Medi-Cal client for FY 2013-14 was \$5,562 (\$20,214,083 / 3,634 clients). Broken down by age group; the average cost per youth client in FY 2013-14 was \$7,494 (\$12,829,366 / 1,712 clients), while the average cost per adult client was \$3,842 (\$7,384,717 / 1,922 clients). The higher cost per youth client versus adult reflects SLO County's efforts to maintain children in their homes and foster homes by providing more intensive services (i.e. Therapeutic Behavioral Services Day Treatment and Wraparound), thereby avoiding placement in out-of-county group homes. The cost per youth client is almost double the cost per adult client. We expect this trend to continue in FY 2013-14 and FY 2014-15.</p> <p>1) The percent of Medi-Cal eligible individuals in the county who actually receive services is referred to as the penetration rate. For CY 2012, the latest report available, California External Quality Review Organization's (EQRO) report shows San Luis Obispo County's penetration rate was 7.74%, versus 5.3% for other medium size counties and 5.90% for all counties statewide.</p> <p>2) San Luis Obispo County sees more age 6-17 clients as a percentage of the total population in this age group than other counties. For CY 2012, the latest report available, EQRO reports San Luis Obispo County's penetration rate for children ages 6-17 was 10.59%, 55% higher than the average for other medium size counties at 6.80% and 43% more than the statewide county average of 7.37%.</p>						
5. Performance Measure: Percentage of Readmission to the Psychiatric Health Facility (PHF) Within 30 Days of Discharge.						
09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
11%	11%	9.4%	8.2%	10%	12.9%	10%
<p>What: The percentage of clients who are readmitted to the (PHF) within 30 days from their prior discharge. The 30-day readmission rate is a standard performance measure used in both private and public hospitals.</p> <p>Why: Low readmission rates indicate that clients are being adequately stabilized prior to discharge.</p> <p>How are we doing? In FY 2013-14, the client overall readmission rate was 12.9%. This is slightly higher than our FY 13-14 adopted rate since the data used to establish the target did not include clients that were readmitted 3 or more times to the PHF within a 30 day period. In FY 2013-14, 37 clients out of 1246 total admissions, or 2.9%, fell into this category. This is in addition to clients that were readmitted within a 30 day period, but less than 3 times, of which there were 124 admissions out of the 1246 total admissions, or 10%. Our combined total readmissions were 161 out of the total 1246 admissions, resulting in the 12.9% actual results figure.</p> <p>As a comparison, Santa Barbara reported the readmission rate for their PHF at 10% in FY 2011-12 and the rate in Monterey County was 10.2% in FY 2012-13.</p>						
<p>Division Treatment Goal: To reduce alcohol and other drug-related problems among program participants who access services in regional clinics that provide efficient, high quality, intensive treatment services to community members desiring recovery from the misuse of alcohol and/or other drugs.</p> <p>Communitywide Result Link: <input type="checkbox"/> Safe <input checked="" type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input type="checkbox"/> Well-Governed Community</p>						
6. Performance Measure: Percentage of clients who report reduced or eliminated drug and/or alcohol use upon discharge from Drug and Alcohol Services (DAS) treatment. (This performance measure is being deleted)						
09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
88%	86%	87%	75%	86%	67%	Delete
<p>What: Decreased or eliminated drug and alcohol use demonstrates the impact of treatment and its subsequent effect on behavior.</p> <p>Why: Successful recovery involves positive lifestyle changes.</p>						

How are we doing? During FY 2013-14, 655 individuals completed their treatment with County Behavioral Health Drug and Alcohol Services (DAS). Today, roughly 70% of DAS clients are in specialized criminal justice programs and many enter treatment services directly from jail or court referred and are drug free on entry, but are still in need of treatment services. Many enter treatment and complete their treatment drug free and show no change in their drug use status. Since the measure focuses on those who report reduced or eliminated alcohol or drug use as a result of treatment, those maintaining sobriety are not counted as a successful outcome of treatment. Of the 655 participants completing treatment during FY 2013-14, 198 (or 30%) entered treatment drug free and completed drug free. Of the remaining 457 participants in treatment, 434 (66%) progressed from using alcohol or other drugs on entry to being abstinent on completion, seven (1.1%) participants demonstrated reduced use and sixteen (2.4%) reported an increase in drug use. This particular measure focuses on those clients who reduce or eliminate alcohol or drug use and does not take account of those who maintain their sobriety. As the percentage of clients entering treatment sober and leaving sober increases, the net effect is a reduction in the relevance of the performance measure. Since this measure does not include maintaining sobriety as one of the successful outcomes in tracking the success of treatment, a new measure is included in FY 2014-15 that factors in maintaining sobriety as a positive outcome of treatment. (See Measure 9).

Similarly for California statewide data during FY 2013-14, of the 95,672 participants completing treatment during the year, 15,945 or (17%) entered and completed drug free. Of the remaining 79,727 participants 53,434 progressed from using to abstinent (55.9%), 21,071 participants demonstrated reduced use (22%) and 5,222 (5.5%) reported an increase in drug use.

(Data Source: California Outcome Measurement System, CalOMS)

7. Performance Measure: Percentage of Drug and Alcohol treatment clients who state overall satisfaction with Treatment Programs as measured by the client satisfaction survey at the levels of "Very Satisfied" or "Extremely Satisfied".

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
94%	92%	91%	91%	91%	90%	91%

What: The client satisfaction survey is used to measure program satisfaction within Drug & Alcohol treatment programs.

Why: Because Drug and Alcohol Services is committed to providing high quality service, client satisfaction is an indication of program quality. The client satisfaction survey allows us to improve our programs based on participant feedback.

How are we doing? Of the 655 treatment clients provided surveys in FY 2013-14, 432 surveys were returned for a return rate of 66%. Of those returned surveys, 90% indicated overall high satisfaction (Very Satisfied or Extremely Satisfied rating) with the treatment program and their experience at Behavioral Health - Drug & Alcohol Services. While the survey includes varying aspects of the client's experience with Drug & Alcohol treatment, this measure is based on the client's response and personal interpretation of the survey question of "overall satisfaction" with services. The slight variation in five returned surveys results in the 1% difference between actual and prior year results. Because satisfaction rates are not part of any statewide database, no comparison data is available.

(Data Source: Client Satisfaction Survey)

Division Prevention Goal: To reduce alcohol and other drug-related problems by providing high quality evidence based prevention strategies in the community.

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

8. Performance Measure: Percentage of the County's population reached through Drug & Alcohol Prevention services.

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
11%	10%	10%	10%	10%	10%	10%

What: The percentage of the county's population reached through Drug and Alcohol Services Prevention campaigns and activities, which engage community members by providing education and information about alcohol and other drugs along with positive alternatives to alcohol and drug use.

Why: The Office of National Drug Control Policy has stated that prevention services are considered an industry best practice in reducing the risk factors associated with drug and alcohol use.

How are we doing? During FY 2013-14, approximately 10% of county residents (27,000 out of 269,337) were reached through a variety of activities and campaigns including countywide information, education and interventions provided by Behavioral Health's Prevention and Outreach Division. The goal of 10% penetration rate was met.

The State instituted the California Outcome Measurement Service (CalOMS) data measurement system for county prevention providers in 2008. Based on that system, the number of individuals reached in FY 2013-14 by all California county substance abuse prevention efforts statewide was 1.5%. San Luis Obispo County has made prevention a priority and has allocated proportionally more funding toward prevention than many other counties. The County has also been successful in obtaining prevention grants to increase efforts.

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

9. Performance Measure: Percentage of clients who report reduced, eliminated, or maintained sobriety from alcohol or other drug use upon completion from Drug and Alcohol Services (DAS) treatment. (New performance measure in FY 2014-15)

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
89%	88%	89%	94%	N/A	97.6%	97%

What: Decreasing, eliminating, or maintaining sobriety from alcohol and other drug use demonstrates the impact of treatment and its subsequent effect on behavior.

Why: Successful recovery involves positive lifestyle changes.

How are we doing? During FY 2013-14, 655 individuals successfully completed their treatment with County Behavioral Health - Drug and Alcohol Services. This number does not include individuals who attended "drop in" assessments but who did not return for on-going treatment, nor does it include those who did not complete their course of treatment or who were discharged or returned to court due to non-compliance. The total percentage of those who reported eliminated or reduced drug use, including those who maintained their sobriety was 97.6%. Of the 655 treatment completions 198 (30.2%) maintained their sobriety, 434 (66.3%) achieved abstinence and sobriety, seven (1.1%) reduced their alcohol and other drug use, and sixteen (2.4%) showed an increase in alcohol or other drug use. This is a new measure for FY 2014-15 and the prior fiscal year's results were recalculated to include those clients who reported maintaining their sobriety from beginning to end.

By comparison, 94.5% of CA statewide participants completing treatment during FY 2013-14 demonstrated eliminated or reduced drug use, including those who maintained their sobriety during treatment.

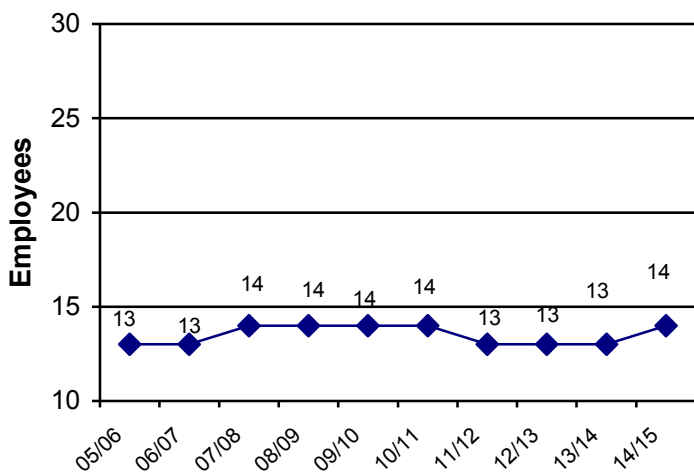
(Data Source: California Outcome Measurement System, CalOMS)

MISSION STATEMENT

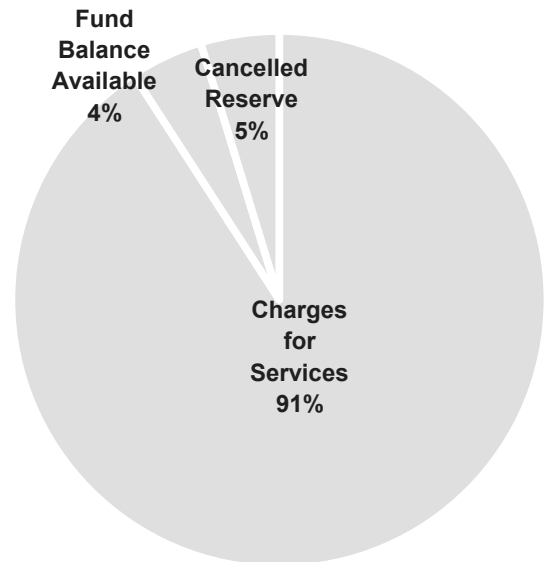
Driving Under the Influence (DUI) Programs promote safe, healthy, responsible, and informed choices concerning alcohol and other drugs through programs responsive to community needs.

	2012-13	2013-14	2014-15	2014-15	2014-15
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Revenue from Use of Money & Property	\$ 2,008	\$ 1,373	\$ 1,000	\$ 1,000	\$ 1,000
Charges for Current Services	1,405,268	1,343,682	1,482,649	1,482,649	1,482,649
Other Revenues	0	1	0	0	0
Interfund	1,956	58,300	0	0	0
Total Revenue	\$ 1,409,232	\$ 1,403,356	\$ 1,483,649	\$ 1,483,649	\$ 1,483,649
Fund Balance Available	\$ 156,682	\$ 123,502	\$ 93,453	\$ 93,453	\$ 72,534
Cancelled Reserves	0	11,200	58,300	57,250	78,169
Total Financing Sources	\$ 1,565,914	\$ 1,538,058	\$ 1,635,402	\$ 1,634,352	\$ 1,634,352
Salary and Benefits	\$ 934,599	\$ 1,039,822	\$ 1,177,431	\$ 1,177,431	\$ 1,177,431
Services and Supplies	430,470	417,411	417,971	416,921	416,921
Other Charges	0	0	0	0	0
Fixed Assets	0	0	0	0	0
Gross Expenditures	\$ 1,365,069	\$ 1,457,233	\$ 1,595,402	\$ 1,594,352	\$ 1,594,352
Contingencies	0	0	40,000	40,000	40,000
New Reserves	77,341	5,600	0	0	0
Total Financing Requirements	\$ 1,442,410	\$ 1,462,833	\$ 1,635,402	\$ 1,634,352	\$ 1,634,352

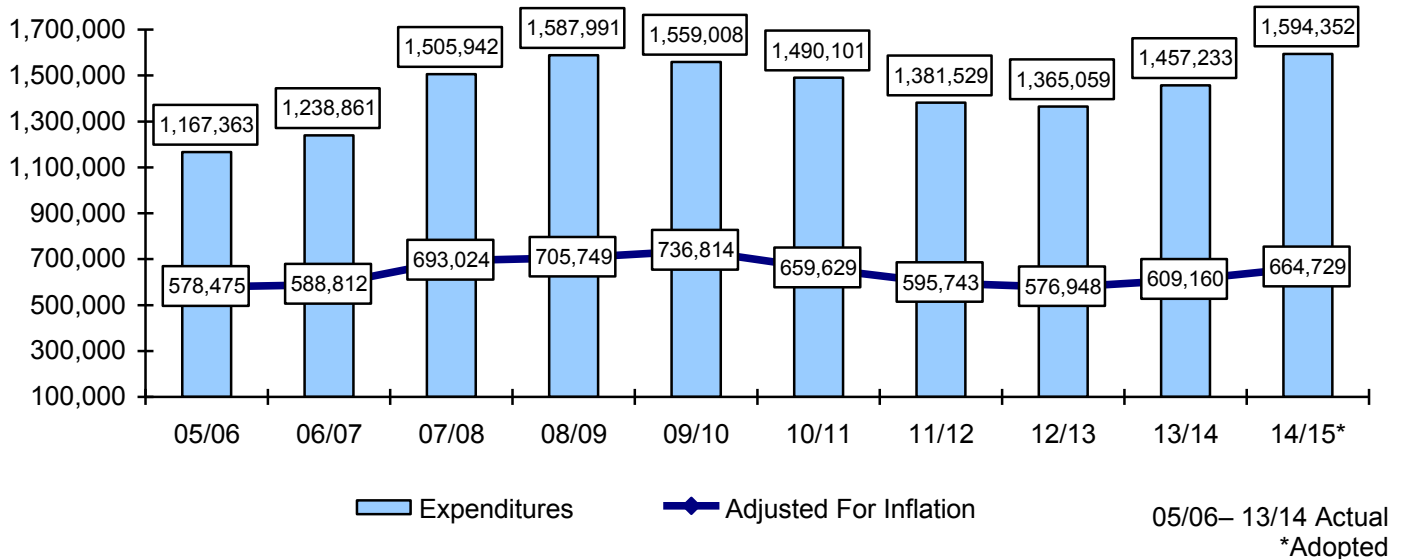
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

The Driving Under the Influence fund center has a total expenditure level of \$1,594,352 and a total staffing level of 14.00 FTE to provide the following services:

First Offender Program

The First Offender program is three months long and is a continuing series of education, group and individual sessions that increase the level of awareness regarding problem drinking or alcoholism. The program encourages participants to reduce incidents of driving under the influence and to make safe, healthy, responsible and informed choices concerning alcohol and other drugs. For persons who have been convicted of a first DUI and have a blood alcohol level of .20% or higher, the Extended First Offender Program is nine months long and is a continuing series of education, group, and individual sessions.

Total Expenditures: \$807,922 Total Staffing (FTE): 7.25

Multiple Offender Program

The Multiple Offender program is an eighteen-month intervention program for drivers who are multiple offenders of driving under the influence of alcohol or other drugs. This program consists of group and individual counseling and education sessions. There are 26 biweekly individual and 26 biweekly group sessions for the first twelve months of the program, with a subsequent six months of case management.

Total Expenditures: \$720,162 Total Staffing (FTE): 6.25

Wet Reckless Program

The Wet Reckless Program is for clients with a blood alcohol level of less than .08%. It consists of an abbreviated 12-hour program that includes six education sessions and five Alcoholics Anonymous (AA) or self-help meetings.

Total Expenditures: \$24,495 Total Staffing (FTE): 0.25

Young Adult Programs

Drug and Alcohol Services offers two Young Adult Programs (YAP) for alcohol impaired drivers ages 18 through 20. YAP1 participants are those arrested with a blood alcohol level of .08% or lower, or who refused testing when arrested. YAP1 participants complete a course of six educational sessions and required Alcoholics Anonymous (AA) meetings. YAP2 participants are those arrested with a blood alcohol level of .08% or higher, and must complete a course of ten educational sessions, three individual sessions, five group counseling sessions and AA attendance.

Total Expenditures: \$41,773 Total Staffing (FTE): 0.25

DEPARTMENT COMMENTS

Drug and Alcohol Services provides quality, professional, and confidential services for those in need of fulfilling requirements stemming from penalties surrounding driving under the influence of alcohol or other drugs. Services include education, groups, and individual sessions with certified counselors.

San Luis Obispo County Drug & Alcohol Services Driving Under the Influence (DUI) Program is mandated by the State to be self-supported through client fees. The DUI Program receives no General Fund support. These programs are highly regulated, licensed and monitored by the State Department of Health Care Services.

For over three decades, SLO County has conducted its court-ordered DUI Program. This program is expected to enroll 1,200 participants in FY 2013-14 in First Offender, Second Chance, and other DUI programs. Eighty-five percent (85%) of clients rank their DUI program above satisfactory or excellent on the participant satisfaction survey at completion.

FY 2013-14 Accomplishments

- In July, 2013 the Paso Robles Behavioral Health/Drug and Alcohol Services Clinic was opened. We initially transferred 150 clients to be served in the Driving Under the Influence program in that regional clinic. Since opening, the clinic has served 325 unduplicated clients. The Paso Robles community has been very receptive to having the services located in their region and the clients, many of whom do not have drivers' licenses, have been appreciative of this expansion of access.
- There has been an increased awareness and expansion on the part of local law enforcement agencies to focus on the Driving Under the Influence issues in their jurisdictions with dedicated officers, media coverage, and DUI sobriety checkpoints.

FY 2014-15 Objectives

- Development and integration of the DUI program into the Behavioral Health Electronic Health Records.
- Improve client assessment methods in order to provide more individualized services to the clients within a regulated and standardized treatment program

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Driving Under the Influence (DUI) is a special revenue fund, and does not receive any General Fund support. The budget is essentially recommended as submitted. Total Financing Sources are increasing \$102,787 or 6% compared to FY 2013-14 adopted levels in order to fund increased program expenses. The primary increase in financing is due to higher net fee revenue of approximately \$81,000 or 5% from the First Offender and Second Chance programs expected as a result of higher enrollment levels in these two programs. Fee revenue is the largest source of financing for this budget and is budgeted at almost \$1.5 million. There is also a Fund Balance Available of \$93,453 to fund next year's program expenses. In order to balance the budget, \$57,250 in reserves will be canceled; an increase of nearly \$52,000 or 922% compared to FY 2013-14 adopted levels. This will leave a balance of \$556,874 in DUI reserves at the end of the fiscal year.

Operating expenditures are budgeted to increase \$186,289 or 13%. The primary increase of \$163,733 or 16% is in the salary and benefit accounts, which is largely due to the addition of a Program Supervisor to the Position Allocation List (PAL) for this fund center. In past years, this Program Supervisor was included on the PAL for FC 166 – Behavioral Health. Approximately half of this supervisor’s time was spent overseeing the DUI program and funds of approximately \$59,000 were transferred to FC 166 to offset the cost associated with this oversight. Many of the DUI staff are relatively new and full-time supervision is needed. Therefore, the Health Agency has proposed to shift a 1.0 FTE Program Supervisor to the DUI PAL and include the full cost of this position in this budget. This shift adds a net increase of approximately \$62,000 in expense (increasing salary and benefit accounts by approximately \$121,000 and reducing the services and supplies accounts by more than \$59,000). Other salary and benefit increases are due to recent Board-approved increases to staff compensation and benefits and an increase of almost \$5,300 or 14% in temporary help.

Expenditures in the services and supplies accounts are recommended to increase \$22,556 or 5% compared to FY 2013-14 adopted levels. The most significant variances include an increase of approximately \$82,300 in Countywide Overhead and the elimination of \$59,000 in funds transferred to FC 166 for the Program Supervisor, noted above. Other accounts are varying by much smaller amounts

No changes in service levels are anticipated as a result of the recommended budget.

BOARD ADOPTED CHANGES

The Driving Under the Influence budget ended FY 2013-14 with a Fund Balance Available that was \$72,534; \$20,919 less than the amount assumed in the FY 2014-15 Proposed Budget. The Board approved a reduction of \$20,919 in the appropriation to the Systems Development designation to transfer this amount to the operating budget to make up for this shortfall in FBA.

GOALS AND PERFORMANCE MEASURES

Division Goal: To enhance public safety by providing efficient and effective intervention and education to court ordered individuals referred for driving under the influence of alcohol or other drugs.							
Communitywide Result Link: <input checked="" type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input type="checkbox"/> Well-Governed Community							
1. Performance Measure: Percentage of First Offender Driving Under the Influence (DUI) program completers who re-offend and are remanded to our Multiple Offender Program within 12 months of First Offender Program completion.							
09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target	
2.7%	1.7%	1%	1.3%	2%	1.3%	1.3%	
What: Measures recidivism and effectiveness of the First Offender program.							
Why: If our First Offender DUI program is effective, graduates will not be arrested for another alcohol-related driving offense within the first 12-months of graduation from the program. If they do re-offend, they will be remanded to the Multiple Offender program.							
How are we doing? For FY 2013-14, the calculated recidivism rate for First Offender DUI Program (FOP) participants was 1.3%. The recidivism rate was calculated by reviewing each client that graduated from the First Offender DUI Program during the time period from 7/1/2012 through 6/30/2013 and determining how many of these clients were remanded to the Multiple Offender DUI program within 12-months of their First Offender completion. Specifically, 939 First Offender DUI program participants completed their program between 7/1/2012 through 6/30/2013 and 12 re-offended and were remanded to the Multiple Offender DUI Program within 12-months of their completion date, representing the re-offense rate of 1.3% The California State re-offense rate after one year is 3.75%, according to Department of Motor Vehicles data published in 2013.							
(Data Source: Standard Report from DUI Database)							

2. Performance Measure: Percentage of participants completing our Client Satisfaction Survey who rate Driving Under the Influence services at the levels of "Very Satisfied" or "Extremely Satisfied".

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
84%	87%	85%	84%	86%	85%	86%

What: Measures client satisfaction with the services provided by Driving Under the Influence staff.

Why: Because Drug and Alcohol Services is committed to providing high quality service, client satisfaction is an indication of program quality. The client satisfaction survey allows us to improve our programs based on participant feedback. The DUI Client Satisfaction Survey offers the following levels of satisfaction: Extremely Satisfied, Very Satisfied, Satisfied, Unsatisfied and Very Unsatisfied. Rates of "high satisfaction" measure the percent of survey respondents who mark "Extremely Satisfied" or "Very Satisfied".

How are we doing?

From the 1,141 program participants provided surveys during FY 2013-14, 870 client surveys or 76% were returned. Based on the results, 85% or 737 of the 870 survey respondents rated their experience with the program as "Very Satisfied" or "Extremely Satisfied." Since satisfaction rates are not part of a statewide database, no comparison data is available.

(Data Source: Client Satisfaction Survey)

3. Performance Measure: Percentage of actual Driving Under the Influence (DUI) fees collected.

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
94%	92%	102%	102%	100%	96%	100%

What: The annual budgeted revenue for Driving Under the Influence Programs is composed entirely of client fees for DUI services. Actual client fees are tracked monthly and are compared to their budgeted target to predict funding availability.

Why: Client fees are the only source of revenue for the DUI Program and since it does not receive County General Fund support, the client fees and the collection efforts are critical to the success of County's ability to provide this service.

How are we doing?

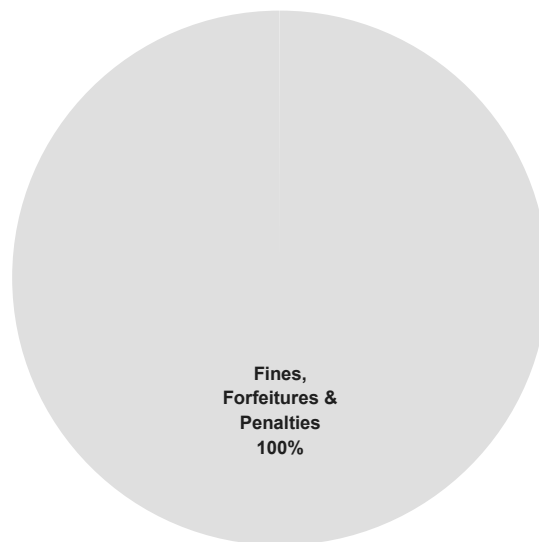
Budgeted DUI fees for FY 2013-14 were \$1,399,963. The actual fee amount collected for FY 2013-14 was \$1,343,682 which is -4% or \$56,281 less than what was targeted for the year. The revenue reduction is, in part, a result a decline of overall DUI enrollments; down by 10% as compared to budget. Specifically, during FY 2013-14, the number of participants in the Second Chance and Extended First Offender programs were lower compared to budget resulting in an unfavorable revenue variance. There are no statewide data on DUI Program fee collection trends.

PURPOSE STATEMENT

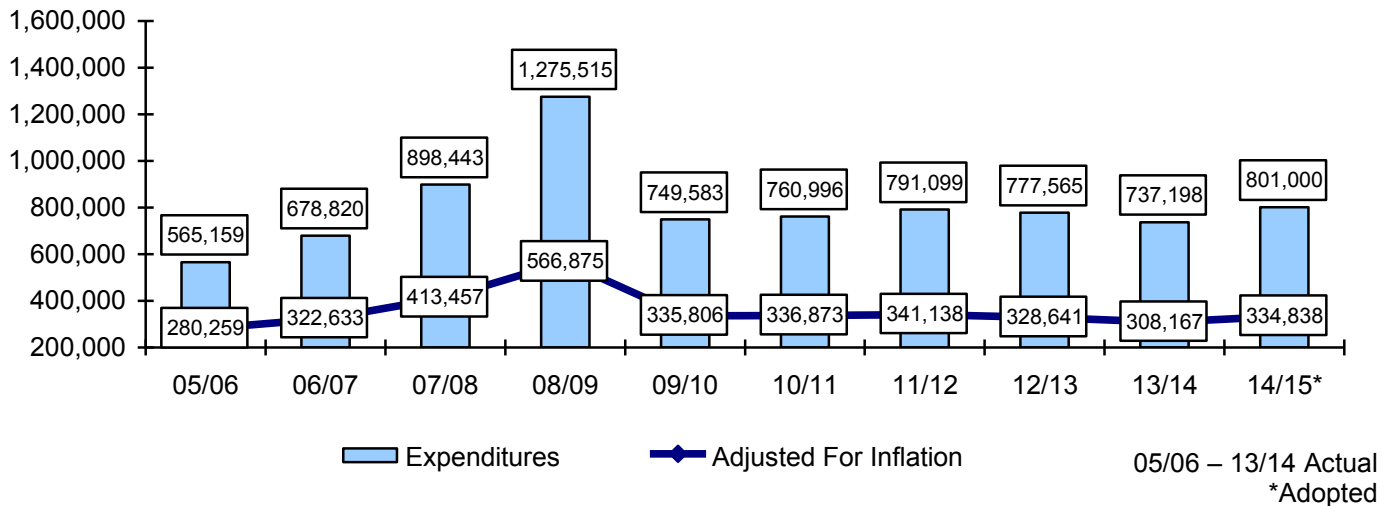
The Emergency Medical Services Fund is part of the Health Agency's Health Care Services Division. Assessments on court fines are used to compensate medical providers for uncompensated emergency room care and to offset the cost of the local Emergency Medical Services Agency.

	2012-13	2013-14	2014-15	2014-15	2014-15
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Fines, Forfeitures and Penalties	\$ 776,525	\$ 679,436	\$ 800,000	\$ 800,000	\$ 800,000
Revenue from Use of Money & Property	470	335	1,000	1,000	1,000
Total Revenue	\$ 776,995	\$ 679,771	\$ 801,000	\$ 801,000	\$ 801,000
Fund Balance Available	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Cancelled Reserves	0	0	0	0	0
Total Financing Sources	\$ 776,995	\$ 679,771	\$ 801,000	\$ 801,000	\$ 801,000
Salary and Benefits	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Services and Supplies	777,565	737,198	801,000	801,000	801,000
Other Charges	0	0	0	0	0
Fixed Assets	0	0	0	0	0
Gross Expenditures	\$ 777,565	\$ 737,198	\$ 801,000	\$ 801,000	\$ 801,000
Contingencies	0	0	0	0	0
New Reserves	0	0	0	0	0
Total Financing Requirements	\$ 777,565	\$ 737,198	\$ 801,000	\$ 801,000	\$ 801,000

Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Emergency Medical Services Fund

The Emergency Medical Services (EMS) funds, also known as Maddy and Richie Funds, are derived from an assessment on fines established through the Court system. These funds pay physicians, designated hospitals, and other providers of emergency medical care for uncompensated emergency room care, and partially fund the Emergency Medical Services Agency for regulation of the pre-hospital emergency medical care system.

Total Expenditures: \$801,000 Total Staffing (FTE): *

*Staffing is reflected in Fund Center 350 - County Medical Services Program

DEPARTMENT COMMENTS

The Emergency Medical Treatment and Active Labor Act (EMTALA) was enacted in 1986 and stipulates that anyone seeking medical care at a hospital emergency room must receive a medical examination and appropriate stabilizing measures. Because many people who access care in emergency rooms are uninsured, the burden of providing emergency care is often left to hospitals and physicians. In order to address uncompensated emergency medical care, Fund Center 351, the Emergency Medical Services (EMS) Fund, was established in 1988, pursuant to State Senate Bills 12 and 612. In 2006 the State passed Senate Bill 1773, which authorized counties to increase the existing penalty assessment.

The legislation allowed the Board of Supervisors to authorize the collection of court fines from criminal offenses and approve policies for the administration and expenditure of the EMS Fund. Legislation specifies that the EMS Fund must be held as a separate fund and revenues are not to be commingled with other similar type of funds. The Fund partially compensates physicians and surgeons for uncompensated emergency medical care. The Fund also provides funding to hospitals and the County's pre-hospital emergency medical care system.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

This budget is recommended as requested. Expenditures in this budget, which are used for the purposes described above, are driven by available funding. In FY 2014-15, available funding is projected to remain consistent with the FY 2013-14 Adopted Budget. Assuming the projected revenue is realized, approximately \$119,600 will be allocated to the Emergency Medical Services Agency for emergency medical services, \$176,000 to hospitals, \$408,000 to physicians, \$52,600 to pediatric trauma services and \$42,000 will be used to cover Health Agency administrative costs associated with this budget. This program does not receive any General Fund support.

BOARD ADOPTED CHANGES

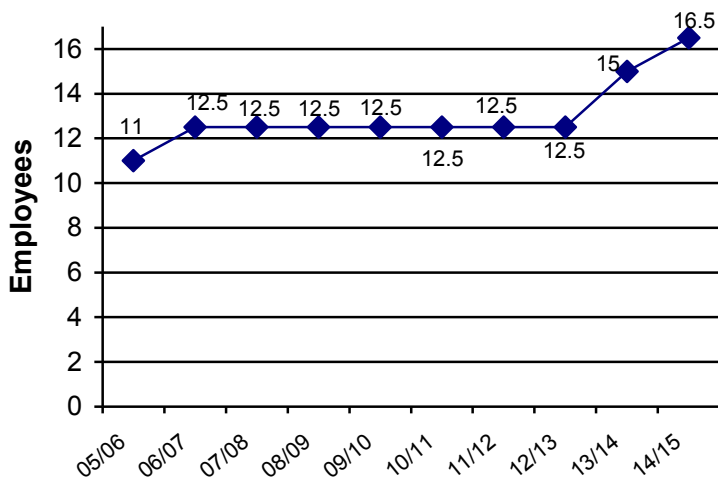
None.

MISSION STATEMENT

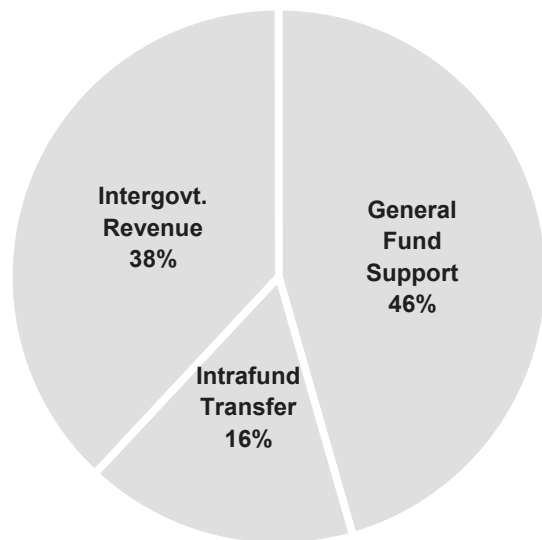
The mission of the Law Enforcement Medical Care (LEMC) Program is to provide cost effective, quality medical care for persons incarcerated at the County Jail and the Juvenile Services Center.

<u>Financial Summary</u>	2012-13 <u>Actual</u>	2013-14 <u>Actual</u>	2014-15 <u>Requested</u>	2014-15 <u>Recommended</u>	2014-15 <u>Adopted</u>
Intergovernmental Revenue	\$ 940,544	\$ 1,118,459	\$ 1,108,755	\$ 1,207,080	\$ 1,242,351
Charges for Current Services	1,754	1,018	0	0	0
Other Revenues	<u>2</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
**Total Revenue	\$ 942,300	\$ 1,119,477	\$ 1,108,755	\$ 1,207,080	\$ 1,242,351
Salary and Benefits	1,828,665	1,935,330	2,071,564	2,071,564	2,188,745
Services and Supplies	<u>963,687</u>	<u>1,242,857</u>	<u>1,104,717</u>	<u>1,104,717</u>	<u>1,104,717</u>
**Gross Expenditures	\$ 2,792,352	\$ 3,178,187	\$ 3,176,281	\$ 3,176,281	\$ 3,293,462
Less Intrafund Transfers	<u>518,884</u>	<u>510,592</u>	<u>521,262</u>	<u>521,262</u>	<u>521,262</u>
**Net Expenditures	\$ 2,273,468	\$ 2,667,595	\$ 2,655,019	\$ 2,655,019	\$ 2,772,200
General Fund Support (G.F.S.)	<u>\$ 1,331,168</u>	<u>\$ 1,548,118</u>	<u>\$ 1,546,264</u>	<u>\$ 1,447,939</u>	<u>\$ 1,529,849</u>

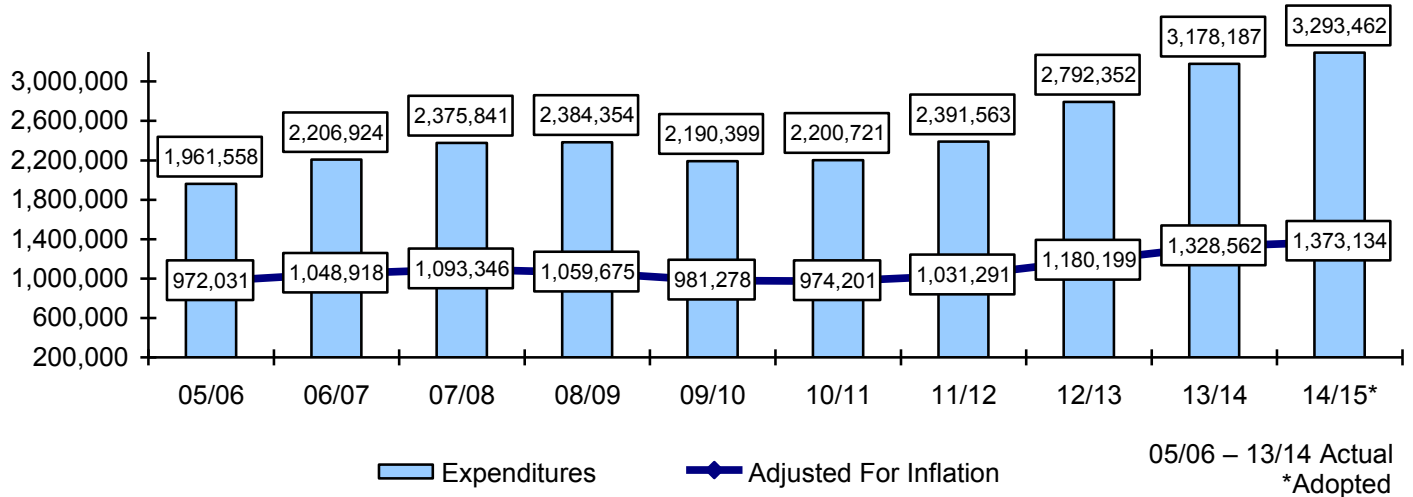
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Law Enforcement Medical Care has a total expenditure level of \$3,293,462 and a total staffing level of 16.50 FTE to provide the following services:

Jail Medical Services

This program provides medical care for County Jail inmates, including medical evaluations, daily sick call, administering prescribed medications, coordinating referrals with drug abuse/alcohol programs and mental health services, and referring acutely ill or injured patients to a hospital and paying for their care. The program pays for emergency transport to hospitals, referrals to specialist services, emergency room care, and any ancillary medical services not available at the Jail infirmary.

Total Expenditures: \$2,772,200 Total Staffing (FTE): 12.00

Juvenile Services Center Medical Services

This program provides medical care for Juvenile Services Center wards, medical evaluations, including daily sick call, administering prescribed medications, coordinating referrals with drug abuse/alcohol programs and mental health services.

Total Expenditures: \$521,262 Total Staffing (FTE): 3.00

DEPARTMENT COMMENTS

The Law Enforcement Medical Care (LEMC) program provides basic health care to inmates at the County Jail and wards at the Juvenile Services Center (JSC). Nursing staff are responsible for organizing and delivering medical care to Jail inmates and JSC wards under the medical direction of contract physicians and the County Health Officer.

The growth in the average daily population (ADP) of inmates at the County Jail has not abated over the last year, going from an ADP of 717 in calendar year (CY) 2012 to 782 in CY 2013. Not only has the number of incarcerated persons increased, largely due to AB 109 (2011 Public Safety Realignment), but so too has the medical demand for this different set of inmates. While the CY 2013 census is up about 9% over CY 2012, the number of sick visits was 43% higher in CY 2013 (avg. 4,140/mo.) compared with CY 2012 (avg. 2,900/mo.), resulting in 15,000 additional sick encounters with a nurse or physician.

Another quantitative as well as qualitative change for the LEMC unit is the number of days that inmates are spending in the hospital. In CY 2012 there were 97 hospital inpatient days among jail inmates; in CY 2013 that number was 305. This factor not only increases health care costs, but also presents significant challenges for the system as a whole. Some inmates with more severe illnesses are spending more time in the hospital because the jail is not equipped to deal with some of the intensive outpatient medical needs that many of the state prisons can handle. When these inmates are stabilized to the point of being able to return to the jail, their medical needs put extra caretaking burdens on the medical unit, as well as custody, for those who need bedside assistance with basic activities of daily living or hygiene.

Using AB 109 funding, since FY 2012-13, LEMC has added 2.5 FTEs to its ranks, as well as additional orientation time, physician hours, and correctional nurse supervisor coverage. However, these incremental changes are proving inadequate to keep up with the continued increase in service demand.

FY 2013-14 Accomplishments

- LEMC has developed a partnership with Alliance for Pharmaceutical Access to provide significantly discounted medications for inmates with HIV.
- LEMC, in collaboration with the rest of the Public Health Department, has begun assessing an electronic health record (EHR) opportunity available through a Health Information Exchange product for which Public Health has obtained grant funding.
- Added services of a volunteer Podiatrist who provides foot care to diabetic inmates and others on a monthly basis.
- Educated 594 (vs. goal of 360) juvenile wards at JSC about the importance of safe sexual practices to prevent unwanted pregnancies and sexually transmitted diseases (STD), and the value of STD testing.
- Tested 45 inmates for sexually transmitted infections (STIs) with 7% positivity. This compares to 19 inmates tested in FY 2012-13.

FY 2014-15 Objectives

- Pursue legal remedies (e.g., contract with California Department of Corrections & Rehabilitation-state prisons or long-term care facilities to house medically fragile inmates) for alternate placement of inmates whose medical needs exceed capacity of the LEMC unit.
- Continue working toward use of an EHR system with an implementation goal of FY 2015-16.
- Seek efficiencies in medication storage and distribution as well as medical record maintenance, through an ergonomic evaluation of the medication room and use of trays, and completion of a record scanning project to avoid off-site record storage, respectively.
- Implement optometry care and enhanced dental services for long-term inmates.
- Work with Custody and Department of Social Services to enroll eligible, hospitalized inmates in Medi-Cal to increase revenue.
- Continue educating minors on safe sex practices; further increase the number tested for STIs and referred for birth control.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The level of General Fund support for Law Enforcement Medical Care (LEMC) is recommended to decrease by \$168,261 or 10% compared to the FY 2013-14 adopted level.

Overall, revenue is recommended to increase \$265,645 or 28% primarily due an increase of approximately \$152,000 in AB 109 Public Safety Realignment revenue that was added to the budget mid-year in FY 2013-14, and the addition of approximately \$98,000 in new revenue from Medi-Cal to cover inpatient hospitalization costs for eligible inmates who are admitted and remain in the hospital for at least 24 hours. This new Medi-Cal coverage of inmate stays in the hospital is available as a result of the implementation of the Affordable Care Act, which expanded Medi-Cal to eligible childless adults as of January 1, 2014. In addition to the mid-year addition of AB 109 revenue, the recommended budget includes an increase of approximately \$41,000 in AB 109 funding due to a higher proportion of AB 109 inmates in the jail.

As noted in the County Administrator’s comments and recommendations for FC 350 – Medically Indigent Services Program, realignment revenue is decreasing in the LEMC budget due to the passage of AB 85. This bill authorized the State to redirect realignment revenue totaling more than \$2.7 million given the expected reduction in cost to the County to meet its obligation under the Welfare and Institutions Code 17000. Approximately \$2.4 million of the \$2.7 million was eliminated from the FC 350 budget. The LEMC budget is also impacted by the provisions of AB 85 with realignment revenue being reduced by \$25,688 or 6%. The remaining amount of realignment revenue to be redirected by the State is reflected in FC 160 – Public Health.

Overall, expenditures are recommended to increase \$97,384 or 3% compared to the FY 2013-14 adopted budget. The net increase of almost \$69,000 in salary and benefits expenditures is largely due to the mid-year addition of an Administrative Assistant III to the LEMC Position Allocation List (PAL) along with approximately \$24,000 in training/orientation hours for staff, funded with AB 109 realignment revenue. A 2.5% salary savings, totaling more than \$40,600 is factored into the salary and benefits accounts reflecting a typical vacancy rate for LEMC.

Recommended expenditures for services and supplies are increasing \$37,023 or 3% compared to the FY 2012-13 adopted budget. This increase is primarily attributed to the mid-year addition of approximately \$13,000 in the Professional Services account to add physician clinic hours combined with an increase in the Risk Management liability insurance charge to LEMC of almost \$12,800 or 24%. Other services and supplies accounts are increasing or decreasing by smaller amounts.

The recommended budget results in no change in service levels for Law Enforcement Medical Care.

BOARD ADOPTED CHANGES

The Board approved an amendment to the Position Allocation List to add 0.50 FTE Correctional Nurse Supervisor and 1.0 FTE Administrative Services Officer I/II, which was included in the Supplemental Budget Document. The addition of these positions resulted in an increase in expenditures of \$117,181 and an increase in revenue of \$35,271 (from AB 109 – Public Safety Realignment). These changes increase the General Fund support to LEMC by \$81,910.

BUDGET AUGMENTATION REQUESTS NOT ADOPTED

The following budget augmentation request is not included in the recommended budget because the Community Corrections Partnership Executive Committee had not yet approved the allocation of \$35,271 in AB 109 Public Safety Realignment to offset a portion of the cost of this new position. The proposed augmentation described below was modified in the Supplemental Document and adopted by the Board as described above.

Unit Amount	Description	Results
Gross: \$117,181 General Fund support: \$81,910	Add 1.0 FTE Correctional Nurse Supervisor to augment jail medical care management and supervision needed given the increase in the inmate census, the increase in the number of sick call visits, and increased complexity of care for sicker inmates. A portion of the funding for this position would come from additional AB 109 revenue.	<ul style="list-style-type: none"> • Reduce the span of control for the existing 0.75 FTE Correctional Nurse Supervisor from 24 FTE (14 permanent and 10 temporary FTE) to 13 FTE. • The Jail medical and mental health units’ administrative and clinical policy binders will be reviewed and updated each year beginning in FY 2014-15, to ensure reliable health care/medical planning and response to emergencies. • Reduce the rate of annual inpatient days per annual average daily population 10% (from the current 0.156 to 0.0156).

GOALS AND PERFORMANCE MEASURES

Department Goal: Provide cost effective medical care maintaining the health of County jail inmates.						
Communitywide Result Link: <input type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community						
1. Performance Measure: Medical cost per inmate day at the County Jail.						
09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
\$8.46	\$8.41	\$7.66	\$8.24	\$9.74	\$9.37	\$9.50
<p>What: This shows the average cost per day to provide mandated medical services to adult inmates at the County jail. The measure is calculated by accumulating all costs of providing medical care to inmates and dividing by the product of the average daily inmate census and the number of days in the year.</p> <p>Why: Medical cost per inmate day is intended to be an efficiency-oriented performance measure reflecting both the cost of providing medical care and the level of demand among jail inmates. This measure has been in place over a period of significant growth in the inmate census and as such has been helpful in monitoring ongoing cost-efficiency of the provision of medical services for jail inmates.</p> <p>How are we doing: The FY 2013-14 medical costs per inmate day of \$9.37 (calculated by \$2.668M costs ÷ 780 inmates ÷ 365 days), reflects the annual average daily inmate population and labor and medical claim costs. The average daily population built into the Adopted target was estimated at 718 but 780 was the actual year-end average which resulted in a per inmate cost reduction.</p> <p>It remains to be seen if budgetary growth will keep pace with medical cost demands of an increasingly complex inmate population. In particular, it will be important to monitor the effect on costs due to longer sentences and the ensuing need for attention to chronic diseases and standard preventive health care services, which could have a negative impact on this cost-efficiency measure.</p> <p>For FY 2013-14 and prior years this measure was based on the total average daily inmate population of both in custody and out of custody inmates. Beginning in FY 2014-15, this measure will be based on the average daily inmate population of inmates housed in the jail and honor farm only; no inmates on home detention will be included. This performance measure is expected to remain at higher levels in FY 2014-15 and beyond compared with the historical norm of less than \$9/inmate in years past. The total average daily inmate population of 780 in 2013-14 has risen by 222 from 558 in 2010-11, resulting in an overall increase of 40% during this time period.</p> <p>No comparison data is available at this time.</p> <p>(Data Source: Enterprise Financial System – EFS Budget Status Report and Monthly San Luis Obispo County Jail Medical Care Medical Dispensary Visits Report)</p>						

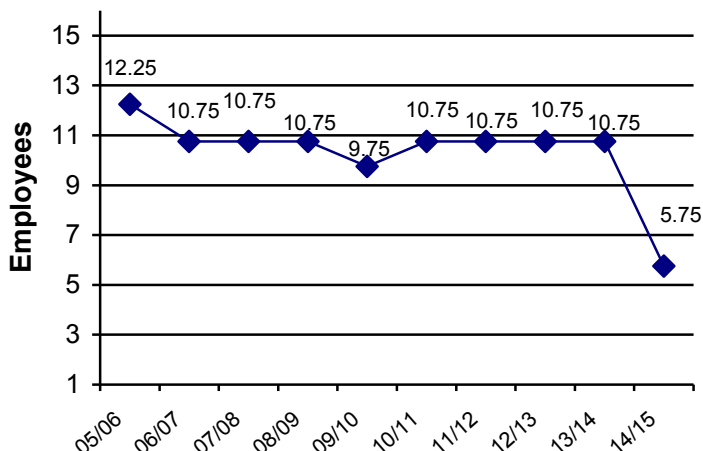
MISSION STATEMENT

The Medically Indigent Services Program* (MISP) is administered through partner agencies to ensure access to health care for medically indigent adults who have no availability of health care insurance.

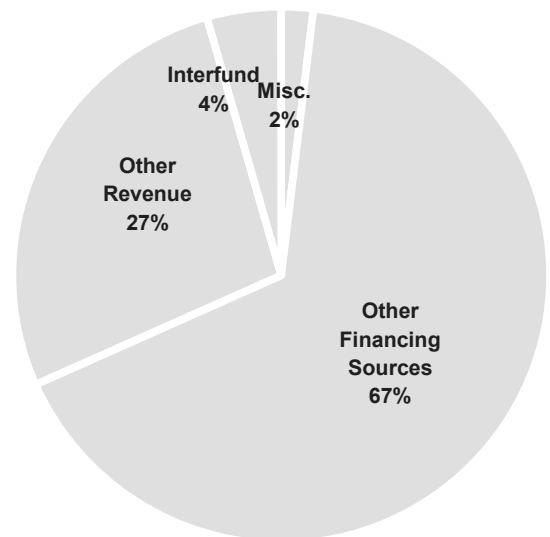
* MISP was formally known as the County Medical Services Program and has been renamed in 2014 to appropriately identify ourselves as one of the 23 MISP counties in California that manages their own indigent program, setting their own rules about service and eligibility.

	2012-13	2013-14	2014-15	2014-15	2014-15
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Revenue from Use of Money & Property	\$ 2,833	\$ 2,300	\$ 1,500	\$ 1,500	\$ 1,500
Intergovernmental Revenue	2,491,078	1,215,387	49,672	49,672	49,672
Other Revenues	1,047,364	800,885	692,810	694,550	694,550
Other Financing Sources	1,517,446	1,892,778	1,677,587	1,676,400	1,676,400
Interfund	107,255	81,667	109,816	109,816	109,816
Total Revenue	\$ 5,165,976	\$ 3,993,017	\$ 2,531,385	\$ 2,531,938	\$ 2,531,938
Fund Balance Available	\$ 0	\$ 70,000	\$ 0	\$ 0	\$ 0
Cancelled Reserves	0	0	0	0	0
Total Financing Sources	\$ 5,165,976	\$ 4,063,017	\$ 2,531,385	\$ 2,531,938	\$ 2,531,938
Salary and Benefits	\$ 958,002	\$ 632,033	\$ 591,625	\$ 591,625	\$ 591,625
Services and Supplies	3,926,118	3,568,602	1,939,760	1,940,313	1,940,313
Other Charges	0	0	0	0	0
Fixed Assets	0	0	0	0	0
Gross Expenditures	\$ 4,884,120	\$ 4,200,635	\$ 2,531,385	\$ 2,531,938	\$ 2,531,938
Contingencies	0	0	0	0	0
New Reserves	0	0	0	0	0
Total Financing Requirements	\$ 4,884,120	\$ 4,200,635	\$ 2,531,385	\$ 2,531,938	\$ 2,531,938

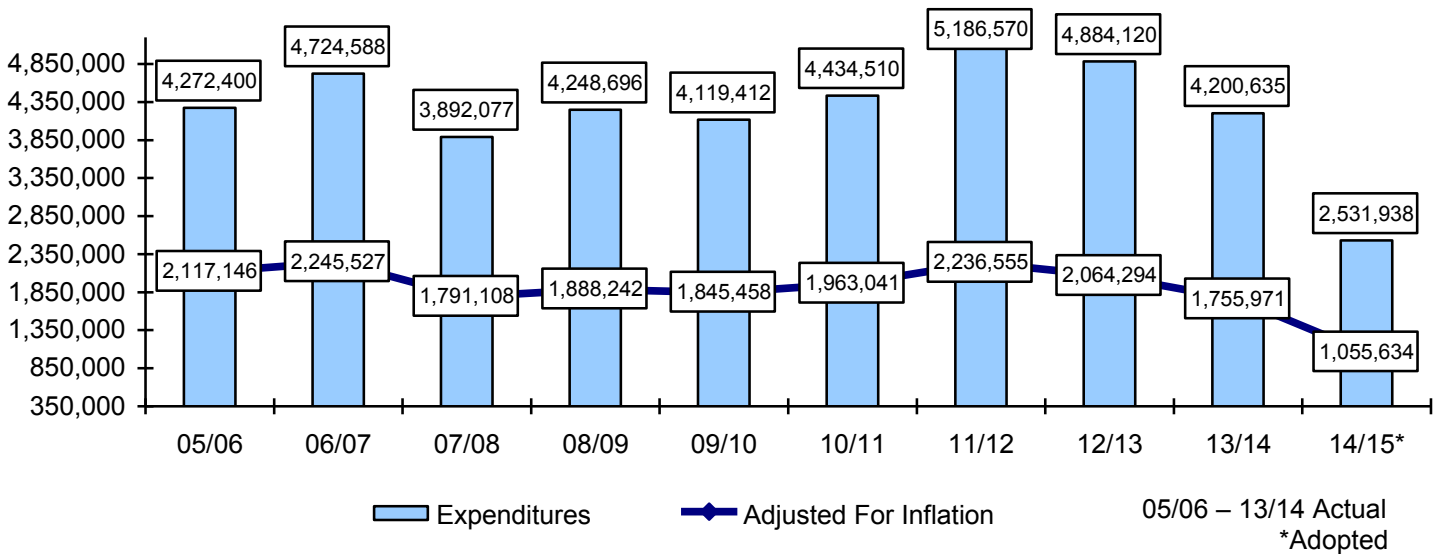
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

The County of San Luis Obispo’s Medically-Indigent Services Program (MISP) has a total expenditure level of \$2,531,938 and a total staffing level of 5.75 FTE to provide the following services:

Medically-Indigent Services Program (MISP)

This program facilitates access to health care for eligible adults who cannot afford to pay for their medical care.

Total Expenditures: \$1,802,912 Total Staffing (FTE): 5.50

Emergency Medical Service Program (EMSP)/Tobacco Settlement Funds

This program includes administrative and accounting support for the Emergency Medical Services Program (EMSP) and Tobacco Settlement Funds including the distribution of these funds to hospitals and physicians for uncompensated emergency medical care.

Total Expenditures: \$729,026 Total Staffing (FTE): 0.25

DEPARTMENT COMMENTS

The County Medical Services Program (CMSP) has been the County’s medically indigent services program since 1982 when California restricted Medi-Cal eligibility and excluded childless adults. Under the State Welfare and Institutions (W&I) Code 17000, each county is required to provide for the medical care of indigent residents who have no other payer source. The program authorizes medical services for short-term illness or injury as well as care for chronic diseases. Functions include eligibility determination, enrollment of qualified applicants, coordinating services with providers, processing claims, and performing utilization review for requested specialty diagnostic testing and treatment.

With the inception of the Medi-Cal expansion under the Affordable Care Act (ACA) on January 1, 2014, the majority of CMSP clientele became newly eligible for Medi-Cal. The remaining clients, with incomes 139-250% of the Federal poverty level (FPL), are mandated under the ACA to purchase health insurance, and they may obtain subsidized coverage through the State’s Health Benefits Exchange (known as Covered California). There are, however, exemptions from the ACA’s individual mandate for persons who have verifiable financial or other specified hardships. Thus, the changes wrought by the ACA for CMSP, though very momentous, do not eliminate the County’s obligation under W&I Code 17000.

In the last full fiscal year 2012-13 for which information is available, 3,200 county residents were enrolled in CMSP. Seventy-eight percent of those clients, or about 2,500, were of an income level (<138% FPL) to now qualify them for Medi-Cal coverage. The remaining 700 clients would be expected to purchase health insurance per the individual mandate. However, with no experience upon which to base an estimate of the number of persons who will qualify for an exemption, it is difficult to forecast a number of "residual" medically indigent adults. A mid-range figure of 350 individuals has been used in developing the budget for FY 2014-15.

Given such a dramatic change in the size of the program, a number of modifications have been made or are in process. First, the Health Agency used the opportunity of the change to rename the program to the Medically-Indigent Services Program (MISP). This action was taken to avoid confusion among consumers, providers and policy-makers with the long-standing Health Agency-based CMSP program, as well as to eliminate the decades-long mix-up with the State's 35-county CMSP program which provides similar but not identical services.

Another change that is occurring is the transition of the eligibility function to the Department of Social Services (DSS). Since DSS determines eligibility for Medi-Cal (and many other programs), DSS management has agreed to accept responsibility for eligibility determination for the reduced number of medically indigent adults. Accordingly, three full-time Eligibility Technicians have been transferred from the Health Agency to DSS.

A further change has been put into place regarding the reimbursement mechanism for primary and ancillary health care, and pharmacy services. Since 2004, the County has contracted with the Community Health Centers of the Central Coast (CHC) to provide these services under a lump sum grant agreement. Initially more expansive, over time, and due to the Great Recession, the funding amount was reduced to the point of covering only services for CMSP-qualified persons. With an expected 90% decrease in the program's client base, a new agreement, effective January 1, 2014 between the County and CHC, was approved by the Board of Supervisors based on fee-for-service payment, rather than a grant, to reimburse CHC for covered services. Accordingly, Fund Center (FC) 183 – Medical Assistance Program, which existed largely for the purpose of transferring General Fund revenue to FC 350 (a non-General Fund budget), will be closed at the end of FY 2013-14. Instead, MISP's General Fund support will be transferred to FC 350 from FC 102 - Non-Departmental-Other Financing Uses, beginning July 1, 2014. The only other revenue support in FC 183 has come from CHC's paying rent on a lease agreement for partial use of the Health Campus Annex building. Dissolution of the lease is anticipated to occur April 1, 2014.

There are many unknowns going into FY 2014-15 such that a precise estimate of expenses for the new MISP program remains elusive. Discussions are still underway with CenCal Health, the County's Medi-Cal Managed Care Plan, in an effort to forge an agreement with CenCal Health to serve as a third party administrator (TPA) for MISP. However, CenCal Health would need to make changes to some of their systems and processes, and those are still under evaluation and development. In the meantime, the Health Agency is prepared to continue its current administrative services for utilization review, provider authorizations, client service coordination, claims processing, and appeals. The FY 2014-15 budget reflects status quo staffing for a much reduced number of clients.

Also unknown, as noted above, is the number of clients who will enroll, but so too is the cost of care for each enrollee. Under the grant arrangement with CHC, the cost of primary and ancillary care and pharmacy was calculated to roughly equate to a straight fee-for-service (FFS) Medi-Cal reimbursement rate. The new contract with CHC reimburses each patient visit at \$145, the average full cost for an encounter at CHC's approved federally-qualified health center rate; approximately four times the State's FFS Medi-Cal reimbursement rate. Also, whereas all outpatient laboratory, radiology, and other ancillary services were previously paid for under the grant, those will now be paid separately on a FFS basis directly to other contracted providers. There is no historic data for estimating the use or cost of those specific services. Hospital contracts have been renewed through the end of FY 2013-14 with a 3% increase in payment rates; rates for FY 2014-15 are as yet undetermined.

FY 2013-14 Accomplishments

- Maintained all services for CMSP clients through December 31, 2013 despite “premature” loss of staff (eligibility, accounting, utilization review nurse) at varying points in Fall 2013.
- Seamlessly transferred 3 Eligibility Technicians to DSS effective November 25, 2013.
- Worked with DSS to develop policies and procedures for performance of eligibility function.
- Collaborated with DSS to assist 271 clients enroll in Medi-Cal or Covered California plans during October/November 2013, through an electronic enrollment hub at the CMSP office.
- Developed educational materials for clients and staff to understand ACA implications for CMSP.
- Renewed or replaced contracts with all four hospitals and CHC.
- Continued monthly meetings of the Affordable Care Act (ACA) Planning Group of local health care stakeholders to coordinate planning efforts for implementation of state and federal health care reforms.

FY 2014-15 Objectives

- Solidify processes and Memorandum of Understanding with DSS for performance of enrollment function.
- Conclude the cost and feasibility study for a MISP TPA agreement.
- Rectify and pay claims, as appropriate, for care rendered to all remaining Medi-Cal pending clients from previous fiscal years.
- Provide care coordination assistance to clients who would have previously been eligible for CMSP or are deemed eligible for the new MISP (est. 350).

COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

Total financing sources and expenditures for the Medically-Indigent Services Program (MISP) are recommended to decrease \$2,640,158 or 51% compared to FY 2013-14 adopted levels due to the implementation of the Affordable Care Act and the resulting expansion of Medi-Cal to previously ineligible populations. MISP is not a General Fund budget but receives a transfer of General Fund support from Fund Center 102 – Non-Departmental Revenue. The recommended General Fund support is decreasing \$121,502 or 6%, reflecting the Health Agency’s best estimate of the costs to provide medical care to the medically indigent population exempt from the individual mandate to purchase insurance coverage (referred to as the “residual population”).

The reduction in revenue is primarily a result of the elimination of realignment funding for this program. Pursuant to the terms of AB 85, the State will redirect 44.45% of the realignment revenue that would have been deposited in the Health Realignment Trust, which is estimated to total more than \$2.7 million. This revenue is being redirected by the State given the expected reduction in cost to the County to meet its obligation under the Welfare and Institutions Code 17000 referenced in the Department’s comments above. In FY 2013-14, approximately \$2.4 million in realignment revenue was included in the budget for the County Medical Services Program (now MISP). Given that the State will redirect more than \$2.7 million from the County, reductions in realignment funding will also occur in the Public Health and Law Enforcement Medical Care budgets. Additional reductions in revenue for the MISP budget include the reduction in General Fund support noted above and a reduction in Intrafund charges to other Health Agency fund centers.

The salary and benefits accounts are decreasing a total of \$385,290 (39%) reflecting the elimination of 5.0 FTE (almost half of the 10.5 FTE allocated to this fund center). The positions eliminated in the department’s requested budget include 3.0 FTE Eligibility Technician IIIs that have shifted to the Department of Social Services, a vacant 0.50 FTE Public Health Nurse, and 1.5 FTE vacant Sr. Account Clerk positions.

The services and supplies accounts are decreasing by almost \$2.3 million primarily due to a \$2.2 million or 67% reduction in the budgeted expenditures for medical services provided to eligible clients. This represents the Health Agency's best estimate of the costs to serve the residual population, as explained in the Department Comments above. Other accounts are decreasing due to the elimination of the positions noted above. Approximately \$688,000 of the amount included in the services and supplies accounts represents payments from Tobacco Tax Settlement receipts made to physicians and hospitals for uncompensated emergency medical care, per the terms of Measure A, passed by the voters in 2002.

While the size of the population to be served under MISP is expected to be dramatically smaller than past years, service levels to this population are expected to remain unchanged compared to FY 2013-14.

BOARD ADOPTED CHANGES

None.

GOALS AND PERFORMANCE MEASURES

With the implementation of the Affordable Care Act, the County's program to provide access to health care for the uninsured medically indigent population has changed dramatically. Given this change, the performance measures that have been in place for the County Medical Services Program are no longer relevant. No replacement measures have been proposed at this time because there are still too many unknowns regarding how this program will be administered. New performance measures for the Medically Indigent Services Program will be considered once program administration details have been determined and put in place.

Department Goal: The overall goal of the County Medical Services Program (CMSP) is to provide access to health care for the medically indigent by efficiently determining program eligibility, authorizing medical care and arranging for services to promptly diagnose and treat medical conditions.						
Communitywide Result Link: <input type="checkbox"/> Safe <input checked="" type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input type="checkbox"/> Well-Governed Community						
1. Performance Measure: Percentage of clients rating CMSP's overall performance as Very Satisfied or Extremely Satisfied.						
09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
55%	80%	78%	69%	75%	64%	Delete
What: The CMSP client satisfaction survey tool is provided as a means of measuring the level of client satisfaction based on their overall CMSP experience. In addition to providing an overall program ranking, the survey questions focus on the client's experience with discrete program components, some of which include the eligibility determination process, utilization review, accounting interaction, and hours of operation. The survey is provided as part of the application package and is submitted at the client's convenience.						
Why: Because CMSP is committed to providing high quality service, client satisfaction is one such indicator and contributes to program quality and improvement. The client satisfaction survey is conducted on an ongoing basis and allows clients to select their level of satisfaction: Extremely Satisfied, Very Satisfied, Satisfied, Unsatisfied, and Very Unsatisfied.						
How are we doing? The percentage of client's being very and extremely satisfied with CMSP's overall performance fell short of target. Longer lobby wait times most likely contributed to the decline in client satisfaction in the first half of FY 2013-14. During the two survey months, July and October, 191 Client Satisfaction Surveys were completed. The overall performance percentage rating of 64% was calculated based on 122 clients responding Very and Extremely Satisfied out of 191 total respondents. (Data Source: CMSP Client Satisfaction Survey)						
The Health Agency is discontinuing this measure beginning FY 2014-15 due to the substantial changes to the County's Medically Indigent Services Program and the unknowns regarding administration of this new program, as noted above.						
2. Performance Measure: Percentage of day surgeries referred to surgery centers.						
09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
44%	31%	43%	41%	40%	43%	Delete
What: This measure tracks the percentage of day surgeries that are performed at local surgery centers rather than performed at hospitals. CMSP's Utilization Review nurses have been working with local medical providers and are currently referring day surgery clients to less costly surgery centers when appropriate.						

Why: It is well documented that hospitals have much higher overhead and charge approximately twice what a licensed surgery center charges for the same medical procedure. A patient at a licensed surgery center will receive the same level of care as they will at a hospital. CMSP recognizes that it is important to be a good steward of the money entrusted to us by the public. Therefore, when appropriate, we will refer patients to licensed surgery centers in San Luis Obispo County versus the more expensive hospital alternative. Surgery centers cannot accommodate complicated procedures such as neurosurgery, cardiac, orthopedic surgeries.

How are we doing? In FY 2013-14, the percentage of day surgeries performed at local surgery centers instead of local hospitals was 43% (56 out of a total of 131 day surgeries). CMSP saves an estimated \$700 a surgery referring patients to licensed day surgery centers (with an average cost of \$500 per surgery) instead of performing the surgeries at local hospitals (with average cost of \$1,200 per surgery). There is no comparable county data available. (Data Source: CMSP Medical Payment Tracker)

The Health Agency is discontinuing this measure beginning FY 2014-15 due to the substantial changes to the County's Medically Indigent Services Program and the unknowns regarding administration of this new program, as noted above.

3. Performance Measure: Average number of CMSP applications pending eligibility determination.

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
60	35	38	33	40	26*	Delete

What: This measure tracks the quarterly average number of CMSP applications that are awaiting eligibility determination by each of the three Eligibility Technicians (ET's) currently working in CMSP.

Why: This measure indicates efficiency in processing CMSP client applications, thus providing access to medical care funding in a timely manner. The lower the number of applicants waiting for their applications to be processed, the faster these clients can receive medical care assistance.

How are we doing? The average number of pending applications for each ET continued to decline in FY 2013-14 to 26 pending applications far below the 40 target. In July 2012 the ETs began to set aside Friday afternoons to review pending applications to make eligibility determination, whereas, previously the ETs would only have been able to review applications in-between interviews. This schedule change enabled the ETs to allocate a portion of their time each week to process incomplete applications when before their schedules would not have allowed it a few years ago. In FY 2013-14 when compared to prior years, applicants have been better prepared at their eligibility interview which has contributed to reduced follow-up requests from the ETs for verification documents and improved their efficiency. There is no comparable county data available. (Data Source: MIAMI: Eligibility Update for Pending Eligibility Report and Monthly Eligibility Statistical Report).

*The 2013-14 result was based on the CMSP eligibility process in place from July – November 2013 only. From December 2013 through June 2014 other staff completed the eligibility determination for CMSP and MISP.

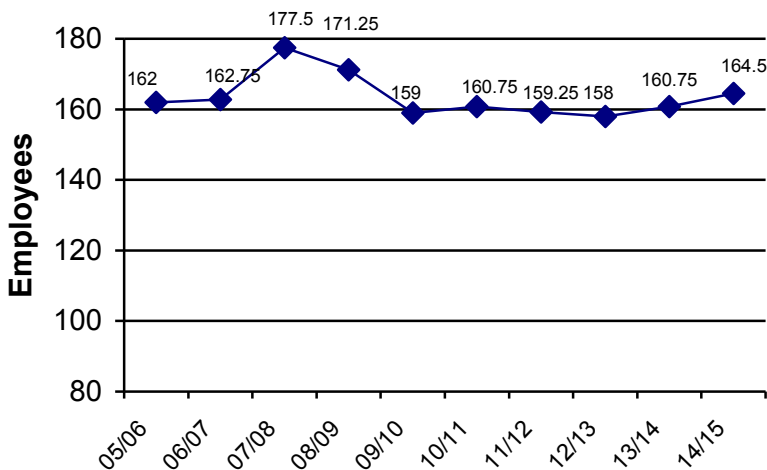
The Health Agency is discontinuing this measure beginning FY 2014-15 due to the substantial changes to the County's Medically Indigent Services Program and the unknowns regarding administration of this new program, as noted above.

MISSION STATEMENT

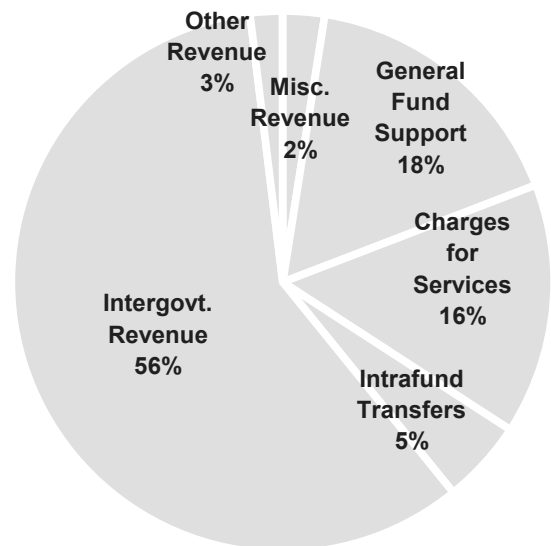
To promote, preserve and protect the health of all San Luis Obispo County residents through disease surveillance, health education, direct services, and health policy development.

	2012-13	2013-14	2014-15	2014-15	2014-15
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Licenses and Permits	\$ 21,248	\$ 21,504	\$ 23,073	\$ 23,073	\$ 23,073
Fines, Forfeitures and Penalties	144,945	52,074	142,072	142,072	142,072
Intergovernmental Revenue	11,752,813	11,465,199	13,182,923	13,353,520	13,353,520
Charges for Current Services	3,371,637	3,580,979	3,695,187	3,695,187	3,695,187
Other Revenues	631,001	589,826	540,770	755,325	755,325
Other Financing Sources	0	10,070	0	0	0
Interfund	271,902	290,545	188,945	188,945	188,945
**Total Revenue	\$ 16,193,546	\$ 16,010,197	\$ 17,772,970	\$ 18,158,122	\$ 18,158,122
Salary and Benefits	15,929,694	15,970,584	17,030,949	17,397,305	17,397,305
Services and Supplies	4,503,819	4,523,643	4,703,962	4,739,553	4,739,553
Other Charges	393,832	72,015	1,580,000	1,580,000	1,580,000
Fixed Assets	74,197	22,279	0	0	0
**Gross Expenditures	\$ 20,901,542	\$ 20,588,521	\$ 23,314,911	\$ 23,716,858	\$ 23,716,858
Less Intrafund Transfers	1,042,910	1,101,456	1,355,090	1,232,898	1,232,898
**Net Expenditures	\$ 19,858,632	\$ 19,487,065	\$ 21,959,821	\$ 22,483,960	\$ 22,483,960
General Fund Support (G.F.S.)	\$ 3,665,086	\$ 3,476,868	\$ 4,186,851	\$ 4,325,838	\$ 4,325,838

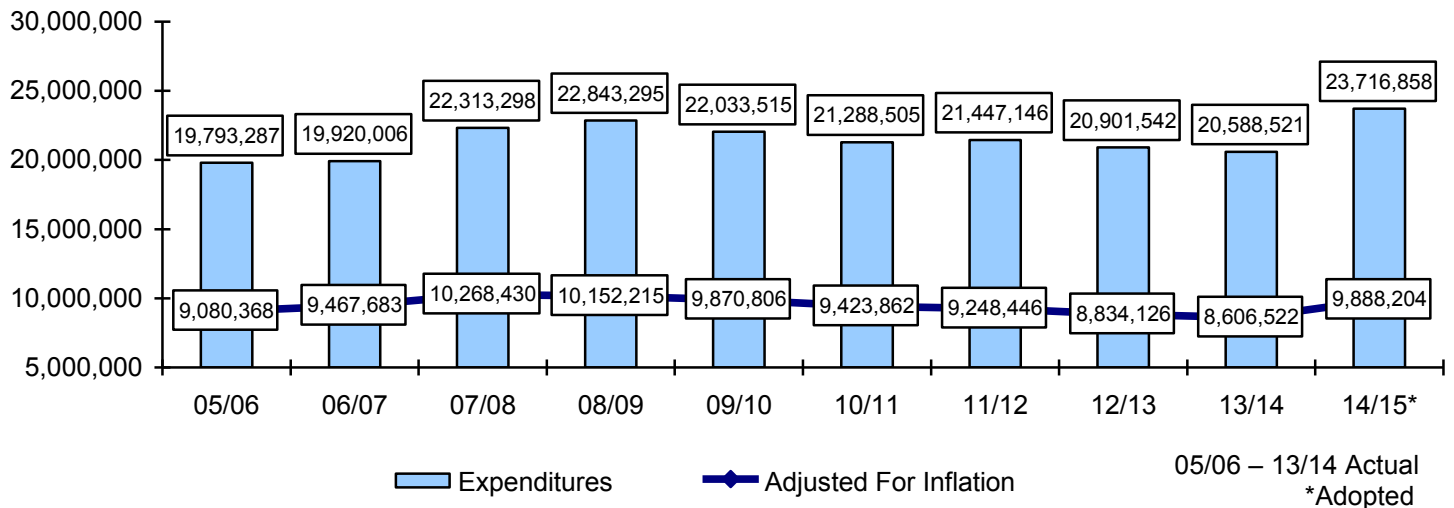
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Public Health has a total expenditure level of \$23,716,858 and a total staffing level of 164.50 FTE to provide the following services:

Environmental Health Services

The Environmental Health Services Division is responsible for protecting public health by preventing exposure to toxic substances, disease-causing agents, unsanitary conditions, other environmental hazards and in disaster-related events. Specific programmatic areas of the Division include Food Sanitation, Land Development, Hazardous Material Management, Vector Control, Waste Management, Water Quality, and Stormwater and Underground Storage Tank Management.

Total Expenditures: \$3,484,711 Total Staffing (FTE): 25.00

Family Health Services

Family Health Services Division provides an extensive array of preventive and direct health services for all residents, and particularly for at-risk populations. Services include: Communicable Disease Control, Immunizations, Tuberculosis and Sexually-Transmitted Disease diagnosis and treatment, forensic medical services for clients referred to the Suspected Abuse Response Team (SART), Reproductive Health Services and Women’s Cancer Screening. Maternal, Child, and Adolescent Health collaborative and outreach services supporting prenatal nutrition education, screening for substance use in pregnancy, and Field Nurse Home Visits to low-income pregnant and parenting families and first time low-income mothers to improve birth and early childhood outcomes. Medical Case Management programs include Child Health and Disability Prevention (CHDP) for medical and dental concerns, California Children’s Services (CCS) for children with serious illnesses or disabilities, and Health Care for Children in Foster Care. Outreach and case management services around Childhood Lead Prevention program is offered to at-risk children. Other services include Epidemiology, Disease Surveillance, Medical Marijuana Identification Card and Vital Records (birth and death certificates).

Total Expenditures: \$8,881,480 Total Staffing (FTE): 69.25

Health Promotion

The Health Promotion Division focuses on promoting a healthy community by empowering individuals, groups and organizations to take responsibility for adopting healthy behaviors and supporting policies that promote health. Program areas include Tobacco Control, Nutrition and Physical Activity (Obesity Prevention), the Special Supplemental Nutrition Program for Women, Infants and Children (WIC), Injury Prevention, and Oral Health Promotion.

Total Expenditures: \$2,919,140 Total Staffing (FTE): 23.25

Emergency Medical Services

The Emergency Medical Services Division includes the Emergency Medical Services agency, which provides training, regulatory and medical direction for the County's pre-hospital system of care, including Base Station Hospitals and Specialty Care Centers (STEMI and Trauma). The Public Health Emergency Preparedness program oversees planning, training and response for health and medical aspects of disaster events.

Total Expenditures: \$1,070,060 Total Staffing (FTE): 7.25

Public Health Laboratory

The Public Health Laboratory provides testing to physicians, health clinics and other laboratories for infectious diseases; to businesses and the public for water, shellfish and other environmental microbial contamination; and serves as an advanced-capability, regional laboratory in the event of a bioterrorist attack or natural pandemic.

Total Expenditures: \$1,968,865 Total Staffing (FTE): 11.25

Health Agency Administration

Health Agency Administration provides Administration, Information Technology, Accounts Payable, and Human Resources support to all of the Health Agency and oversight of the office of Public Guardian.

Total Expenditures: \$5,392,602 Total Staffing (FTE): 28.50

DEPARTMENT COMMENTS

The Public Health Department has a very broad range of programs which touch county residents in a considerable number of ways; e.g., from assuring clean water systems and food facilities; to tobacco cessation classes and retail license monitoring; to communicable disease testing and outbreak interventions; case management and education for at-risk pregnant women and young children on substance use, nutrition, oral health, and special medical needs; oversight of the Emergency Medical System; family planning and women's health care; medical care for county jail inmates and juvenile wards; assurance of access to medical care and much more.

FY 2013-14 has been another year of opportunity and challenge in the face of health care reform and increasing disease rates such as sexually-transmitted infections and severe influenza in a younger age group. So too have demands increased for quality assurance, privacy compliance, and meaningful use of electronic health records. "Meaningful Use" is a federal requirement for all health care providers (hospitals, clinics, and private providers) to use certified electronic health records systems. The Stage 2 Meaningful Use Final Rules strongly encourage local Public Health Agencies to establish new processes to receive public health data from health care providers. The escalation in infrastructure needs comes on the heels of a sixth round of County budget reductions, which in total equates to a General Fund decrease of 35.4% from FY 2008-09 adopted levels.

A 2012 *Institute of Medicine* report noted that while a global-high 18% of the national Gross Domestic Product (GDP) is spent on health care in the US, total governmental (federal, state and local) spending on public health amounts to a mere three percent (3%) of the nation's overall expenditure on health. The Patient Protection and Affordable Care Act (ACA, also known as ObamaCare) attempts to turn that paradigm around - with rules like free preventive screenings required of insurers, payment incentives for improved outcomes, and creation of the Prevention and Public Health Fund to address emerging health threats to our country and persistent chronic disease rates.

Other areas of ongoing change for the Public Health Department in the past year are the implementation of coverage expansions under the ACA, and the ongoing strains placed on jail medical care due to 2011 Public Safety Realignment. These areas are addressed in more detail under FCs 350 – Medically Indigent Services Program and 184 – Law Enforcement Medical Care, respectively.

FY 2013-14 Accomplishments

- Implemented electronic case management database (“*Persimmony*”) for Field Nursing
- Obtained grant funding to lead effort in development of a county-wide Health Information Exchange
- Received California State Association of Counties (CSAC) Merit Award for Women, Infants and Children (WIC) Dental Days program, providing early dental intervention and education for low-income infants and children
- Far exceeded outreach target of 5,000 by providing education and services to a total of >15,000 residents:
 - Injury Prevention:
 - 2,000 youths on bike education
 - 400 seniors on pedestrian safety
 - gave 300 car seats
 - Nutrition:
 - 5,000 WIC
 - 5,000 Supplemental Nutrition Assistance Program (SNAP-Ed),
 - 360 Comprehensive Perinatal Support Program
 - Oral Health: 1,200 WIC youth
 - Maternal and Child Health nurse case management:
 - 350 Field Nursing
 - 250 at Martha’s Place
 - 400 Foster Care
- Provided informational brochure “*CMSP Client’s Guidebook to New & Better Healthcare Coverage in 2014*” and 1:1 counseling to 1,926 CMSP clients; brochure to 950 hospitalized clients, Community Health Centers (CHC), and Drug and Alcohol clients; conducted two training programs for 250 County and Community-Based Organizations staff on ACA-related changes in health care system

FY 2014-15 Objectives

- Implement Electronic Laboratory Reporting to state California Reportable Disease Information Exchange (CalREDIE) system
- Implement a system to accept online credit card payments from Environmental Health customers
- Conduct state-mandated five-year needs assessment for Maternal, Child and Adolescent Health program
- Work with seven municipal Parks and Recreation departments to strengthen sugar-sweetened beverage policies and increase access to drinking water
- Complete at least two components of the three pre-requisites (Strategic Plan, Community Health Needs Assessment and Community Health Improvement Plan) for seeking Public Health Accreditation
- Complete update of all Health Insurance Portability and Accountability Act (HIPAA) policies, in collaboration with Behavioral Health to ensure all new standards are met and that the County is prepared for any possible federal audits.
- Develop an android-based version of the widely utilized San Luis Obispo EMS smart phone application for Advanced Life Support (ALS) treatment protocols to make timely, current treatment protocols available to paramedics in the field, and mobile intensive care nurses in the base hospitals
- Continue to support Hands-Only CPR training in partnership with public safety agencies and the four hospitals
- Conduct a full-scale multi-agency drill testing the County’s ability to respond to a multi-casualty incident caused by a hazardous chemical release

- Trained 1,250 people during National CPR Day (objective = 1,000)
- Completed and presented an Emergency Medical Services(EMS) Field Study to evaluate contract ambulance response time performance and standards; suggested revised geographical boundary standards for future reviews
- Completed several Emergency Preparedness goals: Health Agency Continuity of Operations Plan, Vaccination drill for 1,300 first responders and Medical/Health drill with 4 hospitals on large-scale outbreak (E.Coli)

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The recommended budget reflects a \$211,525 or 1% increase in revenues, a \$747,795 or 3% increase in total expenditures and an increase in General Fund support of \$536,270 or 14% compared to the FY 2013-14 adopted budget.

Revenues are increasing primarily due to an increase of more than \$472,000 or 27% in realignment revenue from Vehicle Licenses Fees, an increase of approximately \$177,700 or 11% in the California Children's Services (CCS) allocation, an increase of \$179,700 or 7% in Environmental Health Fees to improve the rate of cost recovery, and an increase of more than \$193,700 in one-time Tobacco Settlement money distributed to Public Health per the terms of Measure A. These increases, and smaller increases in other accounts, help mitigate a reduction in revenue from other sources such as a \$552,083 or 41% reduction in realignment revenue from sales tax due to the State's redirection of a portion of the realignment health trust pursuant to AB85, and a reduction in the amount of realignment growth revenue allocated from the Department of Socials Services trust account to partially fund the CCS program.

Total net expenditures for this fund center are recommended at almost \$22.5 million. This reflects an increase of \$524,139 or 2% compared to the Health Agency's requested budget due to the recommended budget augmentations described below. Most of the variance between the requested and recommended budget is in salary and benefit accounts due to the addition of 3.75 FTE.

Salary and benefits costs are increasing \$789,291 or 4% compared to the FY 2013-14 adopted budget. The primary drivers of this increase include the addition of the 0.75 FTE Mapping Graphics Specialist in September 2013, the addition of the 3.75 FTE requested as budget augmentations, the elimination of approximately \$157,000 in salary savings from Voluntary Time Off included in the FY 2013-14 adopted budget, and approximately \$199,400 in compensation and benefit increases recently approved by Board of Supervisors.

Services and supplies expenditures are recommended to increase \$64,067 or 1% compared to FY 2013-14 adopted levels. Several accounts are increasing or decreasing by various levels. The most notable variances include:

- an increase of \$50,648 or 79% in the software maintenance account primarily for a new electronic case management service;
- an increase of \$109,067 13% in the Professional Services account for contracts with local non-profits to meet the Nutrition Education and Obesity Prevention grant objectives and the addition of \$50,000 for consultant costs and/or tools to support the compliance program noted in the table below;
- a reduction of \$62,674 or 13% in County General Services charges for maintenance and custodial services; and
- a reduction of \$98,429 or 17% in Countywide Overhead charges.

The recommended budget includes the addition of 3.75 FTE to the Public Health Position Allocation List. New positions being added are identified in the table below for budget augmentation requests that are being included in the recommended budget. In addition, the Health Agency requested a change in staffing for the Emergency Medical Services Agency (EMSA): to delete a half-time Community Health Nurse position and increase a half-time Administrative Services Officer I/II (ASO) to a full-time position. There is no net increase in staffing as a result of this change and the ASO position is a more appropriate classification for the duties needed by EMSA. Service levels for Public Health are expected to increase due to the inclusion of these additional resources in the recommended budget.

BOARD ADOPTED CHANGES

The Board approved an amendment to the Position Allocation List (PAL) to delete 1.0 FTE Public Health Nurse and add 1.0 FTE Program Manager I/II to support implementation of the County’s Maternal Child and Adolescent Health Program. This PAL amendment had been approved by the Board on April 22, 2014 and was included in the Supplemental Budget document given that the Proposed Budget had already gone to print. There was no change to expenditures or revenue as a result of the PAL change.

BUDGET AUGMENTATION REQUESTS ADOPTED

Unit Amount	Description	Results
Gross: \$233,409 General Fund support: \$233,409	Add 1.0 FTE Program Manager II, 1.0 FTE Department Automation Specialist, and \$50,000 in funds to hire consultants and/or purchase required tools. These added resources will be used to develop/enhance the Health Agency’s Compliance Program to ensure that all Health Agency programs are in full compliance with applicable privacy and security laws and regulations.	Full compliance with applicable rules and regulations as evidenced in the results of an audit conducted at least two years after the initial program development period.
Gross: \$69,242 General Fund support: \$0	Add 0.75 FTE Physical Therapist/Occupational Therapist I/II in the California Children’s Services (CCS) Medical Therapy Program, to better meet the treatment needs of clients. This additional staffing will be added to existing part-time positions: a 0.50 FTE Physical Therapist in Oceano and a 0.25FTE Occupational Therapist in San Luis Obispo. This will be funding with revenue from the CCS trust fund and an increase in the CCS allocation.	<ul style="list-style-type: none"> • Achieve 90% of therapy per prescribed treatments (compared to current performance of 75% - 80%). • Reduce the number of complaints about reduced treatment time from parents from 4-6/year to 0-2/year.
Gross: \$121,455 General Fund support: \$121,455	Add 1.0 FTE Department Automation Specialist III to augment the technical team that serves the Health Agency with computer tech support. This restores a position that had been eliminated as a budget reduction measure during the recession.	<ul style="list-style-type: none"> • Reduce existing response time to requests for technical support by 15 minutes (from 25 to 10 minutes). • Increase the amount of scheduled routine maintenance by 50% (from once per 6 months to once per 3 months). • Reduce the number of

		support requests submitted by 15% (from 300/month to 250/month) due to improved security measures.
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BUDGET AUGMENTATION REQUESTS NOT ADOPTED

Gross: \$119,103 General Fund support: \$119,103	Add 1.0 FTE Software Engineer II to augment the Health Agency technical team. This position would be included on the Information Technology Department Position Allocation List, but would be funded by the Health Agency and fully dedicated to supporting Health Agency operations.	<ul style="list-style-type: none"> • Reduce risk of system outages, data inaccuracy and citizen complaints • Reduce response time to address technical problems down to 10 minutes • Clear backlog of tasks
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GOALS AND PERFORMANCE MEASURES

Department Goal: Prevent epidemics and the spread of disease or injury. Communitywide Result Link: <input type="checkbox"/> Safe <input checked="" type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input type="checkbox"/> Well-Governed Community						
1. Performance Measure: Annual rate of reported retail foodborne disease outbreaks per 100,000 county population.						
09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
1.50	.37	.37	1.49	.75	.36	.75
<p>What: Measures the number of reported outbreaks originating from food sources (restaurants, other retail food preparation facilities, or community meals) as a rate per 100,000 population. A foodborne outbreak is defined as “the occurrence of 2 or more cases of a similar illness resulting from ingestion of a common food source.”</p> <p>Why: One of the many roles of the Public Health Department (PHD) is to ensure food safety in our county. The Communicable Disease program in collaboration with Environmental Health Services responds to foodborne disease outbreaks in order to mitigate further spread, identify the cause, and implement systems change in an effort to prevent future outbreaks of the same nature. There are many steps in the food production process and public health alone in no way has the capability of eradicating foodborne exposures. Local public health departments contribute meaningfully to ensuring the safe consumption of food products. It is unlikely that foodborne outbreaks will be eliminated. Yet, were this measure to worsen dramatically, the PHD would need to take a close look at where its efforts may be going awry.</p> <p>How are we doing? There was one (1) reported foodborne outbreak during FY 2013-14 compared to four (4) in FY 2012-13, which is based on a population of 279,000. The one reported outbreak was due to norovirus which is highly contagious, thus easily spread in the food industry. Historical data supports that one (1) to four (4) foodborne outbreaks are consistently reported annually. National data reflects an estimated 76 million cases of foodborne disease occur each year in the United States. The majority of these cases are mild and cause symptoms for only a day or two. The Centers for Disease Control and Prevention (CDC) estimates there are 325,000 hospitalizations and 5,000 deaths related to foodborne diseases each year. Laboratory technologies are constantly improving, which may lead to the detection and identification of an increased number of outbreaks in the future.</p> <p>Benchmark Data: The State has stopped publishing foodborne outbreak data in the California Reportable Diseases Monthly Summary Report. Data is not readily available from other counties; therefore no benchmark data is available at this time.</p>						
2. Performance Measure: Cost per visit for childhood immunization.						
09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
\$47.95/visit	\$56.62/visit	\$45.53/visit	\$39.76/visit	\$54/visit	\$45.25/visit	Eliminate
<p>What: Measures the County's net cost per visit to immunize a child. Cost per visit includes all associated child immunization costs incurred by the Family Health Services Division, less any fees that are collected for the immunization service divided by the number of visits.</p>						

Why: To monitor the efficiency of delivering this core Public Health function. The most current data from the Centers for Disease Control and Prevention (CDC) reflects that for every dollar spent on immunizations there is a corresponding savings of \$6.30 on future medical costs.

How are we doing? Effective October 2012, Public Health Departments could no longer immunize privately insured children with free federal vaccines provided through the California Vaccine For Children (VFC) Program. Historically, Public Health Departments immunized both the insured and underinsured. The new policy requires the insured population receive their immunizations through their primary care provider. The new VFC federal requirements are intended to ensure that free vaccines be used only for the neediest children. At the time of the policy change, the impact to Public Health was unknown. During FY 2013-14 Public Health immunized 723 children with net expenditures totaling \$32,712, resulting in a per visit cost of \$45.25; compared to FY 2012-13 when 983 children were immunized with net expenditures of \$39,085, resulting in a per visit cost of \$39.76. Due to the loss of the privately insured population, net expenditures have decreased resulting in a redirection of the staff previously dedicated to child immunizations. In addition, the Affordable Care Act (ACA) took effect January 2014, which ensures legal residents have health care coverage, continuing to further reduce our uninsured population. Due to the vaccine policy changes, ACA, the decline in the number of clients served and declining expenditures, the department requests to eliminate this performance measure.

Benchmark Data: None Available.

3. Performance Measure: Rate of newly diagnosed HIV cases per 100,000 population.

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
7.9	5.6	5.2	5.6	5.9	5.0	5.9

What: This measure denotes the number of unduplicated, newly reported Human Immunodeficiency Virus (HIV) cases throughout the County (excluding the prison system) per 100,000 population.

Why: The rate of reported HIV cases reflects those who are newly diagnosed. Public Health staff contact physicians, hospitals and other places that test for HIV to assist in capturing new HIV cases.

How are we doing? In FY 2013-14, 14 cases of HIV were detected, compared to 15 in FY 2012-13, which is based on a population of 279,000. This small numeric change is not statistically significant and due to the low number of cases the rates are statistically unstable. There would need to be greater than 20 cases both years to judge statistical significance. It should also be noted that in low prevalence communities like the County of San Luis Obispo, year-to-year changes may appear to be considerable.

Benchmark Data: The Office of AIDS publishes data by calendar year as opposed to fiscal year; therefore it is difficult to get benchmark data for other counties.

Department Goal: Promote and encourage healthy behaviors.

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

4. Performance Measure: Birth rate of adolescent females, ages 15 to 17, per 1,000 population.

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
12.7	11.6	11.2	10.4	12.0	8.2	11.0

What: The rate measures a three-year average of the number of live births born to adolescent females who are between the ages of 15 to 17 years old.

Why: The rate of adolescents giving birth is a direct predictor of future health, social and economic status of both the mother and child. The age range of 15 to 17 year olds is a critical one and a direct indicator of future high-risk families.

How are we doing? In FY 2013-14, 24 out of a population of 4569 females in the age range of 15-17 years gave birth, compared to 46 out of 4569 in FY 2012-13, per Automated Vital Statistic System. The 3-year total of live births from FY 2011-12 to 2013-14 is 113; annually the number of overall births from 15-17 year old females has been continuing to decline, thus driving the 3-year average down. Per the Centers for Disease Control and Prevention 2013 Youth Risk Behavior Surveillance, nationwide data indicates that birth rates are declining largely because more youth are using contraception, youth appear to be delaying sexual intercourse, and access to no cost youth-friendly family planning services through Family PACT (Planning, Access, Care and Treatment) Program have increased.

Given the historical data and current results, we propose to reduce the FY 2014-15 target to 11.0.

Benchmark Data: Comparable data from other counties is not available for the ages of 15 to 17. The majority of California Counties track this type of data for females between the ages of 15 to 19 year olds. The County of San Luis Obispo tracks 15 to 17 year olds since this population tends to be more at risk and 18 years and older is considered to be an adult.

5. Performance Measure: Percentage of low birth weight infants.						
09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
6.1%	5.6%	5.4%	5.5%	5.7%	5.8%	5.7%
<p>What: Measures the three year rolling average of live-born infants born to San Luis Obispo County residents who weigh less than 2,500 grams (five and three-quarters pounds) at birth. The calculation is derived by the total number of infants born who weigh less than 2,500 grams divided by the total number of babies born that year.</p> <p>Why: Low birth weight (LBW) impacts the infant's survival and future development. Reducing the percentage of low birth weight infants would decrease costs for neonatal medical care and enhance quality of life and infant survival.</p> <p>How are we doing? The rate for LBW babies born in FY 2011-12 through FY 2013-14 was 5.8% (455 LBW babies divided by total live births of 7,798), per the Automated Vital Statistic System. Whereas, FY 2010-11 through FY 2012-13 the rate was 5.5% (436 LBW babies divided by total live births of 7,871).</p> <p>The three-year average rate has remained relatively consistent in recent years and the percentage change is not statistically significant. The low rate in San Luis Obispo County may be attributed in part to multiple preventative Public Health programs, including <i>First-Time Mothers/Early Support Program</i> (nurse home-visiting), <i>Baby's First Breath</i> (tobacco cessation), <i>Women, Infants and Children (WIC) Program</i> and the <i>Perinatal Substance Use Program (4 P's program – Past Parents Partner and Pregnancy)</i>, all of which are aimed at reducing the rate of low birth weight infants and improving birth outcomes. Emphasis is placed on increasing outreach, education and referral to reduce known risk factors such as teen pregnancy, poor nutrition, tobacco, alcohol and/or other drug use and late entrance into prenatal care.</p> <p>Benchmark Data: In the latest version of the County Health Status Profiles (2014 edition), contained in each county profile is a three year average of low birth weight babies. California had a three year average of 6.8. For the period between 2010-2012, San Luis Obispo ranked 7th out of 58. Source California Department of Public Health County Health Status Profiles 2014. http://www.cdph.ca.gov/programs/ohir/Documents/OHIRProfiles2014.pdf</p>						
6. Performance Measure: Percentage of live born infants whose mothers received prenatal care in the first trimester.						
09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
78%	78%	82%	80%	78%	79%	80%
<p>What: Percentage of live-born infants, born to this County's residents, whose mothers received prenatal care in the first trimester of pregnancy.</p> <p>Why: Early, high quality prenatal care reduces the incidence of morbidity and mortality for both mother and infant.</p> <p>How are we doing? During FY 2013-14, 79% of mothers (2,016 women out of a total of 2,565) sought prenatal care in their first trimester, compared to 80% (2,087 out of a total of 2,617) during the same period in FY 2012-13.</p> <p>In addition to having a relatively educated and engaged population, our County's rate of women receiving early prenatal care can be attributed in part to some of the preventive Public Health programs. In particular, the Family Planning program identifies women early in their pregnancies and provides immediate counseling and referral into prenatal care, as do other Public Health programs such as Women, Infants and Children (WIC), Comprehensive Perinatal Services Program, and Field Nurse home-visiting programs. Additionally, many at-risk mothers participating in Public Health programs develop trusting relationships with Public Health staff, such that they continue to seek prenatal care with future pregnancies.</p> <p>Benchmark Data: Each year, the State publishes selected health benchmarks. The number of women receiving prenatal care in their first trimester is presented as a three-year average. San Luis Obispo County ranked 24th out of 58. California had a three year average rate of 83%. Source: California Department of Public Health County Health Status Profiles 2014. http://www.cdph.ca.gov/programs/ohir/Documents/OHIRProfiles2014.pdf</p>						
7. Performance Measure: Percentage of the State allocated caseload enrolled in the Women, Infants & Children (WIC) Program.						
09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
97%	100%	99%	99%	99%	95%	99%
<p>What: Measures the number of San Luis Obispo County women, infants and children receiving supplemental food coupons as a percentage of the State allocated caseload. Nutrition education and referrals to health care services are also provided but are not calculated as part of the allocated caseload. Allocated baseline caseload is determined by the State WIC Branch and is based on a combination of census data, county poverty levels, and past performance.</p>						

Why: Numerous studies have shown that the WIC program helps reduce complications of pregnancy; lowers the incidence of low birth weight, reduces iron deficiency anemia in children; and promotes optimum growth and development of infants and young children. Ensuring high program participation enhances the health of low-income women, infants and children.

How are we doing? During FY 2013-14, the average number of women, infants and children participating in the WIC program was 4,681 per month or 95%, compared to 4,908 or 99% in FY 2012-13. The FY 2013-14 allocated caseload is 4,975.

The following restrictions have had a direct impact on the caseload rate, as the caseload rate is determined by the number of food coupons distributed each month. During the Federal shutdown in October 2013 the issuance of food coupons was restricted to providing only one month worth of food coupons to families, instead of the typical three months. In February 2014 the State implemented a new policy restricting local agencies from mailing food coupons to families, regardless of transportation barriers, which impacts a rural county such as San Luis Obispo County with reliable transportation being a barrier for many of the WIC clients. Historically this population has been noncompliant with appointment attendance, which impacts the caseload rate as coupons cannot be issued if a client does not show up for their appointment. Additionally statewide birth rates are declining and counties are reporting a decrease in the number of prenatal enrollments in the WIC program; San Luis Obispo County saw an 11% decrease in FY 2013-14. A reduction in client enrollment directly correlates to a reduction of the caseload rate, as fewer food coupons are being issued to prenatal clients.

The State WIC program mandates local agencies serve 97%-100% of their allocated caseload, however due to below normal caseloads being reported statewide (see benchmark data below). Penalties will not be placed on local agencies serving below 97% of their allocated caseload during Federal Fiscal Year (FFY) 2014-15; caseload mandates will resume in FFY 2015-16.

Benchmark Data: FY 2013-14 Marin – 85.8% (2,906) ; Monterey – 92.8% (20,075); Napa – 86.7% (3,597); Placer – 87.7% (3,947); Santa Barbara – 94.9% (18,027); Santa Cruz – 90% (8,805); Statewide – 90.6% (1,369,158).

FY 2012-13 Marin – 89% (3,136); Monterey – 93.6% (20,752); Napa – 93.5% (3,834); Placer – 96.5% (4,323); Santa Barbara – 96.6% (18,351); Santa Cruz – 94.5% (9,352); Statewide – 94.3% (1,445,261).

8. Performance Measure: Youth smoking rate (proportion of youth in 11th grade who have smoked cigarettes within the past 30 days).

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	13-14 Adopted	13-14 Actual Results	14-15 Target
16%	Biennial Survey	13%	Biennial Survey	13%	10%	Biennial Survey

What: Measures the proportion of our County youth in the 11th grade who have smoked cigarettes within the past 30 days, based on the Healthy Kids Survey conducted every two years by the California Department of Education.

Why: Among young people, the short-term health consequences of smoking include respiratory illness, addiction to nicotine, and the associated risk of abusing alcohol and/or drugs. Most young people who smoke regularly continue to smoke throughout adulthood. According to the 2007 National Survey on Drug Use and Health, the rate of illicit drug use was almost nine times higher among youths aged 12 to 17 who smoked cigarettes in the past month (47.3%) than it was among youths who did not smoke cigarettes in the past month (5.4%).

How are we doing? The California Healthy Kids Survey (CHKS) conducted during the 2013-14 school year found that 10% (169 of 1690), of 11th grade students indicated they had smoked cigarettes within the past 30 days. The survey results reflected a 3% decrease from the 2011-12 school year. Teen smoking rates have been in decline since 1996, and in light of this fact, we anticipate the next biennial survey results will reflect a continued decline in 11th grade smoking rates. The decline in smoking rates can be attributed to the overall perception that smoking is harmful to one's health, increased laws which ban smoking in indoor and outdoor areas, the increased cost due to higher taxes, and the change in social norms attributable to work in the tobacco control field for the past 20 years.

This may be the last year in which the County of San Luis Obispo Office of Education administers the CHKS. Due to continued budget cuts, many counties' Office of Education school districts have stopped administering the CHKS. WestEd, the agency that conducts and analyzes the survey, no longer produces county level reports unless they are requested to by the County Office of Education and a fee is paid. In previous years, benchmark data from surrounding counties was made available by WestEd, but can no longer be accessed from their website.

Benchmark Data: Data is not available at this time. A statewide report, showing aggregate data for all participating schools, will be available in August 2014.

9. Performance Measure: Adult smoking rates.

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
Biennial survey	10.2% (2009 survey)	Biennial Survey	10.6% (2011 survey)	Biennial Survey	Biennial Survey	10%

What: This measure is based on the proportion of adults who smoke based on the California Health Interview Survey (CHIS), which is completed every two years.

Why: The Centers for Disease Control and Prevention (CDC) reports that, in addition to the well-known association with lung cancer, cigarette smoking also increases the risk for heart disease and stroke. On average, someone who smokes a pack or more of cigarettes per day lives seven years less than someone who never smoked.

How are we doing? Data from the 2011 CHIS survey asserts that the percentage of adults over 18 who smoke every day in the state of California is 12.7%. The same survey reflected that in San Luis Obispo County, the adult smoking rate was 10.6%. The 2011 results indicated a .40% increase from 2009, which is not statistically significant.

There are several factors that contribute to the relatively low smoking rate in San Luis Obispo County. San Luis Obispo tends to be more affluent and have higher education rates than the population of California as a whole, and smoking is inversely related to socioeconomic status. The Tobacco Control Program has also been effectively working with local jurisdictions to create retail licensing ordinances, as well as ordinances to ban smoking in outdoor areas. Research indicates that increased environmental restrictions result in a higher cost of cigarettes and lower the rate of smoking overall. We would expect smoking rates to continue a downward trend in future years.

As of July 31, 2014, the CHIS results have not been published and are at the discretion of UCLA, who conducts the survey. The next publication date is unknown at this time. The FY 2014-15 target rate is expected to remain around 10% based on historical data and the continued outreach performed by the Tobacco Control Program.

Benchmark Data: None Available.

Department Goal: Protect against environmental hazards.

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

10. Performance Measure: Percentage of Small Water systems in compliance with State or Federal bacteriological drinking water standards.

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
96.3%	95.7%	95.4%	94.8%	96%	96%	96%

What: San Luis Obispo County regulates approximately 150 small water systems that supply water to approximately 20% of our county. Water samples are tested for total coliform bacteria, which is the standard test for complying with bacteriological drinking water standards.

Why: Water systems contaminated with fecal material can cause diseases such as typhoid fever, cholera, shigella and cryptosporidiosis. By performing routine inspections for coliform bacteria on water systems and requiring repairs and improvements to water systems that repeatedly fail bacteriologic standards, we will improve the healthfulness of the drinking water supply and reduce the risk of disease.

How are we doing? In FY 2013-14, 96% (1901 out of 1987) of the routine water samples were in compliance with the drinking water standards, compared to 94.8% (1,845 out of 1,946) in FY 2012-13. Due to an increase in the number of routine water samples that met drinking water standards, the target compliance rate was met in FY 2013-14. When a sample fails, the water system operator is notified immediately and instructed on how to resolve the problem. Follow-up samples are taken until the small water system passes. Overall, compliance rates have remained relatively stable. We continue to monitor this indicator to ensure that there is no dramatic decrement in our drinking water systems and to continue to strive for improvement.

Benchmark Data: None Available.

Department Goal: Promote accessible, appropriate and responsive health services to all members of the community.

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

11. Performance Measure: Percentage of pregnant and parenting women with a positive drug and/or alcohol screen or admitted substance abuse who are enrolled in Public Health Nursing Case Management Services and receiving follow-up.

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
66%	61%	59%	63%	60%	53%	60%

What: Measures the percentage of pregnant and parenting women who are referred to our County's Public Health Nursing case management services due to a positive drug and/or alcohol screen or who admitted substance abuse and subsequently enroll in Public Health Nursing Case Management programs.

Why: Using alcohol, drugs or smoking during pregnancy can substantially affect newborn health and increase the healthcare costs associated with the newborn. The percentage is a measure of how well the program reaches and enrolls this very high-risk target population.

How are we doing? In FY 2013-14, Public Health Nursing received 151 referrals for pregnant or parenting women with a positive drug and/or alcohol screen or admitted substance abuse. Of those 151 referrals, 76 clients or 53% were enrolled into the program and 8 remain on a wait list. Of the 67 clients not enrolled in services, five (5) moved out of the county, twenty three (23) were unable to be located, one (1) did not meet the criteria to receive Nurse Case Management service, six (6) terminated pregnancies, four (4) clients and the Nurse Case Manager mutually agreed the client had sufficient resources and would not benefit from services and twenty eight (28) refused or declined services. These low-income, high-risk pregnant women and new mothers are frequently homeless, mistrustful of agencies and present a challenge to enroll in and retain in services.

The rate is lower than anticipated due to the implementation of electronic case management software in April 2014. Due to the each nurse being required to spend approximately 8 to 10 hours per week on implementation and training, the number clients served is expected to temporarily decrease, but should begin increasing within the next four months.

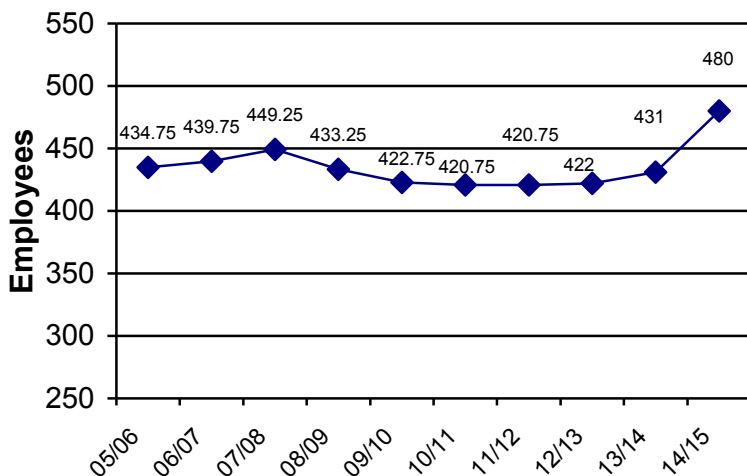
Benchmark Data: None Available.

MISSION STATEMENT

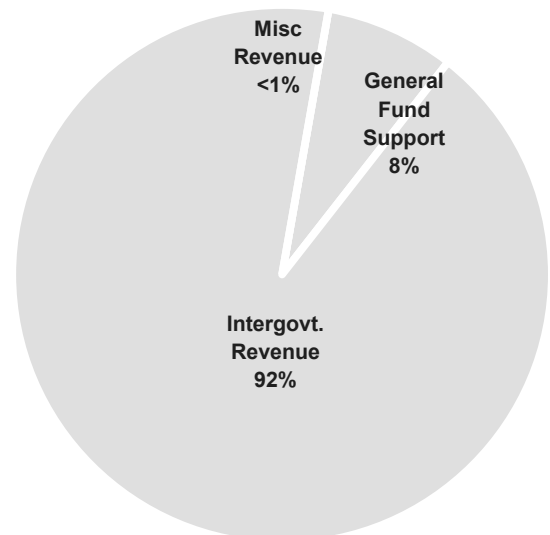
We partner with the community to enhance self-sufficiency while ensuring that safety and basic human needs are met for the people of San Luis Obispo County.

	2012-13	2013-14	2014-15	2014-15	2014-15
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Intergovernmental Revenue	\$ 51,769,747	\$ 54,095,751	\$ 59,727,739	\$ 60,382,684	\$ 60,382,684
Charges for Current Services	6,725	11,770	3,000	3,000	3,000
Other Revenues	50,492	32,181	0	0	0
Other Financing Sources	24,890	30,448	0	0	0
**Total Revenue	\$ 51,851,854	\$ 54,170,150	\$ 59,730,739	\$ 60,385,684	\$ 60,385,684
Salary and Benefits	35,577,633	38,096,021	41,847,845	42,465,777	42,465,777
Services and Supplies	14,936,289	15,123,641	16,081,665	15,949,201	15,949,201
Other Charges	6,573,716	6,294,414	6,795,148	6,948,136	6,948,136
Fixed Assets	41,800	91,618	114,390	129,390	129,390
**Gross Expenditures	\$ 57,129,438	\$ 59,605,694	\$ 64,839,048	\$ 65,492,504	\$ 65,492,504
Less Intrafund Transfers	88,998	62,268	66,656	66,656	66,656
**Net Expenditures	\$ 57,040,440	\$ 59,543,426	\$ 64,772,392	\$ 65,425,848	\$ 65,425,848
General Fund Support (G.F.S.)	<u>\$ 5,188,586</u>	<u>\$ 5,373,276</u>	<u>\$ 5,041,653</u>	<u>\$ 5,040,164</u>	<u>\$ 5,040,164</u>

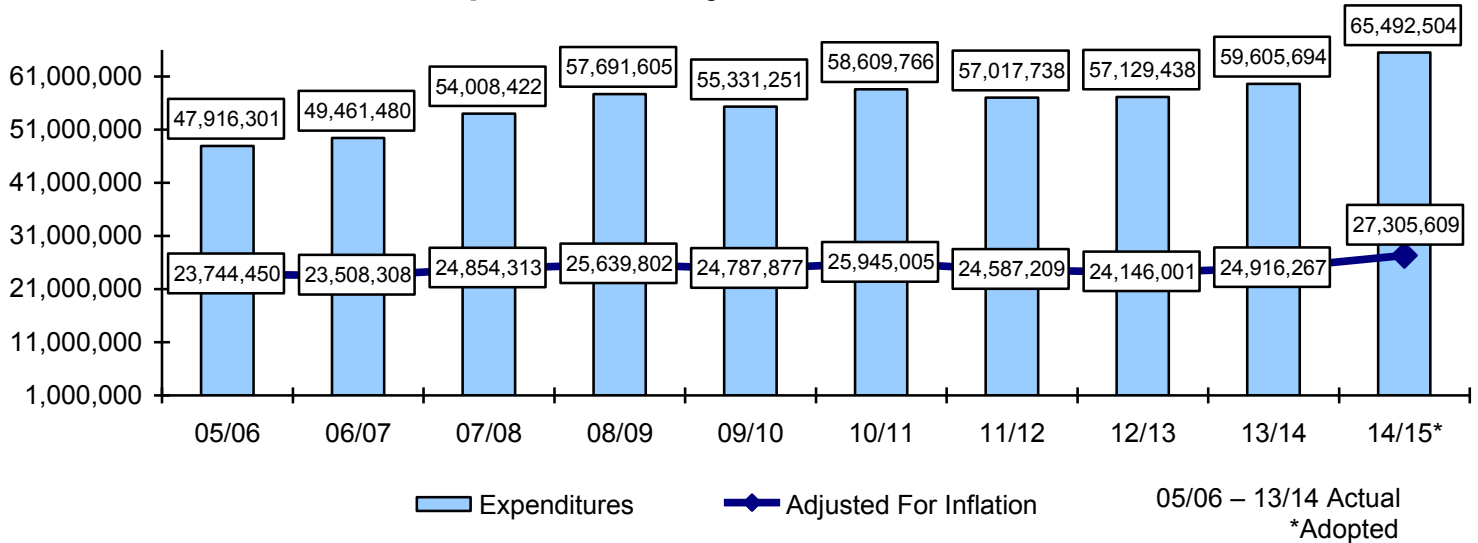
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

The Department of Social Services has a total expenditure level of \$65,492,504 and a total staffing level of 480.00 FTE to provide the following services:

Adult Services

Adult Services includes two major programs: Adult Protective Services and In-Home Supportive Services. The Adult Protective Services Program protects dependent adults and seniors. It investigates allegations of abuse, intervening when necessary, and provides community education. The In-Home Supportive Services Program provides personal and domestic services that enable dependent adults to remain safely in their home.

Total Expenditures: \$7,988,409 Total Staffing (FTE): 30.25

CalFresh (formerly Food Stamps)

This Federal program provides nutritional assistance to low-income households. The Department of Social Services is actively engaged in promoting outreach in the community to increase participation in the program. The receipt of Food Stamps helps stretch the household's budget and combat the increasingly expensive cost of living in our county. Food Stamp program eligibility is based upon the application of Federal and State regulations.

Total Expenditures: \$9,601,097 Total Staffing (FTE): 63.00

CalWORKs

The purpose of CalWORKs is to provide temporary cash assistance to needy families and welfare-to-work employment training programs. Participants are required to participate in certain activities to work toward self-sufficiency and are required to work a certain number of hours.

Total Expenditures: \$12,936,582 Total Staffing (FTE): 123.50

Child Welfare Services

In collaboration with other departments, agencies, and the community, the Child Welfare Services program provides services to strengthen families and reduce the incidence of child abuse and neglect. Staff investigates allegations of abuse or neglect and works with families in developing plans to ensure the safety of children. When necessary, children are removed from the home and placed in foster care while plans for reunification are pursued and implemented. When reunification is not feasible, children are found permanent homes through adoption or guardianship.

Total Expenditures: \$12,027,647 Total Staffing (FTE): 103.00

County Only Program

This includes the eligibility and administrative costs of the General Assistance Program that provides public assistance of last resort to indigent county residents. This program is for persons who are otherwise ineligible for Federal, State or other community aid programs.

Total Expenditures: \$351,044 Total Staffing (FTE): 2.75

Medi-Cal

California's version of the Federal Medicaid program provides financial assistance for health care including medical and mental health services, devices and prescription drugs for eligible people. The Department of Social Services determines program eligibility based upon the application of Federal and State regulations, which include the consideration of a person's age, physical or mental disability, other public assistance status, property and income. The purpose of the Medi-Cal program is to provide comprehensive medical care benefits to all public assistance recipients and to certain other eligible persons who do not have sufficient funds to meet the costs of their medical care.

Total Expenditures: \$12,159,533 Total Staffing (FTE): 115.25

Other Programs

This includes other programs provided by the Department primarily for Children's Services, but also for foster care eligibility and services, food stamp employment and training, and family preservation services.

Total Expenditures: \$8,233,896 Total Staffing (FTE): 38.00

Workforce Investment Act (WIA)

The Workforce Investment Act (WIA) programs are designed to provide quality employment and training services to assist eligible individuals in finding and qualifying for meaningful employment and to help employers find the skilled workers they need to complete and succeed in business. The Department of Social Services serves as the Administrative Entity and Fiscal Agent for WIA. In this capacity, the Department receives the WIA Title I grant funds from the Employment Development Department and contracts with program service providers for the operation of the local One-Stop delivery system and program services for adults, dislocated workers and youth.

Total Expenditures: \$2,194,296 Total Staffing (FTE): 4.25

DEPARTMENT COMMENTS

Social Services- Administration includes the budget necessary to administer mandated Social Services activities, including salaries, services and supplies, contracts and fixed assets, as well as transfers to other departments for various contracts, and the County's mandated share of In-Home Supportive Services program costs.

The Department of Social Services continues its efforts to meet both its statutory mandates and its performance measures, despite strains on its infrastructure related to the implementation of a historic new program, the Affordable Care Act, and a continuing caseload that has risen by 31% in the last five years and shows no signs of abating.

Following are some of the department's notable accomplishments for FY 2013-14 and specific objectives for FY 2014-15:

FY 2013-14 Accomplishments

- In the most recent month for which statistics are available, San Luis Obispo County's performance in key Child Welfare Services program referral and response measures exceeded the State's average performance in key categories:
 - Adoption composite is 28% higher than California's average
 - Long Term Care composite is 17% higher
 - Timely response in immediate response situations is .3% higher
 - Timely response in "10-Day" (less immediate) situations is 5% higher
 - Placement with relatives upon entry into foster care is 81% higher, and placement in group homes upon entry is 95% lower
 - Rate of timely health exams for foster children is 11% higher
 - Rate of timely dental exams for foster children is 25% higher
- The County has placed over 120 transitional age foster youth (those who have turned 18 but are under 21) into post-secondary education, including many who are in 4 year universities.
- The County has maintained outstanding performance in processing applications for aid under the Affordable Care Act, where we have far exceeded initial projections and have processed more cases than many counties much larger than ours.
- Based upon figures made available for Federal Fiscal Year 2012-13, the County's Workforce Investment Act performance exceeds Federal requirements in 5 of 7 measures.
- The County has helped to lead the 100,000 Homes initiative for Homeless Services, and is poised to recommend a solution to case management services for those deemed most at risk.

FY 2014-15 Objectives

- The department will coordinate effectively with the County's Health Agency in ensuring a smooth transition of the County Medical Services Program (CMSP) population into Medi-Cal, as well as managing the residual Medically Indigent Services Program (MISP).
- The County will continue to surpass State averages in at least 75% of performance measures related to Child Welfare Services.
- The department will ensure effective implementation of the 100,000 Homes initiative, including monitoring of case management services to ensure that they are being provided to the individuals found to be most at risk.
- The County will meet or exceed all Federal requirements under the Workforce Investment Act.
- Continue to collaborate with other County departments and provide a high level of support to the Homeless Services Oversight Council (HSOC) to address homeless issues within the community.
- Acquire additional space in the coastal region of the County to better serve clients in that area, and continue with efforts to expand office space in the North County region to accommodate increased caseload in that area.
- Continue to pilot implementation of the State-mandated Resource Family Approval program which aligns the rules for becoming Foster and Adoptive parents to support permanency for Foster children.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

In total, the overall General Fund support for the Department of Social Services (including its Administrative, Foster Care/Adoptions, CalWORKS and General Assistance budgets) is recommended to decrease \$102,035 or 1.5% compared to FY 2013-14 adopted levels. The level of General Fund support for this fund center is recommended to decrease \$60,770 or 1% compared to FY 2013-14 adopted levels. Revenues are recommended to increase \$4,314,453 or 7% and total expenditures are recommended to increase \$4,253,683 or 6% compared to FY 2013-14 adopted levels.

Legislative changes in recent years have significantly impacted the department's budget and operations. In the Fall of 2011, the department began receiving a number of new funding streams as a result of the 2011 Realignment passed by the Legislature in FY 2011-12. This new funding posed significant changes to the department's budget, largely with respect to how Child Welfare Services, Adult Services, CalWORKS, Foster Care and Adoptions programs are funded. The department continued to see change in FY 2013-14 with the implementation of the Affordable Care Act (ACA) and changes to the CalWORKs and CalFresh programs. The significant increase in the department's revenue and expenditure levels is largely due to expanded responsibility in these program areas, which are fully funded with State and Federal allocations. In August 2013, the Board approved a budget adjustment in the amount of \$2.2 million to fund the addition of 24.00 FTE to the department's Position Allocation List (PAL) and other expenses related to the implementation of the ACA. In November 2013, the Board approved a budget adjustment in the amount of \$3.1 million to fund the addition of another 18.00 FTE positions to support the implementation of changes to the CalWORKs and CalFresh programs and to support necessary changes to the department's CalWIN system (an online system that supports the administration of public assistance benefits) and to connect to the State's California Healthcare Eligibility, Enrollment and Retention System (CalHEERS) in support of ACA implementation and the call center network.

As noted above, the significant increase in revenue is due to increased State allocations that have come to the County in the current year to support changes to the CalWORKS and CalFresh programs, and to support the implementation of ACA. 2011 Realignment funding, which replaced the State's contribution for the Adult Services, Adoptions, Foster Care, Child Abuse Prevention, Child Welfare, and Transitional Housing Placement programs is increasing by 5% compared to FY 2013-14 levels based on estimates provided by the State. Overall, 1991 Realignment revenue from sales tax to the Department of Social Services is budgeted to increase 19.6% over FY 2013-14 adopted levels. Because 1991 Realignment receipts are coming in significantly over budget in the current year, the FY 2014-15 budgeted number represents only a 1.1% increase over current year estimates. Consistent with prior years, the department will transfer a portion of 1991 Realignment revenue to other departments including Probation and Public Health, to pay for services that those departments provide to Social Service clients. The department also allocates a portion of its 1991 Realignment revenue to FC 181- Foster Care and Adoptions to cover the County share of cost for Foster Care and Adoptions. The amount allocated to FC 181 is increasing 6% compared to FY 2013-14 adopted levels. The amount of 1991 Realignment in FC 180 is increasing 86% and reflects what the department projects that it will actually receive in FY 2014-15, rather than moving a significant excess above budget into a trust account. The recommended amount of 1991 Realignment revenue also includes utilization of prior year caseload growth, which the department does not typically budget for. This increase will provide the department with the necessary resources to expand services in the North County and coastal regions and also helps to decrease the department's level of General Fund support. Workforce Investment Act (WIA) funds are decreasing by 4% compared to FY 2013-14 adopted levels, based on current formula allocations.

Salary and benefits are recommended to increase \$4,023,269 or 10% compared to FY 2013-14 adopted levels and includes full funding for all 473.00 FTE currently allocated positions, as well as 7.00 FTE new positions that are being recommended. The increase over FY 2013-14 adopted levels is due to almost entirely to the mid-year addition of 42.00 FTE in support of legislative changes to the programs that the department administers. Regular pay step increases, an increase in the department's overtime budget to account for the workload associated with implementing ACA, and the recommended addition of 7.00 FTE to the department's PAL also contribute to the increase.

As noted above, 42.00 FTE have been added to the department's PAL in the current year, which has brought the department's number of authorized positions to 473.0 FTE.

On August 13, 2013, the Board approved the following changes to the department's PAL:

- +11.00 FTE Employment Resource Specialist I/II/III
- +5.00 FTE Employment Resource Specialist IV
- +2.00 FTE Employment Services Supervisor
- +1.00 FTE Social Services Program Review Specialist
- +4.00 FTE Administrative Assistant I/II/III
- +1.00 FTE Department Automation Specialist I/II/III

On November 26, 2013, the Board approved the following changes to the department's PAL:

- +3.00 FTE Employment Resource Specialist I/II/III
- +6.00 FTE Employment Resource Specialist IV
- +3.00 FTE Social Services Program Review Specialist
- +5.00 FTE Administrative Assistant I/II/III
- +1.00 FTE Supervising Administrative Clerk II

Several changes to the department's PAL are recommended in FY 2014-15. The reclassification of one existing position is recommended, as well as the addition of 7.00 FTE new positions. These recommended changes result in a net addition of 7.00 FTE, which brings the department's total personnel allocation to 480.00 FTE. The details of the recommended PAL changes are as follows:

- Several requests for classification studies were submitted to Human Resources during the 2013 Classification Study Open Window Period. Based on studies conducted by Human Resources staff, it is recommended that one Social Worker IV be reclassified to a Program Manager II so that the classification more appropriately matches the work that is currently being performed. This reclassification has no net impact on the department's total number of position allocations.
- The recommended addition of 7.00 FTE, submitted by the department as requested budget augmentations including:
 - +1.00 FTE Program Manager
 - +3.00 FTE Administrative Assistants I/II/III's
 - +3.00 FTE Program Review Specialists

The addition of these new positions has a total cost of \$617,932 but will not have any impact on the department's level of General Fund support. Additional information about these positions is outlined below.

Services and supplies are recommended to increase by \$313,400 or 2% compared to FY 2013-14 adopted levels, due to increase in various accounts. Notable increases include: 1) an increase to computer software for the necessary purchase of scanner software to support the department's project to image all of their documents in order to make various documents more accessible to staff, 2) an increase in expense for modular office furniture to purchase and configure furniture in new office space needed as a result of caseload growth and the implementation of ACA, 3) an increase in rents and leases to support the acquisition of additional office space in Paso Robles, Morro Bay, Atascadero and San Luis Obispo, due to caseload growth in those areas, as well as staff growth due to the implementation of ACA, 4) an increase in the County's cost for the CalWIN system in support of ACA implementation (noted above), and 5) an increase in the County's share of cost for the In Home Supportive Services (IHSS) program. Increases in various accounts are partially offset by a decrease in countywide overhead.

In FY 2013-14, the department saw a significant decrease in its level of General Fund support due largely to changes in the way that the In Home Supportive Services (IHSS) program is funded. Based on the County's share of costs for IHSS, no other program has a greater impact on the department's budget. In FY 2013-14, the County's share of IHSS costs were replaced with a Maintenance of Effort (MOE) that was equal to the County's share of IHSS costs in FY 2011-12. In addition to the MOE, the implementation of a "Community First Choice Option" changed cost sharing ratios and decreased the County's share of costs from 17.5% to 15.4%. Per State statute, the MOE amount increases up to 3.5% each year, and can also increase due to changes to IHSS caregiver compensation. In FY 2013-14, the County concluded negotiations with the United Domestic Workers of America over caregiver compensation. The negotiations resulted in an approximate 10.5% increase to caregiver compensation over seven months. In FY 2013-14, the caregiver compensation increased by 8%

from \$10.00 per hour to \$10.80 per hour effective in January 2014, resulting in an additional County share of cost of approximately \$42,935. This additional County cost was more than offset by a decrease in the County's share of Public Authority health benefit costs of approximately \$90,750. The discontinuance of the health benefit costs began in January 2014 due to the implementation of ACA. In FY 2014-15, caregiver compensation will increase by 2.3% from \$10.80 per hour to \$11.05 per hour to be effective July 2014, resulting in an additional County share of cost of approximately \$172,700. The additional County share of cost for caregiver compensation again will be offset by Public Authority health benefit costs of approximately \$182,000 in the budget year. In FY 2014-15, the County's share of IHSS costs are increasing in total by \$362,579, compared to the FY 2013-14 adopted level. The statutory 3.5% inflator accounts for \$146,944 of this increase, and the negotiated increase to caregiver compensation accounts for the remaining \$215,635.

Other charges, which consists mostly of contracted services for clients and interdepartmental charges, is recommended to decrease by \$105,866 or 1% compared to FY 2013-14 adopted levels due largely to a \$482,015 decrease in Workforce Investment Act (WIA) contracts for one stop operator and youth services. WIA funding is allocated to the County for two year funding cycles. The decrease is due in part, to an approximate 4.7% decrease in the County's WIA formula allocation in FY 2013-14 due to Federal sequestration. The decrease is also attributable to the end of National Emergency Grant funding that the department received due to mass layoffs a few years back. It is expected that there will be remaining funds in FY 2013-14 to carry forward into FY 2014-15 and when combined with the new FY 2014-15 WIA allocations, the decrease is not expected to impact current service levels in WIA programs. This decrease in WIA expenditures is offset in part, by a recommended \$125,000 increase in subsidized vendor payments which provide wage subsidies to incentivize employers to hire the department's clients, as well as a \$169,108 increase in contributions for equipment, to fund the recommended addition of five mid-size sedans and one minivan to the department's fleet, outlined below.

Fixed assets are recommended to increase \$22,390 or 20% compared to FY 2013-14 adopted levels and includes funding for replacement copiers, servers, a scanner to assist with document imaging efforts, and the recommended purchase of an Electric Utility Transport Vehicle to transport equipment and clients between the department's South Higuera and Empleo offices in San Luis Obispo.

BUDGET AUGMENTATION REQUESTS ADOPTED

Unit Amount	Description	Results
Gross: \$128,659 General Fund support: \$0	Add 1.00 FTE Program Manager II to the Staff Development Division to oversee and monitor all employee induction training materials and processes. Funded entirely with Federal/State allocations and 1991 Realignment funds.	<ol style="list-style-type: none"> 1. Induction training classes will be held year round, on an as-needed basis 2. Staffing shortages throughout the department will be reduced and the duration of position vacancies will decrease 3. Induction classes will be able to accommodate 6-26 new employees 4. Training unit staff will be able to more readily implement new programs and regulations and develop policies and procedures to support them
Gross: \$93,432 General Fund support: \$0	Add 1.00 FTE Program Review Specialist to the Staff Development Division to support the development and ongoing management a year-round induction training for new employees. Funded entirely with Federal/State allocations and 1991 Realignment funds.	<ol style="list-style-type: none"> 1. Induction training classes will be held year round, on an as-needed basis 2. Training modules will be updated on an ongoing basis, based on regulatory system and program changes 3. New hires will be better equipped to manage caseloads
Gross: \$93,432 General Fund support: \$0	Add 1.00 FTE Program Review Specialist to the Staff Development Division to support the development	<ol style="list-style-type: none"> 1. Induction training classes will be held year round, on an as-needed basis

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Fund Center 180

	and ongoing management a year-round induction training for new employees. Funded entirely with Federal/State allocations and 1991 Realignment funds.	<ol style="list-style-type: none"> 2. Training modules will be updated on an ongoing basis, based on regulatory system and program changes 3. New hires will be better equipped to manage caseloads
Gross: \$139,318 General Fund Support: \$0	Add 2.00 FTE Administrative Assistants to provide administrative support to staff and process a significant amount of client applications for financial assistance in the department's new Morro Bay office (department is in the process of acquiring space) . Funded entirely with Federal/State allocations and 1991 Realignment funds.	Reduce the amount of time it takes to perform data entry for new applications for financial assistance from several days to the same day that the application is submitted
Gross: \$93,432 General Fund support: \$0	Add 1.00 FTE Program Review Specialist to the Staff Development Division to support the development and ongoing management a year-round induction training for new employees. Funded entirely with Federal/State allocations and 1991 Realignment funds.	<ol style="list-style-type: none"> 1. Induction training classes will be held year round, on an as-needed basis 2. Training modules will be updated on an ongoing basis, based on regulatory system and program changes 3. New hires will be better equipped to manage caseloads
Gross: \$69,659 General Fund support: \$0	Add 1.00 FTE Administrative Assistant to provide clerical and administrative support to the Human Resources Division to support the department's new on-boarding program. Funded entirely with Federal/State allocations and 1991 Realignment funds.	<ol style="list-style-type: none"> 1. Within one year of launching a full and comprehensive on-boarding program, new hire churn will be reduced by 30% 2. Within two years, new hire churn will be reduced by 50% 3. Reduce the number of staff who choose to leave the department within six months of their hire date
Gross: \$177,204 General Fund support: \$0	Add 5 mid-size cars to the department's fleet for use by staff in various programs. Add 1 minivan to be used by the Team Services Division to be used for daily mail deliveries and delivering equipment and supplies to various offices. Funded entirely with Federal/State allocations and 1991 Realignment funds.	Reduce the need for staff to use their personal vehicles for departmental business, and reduce the amount of mileage reimbursement that the department must pay to employees. Addition of vehicles will support the recent addition of new staff and will assure that the department can effectively conduct business without violating department policy which does not allow for the use of personal vehicles to transport non-departmental staff in the course of business.
Gross: \$15,000 General Fund support: \$0	Add 1 Electric Utility Transport vehicle to be used to transport equipment and clients with limited mobility between the department's South Higuera and Empleo offices in San Luis Obispo. Funded entirely with Federal/State allocations and 1991 Realignment funds.	Department will be able to quickly access case files or other equipment that may be stored in one office or the other, without having to wait for a departmental vehicle to be available. Department will also be able to easily transport clients with limited mobility between the two offices, as needed.

GOALS AND PERFORMANCE MEASURES

Department Goal: To provide for the safety, permanence and well being of children.

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

1. Performance Measure: Percentage of children reentering foster care within 12 months of being reunified with their families.

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
7.45%	14%	13.33%	17.3%	10%	21.27%	10%

What: This performance measure tracks the percentage of children who must return to foster care after being returned to their families, if the reentry occurs within 12 months of the return.

Why: Both safety and stability are important to the well being of children. One of the goals of Child Welfare is to create permanency in the lives of children and the families to which they belong; if children are removed from their parents, later reunified and then removed a subsequent time, they may suffer emotional harm. The goal of Child Welfare is to create stability, and a higher rate suggests instability.

How are we doing? The County is above the State average (12.23%) by 9.04% and above the Comparison County average (15.63%) by 5.64%. Due to reporting delays with the State, the available data is through the quarter ending March 31, 2014. Actual results reflect the yearly average. Through the month of March 2014, 22 out of 106 children returned to foster care. Our goal in the current year is ambitious, but an increasingly challenging caseload in our Child Welfare Services program has put this goal out of our reach.

2. Performance Measure: Percentage of child abuse/neglect referrals where a response is required within 10 days that were responded to timely.

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
94.1%	96.7%	97.6%	98%	98%	94.97%	98%

What: Child Welfare referrals may warrant either an "Immediate" response or a "10-day" response, depending on the severity of the allegation. The Department has performed consistently well on its Immediate Responses, but seeks to improve its responsiveness on 10-Day referrals.

Why: Delays in responding to an allegation could result in ongoing abuse or neglect. An earlier intervention may reduce the risk of injury or the need to remove a child from the parents' care.

How are we doing? The County is above the State average (94.13%) by .84% and above the Comparison Counties (92.83%) by 2.14%. Due to reporting delays from the State, the available data is through the quarter ending March 31, 2014. Actual results reflect the yearly average. In the month of March 2014, 320 out of 337 referrals were responded to within the 10-day time frame. The Department's results have improved with additional training as well as monitoring the response rates of each social worker on a monthly basis.

3. Performance Measure: Percentage of children in out-of-home care who are placed with all of their siblings.

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
61%	67.8%	68.25%	60.6%	68.25%	57.33%	68.25%

What: This performance measure demonstrates the extent to which the County places siblings together, thereby maintaining the family to the greatest extent possible.

Why: Maintaining family bonds are important to children, and particularly so when they have been removed from their parents. This is a required Federal/State Outcome Measurement under the "Child Welfare System Improvement and Accountability Act" (AB 636). This legislation was designed to improve outcomes for children in the child welfare system while holding county and state agencies accountable for the outcomes achieved. This data is derived from the "California-Child and Family Services Review (C-CFSR).

How are we doing? The County is above the State average (52%) by 5.33% and above the Comparison County average (52.1%) by 5.23%. Due to reporting delays from the State, the figures are from the quarter ending March 31, 2014. The County's results in this measure are below target by 10.92%. Several factors impact this measure, including severity of abuse and the nature of sibling relationships. Our Department's practice in "Team Decision Making" and "Family Group Conferencing," as well as our county's higher than average rate of placements into relatives' homes, all support the opportunity for siblings to be placed together. Actual results reflect the yearly average. In the month of March 2014, 103 out of 180 children were placed with all of their siblings.

Department Goal: To provide services in a manner that is both effective and efficient.

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

4. Performance Measure: Percentage of General Assistance funds recouped through Supplemental Security Income (SSI) or other repayments.

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
42%	45.49%	24.16%	33.22%	45%	42.95%	50%

What: General Assistance is a County General Funded cash program of "last resort" for individuals not currently eligible for other programs. To the extent that the SSI program reimbursements or beneficiary repayments result in cost offsets, the burden on local taxpayers is reduced.

Why: The Department engages in an SSI Advocacy program, working to assist individuals who are disabled in applying for SSI and thereby improving their economic situation while reducing the burden on local taxpayers.

How are we doing? We are below the adopted target (45%) by 2.05%. The figures are through the quarter ending June 30, 2014. Although the Department advocates on behalf of SSI applicants, not all clients are eligible, resulting in the possible unavailability of recoupment to the County at any given time. A reduction in results may indicate that the Social Security Administration is processing eligibility notifications and awarding SSI payments in a timely manner to the applicants. This would result in less General Assistance being paid out by the County and consequently fewer recoupments. State or comparable County data is not available.

5. Performance Measure: Average Medi-Cal cases per case manager (reflects average of the intake and continuing caseloads).

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
207 cases	229.25 cases	223.25 cases	210 cases	225 cases	216 cases	225 cases

What: Caseload size is a benchmark of efficiency and effectiveness.

Why: The Department tries to strike a careful balance between efficiency and effectiveness. Caseloads that are too high jeopardize the ability to serve the medically needy, while caseloads that are too low may indicate inefficient deployment of limited resources.

How are we doing? Available data is through the quarter ending June 30, 2014. Fluctuations in actual results are due to changes in staffing levels during the year. The average for FY 2013-14 was 216 cases, but the actual for the quarter ending June 30, 2014 was 277 cases. State or comparable county data is not available.

6. Performance Measure: The number of cases per Social Worker in Child Welfare Services (CWS).

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
ER-17	ER-22	ER-31	ER-27	ER-15	ER-27	ER-15
FM-14	FM-10	FM-10	FM-11	FM-11	FM-10	FM-11
FR-10	FR-11	FR-12	FR-12	FR-12	FR-11	FR-12
PP-24	PP-23	PP-24	PP-28	PP-25	PP-30	PP-25

What: This performance measure reflects the workloads of Social Workers in each division of CWS: Emergency Response (ER); Family Maintenance (FM); Family Reunification (FR); and Permanency Placement (PP).

Why: This is an important measure because it reflects the number of cases per Social Worker in our four CWS programs. If the cases per Social Worker are too high, the worker may be overburdened and quality affected. Caseloads per worker that are too low may imply reduced efficiency.

How are we doing? The cases for ER are above the adopted target (15) by 12 cases, and PP (25) by 5 cases. Cases are below target for FM (11) by 1 case and FR (12) by 1 case. In 2000, the State legislature sponsored a study of Social Workers' caseloads that concluded that they were too heavy by half, and identified optimum standards, as follows: ER-9.88; FM-10.15; FR-11.94; PP-16.42. To help address this problem, significant augmentations of \$700,000, paid entirely with Federal and State funds, have been made each year since that time, accessible only if the entire CWS allocation is spent. In addition, the County has been the recipient of \$1.37 million in additional CWS funds due to its role as a "Pilot County" for Child Welfare Services improvement strategies. The available data is through June 30, 2014. State or comparison county data is not available.

Department Goal: To enhance opportunities for individuals to achieve self-sufficiency

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

7. Performance Measure: Percentage of Welfare to Work participants meeting the Federal Work Participation requirements.

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
35.1%	29.1%	29.1%	29.1%	30%	29.1%	35%

What: While some CalWORKs participants may be exempt from work participation requirements due, for example, to the presence of very young children in the home, most are required to participate in some form of work activity. This performance measure demonstrates the extent to which the County is successful in engaging non-exempt families' participation in a negotiated plan to achieve self-sufficiency. The plan may include vocational education, training and other work activities.

Why: The goal of CalWORKs is to assist participants in achieving self-sufficiency. Participation in work-related activities, including unsubsidized employment and vocational training, is key to improving participants' opportunities for financial independence.

How are we doing? This was previously the Temporary Assistance for Needy Families (TANF) Work Participation Rate. The Federal Deficit Reduction Act changed the requirements, the calculations and the targets, and the transition to the new methodology has been a challenge. The State has changed the process of their system and is utilizing the "E2Lite" system for retrieving data. Additional focus on this activity has resulted in early increases in the rate, but the County clearly needs to continue that improvement. The County is above the State average (27.4%) by 1.7% and above comparison counties average (23.7%) by 5.4%. Among "medium-sized counties," San Luis Obispo ranks #1. The rate is based on a state sample- monthly average per state report which indicates that 367 of 1262 Welfare to Work participants are meeting Federal Work Participation requirements. Note that Actual Results have changed from what was shown in the Final Budgets for FY 10-11, FY 11-12, and FY 12-13 (from 35.1% to 29.1%). The change is due to the addition of actual figures for the quarter ending September 2010, which weren't available previously

8. Performance Measure: Percent of CalWORKs Adult Participants with earnings.

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
30.83%	29.7%	29.5%	29.9%	30%	32.5%	30%

What: This performance measure tracks the number of CalWORKs participants who have some earned income.

Why: The goal of CalWORKs is to assist participants in achieving self-sufficiency. Participation in work-related activities—especially unsubsidized employment—is key to improving participants' opportunities for financial independence. Unsubsidized employment has been demonstrated to be the most statistically significant activity leading to participants' eventual departure from public assistance.

How are we doing? The County outperforms the State average (27%) by 5.5% and is slightly below the comparison counties average (32.6%) by 0.1%. Data is through the quarter ending September 30, 2013. San Luis Obispo County maintains a focus both on employment and on eliminating barriers to employment. Since the implementation of CalWORKs, the County has combined the eligibility and employment services functions into a single classification, contrary to the separation of responsibilities that is practiced in many other counties. This has helped the County's staff remain focused on self-sufficiency. The economic recession has resulted in fewer employment opportunities for CalWORKs participants. Note that Actual Results have changed from what was shown in the Final Budget for FY 2012-13 (from 28.87% to 29.9%). The change is due to the addition of actual figures for the quarter ending June 30, 2013, which weren't available previously. Actual results reflect the yearly average. In the month of September 2013, 273 out of 840 participants had earnings.

Department Goal: To provide for the safety of disabled adults and seniors who are at risk of abuse or neglect.

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

9. Performance Measure: Average IHSS cases per Social Worker.

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
170 cases	163 cases	134.03 cases	149 cases	150 cases	136.33 cases	150 cases

What: This measures the average number of continuing In-Home Supportive Services (IHSS) cases per Social Worker.

Why: This is an important measure because it reflects the number of cases per Social Worker in our In-Home Supportive Services program. If the cases per Social Worker are too high, the worker may be overburdened and work quality affected. Caseloads per worker that are too low may imply reduced efficiency.

How are we doing? The County is below the FY 2013-14 adopted target by 13.67 cases. Data is through the quarter ending June 30, 2014. Data for State and comparison counties is not available. New assessment and documentation requirements, coupled with increases in the number of severely impaired program participants, can result in additional workload for staff. Rising caseloads per worker threaten the accuracy and efficiency of program operations. While no study of optimal workload standards has been conducted, it is the sense of the department that full program integrity and responsiveness cannot be achieved when the average caseload per worker exceeds 100. The IHSS caseload per Social Worker has decreased by 8.5% from FY 2012-13.

10. Performance Measure: Percentage of all disabled adults and seniors who were victims of substantiated abuse or neglect and did not have another substantiated report within a 12-month period.

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
93%	90%	91%	87%	95%	83.96%	95%

What: This measure demonstrates the extent to which initial interventions by Social Services were effective.

Why: This performance measure reflects effectiveness of initial services and quality of assessment. It is our commitment to provide long term and intensive case management to prevent any repeat of abuse to disabled adults and seniors. Initial interventions have been effective in reducing risk to the elderly and disabled.

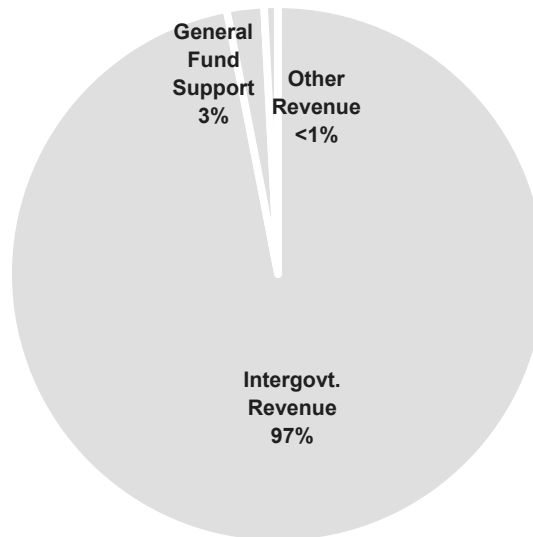
How are we doing? The department is below the FY 2013-14 adopted target by 11.04%. Available data is through June 30, 2014. The results in this measure may see higher than average fluctuations due to the fact that the denominator for this measure (the number of adults with an initial abuse 12 months ago) is a small number, which varied between 10 to 25 adults over the last 12 report months. Actual results reflect the yearly average. State or comparable county data is not available. Note that Actual Results have changed from what was shown in the Final Budget for FY 2012-13 (from 100% to 87%). The change is due to the addition of actual figures for the quarter ending June 30, 2013, which weren't available previously.

MISSION STATEMENT

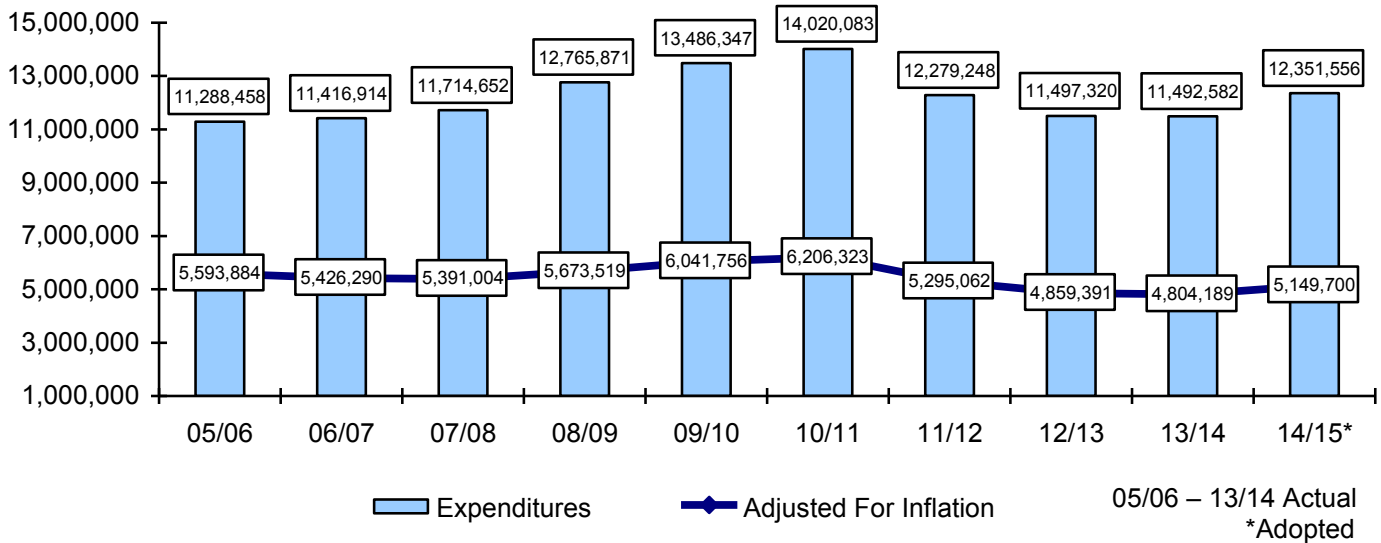
We partner with the community to enhance self-sufficiency while ensuring that safety and basic human needs are met for the people of San Luis Obispo County.

<u>Financial Summary</u>	<u>2012-13 Actual</u>	<u>2013-14 Actual</u>	<u>2014-15 Requested</u>	<u>2014-15 Recommended</u>	<u>2014-15 Adopted</u>
Intergovernmental Revenue	\$ 11,149,734	\$ 11,158,125	\$ 12,009,080	\$ 12,009,080	\$ 12,009,080
Other Revenues	2,228	32,930	11,228	11,228	11,228
**Total Revenue	\$ 11,151,962	\$ 11,191,055	\$ 12,020,308	\$ 12,020,308	\$ 12,020,308
Other Charges	11,497,320	11,492,582	12,351,556	12,351,556	12,351,556
**Gross Expenditures	\$ 11,497,320	\$ 11,492,582	\$ 12,351,556	\$ 12,351,556	\$ 12,351,556
General Fund Support (G.F.S.)	<u>\$ 345,358</u>	<u>\$ 301,527</u>	<u>\$ 331,248</u>	<u>\$ 331,248</u>	<u>\$ 331,248</u>

Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

CalWORKS has a total expenditure level of \$12,351,556 to provide the following services:

CalWORKS

The purpose of CalWORKS is to provide temporary cash assistance to needy families and welfare-to-work employment training programs. Participants are required to participate in certain activities to work toward self-sufficiency and are required to work a certain number of hours.

Total Expenditures: \$12,351,556 Total Staffing (FTE): *

*Staffing reflected in Fund Center 180 – Department of Social Services

DEPARTMENT COMMENTS

The department’s goal for the CalWORKS program is to maximize the number of participants moving towards self-sufficiency. We measure our success in this area by our Work Participation Rate (WPR), the Federal and State measurement by which San Luis Obispo County continues to be one of the top performers in California.

The CalWORKS monthly average continuing caseload peaked in FY 2010-11. The FY 2013-14 caseload has fallen 5.7% from last year, and is 11.8% below the prior year.

Changes in law resulted in a grant increase for participants in this program, effective March 1, 2014. Even with this increase, grant levels in real dollars—i.e., not adjusted for inflation—will remain lower than they were in 2000. During this 13-year period, the consumer price index has risen by over 35%.

This fund center is an assistance expenditure account only; please refer to narrative for Fund Center 180- Social Services Administration for discussion of departmental key results.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The level of General Fund support for this budget is recommended to decrease \$29,121 or 8% compared to FY 2013-14 adopted levels. Revenues are recommended to increase \$230,507 or 1%. Expenditures are recommended to increase \$201,386 or 1%.

2011 Realignment has posed some significant changes to the way that CalWORKS is funded. The most notable change was that the County now pays the entire non-Federal share of most CalWORKS costs. The County's costs for the non-Federal share are funded through the redirection of funds from the 1991 Health and Human Services Realignment Mental Health sub-account to Social Services to cover the increased county share of CalWORKS expenses through a Maintenance of Effort (MOE) in the amount of \$5,270,012.

The department is continuing to see a decline in caseload, due to the slowly improving economy, and the recent CalWORKS restructuring, which placed greater restrictions on eligibility for low income families. Caseloads are down 15.6% from a high in FY 2010-11, and are down 5.7% in the current year, compared to FY 2012-13.

Despite the declining caseload, CalWORKS services have recently been expanded to provide additional services and more family engagement for those families who still remain CalWORKS eligible. In addition, CalWORKS participants recently received a 5% grant increase, which will increase the cost per case in FY 2014-15. The budget is increasing to account for this expansion in services and grant increase, and to cover any potential increase in caseload.

BOARD ADOPTED CHANGES

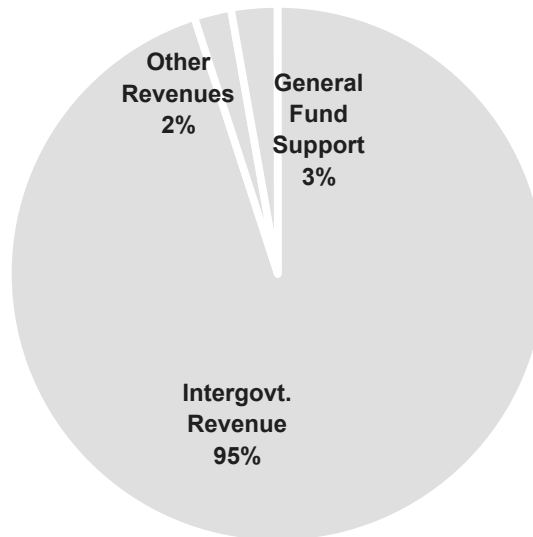
None.

MISSION STATEMENT

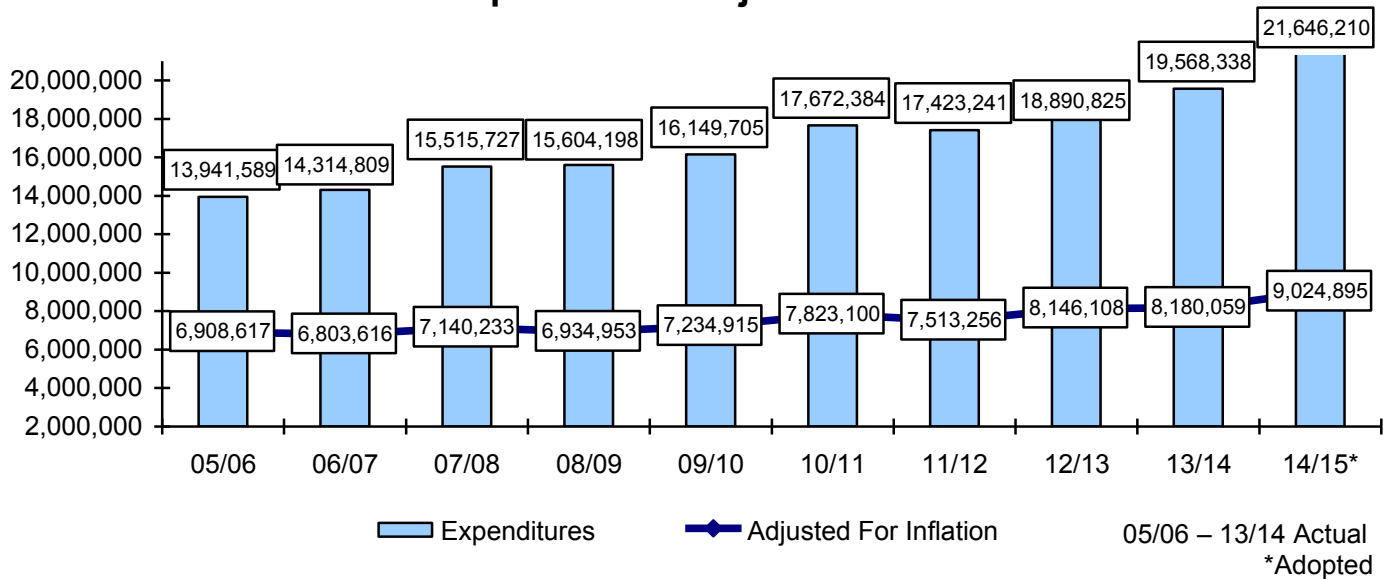
We partner with the community to enhance self-sufficiency while ensuring that safety and basic human needs are met for the people of San Luis Obispo County.

	2012-13	2013-14	2014-15	2014-15	2014-15
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Intergovernmental Revenue	\$ 17,537,886	\$ 18,996,970	\$ 20,632,837	\$ 20,632,837	\$ 20,632,837
Other Revenues	<u>413,840</u>	<u>189,801</u>	<u>454,615</u>	<u>454,615</u>	<u>454,615</u>
**Total Revenue	\$ 17,951,726	\$ 19,186,771	\$ 21,087,452	\$ 21,087,452	\$ 21,087,452
Services and Supplies	54,073	67,873	67,873	67,873	67,873
Other Charges	<u>18,706,253</u>	<u>19,500,465</u>	<u>21,578,337</u>	<u>21,578,337</u>	<u>21,578,337</u>
**Gross Expenditures	\$ 18,760,326	\$ 19,568,338	\$ 21,646,210	\$ 21,646,210	\$ 21,646,210
General Fund Support (G.F.S.)	<u>\$ 808,600</u>	<u>\$ 381,567</u>	<u>\$ 558,758</u>	<u>\$ 558,758</u>	<u>\$ 558,758</u>

Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Foster Care has a total expenditure level of \$21,646,210 to provide the following services:

Foster Care

To provide foster care for children who enter the foster care system through the Social Services Department or the Probation Department. Social Services Department dependent children are placed in foster care as a result of abuse or neglect. Probation Department dependent children are placed in foster care as a result of criminal charges.

Total Expenditures: \$14,389,666 Total Staffing (FTE): *

Adoptions

The Adoptions Assistance Program provides ongoing support to families who have adopted children.

Total Expenditures: \$6,558,504 Staffing (FTE): *

Transitional Housing Program – Plus (THP Plus)

The Transitional Housing Program-Plus provides stable housing and supportive program services to Emancipated Foster Youth between the ages to 18 and 21, facilitating their transition to adulthood.

Total Expenditures: \$698,040 Staffing (FTE): *

*Staffing is reflected in Fund Center 180 – Department of Social Services

DEPARTMENT COMMENTS

The Department of Social Services administers expenditures for a number of Foster Care and Adoption programs through this fund center:

- Foster Care (Social Services) is the system of temporary homes for children who are at risk of abuse or neglect and cannot remain safely in their own homes.
- Foster Care (Probation) provides similar services for children who have been placed outside of their own home as a result of criminal charges, typically because the parent is unable to provide the necessary supervision to control the minor.

- The Adoption Assistance Program provides ongoing support to families who have adopted children.
- The Wraparound Services Program provides a comprehensive scope of services to families in order to avoid placement of one or more children in out-of-home care.
- The Transitional Housing Program-Plus (THPP) provides transition age youth (ages 18-21) with housing as they move from foster care to independence.

The Foster Care caseload grew incrementally for three years straight before declining in FY 2013-14, where they are currently running about 4.3% below the FY 2012-13 average caseload. Both the Probation and Social Services Departments work to limit placements by emphasizing preventive social services. Similarly, both departments focus their efforts on placing children with relatives in order to continue familial relationships. In fact, no other county comes close to San Luis Obispo's percentage of initial placements of children with relatives.

New law established the "Extended Foster Care" program beginning in FY 2011-12, in which youth aged 18 -21 may elect to remain in Foster Care under specific agreed circumstances. Expenses associated with this program—one that has helped to create stability and to reduce homelessness for this population—have risen from a mere \$5,451 in that first year of implementation to over \$1.26 million in the requested budget, due to increasing caseload, as more youth become aware of this extension.

San Luis Obispo is the first county to implement the Resource Family Approval (RFA) project. Prior to the RFA, families were engaged in one process to be considered for eligibility as Foster Parents and a separate and quite distinct process to be considered as Adoptive Parents. This created an unfortunate scenario in which a foster family might accept children into their home on what initially was intended to be a temporary basis that, because of the subsequent failure to reunify the children with their biological parents, prompted the need to find permanency for the children. This same foster family—to whom the children had bonded—might decide they wanted to adopt the children, only to discover that the different rules for adoption prohibited them from doing so. The RFA is intended to align the rules, ensuring that any family considered as Foster Parents will simultaneously be qualified as potential Adoptive Parents.

This fund center is an assistance expenditure account only; please refer to narrative for Fund Center 180- Social Services Administration for discussion of departmental key results.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The level of General Fund support for this budget is recommended to be flat compared to FY 2013-14 adopted levels. Both revenues and expenditures are recommended to increase \$795,652 or 3% compared to FY 2013-14 adopted levels.

2011 Realignment presented some significant changes to the way that the programs in this fund center are administered. The most notable change is that the County now pays the entire non-Federal share for Foster Care and Adoptions Assistance, funded with a redirection of State sales tax revenues to the County. While this shift provides the department with greater flexibility to decide how to fund and administer programs, the new sharing ratios which have the County paying the entire non-Federal share, pose a significant financial risk in a declining economy, when sales tax revenues are down. To date, sales tax revenues have been on the rise, which has provided the department with adequate funding to cover the increased County share.

The \$558,758 in General Fund support recommended for FY 2014-15 is based on the number and types of cases being administered through this fund center. In FY 2014-15, the level of General Fund support represents 2.6% of total expenditures, compared to 2.7% in FY 2013-14.

Increased expenditures are due to an overall increase within aid types, which are based upon caseload growth and cost per case. Overall, foster care caseloads are down 4.3% in the current year, compared to FY 2012-13. Despite this, expenses are increasing; several factors contribute to the recommended increase in expenditures for various aid types:

- The implementation of Assembly Bill (AB) 12- Extended Foster Care (EFC), which extended foster care benefits for youth from age 18 to 21. This extension of benefits was budgeted for in FY 2013-14. However, since EFC is a relatively new program, caseload has been difficult to project. In the current year, total EFC caseloads are up 275% compared to FY 2012-13. In anticipation that caseload will continue to grow as people become more aware of this new program, the department is budgeting for a 15% increase in EFC expenditures.
- The implementation of the Resource Family Approval (RFA) program, in line with direction from the State. As noted above, San Luis Obispo County is the first in the State to implement this new program which standardizes the rules and processes for becoming a Foster Parent and Adoptive Parent. As a result, potential Foster Parents must now go through the more extensive process necessary to qualify as an Adoptive Parent. The budgetary implication of this is that the foster and adoption certification costs have gone up overall. To account for growth in certification costs, the department is budgeting approximately \$351,000 for a full year of this newly implemented program in FY 2014-15.
- State-set rate increases for Foster Care, due to recent lawsuits which guarantee rate increases every year.

In addition, the department is expecting to increase its contract with Family Care Network for wraparound services, due to a State mandated increase in the monthly client rate, which went into effect in July of 2013. Wraparound services provide for alternatives to out-of-home placement in institutionalized settings by bringing targeted services to families based on an approved service plan. The proposed FY 2014-15 budget does not adjust for this increase, due to the timing of contract development. The department will monitor this contract and its budget and will return to the Board mid-year if a budget adjustment is needed to adequately fund the contract in FY 2014-15.

BOARD ADOPTED CHANGES

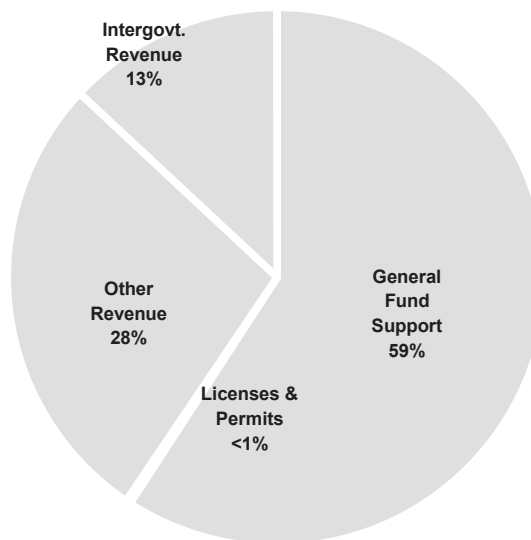
None.

MISSION STATEMENT

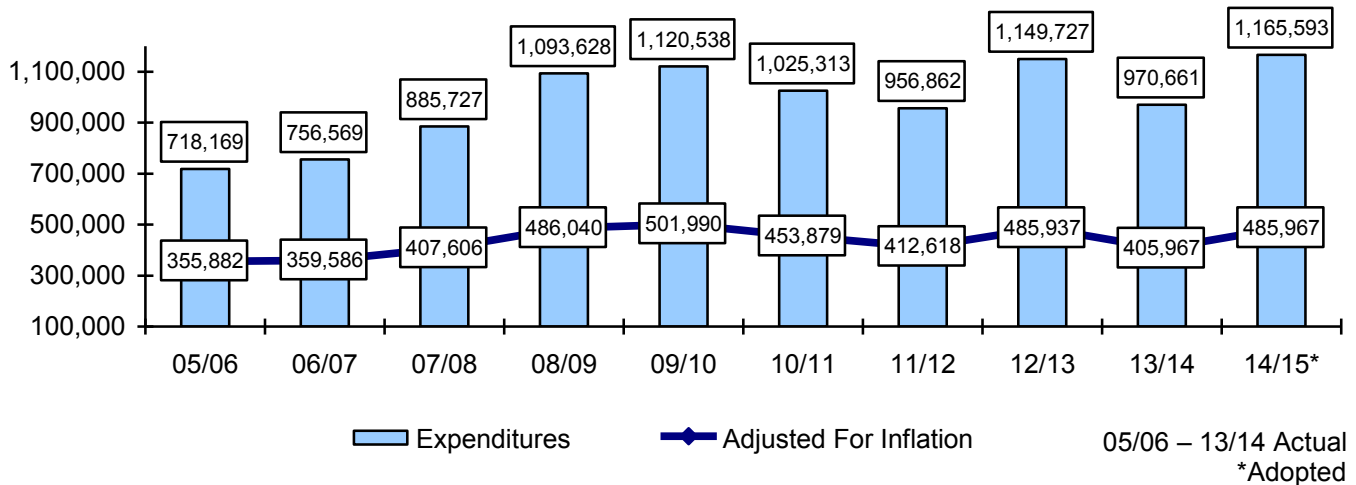
We partner with the community to enhance self-sufficiency while ensuring that safety and basic human needs are met for the people of San Luis Obispo County.

	2012-13	2013-14	2014-15	2014-15	2014-15
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Licenses and Permits	\$ 7,180	\$ 5,353	\$ 4,793	\$ 4,793	\$ 4,793
Intergovernmental Revenue	139,926	120,340	153,326	153,326	153,326
Other Revenues	<u>331,040</u>	<u>366,214</u>	<u>319,328</u>	<u>319,328</u>	<u>319,328</u>
**Total Revenue	\$ 478,146	\$ 491,907	\$ 477,447	\$ 477,447	\$ 477,447
Other Charges	<u>1,149,727</u>	<u>970,661</u>	<u>1,165,593</u>	<u>1,165,593</u>	<u>1,165,593</u>
**Gross Expenditures	\$ 1,149,727	\$ 970,661	\$ 1,165,593	\$ 1,165,593	\$ 1,165,593
General Fund Support (G.F.S.)	<u>\$ 671,581</u>	<u>\$ 478,754</u>	<u>\$ 688,146</u>	<u>\$ 688,146</u>	<u>\$ 688,146</u>

Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

General Assistance has a total expenditure level of \$1,165,593 to provide the following services:

General Assistance Program

This program provides public assistance of last resort to indigent county residents. It is for persons who are otherwise ineligible for Federal, State or other community aid programs.

Total Expenditures: \$1,165,593 Total Staffing (FTE): *

*Staffing reflected in Fund Center 180 - Department of Social Services

DEPARTMENT COMMENTS

The General Assistance program provides assistance of “last resort” to county residents who are otherwise ineligible for Federal, state or other community aid programs. The program also provides interim assistance to applicants for the State Supplemental Security Income/State Supplementary Payment (SSI/SSP) program and, if SSI/SSP is approved, the County is reimbursed for its interim expenditures on the applicants’ behalf.

Also included in this budget are the costs of the Cash Assistance Program for Immigrants, or “CAPI,” as well as the expenditures for indigent cremations.

After many years of gradual growth, the General Assistance average monthly caseload jumped in FY 2012-13, when the average caseload of 291 cases per month was nearly 23% above the prior year’s average. The department has seen this abate in the current year, with caseload numbers actually declining by 11.3% from FY 2012-13—though still higher than the year prior. The average monthly grant to these individuals remains at \$240.

This fund center is an assistance expenditure account only; please refer to narrative for Fund Center 180- Social Services Administration for a discussion of departmental key results.

COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

The level of General Fund support for this budget is recommended to decrease \$12,144 or 1% compared to FY 2013-14 adopted levels. Revenues are recommended to increase \$5,300 or 1% and expenditures recommended to decrease \$6,844 or less than 1% compared to FY 2013-14 adopted levels.

Revenue in this fund center consists largely of reimbursements for Cash Assistance Program for Immigrants (CAPI) and Supplemental Security Income (SSI) expenditures. SSI reimbursements are dependent upon determinations made by Federal disability evaluation staff; CAPI expenditures are 100% State funded, so when CAPI expenditures decrease, so too does reimbursement revenue. CAPI expenditures are continuing to decline, as they have been for a number of years. SSI reimbursements are recommended to increase \$19,328 compared to FY 2013-14 adopted levels. This increase is due to the continued success of the Benefits-ARCH program that the department initiated a few years ago, to assist people in applying to SSI benefits.

The recommended decrease in expenditures is due largely to a continued decline in CAPI caseloads, which corresponds to the decline in CAPI revenue, noted above. The decrease in CAPI expenditures is partially offset by a slight increase in General Assistance expenditures. General Assistance caseloads are down slightly in FY 2013-14, compared to FY 2012-13. Because General Assistance caseloads fluctuate from year to year, the department is budgeting a 5% increase over current year estimates to account for any potential increases in FY 2014-15.

BOARD ADOPTED CHANGES

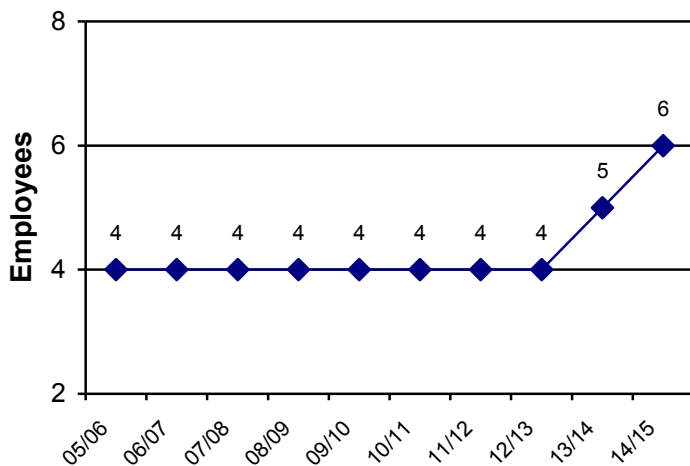
None.

MISSION STATEMENT

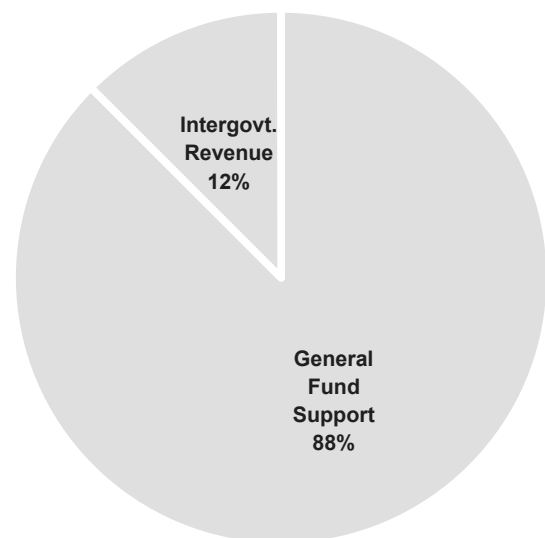
The Veterans Services Department works as an advocate for the men and women who serve or served in the Armed Forces of America, their dependents, and survivors in obtaining benefits and services from the U. S. Department of Veterans Affairs, California Department of Veterans Affairs, San Luis Obispo County and other programs for veterans and their families. The Veterans Services Department works to be a bridge connecting veterans, veteran service organizations and the community to promote the wellbeing of our local veterans and their families.

	2012-13	2013-14	2014-15	2014-15	2014-15
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Intergovernmental Revenue	\$ 90,893	\$ 583,332	\$ 105,000	\$ 65,000	\$ 65,000
**Total Revenue	\$ 90,893	\$ 583,332	\$ 105,000	\$ 65,000	\$ 65,000
Salary and Benefits	392,768	431,678	436,513	484,181	484,181
Services and Supplies	68,880	113,104	40,632	40,632	40,632
**Gross Expenditures	\$ 461,648	\$ 544,782	\$ 477,145	\$ 524,813	\$ 524,813
General Fund Support (G.F.S.)	\$ 370,755	\$ (38,550)	\$ 372,145	\$ 459,813	\$ 459,813

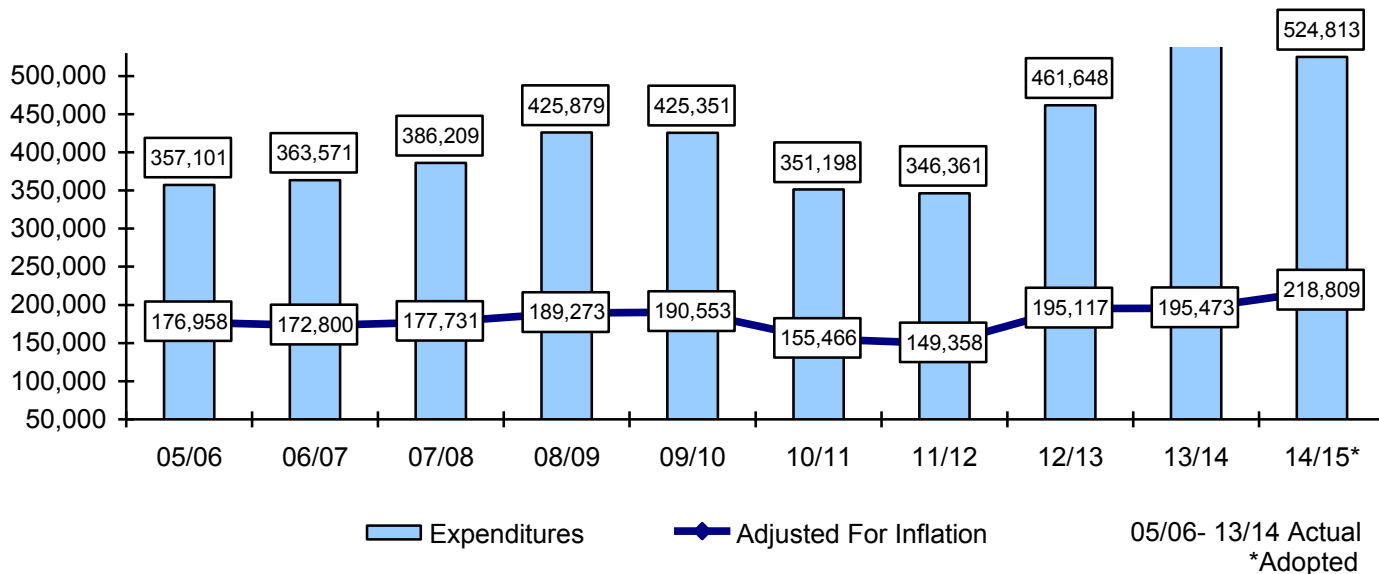
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Veterans Services has a total expenditure level of \$524,813 and a total staffing level of 6.00 FTE Employees and 2.00 TEMP employees to provide the following services.

Compensation and Pension Claim Filing and Maintenance

Interview veterans and dependents to determine eligibility for potential benefits and services. This includes the completion of forms, collection of documentations and taking statements. Assist pension recipients in reporting of income and assets, and assist widows, widowers, and children with entitlement claims.

Total Expenditures: \$295,207 Total Staffing (FTE): 4.00 (TEMP) 0.50

College Fee Waiver Certificate

Process tuition fee waivers for children of disabled veterans so they may enroll in California Community Colleges, California State Universities, or University of California facilities at no charge.

Total Expenditures: \$13,120 Total Staffing (FTE): 0.20

Outreach and Referral

Outreach efforts include presentations to deploying troops (SRP's), veterans and civic organizations, conducting intake interviews at satellite offices in North & South County, conducting training for local veteran service organizations and the participation in events such as veteran stand downs, farmers markets, local air shows, parades etc.... At these events information is given to veterans and their families on how the claims process works, changing rules and conditions at governmental agencies including the U.S. Department of Veterans Affairs, California Department of Veterans Affairs, County agencies and other local agencies.

Total Expenditures: \$131,204 Total Staffing (FTE): 1.10 (TEMP) 0.90

Veterans Justice Outreach

Actively working with veterans involved in the criminal court system through the Veterans Treatment Court (VTC) and other systems depending on the benefits and services the veteran(s) qualify for. This is done to treat the possible cause of his/her criminal activity, to help them adjust to civilian life and prevent recidivism.

Total Expenditures: \$13,120 Total Staffing (FTE): 0.20

Veterans Employment

In partnership with Shoreline Workforce Development helping veterans improve resumes, interview skills and secure employment.

Total Expenditures: \$19,681 Total Staffing (FTE): 0.20 (TEMP) 0.10

Veterans At Risk (Low income)/Homeless

Providing opportunities for veterans who are low income/at risk to gain employment, and housing through training opportunities, access to job search systems and federal programs to help these veterans get into affordable housing.

Total Expenditures: \$39,361 Total Staffing (FTE): 0.10 (TEMP) 0.50

VA Work Study

Providing a work opportunity for veterans pursuing a degree program and equipping them with the tools to transition back to the civilian work force.

Total Expenditures: \$13,120 Total Staffing (FTE): 0.20

DEPARTMENT COMMENTS

The Veterans Services Department provides advocacy and assistance to the County's approximate 26,000 men and women who serve(d) in the nation's armed forces, as well as their dependents and survivors. Our focus is providing excellent customer service, benefits and services counseling, claim processing and outreach.

The Governor's budget proposal for FY 2014-15 is to remain unchanged for County Veterans Service Offices. As a result, the regular subvention funds should remain at approximately \$ 60,000 or 16% of the budget. Additional one-time subvention funding from the passing of Assembly Bill 101 (AB101) is still to be determined.

Partnering with County Behavioral Health, the Veterans Clinic and the Vets Center, we are able to greatly enhance the services for the veteran, spouse and child. Using all the agencies allows us to help veterans and their families dealing with mental health issues get the counseling they need. We are also working with County Mental Health and local nonprofits to reach veterans and get needed services in new and innovative ways. We are continuing to work closely with the VA to assist county veterans/families with housing, through the Veterans Affairs Supporting Housing (VASH) Program and local providers. The VASH program is a low income program that assists veterans who are homeless and helps to provide a crucial link between the veteran and the local property owners and landlords.

The Vet Express, the Central Coast VA shuttle and the American Legion shuttle provide low to no cost rides for local veterans to and from appointments at the VA medical offices in San Luis Obispo and Santa Maria, the Vet Center and to Veterans Treatment Court.

FY 2013-14 Accomplishments

- The department processed a greater number of subvention claims than ever before. FY 2012-13 resulted in \$5,592,183 in annualized monthly benefits and The U.S. Department of Veterans Affairs spent an accumulative total of \$68,701,000 in the County during the same period.
- The office helped get AB101 passed through the state legislature providing an addition 2.6 million dollars to County Veterans Service Offices (CVSOs) around the state to better reach veterans in the community. This was the first increase in funding to CVSOs since 1998. Also the department became the lead agency on a \$400,000 statewide communications program to better inform veterans about the benefits and service available to them.
- The office spearheaded the creation of the first ever Veterans Treatment Court in San Luis Obispo. It is one of 16 across the state offering veterans treatment for conditions resulting from service that have caused them to become involved in the criminal justice system. This court collaborates with 9 other agencies from the federal to the local level.
- The office conducted the first ever 24 hour Stand Down for at risk and homeless veterans this year. We were able to connect 114 veterans to 30+ service providers from the Federal, State, and local level in one location, provide over 700 meals and give these veterans a hot shower and place to sleep.
- The office expanded operations at its satellite locations. The Paso Robles office is now open 4 days a week and a new office at the Nipomo Library is open one day a week on Fridays.
- The Department is obtaining our 5th grant of \$25,000 from the California Department of Veterans Affairs for conducting mental health outreach using Proposition 63 funds specifically set aside for Veterans Service Offices to help veterans learn more about mental health issues and connect with service providers. The funds are also used to inform deploying troops from the California National Guard at Camp Roberts, about conditions that can result in mental health issues.

FY 2014-15 Objectives

- The department will continue advocating and assisting the County's veterans in obtaining their benefits and services earned through military service. We will continue to work with agencies at the Federal, State, and local level to make sure our counties veterans are taken care of. We will be continuing to exploring new and more efficient ways of processing the veterans claim to get them their benefits and services as quickly as possible.
- The department has become a focal point for our veteran's community for all organizations that assist veterans and their families. We continue to work with our fellow service providers in the community to disseminate information through the Veterans community in as timely a manner as possible.
- We are continuing to grow our veterans outreach services to returning service members and local veterans. We will continue to look for ways to better reach the counties veterans where they live, work, and play and to make sure all county veterans are aware of all the benefits and services they have earned by serving our country. One way we will be doing this is to open a new satellite office on the north coast in Morro Bay, Cayucos or Cambria. We will also be looking to expand current outreach programs like the VetSurf program, participation in local Farmers Markets and other new innovative ways we can reach our local veterans.
- The office will conduct its second annual Stand Down. It will be expanded to cover 48 hours and hopefully reach a greater number of the 200+ homeless veterans living in our community and those veterans who are at risk of becoming homeless. This event is a collaborative effort with 30+ other agencies from the Federal, State, and local level.
- Staff will continue to attend training sessions throughout the year to maintain their accreditation and to remain current on the ever-changing laws that effect veterans and their claims.

COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

The recommended budget for FY 2014-15 includes General Fund support of \$459,813, or an increase of \$57,202 or 14% from FY 2013-14 levels. This is due to an increase in expenditures of \$57,202 without any corresponding increase in projected revenue as state subvention revenue is budgeted to remain consistent with prior years at \$65,000.

Services and Supplies accounts are recommended to increase by \$1,568 or 4% to better assist outreach efforts by increasing copying and other related office expenses. Salaries and Benefits are recommended to increase by \$55,634 or 12% over FY 2013-14 levels as the result of recommending the addition of a Administrative Assistant Aide as requested in a budget augmentation request.

The position allocation list includes an increase of 1.00 FTE for the addition of the Administrative Assistant Aide, raising the total number of departmental staff to six. The addition of the Administrative Assistant Aide is outlined in the recommended budget augmentation request below and represents \$47,668 or 68% of the \$55,634 total increase in salaries and benefits. The remaining \$7,966 or 32% is the result of step increases and prevailing wage adjustments. A 1.00 FTE Limited Term Assistant Veterans Services Officer (AVSO) was included in an additional budget augmentation request and is not being recommended at this time. A 1.00 FTE Permanent AVSO was added via budget augmentation request during the FY 2013-14 budget and the impacts of that staffing level increase have not yet been quantified.

BOARD ADOPTED CHANGES

None.

BUDGET AUGMENTATION REQUESTS ADOPTED

Unit Amount	Description	Results
Gross: \$47,668 General Fund support: \$47,668	Add 1.00 FTE Administrative Assistant Aide	The addition of the Administrative Assistant Aide will provide administrative assistance at the Veterans Services Office in Paso Robles allowing that location to increase its operating hours to full time.

BUDGET AUGMENTATION REQUESTS NOT ADOPTED

Unit Amount	Description	Results
Gross: \$66,582 General Fund support: \$66,582	Add 1.00 FTE Limited Term Assistant Veterans Services Officer (AVSO)	Provide better service to veterans applying for benefits by decreasing the time between initial processing of claims and receipt of benefits.

GOALS AND PERFORMANCE MEASURES

Department Goal: Provide veterans, their dependents, and survivors with advice on monetary, healthcare, insurance, and other government benefits.

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

1. Performance Measure: Percentage of customer satisfaction surveys which rated the services performed by the Veterans Services Department as “satisfied” or “very satisfied”.

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
100%	97%	99.8%	100%	98%	98.4%	98%

What: A customer satisfaction exit survey is available to all clients, these are collected throughout the year to evaluate client satisfaction level. The department received less than 100 surveys in FY 2013-14.

Why: Ensure high quality service and continually assess client needs.

How are we doing? The surveys that the department receives back have consistently maintained a rating from clients of "satisfied" or "very satisfied". When a survey is received showing that a veteran was dissatisfied with our service it is evaluated and corrective action is taken. The department connected with more than 13,000 veterans through office interviews, phones calls and outreach efforts to assist veterans and their families in FY 2013-14. As the Country continues to draw down from conflicts around the world and the Department of Veterans Affairs does a better job marketing benefits and services it is expected that the number of veterans seeking benefits will grow. This trend continues from FY 2012-13 and is expected to continue. Also, as the department and the U.S. Department of Veterans Affairs continue to streamline and improve the time it takes to process claims, it is expected that client satisfaction will remain high.

Department Goal: Determine eligibility and file claims for monetary benefits (monthly disability, pension, and death benefits) to ensure that eligible individuals receive the maximum benefit from entitled services.

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

2. Performance Measure: Dollar amount of Compensation and Pension benefits secured for new monetary claims (annualized and cumulative).

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
\$2,084,287	\$1,500,000	\$3,708,374	\$5,692,497	\$2,500,000	\$4,377,240	\$2,500,000
\$3,788,921	\$5,288,921	\$8,997,295	\$18,189,792	\$20,689,792	\$22,567,032	\$23,189,792

What: The annualized and cumulative dollar amount of new services and benefits connected with compensation and pension claims received by clients as a result of the efforts of the department.

Why: This illustrates the desired outcome of ensuring that clients receive maximum entitled benefits.

How are we doing? The office processed 676 awarded work load units in FY 2013-14, has more than 2400 pending claims and is expected to meet or exceed these amounts in FY 2014-15. As we work with the Department of Veterans Affairs to streamline our processes we expect the number of claims to continue to rise though award amounts will decrease. This will be a result of completing claims under the 'Fully developed Claim' process which involves more time upfront to complete the claims package, but lessens the time that the veteran is waiting to receive his/her benefit. In previous years, veterans received large retroactive payments because claims averaged 18-24 months to complete the claims rating process. Using new streamlined programs and submitting complete claims packets results in claims being processed in as little as 90-120 days. Comparable County data is not available.

Department Goal: Provide effective Veterans assistance to County veterans and their families in a cost-effective manner.

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

3. Performance Measure: Veterans Services expenses as a percentage of the County Budget.

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
.065%	.065%	.070%	.049%	.060%	.065%	.097%

What: This measure shows the relationship of County Veterans Services expenses to the County's budget by dividing the County Veterans Services county cost by the County's total budget cost.

Why: County Veterans Services strives to keep costs as low as possible, while providing effective assistance to the County's more than 26,000 Veterans and their families (including active duty, reserve and national guard military).

How are we doing? County Veterans Services operating budget has risen from previous years with the addition of a new Veterans Services Representative. Veterans are provided services by the Veterans Services Office's 5 Full Time Employee (FTE's) and 2 temporary staff. This includes the department head, four Veterans Service Representatives (1 temp), one Administrative Assistant, one administrative aid (temp) and 8 U.S. Department of Veterans Affairs paid work studies. Work studies are recently discharged veterans who are going to school at least ¼ time, can work up to 25 hours a week, must do some form of outreach to veterans and are at no cost to the County. Though the actual expenses were higher than the estimates this year, the office was able to secure an addition \$103,000. in one time funding money to offset those additional costs.

<p>Department Goal: Conduct outreach in the community to reach veterans where they live, work and play to ensure they are receiving the benefits and services they have earned.</p> <p>Communitywide Result Link: <input checked="" type="checkbox"/> Safe <input checked="" type="checkbox"/> Healthy <input checked="" type="checkbox"/> Livable <input checked="" type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community</p>						
<p>4. Performance Measure: Number of veterans reached through outreach efforts in the community.</p>						
09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
N/A	N/A	N/A	2274	1500	2075	1500
<p>What: Outreach efforts are conducted throughout the county to reach veterans where they live, work and play.</p> <p>Why: To inform veterans of the benefits and services they have earned and to help them access those benefits and services as needed.</p> <p>How are we doing? This is a new measure for FY 2013-14. The department was able to outreach to 2075 veterans in FY 2013-14. We expect a drop in this measure due to the draw down in Afghanistan and the reduction of Soldier Readiness Processing (SRP)'s at Camp Roberts, but we still expect to reach at least 1500 veterans in the community through our outreach efforts. This outreach is done by participating in local farmers markets, the newly established Veterans Treatment Court and innovative programs such as the VetSurf program, the County Veterans ID card program, the Thank a Veteran Month program in November and the Veterans Stand Down program for at risk and homeless veterans.</p>						

Community Services

Airports

Farm Advisor

Fish and Game

Golf Courses

Library

Parks

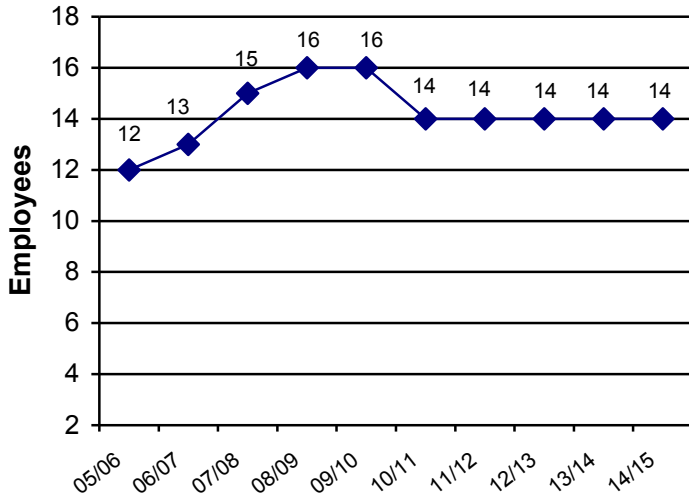
Wildlife and Grazing

MISSION STATEMENT

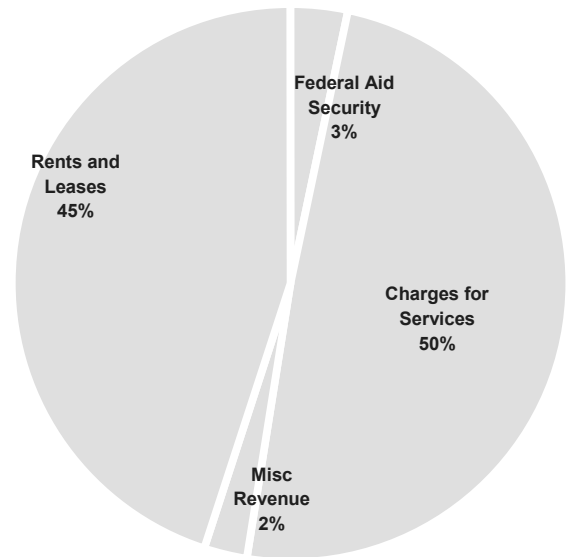
To provide for the safe and efficient operation of the County's airport system and deliver to the community aviation services through the total efforts of knowledgeable, conscientious, and dedicated staff to ensure the safety of all system users.

OPERATING DETAIL	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 RECOMMENDED	2014-15 ADOPTED BY THE BOS
(1)	(2)	(3)	(4)	(5)
OPERATING REVENUES				
Charges for Services	3,549,004	3,821,780	3,616,816	3,616,816
TOTAL OPERATING REVENUES	3,549,004	3,821,780	3,616,816	3,616,816
OPERATING EXPENSES				
Salaries and Benefits	1,325,528	1,362,388	1,417,625	1,417,625
Services and Supplies	1,693,148	1,845,941	1,849,937	1,849,937
Countywide Overhead	102,729	167,071	76,123	76,123
Taxes & Assessments	24,104	24,822	25,500	25,500
Depreciation	2,151,008	2,159,851	2,160,984	2,160,984
TOTAL OPERATING EXPENSES	5,296,517	5,560,073	5,530,169	5,530,169
OPERATING INCOME (LOSS)	(1,747,513)	(1,738,293)	(1,913,353)	(1,913,353)
NON-OPERATING REVENUES (EXPENSES)				
Federal & State Rev	131,762	1,897,057	129,040	129,040
Other Revenues	0	0	0	0
Grants-Federal/State	0	0	0	0
PFC	361,758	369,015	365,000	365,000
CFC	256,250	279,376	257,000	257,000
Other	0	97,865	0	0
Interest	4,327	1,054	4,000	4,000
Property Taxes	0	0	0	0
Interest Expense	(166,274)	(154,540)	(145,360)	(145,360)
General Fund Loan Payment	0	0	0	0
Prior Year Adjustment	571,293	0	0	0
TOTAL NON-OPERATING REVENUES (EXPENSES)	1,159,116	2,489,827	609,680	609,680
INCOME BEF. CAPITAL CONTRIBS. & TRANSFERS	(588,397)	751,534	(1,303,673)	(1,303,673)
Operating Transfers Out	(93,410)	0	0	0
Operating Transfers In/Out	0	16,690	48,500	48,500
Capital Contribution	0	0	0	0
CHANGE IN NET ASSETS	(681,807)	768,224	(1,255,173)	(1,255,173)
Net Assets - beginning	81,569,439	80,887,632	81,453,092	81,655,856
Net Assets - ending	80,887,632	81,655,856	80,197,919	80,400,683
FIXED ASSET EXPENDITURES				
Capital Projects	0	1,630,081	0	0
Fixed Assets	0	0	0	0
Land	0	0	0	0
TOTAL FIXED ASSET EXPENDITURES	0	1,630,081	0	0

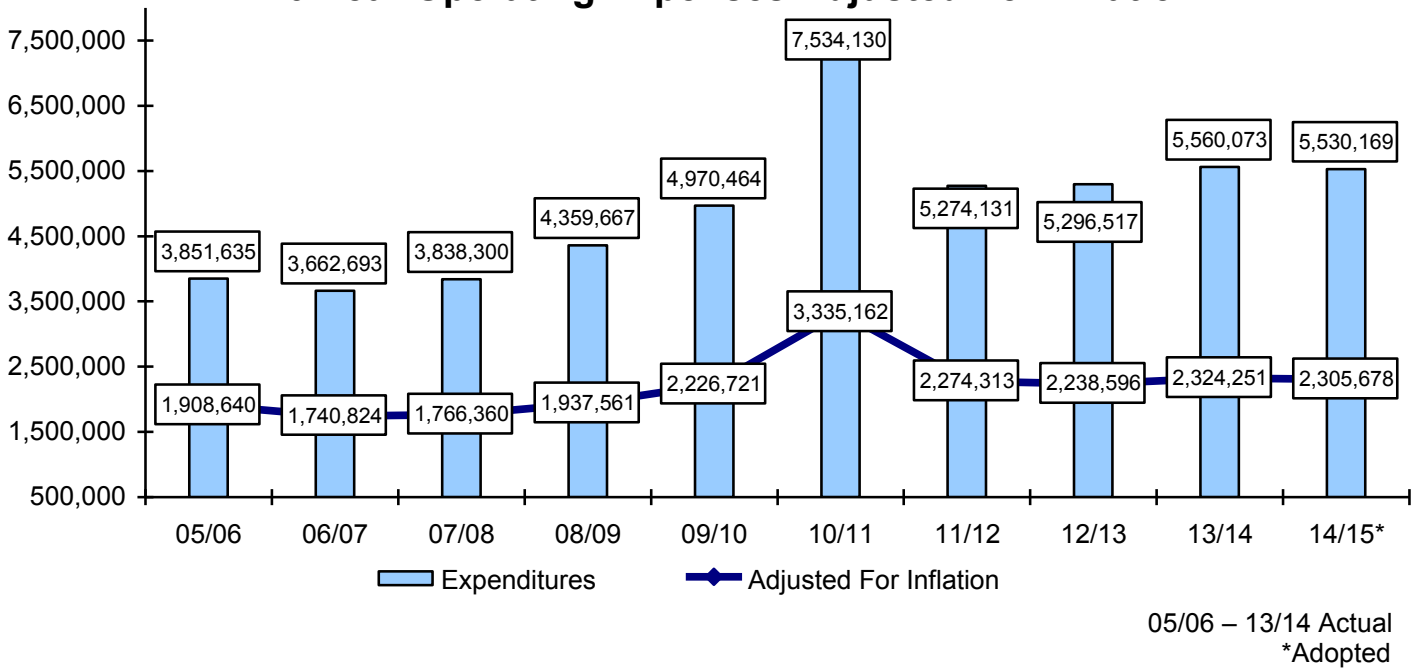
Number of Employees
 (Full Time Equivalent)



Source of Funds



10 Year Operating Expenses Adjusted For Inflation



SERVICE PROGRAMS

Airports has a total expenditure level of \$5,530,169 and a total staffing level of 14.00 FTE to provide the following services:

San Luis Obispo and Oceano County Airport Operations

Operate, maintain and develop aviation facilities supporting general aviation and commercial air carriers. San Luis Obispo County Regional Airport currently has over 70,000 annual flight operations. United and US Airways offer 15 daily flights to San Francisco, Phoenix and Los Angeles. Develop and implement policies and procedures to ensure the safety of airport users and enhance customer service. Maintain and lease 65 County-owned general aviation hangars and one commercial hangar. Plan future airport development to ensure anticipated aviation and community needs are met.

Total Expenditures: \$5,530,169 Total Staffing (FTE): 14.00

Capital Projects at County Airports

Funding of approved capital projects carried out at the San Luis Obispo Regional and Oceano Airports.

Total Expenditures: \$0.00 Total Staffing (FTE): 0.00

DEPARTMENT COMMENTS

San Luis Obispo County Airports serves county businesses, residents, and visitors. San Luis Obispo County Regional Airport makes air travel accessible to those who live in and visit San Luis Obispo County, including commercial and charter flights. San Luis Obispo County Regional Airport also facilitates cargo delivery companies, allowing them to provide overnight deliveries to county residents and businesses. Additionally, San Luis Obispo County Regional Airport provides facilities for private pilots to fuel, fly and store their aircraft. The Oceano County Airport provides easy access to the south county region for general aviation and serves as a critical point for air ambulance, California Highway Patrol and CalFire activities.

The San Luis Obispo County Regional Airport is currently challenged with competition by other small community airports as well as larger airports in nearby major cities. San Luis Obispo County Regional Airport continues to address the issue of competition with active recruitment efforts to add air service and providing quality facilities and services at reasonable rates to tenants and customers.

Both the San Luis Obispo County Regional Airport and the Oceano County Airport are challenged with deferred maintenance and repairs of the airport pavements and structures. The outcome of addressing deferred maintenance is a safe and well-maintained airport.

Following are some of the department's notable accomplishments for FY 2013-14 and some specific objectives for FY 2014-15:

FY 2013-14 Accomplishments

- Reviewed and updated construction documents of the Rental Car Quick Turnaround Area (QTA).
- Completed revisions to Airport Layout Plans for both County Airports. This document identifies future airport projects and is required to be updated periodically to maintain eligibility for Federal funding.
- Partnered with the Community raising over \$1,000,000 in pre-purchased ticket pledges to recruit additional commercial air service to the

FY 2014-15 Objectives

- Complete construction of the Rental Car Quick Turnaround Area (QTA) increasing convenience and efficiency for rental car services.
- Implement parking payment technology to enable customers to extend payment term using a mobile application.
- Obtain \$6 million in additional project funding to the existing \$14 million, securing \$20 million total for Construction Phase of New Terminal Building. Pending Board approval of the

- County through an Airline Revenue Guarantee Program.
- Developed a Pavement Management System at the Regional Airport to enable efficient maintenance practices and planning for future capital projects.
 - Completed design and development of New Terminal Building utilizing Federal Grant funding.
- development of a new terminal building, construction will span over two fiscal years, beginning in FY 2014-15.
- Continue Community partnership for recruiting additional commercial air service to the County, including identifying new carriers and routes.
 - Obtain and implement Property Management software to increase the efficiency of managing \$1.1 million in annual airport leases.
 - Solicit a Request for Proposal and negotiate with new tenant for site Lima (former American Eagle Hangar) to increase airport revenues.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Airports, a division of the General Services Agency, is an Enterprise Fund. Enterprise funds charge user fees for their services. The State Controller's Office requires financial information for Enterprise funds to be reported on an Operation of Enterprise Fund Schedule 11. The format of the Schedule 11, and some of the data it contains is different from how other County department budgets are reported. The forms and budget information for General Fund budgets compare the prior year adopted budget amount to the recommended amount in the proposed budget. The narrative, service programs, and 10 year expenditure chart for Enterprise funds use the financial information from the Schedule 11 and include depreciation. The narrative compares FY 2014-15 recommended estimates to FY 2013-14 proposed estimated year end numbers. As fixed assets are noted separately on the Schedule 11, they are not included as part of the comparison of total operational expense.

Recommended operating revenue for FY 2014-15 is \$3,616,816, a very slight \$1,420, or less than 1%, increase compared to FY 2013-14 estimates.

Recommended operating expense for FY 2014-15 is \$5,530,169, a \$322,068 or 5% decrease compared to FY 2013-14 estimates. Depreciation expense, a non-cash expense that identifies the decline in value of capital assets, is \$2,160,984 or 39% of the recommended operating expense. Depreciation is flat with FY 2013-14 estimates.

Salary and benefits for FY 2014-15 are \$1,417,625, an increase of \$42,397 or 3% compared to FY 2013-14 estimates. The increase is due to negotiated changes to employee salary and benefits, and an increase in temporary seasonal help for marketing and maintenance needs.

Services and supplies for FY 2014-15 are \$1,849,937, a decrease of \$274,091 or 13% compared to FY 2013-14 estimates. Overhead charges are decreasing \$90,948 or 54% compared to FY 2013-14 estimates.

There have been no changes to Airports' Position Allocation List (PAL) in the current year, and no changes are proposed in FY 2014-15.

Airports has experienced a budget gap in recent years, due largely to a decline in passenger enplanements that began in 2007 with the departure of American and Delta Airlines, which was then exacerbated by the economic downturn in 2008. Airports has used its unrestricted cash balance to cover the gap between expenditures and revenues. Fortunately, the fiscal condition at the Airport is improving as general economic conditions improve. After several years of decreased enplanements, enplanements in the first half of FY 2013-14 have increased by 8% compared to the same period last year. As a result, revenues are budgeted to exceed expenditures by \$63,512 in FY 2014-15.

The number of commercial air carrier flights and the availability of airline seats at the San Luis Obispo Regional Airport are the main factor in determining the number of passenger enplanements and the fiscal health of the Airport. In the current year, the Airport has worked with the community to develop a revenue guarantee program to encourage United Airlines to offer a flight to Denver. At this time, a flight has not been added, due to a shortage of pilots, but staff continues to pursue opportunities to attract additional flights from United and other airlines.

The Airport received grant funding to develop a design for a new larger passenger terminal. A new terminal would provide more space per passenger and airlines, more efficient layout, automated check-in, and expanded baggage area. Design of the new terminal has been completed in the current year, but prior to moving forward with construction of a new terminal building, the Airport will need to demonstrate improvement in the current fiscal situation and clearly identify sound projections for future growth in commercial air service at the Airport.

The Airport recommended budget fully funds the operational services at current services levels.

BOARD ADOPTED CHANGES

None.

GOALS AND PERFORMANCE MEASURES

<p>Department Goal: Manage the San Luis Obispo and Oceano Airports in a manner that ensures the safety of the traveling public and complies with Federal, State, and local aviation and airport rules, regulations and advisories.</p> <p>Communitywide Result Link: <input checked="" type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input type="checkbox"/> Well-Governed Community</p>						
<p>1. Performance Measure: Percentage compliance with annual Federal Aviation Administration (FAA) inspections of appropriate safety and security measures.</p>						
09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
100%	100%	90%	100%	100%	98%	100%
<p>What: Tracks GSA-Airport compliance with FAA safety and security requirements, as determined during annual inspections.</p> <p>Why: Compliance with FAA inspections of safety and security measures is necessary in order to ensure the safety and security of passengers and the public and continue to receive FAA funding.</p> <p>How are we doing? The July 2014 FAA inspection was completed with only one finding for worn runway markings that need to be repainted, which is considered 98%, or 2% below the FY 2013-14 adopted performance measure of 100%. GSA-Airports continued to consider safety a top priority, and is addressing the finding on the most current FAA report. The FY 2014-15 target is 100% on the 2015 FAA inspection.</p>						
<p>Department Goal: Provide timely, reliable and cost effective operations and maintenance of County Airports that meet or exceed customer expectations.</p> <p>Communitywide Result Link: <input checked="" type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community</p>						
<p>2. Performance Measure: Percentage of airport comments or complaints processed in a timely manner.</p>						
09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
N/A	80%	90%	96%	75%	91%	80%
<p>What: Measures GSA-Airport's response to comments or complaints regarding services or operations. The goal is to process comments/complaints within 24 hours of receipt Monday – Friday and within 48 hours on weekends. While many complaints such as those relating to noise are generally beyond the control of the Airport, a timely response to a comment demonstrates the Airport's commitment to the community.</p> <p>Why: This measure demonstrates GSA-Airport's commitment to responding to comments and complaints in a timely manner.</p> <p>How are we doing? GSA-Airports exceeded its adopted performance measure and achieved the result of 91% as compared to the adopted measure of 75% for FY 2013-14. During FY 2013-14, GSA-Airports responded to 532 of the total 583 customer complaints within a 24 or 48 hour period. GSA-Airport management will continue to evaluate public comments and make necessary improvements. The FY 2013-14 target was exceeded due to more focus being placed on this measure by staff. It is anticipated the FY 2014-15 target of 80% will be met or exceeded, as staff continues to address customer comments and complaints in a timely manner.</p>						

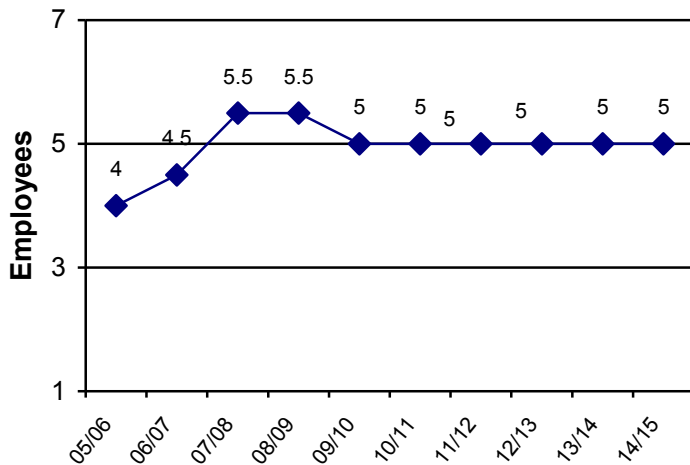
3. Performance Measure: Percentage of airport users that believe Airport Administration communicates effectively with them.						
09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
New Measure	New Measure	71%	82%	70%	91.5%	75%
<p>What: Measures GSA-Airport's effectiveness in communications with tenants, as determined based on responses to the yearly Airport survey provided to tenants.</p> <p>Why: Customer feedback allows management to evaluate customer opinions regarding, pricing, quality and safety of Airport facilities. The responses to the yearly Airport survey provides tenant customers a resource to share their opinions and requests with Airport Management, providing management an opportunity to improve services offered.</p> <p>How are we doing? GSA-Airports exceeded the FY 2013-14 adopted performance measure of 70% by 21.5%, with a positive response of 91.5%. During FY 2013-14, staff sent out 700 surveys with a response rate of 13% or 91 completed surveys. While response rates are low, respondents were satisfied or very satisfied with GSA-Airport's ability to communicate effectively. In addition to the survey, GSA-Airport staff is currently implementing other means of effective communication, such as implementing a new airport strategic plan, planning a tenant focus group, and conducting regular tenant meetings. The FY 2014-15 target of 75% is expected to be met, and was based on prior year's actual results.</p>						
4. Performance Measure: Percentage of Airport work orders processed in a timely manner.						
09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
New Measure	New Measure	72%	76%	60%	84.6%	75%
<p>What: Measures Airport's response to maintenance issues identified at both County Airports. The goal is to process any work order to completion within 72 hours of it being opened.</p> <p>Why: This measure demonstrates Airport's priority on responding to maintenance and safety issues in a timely manner.</p> <p>How are we doing? GSA-Airports exceeded the adopted performance measure of 60% completion in FY 2013-14, completing 84.6% of work orders within the expected 72 hour timeframe. GSA-Airport's has recently implemented a new work order tracking system, Application 139. The new Application 139 system provides more efficient tracking, and improved communication between management and operational staff regarding work order priority. High priority work orders, such as those related to a safety hazard, can be marked with a 'high priority', which facilitates operational staff to address these work orders prior to routine maintenance work orders. Beginning in FY 2014-15, GSA-Airports will begin utilizing GSA-Custodial Services for janitorial work, which allows Airport maintenance staff to focus more time on maintenance work. The FY 2014-15 target has been increased to 75%, due to these maintenance improvements.</p>						

MISSION STATEMENT

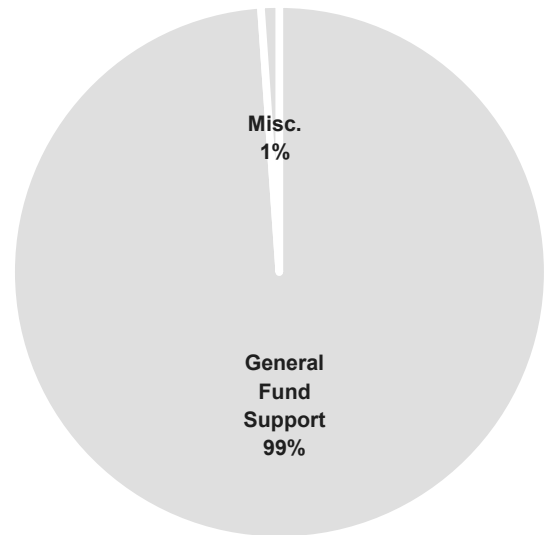
To serve San Luis Obispo County through the development, sharing, and application of research-based knowledge in agricultural sustainability, natural resource conservation, and youth and family development to provide a better quality of life both now and in the future.

<u>Financial Summary</u>	2012-13	2013-14	2014-15	2014-15	2014-15
	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Intergovernmental Revenue	\$ 4,518	\$ 6,597	\$ 5,850	\$ 5,850	\$ 5,850
**Total Revenue	\$ 4,518	\$ 6,597	\$ 5,850	\$ 5,850	\$ 5,850
Salary and Benefits	359,285	353,793	374,486	374,486	374,486
Services and Supplies	88,042	100,090	101,565	101,565	101,565
**Gross Expenditures	\$ 447,327	\$ 453,883	\$ 476,051	\$ 476,051	\$ 476,051
General Fund Support (G.F.S.)	\$ 442,809	\$ 447,286	\$ 470,201	\$ 470,201	\$ 470,201

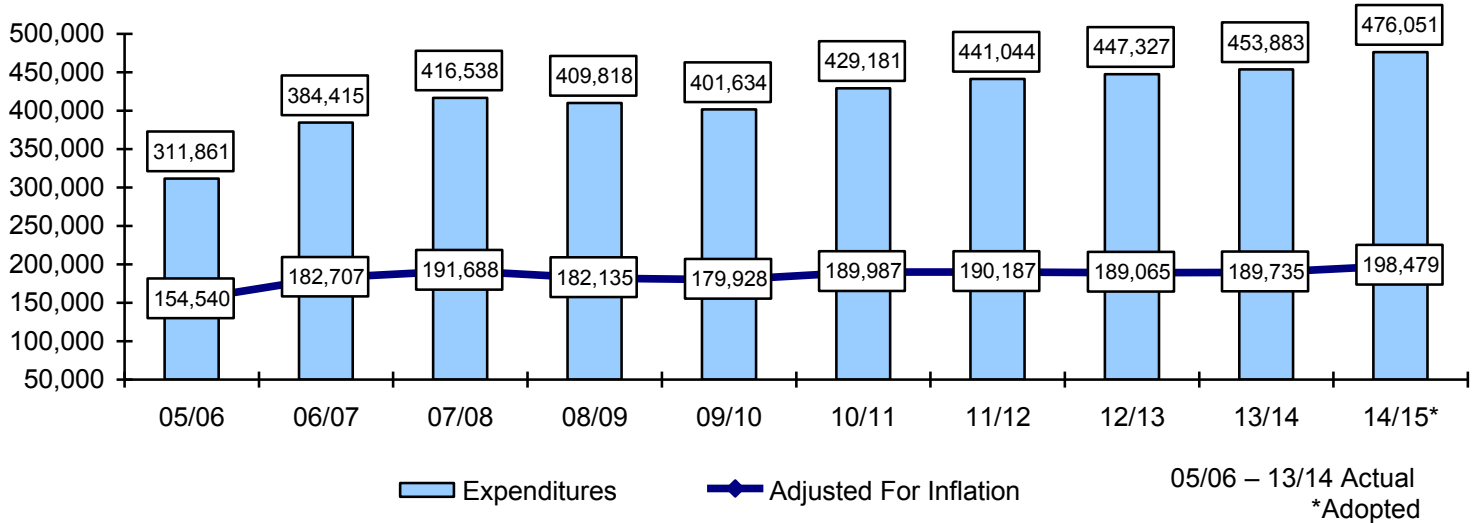
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

The Farm Advisor has a total expenditure level of \$476,051 and a total staffing level of 5.00 FTE to provide the following services:

Natural Resources

Assists landowners, County and city planners, and agency personnel to: 1) assess and understand the importance and status of natural resources, including watersheds, wildlife habitat, and oak woodlands; and 2) assist them in developing and applying sustainable management practices based on research-based principles.

Total Expenditures: \$131,571 Total Staffing (FTE): 1.25

Agriculture

Provide growers and related agricultural personnel with objective, research-based information and programming on sustainable crops, livestock, and range production, including the maintenance of natural resources.

Total Expenditures: \$148,839 Total Staffing (FTE): 1.25

Youth and Family

Provide objective, research-based information for individuals, families, and professionals to: 1) strengthen the capacities of families, communities, and organizations in contributing to the positive development of youth; and 2) strengthen the capacities of individuals and families to become self-sufficient through life skills development related to human health and nutrition.

Total Expenditures: \$195,641 Total Staffing (FTE): 2.50

DEPARTMENT COMMENTS

The Farm Advisor department serves San Luis Obispo County through the development, sharing, and application of knowledge in agricultural sustainability, natural resource conservation, and youth and family development. The department, through its University of California Cooperative Extension (UCCE) Advisors and other academic and paraprofessional staff, brings the significant resources of the University's Division of Agriculture and Natural Resources as well as other Land-Grant Institutions to San Luis Obispo County. As critical issues arise in our service areas, staff members quickly and efficiently respond through the research and knowledge base available from our Cooperative Extension's state and national resources. We reach stakeholders with new and important information via various delivery methods, including workshops, field days, newsletters and fact sheets, one-on-one consultations, social media, and web-based programs. Our department utilizes over 500 trained volunteers in its agriculture, food safety, nutrition, and 4-H youth development programs. The County leverages approximately \$4.00 for every \$1.00 it spends to support the Farm Advisor Department through resources from the University of California, United States Department of Agriculture (USDA), grants and gifts. An overarching goal of the department is to provide the highest quality of service to its clientele in the most efficient and cost effective manner.

FY 2013-14 Accomplishments

- All Farm Advisor program areas - Agriculture, Natural Resources and Youth and Family - were successful in securing grants/gifts for research and extension education programs. The amounts secured for programming are in excess of \$325,985.
- We met our goal of having a new UCCE Advisor for 4-H Youth, Family and Communities Programs with Dr. Katherine Soule in place during the first quarter of the 2013-14 FY, after a national search by the Division of Agriculture and Natural Resources. Additionally, Mary Bianchi accepted the County Director/Department Head position in July 2013.
- The Master Gardener (MG) Volunteers have provided 2,351 volunteer hours educating and servicing the needs of the gardening public. The monthly "Advice to Grow By" workshops held in the demonstration garden have had over 1,160 attendees. The MG monthly email currently has 1,326 recipients and their blog has had 18,119 direct hits. The MGs provide a weekly advice column in the Tribune.
- UCCE Farm Advisors have been on the forefront of sustainable agricultural practices in the County for decades and that tradition is continuing in FY 2013-14. Horticulture Advisor Mary Bianchi continues to develop outreach tools for fresh produce buyers and food safety professionals, educating them about on-farm practices that manage for multiple outcomes including protection of surface and groundwater quality and safe production of food.
- Viticulture and Soils Farm Advisor Mark Battany continues to evaluate potential

FY 2014-15 Objectives

- Seek grants for research and extension education programs in all our program areas. Continue to compare the County's fiscal contributions to our department with benchmark counties.
- By increasing the iThrive Training Team, the SLO County 4-H Master iThrive program will reach the goal of having three pilot iThrive projects in our county. Staff vacancy and turnover required that we postpone our initial efforts to implement the three pilot iThrive Projects in the FY 2013-14 budget year. We anticipate that we will be able to begin focusing on this goal in FY 2014-15.
- Significantly increase the response rate for new and existing performance measures through the use of audience response software, and paper evaluations where needed, that allows us to demonstrate that UCCE provides "high quality, results-oriented services that are responsive to community desires."

practices for vineyards to conserve water and reduce their overall irrigation water requirement. Management practices such as limiting cover crop growth in the spring to maximize stored soil moisture, reducing soil evaporation losses from surface irrigation applications, and developing viable alternatives to sprinkler frost protection can help reduce the quantity of irrigation required without resulting in a reduction in vineyard productivity.

- Small Farms and Specialty Crops Advisor Mark Gaskell expanded existing blackberry pruning and water management trials to optimize production for different target market windows. Long term blueberry cultivar trials at Cal Poly San Luis Obispo have identified three promising varieties for growers to expand and extend production and marketing seasons into August and September.
- The San Luis Obispo County 4-H Office continues to work with Community Club Leaders to incorporate iThrive Language by sending out iThrive updates via e-mail correspondence as well as incorporating iThrive objectives and terminology in leader trainings. In addition, an iThrive presentation was given to Jr. Teen Leaders and Club Officers who attended the annual County Youth Development Workshop. This presentation included youth activities designed to highlight spark identification, goal management and self-reflection.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The FY 2014-15 recommended General Fund support of \$470,201 for the Farm Advisor is essentially at FY 2013-14 levels, decreasing minimally. Revenue, which is received on a dollar for dollar reimbursement basis from the University of California, is recommended to increase by 27% or \$1,275 from FY 2013-14 amounts.

Expenditures overall are increasing slightly, by \$1,200, from FY 2013-14 adopted levels. Salary and benefit accounts are almost at FY 2013-14 amounts, increasing minimally by \$2,573. This is due to a combination of decreases in worker compensation charges, negotiated salary and benefit increases, and pension increases. Also contributing to the increase is the recommended reclassification of a Supervising Services Officer I to an Administrative Services Officer I as a result of a classification study performed by the Human Resources department. The overall effect of this reclassification on salary and benefits is an increase of approximately \$10,000 annually.

Services and supply accounts are decreasing by \$1,353. This decrease is primarily driven by one-time budgeting in FY 2013-14 in special department and travel expense accounts in anticipation of the appointment of a new County Director/Department Head. Matrix charges for vehicle maintenance and fuel are increasing by \$2,959 (17%) and \$1,485 (12%) respectively. As noted above, revenue is received from the UC on a dollar-for-dollar reimbursement for expenditures. These expenditures equate to 6% of the overall budgeted amounts in the department's services and supplies accounts.

BOARD ADOPTED CHANGES

None.

GOALS AND PERFORMANCE MEASURES

Department Goal: To strengthen our agricultural industries. To conserve our natural resources. To help youth and families grow strong.

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

1. Performance Measure: Percentage of program participants that report a useful gain of knowledge related to productive living, protecting natural resources, and/or economic prosperity as a result of their participation in an educational program.

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
98%	97%	93%	95%	98%	97%	98%

What: This measure tells us how many participants gained useful information as a result of participating in our educational programs related to agricultural sustainability, natural resource conservation, quality parenting skills, positive youth development, wise nutritional choices or food safety practices.

Why: Knowledge gain is a key factor for positive behavior change.

How are we doing? In FY 2013-14 we changed our methodology of capturing responses from collection of paper evaluation alone to a combination of written surveys and an audience response system using clicker technology to allow us to capture input from a higher percentage of program participants. Our clientele participation in formal workshop programs totaled 1,115 individuals. Program evaluations completed by 418 individuals participating in our programs conducted during FY 2013-14 indicated there was a useful knowledge gain by 405 or 97% of participants. We were very close to meeting our projected goal of 98% for FY 2013-14. Because of the continued high quality of our department's educational programs, we have every expectation that our target goal of 98% for FY 2014-15 is obtainable.

2. Performance Measure: Percentage of program participants that report a positive behavior change as a result of their participation in an educational program.

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
89%	87%	80%	82%	90%	100%	DELETE

What: This measure tells us how many people made a positive behavior change as a result of participation in our education programs related to agricultural sustainability, natural resource conservation, quality parenting skills, positive youth development, wise nutritional choices or food safety practices.

Why: Positive behavior contributes to a livable, prosperous, and/or healthy community.

How are we doing? Program follow-up surveys are conducted 6-12 months after completion of education workshops and seminars. During FY 2013-14 follow up surveys were sent to participants in 8 workshops. Responses were received for only two of the workshops, with a total of 11 responses. These 11 participants indicated that 100% reported a positive behavior change based on information presented in our programs. Although this exceeds our target, the target is based on too few responses to be a robust measure for our program. Due to the difficulty in obtaining follow up surveys this performance measure was deleted for FY 2014-15.

3. Performance Measure: Percentage of 4-H Club members enrolled in formal 4-H leadership projects.

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
N/A	N/A	N/A	N/A	20%	23%	20%

What: This measure tracks the number of 4-H Club members enrolled in 4-H leadership projects in the program.

Why: 4-H member participation in formal leadership opportunities is a strong indicator of greater civic and leadership involvement as adults. Through 4-H leadership experiences, members acquire competencies in numerous leadership skills. Through authentic leadership opportunities, 4-H members acquire the ability to apply the leadership skills to real life experiences which will enable them to better address future challenges in their lives and communities.

How are we doing? The number of 4-H Members enrolled in the following leadership projects - 4-H Club Officers, Jr. & Teen Leaders, Emerald Stars, Thrive Project Members and County All Stars - are counted to obtain the number of 4-H Club members enrolled in 4-H leadership projects. Since numerous members are enrolled in more than one leadership opportunity, duplicates are removed so a true percentage of leadership involvement to overall membership is obtained. For FY 2013-14 1,459 members were enrolled in the County's 4-H Club Program and 342 were involved in formal leadership opportunities, equaling 23%. We reached our FY 2013-14 projection and believe that our FY 2014-15 target goal is attainable. No data is available from other counties, so no comparisons with other counties can be made. Through educational and awareness efforts, we feel that we can increase the number of young people involved in leadership projects in the SLO County 4-H Youth Development Program.

Department Goal: To cost-effectively manage the Farm Advisor Department.

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

4. Performance Measure: San Luis Obispo County fiscal contributions to the Farm Advisor budget based on agricultural acreage as compared to the five county-utilized benchmark counties.

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
\$0.35/ag acre for San Luis Obispo County compared to \$1.50/ag acre for benchmark counties.	\$0.36/ag acre for San Luis Obispo County compared to \$0.70/ag acre for benchmark counties	\$0.38/ag acre for San Luis Obispo County compared to \$.64/ag acre for benchmark counties	\$0.39/ag acre for San Luis Obispo County compared to \$0.61/ag acre for benchmark counties	\$0.42/ag acre for San Luis Obispo County compared to \$0.73/ag acre for benchmark counties	\$0.40/ag acre for San Luis Obispo County compared to \$0.74/ag acre for benchmark counties	\$0.42/ag acre for San Luis Obispo County compared to \$0.70/ag acre for benchmark counties

What: This measure indicates the County's cost per acre of agricultural land for services provided by the Farm Advisor Department. There are nearly 1.12 million agricultural acres (harvested and rangeland) in the County.

Why: This measure demonstrates the cost efficiency of available resources to fund Farm Advisor's programs.

How are we doing? San Luis Obispo County continues to receive similar Farm Advisor services at a lower cost per agricultural acre than the County's utilized benchmark counties. During FY 2013-14, San Luis Obispo County's fiscal contribution to the Farm Advisor Department was \$0.40/agricultural acre, compared to an average of \$0.74/agricultural acre for our benchmark counties. We met our goal for FY 2013-14 year and we fully expect our FY 2014-15 target goals to reflect a similar spread of cost between San Luis Obispo County and the benchmark counties.

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

5. Performance Measure: Percentage of program participants that report that University of California/Cooperative Extension (UCCE) provides "high quality, results-oriented services that are responsive to community desires."

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
N/A	N/A	N/A	N/A	N/A	N/A	90%

What: This measure tells us how many participants agree that the UCCE provides programming that contributes to a well-governed community.

Why: As the UCCE provides programming that contributes to community desires—as opposed to offering mandatory programming—this measure enables us to evaluate if we are meeting community desires.

How are we doing: This is a new metric for FY 2014-15. This information would be captured through audience participation software and written survey responses. Projections for the first year FY 2014-15 will be conservative and we project that 90% of participants that completed program evaluations will agree that UCCE programs contribute to a healthy livable, and/or prosperous community.

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

6. Performance Measure: Number of community contacts provided by volunteers with the UCCE Master Gardener Program through community outreach and education programs.

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
N/A	N/A	N/A	N/A	N/A	N/A	1,710 contacts

What: The UCCE Volunteer Management System is an online database that allows Master Gardener volunteers to capture the number of community contacts they make as a result of their outreach efforts and education programs.

Why: The UCCE provides non-mandated outreach programs to the community at large that promote safe, healthy, and livable communities. This program also increases the efficiency of the Farm Advisor Department in delivering information on sustainable landscape practices that is responsive to community desires. Volunteers with our Master Gardener Program increase the capacity, efficiency and impact of our programs in delivery of home horticulture, pest identification, landscape management, and other environmental and natural resource information.

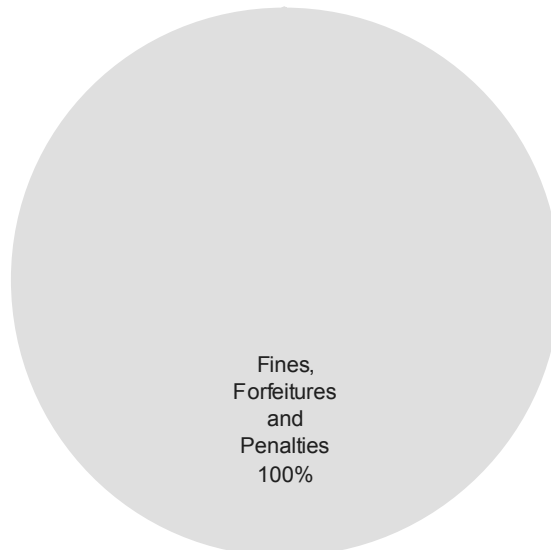
How are we doing: This is a new metric for FY 2014-15. Although Master Gardener efforts include written outreach (weekly Tribune columns, blog, and website postings) this measure captures only face-to-face contacts through one-to-one problem solving telephone helplines and help tables at community events (such as Farmer's Markets), and public outreach through workshops and presentations such as the monthly Advice to Grow By workshops at the Garden of the Seven Sisters Demonstration Garden. In FY 2014-15 we anticipate our Master Gardener volunteers will make contact with 1,710 community members.

PURPOSE STATEMENT

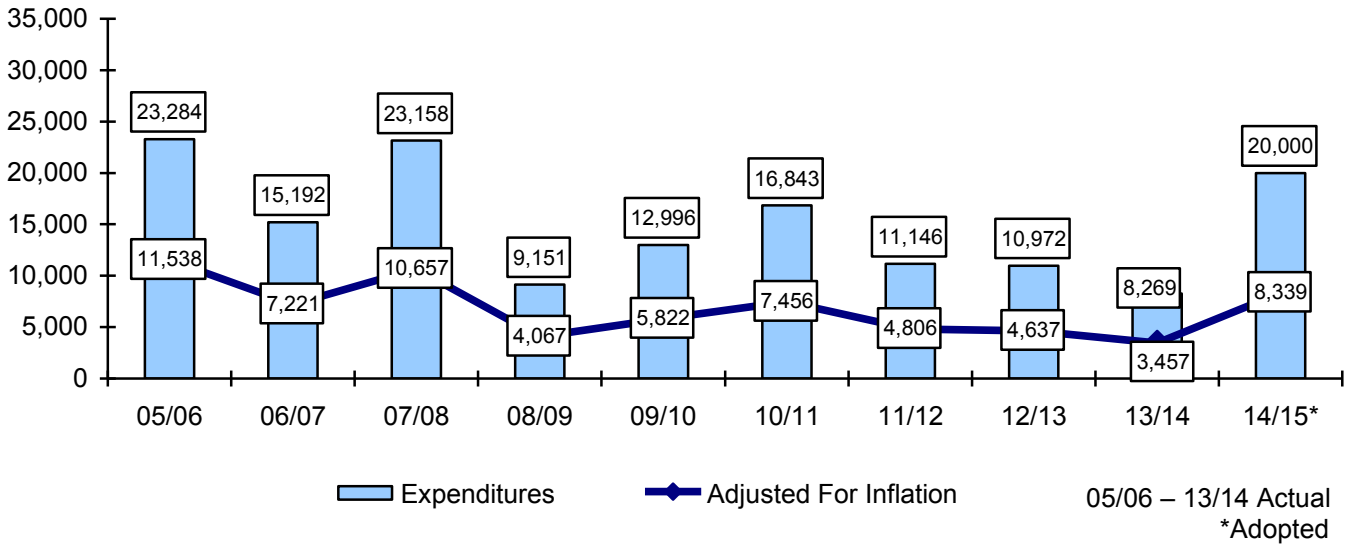
The State Fish and Game Code provides that 50 percent of fine monies collected for fish and game violations be returned to the County in which the offense was committed. These monies are to be expended for the protection, conservation and preservation of fish and wildlife. The Board of Supervisors appoints a County Fish and Game Fines Committee to make recommendations for the expenditure of fine monies, which may include public education, habitat improvement, research and recreation. The Fish and Game Fines are expended from a special revenue fund.

	2012-13	2013-14	2014-15	2014-15	2014-15
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Fines, Forfeitures and Penalties	\$ 19,214	\$ 24,037	\$ 20,000	\$ 20,000	\$ 20,000
Total Revenue	\$ 19,214	\$ 24,037	\$ 20,000	\$ 20,000	\$ 20,000
Fund Balance Available	\$ 19,163	\$ 8,241	\$ 0	\$ 0	\$ 15,768
Cancelled Reserves	0	0	0	0	0
Total Financing Sources	\$ 38,377	\$ 32,278	\$ 20,000	\$ 20,000	\$ 35,768
Salary and Benefits	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Services and Supplies	10,972	8,269	20,000	20,000	20,000
Other Charges	0	0	0	0	0
Fixed Assets	0	0	0	0	0
Gross Expenditures	\$ 10,972	\$ 8,269	\$ 20,000	\$ 20,000	\$ 20,000
Contingencies	0	0	0	0	0
New Reserves	19,163	8,241	0	0	15,768
Total Financing Requirements	\$ 30,135	\$ 16,510	\$ 20,000	\$ 20,000	\$ 35,768

Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Fish and Game has a total expenditure level of \$20,000.

Education and Information

Provides for the development and/or distribution of films, motivational materials, awards, certificates, hunter safety books, pamphlets, news items, fish and game regulation information and signs.

Total Expenditures: \$5,000 Total Staffing (FTE): 0.00

Field Equipment

Field biology equipment including but not limited to cameras, vehicles, scanners, scopes, traps, fencing, nets, thermometers, etc.

Total Expenditures: \$5,000 Total Staffing (FTE): 0.00

Habitat Improvement

Terrestrial: Forestry projects, control burns, spring development, chaparral management, native plantings, guzzler installation and maintenance. Aquatic: Artificial reefs, water level maintenance, stream improvements, barrier removal, and flow control.

Total Expenditures: \$5,000 Total Staffing (FTE): 0.00

Research

Fisheries and wildlife research, habitat reconnaissance, historical fisheries and wildlife surveys, and studies to support and maintain species.

Total Expenditures: \$5,000 Total Staffing (FTE): 0.00

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Fish and Game is a special revenue fund and therefore does not receive General Fund support. Revenue for this fund center is generated by fines and settlements collected for fish and game violations committed within the County. Revenue from fines and settlements is projected to remain constant from FY 2013-14 at \$20,000, and the use of reserves is not being proposed.

The offsetting \$20,000 in expenditures will be used to fund Fish and Game projects in FY 2014-15. The Fish and Game Fines Committee requests expenditure levels based upon their needs, with consideration of revenue projections and existing reserves. The Fish and Games Fines Committee meets the second Wednesday of each month to discuss current issues and approve funding requests. Requests for funding include topics such as distribution of education information and training, purchase of field equipment, habitat improvement projects, and wildlife research.

The proposed FY 2014-15 budget includes \$54,583 in General Reserves, \$105,851 in Fish & Game Project Reserves, and \$23,142 in a special designation for the Environmental Settlement.

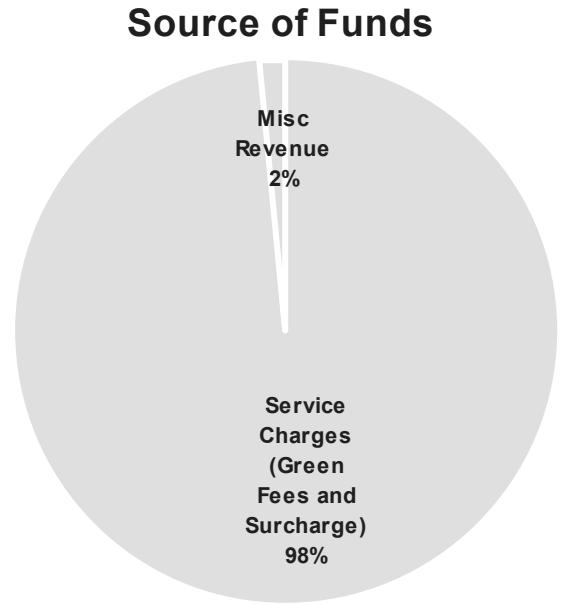
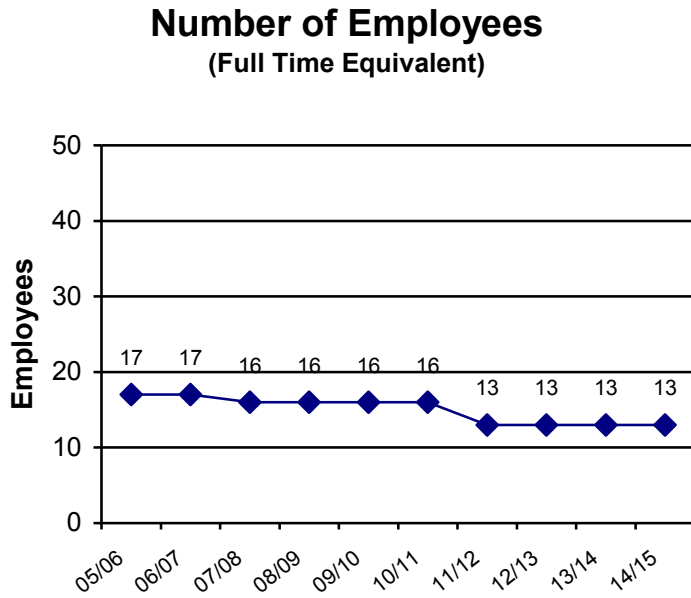
BOARD ADOPTED CHANGES

Fund balance available ended FY 2013-14 \$15,768 over prior estimates. The sum of \$5,000 was added back into the Environmental Settlement designation, and the balance of \$10,768 was added to the Fish & Game Project reserves as part of the Board's final budget action on September 9, 2014. This brings total reserves and designations for Fish & Game to \$199,344.

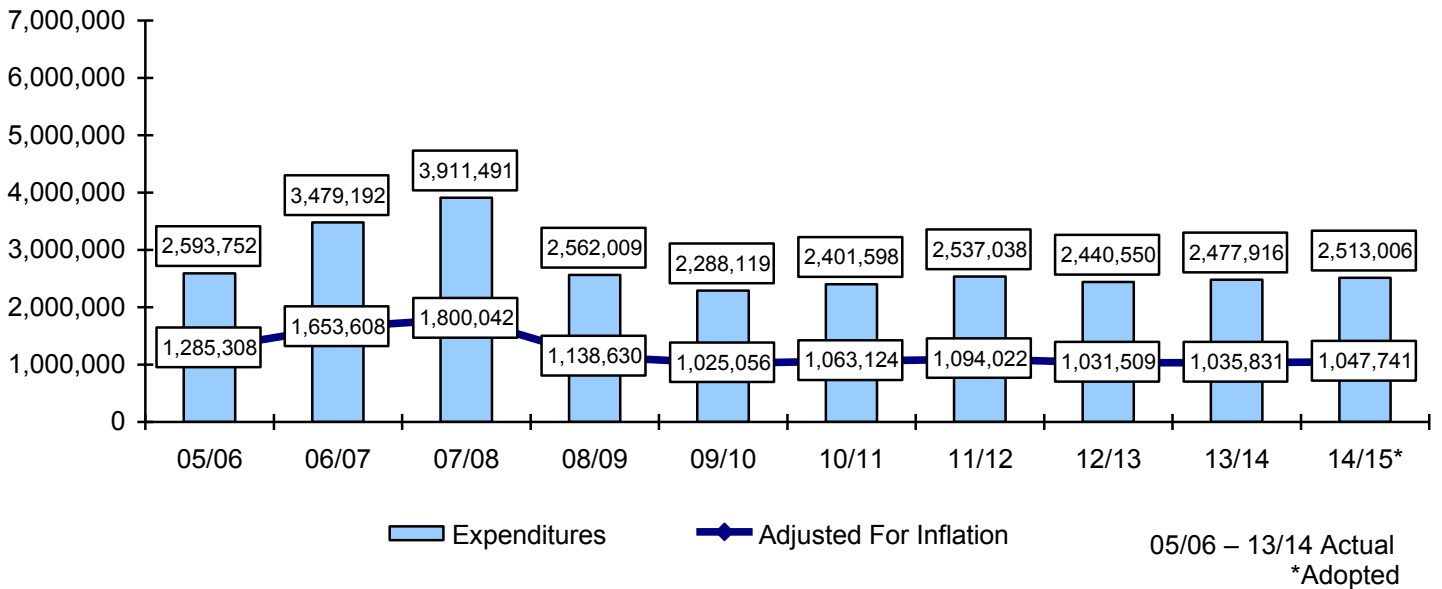
MISSION STATEMENT

Golf Courses, a division of the San Luis Obispo County Parks, operates and maintains three 18-hole championship golf courses to enhance opportunities for recreation and personal enrichment of the County's residents and visitors.

OPERATING DETAIL (1)	2012-13 ACTUAL (2)	2013-14 ACTUAL (3)	2014-15 RECOMMENDED (4)	2014-15 ADOPTED BY THE BOS (5)
OPERATING REVENUES				
Charges for Services	2,638,645	2,757,939	2,697,671	2,699,671
Other Revenue - Operating	<u>3,440</u>	<u>7,200</u>	<u>0</u>	<u>0</u>
TOTAL OPERATING REVENUES	2,642,085	2,765,139	2,697,671	2,699,671
OPERATING EXPENSES				
Salaries and Benefits	1,163,032	1,276,210	1,227,901	1,275,025
Services and Supplies	752,559	837,705	828,481	823,981
Countywide Overhead	158,157	0	14,000	14,000
Depreciation	<u>366,802</u>	<u>364,001</u>	<u>400,000</u>	<u>400,000</u>
TOTAL OPERATING EXPENSES	2,440,550	2,477,916	2,470,382	2,513,006
OPERATING INCOME (LOSS)	201,535	287,223	227,289	186,665
NON-OPERATING REVENUES (EXPENSES)				
Aid from Gov Agencies	0	0	500	500
Interest	2,088	1,858	540	540
Other Revenue - Non Op	(8,533)	18,764	0	0
Transfer in fm GF for Equip	0	0	0	0
Debt Issuance Costs	(99,396)	0	0	0
Interest Expense	(237,969)	(174,839)	(205,329)	(205,329)
Transfer to DSF-Interest	0	0	0	0
Transfer to DSF-Principal	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL NON-OPERATING REVENUES (EXPENSES)	(343,810)	(154,217)	(204,289)	(204,289)
INCOME REF. CAPITAL CONTRIBS. & TRANSFERS	(142,275)	133,006	23,000	(17,624)
Operating Transfer In	646,077	18,686	498,109	12,500
Operating Transfer Out	<u>(677,614)</u>	<u>0</u>	<u>(528,233)</u>	<u>0</u>
CHANGE IN NET ASSETS	(173,812)	151,692	(7,124)	(5,124)
Net Assets - beginning	6,571,585	6,397,773	6,420,485	6,549,465
Net Assets - ending	6,397,773	6,549,465	6,413,361	6,544,341
FIXED ASSET EXPENDITURES				
Equipment	0	46,021	55,000	55,000
Structures, Improvements	<u>0</u>	<u>18,686</u>	<u>0</u>	<u>0</u>
TOTAL FIXED ASSET EXPENDITURES	0	64,707	55,000	55,000



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Golf has a total expenditure level of \$2,513,006 and a total staffing level of 13.00 FTE to provide the following services.

Morro Bay Golf Course

Operate and maintain the Morro Bay Golf Course, which is leased from the State of California. Supervise the performance of County employees and contracted concessionaires to enhance customer satisfaction, maintain quality control, and ensure safe, cost-effective, and efficient operation of the courses. Provide affordable golf recreational options for our residents and visitors through market price analysis and customer surveys.

Total Expenditures: \$1,269,949 Total Staffing (FTE): 7.00

Chalk Mountain Golf Course

Own the Chalk Mountain Golf Course. Supervise the performance of the contracted concessionaire to enhance customer satisfaction, maintain quality control, and ensure safe, cost-effective, and efficient operation of the courses. Provide affordable golf recreational options for our residents and visitors through market price analysis and customer surveys.

Total Expenditures: \$29,221 Total Staffing (FTE): 0.00

Dairy Creek Golf Course

Own, operate, and maintain the Dairy Creek Golf Course. Supervise the performance of County employees and contracted concessionaires to enhance customer satisfaction, maintain quality control, and ensure safe, cost-effective, and efficient operation of the courses. Provide affordable golf recreational options for our residents and visitors through market price analysis and customer surveys.

Total Expenditures: \$1,213,836 Total Staffing (FTE): 6.00

DEPARTMENT COMMENTS

The County operates three public golf courses open to residents and visitors alike. Morro Bay, Dairy Creek and Chalk Mountain golf courses are managed to enhance our environmental resources and offer affordable opportunities to play three different varieties of golf courses (ocean, links, and traditional American style golf) on the Central Coast.

The local golf market continues to be very competitive as visiting and local golfers have become bargain shoppers. Golfers' willingness to pay has decreased and the local courses have reduced prices to compete, which has made it more difficult to manage profitable courses. Two local courses were sold this past year and the lower debt payments of the new owners are allowing their operations to better compete within our local market.

The staff at all three County courses are providing quality affordable golf options for our residents and visitors. Marketing strategies are reviewed frequently and promotions are created to attract visitors to our County. The golf courses strive to be community centers to provide resources and partnerships to collaboratively improve the overall recreational opportunities and economic health of the communities in which they reside. The General Services Agency- Golf Division continues to lead the golf industry through environmental efforts at Dairy Creek Golf Course. This facility converts golf course green waste and restaurant waste into turf nutrient products for the golf course. These reductions in waste streams ensure a truly sustainable golf model through educating people within and beyond our communities, protecting the planet, and reducing expenditures to improve profitability.

Following are some of the department's notable accomplishments for FY 2013-14 and some specific objectives for FY 2014-15:

<u>FY 2013-14 Accomplishments</u>	<u>FY 2014-15 Objectives</u>
<ul style="list-style-type: none">• Morro Bay Golf Course received a \$3,000 grant to plant trees which will enhance the habitat for over-wintering Monarch Butterflies.• Chalk Mountain Golf Course hosted an American Diabetes Association Community Walk which raised \$5,000 in donations to fight diabetes.• Began using sheep to graze areas of Dairy Creek Golf Course as a land management strategy to return these areas back to the natural grasslands that existed before the course was built. The use of sheep follows our Zero Waste goals.• Morro Bay Golf Course became a host site for "The First Tee" of the Central Coast. This program attracted 19 junior golfers with efforts to teach children the game of golf and instill moral values in a fun environment increasing the potential numbers of golfers in the coming years.• Provided tours and demonstrations at the Zero Waste Park at Dairy Creek including attending as an invited speaker at the Experience Green Event at Hilton Head Island, South Carolina.	<ul style="list-style-type: none">• Seek funding and secure permits to pursue the replacement of the Morro Bay Golf Course irrigation mainline.• Continue to work with the Golf Course Advisory Committee and concessionaire partners to revise and update golf play policies to benefit golf customers.• Offer more player development programs to introduce 200 new players to the game of golf.• Develop conceptual plans to create a Monarch Butterfly interpretive trail through Morro Bay Golf Course.• Build and install owl boxes at Chalk Mountain Golf Course to help reduce rodent population through non-chemical controls.• Increase total rounds of golf by 3,000 rounds or 2% compared to current rounds played.

COUNTY ADMINSTRATOR'S COMMENTS AND RECOMMENDATIONS

Golf, a division of the General Services Agency, is an Enterprise Fund. Enterprise funds charge user fees for their services. The State Controller's Office requires financial information for Enterprise funds to be reported on an Operation of Enterprise Fund Schedule 11. The format of the Schedule 11, and some of the data it contains is different from how other County department budgets are reported. The forms and budget information for General Fund budgets compare the prior year adopted budget amount to the recommended amount in the proposed budget. The narrative, service programs, and 10 year expenditure chart for Enterprise funds use the financial information from the Schedule 11 and include depreciation. The narrative compares FY 2014-15 recommended estimates to FY 2013-14 proposed estimated year end numbers. As fixed assets are noted separately on the Schedule 11, they are not included as part of the comparison of total operational expense.

Recommended operating revenue for FY 2014-15 is \$2,697,671, a \$66,615 or 3% increase compared to FY 2013-14 estimates. The increase is due largely to increased green fees at the Morro Bay and Dairy Creek courses, based on six years of historical averages. In FY 2014-15, Golf will have a new fee structure in place which will help to incentivize play at non-peak hours. It is expected that this new fee structure will lead to more play at the County's courses, and as a result, increased revenue.

Recommended operating expense for FY 2014-15 is \$2,470,382, an \$80,116 or 3% increase compared to FY 2013-14 estimates. Depreciation expense, a non-cash expense that identifies the decline in value of capital assets, is \$400,000 or 16% of the recommended operating expense.

Salary and benefits for FY 2014-15 are decreasing only \$2,294 or less than 1% compared to FY 2013-14 estimates. Services and supplies are increasing \$31,486 or 4% compared to FY 2013-14 estimates due largely to an increase in Countywide overhead charges and Golf's share of cost for liability insurance. Fixed asset expense is recommended to be \$55,000 to fund the replacements of a greens mower and a tractor.

There have been no changes to Golf's Position Allocation List (PAL) in the current year, and no changes are proposed in FY 2014-15.

Non-operating expenses in the recommended budget total \$204,289, a decrease of \$2,650 compared to the FY 2013-14 estimated amount. Non-operating expenses are interest paid for debt service expense associated with the Dairy Creek Golf Course. The total annual expense for debt service, not fully shown on the Schedule 11, is \$485,609. The recent refinancing of the debt service lowered the interest rate resulting in annual savings. Debt service for the Golf Course comprises approximately 18% of the expense for this budget. Debt service expense was originally intended to be repaid with a surcharge on fees for each round of golf played. The recommended revenue from this surcharge is \$308,296, or 63% of the amount needed to cover the debt service. Other operating revenues are providing the balance of funding to cover the debt service expense.

For several years, expenditures were greater than revenues and Golf has used unallocated cash within the Golf Fund to cover the gap. The recommended FY 2014-15 budget for Golf identifies that revenues are expected to be approximately \$59,596 greater than expense.

BOARD ADOPTED CHANGES

None.

GOALS AND PERFORMANCE MEASURES

Department Goal: Provide cost-effective operations and maintenance for County golf courses to enhance recreational opportunities that meet or exceed customer expectations.						
Communitywide Result Link: <input type="checkbox"/> Safe <input checked="" type="checkbox"/> Healthy <input checked="" type="checkbox"/> Livable <input checked="" type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community						
1. Performance Measure: Annual operating costs per golf round played at County-managed golf courses.						
09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
\$19.88/round	\$20.59/round	\$21.58/round	\$21.51/round	\$20.93/round	\$21.69/round	\$21.06/round
What: The ratio of total operating expenses (salaries/benefits, services/supplies, depreciation of fixed assets) to the total number of rounds played at County-managed golf courses.						
Why: This figure reflects our commitment to provide well-maintained golf courses and amenities for those who visit County golf courses. This benchmark is useful in developing the fee structure as well as assessing the value of services provided in a very competitive market.						
How are we doing? The actual performance for FY 2013-14 was \$21.69 per round, which is 3.5% higher than the adopted target of \$20.93 and therefore, the performance measure was not met. Expenses were 1% higher than planned due to higher maintenance and improvement costs and rounds played were 5.5% below planned amounts driven by fewer golf specials resulting in the higher than planned costs per round of golf played. The FY 2014-15 target is based upon a small increase to rounds (Performance Measure #4 below) and no change to expenses. Staff is tracking expenses while performing projects expected to have a positive impact on golf rounds.						
Due to variation among golf courses in age, style (links, resort, traditional, modern, etc.), amenities, private, public and municipal; there is no industry standard for this performance measure. Courses in our market region consider this information proprietary and do not share information with competitors; therefore, this performance cannot be compared with that of other regional golf courses.						

2. Performance Measure: Annual operating revenue per golf round played at County-managed golf courses.

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
New Measure	\$20.86/round	\$20.70/round	\$21.45/round	\$20.28/round	\$22.67/round	\$21.46/round

What: The ratio of total operating revenues (green fees, cart revenues, and miscellaneous revenue) to the total number of rounds played at County-managed golf courses.

Why: This figure reflects the perceived value (amount golfer is willing to pay) golfers hold for our golf courses. It is companion to the Operating Expense per Round Played measure and is useful in developing the fees and fee structure for future years.

How are we doing? The actual performance for FY 2013-14 was \$22.67 per round, which is 12% higher than the adopted target of \$20.28/round. This performance measure is rated as exceeded, having received \$2.39/round or 12% above the adopted measure. Revenue per round of golf played saw a dramatic increase due to increased tourism and fewer specials offered at the golf courses. While total rounds played decreased slightly (Performance Measure #4, below) this was off-set by increased numbers of full fee players thereby increasing the revenue per golfer. The FY 2014-15 target reflects a moderate 5% or \$1.18 increase in revenue per round due to planned marketing and promotional efforts to attract more customers to our courses to fill unused tee times throughout the day.

Due to variation among golf courses in age, style (links, resort, traditional, modern, etc.), amenities, private, public and municipal; there is no industry standard for this performance measure. Courses in our market region consider this information proprietary and do not share information with competitors: therefore, this performance cannot be compared with that of other regional golf courses.

3. Performance Measure: Percentage of responses to Customer Satisfaction Survey rating overall golf experience as "Satisfactory" or better.

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
86.5%	79.4%	91%	91%	90%	97%	87%

What: An annual customer survey is conducted of those who play golf on County managed golf courses. This survey measures customer satisfaction with their recreation experience. The level of golfers' satisfaction is directly linked to the likelihood that they will recommend the course to a friend and play more frequently.

Why: Efforts to set appropriate fees and provide quality, safe facilities affects the satisfaction of our customers and golfers' perceptions of the value of our products. Periodic surveying of customers helps staff measure golfers' opinions and allows an avenue for their input to improve our courses.

How are we doing? The actual result for FY 2013-14 was 97% of golfers rating their golf experience as satisfactory or better which is 7% above the adopted target of 90%. This performance measure is rated as exceeded having achieved 7% above the adopted measure. This exceptional performance is attributed to the strong efforts of staff and volunteers to maintain the golf courses at high quality levels while providing fee promotions that make County golf courses a good value for our golfers. The FY 2014-15 target is set at a 87% customer satisfaction. This target is 10% below the current year actual performance and reflects concerns with declining course conditions due to decreased irrigation water use that may negatively impact customer satisfaction.

Due to variation among golf courses in age, style (links, resort, traditional, modern, etc.), amenities, private, public and municipal; there is no industry standard for this performance measure. Courses in our market region consider this information proprietary and do not share information with competitors: therefore, this performance cannot be compared with that of other regional golf courses.

Department Goal: Increase the number of golf rounds played on an annual basis.

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

4. Performance Measure: The total number of golf rounds played at County-managed golf courses.

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
128,722 rounds	124,908 rounds	129,242 rounds	123,010 rounds	130,000 rounds	122,874 rounds	123,000 rounds

What: This measurement examines the total number of rounds played at all three County golf courses relative to the prior year.

Why: A significant measure of success for our golf program is reflected in the volume of play we can attract in this very competitive golf market. While golf rounds played are subject to the negative impacts of weather and the general economy, the total rounds played reflects the perceived value of golf experienced on our courses and indicates the numbers of persons taking part in healthy, active recreation.

How are we doing? The actual results for FY 2013-14 were 5.5% or 7,126 below the adopted performance measure, therefore this measure has not been met. The courses have offered fewer specials during the past year, which has increased our revenue per played round, but may have contributed to decreased total rounds played. The FY 2014-15 target is based upon the FY 2012-13 actual rounds played and planned promotional and marketing efforts, such as student promotions, advertising space at SLO County Airport and South County hotels, and print advertising pieces. By increasing advertising and offering targeted promotional specials we plan to attract customers to the courses to more effectively fill hours of low utilization within our days of play.

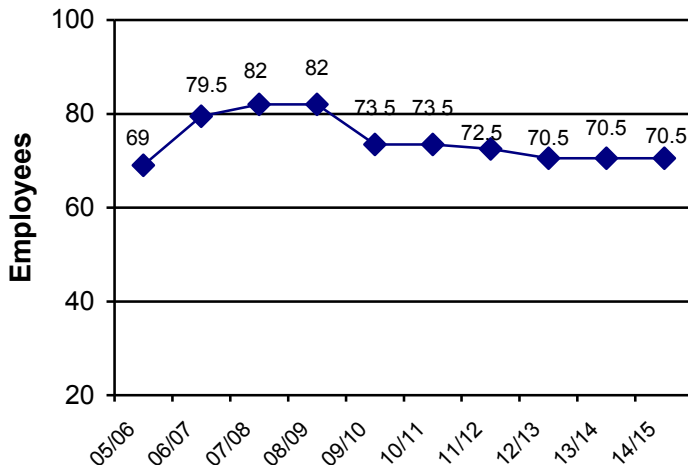
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MISSION STATEMENT

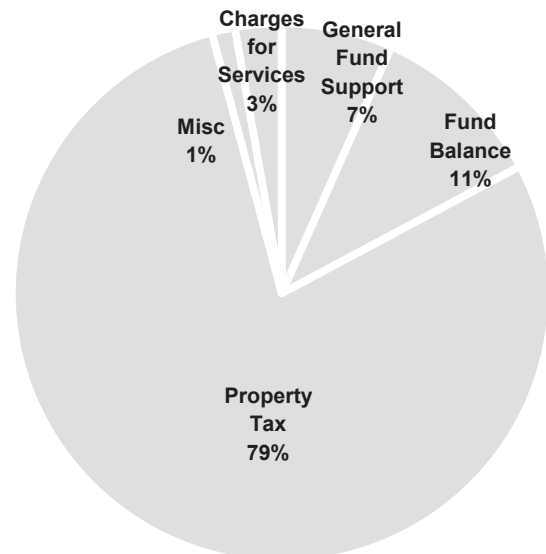
The mission of the San Luis Obispo City/County Library is to provide materials and services to people seeking knowledge, lifelong learning, and recreation, as well as to ensure that all customers of the library may use those materials and services to the maximum extent possible.

	2012-13	2013-14	2014-15	2014-15	2014-15
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Taxes	\$ 7,055,656	\$ 7,207,386	\$ 7,268,684	\$ 7,268,684	\$ 7,268,684
Revenue from Use of Money & Property	2,258	5,923	4,500	4,500	4,500
Intergovernmental Revenue	152,778	112,770	94,636	94,636	94,636
Charges for Current Services	361,870	358,777	269,100	269,100	269,100
Other Revenues	222,665	2,357,984	16,100	16,100	16,100
Other Financing Sources	<u>649,732</u>	<u>781,156</u>	<u>607,139</u>	<u>607,139</u>	<u>607,139</u>
Total Revenue	\$ 8,444,959	\$ 10,823,996	\$ 8,260,159	\$ 8,260,159	\$ 8,260,159
Fund Balance Available	\$ 537,052	\$ 945,357	\$ 794,841	\$ 794,841	\$ 995,941
Cancelled Reserves	<u>225,000</u>	<u>110,520</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Financing Sources	\$ 9,207,011	\$ 11,879,873	\$ 9,055,000	\$ 9,055,000	\$ 9,256,100
Salary and Benefits	\$ 5,582,546	\$ 5,620,417	\$ 5,819,186	\$ 5,819,186	\$ 5,819,186
Services and Supplies	2,582,154	2,789,125	2,880,814	2,854,883	2,854,883
Other Charges	277,022	2,307,566	5,000	5,000	5,000
Fixed Assets	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Gross Expenditures	\$ 8,441,722	\$ 10,717,108	\$ 8,705,000	\$ 8,679,069	\$ 8,679,069
Contingencies	0	0	350,000	375,931	452,750
New Reserves	<u>0</u>	<u>100,000</u>	<u>0</u>	<u>0</u>	<u>124,281</u>
Total Financing Requirements	\$ 8,441,722	\$ 10,817,108	\$ 9,055,000	\$ 9,055,000	\$ 9,256,100

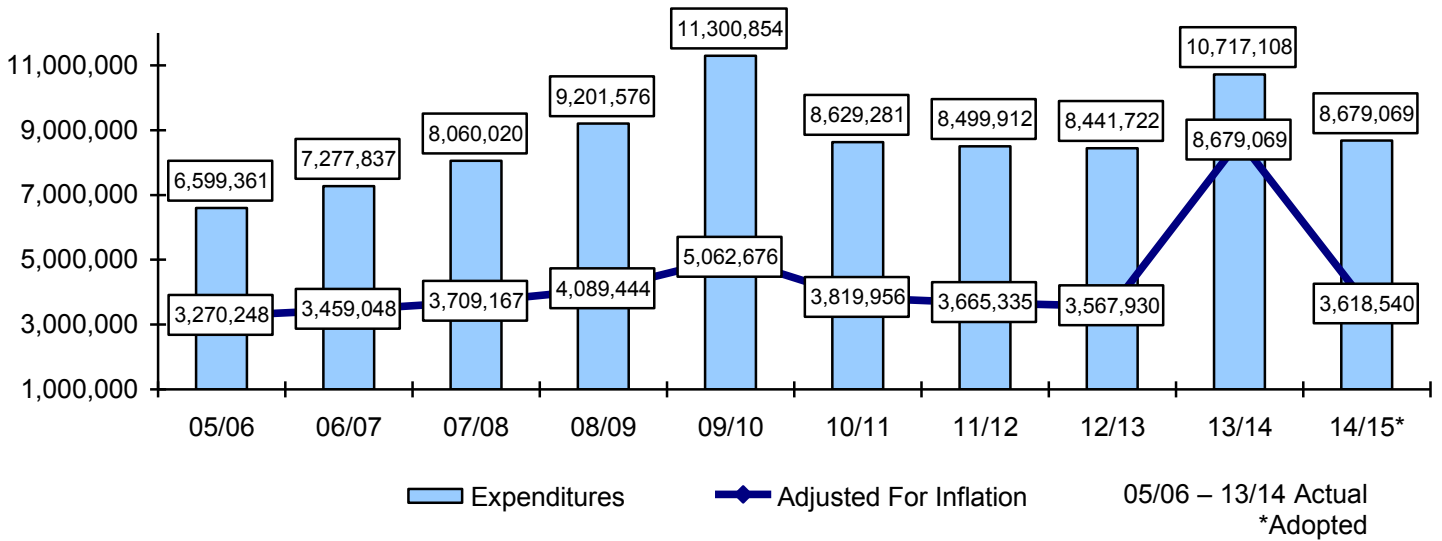
Number of Employees
 (Full Time Equivalent)



Source of Funds



10 Year Expenditures Adjusted For Inflation



The Library has a total expenditure level of \$8,679,069 and a total staffing level of 70.50 FTE to provide the following services.

Library

Maintain and manage a countywide library system with strong regional libraries, coordinating with smaller branch libraries and a bookmobile, to provide books, materials, and services, to effectively and efficiently meet community needs. Design and implement customized library services to meet the needs of specific locales and groups including youth/children, Spanish speakers, seniors, and off-site users.

Total Expenditures: \$8,679,069 Total Staffing (FTE): 70.50

DEPARTMENT COMMENTS

The mission of the San Luis Obispo County Library is to provide materials and services to people seeking knowledge, lifelong learning, and recreation. The Library Department operates as a Special Revenue Fund of the County and provides services countywide through fourteen branch libraries, one main library, and a bookmobile. Traditional library services are offered including the lending of books and audiovisual materials, answering informational questions, providing reference books and other materials for consultation. In addition, progressive services are now being offered such as access to e-books, downloadable audiobooks, and digital magazines. Programs for adults and children are provided monthly to further enhance library services to the community while enriching the cultural amenities already provided throughout the County. Library services are provided in physical buildings and also virtually, via the Internet. All County libraries offer Internet and/or WiFi access 24/7 with the exception of our Simmler location which is constrained by a limited internet bandwidth capability.

The Library also offers a variety of programs, partnerships, and events for recreation as well as education. Examples include a Summer Reading Program (for children and youth); various Adult Reading Programs, support for adult Book Clubs; film nights; and topical programs such as career guidance, job-searches, and entrepreneurship. The Library partners with the Genealogy Society to provide services in two library facilities: Arroyo Grande and San Luis Obispo. The Library produces a monthly segment with KCBX Radio on the "Issues and Ideas" program. Topics focus on local issues discussed by local experts. The Library donates free space for the Literacy Council at the San Luis Obispo City Library.

Two branch libraries are actively engaged in new building projects: Atascadero and Morro Bay. The community of Cambria just celebrated the grand opening of their new library facility in January of 2014. In addition, residents of Templeton and Los Osos are looking toward opportunities for new libraries in their respective communities.

To ensure efficient operations, the Library continues to make use of volunteers, looks to design public spaces that are intuitive and self-navigable, and migrates toward electronic solutions to deliver more 24/7 services without staff intervention. The Library also partnered in a major market research effort to address the changing needs of various community groups/demographics. Outcomes of that study are to develop a digital marketing plan through social media outlets and increased customer convenience.

FY 2013-14 Accomplishments

- New library facilities completed and opened in Atascadero and Cambria.
- The Library Foundation and Library co-funded a market research study with the goal of improving services to customers, attracting new customers, and improving the Library's image among non-users countywide. Library staff will use the market research study to improve the Library's Strategic Plan.
- Continued a successful cross-training program for small branch library managers to provide greater staff support, ensure best practices are being followed, and close the feedback loop of communication.
- Replaced staff and public internet computer stations to upgrade to fully-supported operating system.

FY 2014-15 Objectives

- A newly-remodeled library will open in Morro Bay.
- Change existing hours of operation to facilitate more convenient and customer-friendly access to library services.
- Continue process improvement and customer-service models.
- Increase access to information through the removal of artificial barriers like the \$1 hold fee.
- Improve operational efficiencies through staff reorganization.
- Build stronger ties with our Foundation and Friends of the Library groups to create greater cohesiveness and targeted fundraising goals to further improve library services to the community.
- Refine our customer-service model by updating policies/procedures and ensuring consistent best practices are upheld throughout the library system.
- Create a detailed, branch-by-branch 5-year countywide maintenance/repair plan.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The FY 2014-15 recommended budget for the Library reflects financing sources and total expenditures that are decreasing slightly (\$14,342 or less than one percent). General Fund support for the Library budget is recommended to remain level with the FY 2013-14 adopted amount of \$607,139, which represents 7% of the Library's total budget of approximately \$9 million.

The Library is primarily dependent on revenue from property taxes to fund its operation. Since the housing market has begun to turn around, total property tax revenues (from all sources) are budgeted to increase in FY 2014-15 approximately \$362,000 or 5% compared to FY 2013-14 adopted amounts. Also available to fund the Library's operating budget is almost \$794,841 in Fund Balance Available, which is comprised of expected expenditures savings at year end, unanticipated revenue, and unspent contingencies budgeted in FY 2013-14. No reserves will need to be cancelled in FY 2014-15 to balance the budget given this increase in revenue.

**Library
Fiscal Year 2014-15 Final Budget**

It should be noted that a loan of approximately \$631,000 was made to the Cambria Library project from the Library Facilities Planning Reserve to purchase the McKinney property as part of the capital project to build a new library. In accordance with the memorandum of understanding between the Cambria Friends of the Library and the County, the Friends have repaid \$180,000 of this loan. The remaining balance of this loan will be repaid from proceeds of the sale of the existing Cambria library and Cornwall property sites, and from funds raised by the Cambria Friends of the Library to fund the community's 50% share of the capital project. The estimated balance in Library reserves if the payback were to occur in FY 2014-15 is \$1,384,115.

The recommended budget for FY 2014-15 includes \$375,931 in contingencies, which represents 4% of total expenditures.

Salary and benefit accounts are recommended to decrease \$49,516 or less than 1% compared to FY 2013-14 adopted budget. The reason for the decrease is there are a few higher level positions that are currently vacant and thus budgeted at the lowest step. Services and supplies expenditure accounts are recommended to increase \$183,540 or 6%. Significant variances in this set of accounts includes a \$95,000 (14%) increase in the Professional Services account due to higher billings from Black Gold Cooperative Library System and the transfer of \$50,000 in State grant funding to the Literacy Council, a \$99,390 (39%) increase in Countywide Overhead, an increase of \$52,000 (10%) for library materials, and a decrease of \$58,925 (64%) for facilities maintenance. Other accounts are varying by smaller amounts.

There is one change to the Library's Position Allocation List that will result in no net change to the overall allocation of 70.50 FTE. It is recommended that a full-time Senior Account Clerk be reduced to a three quarter-time position and 0.25 FTE be added to a Library Assistant position.

The recommended budget will allow the Library to sustain current open branch hours.

BOARD ADOPTED CHANGES

The Library budget ended FY 2013-14 with a Fund Balance Available (FBA) of \$995,941, which is \$201,100 higher than the amount assumed in the FY 2014-15 Proposed Budget. The Board approved the allocation of this excess FBA as follows:

1. \$124,281 to the Library's Facilities Planning Designation, and
2. \$76,819 to Contingencies in the Library's Budget, which brings the level of Contingencies to 5% of gross expenditures.

GOALS AND PERFORMANCE MEASURES

Department Goal: Maximize onsite and remote public access to library materials, services and programs.						
Communitywide Result Link: <input type="checkbox"/> Safe <input type="checkbox"/> Healthy <input checked="" type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input type="checkbox"/> Well-Governed Community						
1. Performance Measure: Annual expenditures per capita for total Library budget.						
09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
\$35.35	\$35.49	\$35.25	\$34.35	\$34.51	\$35.50	\$34.85
What: The average annual expenditure per capita for the total library budget in libraries serving comparable populations is \$36.09. Two hundred one public libraries serving a population of 100,000 to 249,999 across the nation were used for the statistical sample (<i>Public Library Data Service 2013</i>).						
Why: Adequate funding is vital to providing excellent library service. Public library funding pays for two services, above all else, 1) staff salaries/benefits, which enable branch libraries to be open to the public and, 2) current books and other library materials. More funding creates more open hours and newer materials for consultation and borrowing. Less funding has the opposite effect.						

How are we doing? The total FY 2013-14 per capita expenditures for the Library are slightly below the average for public libraries with comparable populations as reported in a survey by the Public Library Data Service (Statistical Report 2013). The Library strives to improve per capita spending. Additional funding would enable the San Luis Obispo County Library to continue to improve services by offering additional programs, richer collections, and convenient hours of operation. Fundraising efforts will continue and may increase the per capita expenditure in the future. The Library's FY 2013-14 amount of \$35.50 was calculated using an estimated population of 241,888 and an \$8,587,684 expenditure amount. *Note – the population of the City of Paso Robles is not included given that the City operates its own library. The population number for the County Library service area is determined by the California State Library.*

2. Performance Measure: Percentage of hours per week the 15 branch libraries and the Bookmobile are open to the public as compared to an ideal schedule of hours.

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
364 = 68%	360=67%	360 = 67%	362=67%	366=68%	367=68%	368=68%

What: As noted in the Library's staffing plan, the ideal weekly schedule of open hours is defined by the size of the library (square footage) and the size of the population served. Using these criteria, five library levels have been defined. Ideal open hours per week for the regional branches, (San Luis Obispo City, Atascadero and Arroyo Grande), are 60; large library branches (Los Osos, Morro Bay and Nipomo) are 54; mid-sized library branch (Cambria) are 46; 20 for the small libraries (Cayucos, Creston, Oceano, Santa Margarita, San Miguel, Shandon, and Shell Beach) and 10 hours for Simmler. The total ideal weekly schedule of open hours, system wide, is 538.

Why: Ideal open hours ensure maximum access and utilization by community members.

How are we doing? The Library continues to work towards improving access to the community by increasing operational hours that are convenient to the public while maintaining excellent customer service with the existing Library staffing levels. Beginning 7/01/14 the Library increased its public hours of operation to 430 per week.

There are no benchmark data available from the Public Library Data Service.

Department Goal: To provide a diverse collection of books, materials and resources to meet research, educational and recreational needs of the community.

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

3. Performance Measure: Annual number of items circulated per capita.

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
9.4	10.0	10.1	10.1	10.3	9.8	10.5

What: The average annual number of items circulated per resident for public libraries serving comparable populations is 8.59. One hundred ninety-nine public libraries serving a population of 100,000 to 249,999 across the nation were used for the statistical sample (*Public Library Data Service 2013*).

Why: High circulation reflects success in meeting the educational, recreational, and informational needs, along with reading, viewing, and listening interests of the community.

How are we doing? The FY 2013-14 Library circulated items per capita rate exceeded the average annual number of items circulated per resident for public libraries serving comparable populations. Although, the Library did not meet its anticipated targeted goal, the Library's circulation rate is projected to increase due to additional open hours and the removal of the hold item fee. The Library's FY 2013-14 rate of 9.8 is based on an estimated population of 241,888 and a total circulation of 2,374,207. *Note – the population of the City of Paso Robles is not included given that the City operates its own library. The population number for the County Library service area is determined by the California State Library.*

4. Performance Measure: Annual expenditures per capita for library materials to include new and replacement copies.

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
\$2.74	\$2.86	\$2.16	\$2.29	\$2.22	\$2.74	\$2.60

What: The average annual expenditure per capita for library materials in libraries serving comparable populations is \$4.20. One hundred ninety-seven public libraries serving a population of 100,000 to 249,999 across the nation were used for the statistical sample (*Public Library Data Service 2013*).

Why: Adequate per capita spending is needed to keep and distribute a viable and current collection of library materials.

How are we doing? Expenditures per capita continue to be low compared to similar public libraries throughout the nation. The Library's projected amount is below the national average of \$4.20, as noted above. A future challenge for the Library will be to find additional book/material funding. The potential stabilization of the real estate market and the resulting increase in property tax revenue (a significant source of funding for the Library) may help. The Library's FY 2013-14 amount of \$2.74 was calculated using an estimated population of 241,888 and an expenditure amount of \$663,510 *Note – the population of the City of Paso Robles is not included given that the City operates its own library. The population number for the County Library service area is determined by the California State Library.*

5. Performance Measure: Percentage of the science, technology, consumer law and consumer health materials, system wide, which are current.

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
77%	88%	84%	85%	85%	85%	86%

What: Consumer health and medicine, computer technology and software, and consumer law materials, system wide, should be current. Current is defined as published within the last 5 years, although some materials (e.g. consumer law) go out of date more rapidly.

Why: These subjects are time critical and become obsolete quickly.

How are we doing? Branch Library staff have worked successfully in both their efforts to remove outdated materials in these critical areas of the collection and in adding current titles. The Library continues its efforts to be vigilant in maintaining an up-to-date collection. It should be noted, access to this information is expanding in digital format, and the future increases in digital access may mean that the best up-to-date information is online and publishers may limit print access in the future. There is no comparable data available at this time for this performance measure.

Department Goal: To provide excellent customer service (access to library services and programs, reference assistance and advice on finding reading materials) to county residents, both in person and electronically via home and business computers.

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

6. Performance Measure: Percentage of library users who are extremely or very satisfied with library services in the county.

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
92%	Biennial Survey	97%	Biennial Survey	97%	TBD - Survey Delayed	TBD – Survey Delayed

What: This survey measures the extent to which library users are satisfied with library service in the County.

Why: Libraries provide access to information in a wide variety of formats that increase the educational, cultural, and recreational opportunities in a community. This feedback is our report card from our customers, telling us not only how we are doing, but giving us specific, useful information that we use to further improve our service to the community.

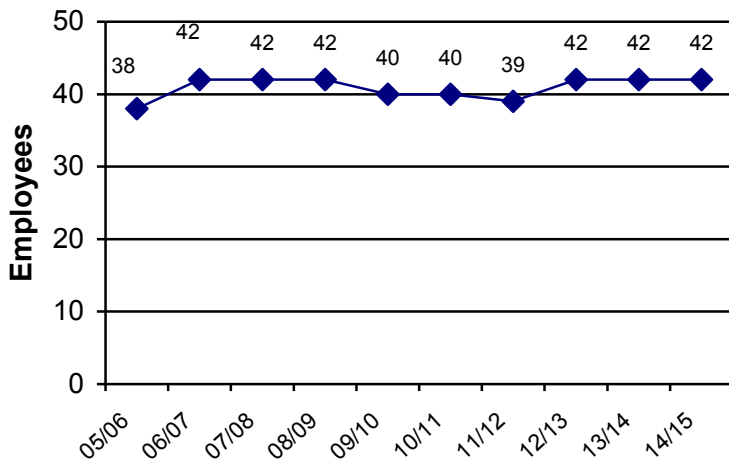
How are we doing? The Library typically distributes customer satisfaction exit surveys on a biennial basis. The last survey conducted was in May 2012 (Fiscal Year 2011-2012), where Library users were “extremely satisfied” (71%) or “very satisfied” (26%) with the overall library service, (total 97%). During this survey, 1,424 Library visitors received and returned complete and useable survey forms. The continuing high percent in “extremely/very satisfied” responses is an indication that the emphasis placed on excellent customer service and training to support staff in their efforts has proven to be beneficial for library visitors. One interesting point disclosed by the survey was, of the Library visitors who checked out materials, approximately 57% used the self-checkout machines. However, the scheduled May 2014 exit survey has been postponed due to the retirement of the consultant who administered the survey in the past. As a result of this action, the timing of the next survey is to be determined.

MISSION STATEMENT

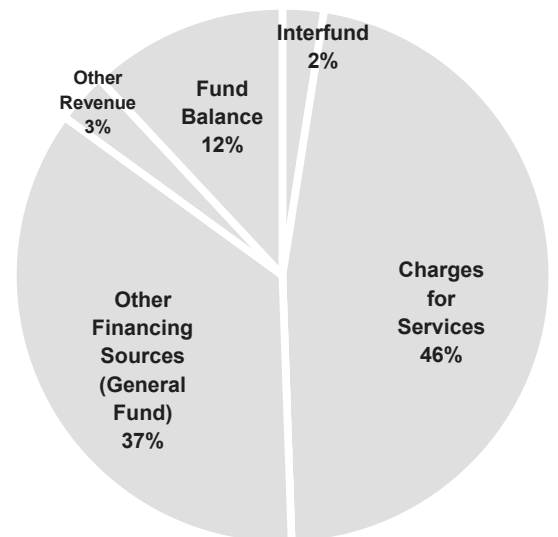
The San Luis Obispo County General Services Agency- County Parks ensures diverse opportunities for recreation and the personal enrichment of the County's residents and visitors while protecting its natural, cultural, and historical resources.

	2012-13	2013-14	2014-15	2014-15	2014-15
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Fines, Forfeitures and Penalties	\$ 30,017	\$ 100,304	\$ 95,561	\$ 95,561	\$ 95,561
Revenue from Use of Money & Property	115,827	117,603	116,114	116,114	116,114
Intergovernmental Revenue	0	0	3,922	3,922	3,922
Charges for Current Services	4,099,685	4,412,745	4,369,045	4,369,045	4,369,045
Other Revenues	426,697	153,185	75,283	75,283	75,283
Other Financing Sources	4,051,251	3,540,777	3,540,677	3,528,177	3,528,177
Interfund	384,719	273,942	237,395	237,395	237,395
Total Revenue	\$ 9,108,196	\$ 8,598,556	\$ 8,437,997	\$ 8,425,497	\$ 8,425,497
Fund Balance Available	\$ 665,784	\$ 1,360,819	\$ 1,588,249	\$ 0	\$ 1,156,762
Cancelled Reserves	440,000	1,297,000	0	0	0
Total Financing Sources	\$ 10,213,980	\$ 11,256,375	\$ 10,026,246	\$ 8,425,497	\$ 9,582,259
Salary and Benefits	\$ 3,986,450	\$ 4,188,790	\$ 4,379,593	\$ 4,379,593	\$ 4,379,593
Services and Supplies	3,603,647	3,314,458	3,540,619	3,528,119	3,528,119
Other Charges	60,759	580,743	122,074	122,074	572,074
Fixed Assets	22,877	72,278	85,000	85,000	85,000
Gross Expenditures	\$ 7,673,733	\$ 8,156,269	\$ 8,127,286	\$ 8,114,786	\$ 8,564,786
Contingencies	0	0	310,711	310,711	510,711
New Reserves	760,000	1,096,819	0	0	506,762
Total Financing Requirements	\$ 8,433,733	\$ 9,253,088	\$ 8,437,997	\$ 8,425,497	\$ 9,582,259

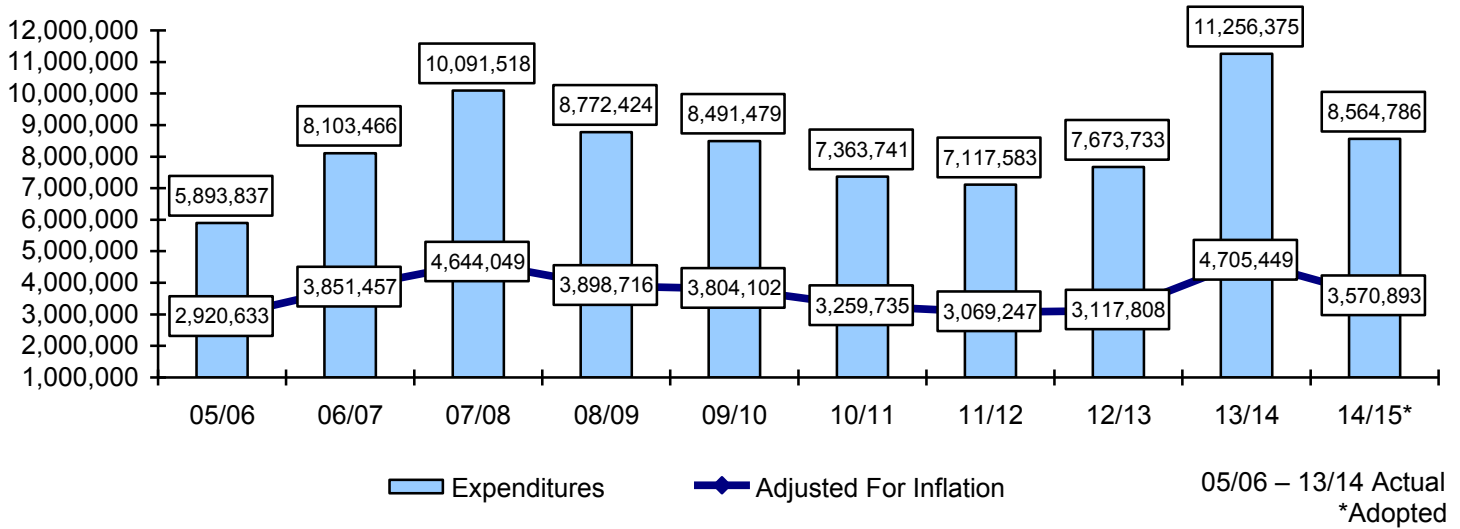
Number of Employees
 (Full Time Equivalent)



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Parks has a total expenditure level of \$8,564,786 and a total staffing level of 42.00 FTE to provide the following services:

Parks Facilities

Manage and maintain the County-owned and/or operated parks and recreational facilities (community parks, playgrounds, tennis courts, swimming pools, coastal accessways and beaches, regional parks, camping facilities, biking and hiking trails, open space and historic adobe structure) to ensure safe and efficient operations. Design and implement recreational programs to enhance the satisfaction of residents and visitors. Utilize a market-based recreational fee structure balanced with numerous free use areas to support operating costs while allowing the greatest number of participants in outdoor recreation. Manage the central reservation system for residents and visitors to reserve the use of campgrounds, group day use areas, the San Luis Obispo Veteran’s Hall and other park operated recreational facilities.

Total Expenditures: \$8,564,786 Total Staffing (FTE): 42.00

DEPARTMENT COMMENTS

General Services Agency (GSA)-County Parks plans, manages and maintains approximately 14,000 acres of open space, parks, beaches, trails, lakes and natural areas. In addition to providing an array of recreation opportunities for County residents, the County’s lakes, beaches, trails and parks draw thousands of visitors each year and contribute to the County’s large tourism industry. Rangers also maintain the public grounds that surround all of our many public buildings throughout the County to provide safe, usable and attractive properties that welcome residents, visitors and employees.

County Park Rangers operate park facilities toward a better future for all residents and visitors. Staff members also seek grant funding, manage revenues and receive donations of property and funds for purchasing additional acreage, building new facilities or improving existing recreational features. Through these efforts, several new sections of trails are in development for future additions to the park system. Additionally, County Parks has numerous volunteer groups and individuals who regularly donate their time and resources to help with ongoing projects, maintenance, and recreation programming. They save County taxpayers hundreds of thousands of dollars in support of the parks and provide an invaluable service to our parks, trails and natural areas. Working together, County Park staff and volunteers achieve improved facilities, a better community environment, and a better place to live.

County Parks is seeing increased numbers of visitors and some improvement in fee-based revenues. As this trend continues, County Parks intends to complete projects deferred in past years. Staff will continue to explore alternative funding sources for operations, projects and maintenance. County Parks will continue to expand marketing, promotional efforts and community relations programs to improve support through new partnerships.

Following are some of the department's notable accomplishments for FY 2013-14 and some specific objectives for FY 2014-15:

FY 2013-14 Accomplishments

- Completed the implementation of the parks new campground reservation system in September 2013, allowing for 24/7 access online with 35% of all reservations and payments being made online by year-end.
- Implemented the point of sale module for the new parks reservation system allowing for 100% of all merchandise sales and donations.
- Staff provided the second Outdoor Discovery Festival at Lopez Lake and doubled the attendance to 2,200 from the first year and promoted the Discovering the Environment through Education and Recreation (DEER) Program.
- Worked with multiple volunteer groups to help maintain the 14,000 acres of parks and trails. This included large work days by the California Conservation Corps, donations from San Luis Obispo Parks, Open Space and Trails (SLOPOST) and many other organized groups' volunteer work efforts.
- Broke a five-year ban on Rainbow Trout planting by completing an agreement with State Fish and Wildlife and National Oceanic and Atmospheric Administration to begin Rainbow Trout plants at Lopez Lake.

FY 2014-15 Objectives

- Implement the Day Use and Facility modules for the new reservation system allowing for 24/7 reservations for park day use and facility rentals.
- Implement the first year of the five year business plan for Camp Mabel French reconfiguring, updating infrastructure and managing the camp.
- Seek additional opportunities to partner with volunteer groups to help in the maintenance of Parks facilities and infrastructure.
- Seek additional Rainbow Trout plants at Lopez Lake to increase recreational opportunities for the public and generate additional program revenues.
- Continue to create new and comprehensive marketing strategies, advertising and promotions to increase use and revenue opportunities.
- Replace severely damaged and missing piles on Cayucos pier, restoring structural stability to the historic pier.

COUNTY ADMINSTRATOR'S COMMENTS AND RECOMMENDATIONS

Parks, a division of the General Services Agency, is a special revenue fund and is largely supported by Park user fees. Total Parks revenues and expenditures are recommended to decrease by \$978,682 or 10% compared to FY 2013-14 adopted levels. The level of General Fund support is largely flat with FY 2013-14 at \$3,528,177, a decrease of \$12,500 in marketing funds which, along with offsetting expense, was transferred to Golf's budget.

In the current year, Parks assumed responsibility for the operation and maintenance of Camp Mabel French, which was previously run by the Boy Scouts of America. Parks has developed a financial summary to identify operational and necessary infrastructure costs and expected revenues for the Camp over the course of five years. In FY 2014-15, Parks estimates that Camp French will generate \$94,101 in event center and camping revenue and that operational expenses will be \$22,650. These revenues and expenses are built into the FY 2014-15 recommended budget.

As reported to the Board previously, the Cayucos Pier is in need of significant repair. Interim repairs to sustain the Pier through the winter were done earlier in the current year, and in FY 2014-15, there will be some expense to complete full repairs. Staff is currently in the process of determining the cost of those repairs and as such, the recommended budget does not include funding for this purpose. Funding for this project will ultimately come from a variety of sources. A mid-year budget adjustment will be made to allocate funding to this project.

Revenues are decreasing due largely to the fact that no estimated Fund Balance Available (FBA) at the end of FY 2013-14 is budgeted to cover operational expense in FY 2014-15. At this time, no FBA has been estimated; any FBA at year end will be allocated to Parks contingencies and reserves which may be used to pay for the necessary repairs to the Cayucos Pier, noted above. FBA is not a proposed funding source for Parks operations in FY 2014-15 due to the fact that fee revenue has increased to a level that can fully fund all budgeted expenses. Revenue from charges for services including camping, day use and other fees charged for the use of County parks and recreational facilities are showing significant increases in the current year, over FY 2013-14 adopted levels, likely due to the improving economy, as well as the dry weather the County has experienced this year. In FY 2014-15, camping and other use fee revenue is recommended to increase by \$389,182. This recommended level is based upon five years of history, reduced by 3% to account for rainfall or other factors which may impact outdoor recreational activity. This increase also includes the addition of a projected \$94,101 in new revenue from Camp Mabel French, noted above.

Salary and benefits are recommended to increase \$85,446 or 1% compared to FY 2013-14 adopted levels due to increased workers compensation charges, as well as a 1% Cost of Living Adjustment (COLA) that was recently awarded to SLOCEA-represented employees.

Services and supplies are recommended to increase \$252,545 or 7% compared to FY 2013-14 adopted levels due to increases in various accounts. The expense for maintenance and improvement of Parks structures and grounds is increasing by \$53,564, as part of a continued effort to restore funding for both planned and unanticipated maintenance, after it was reduced due to budget difficulty. Utility costs for electricity are increasing \$34,189 and costs for water are increasing \$31,497; these increases are due to a combination of the department not having budgeted enough in the current year, and expected rate increases for these utilities. Professional services is increasing \$52,129 to fund operational expenses in various contracts. Credit card fees are increasing \$28,507 due to increased credit card payments as a result of the new Parks' online reservation system. Parks' expense for Fleet services is increasing \$112,454, based on estimates provided by Fleet Services.

No fixed asset expense is recommended in FY 2014-15. No changes to Parks' Position Allocation List (PAL) have been made in the current year and none are recommended for FY 2014-15.

The recommended budget for FY 2014-15 enables Parks to maintain current service levels at all Parks and recreational facilities.

The proposed budget also includes revenue from the Off Highway Vehicle (OHV) In-Lieu Fees that are intended for distribution to governmental and non-profit organizations. On August 7, 2012, the Board approved a program to distribute OHV In-Lieu Fees to be divided with 40% to be allocated to County departments and 60% to be allocated to other governmental and non-profit organizations. Allocations of funding to other governmental organizations and non-profit organizations are determined through an annual competitive application process overseen by Parks' staff with qualifying projects being reviewed by the Parks Commission. The Parks Commission reviews and recommends projects for inclusion in the County's annual budget, subject to the approval by the Board of Supervisors.

In FY 2014-15 there is \$89,561 in OHV In-Lieu Fees available; \$5,000 will be used to cover Parks' staff costs for administering the program and managing the grant awards, leaving \$84,561 available for distribution to governmental and non-profit agencies. Parks received five applications totaling \$149,590 during the competitive application period. Working with County Counsel and the Administrative Office, Parks' staff reviewed all applications to assure that the proposed projects were consistent with the uses allowed by Public Resources Code Section (PRC) 5090.50 and then presented the applications to the Parks Commission for their review.

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Fund Center 305

Projects approved for funding must demonstrate that they meet one or more of four criteria set forth in Public Resources Code Section (PRC) 5090.50. The four categories are shown below:

1. Maintenance, operation, planning, or development of off highway trails and facilities associated with off highway vehicles.
2. Ecological restoration or repair of damage caused by off highway vehicles.
3. Law enforcement entities and related equipment.
4. Education programs regarding the environment, safety, or responsible use of off highway vehicle recreation.

The following table shows the Parks Commission's prioritization of the five submitted applications. Staff determined that the Coastal San Luis Resource Conservation District and Morro Bay Police Department applications did not meet the general evaluation criteria. The Parks Commission recommended funding projects 1 through 3 and did not agree with staff's assessment that the Coastal San Luis Resource Conservation District application did not meet the general evaluation criteria. The Parks Commission requested the County Counsel further review that application and that if County Counsel determined that the application did not meet the criteria, the Parks Commission recommended that the remaining \$21,471 be awarded to the Priority 4 (Central Coast Motorcycle Association Trail Dozer) application.

As part of the budget process, the Board is asked to approve the award of the \$84,561 available OHV In-Lieu Fees as recommended below:

Priority	Applicant	Type of Organization	Project/ Requested Amount	Project Description	Recommend ed Amount
1	Central Coast Motorcycle Association	Non-Profit	Pozo La Panza Environmental Assessment/ \$40,000	This project will provide for planning, an environmental assessment and a public comment process for the rerouting or relocation of ten OHV trails and possible closure and restoration of the trails they replace. These trails have been identified as needing rerouting because of excessive grade, unfavorable soil type and drainage problems. In addition, the project includes the study of two possible locations for new trails in the Las Padres National Forest.	\$ 40,000
2	Central Coast Motorcycle Association	Non-Profit	Pozo La Panza Area Restoration/ \$23,090	This project will provide fencing to prevent off-trail OHV use and/or restoration of 17 areas damaged by unauthorized OHV use of the Pozo La Panza area of the Los Padres National Forest.	\$ 23,090
3	Coastal San Luis Resource Conservation District	Special District	Dune Lake Native Plant Restoration/ \$40,000	Collect, propagate and plant up to 8,000 native plants on a 900-acre privately held ranch, with a conservation easement over it, that is adjacent to the Oceano Dunes State Vehicle Recreation Area. All vegetation on site had been destroyed by OHV trespass. Vegetating this site will collect airborne sand particles that blow from the Oceano Dunes State Vehicle Recreation Area onto downwind residents, creating air quality concerns.	-

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Fund Center 305

4	Central Coast Motorcycle Association	Non-Profit	Purchase of a trail dozer for use on Pozo La Panza OHV trails/ \$26,500	Purchase of a reconditioned specialty trail dozer to be used in the Los Padres National Forest. The Sutter trail dozer has a narrow six way blade that is ideal for creating smooth new trails and maintaining existing ones while providing better erosion control and less soil and vegetation removal.	\$ 21,471
n/a	Morro Bay Police Department	Government	Response to environmentally sensitive, critical and urgent events/ \$20,000	Purchase and equip an off-highway vehicle for officers to use when responding to enforcement and medical calls on the beach and other areas that are not accessible by patrol vehicles. The off- highway vehicle will protect environmentally sensitive areas of the beaches by stopping trespass in these areas.	-
TOTAL ALL PROJECTS			\$ 149,590		\$ 84,561

BOARD ADOPTED CHANGES

Parks ended FY 2013-14 with a Fund Balance Available (FBA) of \$1,156,762. No estimated FBA was recommended as a funding source in the Proposed Budget. The \$1,156,762 of FBA was distributed as follows:

- \$450,000 was added to Parks' operational budget to fund a portion of the Cayucos Pier restoration.
- \$71,500 was added to the Lopez Parks Projects designation.
- \$435,262 was added to the Parks Projects designation.
- \$200,000 was added to Parks' Contingencies.

GOALS AND PERFORMANCE MEASURES

Department Goal: Cost-effectively operate and maintain County-owned and/or operated parks and recreation facilities to enhance recreational opportunities that meet or exceed customer expectations.

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

1. Performance Measure: Square footage of high maintenance intensive park facilities maintained per full time equivalent employee.

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted Results	13-14 Actual Results	14-15 Target
185,807 sq.ft./FTE	185,952 sq.ft./FTE	110,832 sq.ft./FTE	107,810 sq.ft./FTE	103,493 sq.ft./FTE	120,514 sq.ft./FTE	120,514 sq.ft./FTE

What: The ratio of full time equivalent Ranger and Maintenance employees to the square feet of park facilities requiring regular, intense maintenance. This data reflects inclusion of seasonal worker hours with GSA-County Parks' regular and supervisory staff hours to ensure that this measure provides a consistent year over year view of all resources that support high use recreational facilities and parks. It is meant to measure the productivity of staff and is best used in combination with Performance Measure #3, below that relates to Customer Satisfaction. That is, a nominal increase in productivity over plan is a positive step as long as it doesn't negatively impact Customer Service Ratings.

Why: County Parks manages over 13,000 acres of parks, trails and open space. However, the developed park facilities such as playgrounds, pools and campsites have the greatest direct impact on field staff resources. These field staff must provide for visitor services and facility needs such as general maintenance, lifeguards, gatehouse, patrol duties, etc. This ratio will track the direct impact of adding or eliminating developed facilities to the County Park system and/or adding or eliminating field staff labor hours for their related maintenance.

How are we doing? The actual performance for FY 2013-14 exceeded the adopted performance measure by 16%, or 17,021 sq./ft. The FY 2013-14 adopted target of 103,493 sq.ft./ FTE was calculated assuming full staffing levels, no anticipated retirements and no additional acreage, but as of May 2014 the County took ownership of an additional 100 acres in Camp French. Of the 100 acres, approximately 25 acres fell into the “developed” category and were therefore added to the actual results for FY 2013-14. The FY 2014-15 target also assumes full staffing and does not anticipate any additional intensely developed acreage being added to the park system. A key component of this measure is to assure that the square footage of facilities and parklands maintained by staff continues to meet customer expectations. Therefore, one should also view results of Performance Measure #3 Customer Satisfaction to ensure visitors are satisfied with the level of services provided by staffing that is tracked with this performance measure.

Due to variation among public parks and park facilities in age, type (Regional, Lake, Beach, Community, Neighborhood, etc.), amenities, (pools, trails, playgrounds, picnic areas, group areas, community buildings, etc.), there is no industry standard for this performance measure. Municipal Park and Recreation systems vary so greatly that this performance cannot be compared with that of other agencies.

2. Performance Measure: Percentage of reported imminent safety hazards that are abated within one work day.

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
New Measure	New Measure	97%	100%	98%	100%	98%

What: All reported imminent safety hazards (fallen trees, broken glass, broken play equipment, etc.) are documented and the percentage of imminent safety hazards abated within one work day is tracked and analyzed for trends and recurring hazards. Abatement within one workday was determined to be appropriate through discussions between GSA-County Parks and the County Administrative Office. This measure provides a view of staff’s ability to abate imminent safety hazards in a timely fashion and provides an overview of how safe the park environment is for visitors.

Why: To ensure a positive recreational experience and limit liability exposure, it is essential that GSA-County Parks provides a safe environment for our visitors and staff. Tracking imminent safety hazards and the time necessary for their abatement helps staff to focus on areas of concern, ensures resources are employed effectively and demonstrates our commitment to providing a safe park environment.

How are we doing? The actual performance for FY 2013-14 was 100% or 2% above the adopted performance measure to abate 98% of hazardous conditions within one work day. This measure underlines GSA-County Parks’ commitment to addressing safety hazards as their highest priority. This performance is exceptional considering that 192 hazards were reported throughout the park system this fiscal year. The FY 2014-15 target of 98% continues to support the County Goal for providing a safe community and ensures that staff will dedicate resources to prevent visitors’ injuries from known hazardous conditions.

There is no industry standard for this measure. Staff is not aware of any comparable County Park system that has a similar measure that could be used for comparison purposes.

3. Performance Measure: Percentage of responses to Customer Satisfaction Survey rating overall park and recreation experience as “Satisfactory” or better.

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
New	93%	95%	98%	94%	98%	95%

What: Customers are randomly surveyed by e-mail in May-June yearly throughout County Regional Parks. This annual customer survey measures responders’ overall satisfaction with our customers’ parks and recreation experience.

Why: Quality parks and recreation facilities and positive customer satisfaction with their recreational experiences are a key component of any safe, healthy, livable, prosperous and well-governed community. Regularly surveying our customers to find out how they rate their recreational experiences at our facilities provides us with valuable customer information on which to base future resource decisions. Higher customer satisfaction would correlate with increased customer referrals, more visitors and increased revenues.

How are we doing The actual performance FY 2013-14 results exceeded the adopted performance measure. Customer satisfaction with park services remains strong as staff has continued to focus on marketing and promotional efforts to better meet customer expectations. GSA-County Parks sent out over 3,400 surveys to customers and 500 responded (15% response rate) achieving a result of 98% that were Satisfied or Better with their overall Park and Recreation experience. Customer survey data will continue to be analyzed to determine what activities generate the strongest support from customers and what activities must be improved to gain stronger support. Services and products will be adjusted to either maintain or increase customer satisfaction.

Due to variation among public parks and park facilities in age, type (Regional, Lake, Beach, Community, Neighborhood, etc.), amenities, (pools, trails, playgrounds, picnic areas, group areas, community buildings, etc.); there is no industry standard for this performance measure. Municipal Park and Recreation systems and staffing levels vary so greatly that this performance cannot be directly compared with that of other agencies.

4. Performance Measure: Number of Volunteer Work Hours performed yearly in County Parks and facilities.						
09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
New Measure	New Measure	109,182 hrs	74,146 hrs	88,000 hrs	79,064 hrs	72,800 hrs

What: Volunteer work hours for County Parks and Facilities are tracked and reported yearly. This data indicates the level of support the public provides in assistance of staff's that maintain County Parks and Facilities. At the same time it provides a measure of the amount of active, health-building hours volunteers spend in County Parks.

Why: Volunteer resources are extremely important to County Parks. As County resources and revenues have declined, volunteer resources have become increasingly important to the provision of safe and usable parklands. Staff's efforts to attract and retain volunteers for work in County Parks is critical to ensuring that those who would like to volunteer are provided opportunities, are trained for their work and are guided to perform tasks essential to maintaining the County Park system.

How are we doing? The FY 2013-14 results are 79,064 or 10% below the adopted performance measure for FY 2013-14 of 88,000 volunteer hours, therefore this measure was not met. Although lower than planned, the actual volunteer hours for FY 2013-14 increased compared to last year actuals by approximately 5,000 hours. It is normal for volunteer hours to vary from year to year but usually fall within the 70,000 to 80,000 hour range. The volunteer program is in place and working well with many different types of individuals and groups completing projects and maintenance efforts within the parks and trail systems. GSA-County Park's commitment to and appreciation for the volunteer program and the individuals who volunteer their time to help make the County's Parks and recreational programs available to residents and visitors in our County remains strong. GSA-County Parks will continue to solicit volunteers and provide an annual volunteer appreciation event to express the importance of this program.

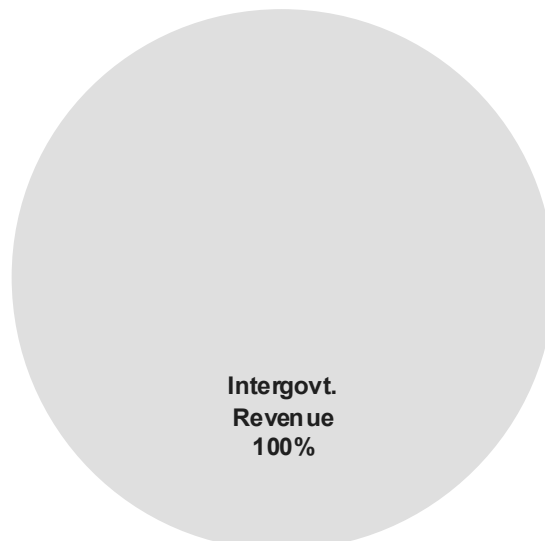
There is no industry standard for this measure. Staff is not aware of any comparable Park and Recreation system that has a similar measure that could be used for comparison purposes.

PURPOSE STATEMENT

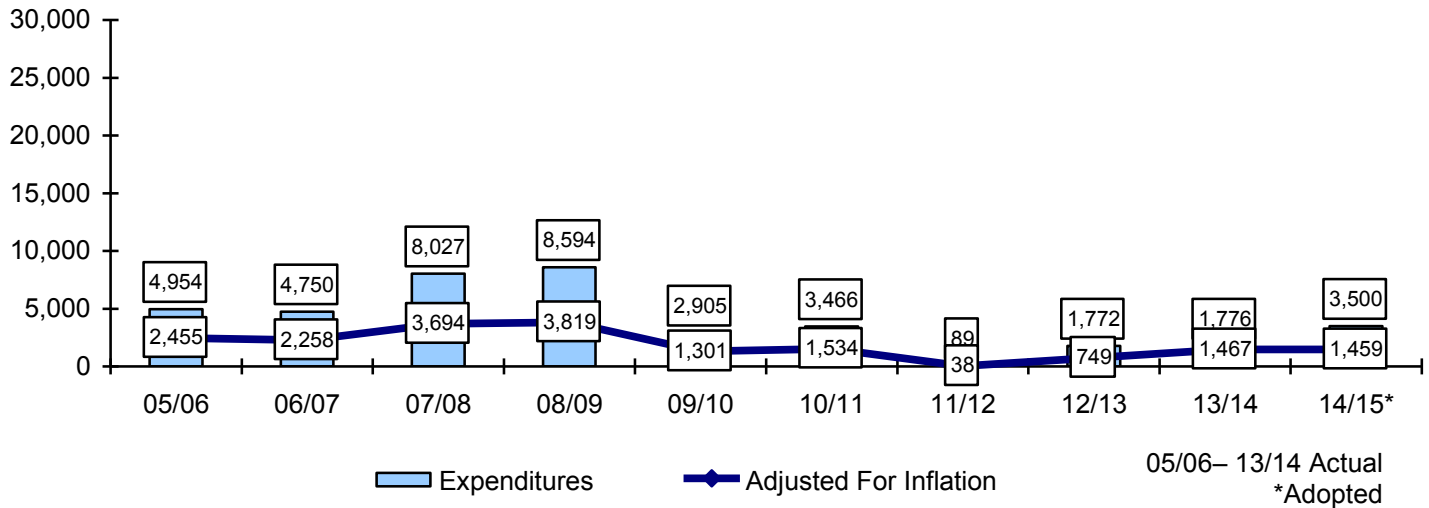
The Taylor Grazing Act of 1934 provides that 50 percent of the grazing fees on Bureau of Land Management (BLM) land outside of organized districts be returned to the State. The California Public Resources Code requires the State's share to be distributed to counties in proportion to the grazing fees received and specifies that funds shall be expended for range improvements and control of predators. The Public Resources Code also established a Grazing Advisory Board which is appointed by the Board of Supervisors and is required to meet at least once annually. This Advisory Board makes recommendations to the Board of Supervisors relating to plans or projects for range development and predator control.

	2012-13	2013-14	2014-15	2014-15	2014-15
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Revenue from Use of Money & Property	\$ 37	\$ 32	\$ 0	\$ 0	\$ 0
Intergovernmental Revenue	<u>5,116</u>	<u>4,041</u>	<u>3,500</u>	<u>3,500</u>	<u>3,500</u>
Total Revenue	\$ 5,153	\$ 4,073	\$ 3,500	\$ 3,500	\$ 3,500
Fund Balance Available	\$ 5,946	\$ 3,381	\$ 0	\$ 0	\$ 2,307
Cancelled Reserves	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Financing Sources	<u>\$ 11,099</u>	<u>\$ 7,454</u>	<u>\$ 3,500</u>	<u>\$ 3,500</u>	<u>\$ 5,807</u>
Salary and Benefits	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Services and Supplies	1,772	1,776	3,500	3,500	3,500
Other Charges	0	0	0	0	0
Fixed Assets	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Gross Expenditures	\$ 1,772	\$ 1,776	\$ 3,500	\$ 3,500	\$ 3,500
Contingencies	0	0	0	0	0
New Reserves	<u>5,946</u>	<u>3,372</u>	<u>0</u>	<u>0</u>	<u>2,307</u>
Total Financing Requirements	\$ 7,718	\$ 5,148	\$ 3,500	\$ 3,500	\$ 5,807

Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Wildlife and Grazing has a total expenditure level of \$3,500.

Predator Control

Provides funds to the U.S. Department of Agriculture for a portion of the salary and mileage costs of a trapper employed to control predators causing animal damage on private and public rangeland.

Total Expenditures: \$1,750 Total Staffing (FTE): 0.00

Range Improvement

Provides funds for a fencing/cattle guard project on Bureau of Land Management Land property in the Temblor Mountains Range.

Total Expenditures: \$1,750 Total Staffing (FTE): 0.00

COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

The annual meeting of the Wildlife and Grazing Advisory Board (GAB) took place on April 10, 2014, after the FY 2014-15 proposed budget submittals were finalized. As a result, the recommended funding levels for this center remain consistent with those from previous fiscal years. Proposed expenditures of \$3,500 for FY 2014-15 represent funding for a portion of the federal trapper program at \$1,750 and a balance of \$1,750 that can be allocated for range improvement projects. This level of funding provides service levels similar to previous years.

The source of this funding is Bureau of Land Management (BLM) revenue in the amount of \$3,500. A variety of factors, such as levels of precipitation and the number of lessees, influence the amount of grazing fee revenue received by the County via leased BLM land. In FY 2012-13, revenue exceeded budgeted levels by \$1,617 or 45% and revenue for FY 2013-14 has not yet been received.

At the annual meeting of the GAB, the Board determines how to allocate current year funding based upon actual revenue received, amount of funding available through the use of reserves, and what improvement projects are requested. At the end of each fiscal year, unanticipated revenue that was not previously allocated at the annual meeting is used to increase General or Special Project Reserves.

The FY 2014-15 proposed budget for Wildlife & Grazing includes General Reserves of \$377 and Special Project Reserves of \$14,907, which will be used in future years for range improvement projects and predator control.

BOARD ADOPTED CHANGES

Fund Balance Available (FBA) ended FY 2013-14 \$2,307 over prior estimates. As part of the Board's final budget action on September 9, 2014, these funds were added to the Wildlife and Grazing General Reserve, increasing reserves and designations to a total of \$17,591.

Fiscal and Administrative

Administrative Office
Organizational Development

Assessor

Auditor-Controller

Board of Supervisors

Clerk-Recorder

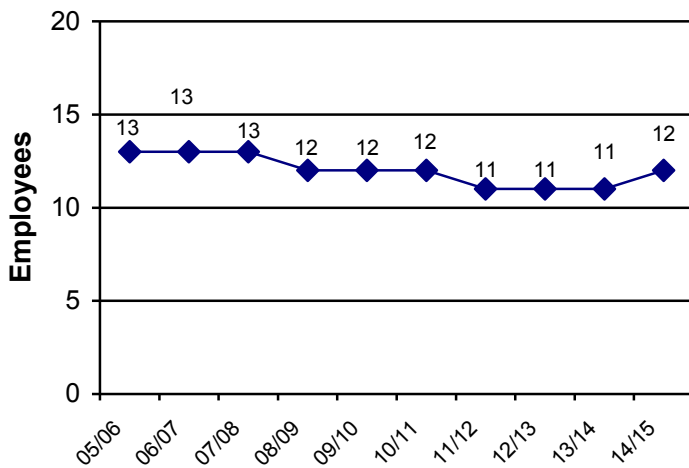
Treasurer-Tax Collector-Public Administrator

MISSION STATEMENT

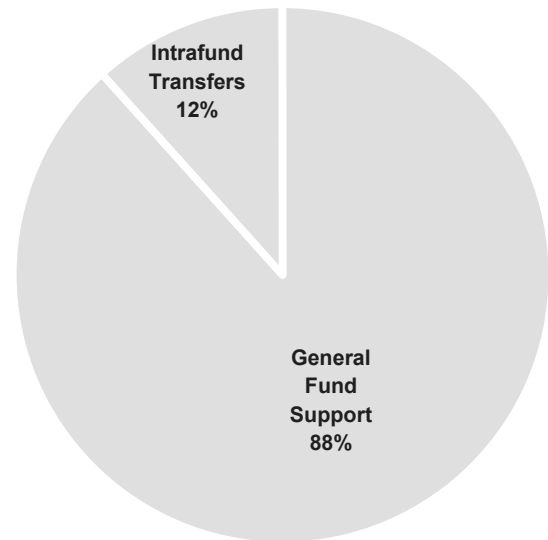
Advise, interpret, and implement the goals and policies of the Board of Supervisors through effective leadership and management of County services to achieve the County’s vision of a safe, healthy, livable, prosperous, and well-governed community.

	2012-13	2013-14	2014-15	2014-15	2014-15
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Intergovernmental Revenue	\$ 683	\$ 0	\$ 0	\$ 0	\$ 0
Charges for Current Services	20	50	0	0	0
Other Revenues	1,201	0	0	0	0
Interfund	29,112	29,229	29,627	136,165	136,165
**Total Revenue	\$ 31,016	\$ 29,279	\$ 29,627	\$ 136,165	\$ 136,165
Salary and Benefits	1,480,056	1,530,494	1,602,499	1,704,037	1,704,037
Services and Supplies	128,085	104,112	147,774	212,774	212,774
**Gross Expenditures	\$ 1,608,141	\$ 1,634,606	\$ 1,750,273	\$ 1,916,811	\$ 1,916,811
Less Intrafund Transfers	85,181	85,103	85,000	85,000	85,000
**Net Expenditures	\$ 1,522,960	\$ 1,549,503	\$ 1,665,273	\$ 1,831,811	\$ 1,831,811
General Fund Support (G.F.S.)	<u>\$ 1,491,944</u>	<u>\$ 1,520,224</u>	<u>\$ 1,635,646</u>	<u>\$ 1,695,646</u>	<u>\$ 1,695,646</u>

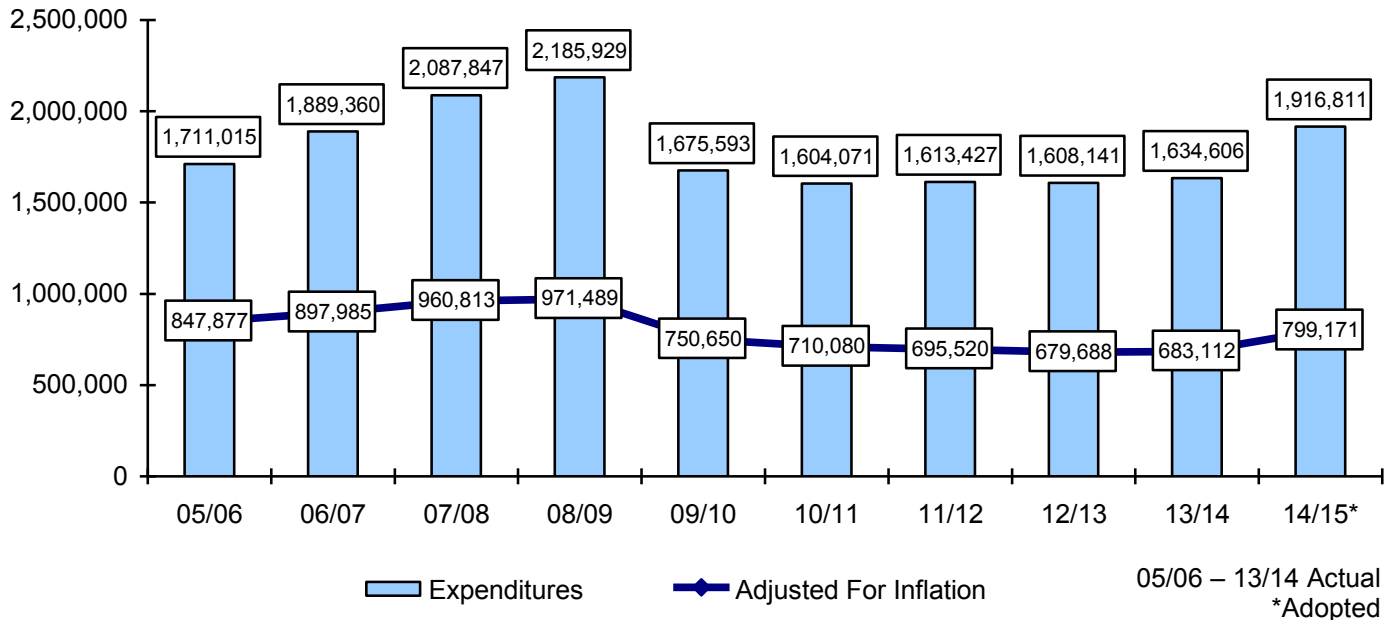
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

The Administrative Office has a total expenditure level of \$1,916,811 and a total staffing level of 12.00 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: \$1,746,811 Total Staffing (FTE): 11.00

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: improving communication with community stakeholders by enhancing the transparency of County government and providing leadership and support to the County's sustained efforts to address the current drought.

Following are some of the department's notable accomplishments for FY 2013-14 and some specific objectives for FY 2014-15:

FY 2013-14 Accomplishments

- Created the County's fourth Annual Report, further enhancing the usability through embedded videos and interactive interfaces.
- Continued to be recognized for excellence in transparency and governmental reporting with the award of our second Government Finance Officer's Award (GFOA) for the FY 2012-13 budget.
- Led budget process and created plans and recommendations for closing the remaining budget gap resulting in bringing County finances into structural balance in FY 2013-14, a year earlier than originally estimated as part of the Seven Year Pain Plan, while continuing to minimize impacts to programs and services and met the Board's priorities.
- Spearheaded efforts to further integrate Planning Department subcommittees into the automated agenda management software which will reduce the environmental impacts of producing commission agendas.
- Held four Conversations with Leadership sessions with a total of 137 participants that provided an opportunity for County leaders to share their perspectives with County staff as we plan for the next generation of leaders.
- Completed consolidation of the Auditor-Controller and Treasurer-Tax Collector departments which resulted in an annual savings of \$300,000.
- Successfully hosted a segment of the Amgen Tour of California bike race that increased visibility and recognition of San Luis Obispo County.
- Provided leadership and supported coordination that resulted in the completion of new public libraries in Atascadero and Cambria.
- Provided necessary leadership to create inter-departmental drought taskforce to address growing concerns and mitigate impacts of a statewide drought resulting in a local area emergency declaration.

FY 2014-15 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.
- Continue to expand the use of the automated agenda management system by integrating the Planning Commission eliminating up to 36,000 sheets of paper 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 decreasing the County's greenhouse gas emissions.
- Begin Budget Preparation system replacement effort including initial project requirements gathering, analysis, and the release of a request for proposal for software solutions and implementation partners.
- Continue the evolution of the extremely well received Annual Report, increasing accessibility through the implementation of new techniques and multimedia experiences.
- Assist in the feasibility evaluation of a joint co-located dispatch facility integrating Sheriff and County Fire for increased efficiency and possible cost reductions.
- Provide leadership on the Paso Groundwater Basin water management efforts and countywide drought related activities.

COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

The recommended budget includes \$1,695,646 of General Fund support, an increase of \$7,837 or less than 1% from Fiscal Year 2013-14 adopted levels. One budget augmentation request is recommended for inclusion in the FY 2014-15 budget. This budget augmentation request calls for an increase in expenditures of \$106,538 for the addition of a Limited Term Administrative Analyst to support the replacement of the current budgeting software system.

Revenue is recommended to increase \$106,936 as a result of the recommended budget augmentation request which is funded through a transfer into FC 104 – Administrative Office from FC 266- Countywide Automation without the use of additional General Fund support. Expenditures are recommended to increase by \$114,773 or 6% from FY 2013-14. Salaries and Benefits are increasing by \$71,676 or 4% as a result of the budget augmentation request. If not for the addition of the Limited Term Administrative Analyst recommended in the budget augmentation request, Salaries and Benefits would have decreased by \$29,862 or 2% from Fiscal Year 2013-14. There is a recommended \$43,097 increase in Services and Supplies accounts which is the result of support costs associated with the budget augmentation request as well as an increase in the budgeted expenditures for consulting fees.

BOARD ADOPTED CHANGES

None.

BUDGET AUGMENTATION REQUESTS ADOPTED

Unit Amount	Description	Results
Gross Amount: \$106,538 General Fund: \$0	Add 1.00 FTE Limited Term Administrative Analyst II to support the replacement of the budget preparation software system.	This position will ensure that the Administrative Office is able to provide the full-time, dedicated resource that was identified as being required to support the budget preparation system replacement project.

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.							
09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target	
3.5%	3.5%	3.4%	3.5%	3.4%	3.2%	3.2%	
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: <input type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input checked="" type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community							

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

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
17.1%	20.8%	20.5%	20%	20%	24%	24%

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 24% of reserves to ongoing general fund expenses is above the industry standard and demonstrates judicious fiscal management.

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

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

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

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
100%	100%	100%	100%	100%	100%	100%

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

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

How are we doing? The November 2013 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: Average of responses to a survey indicating the Administrative Office staff provides satisfactory or better support services.

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
98%	98%	100%	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 958 responses to the survey conducted in February 2014, the Administrative Office is providing satisfactory or better support services to departments as demonstrated by an average score of 4.11 on a 5 point scale. This is an increase from FY 2012-13 that had an average score of 4.04. This survey will next will be conducted in February 2015.

Department Goal: To create an environment whereby all employees feel valued and are proud to work for the County.

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

5. Performance Measure: Percentage of employees that indicate in a biannual workforce survey overall satisfaction with their job.

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
TBD- Survey Delayed	TBD- Survey Delayed	TBD- Survey Delayed	TBD- Survey Delayed	TBD- Survey Delayed	TBD- Survey Delayed	TBD- Survey Delayed

What: The County Administrative Office administers a survey to all permanent County employees in order to gauge their overall level of satisfaction with their job.

Why: This information will be used to help assess our organizational health and identify areas for improvement.

How are we doing? The Employee Opinion survey was last administered in December 2006. Overall, a total of 1,452 usable responses were received – a 63% response rate. Of these, 1,346 employees (93%) indicated their level of agreement with the statement "I am satisfied with my job." – 53% indicated that they strongly agreed with this statement, 32% somewhat agreed, 7% neither agreed or disagreed, 6% somewhat disagreed, and 2% strongly disagreed. Therefore, 85% of the County employees responding to this statement in the survey indicated they were satisfied with their job. The County's goal is to sustain this high level of job satisfaction despite the financial challenges facing the County over the next few years, and the expected turnover due to retirement of our aging workforce. However, given staff and resource constraints, administration of the next Employee Opinion survey will be deferred (timing TBD).

Department Goal: To create an environment whereby all employees feel valued and are proud to work for the County.

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

6. Performance Measure: Full-time equivalent Administrative Office budget analyst staff per 1,000 county employees.

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
2.45	2.49	2.51	2.51	2.47	2.45	2.45

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.

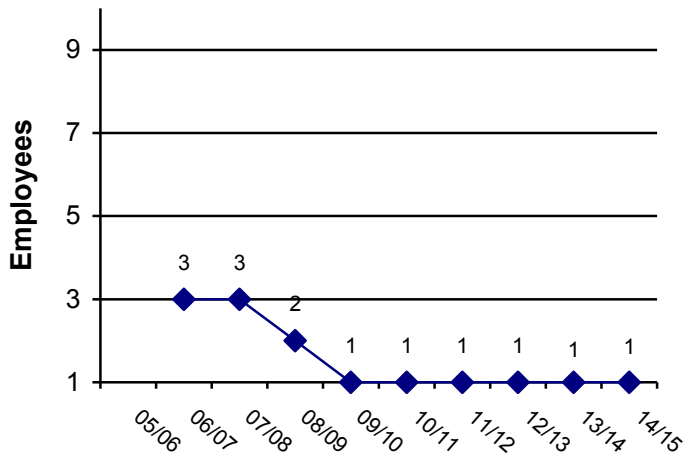
How are we doing? The total FTE budget analyst staffing levels per 1,000 employees for our comparable counties ranges from a high of 3.68 in Napa County to a low of 1.03 in Santa Barbara County. The average ratio of analysts per 1,000 employees was 2.37 for comparable counties, and 2.45 for San Luis Obispo County.

MISSION STATEMENT

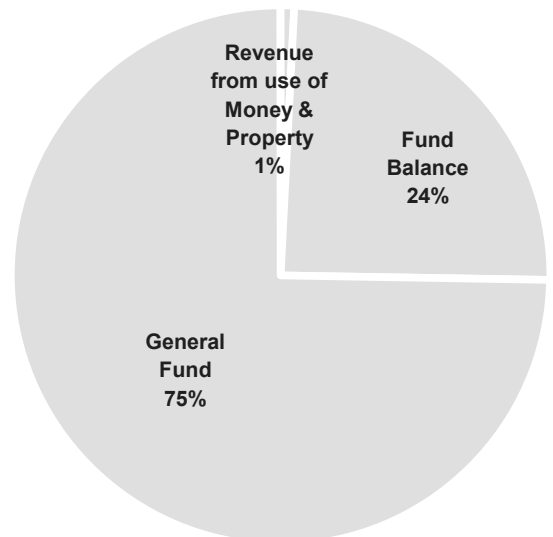
To continuously improve the quality and effectiveness of services provided to the public through interactive communication, strategic planning, organizational reviews, leadership development and staff training in support of the County's organizational goals and objectives.

	2012-13	2013-14	2014-15	2014-15	2014-15
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Revenue from Use of Money & Property	\$ 5,862	\$ 4,438	\$ 4,000	\$ 4,000	\$ 4,000
Charges for Current Services	3,558	1,697	0	0	0
Other Financing Sources	450,000	450,000	450,000	650,000	900,000
Total Revenue	\$ 459,420	\$ 456,135	\$ 454,000	\$ 654,000	\$ 904,000
Fund Balance Available	\$ 252,558	\$ 175,350	\$ 212,151	\$ 212,151	\$ 95,154
Cancelled Reserves	0	0	0	0	116,997
Total Financing Sources	\$ 711,978	\$ 631,485	\$ 666,151	\$ 866,151	\$ 1,116,151
Salary and Benefits	\$ 71,124	\$ 58,378	\$ 103,129	\$ 103,129	\$ 103,129
Services and Supplies	271,186	298,947	515,929	715,929	715,929
Other Charges	0	0	0	0	0
Fixed Assets	0	0	0	0	0
Gross Expenditures	\$ 342,310	\$ 357,325	\$ 619,058	\$ 819,058	\$ 819,058
Contingencies	0	0	0	0	0
New Reserves	205,315	119,436	47,093	47,093	297,093
Total Financing Requirements	\$ 547,625	\$ 476,761	\$ 666,151	\$ 866,151	\$ 1,116,151

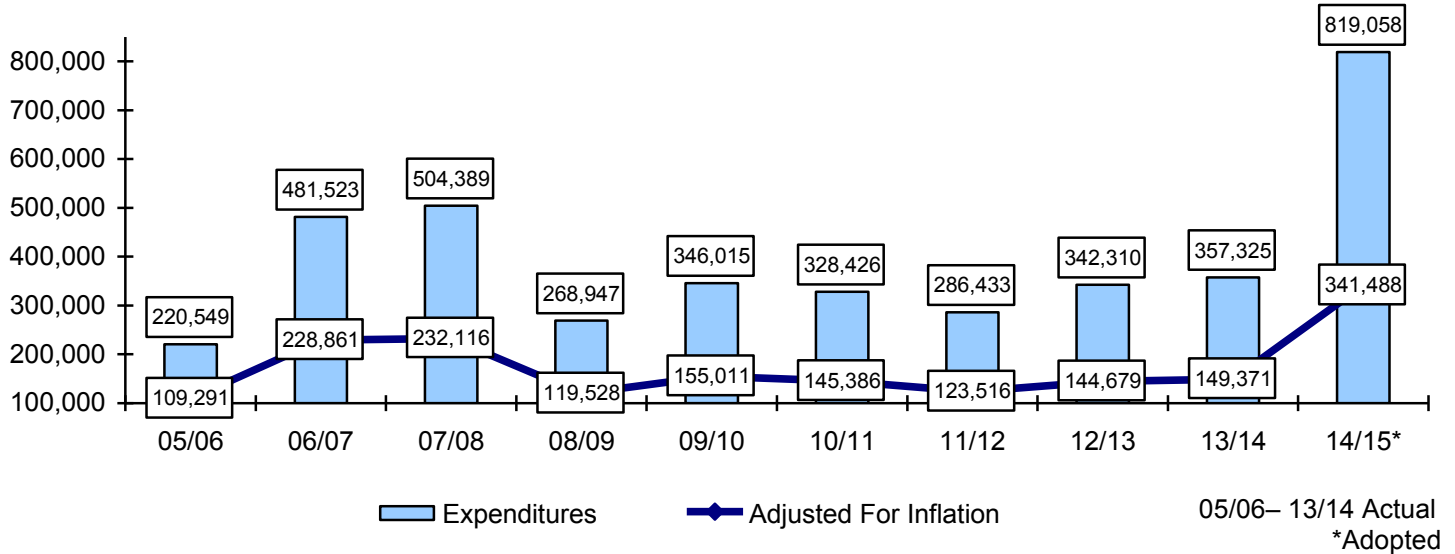
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Organizational Development has a total expenditure level of \$819,058 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: \$589,058 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: \$150,000 Total Staffing (FTE): 1.00

Organizational Effectiveness

Provides support for departments geared toward creating a high performance “results oriented” County organization, including strategic planning, goal setting and performance measurement

Total Expenditures: \$80,000 Total Staffing (FTE): 0.00

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. Initiatives for FY 2013-14 have included:

- Core supervisory skill trainings relating to performance standards, performance measurement, and progressive disciplinary strategies.
- Project funding for streamlining website design and enabling access on mobile devices and across platforms.

- Key Microsoft Office training courses made available to all County employees.
- A Countywide inter-departmental communication assessment.
- Brochures highlighting available services offered by select departments.
- Contracting to administer an Employee Engagement and Needs Assessment Survey to provide increased employee development and leadership training.

The recommended budget for FY 2014-15 includes \$650,000 in General Fund support. This is an increase of \$200,000 from FY 2013-14. Total revenue is projected to increase \$196,000, or 42% due to a combination of the \$200,000 (44%) increase in General Fund and a \$4,000 (50%) decrease in projected interest income.

Fund balance in the amount of \$212,151 will be used in addition to the General Fund to provide total appropriations of \$866,151. These appropriations consist of \$546,000 allocated to Employee University for consultants to conduct various training sessions as well as Human Resources and Administrative Office staff who support this program, \$40,000 is allocated to reimburse County employees for tuition expenses for external training programs, \$150,000 is allocated for the County's transparency in government initiative through social media and communications, and \$80,000 is available to aid with departmental reorganizations.

The recommended budget also includes \$47,093 in new reserves, increasing reserves and designations to \$2,092,815 for FY 2014-15.

BOARD ADOPTED CHANGES

As part of the Board's final budget action on September 9, 2014, reserves and designations were increased by \$250,000. This sum was added to the Countywide Training designation. This brings the total amount of reserves and designations available to \$2,225,818.

GOALS AND PERFORMANCE MEASURES

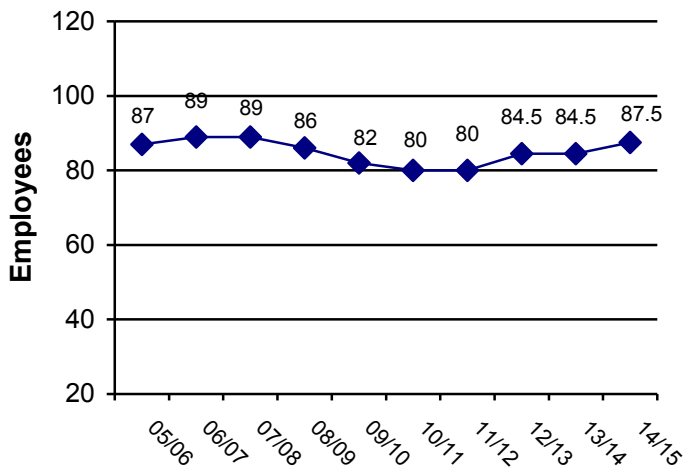
Department Goal: To ensure that training opportunities aimed at creating a competent, results-oriented workforce are made available to County employees.						
Communitywide Result Link: <input type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community						
1. Performance Measure: Overall average participant satisfaction rating (on a 5 point scale) of training programs offered by the Employee University.						
09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
4.6	4.6	4.6	4.6	4.6	4.3	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? Employee University (EU) offered a total of 110 classes in FY 2013-14. The year was a transition year for the EU, with considerable emphasis placed upon developing strategic plans, programs, and branding for the next iteration of EU, now called the Learning and Development Center. Following a thorough Request for Proposal effort in FY 2013-14, the County entered into a contract for the development and implementation of leadership academies for supervisory and management staff. Of the 69 survey respondents, 64 rated their course 'very good' or 'outstanding' and five rated the course 'good'.						

MISSION STATEMENT

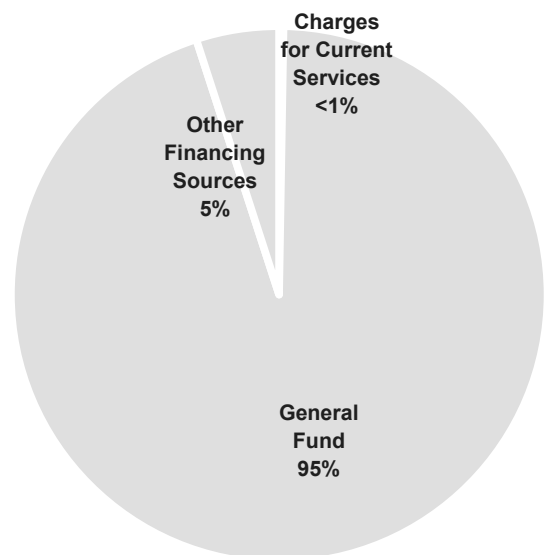
The Assessor and staff seek excellence in providing information, services, and accurate property assessments through our personal commitment to integrity, mutual respect, and teamwork.

<u>Financial Summary</u>	2012-13	2013-14	2014-15	2014-15	2014-15
	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Intergovernmental Revenue	\$ 5,764	\$ 30,000	\$ 0	\$ 0	\$ 0
Charges for Current Services	36,398	30,212	28,500	28,500	28,500
Other Revenues	215	832	0	0	0
Other Financing Sources	0	0	331,000	438,506	438,506
Interfund	132,645	249,719	0	0	0
**Total Revenue	\$ 175,022	\$ 310,763	\$ 359,500	\$ 467,006	\$ 467,006
Salary and Benefits	7,346,121	7,566,748	8,044,789	8,346,993	8,346,993
Services and Supplies	858,396	868,251	785,045	814,552	814,552
Fixed Assets	21,394	100,325	78,000	78,000	78,000
**Gross Expenditures	\$ 8,225,911	\$ 8,535,324	\$ 8,907,834	\$ 9,239,545	\$ 9,239,545
Less Intrafund Transfers	2,485	329	0	0	0
**Net Expenditures	\$ 8,223,426	\$ 8,534,995	\$ 8,907,834	\$ 9,239,545	\$ 9,239,545
General Fund Support (G.F.S.)	<u>\$ 8,048,404</u>	<u>\$ 8,224,232</u>	<u>\$ 8,548,334</u>	<u>\$ 8,772,539</u>	<u>\$ 8,772,539</u>

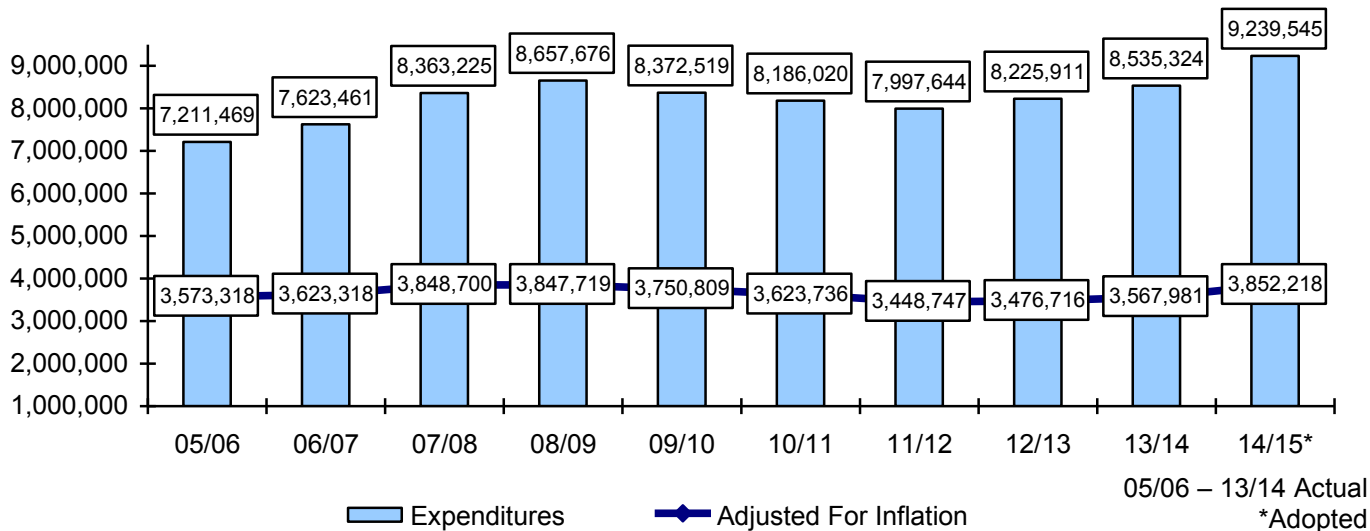
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

The Assessor has a total expenditure level of \$9,239,545 and a total staffing level of 87.50 FTE to provide the following services:

Administration/Standards

Oversee the preparation of all property assessments; 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; and process/track all assessment appeals. Coordinate office operations; manage human resource functions and issues; oversee training for staff; coordinate accounts payable and payroll; and develop and monitor the department’s budget.

Total Expenditures: \$831,559 Total Staffing (FTE): 8.00

Assessment Valuation, Reviews, and Appeals

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

Total Expenditures: \$3,788,213 Total Staffing (FTE): 36.00

Automation

Implement and monitor the automated systems within the Assessor’s office. Oversee systems security and the development, implementation, and maintenance of automation networks, work stations, software, and miscellaneous hardware utilized in processing the assessment roll.

Total Expenditures: \$1,016,350 Total Staffing (FTE)*: 9.50
*Includes 4.5 Limited Term (PTSM)

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: \$646,768 Total Staffing (FTE): 6.00

Roll Preparation

Update and maintain property assessment records. This includes creating/maintaining property parcel maps and GIS applications, 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: \$2,956,655 Total Staffing (FTE): 28.00

DEPARTMENT COMMENTS

The Assessor is constitutionally responsible for locating taxable property, identifying ownership, and determining the value of real, business, and 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 maintain a current mapping and ownership database for the public.

As FY 2014-15 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 staff's workload. It is anticipated the increase in work items, resulting from multiple years of declines in the real estate market, will continue well beyond FY 2014-15. As of June 30, 2013, 47,657 properties were reviewed for potential value declines. Currently, 41,693 properties are receiving the benefit of a Proposition 8 "Decline-in-Value" assessment. These must be reviewed on an annual basis, until the market value has risen above the Proposition 13 Factored Base Year Value.

The Assessor, Treasurer-Tax Collector, and Auditor-Controller use the Property Tax System, which is currently hosted on the County's mainframe. The Assessor's Office, in conjunction with these departments, is fully engaged in the Property Tax System Modernization Project (PTSMP), which magnifies concerns regarding workload backlogs. The PTSMP will move the Property Tax System off of the mainframe computer and re-host it on a new computing platform. Preparations for the project have proved to be very time consuming, and the project itself is expected to require intense efforts for a significant number of our department's staff over the next 15 to 18 months.

An additional issue is the retirement of long-term staff and the resulting loss of institutional knowledge. During the first half of FY 2013-14 there were nine retirements. Based upon their time in service, the cumulative loss of over 106 years created a significant deficit. At the same time, 15 new hires were brought on board. Approximately 40% of staff is at or above retirement age, and an additional 17% of staff is within five years of retirement age. To offset the decline in productivity due to this trend, it is critical to department operations that training and development remains a high priority.

Following are some of the Assessor's Office notable accomplishments for FY 2013-14 and objectives for FY 2014-15:

FY 2013-14 Accomplishments

- Recruited for and successfully filled 15 vacant positions during the first two quarters of FY 2013-14.
- Developed documentation and test scripts for our current processes and batch reports as a critical piece of the Property Tax System Modernization Project.
- Resolved 115 assessment appeals in the first half of FY 2013-14, and retained \$136,865,412 of the total assessed value at risk on the assessment roll.
- Participated in the development of the e-Forms Portal with Orange County. This website will allow property owners to complete property tax forms online.
- Added GIS mapping to the Assessment Evaluation Service (AES) software utilized by appraisers to determine property values.

FY 2014-15 Objectives

- Elimination of the workload backlog, which is expected to be equal to the 9,371 work items remaining at the end of FY 2012-13.
- Continued participation in the Property Tax System Modernization Project. The Assessor's Office staff will be heavily involved in testing and implementing the new platform.
- Expedite the creation of Assessor Parcel Maps in the Geographic Information System (GIS) to improve accuracy of the base map parcel layer.
- Migrate to Office 2013, which will involve training for all staff and a major upgrade of the Assessment Evaluation Service (AES) software.
- Continue to document all office policies and procedures, and continue to implement more staff training as part of the succession plan.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The level of General Fund support for this budget is recommended to increase \$221,960 or 2% compared to FY 2013-14 adopted levels. Revenues are recommended to decrease \$6,044 or 1% and total expenditures are recommended to increase \$215,916 or 2% when compared to FY 2013-14 adopted levels.

Revenues are decreasing primarily due to a \$6,494 decrease in reimbursement revenue for the Property Tax System Modernization Project (PTSMP) from Fund Center 266 – Countywide Automation Replacement. The reimbursement revenue for the PTSMP offsets the salary & benefit expenditures for the 4.5 FTE limited term positions allocated for the project.

Salary and benefits are recommended to increase \$187,603 or 2% primarily due to the recommended budget augmentation requests to add 3 new positions (outlined below) to the Position Allocation List (PAL). The recommended budget includes 2 additional changes to the PAL as a result of the FY 2013-14 position study request findings by the Human Resources Department. The Human Resources Department reclassified 2.0 FTE Assessment Analyst II positions to Department Automation Specialist III positions.

Services and supplies are recommended to decrease \$14,687 or 1% due to a variety of factors. Professional and special services are decreasing by \$21,195 due to the elimination of one-time expenditures from FY 2013-14. Rent expenditures are decreasing by \$45,750 due to the department's North County office moving into the North County Service Center at the Atascadero Library in July 2014. Maintenance contracts are decreasing by \$27,425 due to the consolidation of the ESRI licensing by IT. The decrease in services and supplies is partially offset by a \$26,000 increase in training expenditures and a \$14,011 increase in phone support charges due to the Assessor's request to replace the outdated phone system.

Fixed assets are recommended to increase \$43,000 or 122% due the replacement of the Assessment Evaluation Services (AES) program in order to function in the Microsoft 2013 environment and the replacement of the department's phone system.

The increase in expenditures, primarily due to the increase in salary benefits for the addition of 3.0 FTE positions, will assist in addressing the increased workload concerns including a backlog of workload items due to the economic downturn. The added positions will also increase the value to the assessment roll.

The FY 2014-15 recommended PAL for the Assessor includes a net increase of 3.0 FTE compared to the FY 2013-14 adopted PAL.

FY 2014-15 Recommended PAL Changes

- -2.0 FTE Assessment Analyst II positions due to reclassification
- +2.0 FTE Department Automation Specialist III positions due to reclassification
- +2.0 FTE Appraiser Trainee positions to assist in increased workload due to economic downturn
- +1.0 FTE Auditor Appraiser I position to assist in increased workload due to economic downturn

BOARD ADOPTED CHANGES

None.

BUDGET AUGMENTATION REQUESTS ADOPTED

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	Historic Map Preservation and Storage - Year 2 of 6 Continuation of 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.
Gross: \$142,562 General Fund Support: \$142,562	Add 2.0 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. 1.0 FTE would address on average 700 work items annually equating to approximately \$327,040 in additional Property Tax Revenue added to the roll per Appraiser Trainee.
Gross: \$85,151 General Fund Support: \$85,151	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. The timely enrollment of the unsecured supplemental assessments could also increase the assessment roll by an estimated \$10,300,000 (\$155,800 estimated increase in property tax revenue to County).
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BUDGET AUGMENTATION REQUESTS NOT ADOPTED

Unit Amount	Description	Results
Gross: \$71,281 General Fund Support: \$71,281	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. 1.0 FTE would address on average 700 work items annually equating to approximately \$327,040 in additional Property Tax Revenue added to the roll per Appraiser Trainee.
Gross: \$87,222 General Fund Support: \$87,222	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 allow the Mapping Section to complete a GIS parcel layer within a six year time frame.

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>						
09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
96%	97%	91%	89%	94%	91%	93%
<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? Actual Results for Fiscal Year 2013-14 assessment roll completion was 91%, slightly lower than the Adopted estimate of 94%. This was primarily a result of the large work backlog from FY 2012-13 in both the Residential Property and Business Property Sections. Although the total number of completed items was lower than the projected amount, FY 2013-14 Actual Results were 2% higher than the FY 2012-13 Actual Results. This is attributed to increased staffing levels. Even though the newly hired staff was relatively inexperienced, the reduction in vacancies provided for a more productive workforce. While the backlog of work was lower at roll close, 8,366 work items were carried forward into FY 2014-15. Journey level Valuation staff will be assigned to complete these work items due to the complexity. This work must be addressed prior to starting the current year assessment roll work. Additionally the Department was allocated two additional Appraiser Trainees for FY 2014-15 and backlogs will be significantly reduced going forward.</p> <p>The Department anticipates an increased Target of 93% for FY 2014-15. Staff hired during FY 2013-14 will be sufficiently trained and able to work quickly through the expected FY 2013-14 carry-over. Expected market strength, which will remove additional properties from Proposition 8 Decline-in-Value status during FY 2013-14, will reduce the impact of these required annual property value reviews.</p>						

2. Performance Measure: The number of completed assessments per appraiser on staff.						
09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
3,072	3,603	3,531	3,306	3,500	3,359	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? The number of completed assessments per appraiser on staff was 3,359 for Fiscal Year 2013-14. This is just 4% lower than the FY 2013-14 Adopted of 3,500. The Actual Results were slightly below the Adopted due to the complex work items carried over from the prior year. With the FY 2012-13 backlog of 9,371 items to complete in addition current year work and mentoring newly hired staff, the more experienced Valuation staff were highly impacted and less productive as a result. This lower output will ease significantly as the new staff become more experienced. Training was a strong focus for the new and experienced staff in FY 2013-14, and it is anticipated that this additional investment in the workforce will provide a return through increased productivity and effectiveness.</p> <p>For FY 2014-15, the Department has set a Target of 3,500 due to an expected high workload combined with Valuation staff that has gained skills and experience during FY 2013-14.</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>						
3. Performance Measure: The number of assessment appeals filed for every 1,000 assessments.						
09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
1.8	2.96	4.6	2.7	3.5	3.5	1.2
<p>What: When property owners disagree with their property's assessed value, they may file for an Assessment Appeal hearing with 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> <p>How are we doing? The Department met the Adopted number of 3.5 assessment appeals filed for every 1,000 assessments for Fiscal Year 2013-14. The Adopted was based upon a real estate market that had indicated an upward trend, but was still not stabilized. Therefore as the market continues to improve, some reduction in appeals is expected due to the Department's proactive approach toward resolving prior year assessment appeals and a decrease in Proposition 8 Decline-in-Value reviews.</p> <p>Based upon the California State Board of Equalization's Report of Budgets, Workloads, and Assessment Appeals Activities for Assessor's Offices in 2012-13, San Luis Obispo County has the lowest number of assessment appeals filed among comparable counties (Marin, Monterey, Napa, Placer, Santa Barbara, Sonoma, and Ventura). Monterey County is the next lowest with a figure of 4.96 appeals per 1,000, while Ventura County is the highest among the comparable counties at 12.84 appeals.</p> <p>The Department has set the FY 2014-15 Target for 1.2 appeals filed for every 1,000 assessments based on the expectation that new Valuation staff will be more fully educated and trained, the real estate market will continue to strengthen at a moderate rate, and work item backlog will be reduced.</p>						

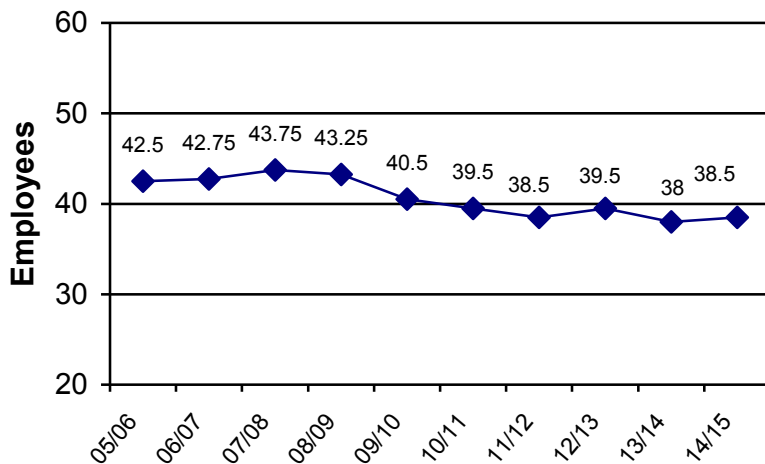
4. Performance Measure: Cost per assessment.						
09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
\$46.01	\$45.08	\$43.75	\$43.97	\$47.18	\$44.77	\$46.82
<p>What: This measures the cost per assessment by dividing the Department's level of General Fund support by the total number of assessments.</p> <p>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.</p> <p>How are we doing? The Fiscal Year 2013-14 Actual Results figure for cost per assessment is \$44.77. This is considerably lower than the Adopted amount of \$47.18 per assessment. This lower cost per assessment was a benefit to the County of San Luis Obispo and was the result of staff vacancies during the first quarter of FY 2013-14. This FY 2013-14 amount is a minor increase over the FY 2012-13 Actual Results of \$43.97, and the difference is primarily due to the use of overtime to reduce the backlog.</p> <p>The most recent State of California Board of Equalization Report of Budgets, Workloads, and Assessment Appeals Activities for Assessor's Offices in 2012-13 data reflects San Luis Obispo County as one of the counties with the lowest cost per assessment among comparable counties (Marin, Monterey, Napa, Placer, Santa Barbara, Sonoma, and Ventura). Monterey and Sonoma Counties were lower at \$30.64 and \$35.39 respectively, with Marin and Santa Barbara being the highest of the comparable counties at \$58.06 and \$61.65.</p> <p>The Target cost for FY 2014-15 reflects the increase in salary and benefit costs in addition to a reduction in salary savings due to stabilized staffing levels.</p>						

MISSION STATEMENT

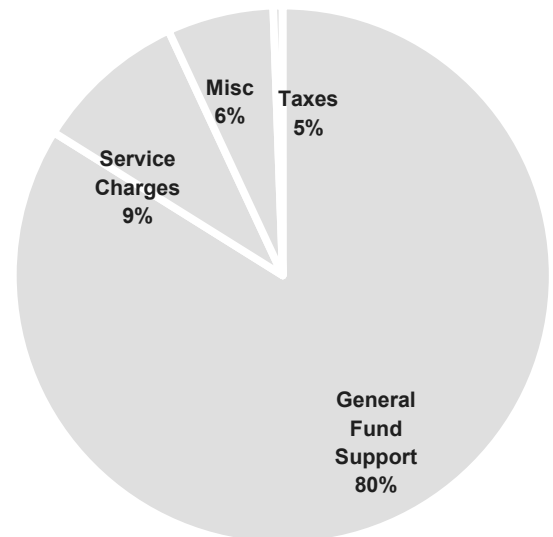
The Auditor-Controller-Treasurer-Tax Collector Office ensures the public's trust by serving as the guardian of assets and funds administered for the County, cities, schools, and special districts and by being an independent source of financial information and analysis for the public, local governmental agencies, County departments, and all other stakeholders.

<u>Financial Summary</u>	2012-13 <u>Actual</u>	2013-14 <u>Actual</u>	2014-15 <u>Requested</u>	2014-15 <u>Recommended</u>	2014-15 <u>Adopted</u>
Taxes	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000
Fines, Forfeitures and Penalties	38,981	78,401	80,800	80,800	80,800
Intergovernmental Revenue	16,547	6,977	13,490	13,490	13,490
Charges for Current Services	600,283	492,841	444,287	444,287	444,287
Other Revenues	35,918	37,636	32,500	32,500	32,500
Other Financing Sources	133,612	12,061	0	0	0
Interfund	30,000	30,000	30,000	178,122	178,122
**Total Revenue	\$ 1,105,341	\$ 907,916	\$ 851,077	\$ 999,199	\$ 999,199
Salary and Benefits	4,391,976	4,375,876	4,639,168	4,834,254	4,834,254
Services and Supplies	195,075	286,175	217,932	217,932	217,932
Fixed Assets	134,841	22,863	0	0	0
**Gross Expenditures	\$ 4,721,892	\$ 4,684,914	\$ 4,857,100	\$ 5,052,186	\$ 5,052,186
Less Intrafund Transfers	11,604	19,201	13,400	13,400	13,400
**Net Expenditures	\$ 4,710,288	\$ 4,665,713	\$ 4,843,700	\$ 5,038,786	\$ 5,038,786
General Fund Support (G.F.S.)	<u>\$ 3,604,947</u>	<u>\$ 3,757,797</u>	<u>\$ 3,992,623</u>	<u>\$ 4,039,587</u>	<u>\$ 4,039,587</u>

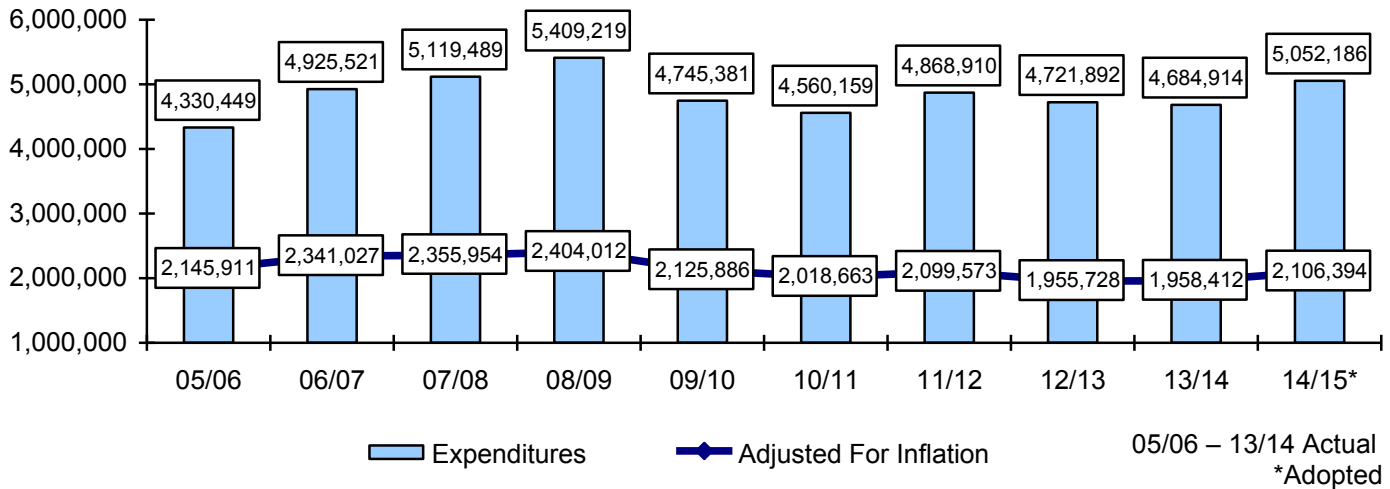
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

The Auditor-Controller’s Office has a total expenditure level of \$5,052,186 and a total staffing level of 38.50 FTE to provide the following services:

Accounts Payable

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

Total Expenditures: \$521,399 Total Staffing (FTE): 5.00

Internal Audit Division

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

Total Expenditures: \$665,081 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: \$210,586 Total Staffing (FTE): 1.00

Deferred Compensation Plan

Funding and oversight of the County Deferred Compensation Plan has been transferred to FC 103 – Non-Departmental Other Expenditures.

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: \$701,546 Total Staffing (FTE): 5.00

Payroll Processing

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

Total Expenditures: \$1,248,688 Total Staffing (FTE): 9.50

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: \$538,630 Total Staffing (FTE): 5.00

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: \$1,166,256 Total Staffing (FTE): 8.00

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.

In July 2013, the Board of Supervisors approved ordinances creating the Office of Auditor-Controller-Treasurer-Tax Collector–Public Administrator. The following August, San Luis Obispo County became one of 12 counties in the State of California to merge the two offices. The consolidation resulted in significant organizational restructuring and cost savings. Staff began the process of integrating departmental systems and processes soon after the merger and will continue to focus their efforts on identifying efficiencies that can be gained by maximizing the use of staff and resources.

The following are some of the department's notable accomplishments for FY 2013-14 and some specific objectives for FY 2014-15

FY 2013-14 Accomplishments

- Established the Whistleblower Hotline to provide employees and the public with a mechanism to anonymously report instances of fraud, waste, and abuse. The hotline is recommended by the Government Finance Officers Association and the American Institute of CPAs as a best practice designed to serve as a deterrent to fraud.
- Resumed work on the Controlling (CO) Actual Labor project (to determine a method to post actual labor costs to Enterprise Financial System (EFS) cost accounting) with the creation of an updated project plan and timeline. The consultant's proposed configuration has been applied in test systems for validation by the EFS support team. If the consultant's proposed solution proves viable, the project schedule presents a possible go-live date of July 1, 2014.
- Scheduled multiple sessions with a consultant/facilitator and staff members from the legacy Treasurer-Tax Collector's Office and the legacy Auditor-Controller's Office to brainstorm ideas and reach a consensus for achieving our vision of incorporating the best practices, philosophies, and ideas of both offices in forming a dynamic new department. Committees were established to work on the top four objectives identified during this process.
- Continued development of the SAP Business Intelligence (BI) data warehouse reporting tool and established the post go-live BI support structure. The team applied and tested the first round of BI system patches since installing the system.

FY 2014-15 Objectives

- Begin project to replace the County's DOS based Budget Preparation (BP) System with a modern integrated software product. The first phase of the project will include requirements gathering and the issuance of a Request for Proposal. The project will be a team effort involving staff from the Auditor-Controller's Office, the Administrative Office, and Information Technology. Implementation work is planned to begin in FY 2015-16.
- Continue to enhance the SAP BI system by creating more standard reports and adding more data for use by end-users in writing their own reports. Initial priority will be completing initial project reports, and when complete, new BI development requests will be prioritized.
- Apply latest SAP enhancement pack to bring EFS to the current release level and maintain readiness for new functionality.
- Continue working on the top four consolidation objectives identified in the previous year. These include creating an optimal office structure, promoting an integrated office culture, maximizing human resources, and optimizing the office layout.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The ordinance consolidating the Auditor-Controller's Office and the Treasurer-Tax Collector-Public Administrator was approved on July 9, 2013 and became effective August 8, 2013. As part of the justification for the consolidation, it was projected that there would be savings of approximately \$323,000 in the third year of consolidation and beyond, primarily consisting of savings in salary and benefits. Due to the retirement of the Treasurer-Tax Collector-Public Administrator, and Assistant Treasurer-Tax Collector-Public Administrator and the elimination of a vacant Senior Account Clerk position at the beginning of FY 2013-14, gross salary and benefit savings in the first year totaled \$462,505. The salary and benefit savings were primarily in Fund Center 108 – Treasurer-Tax Collector-Public Administrator's budget.

General Fund support for Auditor-Controller's FY 2014-15 is recommended to increase by \$148,267 or 3% as compared to FY 2013-14 adopted levels. This increase is due to the combination of \$75,469 or 6% decrease in revenue and a \$130,930 (2%) increase in salary and benefit accounts. As noted, revenues, overall, are decreasing by \$74,469 from FY 2013-14 levels. There are several factors that contribute to this decrease

including: 1) the transfer of the revenue and appropriation (\$35,000) for the County's deferred comp program to the newly created FC 103 – Non-departmental Other Financing uses; 2) revenue from the redevelopment agencies dissolution projected to decrease as staff will be spending fewer hours on work related to those dissolutions; and 3) less revenue being budgeted from trust funds for SAP consulting.

Overall, expenditures are increasing by \$73,798 or 1% when compared to FY 2013-14 adopted amounts. Salary and benefit accounts are increasing by \$130,930 or 3% due to budgeting for various increases/decreases in pension costs, worker compensation charges, and negotiated salary and benefit increases, as well as various step increases and promotions. In addition, as detailed in the Budget Augmentation Request (BAR) below, it is recommended that a ½ FTE Auditor-Analyst position be increased to full time at an additional cost of \$58,378. As result of the 2013 Reclassification Window, two Administrative Services Officer II (ASO II) positions are being recommended to be reclassified to Auditor-Analyst II positions. The salary, at step five, for an ASO II is comparable to step five of an Auditor-Analyst II and therefore, no increase in salary expense is necessary as a result of this action.

Services and supplies accounts are recommended to decrease by \$53,132 or 19% from FY 2013-14 levels. This decreasing is attributed mostly to the transfer of the appropriation for the deferred compensation program and the reduced funding for SAP consulting services which is recommended to decrease by \$25,000.

BOARD ADOPTED CHANGES

None.

BUDGET AUGMENTATION REQUESTS ADOPTED

Unit Amount	Description	Results
Gross: \$96,904 (total cost of an Auditor-Analyst II) General Fund Support: \$58,378	Increase ½ FTE Auditor-Analyst II to full time adding capacity to continue the implementation of Enterprise Financial System (EFS) development requests from departments and increase end-user trainings.	<ol style="list-style-type: none"> 1. Reduce the number of days to post workers compensation charges after payroll has posted from 26 times per fiscal year to zero. 2. Increase the number of times EFS training courses are offered to end-users by adding one additional session of the Departmental accounts Payable and Requisitioning and Receiving courses. 3. Develop two new EFS training courses. 4. Develop course materials for the Advanced Financial Reporting course and update the Departmental Controlling course materials. Hold a training session for each.

GOALS AND PERFORMANCE MEASURES

Department Goal: Provide periodic review of the internal controls of County departments, and service providers to ensure compliance with regulations, 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.

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
25	17	17	20	18	11	15

What: The Internal Audit Division reviews 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, 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 performs cash, departmental, compliance, and State mandated audits, and review and research duties. The internal audit division fell short of the FY 2013-14 adopted targets primarily due to the retirement of one of the audit staff. The position remained vacant throughout the last six months of the fiscal year. In addition to audit work, the team also prepares and submits the County's Financial Transaction Report to the State and takes 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 are available to the public for comment. The FY 2014-15 target number is decreasing because the current year risk assessment indicates higher risk in the service provider area. Accordingly the targeted number of audits for FY 2014-15 has increased in the performance measure relating to the number of service provider audits completed (Performance Measure number 2).

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

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
16	16	21	24	20	18	22

What: Selected concessionaires, hotels, and 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 that 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 2013-14, Audit staff did not meet the target for concessionaire and Transient Occupancy Tax audits primarily due to the retirement of one of the audit staff. The position remained vacant throughout the last six months of the fiscal year. We believe maintaining an audit presence helps create an even balance in the community. In addition, Audit staff will continue to focus on monitoring service providers' compliance with contracts to the County. Our objective is to ensure 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. The increase in the FY 2014-15 target number of service provider audits reflects the Audit section's plan to focus on areas of higher risk that were identified in a recent risk assessment. Consequently, audit staff will be spending more time on service provider audits (Performance Measure number 2) and less time on County department audits (Performance Measure number 1) in FY 2014-15.

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.

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
Audit with no exceptions	Audit with no exceptions	Audit with no exceptions	Audit with no exceptions	Audit with no exceptions	Audit with no exceptions	Audit with no exceptions

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

Why: The County is reimbursed for overhead costs.

How are we doing? The State Controller's Office performed an audit of the FY 2012-13 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).

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 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 2012-13 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.

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
1.6	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. We are beginning to see a slight increase in the number of full time equivalent employees (FTEs) in our comparable counties, a sign that the economy is beginning to stabilize.

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.

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 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.

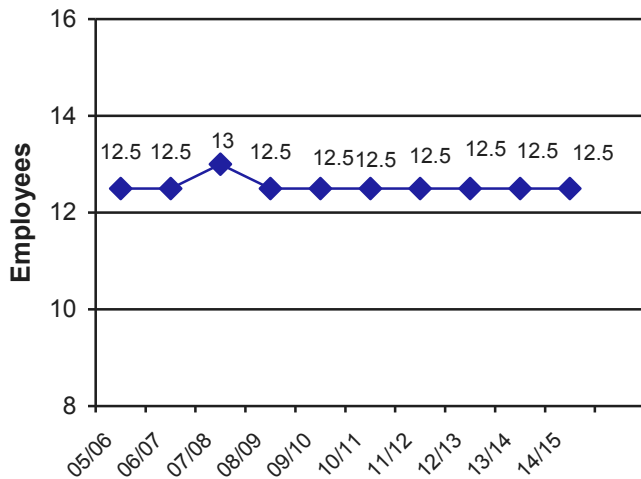
How are we doing? During FY 2013-14, we successfully implemented all known legal mandates including the Appellate & Supreme Court decisions regarding the Educational Revenue Augmentation Fund and Vehicle License Fee Adjustments in the Unitary calculations, the SB2557 Administration Fee corrections and Redevelopment statutes. Our staff also implemented new mandates related to HR/Payroll items that included configuring changes for provisions of the Patient Protection Affordable Care Act (PPACA), reporting employee healthcare costs on W2's, and configuring changes in the taxability of benefits resulting from the court's decision to strike down the Defense of Marriage Act (DOMA) in the United States Vs. Windsor. Our office will continue to implement all mandates as they develop in FY 2014-15. The number of legal mandates varies from year to year depending on changes at the State and Federal levels.

MISSION STATEMENT

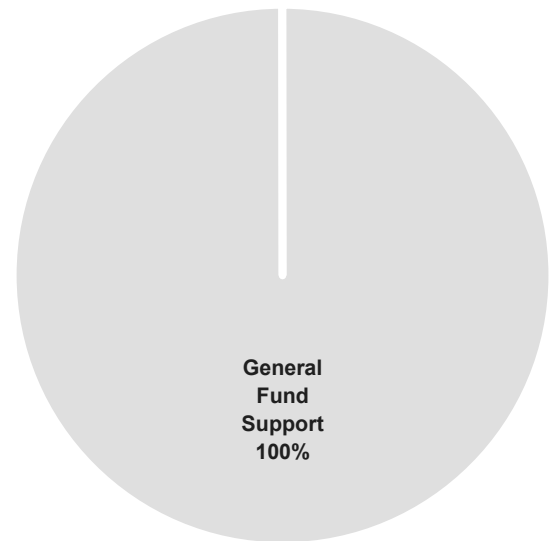
The San Luis Obispo County Board of Supervisors is the legislative arm of the County government, and is committed to the implementation of policies and the provision of services that enhance the economic, environmental and social quality of life in San Luis Obispo County.

	2012-13	2013-14	2014-15	2014-15	2014-15
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Other Revenues	\$ 10,124	\$ 0	\$ 0	\$ 0	\$ 0
**Total Revenue	\$ 10,124	\$ 0	\$ 0	\$ 0	\$ 0
Salary and Benefits	1,421,704	1,380,478	1,448,859	1,448,859	1,448,859
Services and Supplies	218,436	217,289	221,035	221,035	221,035
**Gross Expenditures	\$ 1,640,140	\$ 1,597,767	\$ 1,669,894	\$ 1,669,894	\$ 1,669,894
Less Intrafund Transfers	36,226	36,388	37,221	37,221	37,221
**Net Expenditures	\$ 1,603,914	\$ 1,561,379	\$ 1,632,673	\$ 1,632,673	\$ 1,632,673
General Fund Support (G.F.S.)	<u>\$ 1,593,790</u>	<u>\$ 1,561,379</u>	<u>\$ 1,632,673</u>	<u>\$ 1,632,673</u>	<u>\$ 1,632,673</u>

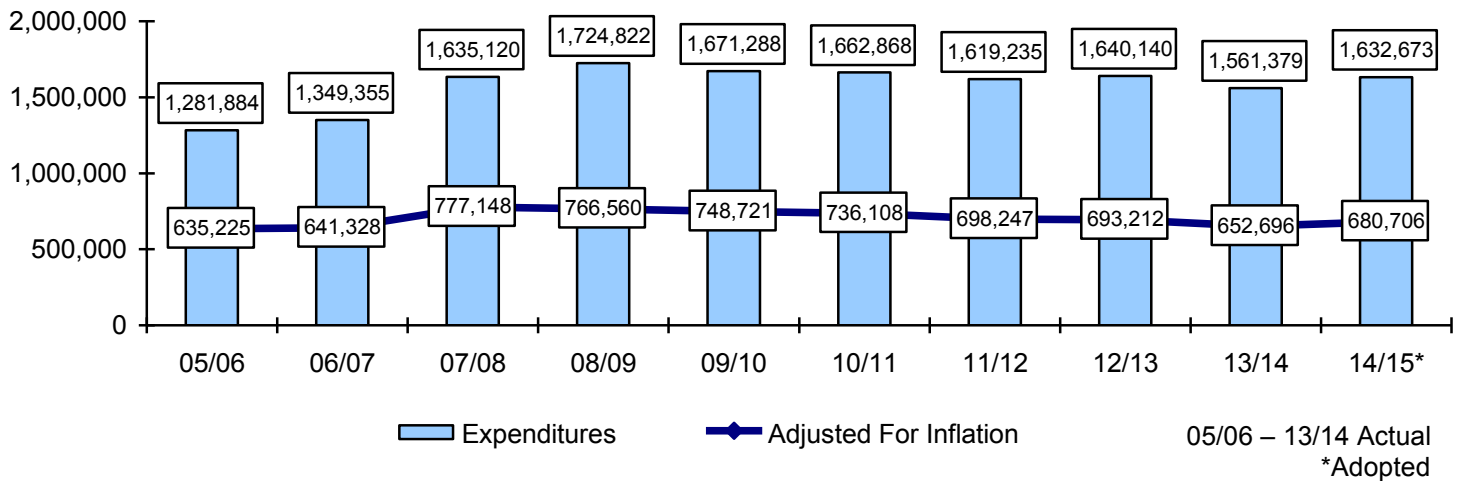
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

The Board of Supervisors has a total expenditure level of \$1,632,673 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: \$124,400 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: \$1,508,273 Total Staffing (FTE): 12.50

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The recommended budget for FY 2014-15 includes a reduction of \$29,371 or 1% in General Fund support. This reduction is the result of the transfer of \$54,500 in appropriations to Fund Center 103 – Non-Departmental Other Expenditures relating to the cost of the video broadcast of Board of Supervisors meetings and offsetting increases in salaries and benefits and various services and supplies accounts.

Of the \$1,632,673 in General Fund support recommended for FY 2014-15, there is a total of \$184,000 (11%) in non-salary related expenses. This includes \$124,000 (68%) for the State-mandated County-wide audit with the remaining \$59,000 (32%) allocated for travel, training, equipment replacement and other discretionary and overhead expenses.

The salaries and benefits allocation of \$1,448,859 continues to reflect a voluntary 5% reduction in salaries and benefits originally implemented by the Board of Supervisors in FY 2009-10 as one of the County's initial cost-cutting measures.

BOARD ADOPTED CHANGES

None.

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".

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
Triennial Survey	72%	Triennial Survey	Triennial Survey	72%	72%	Triennial Survey

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

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

How are we doing? The 2013 ACTION telephone survey asked 1,102 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?" 69% of the respondents rated the County as "good" (40%), "very good" (19%) or "excellent" (10%). These results show an increase in those respondents rating County services as "excellent" but demonstrate a slight decline from the 2010 survey in which 72% rated the county as "good" (41%), "very good" (25%) or "excellent" (6%). The 2013 ACTION survey was presented to the Board on December 3, 2013. The survey results are posted on the County's website: <http://www.slocounty.ca.gov>. The next ACTION telephone survey is planned for FY 2016-17.

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

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
Triennial Survey	Survey on hold	Triennial Survey	Survey on hold	Survey on hold	Survey on hold	Survey on hold

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

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

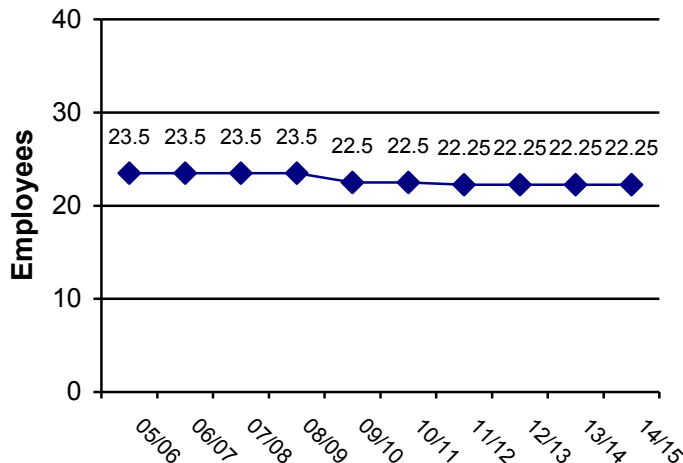
How are we doing? The Citizen's Opinion Survey was most recently conducted in the Winter of 2007. This survey asked respondents if they had contact with County employees in the past 12 months, and if so, to rate their overall impression of that contact in terms of knowledge, responsiveness and courtesy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

MISSION STATEMENT

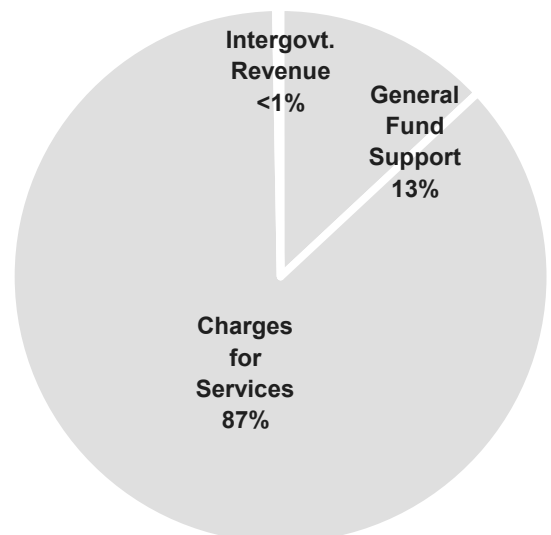
In pursuit of a well-governed community, the County Clerk-Recorder will ensure the integrity of the election process and the records maintained by the office and provide access to these public records, by complying with all applicable laws, employing technology to its fullest and wisely spending the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

	2012-13	2013-14	2014-15	2014-15	2014-15
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Intergovernmental Revenue	\$ 36,823	\$ 86,060	\$ 10,000	\$ 10,000	\$ 10,000
Charges for Current Services	2,796,860	2,058,735	2,672,111	2,775,611	2,775,611
Other Revenues	3,089	3,082	0	0	0
Interfund	3,744	3,600	0	0	0
**Total Revenue	\$ 2,840,516	\$ 2,151,477	\$ 2,682,111	\$ 2,785,611	\$ 2,785,611
Salary and Benefits	2,038,867	2,009,492	2,075,431	2,075,431	2,075,431
Services and Supplies	895,492	900,707	1,027,179	1,130,779	1,130,779
Fixed Assets	79,002	0	0	0	0
**Gross Expenditures	\$ 3,013,361	\$ 2,910,199	\$ 3,102,610	\$ 3,206,210	\$ 3,206,210
General Fund Support (G.F.S.)	<u>\$ 172,845</u>	<u>\$ 758,722</u>	<u>\$ 420,499</u>	<u>\$ 420,599</u>	<u>\$ 420,599</u>

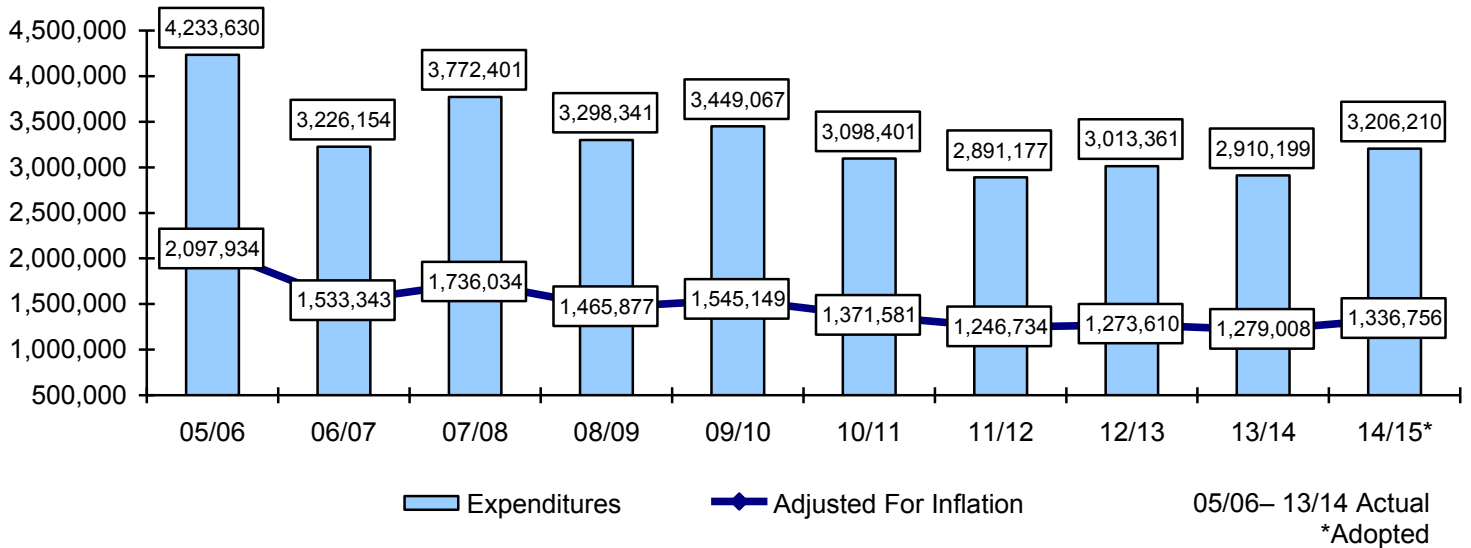
Number of Employees
(Full Time Equivalent)



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

The Clerk-Recorder has a total expenditure level of \$3,206,210 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: \$1,671,065 Total Staffing (FTE): 14.97

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: \$876,694 Total Staffing (FTE): 3.38

Recorder's Restricted Revenues (Special Projects)

Collect and utilize restricted funds to pursue the modernization of delivery systems for official and vital records. These funds are used for many purposes including deployment of technology to streamline the recording process, ensuring retention of historical records through preservation efforts, converting official and vital records to images to increase public access and expanding services to customers by funding the North County satellite office.

Total Expenditures: \$658,451 Total Staffing (FTE): 3.90

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 our duties within the legislated mandates and deadlines. As the department participates in solutions to the County's financial challenges, it is also confronted with some challenges that are specific to the County Clerk-Recorder.

The department will soon be faced with the need to replace aging technology. The Clerk-Recorder is heavily reliant on technology to streamline our mandated duties and increase access to our records. Two major systems were implemented over 10 years ago and will be in need of replacement or significant upgrades in the next two to three years. The replacement costs will be funded outside of the General Fund (Help America Vote Act funds will be used for a ballot counting system and Recorder's restricted revenue will be used for the recording and imaging system). However, the procurement and implementation of these systems will require a significant amount of dedicated staff time while simultaneously accomplishing the daily duties of the department.

In addition to replacing aging technology, the department will be faced with implementation of changes required by Vote Cal, the statewide voter registration database mandated by the Help America Vote Act. When fully implemented in early 2016, Vote Cal will be the controlling database for voter registrations as well as activity directly related to election day, such as printing of precinct voter lists. The implementation will require a revamp of all voter registration procedures on a local level and the testing and deployment will dominate the election activity leading up to the Presidential Primary in 2016. In addition, several election laws will become effective upon the full implementation of Vote Cal, including pre-registration of 16 year olds and same day (election day) voter registration, which will require extensive changes to voter registration and election day procedures.

Following are some of the department's notable accomplishments for FY 2013-14 and some specific objectives for FY 2014-15:

FY 2013-14 Accomplishments

- Conducted training sessions for Clerk-Recorder employees in recording laws and procedures with the goal of all employees attaining the status of Certified Document Examiner by the summer of 2014.
- Expanded paperless agenda system to the Assessment Appeals Board resulting in approximately 1-2 hours of time savings per meeting.
- Created 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 and public using precinct data.
- Implemented electronic recording for Franchise Tax Board, Department of Child Support Services (DCSS), Employment Development Department and Board of Equalization liens, saving over 100 hours of staff time for Clerk-Recorder staff. There will also be time savings for the DCSS staff.
- Successful implementation of the electronic filing system to track Conflict of Interest filers

FY 2014-15 Objectives

- Replace aging technology by upgrading and re-platforming the software system that manages cashing and all Recorder and County Clerk functions.
- Replace voting system with upgraded system that takes advantage of current technology, yet still maintains the integrity of the voting experience expected by San Luis Obispo County voters.
- Replace historical Board of Supervisors index to provide greater search capabilities as well as expand access to other departments and the public. This will remove the remaining Clerk-Recorder legacy system from the mainframe.
- Conduct a Request for Information (RFI) for election services including equipment delivery and ballot and sample ballot printing to ensure the best possible price for services.
- Expand electronic filing to include campaign finance statements. This will not only save staff time in reviewing

and allow electronic filing of annual conflict of interest forms. During the annual filing period, this is estimated to result in savings of between 150 to 250 staff hours.

and filing documents but will assist campaigns in managing their filings and quickly make redacted information available online for public access.

COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

The County Clerk-Recorder consists of three divisions, including General Administration, Recording, and Elections. 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 even-numbered years (FY 2014-15 is an even-numbered year), election revenue increases and the department requires less General Fund support.

The level of General Fund support for this budget is recommended to decrease \$336,723 or 44% compared to the FY 2013-14 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 remains relatively flat compared to FY 2013-14 adopted levels. Revenues are recommended to increase \$483,291 or 20% and expenditures are recommended to increase \$146,568 or 4% compared to FY 2013-14 adopted levels.

Overall, revenues are increasing due to the fluctuation in election related revenue as well as an increase in restricted revenue due to a budget augmentation of \$100,000 (outlined below) and an additional increase in restricted revenue offset projects. In FY 2014-15, the department will continue to work on the conversion of old vital records from books and film as well as continue to clean up old indexes (1924-1969), both of which are restricted revenue offset projects. The increases to revenue are partially offset by a projected \$220,000 or 18% decrease in recording fee revenue. Recording activity in the current year is down 24% compared to the same period from FY 2013-14. A number of factors, including a shortage of housing inventory, rising sales prices, rising interest rates, and increased regulations for obtaining loans, fueled the decline in recordings.

Salary and benefits accounts are recommended to increase \$25,876 or 1% compared to FY 2013-14 adopted levels due to a 1% increase in salaries and benefits and an 8% increase in temporary help expenditures due to the minimum wage increase effective July 1, 2014. Services and supplies are recommended to increase \$120,692 or 11% compared to FY 2013-14 adopted levels due to expenditures associated with the general election as well as a budget augmentation of \$100,000 to fund the restoration and preservation of historical record books and indices (outlined below). The restoration and preservation project can be paid for with the department’s restricted revenue. As a result, the addition of funding for the restoration of historical record books has no net impact on the department’s level of General Fund support.

The recommended FY 2014-15 General Fund support will allow the department to continue to perform the duties associated with the various functions of the office and is not expected to pose any service level impacts.

BOARD ADOPTED CHANGES

None.

BUDGET AUGMENTATION REQUESTS ADOPTED

Unit Amount	Description	Results
Gross: \$100,000 General Fund: \$0	Utilize \$100,000 from restricted revenue to fund the restoration and preservation of historical record books and indices.	<ul style="list-style-type: none"> • Provide the public and researchers with enhanced images making the records easier to read and enhancing the searching of these records. • Restore and preserve the historical records of the County for posterity.

GOALS AND PERFORMANCE MEASURES

Department Goal: Create, process, maintain, and/or update records and documents (i.e., Board of Supervisor minutes and records, real property and vital records, voter registration, etc.) in a timely and accurate manner to ensure compliance with local, state, and federal laws.

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

1. Performance Measure: Percentage of documents received by mail which are examined and recorded, or returned within two business days.

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
98%	96%	99%	99%	100%	99.5%	100%

What: This measure tracks the processing time of official records (e.g. deeds, reconveyances) received in the mail.

Why: Tracking the time it takes to process official records helps to measure how prompt our customer service is to the public, County departments, State, and Federal agencies, and enables us to ensure we are complying with law that requires recordation within two days of receipt of specific documents, which are sent to us by express delivery.

How are we doing? Recording levels for FY 2013-14 have decreased by 27.7% (approximately 21,000 documents), compared to FY 2012-13 levels. FY 2013-14 did not quite meet adopted levels. The department has faced heavy staffing shortages in the last quarter of the Fiscal Year, along with the conduct of the June Primary Election. The department is almost fully staffed and with our ongoing focus on additional training for staff, we continue to strive towards achieving our goal of 100% in the future when recording levels increase. No comparable county data is available.

Department Goal: Provide easy access to all public records and documents to enhance customer service.

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

2. Performance Measure: Percentage of requests for vital and official records per month conducted online via the web. This measure is being deleted in FY 2014-15.

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
5.3%	5.4%	3.4%	2.9%	3.5%	3%	Deleted

What: This measure tracks the use of Clerk-Recorder services that are available online for a fee.

Why: Copy requests via the web require less staff time and measuring the use of online services assists in the assignment of staff within the department, resulting in a more efficient use of staff time. Tracking measurements of the level of use of online vital and official records use also provides indicators of the need to advertise and enhance the availability of certain services online to better serve the public.

How are we doing? The online purchase of birth and death copies has been restricted in the State since 2003, and in 2010 the restriction was expanded to include copies of marriage licenses. The percentage of online requests for the purchase of vital and official records has been increasing since legislation was passed in 2004 to allow customers to fax a notarized statement for purchase of these records. In April 2011, 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 overall decrease from FY 2009-10 to FY 2013-14 can be attributed to the new credit card payment vendor and the savings that the new system offers for the customer. 3% is equivalent to 30 requests per month for vital and official records via the web. This measure is being deleted because the online vendor is no longer being used at previous rates, which has caused this measure to no longer provide meaningful information. See performance measurement below for the new vendor statistics.

Department Goal: To provide easily accessible self-help options for services when possible.

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

3. Performance Measure: Number of citizens who completed transactions with the County Clerk-Recorder without the need to contact the office directly or be physically present in the office.

	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
Online Voter Registration: Percentage of total voter registrations completed online per year.	New Measure	New Measure	New Measure	26%	30%	16%	35%
Certified Vital Records Requests without physical appearance: Percentage of total vital requests completed with a credit card through fax per year.	New Measure	New Measure	New Measure	13%	15%	16%	15%
Online Polling Place Look-Up: Number of visits to the online polling place look-up per election.	New Measure	New Measure	New Measure	9,317	1,900	2,877	7,000
Online Voter Registration Status Look-Up: Number of visits to the online voter registration status look-up per election.	New Measure	New Measure	New Measure	10,004	2,000	1,469	9,000

What: These measures track the use of Clerk-Recorder services available remotely.

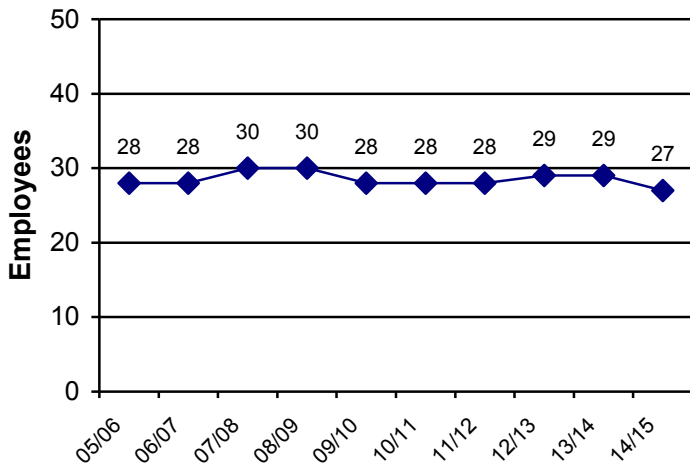
Why: When customers can complete transactions and obtain information online without contacting the office via telephone or in person, the customer benefits in convenience as well as time and cost savings. Tracking this measurement will help identify the benefits to our customers as well as allow better allocation of staff and the need for temporary election employees during the busiest times of the year.

MISSION STATEMENT

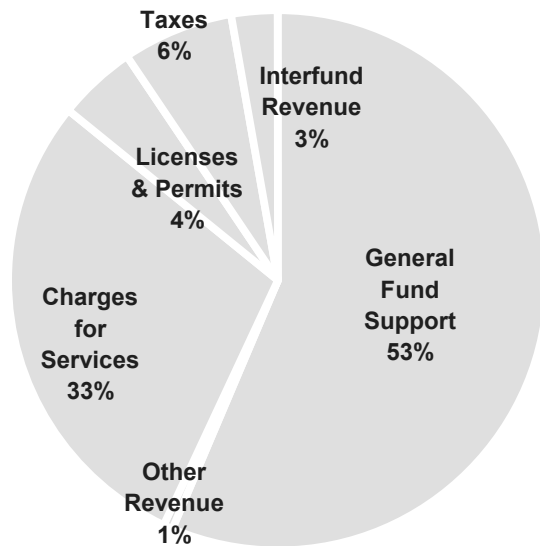
The Auditor-Controller-Treasurer-Tax Collector Office ensures the public's trust by serving as the guardian of assets and funds administered for the County, cities, schools, and special districts and by being an independent source of financial information and analysis for the public, local governmental agencies, County departments, and all other stakeholders.

Financial Summary	2012-13	2013-14	2014-15	2014-15	2014-15
	Actual	Actual	Requested	Recommended	Adopted
Taxes	\$ 164,265	\$ 197,971	\$ 188,960	\$ 188,960	\$ 188,960
Licenses and Permits	133,342	137,489	138,791	138,791	138,791
Charges for Current Services	1,039,812	1,045,116	823,066	823,066	823,066
Other Revenues	20,092	22,368	21,505	21,505	21,505
Interfund	71,013	35,000	82,924	82,924	82,924
**Total Revenue	\$ 1,428,524	\$ 1,437,944	\$ 1,255,246	\$ 1,255,246	\$ 1,255,246
Salary and Benefits	2,461,972	2,414,095	2,530,253	2,530,253	2,530,253
Services and Supplies	278,833	336,109	314,590	314,590	314,590
Other Charges	26,654	26,654	26,654	26,654	26,654
**Gross Expenditures	\$ 2,767,459	\$ 2,776,858	\$ 2,871,497	\$ 2,871,497	\$ 2,871,497
Less Intrafund Transfers	0	1,023	0	0	0
**Net Expenditures	\$ 2,767,459	\$ 2,775,835	\$ 2,871,497	\$ 2,871,497	\$ 2,871,497
 General Fund Support (G.F.S.)	 <u>\$ 1,338,935</u>	 <u>\$ 1,337,891</u>	 <u>\$ 1,616,251</u>	 <u>\$ 1,616,251</u>	 <u>\$ 1,616,251</u>

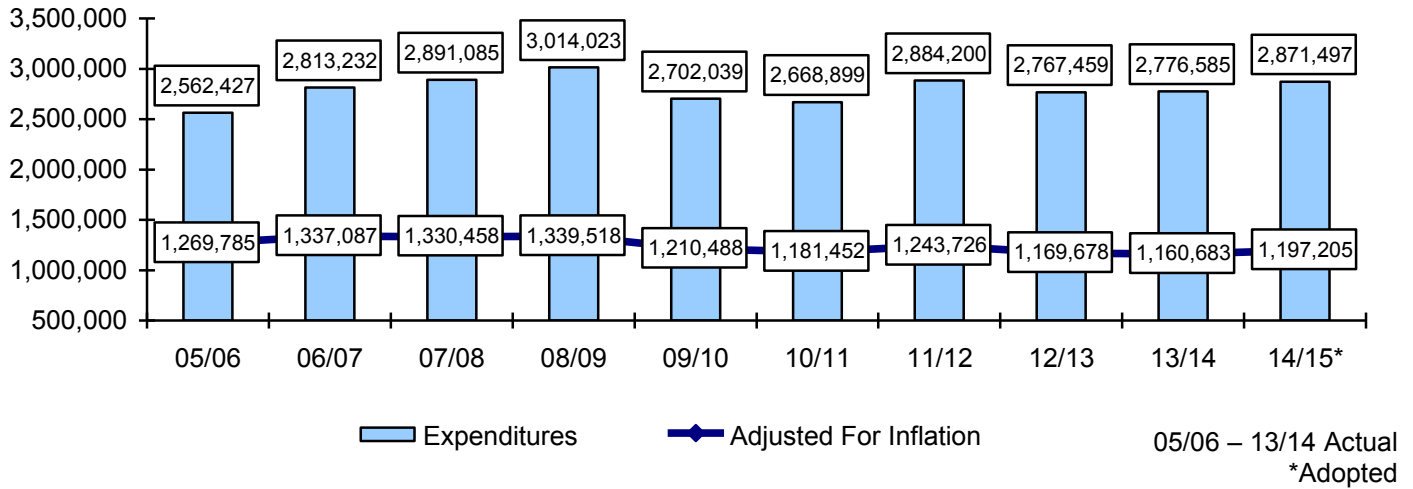
Number of Employees
 (Full Time Equivalent)



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

The Treasurer, Tax Collector, Public Administrator has a total expenditure level of \$2,871,497 and a total staffing level of 27.00 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: \$228,548 Total Staffing (FTE): 2.13

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: \$146,621 Total Staffing (FTE): 1.31

Secured Collections

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

Total Expenditures: \$1,222,405 Total Staffing (FTE): 10.94

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: \$403,240 Total Staffing (FTE): 4.35

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: \$532,463 Total Staffing (FTE): 4.70

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: \$338,220 Total Staffing (FTE): 3.57

DEPARTMENT COMMENTS

The office of the Treasurer-Tax Collector-Public Administrator was consolidated with the office of the Auditor-Controller on August 9, 2013. The larger combined office will be working to develop efficiencies and improvements in the coming years, always with a common goal of providing cost effective, quality service to the community. For budget purposes, the two offices will continue to report separately. Comments below are specific to the Treasurer-Tax Collector-Public Administrator.

The department continually explores effective and efficient ways to enhance its services to the public, as shown in its accomplishments over the years. As part of its "Go Green" efforts, the department was 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 for the "Taxes on the Web". This program 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 2014-15, it continues to modernize systems and services for customers, allowing more online access to services, 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 expects to complete its role in a cooperative multi-year effort to move key programs and data from an outdated mainframe environment to a more modern technology infrastructure. This project will enable future software development to be more responsive and efficient. 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 re-hosted mainframe tax system once that project is completed. In addition, the department will be working towards improvement projects to the modernized property tax system that will become possible once the rehosting project is completed.

Following are some of the department's notable accomplishments for FY 2013-14 and some specific objectives for FY 2014-15:

FY 2013-14 Accomplishments

- Legally consolidated offices with the Auditor-Controller, and began the process of realigning staff to improve efficiencies and increase service levels.
- Completed development of a new internally written point-of-sale software system to allow faster payment processing for taxpayers at the public counter, including receipts by email.
- Recognized with an Innovative Project or Program Award in September 2013 from the California Special Districts Association for the purchase of a debt instrument in FY 2012-13 for Port San Luis Harbor District, which benefited the Treasury and also reduced the District's interest costs.
- Reduced paper storage and improved staff access by converting over 23,000 paper files to electronic formats.
- Promoted "Go Green" paperless billing programs and the ability to make e-check payments without additional fees, which increased the total number of tax payments paid electronically by 6,000 payments in the first 6 months of FY 2013-14.

FY 2014-15 Objectives

- Complete the consolidation of the offices with the Auditor-Controller, creating common office technology infrastructure, realigning and cross-training staff, and improving efficiencies and service levels.
- Continue to partner with the Information Technology Department and the Assessor to convert the County's mainframe property tax system to a modern database environment within the next year. 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 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. For FY 2014-15, the department expects to process over 90,000 payments electronically.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The General Fund support for the Treasurer-Tax Collector-Public Administrator is decreasing by \$65,243 (3%) when compared to FY 2013-14 adopted amounts. This overall decrease can be attributed to the consolidation of the Treasurer-Tax Collector-Public Administrator and Auditor-Controller's Office which was finalization in the first quarter of FY 2013-14.

Revenue is recommended to decrease by 15% or \$237,201 primarily due to the \$216,000 reduction in administrative services revenue. This revenue is derived from a fee charged for investment and banking services by the Treasury to the County's investment pool. In prior years, a large portion of the Treasurer-Tax Collector and Assistant Treasurer-Tax Collector's time was charged to the investment pool. As referred to below, with the consolidation Treasurer-Tax Collector-Public Administrator and Auditor-Controller's Office, these positions were eliminated and it was determined that the cost of providing these services were lower than historically budgeted.

Salary and benefit accounts are recommended to decrease by \$306,610 or 10%. This is largely due to a combination of budgeting for promotion and step increases, pension and worker compensation increases, and negotiated salary and benefit increases, as well as the elimination of three (3) positions: Treasurer-Tax Collector-Public Administrator, the Assistant Treasurer-Tax Collector-Public Administrator referred to above, and a Senior Account Clerk as a result of the consolidation referred to above.

Services and supplies accounts are increasing minimally, 1% or \$3,813. Increases for copying and liability insurance make up the bulk of the increase.

For additional information pertaining to the consolidation, please refer to Fund Center 107 – Auditor-Controller's Office.

BOARD ADOPTED CHANGES

None.

GOALS AND PERFORMANCE MEASURES

<p>Department Goal: Provide helpful, courteous, responsive service to County departments and the public while accommodating all reasonable requests.</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 customer satisfaction surveys which rate department performance as “excellent” or “good.”</p>							
09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target	
98%	100%	100%	100%	100%	100%	100%	
<p>What: This measure tracks the satisfaction survey results collected from customers who are served in person, through the mail, or over the Internet.</p> <p>Why: Customer satisfaction levels are measured and tracked to identify areas in which the department can improve its level of service to the public.</p> <p>How are we doing? In FY 2013-14, the department received 51 completed customer satisfaction surveys from the public service counter. All 51 survey responses, or 100%, rated the service as “excellent” or “good”. 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 paperless billing. 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 2014-15 remains 100% of customer satisfaction surveys to indicate that the department’s performance is “excellent” or “good”.</p>							
<p>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.</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>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).</p>							
09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target	
100%	100%	100%	100%	100%	100%	100%	
<p>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, whereas 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.</p> <p>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.</p> <p>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 2013-2014. The County Treasury continues to explore ways to reduce costs and aggressively search for options to obtain better yields without jeopardizing safety and liquidity.</p>							
<p>3. Performance Measure: Maintain an “AAA/V1” credit rating by Fitch Ratings for the Treasury Combined Pool Investments.</p>							
09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target	
“AAA/V1”	“AAA/V1”	“AAA/V1”	“AAA/V1”	“AAA/V1”	“AAA/V1”	“AAA/V1”	
<p>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.</p> <p>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.</p>							

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." Most recently, on March 21, 2014, Fitch confirmed the County Pool's "AAA/V1" rating.

Department Goal: Ensure public funds on deposit in the County Treasury are properly managed, safeguarded and controlled, and that accounting is proper and accurate.

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

4. Performance Measure: Percentage of time that "no findings" is the result of the quarterly cash procedures audit, the annual County Treasury audit, and the annual investment policy compliance audit ordered by the County Treasury Oversight Committee.

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
100%	100%	100%	100%	100%	100%	100%

What: The County Treasury is audited in several ways throughout the year to ensure accurate and proper accounting, and that proper procedures and internal controls are in place and being followed. Each quarter, the Certified Public Accountants firm contracted by the County conducts an unannounced cash procedures audit of the County Treasury. Annually, this outside firm conducts an audit of the County's financial records, including those of 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.

Why: Internal and external audits certify that public funds on deposit in the County Treasury are properly managed, safeguarded and controlled, and that accounting is proper and accurate.

How are we doing? The above audits have consistently resulted in no findings or recommendations. During FY 2013-14, the quarterly unannounced audits of the Treasury were conducted on September 25, 2013, October 23, 2013, March 13, 2014, and June 30, 2014. All of these audits resulted in no findings or recommendations. The annual audit for FY 2013-14 will be conducted in October 2014. It is anticipated that this audit will result in no findings or recommendations.

Department Goal: Process tax payments promptly and accurately to provide timely availability of funds to the government agencies for which taxes are collected.

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

5. Performance Measure: Percentage of annual current secured property taxes owed that is not collected.

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
3.5%	3.2%	2.2%	1.37%	2.0%	1.14%	2.0%

What: This measures the percentage of current secured property taxes that are owed but not collected.

Why: This measure demonstrates the County's compliance with legal mandates that require the collection of property taxes.

How are we doing? In FY 2012-13, San Luis Obispo County had uncollected current secured taxes outstanding of \$5,966,061.93, or 1.37%, which represents a decrease of .83% from FY 2011-12 levels. The State average for FY 2012-13 (the last year for which statistics are currently available) was 1.6%. For FY 2013-14 the County had uncollected current secured taxes unpaid at the end of the fiscal year totaling \$5,149,127.44 or 1.14%. The lower levels of delinquency are attributed to continued improvements in taxpayer communications, the improving economy, and the lower number of foreclosed properties. While the FY 2014-15 target was set at a historical average of 2%, recent trends suggest that this will be exceeded.

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

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

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
New	New	New	30.2%	31%	32.9%	33%

What: The Tax Collector's 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. 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 including free e-checks.

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

7. Performance Measure: Percentage of referrals to the Public Administrator that are completed with an initial investigation report, and a decision to accept or decline, within 15 business days.

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
100%	80%	100%	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: California Probate Code section 7620 states that the Public Administrator shall act "promptly" in regards to making decisions on case acceptance. This measure demonstrates the County's compliance with this legal requirement 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 investigation of assets, locating family members or beneficiaries, locating trusts or wills if they exist, and securing assets that may be subject to misappropriation. In FY 2013-14, 16 estate referrals were investigated. In 11 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 5 estates were accepted for administration by the Public Administrator pursuant to California Probate Code. In FY 2013-14, all of these 16 estate referrals were investigated and determined within the 15 business day policy. The Public Administrator expects to promptly investigate and determine estate administrations within 15 business days throughout the FY 2014-15.

Support to County Departments

County Counsel

General Services Agency

Fleet Services

Information Technology

Human Resources

Risk Management

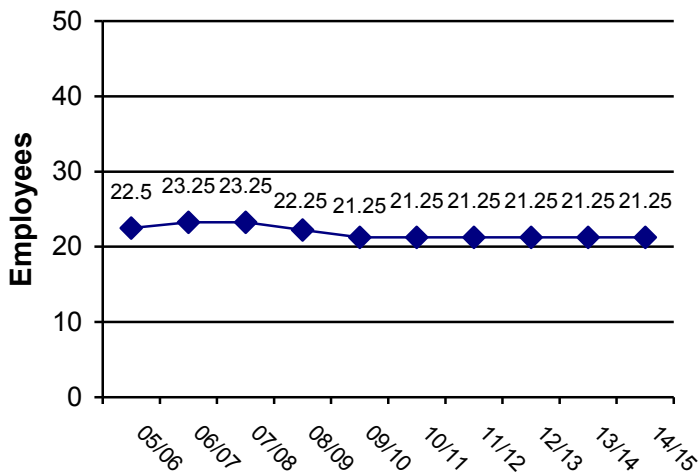
Self Insurance

MISSION STATEMENT

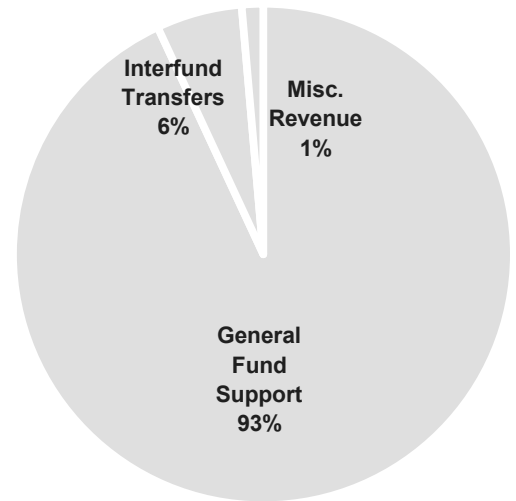
To provide accurate and reliable legal services to County departments, boards, agencies, and special districts in a manner which is cost effective and promotes excellence in delivery of government services to the public.

Financial Summary	2012-13	2013-14	2014-15	2014-15	2014-15
	Actual	Actual	Requested	Recommended	Adopted
Intergovernmental Revenue	\$ 9,595	\$ 0	\$ 3,500	\$ 3,500	\$ 3,500
Charges for Current Services	58,478	71,109	48,000	48,000	48,000
Other Revenues	256,899	4,020	0	0	0
Interfund	241,680	253,275	183,200	183,200	183,200
**Total Revenue	\$ 566,652	\$ 328,404	\$ 234,700	\$ 234,700	\$ 234,700
Salary and Benefits	3,236,054	3,201,299	3,320,303	3,320,303	3,320,303
Services and Supplies	738,253	272,536	212,684	212,684	212,684
**Gross Expenditures	\$ 3,974,307	\$ 3,473,835	\$ 3,532,987	\$ 3,532,987	\$ 3,532,987
General Fund Support (G.F.S.)	<u>\$ 3,407,655</u>	<u>\$ 3,145,431</u>	<u>\$ 3,298,287</u>	<u>\$ 3,298,287</u>	<u>\$ 3,298,287</u>

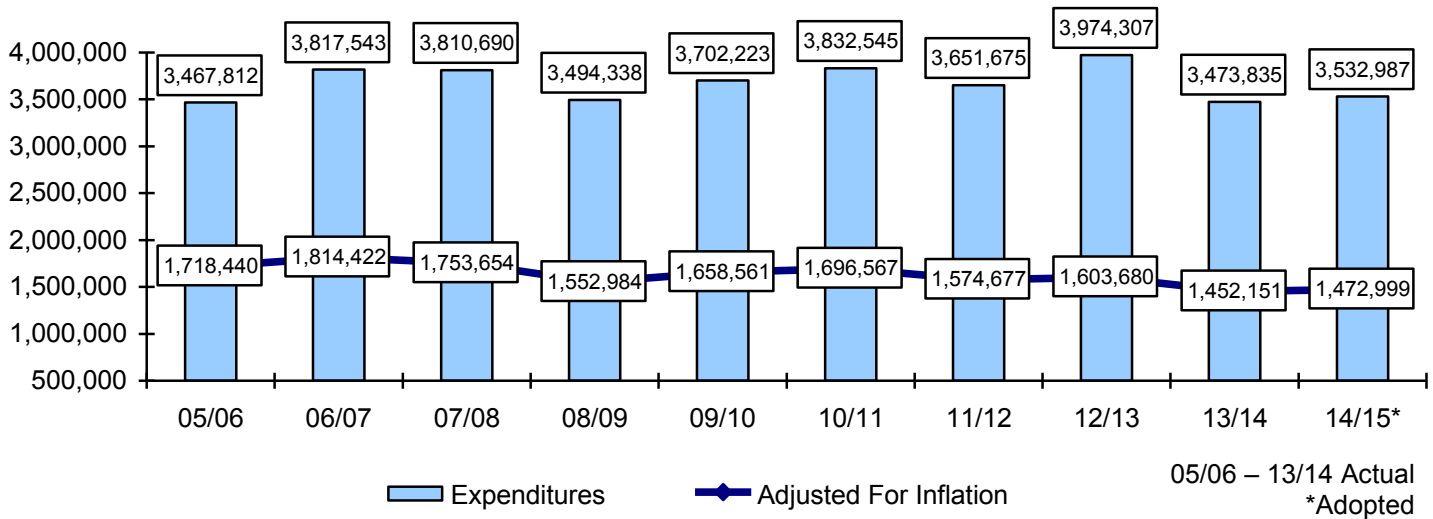
Number of Employees
(Full Time Equivalent)



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

County Counsel has a total expenditure level of \$3,532,987 and a total staffing level of 21.25 FTE to provide the following services:

Litigation

Defend the County and special districts and provide litigation services in complex lawsuits including tax, personnel, contract, and land use matters to minimize liability and maximize County recovery. Represent the County and protect the interests of the client in cases that address the special needs of fragile populations in the community (children referred to Child Welfare Services, residents receiving mental health care and individuals requiring conservatorship), as well as estates without probate representation.

Total Expenditures: \$1,095,226 Total Staffing (FTE): 6.50

Legal Advice

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

Total Expenditures: \$2,437,761 Total Staffing (FTE): 14.75

DEPARTMENT COMMENTS

The Office of the County Counsel provides legal advice and litigation representation to the Board of Supervisors and approximately 70 County boards, commissions, departments, agencies and special districts. The County Counsel attorneys work with their clients to provide accurate and timely legal advice that encourages policy innovation while protecting County resources. When litigation does arise, attorneys approach each matter strategically. Through the wise use of in-house and outside counsel, the department seeks to uphold the Board's policy direction while protecting the County's assets. To the extent feasible, with respect to matters outside of the

Risk Management Program, County Counsel seeks to reduce the use of outside counsel (which is generally more expensive than County Counsel) and to handle such matters in-house in order to preserve County funds. The department continues to scale back the number of hardcover publications and periodicals in order to avoid the expense of updating them.

In FY 2014-15, County Counsel will continue addressing the growing number of local and state issues involving water and supply. The scarcity of groundwater in all areas of the County is expected to give rise to additional litigation and continued governance work in the coming year. The department expects to address this challenge through both continued development of in-house expertise and the selective use of outside resources.

Following are some of the department's notable accomplishments for the last year and some specific objectives for the upcoming year:

FY 2013-14 Accomplishments

FY 2014-15 Objectives

- Representative favorable judgments or settlements:
 - Upheld plan for supervisorial district redistricting at the Court of Appeal
 - Successfully resolved litigation challenging the Los Osos CSD plan for bankruptcy reorganization
 - Prevailed in a superior court challenge to Board of Supervisors action on the Huasna Excelaron project
 - Significant transactional work includes:
 - Transferring County-owned Sunny Acres property to Transitions-Mental Health Association
 - Contracting for evaluation, preservation and restoration of the Cayucos Pier
 - Contracting with Sustain Technologies to implement a new case management system for the Probation Department
 - Notable advisory efforts:
 - Consolidating the offices of Auditor-Controller and Treasurer-Tax Collector
 - Permitting expanded throughput at the Phillips 66 refinery
 - Implementing AB 109 realignment with the Sheriff and Probation Departments
 - Reassessing the value of Mission Linen corporate property
- Provide Legal Counsel on the following major projects:
 - Juvenile Hall expansion project
 - Paso Robles ground water basin governance and management
 - Continued construction of the Los Osos Wastewater project
 - Los Osos Habitat Conservation Plan
 - Women's jail expansion project

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The level of General Fund support for this department is recommended to increase \$55,625 or 1% compared to FY 2013-14 adopted levels. Revenues are recommended to decrease \$11,783 or 4% and total expenditures are recommended to increase \$43,842 or 1%.

The department's revenue consists almost entirely of charges to outside agencies and other County departments for legal services. In FY 2013-14, the department budgeted for a significant increase in legal services revenues due to a projected increase in the number of hours billed to the Public Works department for a variety of projects. In FY 2014-15, revenues are recommended to decrease, due to expected reduced involvement in the Nacimiento Water Project, State Water project, and various flood control and water conservation district litigation.

Salary and benefits are increasing by \$16,525 or less than 1% due to an increase in salaries for step increases. Services and supplies are increasing by \$27,317 or 14% due to an increase in online legal research and increase in insurance expenditures.

The recommended FY 2014-15 General Fund support will support the department's ability to continue handling the same level of transactional matters, Child Welfare Services matters, and litigation matters as in the current year. As such, it is expected that the department will be able to maintain existing service levels in FY 2014-15.

BOARD ADOPTED CHANGES

None.

GOALS AND PERFORMANCE MEASURES

<p>Department Goal: Represent the County and advocate to protect the interests of the client in cases which address the special needs of fragile populations in the community (children referred to Child Welfare Services, residents receiving mental health care and individuals requiring financial conservatorship), as well as estates without probate representation.</p>						
<p>Communitywide Result Link: <input type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community</p>						
<p>1. Performance Measure: Proceedings in which legal advice is provided to Child Welfare Services (CWS) and advocate representation is provided in court to assure that the law is followed while attempting to achieve results that are in the best interest of the child.</p>						
09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
700	690	695	651	650	729	675
<p>What: A large number of proceedings are handled annually by CWS to protect the children of our community. County Counsel provides legal representation in all matters on the Court's weekly CWS Calendar, any contested hearings and/or trials and all CWS Mediations.</p>						
<p>Why: If strong legal representation is provided by County Counsel to CWS in these matters, then CWS will be successful in protecting the abused and neglected children of our community.</p>						
<p>How are we doing? It should be noted that the County Counsel's office has virtually no influence on the number of proceedings that are handled. We handle whatever comes our way via the Department of Social Services (DSS). In FY 2013-14 there were 360 Petitions filed (calendar items), 318 contested hearings/trials and 51 mediations. The number of proceedings depends on numerous factors beyond our control, including (1) the number of proceedings initiated by participants in the juvenile court (DSS, parents, children, etc.); (2) the mix of proceedings that need to be disposed of (e.g., more complex proceedings consuming large amounts of court and DSS resources generally means that fewer short cases can be processed by the court and DSS); and (3) the amount of juvenile court resources available to hear proceedings, which tends to be finite. Not included in the figures above are the number of writs and appeals that are filed in regard to these cases. It should also be noted that the number of writs and appeals are beyond our control. For example: parents are entitled to outside appellate counsel from a large panel, and individual panel attorneys may take more aggressive approaches. In addition, changes in statutes or case law can trigger a rash of related appeals. A significant amount of work is required to prepare responses to these filings and to argue some at the Court of Appeal. No comparable county data is available.</p>						
<p>2. Performance Measure: Cases involving people who are unable to care for themselves in which County Counsel represents the County to assure that the law is followed while attempting to achieve results that are in the best interest of the individual as determined by the Public Guardian, Public Administrator or Department of Behavioral Health.</p>						
09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
143	148	156	153	150	153	170
<p>What: The Public Guardian is appointed as Conservator on an ongoing basis for individuals when it has been determined by the court that they cannot care for themselves. The Department of Behavioral Health assists individuals in urgent short-term mental health situations such as Habeas Corpus matters, where it comes to the authorities' attention that the individual needs immediate assistance and are detained (for not more than 72 hours) until a judge makes a determination as to whether or not they are able to care for themselves. The Public Administrator is appointed by the court to assist in the disposition of the estate of a decedent where no executor is available. County Counsel is involved in these matters in order to assure that the law is complied with while protecting the rights of those members of our community who are unable to make their own decisions or care for themselves. County Counsel provides legal representation in all court appearances for these matters.</p>						

Why: If effective legal representation is provided by County Counsel in these matters, the Public Guardian and Public Administrator will be successful in assuring the care of those in the community who are unable to care for themselves and the Department of Behavioral Health will be more likely to improve the mental stability of its patients.

How are we doing? During FY 2013-14, there were 51 Habeas Corpus matters handled by County Counsel. At present, there are 96 ongoing/active conservatorship cases, as well as 6 estate matters from the Public Administrator. The number of conservatorship cases has decreased slightly, though their complexity continues to be at an elevated level, resulting in more hours of preparation and increased court appearances than in years past. No comparable county data is available.

Department Goal: Provide accurate, timely, and reliable document review and legal advice for County boards, commissions, departments, and agencies in order to help these clients achieve their objectives without unnecessary litigation or loss.

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

3. Performance Measure: Percentage of clients who report advice provided by attorneys was clear, relevant and timely.

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
95%	97%	100%	98%	99%	99%	99%

What: This measurement reflects the level of satisfaction with County Counsel's departmental support as reported by department representatives during the yearly attorney evaluation process and through frequent contact with managers and staff of client departments.

Why: Each of our clients operates under a highly technical set of governing laws and regulations. By helping them understand and meet their legal obligations, we help them serve the community in the most effective manner. Asking departments to evaluate the work that County Counsel does provides us with the opportunity to improve our services to departments.

How are we doing? Results are calculated by comparing the number of clients the department represents (106) with the comments received. As of this date all clients reported that advice from County Counsel was clear, relevant, and timely, with only 1 client having less than positive comments. County Counsel strives to maintain a high level of client satisfaction by closely monitoring attorney and staff assignments to create a better fit with the client and by matching attorney and staff experience with client requirements. No comparable county data is available.

4. Performance Measure: Percentage of projects in which the response to requests for legal advice or contract review are completed within five working days.

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
98%	99%	91%	92%	98%	88%	98%

What: This measurement reflects the percentage of time that the review of a variety of legal documents, conduct of research, and rendering of opinions as requested, is completed within five working days.

Why: It is our intent to be in contact with the requestor or respond to each written request for legal advice within five working days. Measuring our response time to requests for legal advice enables us to evaluate our customer service and improve the assistance we provide to our clients in achieving their objectives as expeditiously as possible.

How are we doing? In FY 2013-14 there were 3,039 requests for legal advice submitted by various departments. Approximately 2,688 (88%) of these requests for legal advice were completed within five working days. Some of the requests for legal advice require considerable time to complete due to their complexity or necessary research; however, the requests are not weighted according to complexity or difficulty and therefore do not take these factors into account. Increased internal scrutiny in recent years has led to more accurate and realistic tracking of the time between a request for legal advice and its resolution. No comparable county data is available.

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

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

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

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
.69%	.81%	.75%	.66%	.75%	.76%	.70%

What: This measure demonstrates the relationship between County Counsel's expenditures and the expenditures of the County as a whole. This measurement is obtained by dividing the County Counsel net County cost by the County's total budget.

Why: County Counsel strives to keep costs as low as possible, while providing effective legal advice and representation to its clients. This measure provides an indication of how cost effective County Counsel's legal support is.

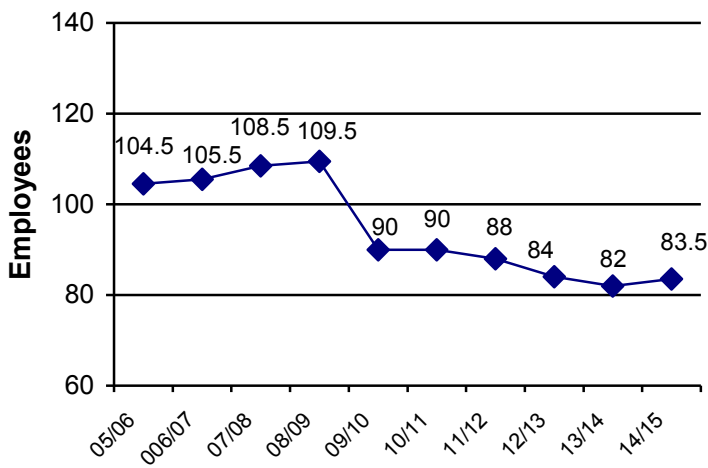
How are we doing? County Counsel's operating budget continues to stay fairly consistent with prior years. The budget status includes funds that are encumbered periodically during the year for professional services (i.e., outside law firms and outside technical experts). These professional services are incurred on behalf of the County and are budgeted and paid for through the County Counsel budget. Those encumbrances are not included in our calculations for this measure. Our department's budget is primarily staff costs and fluctuations in staffing levels and are the primary reason for year-to-year percentage variations in this measure. All other costs are closely monitored.

MISSION STATEMENT

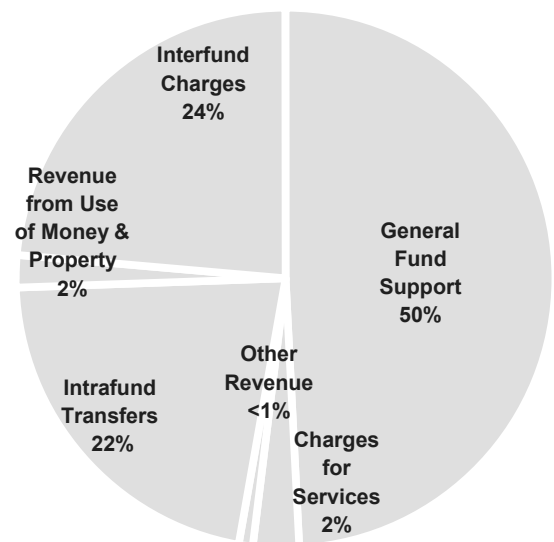
General Services provides cost effective, functional, safe facilities for San Luis Obispo County by delivering excellent services that enable the professional operation of County business.

	2012-13	2013-14	2014-15	2014-15	2014-15
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Licenses and Permits	\$ 15,079	\$ 10,024	\$ 14,500	\$ 14,500	\$ 14,500
Revenue from Use of Money & Property	242,679	237,598	241,968	241,968	241,968
Intergovernmental Revenue	10,618	8,702	4,198	4,198	4,198
Charges for Current Services	236,078	302,383	309,895	309,895	309,895
Other Revenues	77,485	84,211	95,361	95,361	95,361
Interfund	<u>2,835,937</u>	<u>2,761,446</u>	<u>2,799,980</u>	<u>2,958,258</u>	<u>2,958,258</u>
**Total Revenue	\$ 3,417,876	\$ 3,404,364	\$ 3,465,902	\$ 3,624,180	\$ 3,624,180
Salary and Benefits	7,419,923	7,323,099	7,823,041	7,930,310	7,930,310
Services and Supplies	4,234,281	4,595,454	4,500,919	4,500,919	4,500,919
Other Charges	72,148	71,987	72,761	72,761	72,761
Fixed Assets	<u>56,115</u>	<u>32,225</u>	<u>29,000</u>	<u>29,000</u>	<u>29,000</u>
**Gross Expenditures	\$ 11,782,467	\$ 12,022,765	\$ 12,425,721	\$ 12,532,990	\$ 12,532,990
Less Intrafund Transfers	<u>3,008,075</u>	<u>2,722,180</u>	<u>2,744,390</u>	<u>2,744,390</u>	<u>2,744,390</u>
**Net Expenditures	\$ 8,774,392	\$ 9,300,585	\$ 9,681,331	\$ 9,788,600	\$ 9,788,600
General Fund Support (G.F.S.)	<u>\$ 5,356,516</u>	<u>\$ 5,896,221</u>	<u>\$ 6,215,429</u>	<u>\$ 6,164,420</u>	<u>\$ 6,164,420</u>

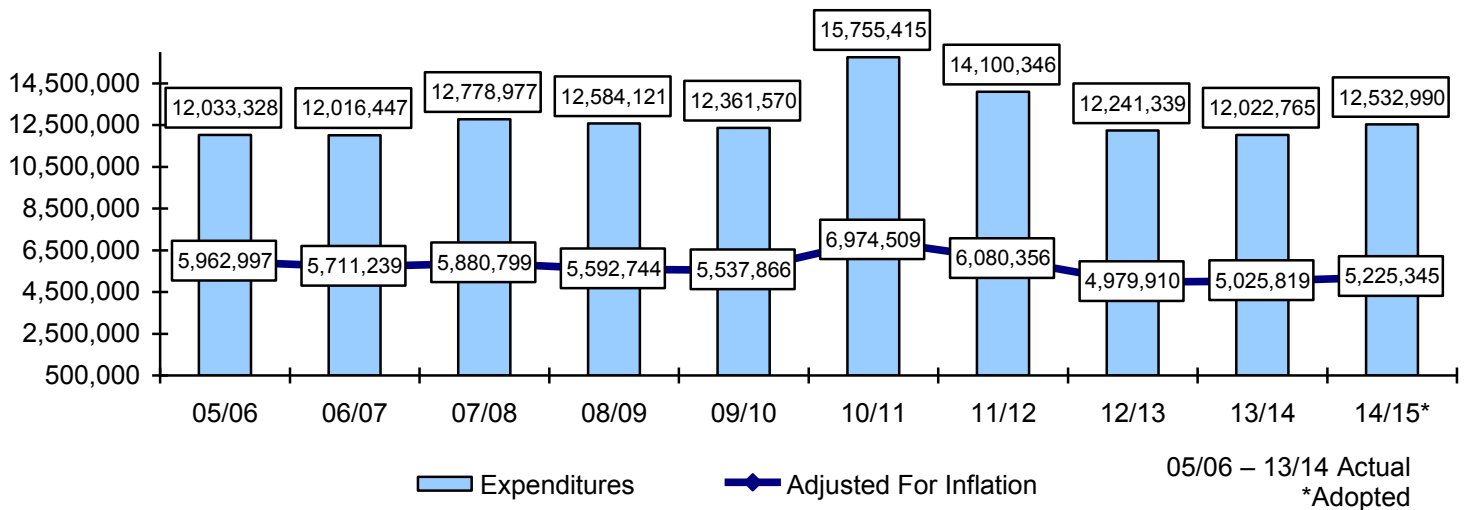
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

General Services Agency (GSA) has a total expenditure level of \$12,532,990 and a total staffing level of 83.50 FTE to provide the following services:

Administration and Financial Services

Provide general management, financial management, supervision, accounting, and administrative support to all business units in the General Services Agency, including County Airports, Fleet Services, Parks and Golf Courses.

Total Expenditures: \$1,847,490 Total Staffing (FTE): 14.50

Architectural Services

Manage the construction process (design, bidding, contractor selection, implementation, and contract administration) for capital improvement and maintenance projects for County-owned buildings.

Total Expenditures: \$1,369,539 Total Staffing (FTE): 11.00

Central Mail Services

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

Total Expenditures: \$643,694 Total Staffing (FTE): 2.00

Purchasing Services

Effectively manage the centralized purchasing program for all County departments and maintain the public trust in the expenditure of County funds.

Total Expenditures: \$378,741 Total Staffing (FTE): 4.00

Custodial Services

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

Total Expenditures: \$1,930,745 Total Staffing (FTE): 24.00

Support to County Departments

Facility Maintenance Services

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

Total Expenditures: \$3,218,592 Total Staffing (FTE): 23.00

Utility Services

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

Total Expenditures: \$1,139,638 Total Staffing (FTE): 1.00

Real Property Services

Manage the utilization, leasing, permitting, acquisition, purchase, sale and transfer of County-owned real property, including land, buildings, and improvements. Procure, negotiate, establish and administer real property lease contracts and agreements for County Departments (i.e. County as Lessee and County as Lessor/Permitter).

Total Expenditures: \$2,004,551 Total Staffing (FTE): 4.00

DEPARTMENT COMMENTS

General Services' mission is to provide all departments and agencies of San Luis Obispo County Facility, Real Property, and Purchasing services that are cost effective and are conducive to, and enhance the operations of the County.

The Architectural Services, Facilities Services, and Real Property Services teams provide project development, design management, and construction management for 70 capital improvement and maintenance projects totaling \$90 million; maintain buildings, facility equipment, and provide custodial services for approximately 130 facilities with a combined square footage of 1.3 million; manages 112 leased properties totaling 171,445 square feet and 320 parcels totaling 3,000 acres of County-owned real estate; and manages facility utilities and evaluates energy reduction and renewable energy options.

Countywide Purchasing centralizes the purchasing of all goods and services for all County departments processing 1,832 purchase order transactions accounting for \$93 million through the financial system (SAP); and internal County mail processes and delivers 859,000 pieces of external and internal mail.

General Services will focus on further development of existing financial systems and explore the use of other tools to provide better tracking, reporting, and analysis of data.

Following are some of the department's notable accomplishments for FY 2013-14 and some specific objectives for FY 2014-15:

FY 2013-14 Accomplishments

- Completed construction of the new Cambria Library in December 2013, transforming a vacant building in Cambria to a new library, delivering the project on schedule and 33% under budget.
- Leveraged a pre-qualification process to select a general contractor for the Women's Jail Expansion and Juvenile Hall Expansion projects.

FY 2014-15 Objectives

- Begin construction of SB81 funded Juvenile Hall Expansion project.
- Replace severely damaged and missing piles on Cayucos pier, restoring structural stability to the historic pier.
- Continue to manage the multi-year construction on the AB900 funded Women's Jail Expansion project to the planned budget and October 2016 completion date.

- Achieved substantial completion of the Atascadero Library and North County Service Center to expand library space and provide needed County services.
- Implemented electronic procurement bidding; adding 2,350 new vendors, a 450% increase, while saving 450 annual staff hours.
- Reached successful resolution of a Memorandum of Understanding between the County and the Nipomo Community Services District for the location of Jim O. Miller Park in Nipomo.
- Established a San Luis Obispo County Purchasing Alliance creating a Memorandum of Understanding with cities, Cal Poly, and State agencies providing savings and transparency.
- Continue to manage the total inventory of approximately 90 construction and maintenance projects to planned schedules and budgets.
- Complete SAP update to allow for better tracking and reporting of metrics for plant maintenance and capital projects.
- Define standard dashboards to report on key performance indicators highlighting operational and financial performance.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The level of General Fund support for this budget is recommended to increase by \$34,676 or less than 1% compared to the FY 2013-14 adopted level. Revenues are recommended to increase by \$141,577 or 4% and expenditures are recommended to increase by \$176,253 or 1%.

The operational expense for General Services is funded through a combination of General Fund support and service charges for custodial, maintenance, architectural, property management, purchasing and other services that are primarily applied to non-General Fund departments. Revenues are increasing due largely to an increase in Architectural Services billings to departments for various projects. Two factors impact this increase: 1. an increase in the hourly rate charged for Architectural Services staff work on capital projects, from \$110.20 to \$112.31, and 2. the expectation that an existing Capital Projects Coordinator which has been vacant for some time will be staffed, and that position's work on various projects will be billed out to departments.

Salary and benefits are recommended to increase by only \$9,316 or less than 1% due to regular pay step increases and the reclassification of a Senior Storekeeper to a Supervising Administrative Clerk I, as a result of a classification study conducted by the Human Resources Department. Salary and benefits also includes funding to extend the term of a limited term Associate Capital Projects Coordinator position that was created in May of 2012 to assist with increased workload in General Services' Architectural Services Division due to the Women's Jail Expansion and Juvenile Hall projects that are currently underway. The limited term position is currently set to expire at the end of FY 2013-14, but due to continued workload associated with these major capital projects, it is recommended that the position be extended through FY 2014-15.

Services and supplies are recommended to increase \$202,729 or 4%, due to increases in various accounts. Significant variances from FY 2013-14 include: a \$33,176 increase to professional services due to increased expense for facility repairs and an analysis of County Purchasing spend in 2014, a \$37,811 increase to rents and leases based on rent projects in lease terms or CPI increases, a \$24,750 increase in garage charges from Fleet, and a \$48,149 increase to the department's share of liability insurance costs. Intrafund expense offsets are recommended to increase of \$64,992 or 2% largely due to increased staff charges to the Department of Social Services for property management and other services.

Fixed assets are budgeted at \$29,000 to fund the replacement of various maintenance equipment that has been due for replacement but hasn't been replaced in the past two years due to budget constraints.

Several changes have been made to General Services' Position Allocation List (PAL) in the current year, which has increased the department's number of authorized positions by 1.50 FTE. On February 11, 2014, the Board approved the following changes to General Services' PAL:

- -1.00 FTE Accountant III (Vacant)
- +0.50 FTE Account Clerk (New- position transferred from FC 114- IT PAL)
- +1.00 FTE Accounting Technician-Confidential (Filled- position transferred from FC 114- IT PAL)
- +1.00 FTE Administrative Assistant II (New)
- +1.00 FTE Administrative Services Manager (Filled- position transferred from FC 114- IT PAL)
- -1.00 FTE Stock Clerk (Vacant)

As noted above, the FY 2014-15 budget recommends the extension of 1.00 FTE Limited Term Associate Capital Projects Coordinator position, as well as the elimination of 1.00 FTE Senior Storekeeper, to be replaced with the addition of 1.00 FTE Supervising Administrative Clerk I. The result of these recommendations and changes in the current year is a net increase of 1.50 FTE compared to FY 2013-14 adopted levels.

BOARD ADOPTED CHANGES

None.

GOALS AND PERFORMANCE MEASURES

Department Goal: Manage County purchasing services to maximize value for the County dollar.						
Communitywide Result Link: <input type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community						
1. Performance Measure: Percentage of purchasing transactions subject to a competitive solicitation. <i>This measure is being deleted in FY 2014-15.</i>						
09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
22%	26%	26%	52%	55%	61%	Deleted
What: A measure of the percentage of purchasing transactions that include a local competitive solicitation, a governmental cooperative purchasing agreement or Board of Supervisors review prior to contracting.						
Why: To encourage market competition among suppliers of goods and services and get the best value for County expenditures.						
How are we doing? GSA-Purchasing exceeded its adopted target for FY 2013-14, while processing approximately 1,866 total purchase order transactions accounting for \$136 million annually through our financial system (SAP). A key factor in this improvement has been the implementation of an electronic procurement system providing increased competition maximizing the County dollar. In FY 2014-15, this measure is being deleted and replaced with a key industry standard measure (Performance Measure #2, below) of cost savings to align with the GSA-Purchasing strategic plan.						
2. Performance Measure: Total cost savings provided to all County departments by Purchasing.						
09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
New Measure	New Measure	New Measure	New Measure	New Measure	\$1,324,205	\$650,000
What: A measure of the total cost savings provided to County departments by subtracting the departmental requisition or estimated cost less the actual cost to purchase the good or service.						
Why: To achieve the most competitive costs for goods or services purchased.						
How are we doing? In FY 2013-14 GSA-Purchasing provided \$1,324,205 in cost savings to 33 County departments and divisions. Cost savings were achieved by sourcing new suppliers, negotiations, elimination of purchase orders, and price reduction utilizing Cooperative Agreements from other government agencies. During FY 2014-15 GSA-Purchasing will continue its Cost Savings and Strategic Procurement program as part of its strategic plan. This is a new measure for FY 2014-15 that aligns GSA-Purchasing to industry best practices.						

Department Goal: Provide timely, reliable and cost-effective services that meet or exceed customer expectations.						
Communitywide Result Link: <input type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community						
3. Performance Measure: Percentage of Customers rating their experience with General Services as “satisfactory” or better.						
09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
New Measure	New Measure	New Measure	89%	90%	86%	90%
What: The aggregate percentage of those responding to an annual survey that rate General Services (Accounting, Administration, Purchasing, Mail, Architectural Services, Maintenance and Custodial services) in terms of both efficiency and quality (timeliness, accuracy, courtesy and satisfaction) as “Satisfactory” or better.						
Why: General Services Agency is dedicated to delivering accurate, reliable, and timely services that are valued by our customers.						
How are we doing? GSA-General Services missed its adopted Customer Satisfaction target for FY 2013-14. Of the 289 responses to the customer survey, 40 respondents selected a rating lower than Satisfactory. Overall, a continued effort on “Delivering Excellence to Every Customer” will remain, while making continuous improvements focused on our customers to meet or exceed the adopted target for FY 2014-15.						
Department Goal: Manage the County’s real estate assets and leases to support the operational needs of County Departments.						
Communitywide Result Link: <input type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community						
4. Performance Measure: Percentage of customers rating the process and results as satisfactory or better. The process includes defining the space related business needs and meeting those needs with appropriate space and location.						
09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
New Measure	New Measure	New Measure	100%	95%	91%	95%
What: The percentage of customers responding to ‘point-of-service’ survey or interview, conducted at the completion of each transaction or project that rate Real Property Services transactions in terms of quality and timeliness as Satisfactory or better. This includes the lease and permitting processes.						
Why: To encourage timely processing of requests and high quality transactions by measuring customers responses.						
How are we doing? GSA-Real Property Services (RPS) received a total of 25 responses from the GSA survey and to individual surveys sent to customers at the close of a project. RPS reached a 91% rating of Satisfied or better, not reaching the 95% adopted performance measure. No one area for improvement was identified in the results, but the responses may reflect the general difficulty that the division had in operating with vacant positions for more than half the year during FY 2013-14. Improvement in this rating is expected in FY 14-15 as this division is now fully staffed. The FY 2014-15 target is 95%.						
Department Goal: Provide cost-effective, reliable and safe facilities and property for County use.						
Communitywide Result Link: <input checked="" type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community						
5. Performance Measure: Percentage change (as well as actual dollar change) of the Average Per- square-foot Maintenance and Custodial costs, as compared to the previous year.						
09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
New Measure	New Measure	New Measure	-4% / -\$0.14	0% / \$0	-4%/- \$0.17	0% / \$0
What: A comparison of the percentage change and actual dollar change in the per-square-foot costs of County owned facilities as compared to the previous year.						
Why: This is a measure of effective management of County facilities. Facility costs per-square-foot are developed annually as part of GSA-General Services Fees. This will create the basis for year-over-year comparisons. The goal is to keep the cost of ownership of County facilities flat or decreasing while ensuring optimal performance in terms of function and reliability.						
How are we doing? GSA-General Services Facility Services exceeded the adopted FY 2013-14 target due to lower actual staffing costs. Specifically, facility services adopted a budget of \$4,986,058 which serviced a total area of 1,295,402 sq. ft. of County facilities creating a \$3.85 adopted average per-square foot cost compared to the baseline \$4.02 in FY 2012-13. During FY 2013-14, the actual expenditures were \$4,966,077, or \$19,981 less than the adopted budget creating actual average per-square foot costs of \$3.83 for FY 2013-14. GSA General Services is projecting to meet or exceed the adopted target with no significant changes to County facilities sq. ft. in FY 2014-15.						

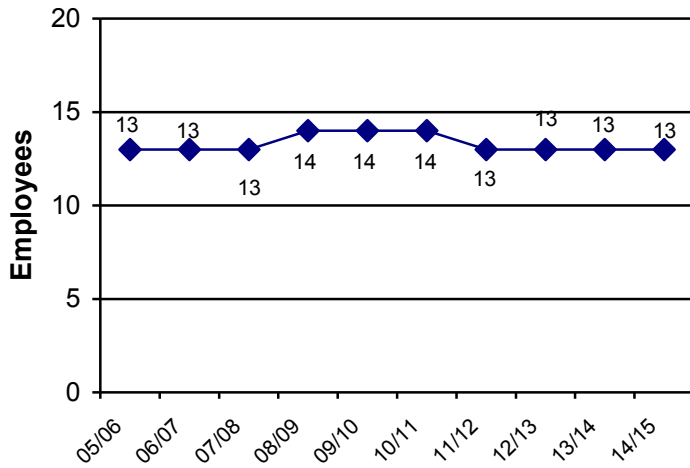
6. Performance Measure: The percentage of Corrective Maintenance (CM) work orders completed by Maintenance staff within seven days.						
09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
New Measure	New Measure	New Measure	79%	84%	73%	81%
<p>What: The percentage of Corrective Maintenance (CM) work orders completed within the expected seven working day time frame for the fiscal year. The average number of annual work orders for Corrective Maintenance (CM) is approximately 5,000.</p> <p>Why: Timely completion of Corrective Maintenance (CM) work orders is highly visible to our customers and contributes to excellent customer service.</p> <p>How are we doing? GSA-General Services Facility Services completed 73% or 3,691 Corrective Maintenance (CM) work orders within the 7 working day time frame, but did not meet the adopted FY 2013-14 performance measure of 84% due to a higher focus being placed on Preventive Maintenance (PM) work orders and a 26% turnover in non-supervisory positions. Presently, select non-urgent Corrective Maintenance (CM) work orders are completed on a 14 working day time frame priority plan and are being placed behind select critical Preventive Maintenance (PM) work orders with the goal of reducing the future quantity of Corrective Maintenance (CM) work orders. Facility Services will continue to implement its plan reducing the quantity of CM work orders during FY 2014-15, and is projecting to meet the target for FY 2014-15.</p>						
7. Performance Measure: Percentage of Preventive Maintenance (PM) work orders completed within 14 days.						
09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
New Measure	New Measure	New Measure	58%	30%	37%	40%
<p>What: The percentage of Preventive Maintenance (PM) work orders completed by Maintenance staff within the scheduled 14 working day time frame compared to the total amount generated from the automated work order system (SAP). The average number of annual Preventive Maintenance (PM) work orders is approximately 2,000.</p> <p>Why: To monitor and improve the completion percentage for Preventive Maintenance (PM) work orders. Timely completion of Preventive Maintenance (PM) activities contributes to functional facilities and fewer Corrective Maintenance (CM) or 'break-fix' calls. It leads to the most effective deployment of staff and optimizes the usefulness of the facilities to support our customers and the public.</p> <p>How are we doing? GSA-General Services Facility Services exceeded the adopted FY 2013-14 performance measure of 30%, completing 727 or 37% of Preventive Maintenance (PM) work orders within the 14 working day time frame. Prioritizing critical Preventive Maintenance (PM) work orders continues to be the focus to reduce the future quantity of Corrective Maintenance (CM) work orders. In FY 2014-15 the target has been increased by 10% above the FY 2013-14 adopted to align with this strategy.</p>						
8. Performance Measure: Percentage of Capital and Maintenance projects that were completed within expected time estimates.						
09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
New Measure	New Measure	New Measure	70%	90%	85%	90%
<p>What: The percentage of Capital and Maintenance projects that were completed within expected time estimates and according to Project Customer expectations.</p> <p>Why: Timely completion of capital and maintenance projects is one indicator of efficiency and contributes to functional facilities for our customer departments.</p> <p>How are we doing? In FY 2013-14 GSA-Architectural Services did not meet the adopted performance measure goal. The actual result of 85% was markedly improved from FY 2012-13 actual results of 70%. Of the 27 projects completed 23 were completed within expected time estimates. Improvements in project scope development, coordination with stakeholders, standardization of processes, and project management training showed positive results. Architectural services will continue to make improvement by continued focus in these areas and is targeting 90% in FY 2014-15.</p>						

MISSION STATEMENT

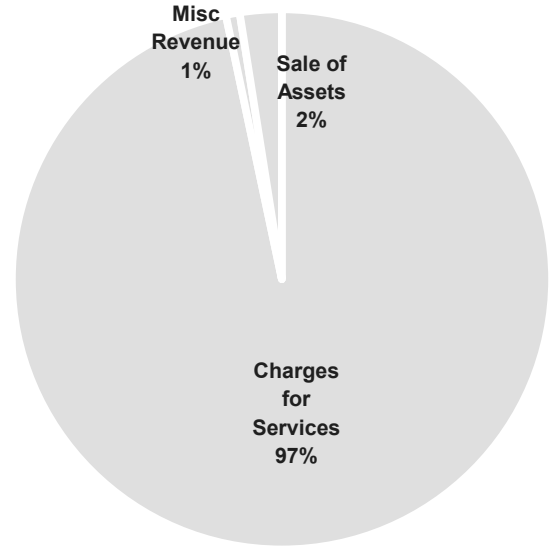
The San Luis Obispo County General Services Agency - Fleet Services provides reliable and cost effective transportation solutions through innovation and the application of industry best practices.

OPERATING DETAIL (1)	2012-13 ACTUAL (2)	2013-14 ACTUAL (3)	2014-15 RECOMMENDED (4)	2014-15 ADOPTED BY THE BOS (5)
OPERATING REVENUES				
Charges for current services	4,864,076	4,696,401	4,880,769	4,880,769
Depreciation Billings	<u>999,180</u>	<u>1,164,325</u>	<u>1,260,557</u>	<u>1,260,557</u>
TOTAL OPERATING REVENUES	5,863,256	5,860,726	6,141,326	6,141,326
OPERATING EXPENSES				
Salaries and Benefits	1,185,304	1,280,172	1,246,631	1,246,631
Services and Supplies	2,828,186	2,725,315	3,110,177	3,110,177
Depreciation	1,253,057	1,320,371	1,079,899	1,079,899
Countywide Overhead Allocation	<u>68,348</u>	<u>95,701</u>	<u>37,038</u>	<u>37,038</u>
TOTAL OPERATING EXPENSES	5,334,895	5,421,559	5,473,745	5,473,745
OPERATING INCOME (LOSS)	528,361	439,167	667,581	667,581
NON-OPERATING REVENUES (EXPENSES)				
Interest	8,837	7,184	6,780	6,780
Accident Restitution	0	0	0	0
Gain on Sale of Assets	0	153,461	0	0
Other	18,195	3,081	0	0
Prior Yr Adj	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL NON-OPERATING REVENUES (EXPENSES)	27,032	163,726	6,780	6,780
INCOME REF. CAPITAL CONTRBS. & TRANSFERS	555,393	602,893	674,361	674,361
Transfers in (out)	<u>(60,155)</u>	<u>(45,773)</u>	<u>(47,140)</u>	<u>(47,140)</u>
CHANGE IN NET ASSETS	495,238	557,120	627,221	627,221
Net assets - beginning	7,050,302	7,545,540	8,002,051	8,102,660
Net assets - ending	7,545,540	8,102,660	8,629,272	8,729,881
FIXED ASSET EXPENDITURES				
Equipment	1,651,700	2,095,064	1,629,000	1,629,000
Structures Improvements	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL FIXED ASSET EXPENDITURES	1,651,700	2,095,064	1,629,000	1,629,000

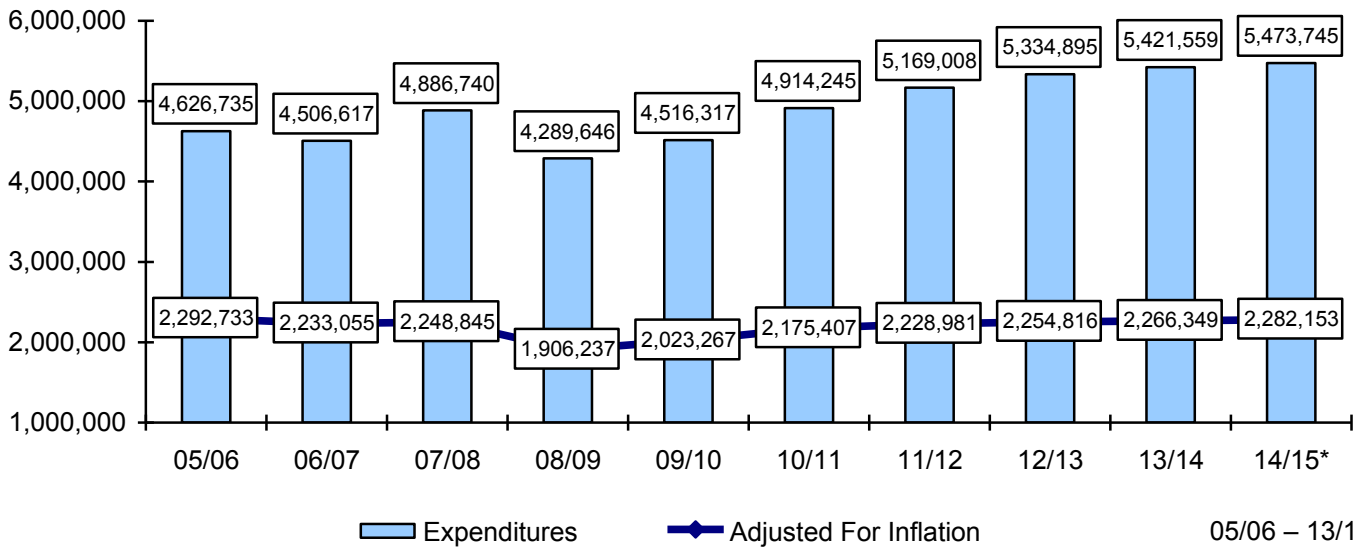
Number of Employees
(Full Time Equivalent)



Source of Funds



10 Year Expenditures Adjusted For Inflation



05/06 – 13/14 Actual
*Adopted

SERVICE PROGRAMS

Fleet Services has a total operating expenditure level of \$5,473,745 and a total staffing level of 13.00 FTE to provide the following services:

Fleet Services Operations

Operate County Fleet Services and the centralized motor pool with a fleet of cars, trucks, law enforcement vehicles, and equipment (mowers/tractors/trailers) for use by various County departments in the most cost effective manner.

Total Expenditures: \$5,473,745 Total Staffing (FTE): 13.00

DEPARTMENT COMMENTS

Fleet Services is responsible for providing consistent economical and efficient transportation solutions for all County departments. Fleet Services provides full life cycle fleet solutions designed to meet the specific needs of each department's unique operational requirements. The Fleet maintenance team is tasked with acquiring, maintaining and repairing a wide variety of vehicles and equipment in a timely, efficient and cost effective manner. We perform all maintenance and repairs for the County owned fleet and provide emergency repair services 24 hours per day, 7 days per week. We also manage an on-site fuel station and fuel card system which interfaces with our Fleet Management software.

The following are some of the notable accomplishments for FY 2013-14 and some specific objectives for FY 2014-15:

FY 2013-14 Accomplishments

- Implemented Fleet Selection Criteria Policy for non-emergency vehicles. Based on the first 29 vehicles purchased under the new policy, combined fuel economy improved by 39% and carbon production dropped by 26%.
- Completed the Fleet Services Business Model Policy which includes a general Service Level Understanding (SLU) as well as SLU's for individual departments.
- Received 61 Customer Survey's achieving a 98% customer satisfaction rating.

FY 2014-15 Objectives

- Complete California Air Resources Board (CARB) diesel emissions final tier level through the replacement of the final two County vehicles that don't meet the CARB Tier IV emission requirements.
- Implement fleet size reduction program targeting 3% reduction of underutilized vehicles.
- Select and build up Sheriff's Canine patrol Sport Utility Vehicles to replace the Crown Victoria Police Interceptor.
- Implement revised emission testing and certification processes as required by the Bureau of Automotive Repair.

COUNTY ADMINSTRATOR'S COMMENTS AND RECOMMENDATIONS

Fleet Services, a division of the General Services Agency, is an Internal Service Fund (ISF), and as such, charges user departments for services. The State Controller's Office requires that an Operation of Internal Service Fund Schedule 10 be submitted. The format of the Schedule 10, as well as some of the data it contains, is different from how other County departments' budgets are reported. For consistency purposes, this narrative, Service Programs, and the 10 year Expenditure chart use the information and data from the Schedule 10, including the amount allocated for depreciation. It is important to note that the comparison of estimated amounts in the Schedule 10 differs from the comparison of amounts in General Fund budgets. General Fund budgets compare the adopted budget amount to the recommended budget amount. The Schedule 10 for ISF's compares the estimated actual amount for FY 2013-14 to the proposed amount of new allocated expense and revenues recommended for FY 2014-15.

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

Recommended operating revenue for FY 2014-15 is \$6,141,326, an increase of \$258,195 or 4% compared to FY 2013-14 estimates. The increase is due to a change in Fleet's labor rate, an increase in fuel charges, and an increase in reimbursements from departments, due to the fact that the Department of Social Services is planning to replace eight vehicles in FY 2014-15.

Recommended operating expense for FY 2014-15 is \$5,473,745, a \$83,120 or 2% increase compared FY 2013-14 estimates. Depreciation expense, a non-cash expense that identifies the decline in value of capital assets, is \$1,079,899 or 20% of the recommended operating expense.

Salary and benefits for FY 2014-15 are decreasing \$41,765 or 3% compared to FY 2013-14 estimates. Services and supplies are increasing \$351,147 or 13% due primarily to the increase in fuel costs noted above, as well as increased maintenance costs due to increased fleet activity. Countywide overhead is down \$58,663 compared to FY 2013-14 estimates.

There have been no changes to Fleet's Position Allocation List (PAL) in the current year and no changes are proposed in FY 2014-15.

The recommended budget includes a total of \$1,629,000 in capital outlay expense. Of this total, \$1,579,000 is for vehicle replacements. The FY 2014-15 budget funds the replacement of 57 cars and trucks for various departments. This is a decrease of 13 replacement vehicles from FY 2013-14. The recommended budget also includes \$50,000 for fixed assets related to garage equipment necessary for the maintenance of vehicles, the operation of the fuel station and the maintenance of the Fleet yard. The fixed asset equipment includes a new drive-on lift for the Fleet yard, as well as a facility remodel.

The recommended budget funds the replacement of vehicles which meet replacement criteria, including exceeding 100,000 miles and five years of service. The primary exception is related to replacement of Sheriff Patrol vehicles which are replaced at 100,000 miles and three years of service. The Fleet Fund has sufficient capital and operating funding for the foreseeable future. The recommended budget maintains current service levels associated with the maintenance and replacement of the County's vehicle fleet.

BOARD ADOPTED CHANGES

Per the Supplemental Budget document, Fleet Services' Fixed Asset list was amended to add twelve vehicles planned for purchase in FY 2014-15. Nine of the vehicles were included as recommended Budget Augmentation Requests (BARs) and were inadvertently not included on Fleet Services' Fixed Asset list. Those included five sedans and one minivan for the Department of Social Services and three sedans for the Health Agency. The remaining three additional vehicles added to the Fixed Asset list were new requests in the Supplemental Budget document and included one sport utility vehicle for Probation and two sedans for the Health Agency. The total cost of these additional vehicles is \$303,000 and is included in the respective departmental budgets, to be transferred to Fleet Services upon purchase.

BUDGET AUGMENTATION REQUESTS NOT ADOPTED

Unit Amount	Description	Results
Gross: \$135,000	Purchase of a Motor Pool Automated POD System	Strategically located fleet, available for shared use to make better use of the County's existing assets and reduce the number of redundant vehicles assigned in the same geographical area for department exclusive use.
General Fund support: \$0		

GOALS AND PERFORMANCE MEASURES

Department Goal: Provide timely, reliable and cost-effective fleet services to County Departments and public safety agencies that meet or exceed customer expectations.

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

1. Performance Measure: Percentage of vehicles brought in for either preventive or non-preventative maintenance completed within 24 hours of delivery of vehicle, if parts are available.

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
84%	76%	80%	82%	80%	83%	83%

What: GSA-Fleet Services' policy is to perform preventive maintenance on the current Fleet inventory of 973 vehicles every four months or 4,000 miles. For the current 213 Public Safety vehicles, the intervals are every two months or 5,000 miles. GSA-Fleet Service's goal is to perform all preventative maintenance service requests within 24 hours of receiving the vehicle.

Why: To minimize costly repairs and enhance productivity for vehicle drivers and to ensure departments have sufficient vehicles to perform their duties.

How are we doing? GSA-Fleet Services surpassed the adopted performance measure of 80% for all 3,686 service and repair work orders to be completed within 24 hours during FY 2013-14. This demonstrates a positive trend and exceeds our FY 2013-14 actual results. The target for FY 2014-15 is projected to continue this positive trend at 83% from faster turn rates as a result of a newer, well maintained fleet by well-trained high performing staff.

2. Performance Measure: Percentage of survey respondents who rated the quality of vehicle maintenance as satisfactory or better.

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
100%	99%	98%	99%	98%	99%	98%

What: Continuous surveys (point-of-service) of vehicle users measure how effective GSA-Fleet Services' staff is at maintaining vehicles to their customers' satisfaction.

Why: To ensure satisfied customers and meet their vehicle needs.

How are we doing? GSA-Fleet Services received a total of 636 surveys with 99% of ratings being satisfied or above to exceed the FY 2013-14 adopted performance measure. It is projected that during FY 2014-15 Fleet Services will meet or exceed the target of 98%. To obtain customer satisfaction input, Fleet Services conducts point-of-service surveys throughout the year and participates in the General Services Agency annual survey at the end of the fiscal year. The point-of-service survey results have responded specifically to customer satisfaction questions related to Fleet with a 99% satisfactory or better rating. Results showed that just two of those surveyed were dissatisfied.

3. Performance Measure: Fleet Services' cost per brake service on Sheriff's patrol vehicles compared to a private vendor.

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
\$674.17 Fleet \$974.60 Private vendor	\$606.90 Fleet \$941.53 Private vendor	\$571.74 Fleet \$883.45 Private vendor	\$651.98 Fleet \$945.84 Private vendor	\$650.00 Fleet \$980.00 Private vendor	\$621.19 Fleet \$ 904.58 Private vendor	\$668.00 Fleet \$970.00 Private vendor

What: This measure shows the labor and parts costs incurred by Fleet Services to carry out a routine front and rear brake replacement on a Sheriff's patrol vehicle compared to the quoted price from local private vendors. This includes parts and labor cost for like model vehicles.

Why: This measure helps to demonstrate Fleet Services' cost competitiveness.

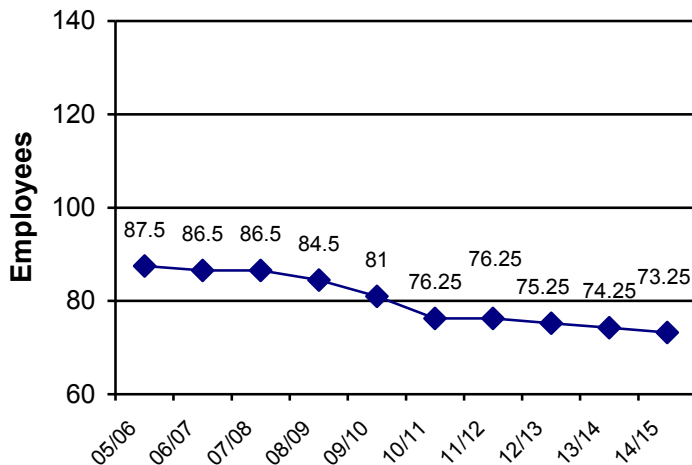
How are we doing? GSA-Fleet Services surpassed its FY 2013-14 performance measure by \$28.81. Actual Fleet work orders and quotes from private vendors revealed that internal costs are 45% less expensive than the average private vendor. Based on the FY 2012-13 actual results, plus a 2.5% inflationary factor, we project FY 2014-15 at \$668.00 for Fleet Services and \$970.00 for private vendors. A survey of local private vendors and an internal study was conducted in July 2014. This study revealed Fleet Services' actual cost had decreased 4.4% on the Crown Victoria. This is due to less expensive parts required to complete a full brake service on the Ford Crown Victoria. The study also revealed that outside vendors' cost for the same services had decreased by 7.7 %.

MISSION STATEMENT

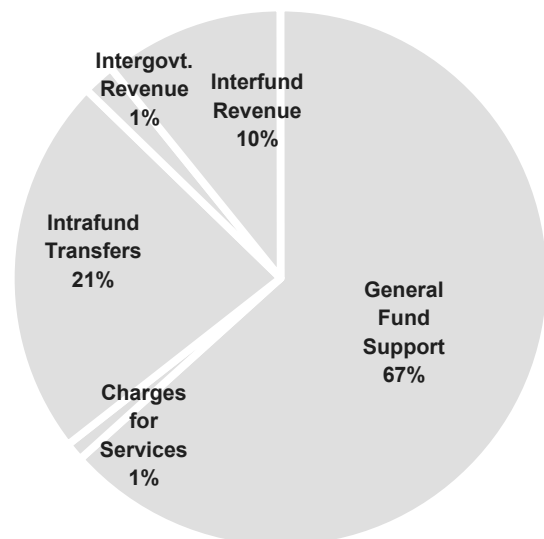
To provide cost effective, accurate, reliable, and timely information technology solutions that deliver excellence to our customers and support efficient delivery of services to the community.

	2012-13	2013-14	2014-15	2014-15	2014-15
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Revenue from Use of Money & Property	\$ 1,600	\$ 1,600	\$ 0	\$ 0	\$ 0
Intergovernmental Revenue	204,080	228,774	190,584	190,584	190,584
Charges for Current Services	148,622	160,566	367,331	146,733	146,733
Other Revenues	197	130	0	0	0
Interfund	<u>1,411,481</u>	<u>1,321,238</u>	<u>1,266,199</u>	<u>1,306,199</u>	<u>1,306,199</u>
**Total Revenue	\$ 1,765,980	\$ 1,712,308	\$ 1,824,114	\$ 1,643,516	\$ 1,643,516
Salary and Benefits	9,419,530	9,200,826	9,853,459	9,972,342	9,972,342
Services and Supplies	3,062,624	3,378,798	3,587,744	3,601,244	3,601,244
Fixed Assets	<u>13,449</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
**Gross Expenditures	\$ 12,495,603	\$ 12,579,624	\$ 13,441,203	\$ 13,573,586	\$ 13,573,586
Less Intrafund Transfers	<u>2,898,410</u>	<u>2,925,272</u>	<u>2,858,311</u>	<u>2,858,311</u>	<u>2,858,311</u>
**Net Expenditures	\$ 9,597,193	\$ 9,654,352	\$ 10,582,892	\$ 10,715,275	\$ 10,715,275
General Fund Support (G.F.S.)	<u>\$ 7,831,213</u>	<u>\$ 7,942,044</u>	<u>\$ 8,758,778</u>	<u>\$ 9,071,759</u>	<u>\$ 9,071,759</u>

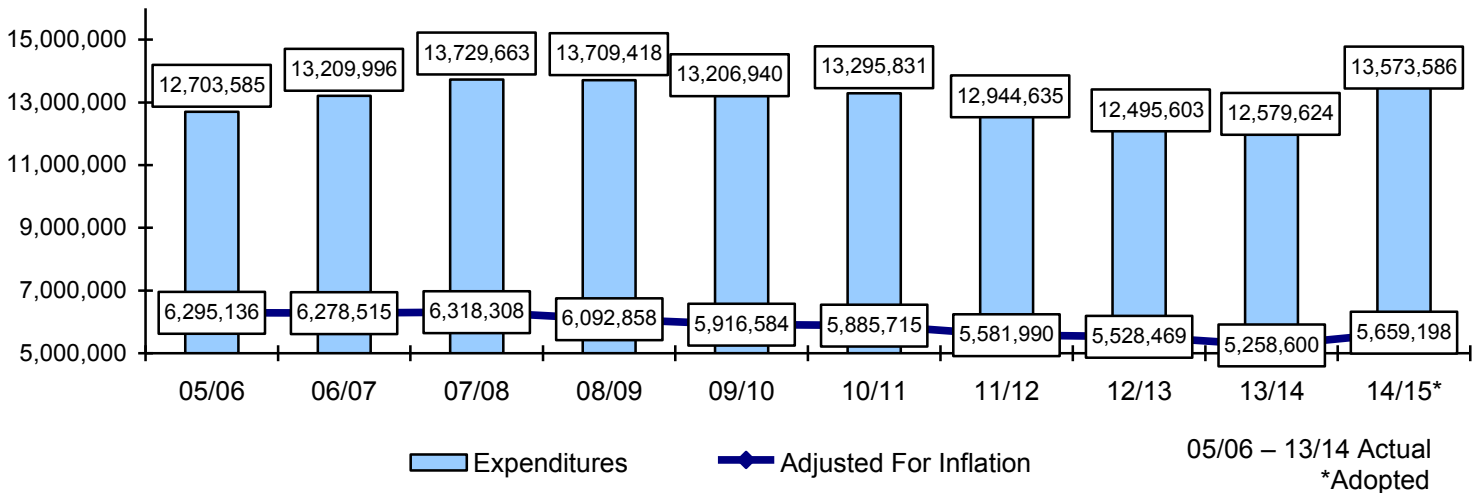
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Information Technology has a total expenditure level of \$13,573,586 and a total staffing level of 73.25 FTE to provide the following services:

Departmental Services

Provide clear points of contact for customers to acquire GSA-IT services by having each department assigned a Customer Advocate; provide technical support for customers; house servers and data in the controlled computer room including backup/recovery and Disaster Recovery Planning (DRP); provide business analysis, technology planning, and project management; provide guidance and best practices, procedures and documentation standards; assist with project risk assessment by reviewing project scope, business requirements stability and resource capacity; provide printing services; provide desktop support services, certain end-user training activities, and provide Countywide systems and applications support.

Total Expenditures: \$5,343,362 Total Staffing (FTE): 31.30

Enterprise Services

Provide a physically secure and environmentally controlled computing facility; dispatch, schedule and run mainframe jobs; provide data center operations and support; provide Microsoft application environment; support Windows applications running on Intel platforms; provide administration and software services for the County's Enterprise Financial Services; provide database storage and administration; manage Disaster Recovery Planning (DRP), provide system security; support enterprise Geographic Information Systems (GIS); provide technical support and associated systems administration.

Total Expenditures: \$4,041,910 Total Staffing (FTE): 22.92

Networked Services

Provide email, scheduling, calendar, associated systems administration and technical support, internet server management, internet access, County intranet access, remote system access, Microsoft Active Directory Services, anti-virus security, technical support, associated systems administration and Countywide infrastructure, network operating system client support, and data communications, including high speed data circuits.

Total Expenditures: \$1,631,225 Total Staffing (FTE): 9.25

Radio Communications

Provide two-way radio communications for public safety and County business communications. The communication system uses microwave technology and includes medical communications between the Sheriff's Office, hospitals, and ambulance service necessary to deploy County services to the public.

Total Expenditures: \$1,564,212 Total Staffing (FTE): 8.87

Voice Communications

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

Total Expenditures: \$992,877 Total Staffing (FTE): 0.91

DEPARTMENT COMMENTS

The General Services Agency - Information Technology (GSA-IT) mission is to provide cost effective, accurate, reliable, and timely information technology solutions to our internal customers in support of the efficient delivery of services to the community. The County's Information Technology Executive Steering Committee (IT-ESC) provides information technology governance countywide and drives a majority of the projects supported by GSA-IT. The countywide Information Technology Strategic Plan (ITSP) reflects current fiscal constraints, business practices, technology directions, the needs of the County, and lays the groundwork for the systems that GSA-IT will be supporting.

In FY 2014-15, GSA-IT will work on 10 projects approved by the IT-ESC. Most challenges will come from migrating old enterprise technologies to new systems. A concentrated effort will be placed on decommissioning the 30 year old mainframe system currently estimated to take three to six months to complete. Prior to beginning the decommissioning of the mainframe, all remaining mainframe applications will need to be replaced. The Property Tax System is currently being modernized to run on a server platform. Internal software engineers will continue to be necessary to support this system ongoing as the code base was written in-house. Additionally, the current Law and Justice Warrant system needs to be replaced with an off-the-shelf package. Overall, the schedule associated with the removal of the last two mainframe applications carries significant risks. Several staff retirements are anticipated in 2015 and will impact software support, computer operations, and system administration so any schedule slippage creates risk in the ability to support the Property Tax System and decommission the mainframe.

Following are some of the department's notable accomplishments for FY 2013-14 and some specific objectives for FY 2014-15:

FY 2013-14 Accomplishments

- Completed, on-time and within budget, a majority of IT-ESC directed projects.
- Supported the implementation of a new District Attorney (DA) case management system to improve efficiencies with the DA's office and reduce the reliance on the County's mainframe.
- Upgraded the County public safety communications microwave system to maintain continuous service.
- Continued the migration of the County's Property Tax System as it transitions off the mainframe to a modern technology platform.
- Supported the Superior Court's implementation of a case management

FY 2014-15 Objectives

- Complete, on-time and within budget, all IT-ESC directed projects.
- Support the implementation of a new Warrants management system that will improve efficiencies with the Sheriff's Office and further reduce the reliance on the County's mainframe.
- Upgrade the County information network and storage systems to maintain reliable, adaptable, and cost effective services to all County facilities and support the growth of information.
- Complete the migration of the County's Property Tax System off the mainframe to a

system and ensured continued integration with County systems.

modern technology platform.

- Migrate the County email and scheduling system to a new system that will meet the mobile needs of our workforce and provide better integration with other County systems.
- Complete a strategic plan creating a roadmap to bring additional government services and information online.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The level of General Fund support for this budget is recommended to increase by \$832,742 or 10% compared to the FY 2013-14 adopted level. Revenues are recommended to decrease \$158,546 or 8% and expenditures are recommended to increase by \$674,196 or 6%.

Information Technology (IT) is currently experiencing a significant and changing workload, as it leads the effort to migrate applications from the mainframe into more modern environments to enable the eventual decommissioning of the County's mainframe. The migration of applications off the mainframe and onto a more modern, Windows/Intel environment is consistent with the Board's adoption of a 2002 Information Technology Strategic Plan. Currently, it is expected that mainframe decommissioning will occur in June 2015. To accomplish this, IT must ensure that all applications are migrated off the mainframe and fully operational on new platforms in FY 2014-15. To facilitate a smooth transition, in addition to providing support for new applications, the department will continue to provide support to the mainframe. IT's budget will bear the burden of a larger amount of mainframe costs. Direct mainframe costs in FY 2014-15 will be approximately \$562,600.

The significant decrease in recommended revenue is due to reductions in various accounts. Nuclear Planning revenue is decreasing \$54,470 or 22% due to there being no evaluated exercise planned for FY 2014-15. In total, charges to departments for enterprise services, general departmental support and telephone support are decreasing by \$133,490. This decrease is due to several factors including reduced departmental mainframe usage and a reduction in charges to the County Medical Services Program (CMSP) (now the Medically Indigent Services Program, or MISP) due to a shrinking of that fund center as a result of the implementation of the Affordable Care Act. Although it does not contribute to the overall decline in revenue, it should also be noted that despite the fact that the negotiated deferral of mainframe charges to the Courts is due to expire at the end of FY 2013-14, the Courts' mainframe-hosted case management system will no longer be on the mainframe in FY 2014-15 and as a result, the Courts will no longer be paying the County for mainframe use. In FY 2014-15 and moving forward, the Courts will only pay IT for non-mainframe related IT support.

Salary and benefits are recommended to increase \$194,869 or 1% due to negotiated changes to employee compensation, as well as the recommended addition of a Software Engineer position to the department's Position Allocation List (PAL), described below.

Services and supplies are recommended to increase \$381,689 or 11% due to increases in various accounts. Maintenance contracts are increasing \$42,800 due largely to an increased cost for maintaining fiber connections at more County sites, and increased financial system support and maintenance. Maintenance software is increasing \$177,955 due to: the consolidation of Geographic Information System (GIS) software costs, consistent with a recommendation from the GIS Steering Committee (this increased cost in IT's budget is offset by decreases in the budgets of other departments who have historically had their own GIS software), and contractual increases in various maintenance software contract amounts. Professional services is increasing \$80,500 due largely to the increased costs for marking the location of County infrastructure utilities (fiber). Intrafund expense offsets are recommended to decrease \$97,638 or 3% due largely to reduced network support services provided to the Health Agency and Department of Social Services.

BUDGET AUGMENTATION REQUESTS NOT ADOPTED

Unit Amount	Description	Results
<p>Gross: \$120,383</p> <p>General Fund support: \$120,383</p>	<p>Add 1.0 FTE Software Engineer to support the Property Tax System to train and eventually backfill for senior staff members who will be retiring over the next 18 months</p>	<ul style="list-style-type: none"> • Complete the backlog of Property Tax System enhancement requests within 12 months of the new Property Tax System being implemented • Maintain existing response times and ability to resolve daily operational issues despite loss of staff with extensive institutional knowledge • Reduce risk of Property Tax System outages and data inaccuracies • Provide additional IT resources to the Property Tax System Modernization Project to improve the chance of eliminating mainframe operations by 2015, thus eliminating \$40,000/month in mainframe related costs
<p>Gross: \$93,175</p> <p>General Fund support: \$93,175</p>	<p>Add 1.0 FTE Mapping and Graphics Systems Specialist II to support the GIS needs of departments that do not have dedicated GIS staff or mandates or authority over a dataset.</p>	<ul style="list-style-type: none"> • Development and maintenance of specific GIS data layers for Countywide and department needs • Inclusion of countywide and department specific data into the enterprise to increase GIS accessibility for County departments and citizens • Provide specialized mapping projects and analysis for departments that do not have dedicated GIS staff
<p>Gross: \$119,103</p> <p>General Fund support: \$119,103</p> <p>(Note: This request was submitted by the Health Agency for a dedicated resource to Health Agency operations)</p>	<p>Add 1.0 FTE Software Engineer II to augment the Health Agency technical team. This position would be included on the Information Technology department's Position Allocation List, but would be funded by the Health Agency and fully dedicated to supporting Health Agency operations.</p>	<ul style="list-style-type: none"> • Reduce risk of system outages, data inaccuracy and citizen complaints • Reduce response time to address technical problems down to 10 minutes • Clear backlog of tasks

GOALS AND PERFORMANCE MEASURES

Department Goal: Provide timely, reliable and cost-effective services that meet or exceed customer expectations.						
Communitywide Result Link: <input checked="" type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input type="checkbox"/> Well-Governed Community						
1. Performance Measure: Percentage of time the County's radio communication system is available.						
09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
100%	100%	100%	100%	99.9999%	100%	99.9999%
What: Maintain the availability of the Countywide licensed microwave radio communication system to an outage level of no more than 32 seconds per year (the public safety interconnect industry standard is 99.9999% availability).						
Why: The microwave radio communication system provides radio coverage of more than 3,300 square miles in San Luis Obispo County for countywide public, safety and emergency service agencies. Radio communications within the County support the Sheriff/Coroner, County Fire, medical/ambulance response, and many other emergency and general government activities. The radio system also provides reliable communications with other local jurisdictions such as cities within the county and our neighboring counties. Lastly, the system allows for coordinated communications response with State and Federal agencies. Full availability and reliability contributes to a safe community.						
How are we doing? GSA-Information Technology met its performance measure and the industry standard for public safety communication system availability during FY 2013-14. Critical system infrastructure such as HVAC units and emergency generators are being replaced through the County Capital Improvement Plan process thereby ensuring efficient, reliable, and highly-available communications for County radio end-users. In addition, GSA-IT has started a project to replace the entire microwave system, including existing sites operating with "unlicensed" non-redundant microwave radios. These improvements will allow GSA-Information Technology to meet the target in FY 2014-15.						
Department Goal: Provide timely, reliable and cost-effective services and infrastructure that meet or exceed customer expectations						
Communitywide Result Link: <input type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community						
2. Performance Measure: Percentage of time the County's voice mail communication system is available.						
09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
99.9%	99.9%	99.9%	99.9%	99.9%	99.9%	99.9%
What: The availability of the voice mail (voice mail boxes) system for internal or external access.						
Why: Voice mail is an integral management tool for County voice communications.						
How are we doing? GSA-Information Technology met its FY 2013-14 adopted performance measure for voice mail communication system availability. Leveraging additional functionality and reliability of the upgraded voice mail system installed FY 2011-12 has offered improvements in management and features which has expanded voice service offerings. GSA-Information Technology is projecting to meet its adopted target in FY 2014-15.						
Department Goal: Provide timely, reliable and cost-effective services and infrastructure that meet or exceed customer expectations						
Communitywide Result Link: <input type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community						
3. Performance Measure: Percentage of GSA-IT managed project milestones completed within expected baseline budget and time estimates.						
09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
95%	86%	81%	97.73%	95%	95%	95%
What: This measure tracks the combined average percentages of GSA-IT managed project milestones completed and budget amounts met according to Project Sponsor/Customer expectations and approved change requests.						
Why: Increased focus on project management will result in improved communication, strategic focus aligned with County goals, better resource planning, and more effective and efficient expenditure of technology dollars.						

How are we doing? GSA-Information Technology met its adopted performance goal related to project milestones. Increased steering committee support and wider utilization of the Project Management Office improved the County's ability to deliver technology projects within budget while meeting project and schedule requirements. The application of a consistent project management framework provided a repetitive, predictable, and measurable discipline which aligned business needs with technology and also ensured that business requirements were properly documented and met in the majority of information technology implementations. GSA-Information Technology expects to meet or exceed its targeted performance goal related to project milestones, budget estimates, and time estimates during FY 2014-15

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

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
99%	99%	99.2%	99%	99%	99.5%	99%

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

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

How are we doing? GSA-Information Technology met its FY 2013-14 adopted performance measure for LAN and WAN availability. By addressing potential hardware failure through modernization of the network, continued build-out of optical fiber to County offices, and migration of remote sites to fiber based leased lines will ensure greater network reliability and performance in the future. Information Technology expects to meet or exceed its targeted performance goal for LAN and WAN availability in FY 2014-15.

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

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

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

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
100% of new hire staff, 60% of existing County staff	100% of new hire staff, 100% of existing County staff	100% of new hire staff, 100% of existing County staff	100% of new hire staff, 100% of existing County staff	100% of new hire staff, 100% of existing County staff	50% of new hire staff, 100% of existing County staff	100% of new hire staff, 100% of existing County staff

What: Periodic training or review of IT security policies and procedures will make staff aware of proper security measures and apply them to their everyday work habits. It is expected the media delivery mechanism will change from year-to-year to maintain interest, e.g., general training, an Awareness Handbook, Intranet-based information, short Web-video viewable from the desktop, etc.

Why: Industry analysis has proven that over 70% of all security breaches are internal to an organization. Education and prevention have been identified as the two most cost efficient keys to ensuring systems security. San Luis Obispo County, in a collaborative effort with other California counties, used the International Organization for Standards (ISO) guidelines to create and adopt eighteen security policies. The Security Awareness Program is an essential requirement that is included in those policies. Therefore, we measure the success of that Security Awareness Program each year. In this way, we meet industry standards.

How are we doing? GSA-Information Technology did not meet its adopted performance measure of providing optional security training to over 2600 existing and the 246 new County employees who attended New Employee Orientation in FY 2013-14. The results reflect procedural changes by the Human Resources department which lead to some new employees not receiving training material. For newly hired staff, procedures will be adjusted to ensure all new hires receive appropriate security awareness material in a timely manner. Training for both newly hired staff and existing staff may come in the form of email, posters, web-based training and videos that are designed to provide a greater understanding of cyber security for staff Countywide. GSA-Information Technology expects to meet its adopted performance goal of providing optional security training to all existing employees in FY 2014-15.

Department Goal: To deliver excellent service to every customer.

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

6. Performance Measure: Percentage of responses to Customer Satisfaction Survey rating GSA-IT's overall effectiveness as "satisfactory" or better.

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
97.4%	97.9%	89%*	95.6%	97%	95%	97%

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

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

How are we doing? GSA-Information Technology missed its overall Customer Satisfaction goal for FY 2013-14. Of the 162 responses to the electronic survey sent out by the General Services Agency, 8 respondents selected a rating lower than Satisfactory. A Customer Satisfaction rating of 95% in FY 2013-14 fell below the adopted goal of 97%. GSA-IT will continue to focus on its mission to "Deliver Excellence to Every Customer" and make necessary changes to meet or exceed its targeted performance goal in FY 2014-15.

* The FY 2011-12 survey was revised to include only 2 of 5 choices as "satisfactory" or better and a selection for "neither satisfied nor dissatisfied" was included. The revised survey was likely the contributing factor to the decline in survey results. *

Department Goal: Provide cost-effective, accurate, and reliable computing environment and assets for general County, departmental specific, and outside agency use.

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

7. Performance Measure: Percentage of technical issues reported to and resolved by the GSA-IT Service Desk Call Center. Calls that cannot be resolved by the Service Desk Call Center are dispatched and resolved by other GSA-IT or County department teams.

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
70%	74%	73%	67%	70%	59%	70%

What: A measure of the value add that the GSA-IT Service Desk Call Center contributes to IT and the County's overall productivity.

Why: The goal is to resolve more technical issues within the GSA-IT Service Desk Call Center, allowing other IT and County teams to focus on other activities. This translates into increased department efficiency and greater delivery of technology value to customers.

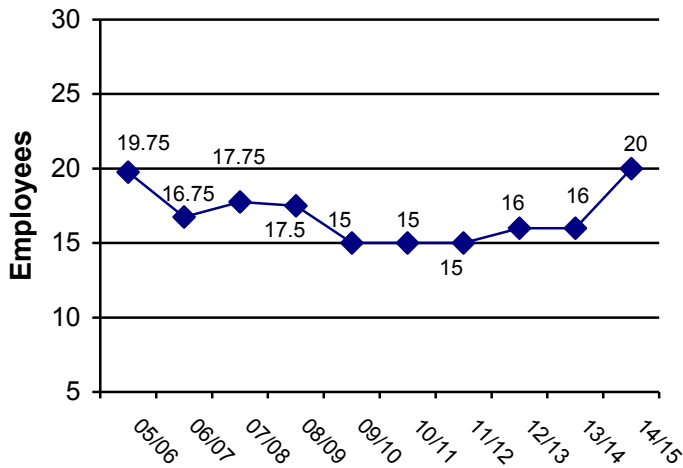
How are we doing? GSA-Information Technology Service Desk did not meet its adopted performance measure for FY 2013-14. Of the 17,181 technical issue calls or emails received in FY 2013-14 59% were resolved by the Service Desk Call Center. The resolution rate was down from the previous years as the GSA-IT Service Desk began supporting users from the Sheriff's department and the Health Agency. Under the agreed support arrangement, departmental specific application support questions were immediately routed to departmental support personnel without any attempt to resolve them. Moving forward, GSA-IT has changed the target for this Performance Measure to reflect the new reality of the customer base being supported. In June of 2014, a significant upgrade of the IT Service Management (ticketing) system used by GSA-IT and other departments was completed. This new version will allow for improved functionality and self-service capabilities, which may not increase resolution rates, but will add value for customers. GSA-Information Technology expects to meet or exceed its targeted performance goal in FY 2014-15.

MISSION STATEMENT

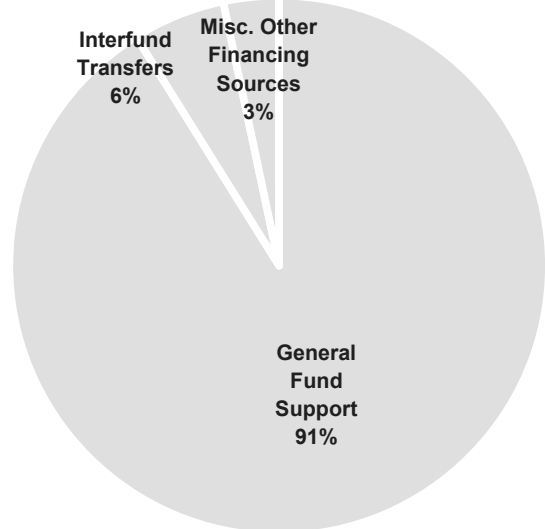
We attract, select, develop, and retain a talented and diverse workforce through strategic collaboration. We provide high quality and cost-effective programs to cultivate a healthy, safe, and productive work environment to maximize individual and organizational potential.

	2012-13	2013-14	2014-15	2014-15	2014-15
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Intergovernmental Revenue	\$ 0	\$ 2,468	\$ 3,630	\$ 3,630	\$ 3,630
Charges for Current Services	26,716	40,111	35,550	35,550	35,550
Other Revenues	100,000	0	0	0	0
Other Financing Sources	0	0	0	80,337	80,337
Interfund	<u>120,411</u>	<u>120,985</u>	<u>142,804</u>	<u>142,804</u>	<u>142,804</u>
**Total Revenue	\$ 247,127	\$ 163,564	\$ 181,984	\$ 262,321	\$ 262,321
Salary and Benefits	1,858,202	1,890,310	2,008,058	2,193,950	2,193,950
Services and Supplies	<u>261,506</u>	<u>382,212</u>	<u>402,727</u>	<u>399,787</u>	<u>399,787</u>
**Gross Expenditures	\$ 2,119,708	\$ 2,272,522	\$ 2,410,785	\$ 2,593,737	\$ 2,593,737
Less Intrafund Transfers	<u>2,148</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
**Net Expenditures	\$ 2,117,560	\$ 2,272,522	\$ 2,410,785	\$ 2,593,737	\$ 2,593,737
General Fund Support (G.F.S.)	<u>\$ 1,870,433</u>	<u>\$ 2,108,958</u>	<u>\$ 2,228,801</u>	<u>\$ 2,331,416</u>	<u>\$ 2,331,416</u>

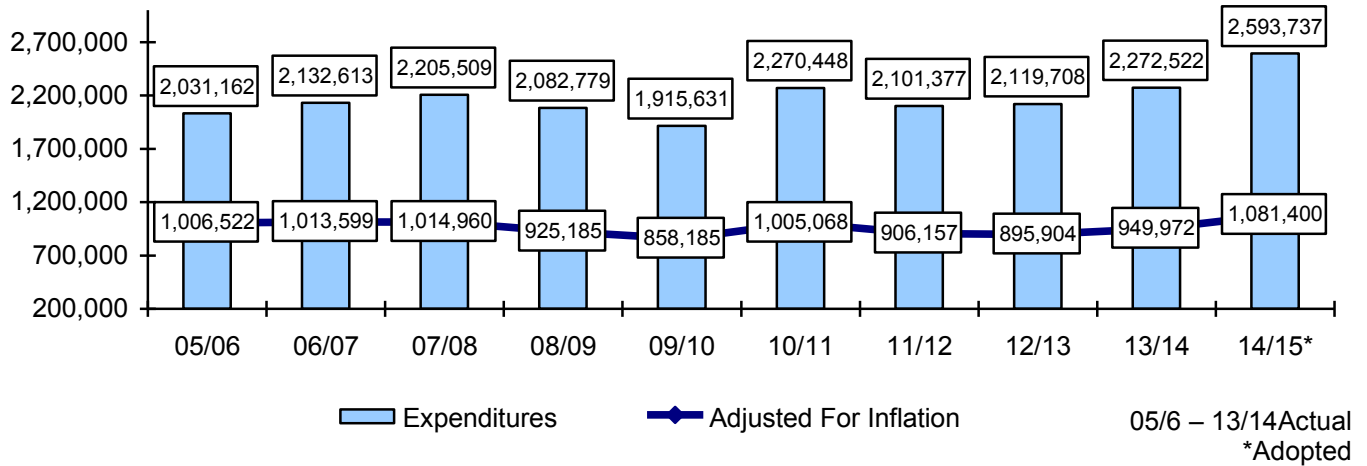
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Human Resources has a total expenditure level of \$2,593,737 and a total staffing level of 20.00 FTE to provide the following services:

Human Resource Services

Provide innovative, responsive, valid, reliable and meritorious recruitment and selection services to County departments and job applicants to employ a qualified and diverse workforce to deliver services; maintain a standardized and equitable classification system which defines scope and the nature of job assignments; provide ongoing updates to classification specifications that differentiate among job assignments and expectations and support career development options to hire and retain qualified employees; assist departmental staff in managing performance and conduct issues; provide rule, policy and ordinance interpretation and updates; and assist in resolving complaints at the lowest level.

Total Expenditures: \$1,360,762 Total Staffing (FTE): 12.15

Training and Development

Training and development creates and promotes individual and organizational effectiveness by developing and offering innovative and diverse programs to meet organizational needs for employee development. Services include Countywide training program administration and coordination; new employee orientation; and oversight of the County Learning Management System.

Total Expenditures: \$280,360 Total Staffing (FTE): 2.40

Civil Service Commission Support

The Human Resources Department, under general direction of the Commission, administers the Civil Service System pursuant to the rules adopted by the Commission. Such administration includes: advising the Commission upon Civil Service matters; furnishing a recording secretary who takes meeting minutes; preparing the operating budget and administering expenditures; administering the programs provided for by the rules; establishing administrative controls and procedures to enforce the rules; making recommendations on policy and rule amendments; and preparing an annual report for the Board of Supervisors.

Total Expenditures: \$210,923 Total Staffing (FTE): 1.25

Labor Negotiations and Contract Management

Establish salaries and benefits and maintain an equitable salary plan for all County employees. Negotiate salary and benefit packages with the bargaining units representing approximately 80% of County employees. Implement the terms of contracts with employee organizations. Prepare strategies to implement the Board's Labor Relations direction.

Total Expenditures: \$741,692 Total Staffing (FTE): 4.20

DEPARTMENT COMMENTS

The Human Resources (HR) Department is responsible for providing the County's traditional personnel services (e.g., recruitment and testing, classification studies and analysis, departmental consults, staff support to the Civil Service Commission, and training), Labor Relations Management, and Risk Management services (e.g., liability, workers' compensation, insurance, safety, and employee benefits). Funding for the programs is located in Fund Center 112 – Human Resources, Fund Center 105 – Risk Management, and Fund Centers 408 through 412 – the Self-Insurance internal service funds.

The Human Resources Department has been able to make headway on a variety of priorities for the County (noted below).

FY 2013-14 Accomplishments

- Reached labor contract agreements with seven employee bargaining units. Balanced recognition of five years of employee concessions with modest economic stability.
- Continued implementation of the Board's existing Labor Relations strategy, while assisting with development of new strategies to address future needs.
- The Loss Prevention Initiative and Workers' Compensation collaborated to reduce workplace injuries. Claims are down 19% since FY 2012-13.
- Met the challenge of 60% workload increase in recruitment & selection activity.
- Led the Employee University (EU) Advisory Committee to select an organizational development vendor to assist in delivering enhanced EU programs and services.

FY 2014-15 Objectives

- Negotiate with the seven employee bargaining units that have open contracts in FY 2014-15 in compliance with the Board's Labor Strategy.
- Engage with the newly identified organizational development vendor to greatly expand the Employee University. Countywide employee development opportunities through new supervisory and management academies will develop talent and support succession planning initiatives.
- Maintain high performance of Risk Management programs.
- Focus on impacts of the Affordable Care Act, with emphasis on employment-related compliance.
- Through collective bargaining, attempt to reduce number of employees who "opt out" of the County's medical benefit plans to increase opportunities for competitiveness in healthcare market by eliminating incentive language in 100% of labor contracts.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The Human Resources Department includes two General Fund budgets; Fund Center (FC) 112 - Human Resources and Fund Center 105 - Risk Management. The level of General Fund support for the two fund centers combined is recommended to increase \$261,470 or 10% compared to the FY 2013-14 adopted level.

The most significant increase in General Fund support is in FC 112- Human Resources; increasing \$213,447 or 10%. Revenues in FC 112 are recommended to increase \$60,775 or 30% and total expenditures are recommended to increase \$274,222 or 11%.

Revenues are increasing primarily due to the addition of \$80,337 in funding from FC 266 - Countywide Automation to cover the cost of 1.0 FTE Limited Term Personnel Analyst position to support the implementation of a new on-line job application, on-boarding and performance management system. This new system will replace the JobApps system currently used, which is becoming obsolete. Other sources of revenue that are increasing include an increase of approximately \$22,000 in funding from the Self Insurance fund centers (FCs 408-412) to support the cost of the HR Deputy Director position and a new agreement with Pension Trust to provide human resources services at a price of \$5,000. These increases help offset the elimination of one-time funding from a settlement that has now been depleted.

The most significant increase in expenditures is in salaries and benefits (increasing \$268,272 or 13%), primarily due to the addition of 4.0 FTE. Along with the 1.0 FTE Limited Term position noted above, the recommended budget also includes the addition of 2.0 FTE Human Resource Analysts Aides – Confidential and 1.0 FTE Administrative Assistant III. With the added staff resources and technology updates, the HR Department expects to elevate their ability to serve the County as a strategic business partner; implementing best practices to improve efficiencies and the quality of employee recruitment, selection and retention.

Services and supplies are increasing \$5,950 or 1%. Most accounts are increasing between 1% - 2% to reflect a slight increase in the cost of goods and services. The most significant variances include a reduction of almost \$7,000 due to the elimination of customization charges for the JobApps system, which will be replaced next year, and an increase of more than \$1,600 in the charge for Liability due to an increase in rates charged to departments Countywide.

The funding to purchase and implement two new automation systems is included in FC 266 – Countywide Automation. The new system that will replace JobApps is expected to total \$168,000 for implementation in FY 2014-15 and \$77,000 per year in future years. The second system is a scientifically-based talent measurement system that will be used in the recruitment process to select the most suitable candidates for County jobs. The estimated cost to implement this new, web-based system is \$45,000 with an annual subscription fee of \$80,000 per year. Only the funding for the Limited Term position noted above will be transferred into the Human Resources budget from FC 266.

Four full-time positions are recommended to be added to the Position Allocation List. These four positions are described in the following table. Given the addition of these four positions, service levels for the Human Resources Department are expected to improve as described below.

BOARD ADOPTED CHANGES

None.

BUDGET AUGMENTATION REQUESTS ADOPTED

Unit Amount	Description	Results
Gross: \$192,919 General Fund support: \$192,919	Add 2.0 FTE HR Analyst Aide – Confidential positions and 1.0 FTE Administrative Assistant III to enhance the HR Department’s capability to serve the County as a strategic business partner.	<ul style="list-style-type: none"> Analysts will transfer certain tasks to HR Analyst Aides, so their time is freed up to implement industry best practices, providing strategically focused HR services. Anticipated increase in analyst time spent on recruitment processing (from 40% to 80%), due to demographic trends, will be avoided. Analyst time spent on recruitment will remain at 40% or decrease to 35%; however, analyst time will be spent more on value-added selection services and less on routine process work.

		<ul style="list-style-type: none"> • Improve quality and reduce transaction time in the recruitment and selection process from the current target of 60 days to 50 days to list in FY 2014-15. Quality improvement will be initially assessed with customer satisfaction ratings, which are expected to rise from the current target of 85% to 90% in FY 2015-16. • Reduce HR deferred maintenance, namely Job Specification updates will increase to 10% of most outdated specs per year.
Gross: \$80,337 General Fund support: \$80,337	Add 1.0 FTE Limited Term Personnel Analyst to support the implementation of the on-line application on-boarding and performance management system (to replace JobApps). Funding will come from FC 266 – Countywide Automation.	Replace the outdated applicant tracking system with new industry standard system. Implement technology solution for current manual onboarding and performance management systems.

BUDGET AUGMENTATION REQUESTS NOT ADOPTED

The following budget augmentation request was not included in the recommended budget due to limited available funding. Further augmentation of HR Department staffing levels may be recommended in future years based on need and the department's level of success in achieving the results noted above.

Unit Amount	Description	Results
Gross: \$111,550 General Fund support: \$111,550	Add 2.0 FTE Administrative Assistant III positions to further enhance the HR department's capability to serve the County as a strategic business partner.	Deferred maintenance of the classification system and other HR-related systems will be performed more quickly.
Gross: \$148,154 General Fund support: \$148,154	Add 1.0 FTE Personnel Analyst III to manage the Employee University.	<ul style="list-style-type: none"> • Successful implementation of the supervisory, management and executive academies. • Develop and deliver training curriculum to employees. • Assist County departments in succession planning • Develop, monitor, report and refine training results (return on investment).

GOALS AND PERFORMANCE MEASURES

Department Goal: Conduct, monitor, and evaluate recruitment and testing in a timely manner in order to provide County departments with qualified candidates while ensuring compliance with regulations and merit principles.						
Communitywide Result Link: <input type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community						
1. Performance Measure: Average number of calendar days to produce eligibility lists for departments for open recruitments.						
09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
34 days	44 days	62 days	62 days	45 days	55 days	50 days
What: This measures the time (recruitment final filing date through establishment of eligibility list) it takes Human Resources to provide departments with a list of qualified candidates to fill a vacant position after the recruitment closes.						
Why: The number of days to produce an eligibility list for recruitments is one measure of departmental workload and efficiency. Human Resources endeavors to provide eligibility lists as quickly as possible to maintain staffing levels adequate to provide services to the community.						
How are we doing? In FY 2013-14, departments requested fast turnaround on recruitments. Human Resources staffing limitations, coupled with considerable increases in number of recruitments, hampered our ability to reach our intended target, despite improving our performance over recent years. Elapsed days between the job posting date and the creation of an eligibility list ranged from 8 to 127 days for 116 recruitments, for an average of 55 days. Comparable-entity data is not available.						
2. NEW. Performance Measure: Average number of calendar days to fill positions for departments for open recruitments.						
09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
New	New	New	New	New	New	120 days
What: This measures the time it takes to fill a vacant position. "Time" is measured from when a hiring department requests that Human Resources (HR) initiate an open recruitment through the successful candidate's start date.						
Why: The number of days to fill positions is one measure of departmental workload and efficiency. This measure also reflects the efficacy of HR's strategic business partnership with departments. Human Resources endeavors to fill positions as quickly as possible to maintain staffing levels adequate to provide services to the community.						
How are we doing? New Measure. Historically, Human Resources has measured only the time required to complete that portion of the work to fill a vacant position which was solely within the HR department's control (see performance measure number 1.) Although hiring department resource and timing constraints may impact this measure, HR asserts that it is a better measure of HR Services and Countywide system performance. This new measure is important because candidates, County departments and the community view "time to fill" as the entire time it takes to recruit, select and place a candidate. Data collection for this new measure will begin FY 14-15.						
3. Performance Measure: Percentage of departments rating their level of satisfaction with the overall recruitment process as above satisfactory or better.						
09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
New	New	New	80%	85%	84%	85%
What: This measure represents the results of surveys completed by departments at the close of open recruitments as to the level of satisfaction with the overall recruitment process.						
Why: Recruitment process satisfaction survey results are tracked to determine whether or not the recruitment process is effective in meeting departments' staffing needs. Survey results enable us to identify opportunities to improve the efficiency and effectiveness of recruitments.						
How are we doing? This year we received 63 responses, 53 of which are above satisfactory or better. This measure replaces a nearly identical measure and targets a higher level of customer satisfaction. Human Resources endeavors to provide above satisfactory service rather than simply satisfactory service. The 85% target represents a stretch goal based on the first year of data (FY 2012-13, at 80% above satisfaction).						

<p>Department Goal: Serve as a strategic business partner through providing quality Human Resources expertise and services to county departments.</p> <p>Communitywide Result Link: <input type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community</p>						
<p>4. Performance Measure: Percentage of County departments that rate Human Resources' service as above satisfactory or better in serving as a strategic business partner and providing Human Resources expertise.</p>						
09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
New	New	New	New	70%	52%	70%
<p>What: The Human Resources Department acts as a strategic business partner with County departments to provide innovative, effective, and responsive Human Resource services. Our goal is to attract, select, develop, and retain a talented and diverse workforce so that County departments can achieve their mission, and serve the citizens of the County. The Human Resources department surveys departments annually to determine their level of satisfaction with the quality of service our staff provides. The results of the survey reflect client perception of Human Resources' technical expertise as well as partnership in providing effective solutions based upon strategic and operational needs.</p> <p>Why: This measure reflects the information gained from the satisfaction survey and allows us to continuously improve our service and support to departments.</p> <p>How are we doing? This new measure is replacing the former measure of timeliness, accuracy, and quality of service (competency). This new survey covers a broader set of criteria and reflects Human Resources' new focus on the value of strategic business partnerships. This measure and survey are new (no comparable historic data) and the success threshold is aggressive at above satisfactory or better. We received 33 responses to the FY 2013-14 survey. Twenty-seven of 33 response (81%) found us satisfactory or better, and 17 of 33 (52%) found us above satisfactory or better. The survey that supports this measure is conducted at year end.</p>						
<p>Department Goal: To provide effective response to, and resolution of, unanticipated challenges to County employment related rules or personnel actions.</p> <p>Communitywide Result Link: <input type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community</p>						
<p>5. Performance Measure: Percentage of concluded grievances and appeals resolved prior to Civil Service Commission hearing</p>						
09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
89%	89%	75%	85%	80%	100%	80%
<p>What: This measure tracks the rate at which Human Resources resolves grievances/appeals (allegations of improper personnel practices by the County) prior to the matter reaching a Civil Service Commission (CSC) hearing.</p> <p>Why: The grievance/appeal resolution rate is a reflection of the ability of Human Resources' professional staff to collaborate with stakeholders, design solutions to challenges, and reach mutually agreeable terms on grievance/appeal matters.</p> <p>How are we doing? There were 19 grievances/appeals concluded in FY 2013-14. All were resolved prior to hearing. Because certain grievances or appeals may be more appropriately heard rather than resolved prior to hearing, a result of 100% resolution represents a high, but not always optimal, achievement rate. Comparable-entity data is not available.</p>						
<p>6. Performance Measure: Number of grievances and appeals filed per 1,000 employees.</p>						
09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
New	New	New	4.51	Less than 10	8.63	Less than 10
<p>What: This measure tracks the number of grievances and appeals filed per 1,000 employees.</p> <p>Why: The grievance/appeal rate is a possible reflection of the quality of Human Resources' policies and/or the conduct of departmental supervision or management. Exemplary Human Resources policies and practices, including HR dept training and consultation of/to departmental supervision and management should minimize the grievance/appeal rate.</p> <p>How are we doing? Twenty-one grievances/appeals were filed in FY 2013-14, for a workforce of 2,433 employees. The County had three times the usual number of classification studies conducted in 2013/14, and many of these were appealed. As noted in Performance Measure #5, all were resolved prior to hearing.</p>						
<p>Department Goal: Provide an appropriate level of Human Resources support to enable our strategic business partners to cost-effectively attain their mission and goals.</p> <p>Communitywide Result Link: <input type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community</p>						

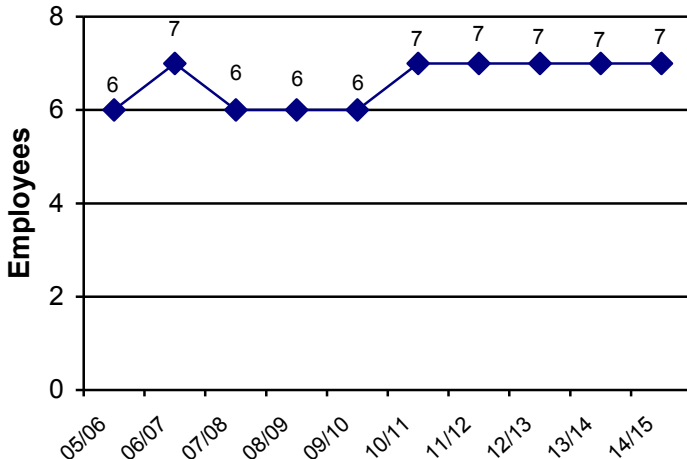
7. Performance Measure: Number of full-time equivalent Human Resources department staff per 1,000 employees.						
09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
5.8	6.3	6.3	6.6	Consistent with Industry Standards	5.6	Consistent with Industry Standards
<p>What: This measures the number of Human Resources department full time equivalent (FTE) staffing per 1,000 employees.</p> <p>Why: This data can be compared with other Human Resources departments with similar characteristics to provide one measure of whether or not we are appropriately staffed for providing personnel services.</p> <p>How are we doing? In FY 2013-14, Human Resources had 5.6 Personnel FTE per 1,000 employees (16.0 filled FTEs, for a total County employee count of 2,867). Human Resource departments comparable to San Luis Obispo County's (including Placer, Solano, Sonoma, Marin, Butte County, Santa Barbara and Santa Cruz, Cal Poly, SLO Coastal USD, and the City of San Luis Obispo) had an average Human Resources staffing level of 8.4 FTE per 1,000 employees in FY 2013-14. The fact that the County employs fewer Human Resources staff per 1,000 employees than comparable Human Resource departments shows the County invests in Human Resources at a lower level than industry standards.</p>						

MISSION STATEMENT

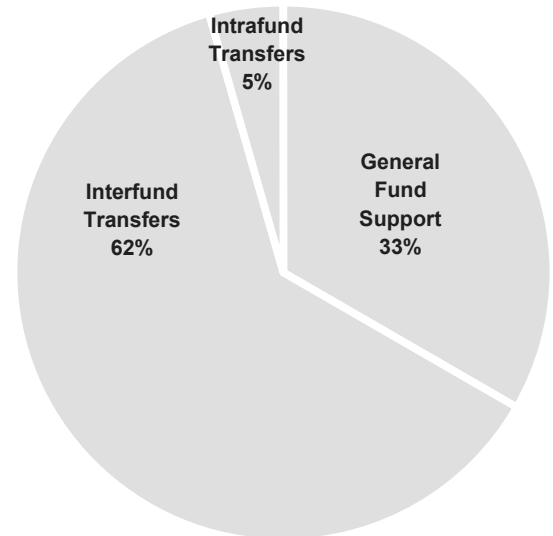
We collaborate with County Departments to protect financial stability and promote safe practices by managing and administering the Safety, Benefit, Workers' Compensation, and Liability programs and providing education and training to ensure the health and welfare of all employees and the public we serve.

	2012-13	2013-14	2014-15	2014-15	2014-15
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Charges for Current Services	\$ 5,372	\$ 4,403	\$ 0	\$ 0	\$ 0
Interfund	934,913	967,430	1,010,640	1,010,640	1,010,640
**Total Revenue	\$ 940,285	\$ 971,833	\$ 1,010,640	\$ 1,010,640	\$ 1,010,640
Salary and Benefits	742,210	790,512	806,432	806,432	806,432
Services and Supplies	724,492	784,895	821,257	821,257	821,257
**Gross Expenditures	\$ 1,466,702	\$ 1,575,407	\$ 1,627,689	\$ 1,627,689	\$ 1,627,689
Less Intrafund Transfers	76,108	78,149	74,223	74,223	74,223
**Net Expenditures	\$ 1,390,594	\$ 1,497,258	\$ 1,553,466	\$ 1,553,466	\$ 1,553,466
General Fund Support (G.F.S.)	<u>\$ 450,309</u>	<u>\$ 525,425</u>	<u>\$ 542,826</u>	<u>\$ 542,826</u>	<u>\$ 542,826</u>

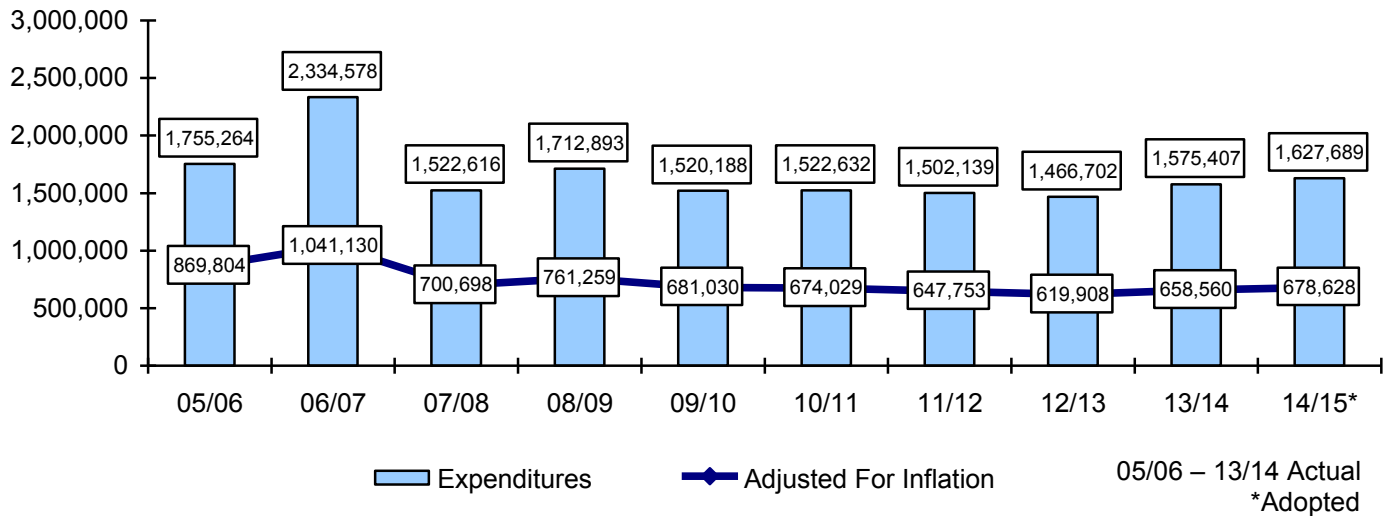
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Risk Management has a total expenditure level of \$1,627,689 and a total staffing level of 7.00 FTE to provide the following services:

Employee Benefits

Provide high quality employee benefit administration services (e.g., health and life insurance, flexible spending accounts for health and dependent care, wellness, etc.) to active employees and retirees.

Total Expenditures: \$299,613 Total Staffing (FTE): 1.20

Safety

Implement cost-effective safety programs that ensure a safe work environment, reduce work-related employee injuries, and minimize the costs associated with Workers' Compensation.

Total Expenditures: \$223,385 Total Staffing (FTE): 1.75

Liability and Insurance

Effectively manage the Liability Program by resolving all tort claims efficiently and fairly while minimizing costs to the taxpayer. Secure cost effective insurance coverage levels for the County, implement industry standard transfer of risk strategies to protect the County from unnecessary risk, provide advice to departments on insurance matters, issue insurance certificates, process all County-initiated insurance claims, and perform risk analyses.

Total Expenditures: \$845,273 Total Staffing (FTE): 1.45

Workers' Compensation

Effectively manage the Workers' Compensation Program by processing all claims efficiently, fairly and in accordance with the law. Administer the Return to Work program.

Total Expenditures: \$259,418 Total Staffing (FTE): 2.60

COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

Risk Management services are provided by the Human Resources department. FC 105 – Risk Management is one of several budgets managed by Human Resources and includes the staffing costs for Safety, Liability, Work Comp, and the Loss Prevention Initiative, as well as the revenues and expenditures associated with insurance payments for property, crime, watercraft, airport and cyber liabilities, and the employee wellness program. Information on the Human Resources Department’s goals and accomplishments associated with Risk Management can be found in the Department Comments for FC112 – Human Resources.

The level of General Fund support for this budget is recommended to increase \$48,203 or 9% compared to FY2013-14 adopted levels. Revenues are recommended to increase \$28,545 or 2% and total expenditures are recommended to increase \$76,748 or 5%.

Revenue in this budget consists of transfers in from other fund centers for the services that Risk Management staff provides in managing the County’s various insurance programs.

Salary and benefits are increasing \$21,123 or 2% due staff promotions and slight increases in benefits recently approved by the Board of Supervisors. There were no changes requested to the Risk Management Position Allocation List. Services and supplies are increasing \$52,694 or 6% primarily due to an increase in insurance premiums.

Given that the budget is recommended as submitted, no service level impacts to other departments or to the community are expected.

BOARD ADOPTED CHANGES

None.

GOALS AND PERFORMANCE MEASURES

Department Goal: To effectively manage the employee benefit programs (health, life, tax savings, etc.) for County employees and retirees.						
Communitywide Result Link: <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 County employees who contacted the benefits program and rated the services provided by the Benefits Coordinator as above satisfactory or better.						
09-10 Actual Results	10-11 Actual Results	11-12 Adopted	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
New	New	New	New	80%	82%	85%
<p>What: The Human Resources department conducts monthly analysis of survey responses of County employees. The Human Resources department sends a survey to employees who have contacted the Benefits Coordinator by email or phone. The survey evaluates the employees’ level of satisfaction with the service provided. The survey addresses the following critical service areas: timeliness, accuracy, responsiveness, and reliability of information.</p> <p>Why: The Benefits Coordinator is responsible for educating and providing guidance to County employees on all aspects of benefits, and assisting employees in making informed decisions. Regularly surveying our customers allows us to gauge the quality of our services and make program improvements as needed.</p> <p>How are we doing? This new measure is replacing the former measure which tracked results from surveys of payroll coordinators only. This new measure tracks a broader customer base, and is more reflective of daily interactions with the benefits program. The target level is chosen conservatively because the measure and survey tool used are new (no comparable historic data) and the success threshold is aggressive at above satisfactory or better. We received a total of 120 responses, 98 of which rated the services as above satisfactory or better.</p>						
Department Goal: To promote a safe work environment for County employees.						
Communitywide Result Link: <input type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community						

2. Performance Measure: Rate of Occupational Health and Safety Administration (OSHA) recordable work-related illnesses/injuries per 100 employees as compared to other local government agencies in California.						
09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
3.8	4.5	4.5	3.9	3.6	3.8	3.6
<p>What: This measure tracks the number of employee illnesses/injuries per 100 employees in comparison to other local government agencies in California. By collecting injury and illness data, we can compare ourselves to statewide average data prepared by the Department of Industrial Relations. The OSHA Recordable injury rate is a regulatorily-defined injury statistic that is a common state and national industry benchmark. While injury statistics are maintained for the purposes of managing both safety and workers comp programs, the OSHA recordable rate is most appropriate when seeking to measure actual injuries of at least a minimal severity. Workers Comp claim frequency statistics are not as rigidly defined as OSHA "Recordables," nor are they as descriptive given that the base unit – claims- is not further distinguished between first aid claims, minor injury claims and more significant claims.</p> <p>Why: This measure helps to track the effectiveness of our Safety Program, which has an impact on the County's budget. An effective safety program limits employee injury and illness, which lowers workers' compensation costs for the County.</p> <p>How are we doing? The OSHA Recordable Injury Rate is calculated using OSHA's formula, which normalizes rates to represent 100 employees working 40 hours per week for 50 weeks per year. The County had 98 recordable injuries, for 2,867 permanent, temporary, or seasonal employees who worked an average of 1,801 hours each in 2013/14. The County's illness/injury rate is comparable to the private sector and well below the average for local government agencies of 7.0 per 100 employees, as reported by the Department of Industrial Relations. Improvements are due to continued county wide Supervisor Workers' Comp trainings and maturity of the Loss Prevention Initiative (LPI) program.</p>						
3. Performance Measure: Annual number of serious employee work-related injuries (i.e., death, loss of limb, overnight hospitalization, etc.) as defined by CAL/OSHA.						
09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
1	1	0	1	0	1	0
<p>What: OSHA requires reporting of all serious work-related injuries which it defines as death, loss of limb, 24 hour hospitalization for other than observation, etc. This measure reports the number of employees who experience a serious work-related injury.</p> <p>Why: This measure helps track the effectiveness of our Safety Program, which has an impact on the County's budget. An effective safety program limits employee injury and illness, which lowers workers' compensation costs for the County.</p> <p>How are we doing? In FY 2013-14, there was 1 serious employee work-related injury. In FY 2013-14 the County chose to accept work comp liability for certain inmates working at Camp San Luis. An inmate worker was seriously injured in this program. The County always endeavors to achieve zero serious injuries each year. Direct comparable-entity comparison data are not available for this measure.</p>						
4. Performance Measure: Number of days away from work due to workplace injury.						
09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
419	666	1,460	656	900	1,592	650
<p>What: This measure tracks the total number of days that employees are absent during the year due to work-related injuries.</p> <p>Why: This measure helps to track the effectiveness of our safety and workers' comp programs, which have an impact on the County's budget and the productivity of County employees. Effective safety and workers' comp programs limit employee injury and illness, which lowers workers' compensation costs for the County and reduces the amount of time that County employees are unable to be at work.</p> <p>How are we doing? The County experienced a significant jump in the number of lost days in FY 2013-14. Thirty one employees lost 1,592 OSHA recordable days. Note that OSHA caps any one 'lost days' case at 180 days. The County saw 3 employees with lost days in excess of the 180 day cap. Sheriff's Department lost days drove the statistics in this measure, nearly equaling the entire difference between the adopted target and the actual results. This department's lost days increased by 530 days over FY 2012-13. A prime driver for the increase appears to be use of Labor Code 4850 benefits. Realization of 4850 benefits (full pay for peace officers with lost day injuries) reached a high point in FY 2013-14. The County of San Luis Obispo became subject to Labor Code 4850 upon a legislative change in 2010, and although increases in cost and lost days were anticipated, they have exceeded original estimates. The County will need to consider the continued and increasing impact of 4850 benefits on its Safety and Work comp performance measure targets. Direct comparable-entity comparison data are not available for this measure.</p>						
<p>Department Goal: To effectively administer the County's Liability Insurance Program.</p>						
<p>Communitywide Result Link: <input type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community</p>						

5. Performance Measure: Number of liability claims filed per \$1 million of payroll.						
09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
County: .65 EIA average: .93	County: .57 EIA average: .83	County: .65 EIA average: .77	County: .57 EIA average: .78	Better than the EIA average	County: .63 EIA average: .75	Better than the EIA average
<p>What: This measure represents a comparison of the number of liability claims filed against local California governments. The California State Association of Counties (CSAC) Excess Insurance Authority (EIA) insures the majority of California public agencies and is the second largest public entity property and casualty pool in the nation.</p> <p>Why: Tracking the number of liability claims filed per \$1 million of payroll indicates how San Luis Obispo County compares to other counties as determined by the County's annual actuary conducted by Bickmore Risk Services. Keeping liability claims to a minimum has a positive impact on the County's budget because a low number of liability claims contributes to lower liability insurance premiums.</p> <p>How are we doing? Based on our 2013 actuarial, claim frequency of 96 claims for \$151,672,000 of payroll is an increase compared to FY 2012-13 levels. The County's liability program is performing well and we remain well below the CSAC-EIA average. The County's number of liability claims per \$1 million of payroll has consistently been below the CSAC-EIA average.</p>						
6. Performance Measure: Average dollar loss/liability claim.						
09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
County: \$9,460 EIA average: \$7,700	County: \$12,280 EIA average: \$8,990	County: \$10,350 EIA average: \$8,760	County: \$8,720 EIA average: \$8,967	Better than the EIA average	County: \$7,520 EIA average: \$10,070	Better than the EIA average
<p>What: This measure provides an indication of how much money is being spent on average for liability claims. CSAC-EIA insures the majority of California public agencies and is the second largest public entity property and casualty pool in the nation.</p> <p>Why: Tracking the average dollar loss per liability claim indicates how San Luis Obispo County compares to other counties as determined by the County's annual actuary conducted by Bickmore Risk Services. Minimizing liability claims costs reduces the amount of General Fund dollars needed to pay claims, and reduces the cost of excess insurance.</p> <p>How are we doing? Based on the November 2013 actuarial study, the County's weighted and adjusted loss value was calculated at \$721,920 for state-wide benchmarking purposes. There were 96 open claims during the study period. The average loss per claim decreased 14% from FY 2012-13 levels. Risk Management will meet the FY 2013-14 target due to the County achieving favorable outcomes in several recent litigated matters, and due to the fact that program fundamentals are sound.</p>						
7. Performance Measure: Dollars of loss per \$100 of payroll for liability claims.						
09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
County: .62 EIA average: .67	County: .70 EIA average: .67	County: .67 EIA average: .62	County: .50 EIA average: .64	Better than the EIA average	County: .48 EIA average: .65	Better than the EIA average
<p>What: This measure provides an indication of the total liability dollars spent per every \$100 of the County's payroll. CSAC-EIA insures the majority of California public agencies and is the second largest public entity property and casualty pool in the nation.</p> <p>Why: Tracking the dollars of loss per \$100 of payroll indicates how San Luis Obispo County compares to other counties as determined by the County's annual actuarial conducted by Bickmore Risk Services. Minimizing liability claims costs reduces the amount of General Fund dollars needed to pay claims, and reduces the cost of excess insurance.</p> <p>How are we doing? Based on the November 2013 actuarial, the County's weighted and adjusted loss value was calculated at \$721,920 for state-wide benchmarking purposes. Based on payroll of \$151,672,000, the rate of per \$100 of payroll was calculated at .48. Consequently, the rate per \$100 of payroll of decreased from FY 2012-13 by about 4% keeping the County well below the EIA average. A reduction in claim frequency, due in part to economics, the LPI, and other factors, combined with a reduction in claim costs due to good program management and favorable outcomes in several cases, have brought our losses down.</p>						
<p>Department Goal: Administer a cost-effective Workers' Compensation program for County employees.</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>						

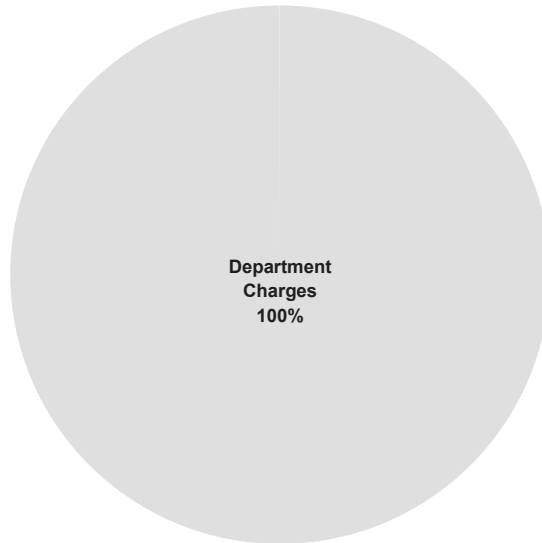
8. Performance Measure: Dollars of loss per \$100 of payroll for Workers' Compensation claims.						
09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
County: \$1.38 EIA average: \$2.10	County: \$1.27 EIA average: \$2.06	County: \$1.13 EIA average: \$2.08	County: \$0.91 EIA average: \$2.01	Better than the EIA average	County: \$1.19 EIA average: \$2.10	Better than the EIA average
<p>What: This measure provides a comparison of the County's workers' compensation claims costs relative to the annual workers' compensation payroll costs of other counties in California. CSAC-EIA insures the majority of California public agencies and is the second largest public entity property and casualty pool in the nation.</p> <p>Why: Tracking the dollars of loss per \$100 of payroll for workers' compensation claims indicates how San Luis Obispo County compares to other counties as determined by the County's annual actuarial conducted by Bickmore Risk Services. Minimizing workers' compensation claims costs reduces the amount of General Fund dollars needed to pay claims, and reduces the cost of excess insurance.</p> <p>How are we doing? The County saw an increase (30% from FY 2012-13) in its loss rate per \$100 of payroll. The loss rate is based upon the November 2013 actuarial study which calculated a weighted and adjusted loss of \$1,804,897 for state-wide benchmarking purposes. Based on payroll of \$151,672,000, the rate per \$100 rose from \$.91 to \$1.19. However, at about half the EIA average, we continue to remain well below our target. Two large claim settlements impacted FY 2013-14 costs. Otherwise, low claim numbers as affected by safety and loss prevention efforts, and excellent claims and program management, contribute to the better than average program statistics.</p>						
9. Performance Measure: Number of Workers' Compensation claims per 100 employees.						
09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
County: 6.6 Comp Co. avg: 8.1	County: 6.9 Comp Co. avg: 8.4	County: 7.0 Comp Co. avg: 9.0	County: 6.4 Comp Co. avg: 8.6	Better than the Comp Co. average	County: 6.6 Comp Co. avg: 8.6	Better than the Comp Co. average
<p>What: This measures the number of workers' compensation claims per 100 employees for a comparison to the level of claims experienced in other California counties. San Luis Obispo County is compared to 19 other counties in the annual Self Insurance Plan Benchmark report produced by TCS Risk Management Services, and more specifically to four counties considered comparable to San Luis Obispo County (Marin, Santa Barbara, Santa Cruz and Sonoma).</p> <p>Why: This measure enables us to compare the level of workers' compensation claims within the County to the claim levels experienced by comparably sized and organized California counties. Claim frequency is an indication of the effectiveness of both our workers' compensation and safety programs, which impacts the County's budget. A low level of workers' compensation claims reduces the County's workers' compensation insurance premiums.</p> <p>How are we doing? The November 2013 TCS report shows the claim frequency for the County appears to be leveling off. At 175 claims for 2,660 employees, the report shows that the County ranks among the lowest claim rates in the state. Safety and loss prevention efforts contribute to a low level of Workers' Compensation claims.</p>						
10. Performance Measure: Average dollars loss per Workers' Compensation claim.						
09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
County: \$5,730 EIA average: \$10,790	County: \$6,170 EIA average: \$10,940	County: \$5,910 EIA average: \$11,770	County: \$5,260 EIA average: \$11,902	Better than the EIA average	County: \$7,890 EIA average: \$12,389	Better than the EIA average
<p>What: This measures the average dollars of loss per workers' compensation claim for a comparison to the average dollars of loss experienced in other Counties as reported by the CSAC-EIA average. The average loss projected by the CSAC-EIA actuary is based on historical loss data and represents ultimate final loss costs for claims from each fiscal year. CSAC-EIA insures the majority of California public agencies and is the second largest public entity property and casualty pool in the nation.</p> <p>Why: Tracking the average dollars lost per workers' compensation claim provides a measurement of the effectiveness of the County's workers' compensation program as compared to other counties. An effective workers compensation program limits the number and cost of workers' compensation claims.</p> <p>How are we doing? While San Luis Obispo County's claim costs had been decreasing in recent years, two large claim settlements and the growing cost of the 4850 (Peace Officers injured on duty) benefits have changed this trend. San Luis Obispo County's claim costs are presently 64% of the CSAC-EIA average, but the rise in the 4850 legislatively enhanced benefits is eroding this achievement. The Workers' Comp program, including in-house staff, a Third Party Claims Administrator, and a third party management consultant, is recognized state-wide as a model program. Proactive claims management contributes to low dollar loss per claim. The County adopted and effectively implemented a Return to Work program sooner than many other CSAC-EIA members. The maturity of our program contributes to our lower cost per claim than the EIA average.</p>						

PURPOSE STATEMENT

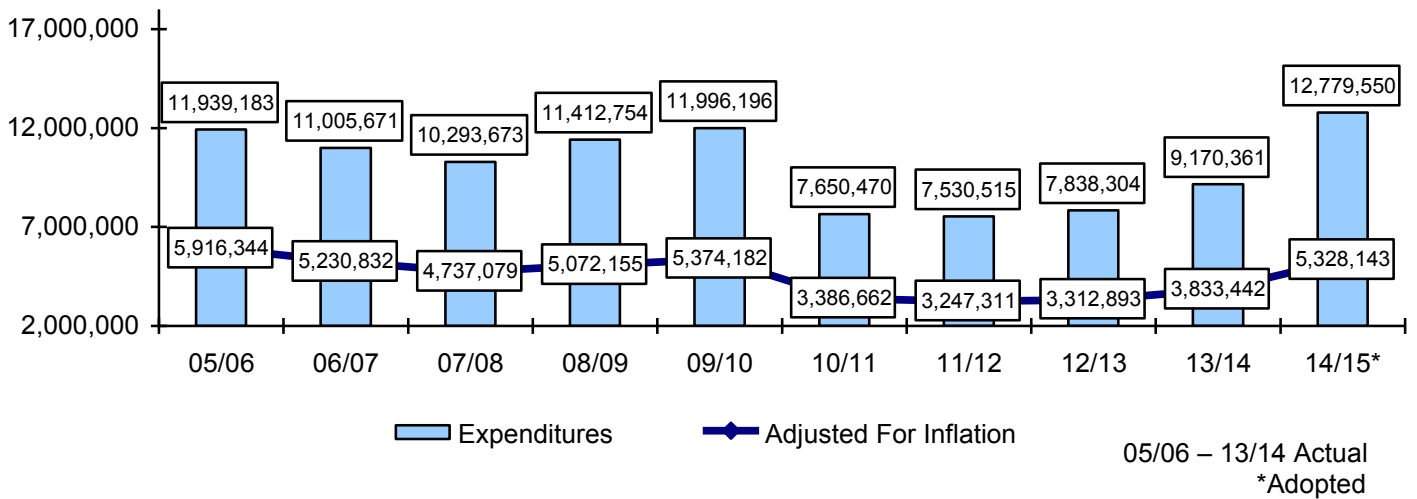
Fund Centers 408-412 comprise the County's self-insurance budget and provide funding for Workers' Compensation (Fund Center 408), Liability Self-Insurance (Fund Center 409), Unemployment Insurance (Fund Center 410), Medical Malpractice (Fund Center 411) and Self-Insured Dental (Fund Center 412). Funding for the self-insurance fund centers comes largely from charges to departments for providing various benefits and insurances to County employees. Staffing for the administration of the self-insurance programs is included in Fund Center 105 - Risk Management.

OPERATING DETAIL (1)	2012-13 ACTUAL (2)	2013-14 ACTUAL (3)	2014-15 RECOMMENDED (4)	2014-15 ADOPTED BY THE BOS (5)
OPERATING REVENUES				
Charges for current services	5,936,736	7,413,194	8,578,000	8,578,000
TOTAL OPERATING REVENUES	5,936,736	7,413,194	8,578,000	8,578,000
OPERATING EXPENSES				
Services and Supplies	3,116,293	4,006,612	2,298,362	3,438,362
Overhead	127,533	45,402	292,049	292,049
Insurance Premiums	0	0	0	0
Insurance Benefit Pmts	3,920,031	4,480,316	9,289,139	8,149,139
Claims	0	0	0	0
Outside Legal	674,447	638,031	900,000	900,000
TOTAL OPERATING EXPENSES	7,838,304	9,170,361	12,779,550	12,779,550
OPERATING INCOME (LOSS)	(1,901,568)	(1,757,167)	(4,201,550)	(4,201,550)
NON-OPERATING REVENUES (EXPENSES)				
Interest	70,867	46,249	94,654	94,654
Other Income	0	0	0	0
TOTAL NON-OPERATING REVENUES (EXPENSES)	70,867	46,249	94,654	94,654
INCOME REF. CAPITAL CONTRBS. & TRANSFERS	(1,830,701)	(1,710,918)	(4,106,896)	(4,106,896)
Transfers in (out)	(392,665)	(370,363)	0	0
CHANGE IN NET ASSETS	(2,223,366)	(2,081,281)	(4,106,896)	(4,106,896)
Net assets - beginning	7,120,468	4,897,102	2,609,832	2,815,821
Net assets - ending	<u>4,897,102</u>	<u>2,815,821</u>	<u>(1,497,064)</u>	<u>(1,291,075)</u>

Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Self-Insurance has a total expenditure level of \$12,779,550 to provide the following services:

Workers' Compensation

Provides funding for all costs associated with the County's self-insured Workers' Compensation Program, including benefit payments to eligible recipients and administrative expenses.

Total Expenditures: \$6,733,913 Total Staffing (FTE): *

Liability Self-Insurance

Provides funding for all costs associated with the County's self-insured Liability Program, including loss payments to resolve claims/litigation and administrative expenses.

Total Expenditures: \$3,567,000 Total Staffing (FTE): *

Unemployment Insurance

Provides funding for all costs associated with the County's self-insured Unemployment Program, including benefit payments to eligible recipients and administrative expenses.

Total Expenditures: \$330,586 Total Staffing (FTE): *

Medical Malpractice

Provides funding for all costs associated with the County's Medical Malpractice Program, including insurance premiums, deductibles, and administrative expenses.

Total Expenditures: \$359,760 Total Staffing (FTE): *

Dental Plan

Provides funding for all costs associated with the County's self-insured dental plan, including benefit payments and administrative expenses.

Total Expenditures: \$1,788,291 Total Staffing (FTE): *

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

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The Self-Insurance Budget consists of Internal Service Funds (ISF's) that charge County departments in order to service the Workers' Compensation (Fund Center 408), Liability (Fund Center 409), Unemployment Insurance (Fund Center 410), Medical Malpractice (Fund Center 411), and Self-Insured Dental (Fund Center 412) programs. Staffing for each of these programs is included in the budget for Risk Management (Fund Center 105).

Industry norms, including guidelines set by the County's excess insurance carrier, the California State Association of Counties – Excess Insurance Authority (CSAC-EIA), suggest that fund reserve levels for these programs should be maintained between 70% (minimum) and 90% (conservative) confidence levels. The programs in the self-insurance budget have been well managed in recent years, and have been on a good financial foundation. Because of this, it has been reasonable and appropriate to minimize charges to departments during recent difficult budget years, while still maintaining adequate reserve levels and a confidence level of 70-85%. Setting and maintaining of reserve levels is done in conjunction with annual actuarial studies. In FY 2014-15, charges to departments for their share of liability costs are recommended to increase as part of a two-year phased approach to return to normal levels. An additional increase of approximately \$1.5 million in charges will also be recommended in the FY 2015-16 budget.

Because the Self-Insurance Programs are Internal Service Funds, the State Controller's Office requires that an Operation of Internal Service Fund Schedule 10 be submitted. The format of the Schedule 10, as well as some of the data it contains, is different from how other County departments' budgets are reported. For consistency purposes, this narrative, Service Programs, and the 10 year Expenditure chart use the information and data from the Schedule 10.

For consistency with the manner in which changes in other Fund Centers are explained, this narrative provides a comparison of the FY 2014-15 recommended budget with the FY 2013-14 adopted budget. Variances between these two fiscal years are described by fund center as follows:

Fund Center 408- Workers' Compensation

This is the largest of the five fund centers, with more than \$6.7 million in appropriation recommended. Revenues generated from charges to departments are recommended to remain level with the FY 2013-14 adopted amount of \$4,875,000. The recommendation to increase charges in FY 2013-14 will yield a 72% confidence level for this fund.

Expenditures are recommended to increase \$489,835 or 7% compared to FY 2013-14 adopted levels due largely to an expected \$165,000 or 16% increase to the County's workers' compensation insurance premium, based on an estimate provided by CSAC-EIA, as well as a \$201,528 increase to Countywide Overhead. There was no charge to this fund center for Countywide Overhead in FY 2013-14.

Fund Center 409- Liability

Revenues are recommended to increase \$1.2 million or 233% compared to FY 2013-14 adopted levels due to increased liability insurance billings to departments which have been set to generate \$1.7 million in FY 2014-15. The third-party Liability program enjoyed a high confidence limit in reserve funds prior to FY 2013-14. This allowed for a substantial reduction in charges to departments in FY 2013-14 to offset the significant increase required for the Workers' Compensation fund. However, this reduction in charges impacted reserves enough that charges to departments must increase in FY 2014-15 and again in FY 2015-16. The increase in liability charges to departments in FY 2014-15 results in approximately one half of the typical program revenue. Anticipated increases for FY 2015-16 will bring charges to departments in line with historical average rates.

Expenditures are recommended to increase \$195,511 or 5% compared to FY 2013-14 adopted levels primarily due to an expected \$351,000 or 34% increase to the County's liability insurance premium, based on an estimate provided by the CSAC-EIA, combined with a decrease in expenditures for outside legal counsel in the amount of \$200,000 or 22%. An increase of \$28,288 or 125% in Countywide overhead also contributes to the overall increase in recommended expenditure levels.

Fund Center 410- Unemployment Insurance

Revenue is decreasing \$42,000 or 25% compared to FY 2014-15 adopted levels. The amount charged to departments has decreased 25%, yet the \$120,500 in revenue is expected to yield sufficient funds to fund future potential layoffs. Expenditures are recommended to increase \$9,932 or 3% compared to FY 2013-14 adopted levels primarily due to the more than \$10,000 or 65% increase in staffing costs. This fund pays for a portion of the staff costs in Fund Center 105 - Risk Management, to reimburse that fund center for staff time spent on processing unemployment insurance claims. The reimbursement amount is increasing in FY 2014-15 to add the cost of program oversight by the Human Resources Department Deputy Director.

Fund Center 411- Medical Malpractice

Revenues are recommended to increase \$35,000 or 13% compared to FY 2013-14 adopted levels due to an increase in medical malpractice insurance charges charged out to departments to cover higher insurance premiums costs. Expenditures are recommended to increase \$56,169 or 18% compared to FY 2013-14 adopted levels largely due to an expected \$57,000 or 21% increase to the County's medical malpractice insurance premium, based on an estimate provided by the CSAC-EIA. Other accounts are decreasing which helps partially mitigate this increase.

Fund Center 412- Self-Insured Dental

Revenues are recommended to remain flat compared to FY 2013-14 adopted levels, at \$1,660,850. Expenditures are recommended to increase by \$10,886 or less than 1% compared to FY 2013-14 adopted levels primarily due to the more than \$10,000 or 65% increase in staffing costs. Similar to the Unemployment Insurance fund, this fund also pays for a portion of the staff costs in Fund Center 105 - Risk Management time spent managing the dental plan. The reimbursement amount is increasing in FY 2014-15 to add the cost of program oversight by the Human Resources Department Deputy Director.

BOARD ADOPTED CHANGES

None.

Financing

Countywide Automation Replacement

Debt Service

General Government Building Replacement

Non-Departmental Other Expenditures

Non-Departmental – Other Financing Uses

Non-Departmental Revenues

Other Post Employment Benefits

Pension Obligation Bonds

Public Facility Fees

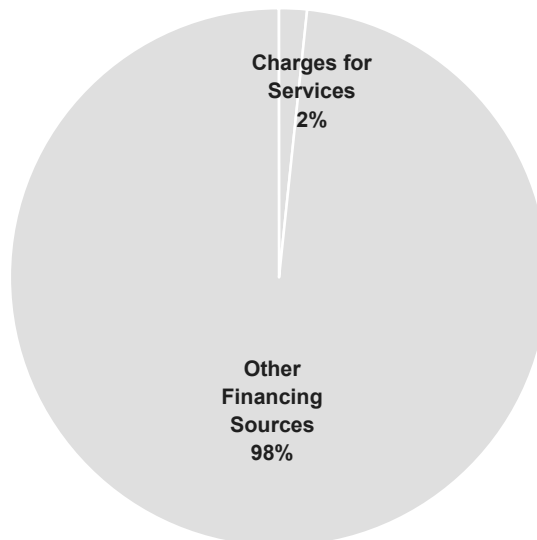
Tax Reduction Reserve

PURPOSE STATEMENT

To provide funding for the implementation of countywide automation systems and information needs to enhance the performance and productivity of public services.

<u>Financial Summary</u>	2012-13	2013-14	2014-15	2014-15	2014-15
	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Taxes	\$ 293,369	\$ 739,147	\$ 0	\$ 0	\$ 0
Revenue from Use of Money & Property	454,432	447,671	0	0	0
Charges for Current Services	1,406	20,306	61,000	61,000	61,000
Other Financing Sources	1,761,605	1,779,705	1,674,438	2,236,313	3,486,313
Interfund	865,260	764,403	0	0	0
Total Revenue	\$ 3,376,072	\$ 3,751,232	\$ 1,735,438	\$ 2,297,313	\$ 3,547,313
Fund Balance Available	\$ 993,572	\$ 943,013	\$ 0	\$ 0	\$ 449,425
Cancelled Reserves	0	569,875	0	0	0
Total Financing Sources	\$ 4,369,644	\$ 5,264,120	\$ 1,735,438	\$ 2,297,313	\$ 3,996,738
Salary and Benefits	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Services and Supplies	882,479	908,546	379,938	654,938	654,938
Other Charges	133,612	12,061	0	211,875	211,875
Fixed Assets	1,232,768	1,064,670	1,355,500	1,430,500	1,430,500
Gross Expenditures	\$ 2,248,859	\$ 1,985,277	\$ 1,735,438	\$ 2,297,313	\$ 2,297,313
Contingencies	0	0	0	0	0
New Reserves	1,904,092	943,013	0	0	1,699,425
Total Financing Requirements	\$ 4,152,951	\$ 2,928,290	\$ 1,735,438	\$ 2,297,313	\$ 3,996,738

Source of Funds



SERVICE PROGRAMS

Countywide Automation has a total expenditure level of \$2,297,313 to provide the following services:

Countywide Automation Replacement

Provides for the implementation of new and replacement automation systems and equipment which allow for the continuation of essential County services as identified and approved by the Board of Supervisors.

Total Expenditures: \$2,297,313 Total Staffing (FTE): *

*This fund center only provides funding for automation projects. Staffing for various automation projects is reflected in Fund Center 114 – Information Technology and the departments involved in automation projects in any given year.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

This fund center provides for the replacement and upgrade of large scale automation equipment and systems. Funds to support Countywide Automation projects are normally derived from the General Fund through overhead charges identified in the County's Cost Plan. The FY 2014-15 depreciation schedule for Countywide Automation identifies that \$1,830,160 is available to finance the expense in this budget. These charges are related to the depreciation of automation assets.

The expense in this budget can vary greatly from year to year, based upon types of projects that are included.

The recommended budget for FY 2014-15 Countywide Automation Fund Center is based on funding for projects reviewed and approved by the Information Technology Executive Steering Committee (IT-ESC) and routine annual equipment replacement and upgrades of existing County systems. The total recommended operational expenditures for FY 2014-15 is \$2,297,313, a \$105,667 or 4% decrease from FY 2013-14 adopted levels.

Services and supplies are recommended at \$654,938, a \$565,438 or 631% increase compared to FY 2013-14 adopted levels. The increase is due to expense for various projects discussed below.

Fixed assets are recommended at \$1,430,500, an \$857,980 or 37% decrease compared to FY 2013-14 adopted levels. Fixed assets include a variety of equipment replacements with the most notable being \$935,000 of funding to replace the existing data network used throughout the County.

The recommended total financing sources for this budget are \$2,297,313 a \$464,208 or 25% increase compared to the FY 2013-14 adopted level. Funding from General Fund from depreciation charges total \$1,830,160, an increase of \$50,455 or less than 1% compared to the FY 2013-14 adopted budget. Financing for this budget also includes \$61,000 from Public Government and Education (PEG) funds received through cable franchise agreements to fund improvements to equipment that aids in the broadcast of the Board of Supervisor and other public meetings. The balance of the financing for the projects in the recommended budget is from the General Fund.

No new reserves for the Countywide Automation Fund are proposed for the recommended budget.

The following section provides a brief description of the projects recommended for approval. Projects are identified as being either "recurring" or "non-recurring." Recurring projects are generally considered to be a normal expense for operations, such as replacement or upgrades of existing software and hardware in existing systems. Non-Recurring projects are projects which substantially change an operational process, or significantly change or expand the capacity and capability of the technological applications and tools used by the County. Once the projects are implemented, replacement hardware and software will be a recurring expense in future years.

Recommended FY 2014-15 Projects Approved by the IT-ESC

IT-ESC is the governance body which reviews and recommends County technology projects to the County Administrator and Administrative Office. The Executive Steering Committee is composed of thirteen County Department Heads. Ten are permanent members; and to assure that all stakeholders have an opportunity for direct representation, three members are appointed or elected to serve on a rotating basis. Permanent members collectively represent those organizations that utilize the majority of services provided by Information Technology. The County Administrative Officer is a member and serves as committee chair. The County Information Technology Director provides the link between this group of Department Heads and the community of information technology experts throughout the County.

Following are summaries of the projects recommended by the IT-ESC for FY 2014-15:

1. Human Resources Online Job Application System Replacement Project (Non-Recurring)

Expense: \$325,337

Source of Funding: County Automation Funds

This project replaces the existing online job application system (JobApps) with a new, industry standard product. The new job application system is expected to expand capability from a single function (the current system only provides for online job applications) to multi-function which includes automated onboarding, applicant tracking and performance management tools. The new system will allow for the analysis of 90 automated reports to inform recruitment and selection methodology. The system cost is \$135,000, with an ongoing software maintenance cost of \$77,000. Ongoing software maintenance costs will be funded in Human Resources' budget in subsequent years. The total cost of the project also includes \$80,337 to fund a Limited Term Human Resources Analyst and \$33,000 for an Information Technology Project Manager to oversee project implementation.

2. Human Resources Talent Measurement System (Non-Recurring)

Expense: \$125,000

Source of Funding: County Automation Funds

This project implements a new, scientifically-based talent measurement/selection system to improve the quality of recruitments and certified lists. The implementation of a talent measurement system is consistent with Human Resources best practices which suggest that the use of talent measurement technology tools rooted in scientific validation results in more productive and engaged hires. The use of this new technology is expected to replace 10% of existing oral board examinations with more valid alternative types of examinations. The system cost is \$45,000, with an ongoing software maintenance cost of \$80,000. Ongoing software maintenance costs will be funded in Human Resources' budget in subsequent years.

3. Budget Preparation System Replacement (Non-Recurring)

Expense: \$106,538

Source of Funding: County Automation Funds

This is a multi-year project to replace the existing Budget Preparation (BP) system which is past the end of its useful and supportable life. The need to replace the BP system was originally identified in the 2002 Information Technology Strategic Plan. Subsequent strategic plans have emphasized the growing criticality and need to replace this system. In 2005, an in-depth study of the BP system was performed. The study recommended the BP system be replaced "within the next three years." FY 2014-15 is six years beyond what the detailed study recommended. The BP system, originally developed in FY 1993-94, is now over 20 years old and obsolete.

A new budget preparation system will: provide departments with a user-friendly, functionally rich and modern software product; increase the reliability of availability of the BP system; save time and money by reducing the number of hours spent cobbling together solutions and systems in support of the existing BP system; provide reporting that is available on-line; and increase the possibility of integration between the

BP system and other existing systems, such as SAP, the County's existing Enterprise Financial System. The targeted go-live date for the new system is November 2016. At this point, the system cost is unknown, but funding has been set aside for this project for several years. The FY 2014-15 budget includes \$106,538 in expense for a Limited Term Administrative Analyst which will be used as backfill support to offload work being performed by existing staff who will participate in the BP replacement project. The Limited Term position is expected to have a duration of 2.25 years. To complete the Budget Preparation system replacement, additional limited term positions are anticipated beginning in FY 2015-16.

4. E-Government Strategic Plan and Content Management System Selection (Non-Recurring)

Expense: \$65,000

Source of Funding: County Automation Funds

This project will develop a strategic plan for the County's E-Government presence and will conduct a request for proposal (RFP) process for a new content management system including global website redesign. The project is necessary because: 1. the County's website was last updated in 2006 and does not take advantage of current technology, 2. the IT-ESC recommended that an E-Government strategic plan be developed to evaluate and prioritize necessary steps and identify potential resources necessary to update and maintain the County's website, and 3. the current content management system does not easily accommodate mobile devices, integrates poorly with social media, is not Americans with Disabilities Act (ADA) compliant, and is difficult to use and update. The expense for this project only includes costs for an IT Project Manager to carry out RFPs to develop an E-Government strategic plan and content management system including a global website redesign.

Other Projects Recommended for FY 2014-15

1. Upgrade and modernization of Board of Supervisor (BOS) chambers audio and visual equipment (Recurring)

Expense: \$61,000

Source of Funding Public Government and Education funds available through the cable franchise agreement

The funding in this project will replace aging audio and equipment. Replacing equipment will help to maintain current audio and video service levels. In addition, the new equipment will enable the use of digital signal processing which will increase the quality, speed and reliability of the audio and video in-room and broadcast experience.

2. Assessor Historical Map Preservation and Storage (Recurring for six years)

Expense: \$25,000

Source of Funding: County Automation Funds

In FY 2013-14, the Assessor submitted a budget augmentation request to fund a multi-year project to preserve the historic maps that the department maintains. Since the 1890's, the Assessor has been creating land record maps for assessment purposes. State law requires that the Assessor preserve these maps so that they are a part of the public record for 300-500 years in the future. Preservation of the historic maps will be completed over six years. In FY 2013-14 (Year 1), automation funds were used to preserve historic township maps. Recommended funding in FY 2014-15 (Year 2) will be used to preserve subdivision and re-subdivision maps.

3. Upgrade and maintain public safety radio communications equipment and systems (Recurring)

Expense: \$57,500

Source of Funding: County Automation Funds

The County's Public Safety Radio team maintains a replacement schedule for all of the buildings and equipment used as part of the system. Many pieces of equipment such as those below have a useable life of less than seven years, while others are useable for 20 years or more. This project replaces equipment and software essential to the continued operation of the County's Public Safety Radio Communications System. Equipment to be replaced in FY 2014-15 includes:

- 48 Volt Power Systems \$37,500
- Tassajera Base Station \$7,000
- Tepusquet Peak Base Station \$7,000
- LMR Master Test Equipment \$6,000

4. Aerial Imagery Acquisition (Recurring once every three years)

Expense: \$75,000

Source of Funding: County Automation Funds

This project will provide for an update to the countywide digital aerial imagery that is used for enterprise geographic information systems (GIS) purposes. The imagery will be purchased through the San Luis Obispo Regional GIS Collaborative (SLORGC). The total cost for this project is divided between the San Luis Obispo Council of Governments (SLOGOC), seven incorporated cities, and the County. The expense for this project funds the County's share of cost for the imagery purchase. Countywide high resolution imagery will be pursued every three years as agreed upon by the SLORGC members and in agreement with the County's 2009 GIS Strategic Plan.

5. Sheriff's Warrants System Replacement (Non-Recurring)

Expense: \$75,000

Source of Funding: County Automation Funds

This project will identify the requirements for, and implement a replacement for the current Sheriff Warrants system. There are three fundamental drivers for this project: 1. migration of the current system off the County's mainframe to a modern computing platform, 2. providing business monitoring and reporting capability, and 3. providing integration with the new Criminal Justice Information Systems (CJIS) being implemented by the District Attorney, Probation and the Superior Court. The expense for this project only includes costs for an IT Project Manager and IT technical staff to support the project. Funding for the actual replacement costs will be sought during FY 2014-15.

BOARD ADOPTED CHANGES

The Countywide Automation Replacement fund center ended FY 2013-14 with a Fund Balance Available (FBA) of \$449,425. These funds, as well as \$1,250,000 of General Fund FBA were appropriated to the Automation Replacement designation.

BUDGET AUGMENTATION REQUESTS ADOPTED

Unit Amount	Description	Results
Gross: \$75,000 General Fund: \$0	Information Technology project management and technical staff support to identify the requirements for, and implement a replacement for the current Sheriff Warrants system.	The dedication of IT resources to this project will help to migrate the current system to a modern computing platform, provide business monitoring and reporting capability and provide integration with the new Criminal Justice Information Systems (CJIS) being implemented by the District Attorney, Probation and Superior Court. The new Warrants system will provide the necessary functionality to issue, recall, and re-issue warrants.
Gross: \$65,000 General Fund: \$0	Information Technology project management to carry out an e-government strategic plan and content management system selection request for proposal (RFP) including global website redesign project management.	The dedication of IT resources to this project will help provide direction on how to move forward with e-government and the implementation of a new content management system. A new content management system will update or replace the County's existing website allowing for integration of mobile device functionality, social media and ADA compliance.
Gross: \$75,000 General Fund: \$0	Update countywide digital aerial imagery to be used for enterprise GIS purposes. The imagery will be purchased through the SLORGC.	<ol style="list-style-type: none"> 1. Reduce the overall County cost for reviewing community plans, infrastructure, facility management and safety issues by providing desktop access to current imagery. 2. Provide all county staff the ability to utilize photographic imagery that can be shared and used for a variety of projects as opposed to static, hard copy photographic prints. 3. Decrease amount of staff time spent verifying property information for valuation and land-based permits by at least 10%. 4. Decrease staff time spent reviewing property for compliance with current standards. 5. Provide ability to produce multiple maps with imagery included which can be used for a variety of purposes. 6. Reduce the amount of time preparing disaster mitigation plans: Fire defense, flooding, landslide/mudslide risk, etc. Improves emergency response times. Citizen safety and property protection strategies will be enhanced resulting in less property loss.

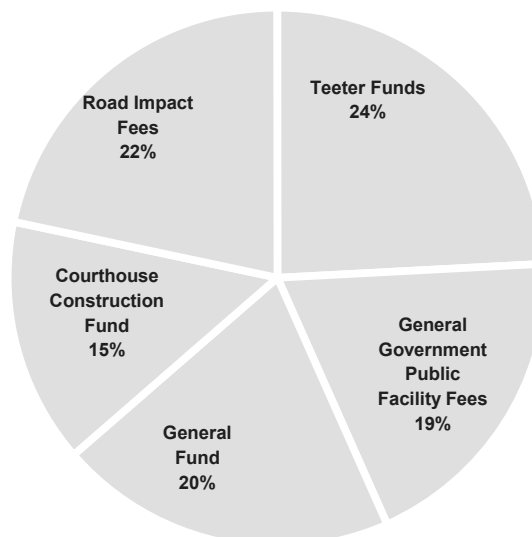
		7. Increase accuracy of traffic collision locations and encroachment permit mapping due to the use of the current aerial imagery as a base layer by at least 50%.
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PURPOSE STATEMENT

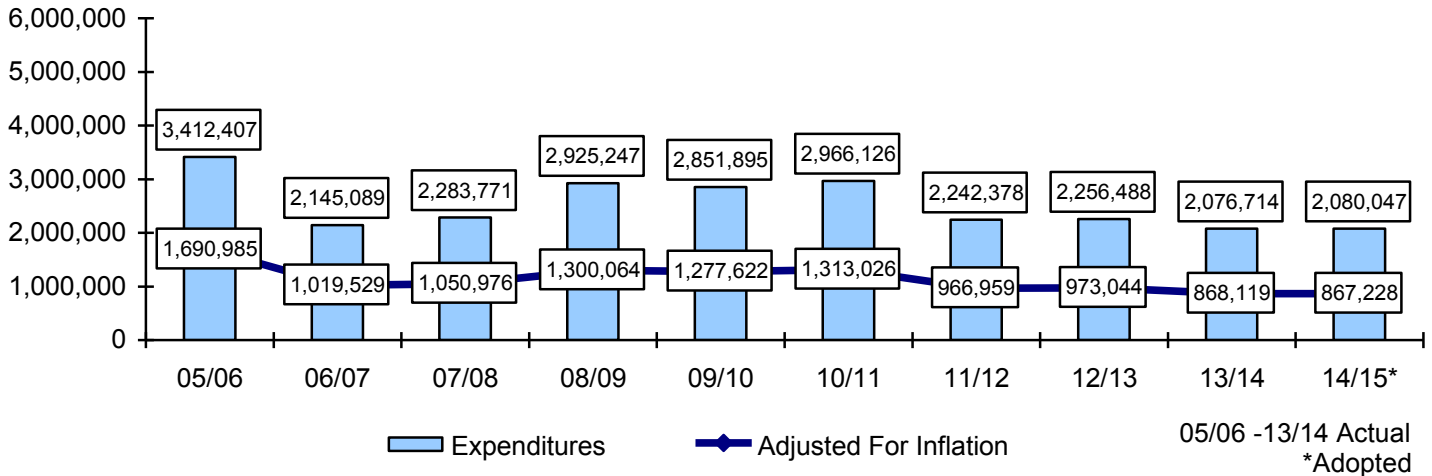
This fund center accounts for the payment of interest and principal associated with the County's long term debt based upon the Board of Supervisors budget policies. Recommendations for debt financing of major projects are made by the County's Debt Advisory Committee in accordance with the provisions laid out in the County's Debt Management Policy. Debt service payments are funded with a variety of revenue sources as outlined below. Every attempt is made to provide for debt service payments through dedicated revenues that can be maintained over the life of the debt, before General Fund dollars are used. There are no County operations, programs, or services directly associated with this fund center.

	2012-13	2013-14	2014-15	2014-15	2014-15
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Taxes	\$ 486,510	\$ 498,980	\$ 500,000	\$ 500,000	\$ 500,000
Fines, Forfeitures and Penalties	308,768	309,434	309,918	309,918	309,918
Other Financing Sources	<u>1,420,813</u>	<u>1,268,301</u>	<u>1,270,129</u>	<u>1,270,129</u>	<u>1,270,129</u>
Total Revenue	\$ 2,216,091	\$ 2,076,715	\$ 2,080,047	\$ 2,080,047	\$ 2,080,047
Fund Balance Available	\$ 0	\$ 0	\$ 0	\$ 0	\$ 10
Cancelled Reserves	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Financing Sources	<u>\$ 2,216,091</u>	<u>\$ 2,076,715</u>	<u>\$ 2,080,047</u>	<u>\$ 2,080,047</u>	<u>\$ 2,080,057</u>
Salary and Benefits	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Services and Supplies	0	0	0	0	0
Other Charges	2,216,081	2,076,714	2,080,047	2,080,047	2,080,047
Fixed Assets	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Gross Expenditures	\$ 2,216,081	\$ 2,076,714	\$ 2,080,047	\$ 2,080,047	\$ 2,080,047
Contingencies	0	0	0	0	0
New Reserves	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>10</u>
Total Financing Requirements	\$ 2,216,081	\$ 2,076,714	\$ 2,080,047	\$ 2,080,047	\$ 2,080,057

Source of Funds



10 Year Expenditures Adjusted For Inflation



COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

In FY 2010-11, a comprehensive debt management policy was created and approved by the Board of Supervisors. This policy generally reflects the existing debt management practices. In accordance with the policy, all new debt issuance is reviewed by the Debt Advisory Committee prior to being recommended to the Board of Supervisors. The Debt Advisory Committee was established by the Board of Supervisors in FY 1991-92.

The County’s goal is to keep the annual debt service paid for by the General Fund to 5% or less of the total General Fund operating budget (reference Performance Measure #1 of the Administrative Office for more details). Total FY 2014-15 debt payments made through this fund are essentially flat when compared to FY 2013-14 and total \$2,072,047 or less than 1 percent of the County’s total debt. The overall debt percentage for FY 2014-15 is projected to be less than 4%.

The debt payments contained in this fund center are as follows:

\$1,316,279 for the 2002 Certificate of Participation (COP) for the New County Government Center located in the City of San Luis Obispo. This debt is paid through a combination of General Government Public Facility Fees (\$400,000), Teeter-Tax Loss Reserve Funds (\$500,000), and the General Fund (420,279).

\$307,918 for the 2007 COP for the Paso Robles Courthouse. This debt is paid with Courthouse Construction funds.

\$447,850 for the 2008 COP for the Vineyard Drive interchange in North County (near Templeton). This debt is paid with Road Impact Fees.

\$8,000 of the expense in this budget is attributable to the administrative fees and reporting expenses associated with the issuance and management of the above noted debt.

The County also issued Pension Obligation Bonds during FY 2004-05. The details can be found in the Pension Obligation Bond fund center.

BOARD ADOPTED CHANGES

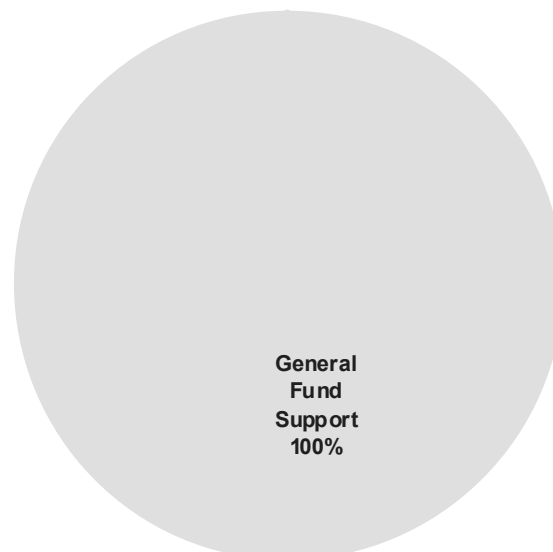
None.

PURPOSE STATEMENT

The purpose of this fund is to set aside funding to help pay for the replacement of the County's general government buildings. Funding levels for this fund are determined each year by calculating the annual depreciation associated with County buildings as identified in the County's Cost Allocation Plan. Building replacement funds are expended based on the needs identified in the County's Facilities Master Plan. There are no County operations, programs, or services directly associated with this fund center.

	2012-13	2013-14	2014-15	2014-15	2014-15
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Fines, Forfeitures and Penalties	\$ 0	\$ 513,600	\$ 0	\$ 0	\$ 0
Revenue from Use of Money & Property	38,505	36,274	0	0	0
Other Financing Sources	<u>2,866,224</u>	<u>5,474,741</u>	<u>2,698,131</u>	<u>2,698,131</u>	<u>5,850,498</u>
Total Revenue	\$ 2,904,729	\$ 6,024,615	\$ 2,698,131	\$ 2,698,131	\$ 5,850,498
Fund Balance Available	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Cancelled Reserves	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Financing Sources	\$ 2,904,729	\$ 6,024,615	\$ 2,698,131	\$ 2,698,131	\$ 5,850,498
Salary and Benefits	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Services and Supplies	0	0	0	0	0
Other Charges	243,563	64,446	0	0	0
Fixed Assets	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Gross Expenditures	\$ 243,563	\$ 64,446	\$ 0	\$ 0	\$ 0
Contingencies	0	0	0	0	0
New Reserves	<u>2,904,728</u>	<u>6,024,615</u>	<u>2,698,131</u>	<u>2,698,131</u>	<u>5,850,498</u>
Total Financing Requirements	\$ 3,148,291	\$ 6,089,061	\$ 2,698,131	\$ 2,698,131	\$ 5,850,498

Source of Funds



COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

This fund center supports the long-term commitment to strategic planning as identified in the five-year Capital Improvement Plan and the Countywide Facilities Master Plan. The funding for this fund center is based upon the annual depreciation of County buildings as identified in the FY 2014-15 Cost Allocation Plan (Countywide overhead), executed January 17, 2014.

The depreciation schedule indicates that \$2,698,131 should be placed into reserves to help fund replacement and new building projects. Reflective of continuing improvements in the economy and the County's overall financial position, this is the third consecutive year that the full amount is being placed into reserves. In the prior three years, a portion of the depreciation was redirected to the General Fund in order to help balance the operating budget as part of the short-term budget balancing strategies.

BOARD ADOPTED CHANGES

The overall County Fund Balance Available (FBA) was greater at the end of FY 2013-14 than originally estimated in the FY 2014-15 Proposed Budget. Of the unanticipated County FBA, \$3,152,367 was allocated to the General Government Building Replacement fund to help pay for future building replacements.

**Non-Departmental Other Expenditures
Fiscal Year 2014-15 Final Budget**

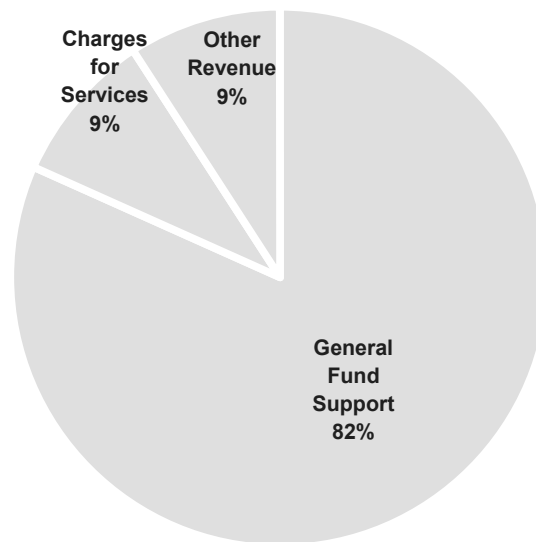
Fund Center 103

PURPOSE STATEMENT

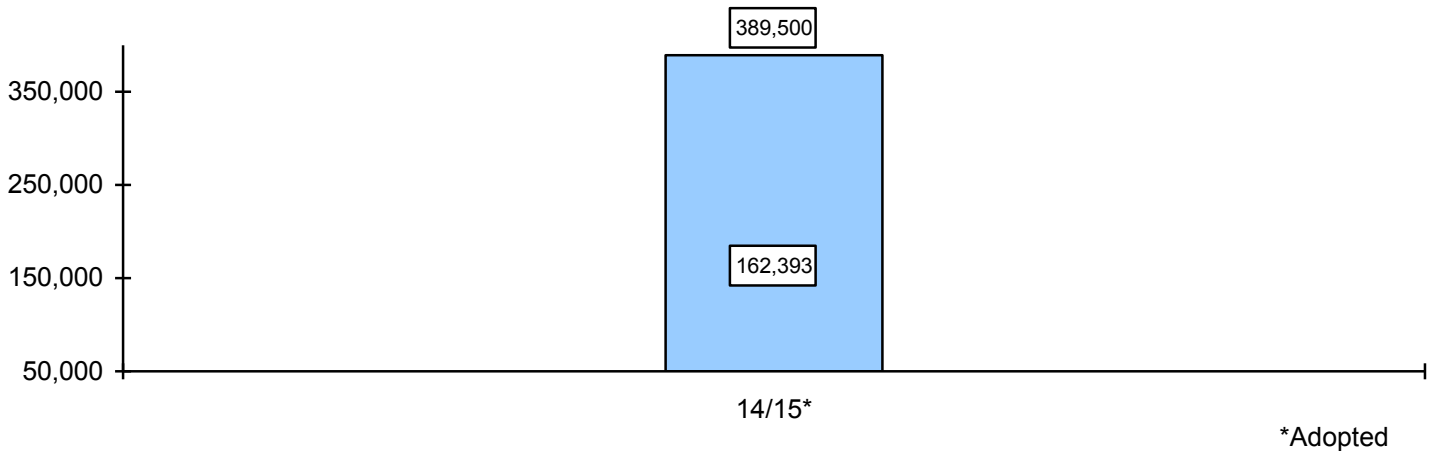
To provide for special General Fund expenditures and revenues which are not directly related to any single County department.

	2012-13	2013-14	2014-15	2014-15	2014-15
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Charges for Current Services	\$ 0	\$ 0	\$ 35,000	\$ 35,000	\$ 35,000
Interfund	0	0	36,000	36,000	36,000
**Total Revenue	\$ 0	\$ 0	\$ 71,000	\$ 71,000	\$ 71,000
Services and Supplies	0	0	389,500	389,500	389,500
**Gross Expenditures	\$ 0	\$ 0	\$ 389,500	\$ 389,500	\$ 389,500
General Fund Support (G.F.S.)	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 318,500</u>	<u>\$ 318,500</u>	<u>\$ 318,500</u>

Source of Funds



Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Expenditures Adjusted For Inflation

Non-Departmental Other Expenditures has a total expenditure level of \$389,500 to provide the following services:

Other Agency Requests

Provide funds for a variety of County projects and expenditures not specifically related to any single County department.

Total Expenditures: \$354,500 Total Staffing (FTE): 0.00

Deferred Compensation Plan

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

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

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

This fund center is new for FY 2014-15; however, the revenue and appropriations being recommended have been previously budgeted in the Auditor-Controller's Office, Board of Supervisors and Contributions to Other Agencies fund centers. The services provided with these funds are not specific to the operations of any one department but rather are a benefit to the entire County.

General Fund support in the amount of \$318,500 is a 4% increase (\$12,713) when compared to FY 2013-14 adopted amounts. Revenue in the amount of \$71,000 is budgeted at amounts comparable to FY 2013-14 levels and includes reimbursement from Fund Center 405 – Public Works Internal Service Fund for half of the cost of the Federal advocate contract. Funding for the Federal (\$72,000) and State (\$60,000) advocates, the contract for broadcasting the Board of Supervisors meetings (\$54,500), and the Deferred Compensation Administrative fee (\$35,000) is recommended to remain at FY 2013-14 amounts.

The County is required to share in the funding of the Local Agency Formation Commission (LAFCO) with the cities and special districts per the Cortese-Knox-Hertzberg Act of 2000. It should be noted at the time this narrative was written the LAFCO Commission had not approved the LAFCO budget. It is anticipated that the LAFCO budget will increase, and therefore, an increase of \$12,713 has been budgeted. If the LAFCO Commission approves a higher amount, the budget will be adjusted through the Supplemental Budget document. If the required amount is lower than budget, it will be adjusted to the approved LAFCO budgeted amount at the time of disbursement of the funds.

BOARD ADOPTED CHANGES

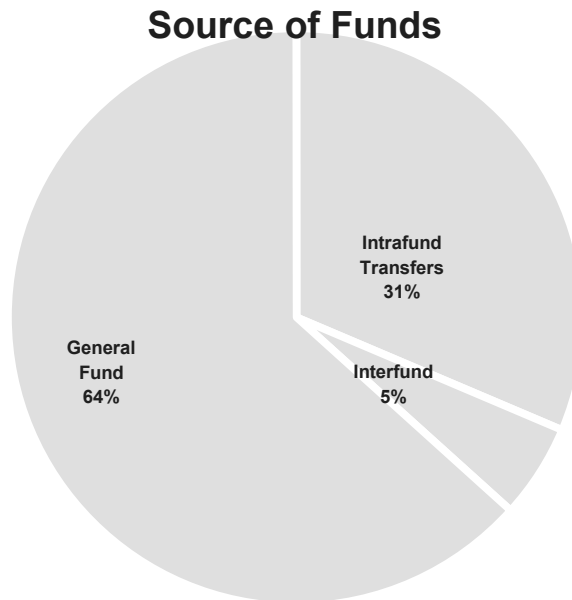
None.

Financing

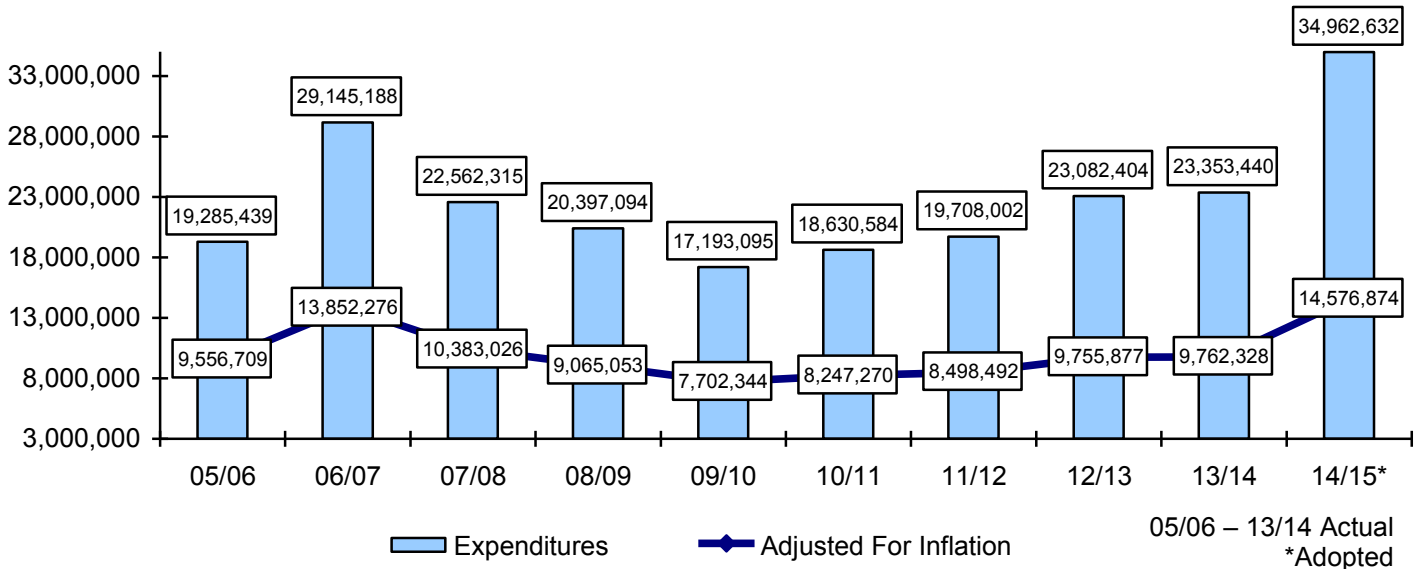
PURPOSE STATEMENT

The fund center provides General Fund support to “Other Funds” to help finance their operations. This fund center is also the receiving budget for overhead charged to County departments. There are no County operations, programs, or services directly associated with this fund center.

<u>Financial Summary</u>	2012-13 <u>Actual</u>	2013-14 <u>Actual</u>	2014-15 <u>Requested</u>	2014-15 <u>Recommended</u>	2014-15 <u>Adopted</u>
Charges for Current Services	\$ 40,277	\$ 7,470	\$ 0	\$ 0	\$ 0
Other Financing Sources	231,592	245,357	0	0	0
Interfund	<u>2,477,131</u>	<u>1,575,823</u>	<u>1,236,310</u>	<u>1,489,790</u>	<u>1,489,790</u>
**Total Revenue	\$ 2,749,000	\$ 1,828,650	\$ 1,236,310	\$ 1,489,790	\$ 1,489,790
Other Charges	<u>23,082,404</u>	<u>23,353,440</u>	<u>17,039,762</u>	<u>28,710,265</u>	<u>34,962,632</u>
**Gross Expenditures	\$ 23,082,404	\$ 23,353,440	\$ 17,039,762	\$ 28,710,265	\$ 34,962,632
Less Intrafund Transfers	<u>10,002,073</u>	<u>10,234,885</u>	<u>9,008,527</u>	<u>9,042,279</u>	<u>9,042,279</u>
**Net Expenditures	\$ 13,080,331	\$ 13,118,555	\$ 8,031,235	\$ 19,667,986	\$ 25,920,353
General Fund Support (G.F.S.)	<u>\$ 10,331,331</u>	<u>\$ 11,289,905</u>	<u>\$ 6,794,925</u>	<u>\$ 18,178,196</u>	<u>\$ 24,430,563</u>



10 Year Expenditures Adjusted For Inflation



COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

This fund center contains all of the recommended General Fund “contributions” to non-General Fund departments and all countywide overhead charges paid by various County departments and agencies. Additionally, this fund center serves as a “clearing house” for charges between the General Fund and non-General Fund departments.

Summary of General Fund contributions to Non-General Fund departments

The recommended General Fund contribution to non-General fund departments is just over \$18.9 million, reflecting a decrease of \$2,438,378 or 11% from FY 2013-14 adopted levels. The recommended contributions include:

Fund Center	FY 2013-14 Adopted	FY 2014-15 Recommended	Percent Change
Parks	\$3,540,677	\$3,528,177	0%
Roads	\$5,831,000	\$8,414,100	44%
Capital Projects Fund	\$2,864,619	\$0	-100%
Library	\$607,139	\$607,139	0%
Debt Service	\$618,653	\$420,279	-32%
Organizational Development	\$450,000	\$650,000	44%
Community Development	\$391,436	\$391,436	0%
Automation Replacement Fund	\$1,779,705	\$2,236,313	25%
Building Replacement Fund	\$5,300,724	\$2,698,131	-49%
TOTAL	\$21,383,953	\$18,945,575	-11%

- The General Fund contribution to Parks is to help fund the parks and recreation facilities in the unincorporated areas of the County.
- The General Fund contribution to Roads is for the pavement management program and various roads projects. Due to the projection of a higher than originally anticipated Fund Balance, a one-time supplement of \$2 million dollars has been allocated to Roads in FY 2014-15.
- The General Fund contribution to Capital Projects provides funding for improvements to County facilities. Due to the projection of a higher than originally anticipated Fund Balance, no contributions through this

fund center are recommended. Instead, Fund Balance will be used to directly fund the seven new capital projects planned for FY 2014-15.

- The General Fund contribution to the Library is to pay for the Library Director position (statutorily required) and fund additional positions to support open hours as agreed to several years ago.
- The General Fund contribution to the Debt Service Fund is for a portion of the debt service for the new County Government Center building located within the City of San Luis Obispo.
- The General Fund contribution to Organizational Development (OD) is to support the operations of the Employee University and other organizational development programs. Due to the projection of a higher than originally anticipated Fund Balance, an additional \$200,000 dollars has been allocated to OD in FY 2014-15.
- The General Fund contribution to Community Development includes funding for the Economic Vitality Corporation, the Housing Trust, and homeless services.
- The General Fund contribution to the Automation Replacement Fund is to help fund new and replacement automation equipment, systems, and programs. The dollar amount is based upon the depreciation schedule for automation assets per the Board adopted Cost Allocation Plan.
- The General Fund contribution to the Building Replacement Fund is to help offset the costs of new and replacement buildings. The dollar amount is also based upon the depreciation schedule for buildings per the Board adopted Cost Allocation Plan.

For more information regarding the services and financial status of the funds noted above, please reference the specific fund centers.

Countywide Overhead Charges

Annually, the Board of Supervisors adopts the "Cost Plan," which allocates the costs of the central servicing departments (Human Resources, Administration, General Services, County Counsel, and Auditor-Controller) as well as depreciation charges to departments and outside agencies that receive the services. This portion of the budget reflects all of the countywide overhead charges paid by various County departments and other agencies. The total overhead revenue to the General Fund is \$10,532,096, which is about \$1,300,507 less than FY 2013-14 charges.

BOARD ADOPTED CHANGES

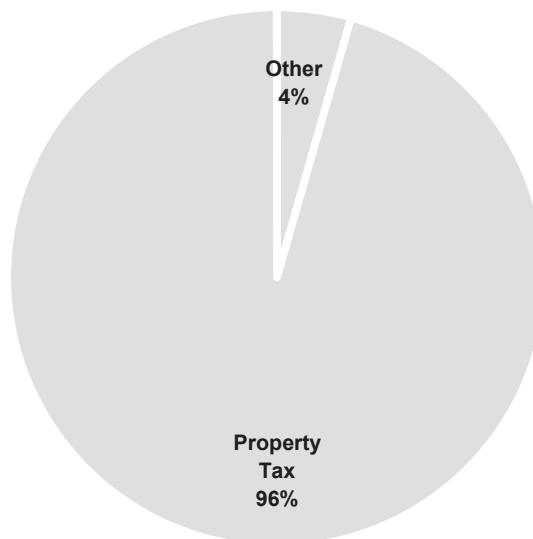
None.

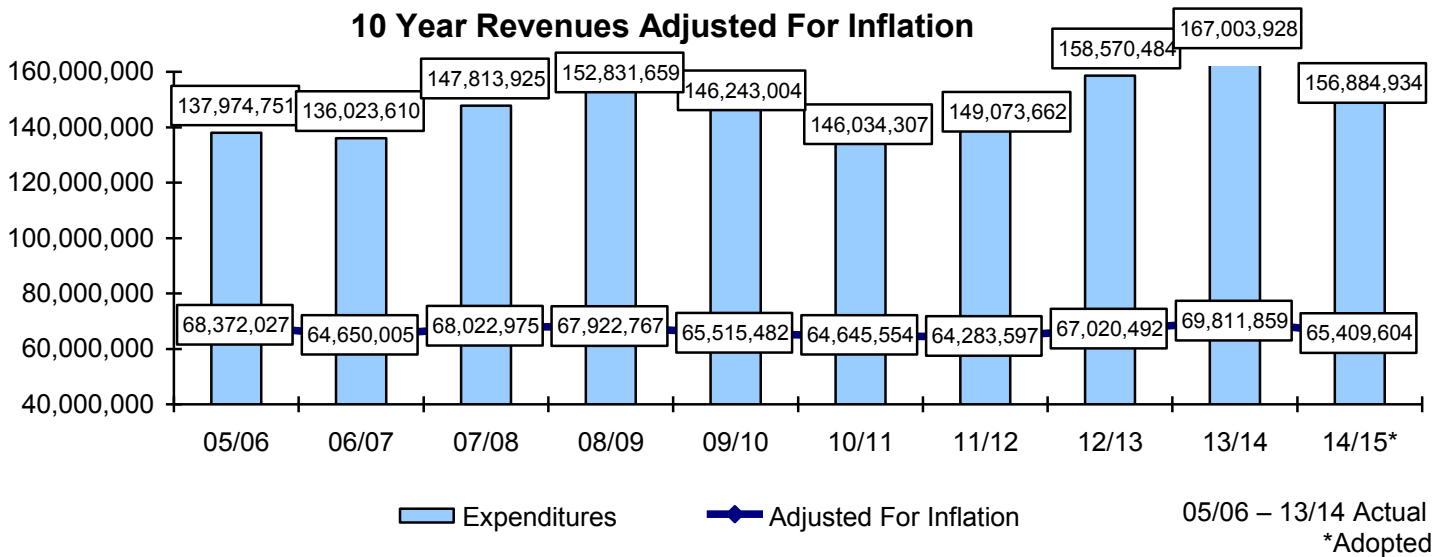
PURPOSE STATEMENT

This fund center acts as the receiving budget for all general purpose revenues such as property and sales taxes, license and permit revenue, and some state and federal aid that are not directly attributable to any single department's activities. Non-departmental revenues are used to fund the Net County Cost for General Fund supported departments. There are no County operations, programs, or services directly associated with this fund center.

	2012-13	2013-14	2014-15	2014-15	2014-15
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Taxes	\$151,296,704	\$159,521,572	\$147,477,099	\$147,433,129	\$147,433,129
Licenses and Permits	2,685,406	2,914,726	2,700,000	2,700,000	2,700,000
Revenue from Use of Money & Property	139,696	202,383	153,000	1,453,000	1,453,000
Intergovernmental Revenue	3,265,175	2,227,338	3,257,800	3,257,800	3,257,800
Charges for Current Services	235,634	1,818,203	1,740,000	1,740,000	1,740,000
Other Revenues	642,545	12,629	1,005	1,005	1,005
Interfund	<u>305,324</u>	<u>307,077</u>	<u>300,000</u>	<u>300,000</u>	<u>300,000</u>
**Total Revenue	\$158,570,484	\$167,003,928	\$155,628,904	\$156,884,934	\$156,884,934
Services and Supplies	<u>2</u>	<u>3</u>	<u>5</u>	<u>5</u>	<u>5</u>
**Gross Expenditures	\$ 2	\$ 3	\$ 5	\$ 5	\$ 5
General Fund Support (G.F.S.)	<u>(\$158,570,482)</u>	<u>(\$167,003,925)</u>	<u>(\$155,628,899)</u>	<u>(\$156,884,929)</u>	<u>(\$156,884,929)</u>

Source of Funds





COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

This fund center receives all of the General Fund revenues not directly attributable to any single department’s operation (commonly referred to as discretionary revenue or non-departmental revenue). Overall, non-departmental revenue is recommended at nearly \$157 million, which is approximately \$7 million or 4% more than the FY 2013-14 adopted amount of \$149.5 million. The notable factors associated with this net increase are an increase of \$4 million or 4% in Secured Property Tax and a \$1 million or 17% increase in Transient Occupancy Tax. Additionally, the County is still receiving what is considered “one-time” sales tax revenue as a result of the two, large-scale solar plants in the California Valley. The sales tax receipts associated with the solar plants for FY 2014-15 are projected to be just under \$1 million.

In total, there are over 35 sources of revenue for this fund center. The most significant are noted below:

- Current and Secured Property Tax is budgeted at \$91 million, which is about \$4 million or 4% more than FY 2013-14. The overall housing market appears to have “bottomed out” and is slowly trending upward. Despite rising mortgage rates, home prices and recorded sales continue to move upwards. Current and Unsecured Property Tax for items such as vessels, airplanes, and farm equipment are expected to be flat in FY 2014-15 at \$2.1 million.
- Property Tax in Lieu of Vehicle License Fee (VLF) revenue is budgeted at \$27.6 million, which is \$371,805 or 1% higher than FY 2013-14 adopted amounts. This revenue source is part of the “VLF Swap” whereby counties receive additional property tax from the State in lieu of VLF revenue.
- Transient Occupancy Tax (TOT) (commonly referred to as the bed tax charged on lodging businesses) is budgeted at \$7.7 million, which is \$1.1 million or 17% more than the FY 2013-14 adopted levels. FY 2014-15 will represent the third year of consistent growth and is another indicator of an improving economy.
- Unitary Taxes (the Property Taxes on utilities such as power plants as well as pipelines throughout the County) are budgeted at \$7.6 million, which is a \$305,537 or 3% decrease from FY 2013-14 adopted levels.

- Sales and Use Taxes are budgeted at \$7.1 million, which is \$1.6 million higher than the FY 2013-14 adopted budget. This increase does not include the one time increase associated with the two, large scale solar plants as noted above. The increase is a clear indicator that the local economy is “moving off the bottom.”
- Another indicator of the local economy and the housing market is the Property Transfer Tax which is budgeted to increase to \$2 million, representing a \$200,000 or 11% increase over FY 2013-14. As the local housing market improves, the volume of the Property Transfer Tax filings increases and yields more revenue for the General Fund.
- Supplemental Property Taxes are budgeted at \$663,000, which represents an increase of \$263,000 or 65% over the \$400,000 that was adopted for FY 2013-14.

BOARD ADOPTED CHANGES

None.

PURPOSE STATEMENT

This fund center accounts for the payment of retiree health benefits, otherwise referred to as Other Post Employment Benefits. Funding for payments related to Other Post Employment Benefits comes from payroll charges to departments which are transferred into this fund center before payments are made. There are no County operations, programs or services directly associated with this fund center.

OPERATING DETAIL (1)	2012-13 ACTUAL (2)	2013-14 ACTUAL (3)	2014-15 RECOMMENDED (4)	2014-15 ADOPTED BY THE BOS (5)
OPERATING REVENUES				
Charges to Department	1,462,346	1,477,294	1,488,360	1,488,360
TOTAL OPERATING REVENUES	1,462,346	1,477,294	1,488,360	1,488,360
OPERATING EXPENSES				
Insurance Benefit Payments	1,041,378	1,147,849	1,104,520	1,104,520
Professional Services	10,000	28,500	10,000	10,000
Audit/Acct Support	0	0	0	0
TOTAL OPERATING EXPENSES	1,051,378	1,176,349	1,114,520	1,114,520
OPERATING INCOME (LOSS)	410,968	300,945	373,840	373,840
NON-OPERATING REVENUES (EXPENSES)				
Interest	447	905	0	0
Fed Aid Medicare Part D	19,223	369,976	0	0
Special Dept Expense	(495,450)	(671,551)	(373,842)	(373,842)
TOTAL NON-OPERATING REVENUES (EXPENSES)	(475,780)	(300,670)	(373,842)	(373,842)
INCOME REF. CAPITAL CONTRIBS. & TRANSFERS	(64,812)	275	(2)	(2)
CHANGE IN NET ASSETS	(64,812)	275	(2)	(2)
Net assets - beginning	64,865	53	2	328
Net assets - ending	<u>53</u>	<u>328</u>	<u>0</u>	<u>326</u>

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

During FY 2006-07, accounting changes required local governments to account for the cost of health care benefits promised to employees who would be retiring over the next 30 years. Beginning in FY 2007-08, the County began to set aside funds to pay for these future expenses. At just under \$1.5 million, County liabilities for these expenses are modest compared to many other governmental agencies who are required to account for hundreds of millions of dollars in Other Post Employment Benefits (OPEB).

Departments are charged via payroll costs in order to fund this liability. The total amount to be set aside for FY 2014-15 is \$1.488 million, which is slightly higher than FY 2013-14. Charges are based upon an assumption of \$623 per Full Time Equivalent (FTE) position. Cost increases are directly attributable to FTE increases from 2,334 FTEs in FY 2013-14 to 2,355 FTEs in FY 2014-15.

BOARD ADOPTED CHANGES

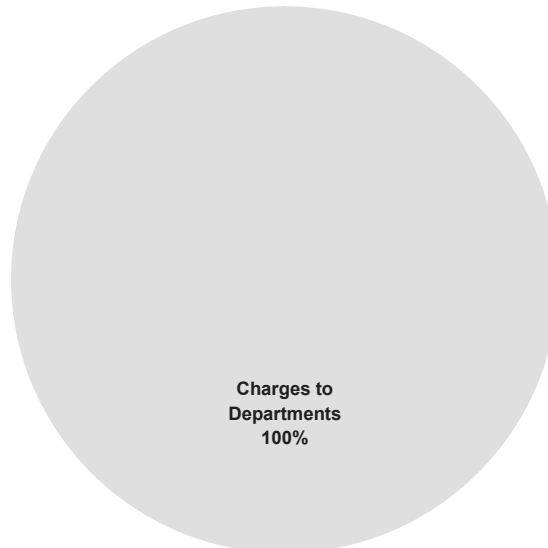
None.

PURPOSE STATEMENT

This fund center accounts for debt service payments towards Pension Obligation Bonds that have been issued to help cover unfunded pension costs. Funding for debt service payments comes from payroll charges to departments which are transferred into this fund center before payments are made. The refinancing of unfunded pension obligations of the Pension Trust resulted in an annual savings. There are no County operations, programs, or services directly associated with this fund center.

	2012-13	2013-14	2014-15	2014-15	2014-15
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Revenue from Use of Money & Property	\$ 9,628	\$ 8,486	\$ 6,600	\$ 6,600	\$ 6,600
Other Revenues	8,512,972	9,803,597	10,088,845	10,088,845	9,739,845
Other Financing Sources	0	0	0	0	350,000
Total Revenue	\$ 8,522,600	\$ 9,812,083	\$ 10,095,445	\$ 10,095,445	\$ 10,096,445
Fund Balance Available	\$ (211,649)	\$ 215,077	\$ 0	\$ 0	\$ (199,840)
Cancelled Reserves	346,649	0	0	0	199,840
Total Financing Sources	\$ 8,657,600	\$ 10,027,160	\$ 10,095,445	\$ 10,095,445	\$ 10,096,445
Salary and Benefits	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Services and Supplies	30,000	30,000	30,000	30,000	30,000
Other Charges	8,309,680	8,729,959	9,175,318	9,175,318	9,176,318
Fixed Assets	0	0	0	0	0
Gross Expenditures	\$ 8,339,680	\$ 8,759,959	\$ 9,205,318	\$ 9,205,318	\$ 9,206,318
Contingencies	0	0	0	0	0
New Reserves	102,844	1,467,042	890,127	890,127	890,127
Total Financing Requirements	\$ 8,442,524	\$ 10,227,001	\$ 10,095,445	\$ 10,095,445	\$ 10,096,445

Source of Funds



COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

This fund center reflects the debt service payment for Pension Obligation Bonds (POBs). The Board of Supervisors approved the use of \$137 million of POBs in FY 2004-05 to address unfunded pension liability costs. The bonds were amortized over a 30 year period and create an annual savings of over \$1 million (i.e. compared to what would have otherwise been paid). The bonds are paid by charging each department a percentage of payroll.

A portion of this debt was issued at a variable rate and during FY 2009-10 the lock period on the rate expired and the rate was set to increase. In order to avoid significant cost increases, these variable rate bonds were refinanced with fixed rate securities. The fixed rate is higher than the original rate issued, but not nearly as high as what the variable rate increase would have been. As a result, this annual debt payment increased by about \$700,000 per year beginning with FY 2010-11, but the refinance avoided an additional increase of approximately \$1.5 million per year.

In FY 2013-14, an additional \$1 million was set aside in a reserve to accumulate funding to assist in paying pension debt in year 2020.

For FY 2014-15, it is anticipated that a total of \$10,095,445 will be collected. Collections are derived not only from charges to County departments, but also from the San Luis Obispo Superior Courts, the Air Pollution Control District (APCD), and the Local Agency Formation Commission (LAFCO), as they are participants in the County retirement system. Finally, a small amount of interest accrues. The contributions are itemized as follows:

County Departments	\$ 9,435,725
San Luis Obispo Superior Courts	\$ 514,800
APCD	\$ 124,358
LAFCO	\$ 13,962
Interest	\$ 6,600
TOTAL	\$ 10,095,445

BOARD ADOPTED CHANGES

The Pension Obligation Bonds fund center ended FY 2013-14 over its planned budget by \$199,840. Due to higher employee vacancy levels, which resulted in significant salary savings, departmental contributions fell short of projected amounts. To cover this shortfall and ensure sufficient funds in FY 2014-15, \$350,000 of County Fund Balance Available (FBA) was allocated to supplement departmental contributions towards the Pension Obligation Bond debt service payments.

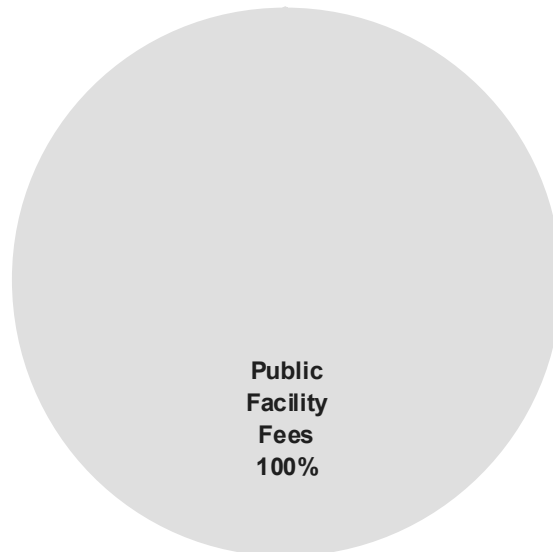
The overall County FBA was greater at the end of FY 2013-14 than originally estimated in the FY 2014-15 Proposed Budget. Of the unanticipated County FBA, \$1,500,000 was allocated to the Pension Obligation Repayment Designation in the General Fund to help pay down pension debt.

PURPOSE STATEMENT

This fund center contains the revenue from development fees which are used to finance public facilities and improvements for fire, law enforcement, libraries, parks and general government in order to reduce the impacts caused by new development projects within the unincorporated area of the county. The public facility fee program was established in 1991 and libraries were added in 1996.

	2012-13	2013-14	2014-15	2014-15	2014-15
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Revenue from Use of Money & Property	\$ 27,345	\$ 20,840	\$ 0	\$ 0	\$ 0
Charges for Current Services	<u>1,492,231</u>	<u>2,051,315</u>	<u>1,468,500</u>	<u>1,468,500</u>	<u>1,468,500</u>
Total Revenue	\$ 1,519,576	\$ 2,072,155	\$ 1,468,500	\$ 1,468,500	\$ 1,468,500
Fund Balance Available	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Cancelled Reserves	<u>1,033,311</u>	<u>2,806,517</u>	<u>202,000</u>	<u>202,000</u>	<u>202,000</u>
Total Financing Sources	<u>\$ 2,552,887</u>	<u>\$ 4,878,672</u>	<u>\$ 1,670,500</u>	<u>\$ 1,670,500</u>	<u>\$ 1,670,500</u>
Salary and Benefits	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Services and Supplies	0	0	0	0	0
Other Charges	1,117,593	470,305	400,000	400,000	400,000
Fixed Assets	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Gross Expenditures	\$ 1,117,593	\$ 470,305	\$ 400,000	\$ 400,000	\$ 400,000
Contingencies	0	0	0	0	0
New Reserves	<u>1,917,627</u>	<u>1,834,557</u>	<u>1,270,500</u>	<u>1,270,500</u>	<u>1,270,500</u>
Total Financing Requirements	\$ 3,035,220	\$ 2,304,862	\$ 1,670,500	\$ 1,670,500	\$ 1,670,500

Source of Funds



COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

This fund center tracks the revenues and expenditures associated with Public Facility Fees (PFF). The Board of Supervisors established the PFF program in 1991 to ensure that new development projects contribute to the cost of providing public facilities and services. Library fees were established in 1996. Since that time, PFFs have contributed to the development of a number of County facilities.

Total financing sources for the PFF budget are recommended to be \$1,670,500, a decrease of \$226,500 or 11% compared to the FY 2013-14 adopted level. Recommended financing sources include a combination of new revenues expected to be received in FY 2014-15 and the cancellation of existing PFF reserves. In the current year, PFF receipts are coming in higher than budgeted, due to the improving economy and an increase in development permits due in part to the major solar projects in California Valley. No additional large scale solar permits are expected in FY 2014-15, but the continued improving economy and development activity drives the increased PFF revenue budget.

PFF revenues earned in each category vary based upon the type of development and the fee structure established for each category. The FY 2014-15 recommended revenues are based on PFF receipts in the first half of FY 2013-14 and show fairly significant increases in all categories. Actual revenues received during FY 2014-15 will be based upon the number and types of development permits received during the year.

PFF Categories:

Library

Recommended revenue is \$141,200, an increase of \$68,220 or 90%. All Library PFF revenue is recommended to be added to reserves.

Fire

Recommended revenue is \$566,080, an increase of \$212,280 or 60%. All Fire PFF revenue is recommended to be added to reserves.

Parks

Recommended revenue is \$451,260, an increase of \$200,560 or 80%. All Parks PFF revenue is recommended to be added to reserves.

General Government

Recommended revenue is \$198,000, an increase of \$78,000 or 65%. Expenditures are budgeted at \$400,000 in order to help pay a portion of the debt service for the County Government Center. The difference of \$202,000 will come from reserves.

Law Enforcement

Recommended revenue is \$109,140, an increase of \$44,940 or 70%. All Law Enforcement PFF revenue is recommended to be added to reserves.

BOARD ADOPTED CHANGES

None.

PURPOSE

This reserve was established in order to offset a potential loss of property tax revenue related to the depreciation of the Diablo Canyon Nuclear Power Plant. There are no County operations, programs, or services directly associated with this Fund Center.

	2012-13	2013-14	2014-15	2014-15	2014-15
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Revenue from Use of Money & Property	\$ 43,435	\$ 29,039	\$ 0	\$ 0	\$ 0
Other Financing Sources	0	1,399,033	0	3,300,000	4,550,000
Total Revenue	\$ 43,435	\$ 1,428,072	\$ 0	\$ 3,300,000	\$ 4,550,000
Fund Balance Available	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Cancelled Reserves	0	0	0	0	0
Total Financing Sources	\$ 43,435	\$ 1,428,072	\$ 0	\$ 3,300,000	\$ 4,550,000
Salary and Benefits	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Services and Supplies	0	0	0	0	0
Other Charges	204,104	2,800,000	0	0	0
Fixed Assets	0	0	0	0	0
Gross Expenditures	\$ 204,104	\$ 2,800,000	\$ 0	\$ 0	\$ 0
Contingencies	0	0	0	0	0
New Reserves	43,435	1,428,072	0	3,300,000	4,550,000
Total Financing Requirements	\$ 247,539	\$ 4,228,072	\$ 0	\$ 3,300,000	\$ 4,550,000

COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

This fund was established a number of years ago when changes were made to the depreciation method for the Diablo Canyon Power Plant, which resulted in lower property tax revenue for the County. In order to help offset this change in methodology, the County was allocated additional funds. These funds were placed into this reserve for future use. The intention was to use this reserve to help balance the budget during economic downturns such as has been seen since FY 2008-09. For FY 2014-15, it is recommended that \$3,300,000 be added to this reserve. The \$3.3 million is being added from anticipated FY 2013-14 Fund Balance Available (FBA) and is a reflection of an improving economy.

The reserve represents the County’s true “rainy day” funds. With the additional \$3.3 million, the overall reserve will be \$16,937,558 and equate to just under 4% of the County’s overall contingencies.

BOARD ADOPTED CHANGES

The overall County Fund Balance Available (FBA) was greater at the end of FY 2013-14 than originally estimated in the FY 2014-15 Proposed Budget. Of the unanticipated County FBA, \$1,250,000 was allocated to the Tax Reduction Reserve for future uses during economic downturns.

Capital and Maintenance Projects

Capital Projects

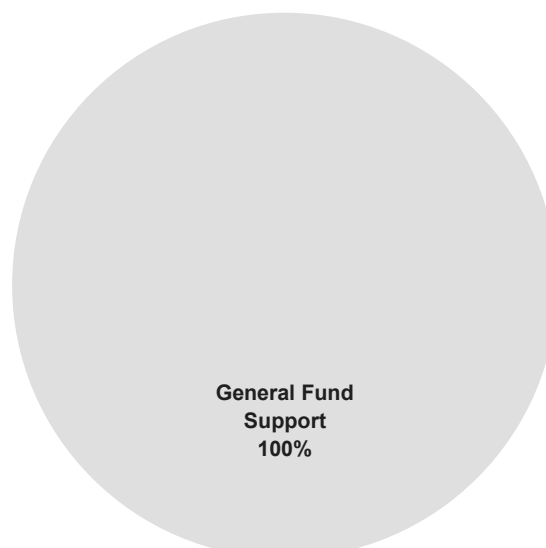
Maintenance Projects

PURPOSE STATEMENT

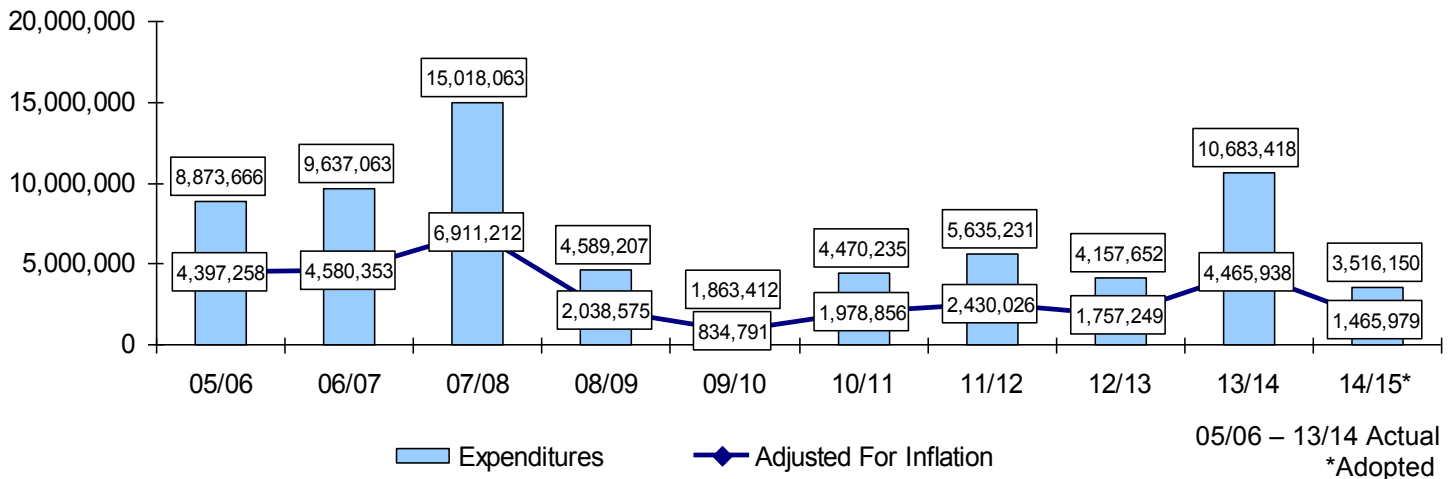
The Capital Projects budget provides funds for acquiring and constructing buildings, structures and improvements to facilities, which generally cost more than \$25,000. Projects under \$25,000 are generally classified as maintenance projects and are found in Fund Center 200 – Maintenance Projects. Policies governing the development and selection of Capital Improvement Projects are set forth in the Budget Policies and Goals approved by the Board each year.

	2012-13	2013-14	2014-15	2014-15	2014-15
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Fines, Forfeitures and Penalties	\$ 0	\$ 1,986,400	\$ 0	\$ 0	\$ 0
Revenue from Use of Money & Property	59,802	47,136	0	0	0
Intergovernmental Revenue	241,257	84,917	0	0	0
Charges for Current Services	45,925	72,313	0	0	0
Other Revenues	575	11	0	0	0
Other Financing Sources	6,068,633	3,172,028	3,516,150	4,775,790	4,775,790
Interfund	<u>222,996</u>	<u>7,034,930</u>	<u>0</u>	<u>0</u>	<u>450,000</u>
Total Revenue	\$ 6,639,188	\$ 12,397,735	\$ 3,516,150	\$ 4,775,790	\$ 5,225,790
Fund Balance Available	\$ 229,826	\$ 430,934	\$ 0	\$ 0	\$ 59,786
Cancelled Reserves	<u>2,137,073</u>	<u>8,265,835</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Financing Sources	\$ 9,006,087	\$ 21,094,504	\$ 3,516,150	\$ 4,775,790	\$ 5,285,576
Salary and Benefits	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Services and Supplies	0	0	0	0	0
Other Charges	465,895	18,686	0	0	0
Fixed Assets	<u>3,691,757</u>	<u>10,664,732</u>	<u>3,516,150</u>	<u>3,516,150</u>	<u>4,025,936</u>
Gross Expenditures	\$ 4,157,652	\$ 10,683,418	\$ 3,516,150	\$ 3,516,150	\$ 4,025,936
Contingencies	0	0	0	0	0
New Reserves	<u>5,520,912</u>	<u>4,980,986</u>	<u>1,986,400</u>	<u>1,259,640</u>	<u>1,259,640</u>
Total Financing Requirements	\$ 9,678,564	\$ 15,664,404	\$ 5,502,550	\$ 4,775,790	\$ 5,285,576

Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Capital Projects has a total expenditure level of \$3,516,150 to provide the following services:

Capital Projects (Fund 003)

Funding of Board adopted capital projects in conformance with established policies.

Total Expenditures: \$3,516,150 Total Staffing (FTE): _

Staffing for Capital Projects is reflected in FC 113 - General Services.

COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS

Capital project recommendations are based upon the guidance contained in the Board of Supervisor budget policies. Board policy directs staff to prioritize projects based upon a certain set of criteria. For example, projects that are legally mandated or necessary to improve health and safety conditions receive the highest priorities. Some capital projects have funding sources, often in the form of grants or other outside funding, that become available during the fiscal year. These projects may be evaluated outside of the annual budget cycle and be funded mid-year as part of a Board of Supervisors agenda item.

The Capital Projects budget contains financing for major, one-time capital projects such as the acquisition of land and buildings, construction of buildings and structures, and significant improvements to facilities. Other capital expenditures may include the purchase of vehicles, equipment, or technology projects and are contained in departmental budgets included in other sections of the document:

- Fleet Services (Fund Center 407) – contains information about countywide vehicle replacements.
- Maintenance Projects (Fund Center 200) – contains information about countywide maintenance projects that are necessary to maintain the County’s facilities.
- Countywide Automation Replacement (Fund Center 266) – contains information about countywide automation systems projects that are needed to support County technology-related activities.
- The Fixed Assets section of the document provides a listing by department, of all fixed assets (an asset of long-term character, such as land, buildings and equipment, which typically has a value of \$5,000 or greater) for the current budget year.
- Capital infrastructure improvements such as roads, water, and wastewater systems are found in the Roads (Fund Center 245), Public Works (Fund Center 405), and in the budget for special districts.

The process by which projects are evaluated and selected begins with the annual request to County departments to submit proposed maintenance and capital projects for the annual budget as well as for the Five Year Infrastructure and Facilities Capital Improvement Plan. Submitted projects are evaluated by a team comprised of representatives from Public Works, General Services Agency, Planning and Building, and the Administrative Office. Each submitted project is reviewed and ranked based on the criteria in the Budget Policies adopted by the Board of Supervisors. All of the proposed projects are then presented to the Capital Improvement Executive Steering Committee (CI-ESC), which is chaired by the County Administrator and comprised of 10 County department heads. The capital projects recommended in this budget are the result of the CI-ESC's review of the submitted projects. The most recent Five Year Infrastructure and Facilities Capital Improvement Plan was approved by the Board on February 18, 2014.

A total of \$4,775,790 of General Fund is recommended to be allocated to cover the costs of seven identified Capital Improvement Projects (CIPs) totaling \$3,516,150 plus an increase of \$1,259,640 to Capital Projects Fund reserves. Overall, recommended funding for the Capital Projects Fund is increasing by \$207,001 or 4% compared to the FY 2013-14 adopted budget.

One of the seven projects recommended for funding is a project that will be managed and completed by Public Works. This project involves the upgrade of a waterline to provide fireflow for the existing Animal Shelter and Honor Farm facilities near the County Operations Center. This project is identified here since the funding is from the Capital Projects Fund (Fund Center 230) budget. However, monitoring and tracking of this project will be done through Public Works (Fund Center 405) and not through this fund center.

BOARD ADOPTED CHANGES

Capital Projects Fund ended the year with a fund balance totaling \$59,786. The entire \$59,786 was kept within Fund Center 230 for use on other projects.

FY 2014-15 Recommended Capital Projects

The following capital projects are recommended for funding in the FY 2014-15 budget.

Project Title: Upsize Water Line from Animal Shelter to Chorro Creek Bridge

Recommended Funding Level:

\$820,100

Funding Source(s):

General Fund

Project Description:

The project increases the size of 2,100 feet of water line along Kansas and Oklahoma Avenues from the Chorro Creek Bridge to the Animal Shelter.

Justification:

In order to meet fireflow requirements for the existing Animal Shelter and Honor Farm facilities, as well as future projects at the Kansas Avenue complex, the size of the waterline from the Chorro Creek Bridge to the Animal Shelter needs to be increased.

Operating Cost Impacts:

Minimal cost impacts are expected. Project will save future costs as facilities are expanded in the area.

Intended Outcomes:

Increasing the size of the water line will improve water pressure and flow to accommodate current and planned uses at the County Operations Center along Kansas and Oklahoma Avenues.

Map of Project Area:



Project Title: Black Mountain Communication Vault Replacement

Recommended Funding Level:

\$ 279,450

Funding Source(s):

General Fund

Project Description:

The Black Mountain communication site is an integral part of the County's public safety communication system (Law enforcement, fire, medical, public works). Public safety communications equipment and radios are installed and housed in the Black Mountain communications vault. This project constructs a new building to replace the existing communications vault which has reached the end of its useable life.

Justification:

Communication vaults are estimated to have a 40 year useful life due to the environmental conditions they operate in. The communication vault building at Black Mountain was constructed in 1974 and is 39 years old. Radio equipment has been damaged due to deterioration of the existing building. The building electrical infrastructure is also inadequate for the load generated by radio equipment. Replacement of the vault building will maintain functionality of the communication facility and preserve uninterrupted communications to emergency first responders. □

Operating Cost Impacts:

Replacing the communications vault will reduce the costs associated with maintaining the aging structure. The remote site requires long travel times for staff maintaining the site. Reducing the frequency and number of maintenance trips will allow maintenance staff to apply their efforts to other needs.

Intended Outcomes:

Black Mountain provides essential radio coverage for public safety and general government users in the Northeast and Central portion of the County. Typical users include all law enforcement, fire, medical/ambulance, public works, and non-public safety government workers.

Map of Project Area:



**Project Title: Elevator Modernization
(Old Courthouse, SLO Library, Department of Social Services)**

Recommended Funding Level:

\$1,446,200

Funding Source(s):

General Fund

Project Description:

Modernize and make ADA compliant the following:

- Elevator #8 located at Old Courthouse 976 Osos St. San Luis Obispo, originally installed in 1942.
- Elevator #9 located at City/County Library, 995 Palm St. SLO, installed in 1988.
- Elevator #12 located at Department of Social Services, 3433 South Higuera St., San Luis Obispo, installed in 1992.

Justification:

Elevator #8 at the Old Courthouse has equipment and components that were part of the original installation in 1942. Downtime on the elevator is becoming more frequent, and for longer periods of time. Parts support is not available for many of the components. Elevator #9 at the City/County Library is 25 years old and requires modernization of the elevator control system. Elevator #12 at the Department of Social Services also requires modernization upgrades to the control system.

Operating Cost Impacts:

Significant direct and indirect maintenance costs related to the old, outdated elevators has increased in recent years. Modernizing the elevators will eliminate much, if not all, of these costs.

Intended Outcomes:

Exact outcomes related to ADA compliance are difficult to predict as exact requirements and specifications have not been universally developed or adopted. Instead, guidelines have been developed that provide guidance elevators should offer in terms of accessibility. Samples of ADA improvements include:

- Elevator hall and car buttons that are mounted at certain heights (42 inches).
- Call buttons that are a minimum of 0.75 inches in diameter.
- Certain illumination levels for buttons.
- Braille plates next to buttons and at entrance jambs.
- Two-way communication in elevator cabs that deaf/blind users can utilize.

Map of Project Area:



Project Title: Exterior Pest Detection Trapper Workstation

Recommended Funding Level:

\$ 113,700

Funding Source(s):

General Fund

Project Description:

Install two new service bays which serve as outdoor pest detection trapper workstations at the San Luis Obispo Agricultural Commissioner office at 2156 Sierra Way. The service bays are to be covered by a protective awning and secured from public access. The workstations include stainless steel sinks and counters, high neck faucets, and garbage disposal. Code compliant exterior electrical outlets and lighting and plumbing drains are required. □

Justification:

One of the Agricultural Commissioner's required programs is fruit fly detection trapping. Water and waste buckets used to service and maintain insect traps in the field must be emptied, cleaned, and refilled daily. Currently, staff hand-carry the five gallon buckets from their trucks to a standard sink inside the building to dispose of liquid waste and debris, then clean and refresh the equipment. The trapping crew all rely on a single sink not intended for this type of operation. The congestion in the area around the sink and spills and splashes of waste material create an inefficient, unsafe work environment. □

Operating Cost Impacts:

Beyond minor maintenance, no additional operating costs will be introduced by the project. Time wasted carrying buckets from trucks to a single sink inside the building will be eliminated and the availability of multiple sinks will result in increased staff efficiencies.

Intended Outcomes:

Construction of exterior trapper workstations will alleviate the safety concerns and allow staff to work more efficiently in a suitable work environment.

Map of Project Area:



Project Title: Public Health Laboratory Renovation

Recommended Funding Level:

\$ 444,300

Funding Source(s):

General Fund

Project Description:

Complete the renovation of the County's Public Health Laboratory at 2191 Johnson Avenue in San Luis Obispo. Renovations to include Heating, Ventilation, and Air Conditioning (HVAC) replacement, modernized benches and cabinetry, electrical repairs, plumbing repairs, and room renovations.

Justification:

The building was constructed in 1953 and expanded in the early 1960s. Since then, the building has not had any significant projects to modernize it. The responsibilities of the laboratory have expanded and provides essential analytical testing services for physicians, hospitals, community based health and environmental protection organizations, private businesses, and County environmental programs. The current air handling systems, benches, and cabinetry, flooring, electrical, and plumbing must be renovated and modernized to meet requirements.

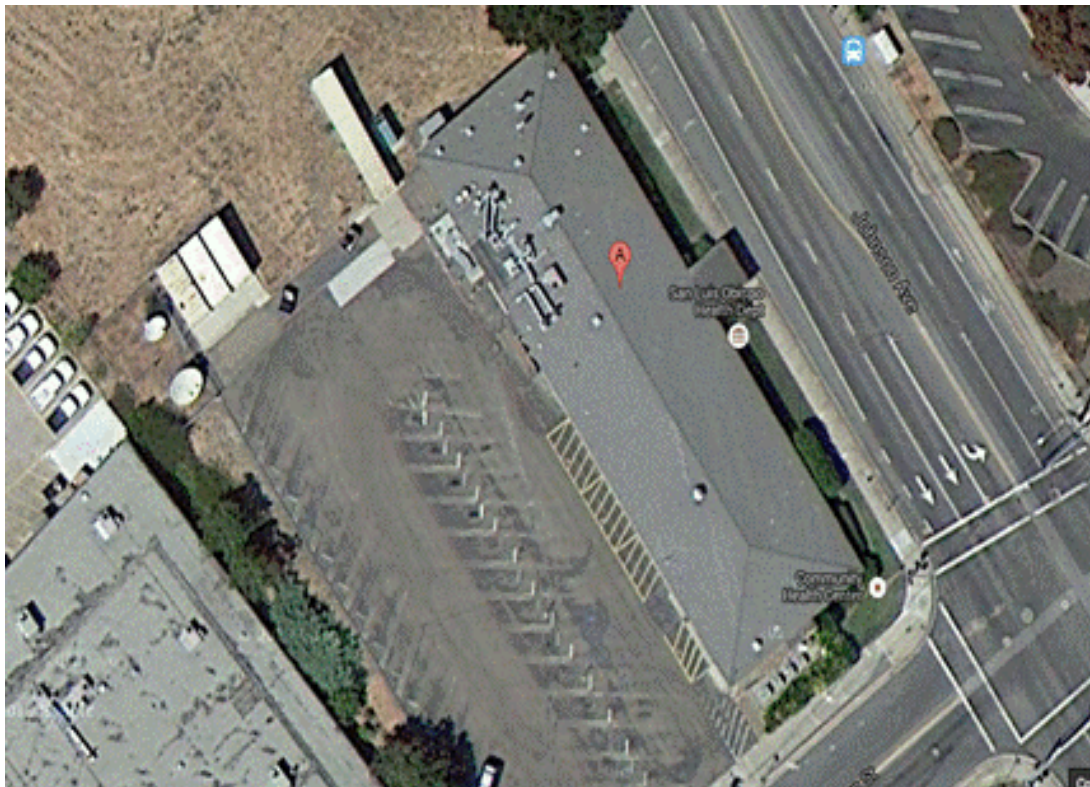
Operating Cost Impacts:

Minor operational improvements will be experienced through the upgrade of existing systems and equipment. In addition, minor decreases in utility expenses are expected due to increases in system efficiencies.

Intended Outcomes:

Improving the HVAC, electrical, and plumbing systems will make the laboratory safer and introduce systems that help to meet "green" utility efficiencies. Replacement of outdated benches, cabinetry, and flooring systems will improve usability of laboratory space.

Map of Project Area:



Project Title: Replace Failing Leach Field at Meridian Fire Station

Recommended Funding Level:

\$ 100,800

Funding Source(s):

General Fund

Project Description:

Replace the failing septic system leach field at Meridian Fire Station #36 in Paso Robles.

Justification:

The current septic system is in need of replacement. The soil characteristics do not allow for adequate percolation and the septic system does not operate as intended, creating a need for frequent pumping and maintenance of the system. If the septic system and leach field fail, it will become a critical health, safety, and environmental issue. Pumping of the system will create additional recurring costs.

Operating Cost Impacts:

On-going operational costs are expected to be minimal. Continued and proper maintenance of the replaced septic system will help to ensure a long-lasting and properly functioning system.

Intended Outcomes:

The Meridian Fire Station serves the east Paso Robles area and the Highway 46 corridor. Replacing the failing septic system will insure a safe, hygienic work environment for firefighters at the station.

Map of Project Area:



Project Title: Extend Fiber to Dept. of Social Services in Arroyo Grande from Grover Beach □

Recommended Funding Level:
\$ 311,600

Funding Source(s):
General Fund

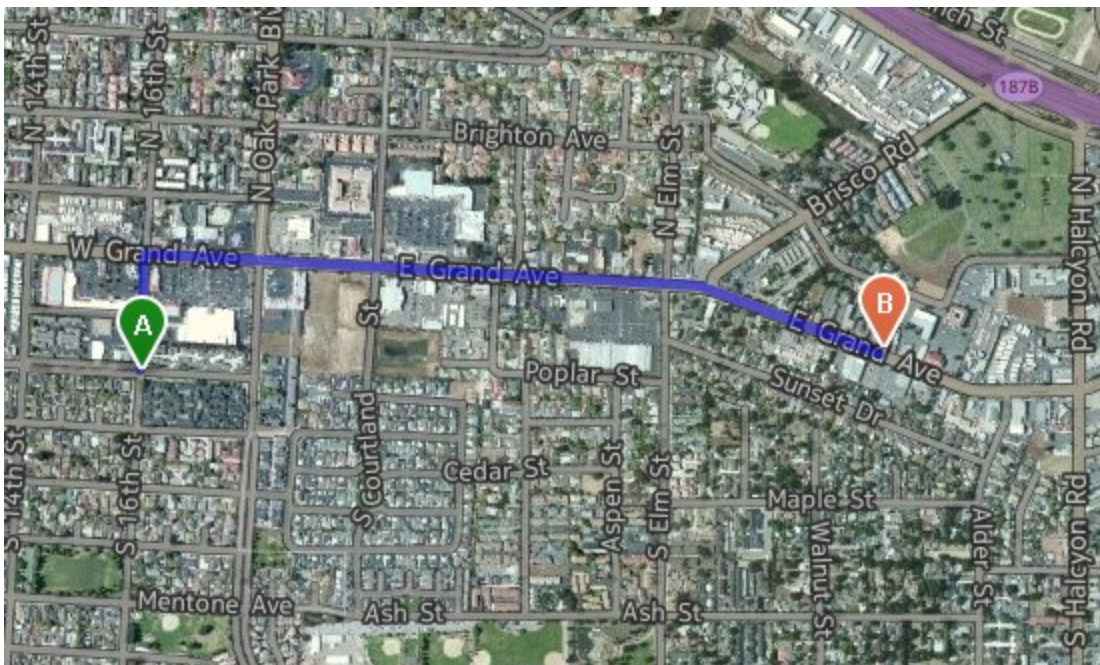
Project Description:
Extend optical fiber from 1523 Longbranch, Grover Beach to the Department of Social Services building at 1086 Grand Ave., Arroyo Grande. □

Justification:
The extension of fiber to the County campus at Longbranch and 16th St. in Grover Beach is currently underway. This extension provides the infrastructure needed to further extend fiber to the Department of Social Services building in Arroyo Grande.

Operating Cost Impacts:
Minor operational costs will be incurred to maintain the new optical fiber optic lines. The project will reduce monthly data communication costs by approximately \$5,000 per year.

Intended Outcomes:
The new fiber optics will immediately provide faster data connections and improved data security for Department of Social Services users. The project will also position the County for future network expansion in Grover Beach and Arroyo Grande.

Map of Project Area:



**Status of Facility Projects on the County's Five Year Infrastructure and
Facilities Capital Improvement Plan**

The County Infrastructure and Facilities Five Year Plan identifies potential capital projects with an estimated expense of \$100,000 or greater and which are planned to be considered for development during the FY 2014-15 through FY 2018-19 time frame. The County Infrastructure and Facilities Five Year Plan and the complete listing of projects can be found at the following internet address:

http://www.slocounty.ca.gov/GSA/CIP_5_Year_Plan.htm

The following section identifies projects on the County Infrastructure and Facilities Five Year Plan that are already in process. This listing addresses those projects which have an estimated total expense of \$1 million or more and have already received full or partial allocation of funding.

Airport Terminal Design and Construction Documents

Location: 901 Airport Drive, San Luis Obispo

Expense: \$2.27 million

Sources of Funding: \$2.16 million in FAA Grant, \$110,000 in Passenger Facility Charges

Operational Impacts: Once constructed, the new terminal will experience a slight to moderate increase in operational expense. Some decrease in annual maintenance expense is anticipated.

Project Summary and Status:

The Board of Supervisors (BOS) approved acceptance of the Federal Aviation Administration (FAA) grant and the design development project on August 18, 2010. On September 6, 2011, the BOS approved the design consultant agreement. On March 6, 2012, the BOS approved the proposed 3 phase design development project. The BOS approved creation of the capital improvement project and corresponding budget adjustment for construction documents on September 24, 2013. Design development was completed in Fall 2013 and presented to the BOS for acceptance and closure on November 5, 2013.

The project will provide complete and biddable construction documents for the new San Luis Obispo Regional Airport Terminal. The construction documents will be complete in May 2014. Approval for completion of the construction document project will be presented to the Board during the summer of 2014. Upon direction from the Board to move forward with construction, subsequent FAA grant applications will be submitted for funding.

Animal Shelter Expansion/Remodel

Location: 885 Oklahoma Avenue, County Operational Center off Highway 1 between Morro Bay and San Luis Obispo

Expense: \$1.26 million

Sources of Funding: \$1.13 million in Facility Planning Reserves, \$135,000 in Building Replacement Reserves

Operational Impacts: No increase in operational expense is anticipated from this remodel. Some decrease in annual maintenance expense is anticipated due to correction of building deficiencies.

Project Summary and Status:

Remodel/expansion of the Animal Shelter in the County Operational Center off Highway 1 between San Luis Obispo and Morro Bay. The remodel/expansion project was approved in FY 2007-08. The project will make several improvements to the Animal Shelter, including the development of a new cattery area. The final design was completed, and the project was advertised for bidding. However, all bids were rejected because the lowest

responsive, responsible bid exceeded the project budget. The design is being re-evaluated and is anticipated to be re-bid in FY 2014-15.

Atascadero Library

Location: 6555 Capistrano Avenue, Atascadero

Expense: \$3.23 million

Sources of Funding: The sale of the existing library building is expected to provide \$1.2 to \$1.6 million of funding for this project. The remainder of the funding will be 50% Library Public Facilities Fees and 50% funding from the Atascadero Friends of the Library. Interim funding will be used to bridge project funding needs during project development and be repaid with the proceeds of the sale of the existing library.

Operational Impacts: The new Atascadero Library is 60% larger than the current library. Although energy saving measures have been incorporated in the construction, annual maintenance and utility expense will increase because of the expansion of the facility. The currently planned operational staffing costs for this facility are not anticipated to increase as the Library intends to use existing staff and volunteers

Project Summary and Status:

In December 2010, the County purchased the 22,000 square foot shell building, of which, 15,000 square feet will be occupied by the Library. The County is currently constructing the tenant improvement to accommodate a 15,000 square foot library and community room and approximately 7,000 square feet of offices for the Assessor, Planning and Building, and County Clerk in the shell building. The design was completed and bids obtained in FY 2012-13. Construction began in June of 2013 and is on schedule to be completed in May 2014. The Library expects to open the new facility in June 2014.

**Bob Jones Trail Extension (Ontario Road)
Octagon Barn Staging and Parking Lot Improvements and
South Higuera St., Left Turn Lane Improvements**

Location: 4400 Octagon Way, San Luis Obispo. Located on South Higuera St., south of the San Luis Obispo city limits.

Expense: \$2.47 million

Sources of Funding: \$1.485 million Public Facilities Fees, \$400,000 National Federal Wildlife Foundation, \$300,000 Dept. of Transportation, \$288,000 CA Dept. of Transportation

Operational Impacts: Operational and maintenance costs are anticipated to increase due to the improvements.

Project Summary and Status:

The project is a partnership between the County of San Luis Obispo Parks and the Land Conservancy that will serve as the Bob Jones Pathway staging area. The staging area will provide parking and amenities for the bicyclists and pedestrians utilizing the current pathway, which will ultimately connect San Luis Obispo to Avila Beach. The project consists of design and construction of a parking area on the Octagon Barn site, a left turn lane from South Higuera Street into the new parking area, and construction of a segment of class 1 multiuse pedestrian/bicycle path from the Octagon Barn to the Ontario Road staging area. Engineering services are currently being solicited. Completion of construction documents is scheduled for August 2014. Construction of the parking area and left turn lane will begin in Fall 2014 with completion Summer 2015.

Restore Cayucos Pier

- Location:** Intersection of Ocean Front St. and Cayucos Dr., Cayucos
- Expense:** \$1.9 - \$3.4 million, dependent on final scope and funding availability
- Sources of Funding:** \$90,000 balance in current pier project funds, \$100,000 from *Save The Pier* organization, \$650,000 in Park Project reserves, \$450,000 in Parks FY 2013-14 Fund Balance Available (FBA) funds, \$5,000 from Chevron Corporation, and up to \$2,100,000 in funding yet to be determined.
- Operational Impacts:** A significant decrease in maintenance expense is anticipated from this pier rehabilitation, if the maximum amount of recommended repairs occurs at the pier as proposed. If only minimal repairs to the pier occur, annual maintenance expense will increase significantly.

Project Summary and Status:

The project is intended to restore the deteriorating Cayucos Pier. The extent of the restoration of the pier will be dependent upon the available funding. The design phase and prior, now completed, temporary stabilization project included a complete survey and classification of the structural elements of the pier. Some or all of the following scope elements may be included, depending on availability of funding: replacement of piles, pier decking, electrical infrastructure, railing, and fire water system. The project construction documents were completed in March 2014. Currently, the project is in review for the Coastal Commission permit. Bids are expected in June 2014 with construction starting fall 2014.

Juvenile Hall Expansion

- Location:** 1065 Kansas Avenue, off Highway 1 between Morro Bay and San Luis Obispo at the County Operational Center
- Expense:** \$22.2 million
- Sources of Funding:** \$13.12 million in State SB 81 funds, \$3.5 million in Juvenile Hall Detention Reserves, \$.4 million in Facilities Planning Designation, \$1.4 million in In-Kind Match, and an additional \$175,000 estimated funding yet to be determined.
- Operational Impacts:** When fully operational, the Juvenile Hall expansion will require 6 additional positions to staff the expanded facility. Annual staffing and operational costs are estimated at \$768,000. Probation intends to offset this expense by annual savings in group home placements which are estimated to be \$660,000 and with additional annual revenues for Public Safety Realignment estimated to be \$100,000.

Project Summary and Status:

This project will expand the County's 45 bed Juvenile Hall with the addition of 20 high security beds, classrooms, an indoor multipurpose/recreational space, and staff offices. In addition, 15 of the existing 45 detention beds will be converted to an in-custody treatment facility for habitual offenders. The completed facility will have a 65 bed capacity. The in-custody treatment program will reduce the number of juvenile offenders that are sent out of County/State for treatment at residential treatment facilities. The project is currently in the bidding process with construction anticipated to begin late summer 2014.

Parks – Replace Morro Bay Golf Course Water Line

- Location:** Morro Bay State Park - Morro Bay Golf Course and 'Chorro Flat' irrigation wells
- Expense:** \$750,000
- Sources of Funding:** \$100,000 in Facility Planning Reserves. Parks is anticipating loan or bond funding for the unfunded portion of the irrigation water pipeline replacement project.

Operational Impacts: No increase in operational expense is anticipated from this utility line replacement. Some decrease in annual maintenance expense is anticipated due to correction of utility line leaks, deficiencies, and elimination of emergency repairs.

Project Summary and Status:

The water repair and replacement project was approved in FY 2006-07. The project will replace an existing six-inch water utility line from the 'Chorro Flat' irrigation wells to the concrete water storage tank near the top of Black Hill above Morro Bay Golf Course. The water utility line and storage tank supply the irrigation water for Morro Bay Golf Course. The water delivery system has been prone to leaking and emergency repairs by Parks staff. The design will review alternative routes for the new waterline to minimize environmental and cultural impacts to the area. The topography and aerial surveys of the route will complete by June 2014. A request for qualifications from civil engineering professionals will follow the survey work June 2014.

Women's Jail Expansion

Location: 1585 Kansas Avenue – off Highway 1 between Morro Bay and San Luis Obispo at the County Operational Center

Expense: \$40.7 million

Sources of Funding: \$25.1 million State AB 900 funds; \$7.0 million in Detention Facility Reserves; \$4.4 million in Criminal Justice Facility Construction Fund, \$3.5 million in Facility Planning Reserves; \$694,000 in General Fund

Operational Impacts: When fully operational, the facility will require up to 11 additional staff with an estimated expense of \$1.4 million and additional operational expense for utilities, inmate food and clothing and maintenance of \$200,000. Operational expense will be phased in based on the inmate population level. Funding from AB 109, Public Safety Realignment, will offset the majority of the operational cost increase reducing the operational cost impacts to the County General Fund.

Project Summary and Status:

The project consists of three components. The first component is a 38,000 square foot women's jail housing unit which will be capable of housing 198 female inmates. The second component is a new 8,300 square foot medical/programming facility which will serve both the men's and women's jail units. The third component is a new security system to serve the entire jail. The total cost of all three required components is \$40.7 million. Construction began in February 2014 and is scheduled to complete the women's housing unit and security system in December 2015 and the medical/programming facility in October 2016.

Letter Designators for Status for the Capital Project Listing

A listing of individual capital projects from prior years is included in the tables that follow this section. The far right column includes a status designator. The following provides an explanation of the designators in the status column

P - Programming: This is the initial phase of the project that can include development of needs assessments, facility planning, space planning, site analysis/constraints, environmental determination, soils reports and topographic evaluations.

D - Design: This phase is for development of the project design using County staff or contracted architectural support. Depending upon the size of the project, the phase may include development of documents for conceptual, schematic, design development, and construction documents as well as identification of specifications for equipment and/or furniture and fixtures and other project components unique to the project.

- B - Bidding:** This phase involves requests for quotes or informal bids on smaller scale projects and the release of construction documents formal bids on larger projects. It also includes verification of contractor bonds and development of construction contracts.
- C - Construction:** This project phase is the actual work on construction, demolition, renovation and installation of the project.
- CO - Close Out** This is the concluding phase of the process and involves the formal Notice of Completion, construction warranty, the final accounting and closing of invoices and purchase orders, and the release of the retention portion of the contract once all conditions have been satisfied. At the end of this process, the project is complete.
- U - Unassigned** This identifies projects that have not yet been assigned to an Architectural Services Coordinator and is awaiting staffing availability to begin the process.
- H - Hold** Projects may be placed on hold when new conditions or situations arise that may inhibit moving forward with the project. This may include site situations discovered during construction, changes to the laws and regulations, project costs that are considerably greater than originally identified, changes to the scope of the project and opposition from community groups or other governmental organizations.

CAPITAL PROJECTS

WBS Project #	Project Description	Original Year Funded	Estimated Total Cost*	Total Approved Funding through 2013-14 **	Balance of Funds Available***	2014-15 Proposed Appropriation	2014-15 Adopted Appropriation	Total Approved Funding and 2014-15 Adopted Appropriation	Funding Source	Status****
EFS Bus Area 2300: GENERAL GOVERNMENT - AUC										
1	320073	General Services Agency, Information Technology - Black Mountain - Replace Comm Vault	2014/2015	279,450		279,450	279,450	279,450	General Fund	U
2	320075	AG Commissioner - SLO - Construct Outdoor Pest Detection Workstation	2014/2015	113,700		113,700	113,700	113,700	General Fund	U
3	320078	General Services Agency, Information Technology - Arroyo Grande - Install Fiber Optic	2014/2015	311,600		311,600	311,600	311,600	General Fund	U
4	320074	General Government - SLO - Elevator Modernization and ADA Compliance Upgrades	2014/2015	1,446,200		1,446,200	1,446,200	1,446,200	General Fund	U
5	320053	General Services Agency, Information Technology-Extend Fiber to Atascadero PH/MH Clinic/Hotel Park Building	2012/2013	291,700	291,700	66,909		291,700	Facilities Planning Reserve	C
6	320049	General Services Agency, Information Technology-COC-Comm Shop Communication Tower Replacement	2012/2013	107,800	107,800	95,583		107,800	Facilities Planning Reserve	H
7	320052	General Services Agency-SLO-Upgrade and add new Building Automation Controls	2012/2013	291,120	291,120	282,495		291,120	Facilities Planning Reserve	D
8	320050	General Government-Lopez Lake-Lopez Lake Communication Vault Replacement	2012/2013	231,500	231,500	231,328		231,500	Facilities Planning Reserve	H
9	320048	General Government-SLO-Upgrade or Replace NGC Fire Alarm System	2011/2012	513,600	513,600	355,564		513,600	Building Replacement Reserve	B
10	320044	General Services Agency, Information Technology - Grover Beach - Install Fiber Lateral	2011/2012	159,900	159,900	144,170		159,900	Facilities Planning Reserve	H
11	320038	General Services Agency, Information Technology - SLO - Data Center Remodel	2010/2011	182,000	182,000	111,664		182,000	Building Replacement Reserve	B

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CAPITAL PROJECTS

WBS Project #	Project Description	Original Year Funded	Estimated Total Cost*	Total Approved Funding through 2013-14 **	Balance of Funds Available***	2014-15 Proposed Appropriation	2014-15 Adopted Appropriation	Total Approved Funding and 2014-15 Adopted Appropriation	Funding Source	Status****
12 320037	General Services Agency, Information Technology - SLO - Extend Nacimiento Fiber	2010/2011	490,300	490,300	484,623			490,300	Building Replacement Reserve	D
13 320035	General Government - North County - "One Stop" Service Center (Extension of 300048)	2009/2010	1,766,600	1,766,600	394,463			1,766,600	Original funding 5,185,162 from project 300048; less 825,762 PFF Gen Govt orig funding source eliminated in FY11-12 budget process; less 1,092,800 (32% of Capistrano property purchase); less 1.5M transferred to project 320030	C
14 320019	General Services Agency, Information Technology - Backup Computer Facility	2007/2008	275,000	275,000	274,887			275,000	Facility Planning Reserves	H
<i>Sub Total:</i>			6,460,470	4,309,520	2,441,686	2,150,950	2,150,950	6,460,470		
EFS Bus Area 2300: HEALTH AND SOCIAL SERVICES - AUC										
15 320076	Health - SLO - Public Health Lab Renovation	2014/2015	444,300			444,300	444,300	444,300	General Fund	U
16 320021	Health - Operations Center - Animal Services Expansion & Remodel	2007/2008	1,267,600	1,267,600	804,355			1,267,600	1,131,900 Facility Planning Reserves; 135,700 Building Replacement Reserve	H
<i>Sub Total:</i>			1,711,900	1,267,600	804,355	444,300	444,300	1,711,900		
EFS Bus Area 2300: LIBRARY - AUC										
17 320030	Library - Atascadero - Atascadero Library Expansion	2008/2009	3,966,300	3,499,893	828,447			3,499,893	214,650 Public Facilities Fees - Libraries; 193,000 Library's Atascadero Bldg Expansion Designation; 1,552,243 Friends of the Libraries; 40,000 City of Atascadero; 1.5M transferred from project 320035.	C
<i>Sub Total:</i>			3,966,300	3,499,893	828,447			3,499,893		

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CAPITAL PROJECTS

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EFS Bus Area 2300: PUBLIC SAFETY - AUC											
18	320077	Fire - Paso Robles - Replace Leach Field	2014/2015	100,800			100,800	100,800	100,800	General Fund	U
19	320061	CDF-SLO-Programming for Co-located Dispatch Center	2013/2014	200,000	200,000	164,220		200,000	\$100,000 in Fire PFF, \$100,000 in Law PFF	P	
20	320062	CDF-Paso Robles - Apparatus Bay Expansion at the Meridian Fire Station	2013/2014	870,500	870,500	850,756		870,500	Fire PFF	D	
21	320063	Probation-COC-Install New JSC Office HVAC in and near Old Kitchen Area	2013/2014	60,700	60,700	59,395		60,700	Facilities Planning Reserve	D	
22	320064	Probation-SLO-Upgrade Casa Loma Parking Lot Lighting	2013/2014	58,400	58,400	16,486		58,400	Facilities Planning Reserve	C	
23	320066	Sheriff-COC-Honor Farm Fire Laundry Replacement Project	2012/2013	524,928	524,928	298,399		524,928	Insurance Reimbursement	C	
24	320032	Probation - SLO - Juvenile Hall Expansion	2008/2009	18,572,778	3,173,504	1,490,143		3,173,504	3,500,000 Juvenile Hall Building Designation (3,173,504 allocated); 400,000 Facilities Planning Designation; 13,120,983 State SB 81 funding	B	
25	320020	Probation - Juvenile Services Center - New Parking Area	2007/2008	61,500	61,500	5,763		61,500	Facility Planning Reserves	H	
26	300034	Sheriff - Women's Jail Expansion, Phase 1	1999/2000	40,694,786	15,569,156	7,793,928		15,569,156	25,125,630 State AB 900 funding; 694,000 General Fund; 3,453,652 Facility Planning Reserve; 7,000,000 Detention Facility Reserve; 4,421,504 Criminal Justice Facility Construction Fund	C	
27	300041	Courts - Courthouse Annex - Courtroom ADA Remediation	1995/1996	181,003	181,003	167,945		181,003	Courthouse Construction Fund	U	
<i>Sub Total:</i>			61,325,395	20,699,691	10,847,036	100,800	100,800	20,800,491			

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CAPITAL PROJECTS

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EFS Bus Area 2300: PUBLIC WORKS - AUC										
28	320072	Public Works - COC - Replace Kansas/Oklahoma Ave Waterline	2014/2015	820,100		820,100	820,100	820,100	General Fund	U
29	320071	Public Works-Los Osos Landfill Remediation	2013/2014	203,603	203,603	52,216		203,603	Los Osos remediation fund	D
<i>Sub Total:</i>			1,023,703	203,603	52,216	820,100	820,100	1,023,703		
EFS Bus Area 4250: AIRPORTS - AUC										
30	330022	Airports-SLO-Airport Layout Plan and Runway Protection Zone Study	2013/2014	367,665	367,665	244,244		367,665	FAA Grant and Airport Enterprise Fund	D
31	330020	Airports-SLO-Passenger Terminal Construction Documents	2013/2014	615,000	1,168,126	286,490		1,168,126	\$584,250 FAA Grant, \$30,750 Passenger Facility Fees, \$46,314 FAA grant transferred from wbs 330018, \$479,273 FAA Airport Improvement Program (AIP) grant, \$27,539 Passenger Facility Fees	D
32	330021	Airports-Oceano - Airport Layout Plan Update	2013/2014	123,249	123,249	25,378		123,249	FAA Grant and Airport Enterprise Fund	D
33	330019	Airports - SLO Airport - QTA Rental Car Facilities (replaces 300015)	2011/2012	1,659,888	1,659,888	1,585,997		1,659,888	Internal County Financing repaid with CFC-Rental Cars revenues	H
<i>Sub Total:</i>			2,765,802	3,318,928	2,142,110			3,318,928		

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EFS Bus Area 2300: PARKS - AUC										
34	320067	Parks-Expand San Miguel Community Park	2013/2014	1,000,000	500,000	499,596		500,000	\$500k PFF Parks	P
35	320068	Parks-Off-Site Road Improvements San Miguel Community Park	2013/2014	433,900	506,675	499,636		506,675	HSG Related Park Prg, Park Prj Reserve	P
36	320059	Parks - Cayucos - Cayucos 1st Street Accessway- Coastal Commission Mitigation Funds	2013/2014	200,000	72,313	72,313		72,313	Coastal Commission Mitigation Funds	H
37	320065	Parks-Shandon-CW Clarke Tennis Court rehabilitation and repurpose	2012/2013	61,500	61,500	61,500		61,500	Quimby Fees	P
38	320056	Parks - North County - Templeton to Atascadero Connector	2012/2013	240,000	240,000	239,528		240,000	\$40,000 Public Facilities Fees - Parks; \$200,000 Transportation Enhancement grant program	P
39	320060	Parks - Cayucos - Restore Cayucos Pier Phase I and Phase II	2012/2013	4,013,000	1,263,000	778,317		1,263,000	Parks Operating Fund	C
40	320047	Parks - Santa Margarita Lake - Construct New Boat-in Campsites	2011/2012	609,500	609,500	525,064		609,500	Ca Dept of Boating and Waterways Grant	C
41	320054	Parks - Morro Bay to Cayucos Connector - California Coastal Trail	2011/2012	315,000	615,000	315,000		615,000	315,000 State Aid-Regional State Highway Account; 200,000 Regional State Highway funds; 100,000 Parks-Public Facility Fees	P
42	320046	Parks - Santa Margarita Lake - Upgrade Existing Boat in Camps	2011/2012	378,500	378,500	213,300		378,500	Ca Dept of Boating and Waterways Grant	C
43	320015	Parks - Avila - Avila Beach to Harford Pier Trail Connector	2006/2007	300,000	300,000	145,972		300,000	PG&E Settlement Obligation	P
44	300101	Parks - Nipomo - Park Playground Replacement	2004/2005	250,000	370,000	370,000		370,000	250,000 Public Facilities Fees - Parks; 120,000 Quimby Fees	H

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45 300020	Parks - Avila - Bob Jones Trail Extension (Ontario Rd) (see 320022)	2002/2003	2,472,698	2,472,698	1,804,939			2,472,698	400,000 National Wildlife Foundation; 1.485M Public Facilities Fees (from projects 300021 and 320022); 300,000 CA Dept of Transportation - Statewide Transportation Improvement Program (STIP); 287,698 CA Dept of Transportation	D
46 300022	Parks - Avila - Cave Landing Trail	2002/2003	2,472,698	1,432,745	1,250,996			1,432,745	Fish & Game (Unocal Grant)	H
47 300025	Parks - Arroyo Grande - New Biddle Park Playground Equipment	2002/2003	153,800	153,800	151,571			153,800	Public Facilities Fees - Parks	H
48 300030	Parks - Nipomo -Park Master Plan Development	2002/2003	300,000	300,000	24,176			300,000	100,000 Public Facilities Fees - Parks; 200,000 Quimby Fees - South County Sub-Fund	CO
<i>Sub Total:</i>			13,200,596	9,275,731	6,951,908			9,275,731		
EFS Bus Area 4270: GOLF COURSES - AUC										
49 340002	Golf Courses - Morro Bay Golf Course - Replace Water Line	2006/2007	750,000	100,000	11,536			100,000	100,000 Facilities Planning Reserve	P
<i>Sub Total:</i>			750,000	100,000	11,536			100,000		
<i>Total:</i>			91,204,166	42,674,966	24,079,294	3,516,150	3,516,150	46,191,116		

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Completed Capital Projects: FY 2013-14

	<i>Yr Funded</i>	<i>WBS Project #</i>	<i>Project Description</i>	<i>Original Funding</i>	<i>Amended Funding</i>	<i>Final Project Cost</i>	<i>Actual%</i>
1	2001/2002	300032	Parks - Cayucos - Norma Rose Park Design/Development <i>Completed the installation of pre-fabricated restroom, street improvements including curb & gutter work and paving.</i>	200,000	600,000	599,873	100.0%
2	2003/2004	300044	Parks - Arroyo Grande - Biddle Park Master Plan <i>Updated the master plan document originally produced in the 1970's to include planned features such as playgrounds, multi-use sports fields, picnic areas, perimeter trails and restrooms.</i>	50,000	100,000	92,295	92.3%
3	2007/2008	320028	Library - Cambria - Cambria Library Expansion <i>Design and complete remodel of a 5,900 square foot County purchased building on 1043 Main Street in Cambria for a library.</i>	200,000	1,151,239	771,466	67.0%
4	2009/2010	320033	Health - SLO - Health Campus Renovations - Close Out (Extension of 320002) <i>Signage for the San Luis Obispo heath campus facilities.</i>	265,877	265,877	258,130	97.1%
5	2010/2011	320039	General Services Agency, Information Technology - County Operations Center - Replace Main Vault Tower <i>Replaced the Sheriff's main communication tower at the County Operations Center area. Included removal of the existing tower and antenna transfers.</i>	144,700	144,700	144,632	100.0%
6	2012/2013	320051	Health-SLO-Completion of Public Health Lab Renovation <i>Renovated the SLO Health Lab to create an open lab environment including DI water system, new flooring, new lighting, new equipment glass washer and new cabinetry.</i>	143,700	143,700	138,805	96.6%
7	2012/2013	320057	Public Works - County Ops Center - Water Quality Lab Renovation <i>Remodelled the Public Health lab and included additional work to construct ADA restrooms, add HVAC elements and install workstation furniture.</i>	237,600	314,600	241,607	76.8%

Completed Capital Projects: FY 2013-14

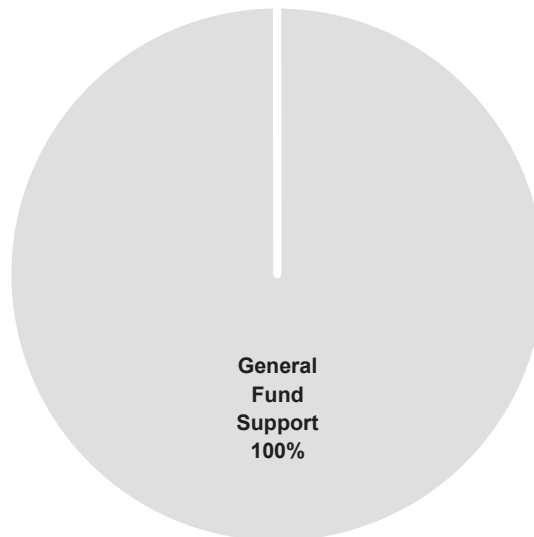
	<i>Yr Funded</i>	<i>WBS Project #</i>	<i>Project Description</i>	<i>Original Funding</i>	<i>Amended Funding</i>	<i>Final Project Cost</i>	<i>Actual%</i>
8	2010/2011	330016	Airports - SLO - Runway Safety Area Improvements <i>Replaced and upgraded equipment surrounding the runways to improve visibility, direction and ensure the safety of those operating vehicles and planes throughout the facility.</i>	32,620	148,420	137,429	92.6%
9	2011/2012	330018	Airport-SLO-New Terminal Design Development <i>This project completed design development drawings for the new airport terminal, allowing the project to proceed to the construction document phase for final design and building information modeling phases.</i>	1,147,502	1,147,502	1,101,188	96.0%
Totals:				2,421,999	4,016,038	3,485,425	86.8%

PURPOSE STATEMENT

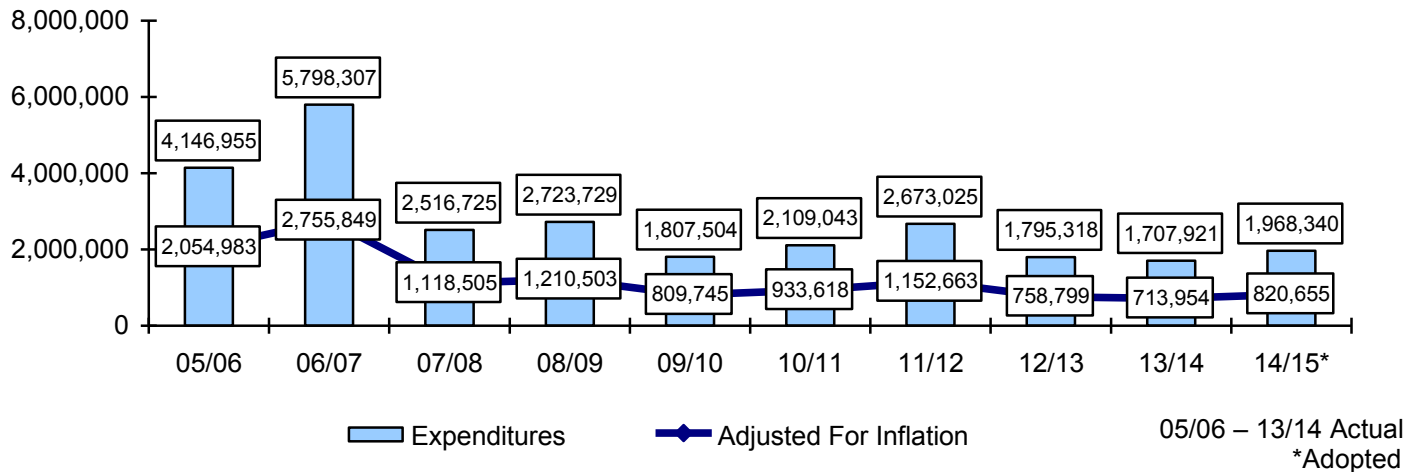
To provide funds for countywide repair, renovation and maintenance of existing county facilities.

	2012-13	2013-14	2014-15	2014-15	2014-15
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Intergovernmental Revenue	\$ 121,499	\$ 69,779	\$ 0	\$ 0	\$ 0
Charges for Current Services	160,019	13,515	0	0	0
Other Financing Sources	410,929	0	0	0	0
Interfund	124,804	130,926	0	0	0
**Total Revenue	\$ 817,251	\$ 214,220	\$ 0	\$ 0	\$ 0
Services and Supplies	1,723,975	1,707,921	1,983,700	1,968,340	1,968,340
Other Charges	71,343	0	0	0	0
**Gross Expenditures	\$ 1,795,318	\$ 1,707,921	\$ 1,983,700	\$ 1,968,340	\$ 1,968,340
Less Intrafund Transfers	127,316	30,552	0	0	0
**Net Expenditures	\$ 1,668,002	\$ 1,677,369	\$ 1,983,700	\$ 1,968,340	\$ 1,968,340
General Fund Support (G.F.S.)	<u>\$ 850,751</u>	<u>\$ 1,463,149</u>	<u>\$ 1,983,700</u>	<u>\$ 1,968,340</u>	<u>\$ 1,968,340</u>

Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

The Maintenance Projects budget has a total expenditure level of \$1,968,340.

Countywide Projects

Provides funding for the following types of countywide maintenance projects: roof repair, heating, ventilation and air conditioning equipment maintenance; painting; restroom renovation; flooring, sidewalk and paving maintenance; coaxial cable installation; signage of facilities; coastal access way maintenance; energy conservation, storm water pollution control, and for development of plans and specifications for maintenance activities and renovations of facilities.

Total Expenditures: \$1,510,040 Total Staffing (FTE): *

Facility Maintenance

Provides funding for specific maintenance projects necessary to maintain the County's facilities, excluding Parks and Libraries.

Total Expenditures: \$458,300 Total Staffing (FTE): *

*Staffing is reflected in FC 113 – General Services, FC 305 – Parks, and FC 405 – Public Works

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Maintenance project recommendations are based upon the guidance contained in the Board of Supervisors' budget policies to provide adequate funds to maintain County facilities. The majority of funds are for general maintenance such as painting, maintaining County parking lots, replacing heating and air conditioning units, roofing, energy and water conservation measures, and Americans with Disabilities Act (ADA) improvements. This budget primarily funds activities which are considered to be routine expenditures for the maintenance, remodeling, and repair of existing facilities.

Maintenance projects are generally funded either as one of several countywide maintenance categories or as an individual standalone project. The countywide maintenance categories are described in a later section of this narrative. The allocations of funding in these categories can be applied to a variety of planned projects as well as address unanticipated or emerging maintenance needs. Standalone projects are projects which receive a specific allocation of funding to accomplish the project identified. Generally, standalone projects are larger projects or are projects that use funding outside of the General Fund.

The historical allocation of General Fund allocation for this budget is approximately \$2 million. The allocation of funds for the countywide maintenance categories has ranged from \$900,000 to \$1.5 million, with funding for standalone projects varying to meet annual needs but generally ranging from \$200,000-\$1,000,000.

The process by which projects are evaluated and selected begin with the annual request to County departments to submit proposed maintenance and capital projects for the annual budget, as well as for the Five Year Infrastructure and Facilities Capital Improvement Plan. Submitted projects are evaluated by a team comprised of representatives from County Public Works, General Services Agency, Planning and Building, and the Administrative Office. Each submitted project is reviewed and ranked based on the criteria in the Board's adopted Budget Policies. All of the proposed projects are then presented to the Capital Improvement Executive Steering Committee (CI-ESC). The CI-ESC is chaired by the County Administrator and comprised of 10 County department heads. The recommended list of standalone projects listed below is the result of the CI-ESC's review of the submitted projects. Some of the smaller projects reviewed by the CI-ESC are not separately identified, but will be developed using funding from the countywide maintenance categories. The amounts recommended for the countywide categories were determined with input from the General Services Agency. The Five Year Infrastructure and Facilities Capital Improvement Plan was approved by the Board on February 19, 2013.

The total recommended expense for FY 2014-15 is \$1,968,340. This is \$360,860 or 15% less than the amount in the FY 2013-14 adopted budget. General Fund support for the budget is recommended to be \$1,983,700, the same amount budgeted in FY 2012-13 and FY 2013-14. The FY 2013-14 budget included \$345,500 in funding from the Superior Courts as their share of the cost for an elevator upgrade project in the Courthouse Annex.

The next sections describe the standalone projects, funding transfers to departments for projects and the recommended allocations for the countywide categories.

FY 2014-15 MAINTENANCE PROJECTS

There are two standalone maintenance projects, totaling \$458,300 recommended for FY 2014-15. A brief description, the amount allocated, and the source of funding are identified for each of the projects identified below.

STANDALONE PROJECTS

- **Replace Control Desks at Juvenile Hall – San Luis Obispo**

This project will replace three dilapidated, wood control desks with new wood or metal control desks. The current Juvenile Hall control desks were installed in the early 1980s. The doors, hinges and locking mechanisms have been replaced, modified, or fixed numerous times over the years as the devices do not hold up in a secured, custody facility.

- Project Cost: \$134,800
- Funding Source: General Fund

- **Replace Windows at Various County Buildings – San Luis Obispo**

This project will replace some of the windows at the San Luis Obispo Courthouse Annex stairwell, Ag Commission building in San Luis Obispo, Public Health building in San Luis Obispo, and Probation Department at Casa Loma with new energy efficient windows. Replacement is being made to windows that are broken, leaking, beyond their useful life, have lead paint on the frame, or pose a security issue because locking mechanisms are inoperable. The old, inefficient, drafty windows increase the cooling demands in the summer and let heat escape during the cold winter months. Several have been patch repaired over the years, and new windows will reduce maintenance costs from patching broken and inefficient window systems.

- Project Cost: \$323,500
- Funding Source: General Fund

COUNTYWIDE MAINTENANCE PROJECT CATEGORIES

The FY 2014-15 recommended allocation for countywide maintenance categories is \$1,510,040, an increase of

approximately 39% over the adopted FY 2013-14 budget. The recommended increase reflects the capacity of the General Services Agency Maintenance and Architectural Services staff to implement projects during the year and should be sufficient to cover maintenance needs in FY 2014-15.

The following provides a brief summary of each of the countywide maintenance categories and the amount of new funding allocations that are recommended in the FY 2014-15 budget. These categories of projects are funded by the General Fund. Funding within the individual countywide maintenance categories may be augmented by the transfer of funds between the categories with the approval of the County Administrator.

Countywide Maintenance Projects \$1,043,340

Funding in this category is used for maintenance of buildings, tree trimming, data cabling, minor building electrical system upgrades, energy management systems, flooring, hazardous materials abatement, mechanical (electrical, plumbing, heating, ventilation and air conditioning) replacement, painting, re-keying, building security, facility restroom renovation, re-roofing, sidewalk installation and repair, parking lot repaving, signage, and window covering, upholstery replacements, and a contingency amount for unanticipated maintenance needs.

Countywide Energy & Water Conservation \$250,000

Funding in this category finances projects recommended from County energy and water use audits. Special focus will be placed on water conservation for FY 2014-15.

Countywide Facilities Master Plan \$100,000

Funding in this category is used to conduct needs assessments, programming, planning and analyses for determining highest and best use for County property and facilities for the future. For 2014-15, specific focus will be placed on fall protection and National Fire Protection Association safe work practices to protect personnel (NFPA 70E) compliance issues.

Countywide Community Buildings \$91,700

Funding in this category finances projects to repair and maintain community buildings such as veterans' halls and community centers owned by the County. The recommended FY 2014-15 recommended funding includes a significant electrical upgrade at the Veterans' Hall in Cayucos.

Countywide Americans with Disabilities Act (ADA) Compliance \$25,000

Funding in this category is for upgrades to current facilities in order to help ensure they meet ADA requirements. ADA assessments will be completed at the Casa Loma and Health Agency campus in FY 2014-15.

LETTER DESIGNATORS FOR STATUS

- P - Programming:** This is the initial phase of the project that can include development of needs assessments, facility planning, space planning, site analysis/constraints, environmental determination, soils reports and topographic evaluations.
- D - Design:** This phase is for project design development using County staff or contracted architectural support. Depending upon the size of the project, the phase may include development of documents for conceptual, schematic, design development, and construction documents as well as identification of specifications for equipment and/or furniture and fixtures and other project components unique to the project.
- B - Bidding:** This phase involves requests for quotes or informal bids on smaller scale projects and the release of construction documents for formal bids on larger projects. It also includes verification of contractor bonds and development of construction contracts.
- C - Construction:** This project phase is the actual work on construction, demolition, renovation and installation of projects.

- CO** – Close Out This is the concluding phase of the process and involves the formal Notice of Completion, construction warranty, the final accounting and closing of invoices and purchase orders, and the release of the retention portion of the contract once all conditions have been satisfied. At the end of this process, the project is complete.
- U** - Unassigned This identifies projects that have not yet been assigned to an Architectural Services Coordinator and is awaiting staffing availability to begin the process.
- H** - Hold Projects may be placed on hold when new conditions or situations arise that may inhibit moving forward with the project. This may include site situations discovered during construction, changes to the laws and regulations, project costs that are considerable greater than originally identified, changes to the scope of the project and opposition from community groups or other governmental organizations.

BOARD ADOPTED CHANGES

None.

MAINTENANCE PROJECTS

<i>WBS Project #</i>	<i>Project Description</i>	<i>Original Year Funded</i>	<i>Estimated Total Cost*</i>	<i>Total Approved Funding through 2013-14 **</i>	<i>Balance of Funds Available***</i>	<i>2014-15 Proposed Appropriation</i>	<i>2014-15 Adopted Appropriation</i>	<i>Total Approved Funding and 2014-15 Adopted Appropriation</i>	<i>Funding Source</i>	<i>Status****</i>
EFS Bus Area 2000: GENERAL GOVERNMENT - MAINT										
1	350108	Replace windows at various locations	2014/2015	323,500		323,500	323,500	323,500	General Fund	U
2	350103	General Government - Courthouse Annex - Replace Courthouse Annex Air Handlers	2013/2014	200,400	282,436	206,108		282,436	General Fund	D
3	350098	General Services Agency, Information Technology - Various - Communication Infrastructure Maintenance	2012/2013	203,200	203,200	180,833		203,200	General Fund	C
4	350095	General Services Agency, Information Technology - Rocky Butte - Replace Generator Set	2011/2012	60,400	60,400	60,400		60,400	General Fund	C
5	350069	General Government - Courthouse Annex - Upgrade Public Elevator	2008/2009	705,000	705,000	520,179		705,000	200,000 General Fund; 345,500 Courts, 159,500 General Fund	C
6	350022	General Government - Old Courthouse - Exterior Paint	2006/2007	102,700	102,700	118,715		102,700	General Fund	D
7	350002	General Government - Courthouse Annex - Implement Office Consolidation	2005/2006	1,674,400	1,674,400	46,630		1,674,400	General Fund	CO
8	300128	SLO - Johnson Avenue Property Analysis	2004/2005	354,000	354,000	162,444		354,000	Facilities Planning Reserve	C
9	300080	General Government - SLO - 1144 Monterey St. Monitoring Wells Abandonment and Remediation	2003/2004	381,667	381,667	310,091		381,667	General Fund	B
<i>Sub Total:</i>			4,005,267	3,763,803	1,605,399	323,500	323,500	4,087,303		

Not all projects proceed in the year they were funded due to several factors, including but not limited to, programming (master plan development and/or needs assessment), environmental determinations, community input and support, and availability of funding sources outside of County control.

* Estimated Total Cost is the original professionally determined cost estimate during the Original Year Funded, based upon the preliminary project scope and the market conditions for financing, materials and labor at the time the cost estimate is prepared. The actual cost of projects may vary with changes that may occur in market conditions, site conditions, or project scope.

** Total Approved Funding includes Board actions through 6/30/14.

*** Balance of Funds Available as of 6/30/14. As work continues, the balance of available funding will continue to reduce through the fiscal year and project duration.

**** Status: U/Unassigned; H/Hold; P/Programming; D/Design; B/Bidding; C/Construction; CO/Closeout

MAINTENANCE PROJECTS

<i>WBS Project #</i>	<i>Project Description</i>	<i>Original Year Funded</i>	<i>Estimated Total Cost*</i>	<i>Total Approved Funding through 2013-14 **</i>	<i>Balance of Funds Available***</i>	<i>2014-15 Proposed Appropriation</i>	<i>2014-15 Adopted Appropriation</i>	<i>Total Approved Funding and 2014-15 Adopted Appropriation</i>	<i>Funding Source</i>	<i>Status****</i>
EFS Bus Area 2000: HEALTH AND SOCIAL SERVICES -MAINT										
10 350101	Animal Services-COC-Paint Animal Shelter Kennel	2013/2014	156,000	156,000	152,602			156,000	General Fund	D
11 350106	Health - Grover - DAS - Longbranch Conference Rooms	2013/2014	52,000	52,000	21,448			52,000	Drug & Alcohol Services Operating Budget, AB 109 funding	CO
12 350034	Health - Operations Center - Animal Services - Roof Replacement	2006/2007	141,700	141,700	134,699			141,700	General Fund	D
<i>Sub Total:</i>			349,700	349,700	308,749			349,700		
EFS Bus Area 2000: PUBLIC SAFETY - MAINT										
13 350107	Probation - COC - Replace JH East, West and Center Control Desks	2014/2015	134,800			134,800	134,800	134,800	General Fund	U
14 350042	Sheriff - West Jail - Security Screens	2006/2007	94,500	119,500	66,104			119,500	General Fund	C
<i>Sub Total:</i>			229,300	119,500	66,104	134,800	134,800	254,300		

Not all projects proceed in the year they were funded due to several factors, including but not limited to, programming (master plan development and/or needs assessment), environmental determinations, community input and support, and availability of funding sources outside of County control.

* Estimated Total Cost is the original professionally determined cost estimate during the Original Year Funded, based upon the preliminary project scope and the market conditions for financing, materials and labor at the time the cost estimate is prepared. The actual cost of projects may vary with changes that may occur in market conditions, site conditions, or project scope.

** Total Approved Funding includes Board actions through 6/30/14.

*** Balance of Funds Available as of 6/30/14. As work continues, the balance of available funding will continue to reduce through the fiscal year and project duration.

**** Status: U/Unassigned; H/Hold; P/Programming; D/Design; B/Bidding; C/Construction; CO/Closeout

MAINTENANCE PROJECTS

WBS Project #	Project Description	Original Year Funded	Estimated Total Cost*	Total Approved Funding through 2013-14 **	Balance of Funds Available***	2014-15 Proposed Appropriation	2014-15 Adopted Appropriation	Total Approved Funding and 2014-15 Adopted Appropriation	Funding Source	Status****
EFS Bus Area 2000: PARKS - MAINT										
15 350035	Parks - Central County - Park Maintenance (Roll Up)	2006/2007	250,000	250,000	116,223			250,000	250,000 Quimby Fees - Central County Sub-Fund	C
16 350038	Parks - Coastal - Park Maintenance (Roll Up)	2006/2007	80,000	80,000	186			80,000	40,000 General Fund; 40,000 Parks Fund	C
17 350039	Parks - East County - Park Maintenance (Roll Up)	2006/2007	61,500	61,500	3,846			61,500	21,500 General Fund; 40,000 Quimby Fees - East County Sub-Fund	C
18 350036	Parks - North County - Park Maintenance (Roll Up)	2006/2007	180,000	180,000	37,487			180,000	180,000 Quimby Fees - North County Sub-Fund	C
19 350037	Parks - South County - Park Maintenance (Roll Up)	2006/2007	250,000	250,000	39,743			250,000	250,000 Quimby Fees - South County Sub-Fund	C
20 350105	Parks - Lopez Lake - Camp French	2013/2014	51,000	51,000	40,000			51,000	Parks Operating Fund	P
21 350094	Parks - San Miguel - Repair Rios Caledonia Walls	2012/2013	100,000	100,000	50,765			100,000	Parks Operating Fund	C
22 350093	Parks - Santa Margarita Lake - Paving, Fish Cleaning Station & Electrical	2012/2013	540,000	540,000	496,325			540,000	Department of Boating and Waterways Grant	D
23 350100	Parks-Avila-Renovate Bob Jones Trail along Blue Heron Drive	2012/2013	14,000	14,000	14,000			14,000	Parks Operating Fund	U
24 350066	Parks - Lopez Lake - Infrastructure Upgrades	2007/2008	249,480	249,480	92,221			249,480	96,055 Prop 40 Grant; 66,987 Parks Operating Fund; 2,938 Prop 40 Grant; 18,500 General Fund (transfer from 350039); 65,000 Parks Operating Fund	D
<i>Sub Total:</i>			1,775,980	1,775,980	890,796			1,775,980		
<i>Total:</i>			6,360,247	6,008,983	2,871,048	458,300	458,300	6,467,283		

Not all projects proceed in the year they were funded due to several factors, including but not limited to, programming (master plan development and/or needs assessment), environmental determinations, community input and support, and availability of funding sources outside of County control.

* Estimated Total Cost is the original professionally determined cost estimate during the Original Year Funded, based upon the preliminary project scope and the market conditions for financing, materials and labor at the time the cost estimate is prepared. The actual cost of projects may vary with changes that may occur in market conditions, site conditions, or project scope.

** Total Approved Funding includes Board actions through 6/30/14.

*** Balance of Funds Available as of 6/30/14. As work continues, the balance of available funding will continue to reduce through the fiscal year and project duration.

**** Status: U/Unassigned; H/Hold; P/Programming; D/Design; B/Bidding; C/Construction; CO/Closeout

COUNTYWIDE MAINTENANCE PROJECTS

<i>WBS Project #</i>	<i>Project Description</i>	<i>Balance of Funds Available*</i>	<i>2014-15 Proposed Appropriation</i>	<i>2014-15 Adopted Appropriation</i>	<i>Balance of Funds Available and 2014-15 Adopted Appropriation</i>	<i>Funding Source</i>	<i>Status**</i>	
EFS Bus Area 2000: GENERAL GOVERNMENT - MAINT								
1	350104	Countywide Maintenance Projects #2 - Replaces 350077	114,061	1,043,340	1,043,340	1,157,401	General Fund	C
2	350077	Countywide Maintenance Projects	422,890			422,890	General Fund	C
3	350070	Countywide Facilities Master Plan	320,813	100,000	100,000	420,813	General Fund	C
4	350074	Countywide Energy and Water Conservation	495,197	250,000	250,000	745,197	General Fund	C
5	350072	Countywide Department Relocations	93,606			93,606	General Fund	C
6	350071	Countywide ADA Compliance	692,625	25,000	25,000	717,625	General Fund	C
7	350050	Countywide Stormwater Pollution Prevention	97,996			97,996	General Fund	C
		<i>Subtotal:</i>	2,237,186	1,418,340	1,418,340	3,655,526		
EFS Bus Area 2000: LIBRARY - MAINT								
8	350073	Countywide Library Renovations	124,717			124,717	Library Funds	C
		<i>Subtotal:</i>	124,717			124,717		
EFS Bus Area 2000: COMMUNITY SERVICES - MAINT								
9	350010	Countywide Community Buildings Renovations	376,290	91,700	91,700	467,990	General Fund; Grant Funds	C
		<i>Subtotal:</i>	376,290	91,700	91,700	467,990		
		<i>Total:</i>	2,738,194	1,510,040	1,510,040	4,248,233		

* Prior Year(s) Balance of Funds Available as of 6/30/14. As work continues, the balance of available funding will continue to reduce through the fiscal year and project duration.

** Status: U/Unassigned; H/Hold; P/Programming; D/Design; B/Bidding; C/Construction; CO/Closeout

Completed Maintenance Projects: FY 2013-14

<i>Yr Funded</i>	<i>WBS Project #</i>	<i>Project Description</i>	<i>Original Funding</i>	<i>Amended Funding</i>	<i>Final Project Cost</i>	<i>Actual%</i>	
1	2007/2008	350051	General Services Agency, Information Technology - Old Courthouse - Data Center Reorganization <i>Reorganize Old Courthouse 4th Floor Data Center. Project relocated equipment, installed new furniture, added a second exit, and modified HVAC system</i>	58,400	58,400	57,850	99.1%
2	2009/2010	350081	Parks - Coastal Dunes - Renovate Restroom Roofs <i>Repair leaking and damaged roof at Coastal Dunes RV Park in Oceano</i>	45,000	75,000	60,703	80.9%
3	2011/2012	350092	Sheriff - County Operations Center - Construct Main Jail Evidence Storage Room <i>Project was cancelled.</i>	107,500	107,500	0	0.0%
4	2012/2013	350099	Department of Social Services - SLO - Repair Leaking Windows <i>Purchased materials for future installation to replace damaged and leaking windows at Department of Social Services on Higuera Ave.</i>	100,000	100,000	101,214	101.2%
5	2012/2013	350102	Public Works-COC-Replace Sewer Line from manhole #3 to Animal Shelter <i>Managed by Public Works, this project replaced 900 feet of deteriorated sewer line along Oklahoma Avenue at the County Operations Center complex.</i>	333,000	333,000	211,478	63.5%
Totals:			643,900	673,900	431,245	64.0%	

Completed Countywide Projects: FY 2013-14

	<i>Project Description</i>	<i>Completed or Cancelled</i>	<i>Cost</i>
Countywide ADA Compliance			196,817
1	General Government - SLO - Construct Veteran's Hall ADA Compliant Restroom	COMPLETE	
2	Library - Cambria - Construct ADA Compliant Site Improvements	COMPLETE	
3	PW - COC - Construct Water Lab ADA Compliant Restrooms	COMPLETE	
4	Probation-COC - Install JSC ADA Entry Door Operators	COMPLETE	
Countywide Community Buildings Renovations			41,886
5	General Government - Shandon - Replace Community Center Roof	COMPLETE	
6	Nipomo - Senior Center - Construct Retaining Wall	COMPLETE	
7	Gen Govt - Cayucos - Install Bird Netting at Cayucos Vets Hall	COMPLETE	
Countywide Department Relocations			5,752
8	Gen Govt - SLO - GSA Accounting Renovation	COMPLETE	
Countywide Library Renovations			24,368
9	Atascadero - Repair Library Water Line	COMPLETE	
10	Los Osos - Repair Collision Damage	COMPLETE	
11	Arroyo Grande - Install New Combo Sink with Garbage Disposal	COMPLETE	
12	Cambria - Install New Fence	COMPLETE	
Countywide Maintenance Projects			608,112
13	Sheriff - SLO - AB109 Rehabilitate Main Jail Modulars	COMPLETE	
14	Gen Govt - SLO - Install Veteran's Hall Smoke Detector Alarms	COMPLETE	
15	Sheriff - COC - Replace Sheriff Admin HVAC	COMPLETE	
16	Sheriff - COC - Replace Main Jail Fire Alarm Panel	COMPLETE	
17	Probation - COC - Replace East, West and Center Carpet	COMPLETE	
18	Gen Govt - COC - Water Distribution System Master Plan Update, East Kansas Ave.	COMPLETE	

Completed Countywide Projects: FY 2013-14

	<i>Project Description</i>	<i>Completed or Cancelled</i>	<i>Cost</i>
19	Gen Govt - Atascadero - Replace Hospital Water Line	COMPLETE	
20	PW - COC - Replace Water Quality Lab Roof and Insulation	COMPLETE	
21	Gen Govt - SLO - Repair Old Courthouse Elevator	COMPLETE	
22	Gen Govt - COC - Remove Road Yard Shed	COMPLETE	
23	SLO - Repair Courthouse Annex Elevator #6 at 1050 Monterey	COMPLETE	
24	Sheriff - COC - Water line repair at Women's Jail	COMPLETE	
25	Gen Govt - Grover Beach - Replace sewer lateral at Public Health Clinic	COMPLETE	
26	Sheriff - COC - Install SALY Port Slide Gate	COMPLETE	
27	Gen Govt-SLO-Repair Old Courthouse Elevator	COMPLETE	
28	Gen Govt - Grover Beach - Replace sewer lateral at Drug & Alcohol	COMPLETE	
29	Gen Govt - SLO - Vets Hall Exterior Paving	COMPLETE	
30	Health - COC - Animal Svs Temp Sinkhole Measures	COMPLETE	
31	Gen Govt - SLO - Vets Hall Court Signage	COMPLETE	
32	Gen Govt - SLO - Kimball Bldg Signage	COMPLETE	
33	Library - Cambria - Demo Remaining Stone	COMPLETE	
			Total: 876,935

Budget Augmentation Requests

The following section tracks the results of budget augmentations approved by the Board of Supervisors in past fiscal years. A budget augmentation is any request by a department for additional resources, such as the addition of staff positions, major information technology purchases, major professional service contracts and other substantial expenses related to the maintenance or expansion of programs and services.

Budget augmentations are tracked to monitor whether departments are achieving the results intended by the Board's approval of the request. When requesting a budget augmentation, departments are required to state the results that will be achieved in terms of efficiency, quality of service, or outcome performance measures.

Two types of budget augmentations are tracked. The first type is any augmentation granted as part of the annual budget development process. These augmentations are recorded in the adopted budget in the section for the requesting Fund Center, under the heading "Budget Augmentation Requests Recommended." The second type of budget augmentation tracked is any request approved mid-year, after the adoption of the budget. Mid-year augmentations are tracked if they result in the addition of positions to the Position Allocation List (PAL) or add \$100,000 or more to a department's budget.

2011-12 Budget Augmentation Results

FY 2011-12 Budget Augmentation Requests and Results

Behavioral Health

Fund Center 166

Summary Information	Intended Results	Results Provided in FY 13-14 Budget	Admin Office Comments	Updated Actual Results	Admin Office Comments
<p>Gross: \$1.2 million over three years (Federal grant)</p> <p>General Fund support: \$0</p> <p>Description: A 3-year Adult Treatment Court Collaborative Grant from the Federal Substance Abuse and Mental Health Services Administration (SAMHSA) to create a new and expanded treatment court serving adults with co-occurring disorders (Mental Health and Drug and Alcohol Services) referred from the criminal justice system. An enhanced intensive outpatient treatment program for one year is provided using evidence based practices for integrated co-occurring disorders and trauma services.</p>	<p>1. The number of Behavioral Health Treatment Court unduplicated participants will increase from 26 to 52 in a 12 month period.</p> <p>2. 70% of participants will maintain abstinence at the six month follow-up.</p> <p>3. There will be a 30% decrease in criminal recidivism among participants as measured by arrests in the prior 30 days at the six month follow-up.</p>	<p>Results through September 30, 2012 are as follows:</p> <p><u>Goal:</u> 52 admissions. <u>Result:</u> 78 referrals were screened. 37 clients were admitted (72%). <u>Comment:</u> Start-up slower than expected. Plan to be at target at the end of the second year.</p> <p><u>Goal:</u> 70% will maintain abstinence at six months. <u>Result:</u> No results yet as participants have not been in the program long enough.</p> <p><u>Goal:</u> 30% decrease in criminal recidivism at six months. <u>Result:</u> No results yet as participants have not been in the program long enough.</p>	<p>The intended results have not yet been achieved. This item will be revisited in the FY 2014-15 budget.</p>	<p><u>Goal:</u> 52 admissions per year. <u>Result:</u> During FY 2012-13 there were 57 program admissions (110%). <u>Comment:</u> This program was federally funded starting Oct. 1, 2011 and began admitting clients in April 2012 due to start-up delays. By June 30, 2012 there were 15 admissions. Rates of admission increased to planned rates in the second year (FY 2012-13).</p> <p><u>Goal:</u> 70% will maintain abstinence at six months. <u>Result:</u> 68% had maintained their sobriety (abstinence) at their six month follow-up conducted during FY 2012-13.</p> <p><u>Comment:</u> Given the very high acuity of these program participants, this is an excellent result.</p> <p><u>Goal:</u> 30% decrease in criminal recidivism at six months.</p>	<p>Overall, the intended results were achieved. While the percentage of participants who maintained abstinence is 2% below the target, there was a greater decrease in criminal recidivism than projected, which is a key outcome of this program. A reduction in recidivism results in a cost savings to the County in terms of incarceration and/or Probation supervision costs.</p>

FY 2011-12 Budget Augmentation Requests and Results

Behavioral Health

Fund Center 166

Summary Information	Intended Results	Results Provided in FY 13-14 Budget	Admin Office Comments	Updated Actual Results	Admin Office Comments
				<p><u>Result:</u> There was a 34% decrease in criminal recidivism among participants as measured by the six month follow-up report conducted in FY 2012-13. Of the 53 participants eligible for six month follow-up 47 or 89% had no re-arrest in the 30 days prior to follow-up. This was a 34% improvement over the number reporting prior 30 day re-arrest on intake.</p> <p><u>Comment:</u> This program has been extremely successful in preventing re-arrest among program participants.</p>	

FY 2011-12 Budget Augmentation Requests and Results

Information Technology					Fund Center 114
Summary Information	Intended Results	Results Provided in FY 13-14 Budget	Admin Office Comments	Updated Actual Results	Admin Office Comments
Gross: \$ 130,000 General Fund support: \$0 Description: Add 1.0 FTE Geographic Information System (GIS) Program Manager	1. Develop and maintain a GIS data layer inventory allowing more efficient use across all departments; 2. Develop or update GIS data layers for: - countywide address points - countywide street centerlines -parcels - countywide aerial orthophotography; 3. Develop formal, standardized metadata for all GIS data layers; 4.Consolidate existing GIS licensing; and 5. Develop incident models and visualizations for tracking environmental gradients and hazardous incidents such as flooding and chemical spills.	The Geographic Information System (GIS) Program Manager position was filled in July 2012. Work to coordinate GIS efforts and develop common data layers is underway. County departments have been consulted for contribution to the GIS strategic plan. The plan will guide the further development of county data layers and acquisition. Consolidation of existing GIS licenses has been reviewed. The resulting cost savings would be minimal and consolidation of licenses could potentially reduce access to the system. The conclusion is that there is no County benefit to license consolidation.	The results have been partially achieved. At the time of the preparation of this update, the GIS Program Manager has been in place for approximately seven months. Work on the data layers continues. The cost of the current GIS licensing is approximately \$46,000. Consolidating license purchase would yield a potential annual savings of approximately \$700. Given the minimal savings and the potential for additional use restrictions on the licenses associated with the use of centralized licenses, this intended result is being eliminated. Information Technology will report on the progress of the work in FY 2014-15.	Work on consolidating the GIS licensing has been resumed due to the fact that new estimates show \$5,100 savings annually and will allow more departments access to the software. A data inventory was completed in April 2013. Data layer work continues including a FY 2014-15 project to acquire new countywide imagery. In addition, the creation of various mapping applications that allow for greater ease of data dissemination to County staff and the public have been created. Equipment and software have been upgraded at the County Emergency Operations Center to support emergency response and preparedness. In addition, the GIS Manager provided guidance in hiring a GIS staff person in Environmental Health to support hazardous materials mapping.	The intended results have been partially achieved. The department will again report on the progress of this work in FY 2015-16.

FY 2011-12 Budget Augmentation Requests and Results

Parks					Fund Center 305
Summary Information	Intended Results	Results Provided in FY 13-14 Budget	Admin Office Comments	Updated Actual Results	Admin Office Comments
<p>Gross: \$30,000</p> <p>General Fund support: \$0</p> <p>Description: This BAR funds the first phase of a two-phased Park and Recreation master planning effort. The complete (both phases) master planning will provide the current status of park and recreational facilities and programs in the unincorporated areas of the county, and will establish the goals, objectives, priorities and plans by community for future park and recreation facilities and programs.</p> <p>The first phase will involve the assessment and development of a report on the current status of San Luis Obispo County parks, recreation, and open space services (in terms of the facilities and programs provided within the County as well</p>	<p>The first phase of the Parks master planning effort will provide the information needed to develop the goals, objectives and priorities in the second phase.</p> <p>The completion of the SLO Countywide Parks and Recreation Master Plan will provide a basis for the Board to prioritize and fund projects based on information identified throughout the County. This should ensure that the most urgent projects for each community are funded first, ensure balance of projects within districts, and ensure funding is allocated to those projects that are best for the community.</p> <p>Phase II is dependent upon future funding. This phase of the SLO Countywide Parks and Recreation Master Plan will recommend specific method(s) of financing high priority park,</p>	<p>Staff met with Cal Poly instructors and discussed options for Cal Poly students to complete portions of this project. Possible student surveys and potential segmentation of this large project were considered. In the end, Cal Poly instructors did not see this project aligning well with their programs or instruction cycles and declined their participation.</p> <p>Staff partnered with Planning Department staff to complete an application for a Prop 84, Sustainable Communities Grant. This application included a request to complete the community surveys that would establish park and recreational needs per community throughout the County. Unfortunately, the application was not accepted for funding.</p>	<p>The result was not achieved.</p> <p>During the remainder of FY 2012-13 and throughout FY 2013-14, Parks will attempt to locate grant funding to be used to hire professional consulting services to develop a needs assessment. The \$30,000 in funding is intended to be used as a cash match for potential grants to accomplish the work.</p> <p>If a grant cannot be obtained, the funds will be returned at the end of FY 2013-14.</p>	<p>To date in FY 2013-14, Parks has not been successful in locating grant funding that would be useful for this purpose.</p> <p>If a suitable grant cannot be obtained prior to end of FY 2013-14 the \$30,000 will be returned.</p> <p>If grant funds become available in the future for this purpose, County Parks will return to the Board to seek funds for the purpose of matching available grant(s).</p>	<p>The intended results have not been met. If County Parks cannot obtain a grant by the end of FY 2013-14, the funds will be returned. GSA- County Parks will continue to pursue grant opportunities and will return to the Board to request funding, should a grant opportunity become available in the future.</p>

FY 2011-12 Budget Augmentation Requests and Results

Parks					Fund Center 305
Summary Information	Intended Results	Results Provided in FY 13-14 Budget	Admin Office Comments	Updated Actual Results	Admin Office Comments
<p>as the quality of existing facilities and programs). This would include determining the level of service and/or acres currently provided per 1,000 residents for existing lands, facilities, and programs. Additionally during this phase staff will apply for a Prop 84 Sustainable Communities Planning Grant.</p>	<p>natural area, recreation projects, and facility maintenance (both in terms of initial purchase/set-up and long-term maintenance).</p>	<p>No additional actions were taken for this project and no funds have been spent to date.</p> <p>Parks intends to retain these funds to be used as matching funds for grants to accomplish the work. If grant funding is not obtained by the end of FY 2013-14, the funds will be returned.</p>			

2012-13 Budget Augmentation Results

FY 2012-13 Budget Augmentation Requests and Results

Assessor		Fund Center 109		
Unit Amount	Decription	Intended Results	Actual Results FY 12-13	Admin Office Comments
Gross: \$372,913 for FY 2012-13 General Fund support: \$0	Add 1.0 FTE Limited Term Appraiser, 2.0 FTE Limited Term Assessment Analysts and 1.5 FTE Limited Term Assessment Technician to backfill for existing staff who will be assigned to the Property Tax System Modernization project. The project is anticipated to last approximately 2.5 years. The requested positions are Limited Term and are planned to be eliminated at the end of the project	The Property Tax System Modernization Project will: <ol style="list-style-type: none"> 1. Reduce annual mainframe hardware and software operating costs by \$400,000 2. Avoid system obsolesce by moving a critical set of applications, commonly described as the Property Tax System, from the mainframe to a more modern application and system development environment 3. Move Property Tax system data to a modern database 4. Position the County to provide additional Property Tax related services electronically or on-line; and, 5. Extend the life of the current system by a minimum of 10 years. 	A professional services and software contract was awarded in December 2012 to convert the current property tax system to a Microsoft SQL database that will run on a modern Windows platform. The vendor and County are engaged in system design and data migration testing. The new system is projected to go live in March 2015. The Limited Term employees hired for this project have been dedicated directly to the project. The 1.5 FTE Limited Term Assessment Technician positions were not hired until early FY 2013-14. Per the FY 2013-14 Supplemental Budget Document the 1.0 FTE Limited Term Appraiser position was eliminated and a third Limited Term Assessment Analyst position was added. The team has documented the office main frame business processes, developed initial flow charts, setup a test script tracking system, conducted interviews with subject matter experts, and began test script writing to assure the quality of the program code conversion. To date a salary savings of \$166,978 was realized as a result of recruitment delays and unfilled positions.	Intended results have not yet been achieved as the Property Tax System project is not anticipated to be completed until March 2015. This item will be revisited as part of the FY 2015-16 budget process.

FY 2012-13 Budget Augmentation Requests and Results

Auditor-Controller		Fund Center 107		
Unit Amount	Description	Intended Results	Actual Results FY 12-13	Admin Office Comments
Gross: \$212,000 for FY 2012-13 General Fund support: \$0	<p>Add 1.0 FTE Limited Term Accounting Technician position and 1.0 FTE Limited Term Auditor-Analyst III position to backfill for existing staff assigned to the Property Tax System Modernization Project.</p> <p>The project is anticipated to last approximately 2.5 years. These limited term positions are planned to be eliminated at the end of the project.</p>	<p>The Property Tax System Modernization Project will:</p> <ol style="list-style-type: none"> 1. Reduce annual mainframe hardware and software operating costs by \$400,000; 2. Avoid system obsolescence by moving a critical set of applications, commonly described as the Property Tax System, from the mainframe to a more modern application and system development environment; 3. Move Property Tax System data to a modern database; 4. Position the County to provide additional Property Tax related services electronically or on-line; 5. Extend the life of the current system by a minimum of 10 years. 	<p>A professional services and software contract was awarded in December 2012 to convert the current property tax system to a Microsoft SQL database that will run on a modern Windows platform. The vendor and County are engaged in system design and data migration testing. The new system is projected to go live in March 2015.</p> <p>The Limited Term Auditor-Analyst position remained unfilled in FY 2012-13; however, it is anticipated that the Auditor-Analyst III position will be filled during the second half of FY 2013-14. The Accounting Technician position was eliminated in the FY 2013-14 budget.</p>	<p>Intended results have not yet been achieved as the Property Tax System project is not anticipated to be completed until March 2015. This item will be revisited as part of the FY 2015-16 budget process.</p>

FY 2012-13 Budget Augmentation Requests and Results

Countywide-Automation

Fund Center 266

Unit Amount	Decription	Intended Results	Actual Results FY 12-13	Admin Office Comments
<p>Gross Requested: \$2,477,500</p> <p>General Fund support: \$0</p>	<p>Property Tax System Replatform.</p> <p>This Budget Augmentation Request funds the second and final phase of the project.</p> <p>The Property Tax System is the single largest remaining application suite on the mainframe. Moving the Property Tax System to another environment would significantly reduce overall mainframe usage. The project would result in two additional benefits:</p> <p>1) Eliminate costs associated with mainframe use for the three departments (Tax Collector Treasurer, Assessor and Auditor-Controller) using the application and</p> <p>2) Act as a catalyst to eliminate the rest of the applications and data from the mainframe, allowing the future decommissioning of the platform.</p>	<p>1) Reduce annual mainframe hardware and software costs operating costs by \$400,000;</p> <p>2) Avoid system obsolesce by moving a critical set of applications, commonly described as the Property Tax System, from the mainframe to a more modern application and system development environment;</p> <p>3) Move Property Tax System data to a modern database;</p> <p>4) Position the County to provide additional Property Tax related services electronically or on-line; and,</p> <p>5) Extend the life of the current system by a minimum of 10 years.</p>	<p>A professional services and software contract was awarded in December 2012 to convert the current property tax system to a Microsoft SQL database that will run on a modern Windows platform.</p> <p>The vendor and County are engaged in system design and data migration testing.</p> <p>The new system is projected to go live in March 2015.</p>	<p>Intended results have not yet been achieved. The Property Tax System Modernization Project is currently underway and is anticipated to be completed in March 2015. The department will again report on the progress of this project in the FY 2015-16 budget.</p>

FY 2012-13 Budget Augmentation Requests and Results

Countywide-Automation

Fund Center 266

Unit Amount	Decription	Intended Results	Actual Results FY 12-13	Admin Office Comments
	<p>This phase funds 7.5 FTE in Limited Term staffing and 1.0 FTE Permanent staff for 2.5 years. The staffing is as follows:</p> <ul style="list-style-type: none"> • Assessor 4.5 FTE • Auditor–Controller 2.0 FTE • Tax Collector-Treasurer 1.0 FTE • 1 FTE existing Project Manager in Information Technology 			

FY 2012-13 Budget Augmentation Requests and Results

Human Resources

Fund Center 112

Unit Amount	Description	Intended Results	Actual Results FY 12-13	Admin Office Comments
<p>Gross: \$80,530 (The source of funding is from the Professional Services- existing Labor Relations contract with Renne Sloan Holtzman Sakai)</p> <p>General Fund support: \$0</p>	<p>Reallocate a portion of the existing General Fund allocation for the Renne Sloan Holtzman Sakai Labor Relations Contract to fund the addition of 1.0 FTE Human Resources Analyst Aide-Confidential to provide labor relations staff support.</p> <p>In FY 2011-12, staff capacity was shifted from the Workers' Compensation- Return to Work program to the Labor Relations program. The reallocation of funds to add this position will enable the department to continue to staff the Labor Relations program at existing levels and shift staff resources back to the Workers' Compensation- Return to Work program.</p>	<p>The addition of this position will enable the department to continue staffing the Labor Relations program at current levels, while restoring staff capacity to the Workers' Compensation- Return to Work program, to:</p> <ol style="list-style-type: none"> 1. Reduce the open claim inventory from the current high of 263 open claims, down to 225 claims (the open claim level before capacity was shifted to labor relations); 2. Reduce the costs associated with the use of the third party administrator by \$24,000 a year; 3. Decrease the County's liabilities from \$9.8 million to \$9 million; 4. Decrease Workers' Compensation costs from \$2.8 million to \$2.4 million. 	<p>The added position funded by this Budget Augmentation Request (BAR) has had the desired impact for the County. The Labor Relations program was able to retain staffing at levels necessary to complete its key initiatives and ongoing work. The re-staffing of the Return to Work (RTW) Coordinator position in Risk Management has reversed the negative trends experienced in the absence of the RTW coordinator.</p> <p>The realm of Workers Compensation changed substantially in the time period between the design of the BAR and now. A substantial legislative change (SB 863) was conceived and enacted entirely within 2012-13. Among the changes wrought by this bill were an immediate (January 2012) increase in Permanent Disability payments of 15%, and a 40% increase in the permanent disability rates. These changes alone substantially increased the cost of open claims, and thus modified the value of liabilities the County must now book under its Work Comp program.</p>	<p>Intended results have not been fully achieved due to changes in the law that negatively impacted results as noted in the description.</p> <p>However, given that the targeted results for this augmentation were set prior to the enactment of cited laws, which increased liability and Worker's Compensation costs, further tracking of this BAR is not recommended.</p>

FY 2012-13 Budget Augmentation Requests and Results

Human Resources

Fund Center 112

Unit Amount	Decription	Intended Results	Actual Results FY 12-13	Admin Office Comments
			<p>For this reason, the statistical 'playing field' used to measure this BAR's success is largely new and to some extent obscures certain numerical representations of the program.</p> <p>1. The impact of the 1.5 year absence of a RTW Coordinator is one that extended well beyond the date when this BAR was prepared. The open claim inventory 'high' of 263 claims at the time the Budget Augmentation Request (BAR) was written worsened to reach a high of 283 claims in FY 2012-13. The added staffing resulted in open claims being reduced to 228 open claims by year end. While this is not the 225 claims level sought, it does represent a 19% drop in open claims from the actual high point – greater than the 14% sought in the original BAR.</p> <p>2. Costs associated with the use of the third party administrator (TPA) have been reduced. The primary fees paid to the TPA were reduced by \$132,000, and the costs for adjunct services were reduced by \$27,602.</p>	

FY 2012-13 Budget Augmentation Requests and Results

Human Resources

Fund Center 112

Unit Amount	Description	Intended Results	Actual Results FY 12-13	Admin Office Comments
			<p>3. The impact of the 1.5 year absence of a RTW Coordinator is one that extended well beyond the date when this BAR was prepared. The liability 'high' of \$9.8M at the time the BAR was written worsened to reach a high of \$11.8M in FY 2012-13. The added staffing resulted in liabilities being reduced to \$10.6M. While this is not the \$9M liability level sought, it does represent a 10% drop in liabilities from the actual high point – greater than the 9% sought in the original BAR.</p> <p>However, it should also be noted that Work Comp reform legislation (SB 863) in 2012 caused liabilities to increase by approximately \$8,000 per open claim. Current liabilities, (valued post SB 863 revision) at \$10.6M, include \$1.8M attributable to the change in legislation. Subtracting the increases due solely to SB 863, the County's liabilities would equal \$8.8M, a level below the BAR target.</p> <p>4. Workers Compensation payments for FY 2012-13 were impacted by the high cost claims that originated during FY 2011-12. Two unrelated events contributed to this increase. One is the absence of the RTW Coordinator in 2011-12.</p>	

FY 2012-13 Budget Augmentation Requests and Results

Human Resources

Fund Center 112

Unit Amount	Decription	Intended Results	Actual Results FY 12-13	Admin Office Comments
			<p>Those FY 2011-12 claims not influenced by the RTW program in FY 2011-12 tend to run longer and incur greater costs for the life of the claims. The other cause of the increase is the maturation of effects wrought by 2010 legislation which replaced the County's Special Disabilities Benefits Program for Law Enforcement with the provisions encoded in Labor Code 4850. Under the new requirements, law enforcement employees are afforded workers comp benefits at a higher rate for lost-time injuries, and a number of illnesses/ injuries are now presumed to be work-related for law enforcement officers. Cost of injuries related to presumptions and Labor Code 4850 legislatively -enhanced benefits have increased 198% in the last year, as employees appreciated how to access this benefit. Two claims in particular, valued together at \$1.6M, had a significant impact on costs. These two claims caused the otherwise on-track claim costs to spike in the 4th quarter of 2012/13. Thus total payments were \$2.75M by the end of the year. However, most of FY 2012-13, and 1st quarter payments in FY 2013-14, equaled only \$600,000 per quarter, a rate which would equate to an annual amount of \$2.4M – the BAR target.</p>	

FY 2012-13 Budget Augmentation Requests and Results

Human Resources

Fund Center 112

Unit Amount	Decription	Intended Results	Actual Results FY 12-13	Admin Office Comments
<p>Gross: \$50,000</p> <p>General Fund support: \$50,000</p>	<p>Add \$50,000 to Professional Services to provide funding for outside legal counsel for the Civil Service Commission (CSC).</p> <p>In recent years, the County Counsel's Office has provided the CSC with the majority of its required legal counsel. As a result, County departments have had to seek outside counsel or represent themselves during CSC hearings. By providing funding for outside legal counsel for the CSC, County Counsel will be able to fully represent County departments during CSC hearings, which will provide for more consistent and sound representation of County departments.</p>	<p>Providing funding for outside legal counsel for the CSC will:</p> <ol style="list-style-type: none"> 1. Reduce or eliminate the cost of outside legal counsel for County departments by ensuring that County Counsel is able to provide legal counsel to County departments; and 2. Ensure sound and consistent legal representation for both the CSC and County departments during CSC hearings, which will contribute to the conduct of fair hearing processes. 	<p>Use of current outside counsel, as enabled by this BAR, has eliminated the cost of outside legal counsel for departments. Current outside counsel represents the CSC in a sound and consistent manner, contributing to the conduct of fair hearing processes. County Counsel now provides legal counsel to departments, and does so in a sound and consistent manner.</p>	<p>Intended results have been achieved.</p>

FY 2012-13 Budget Augmentation Requests and Results

Office of Emergency Services

Fund Center 138

Unit Amount	Decription	Intended Results	Actual Results FY 12-13	Admin Office Comments
Gross Requested: \$12,000 \$4,000 – Emergency Management Grant \$4,000 – Nuclear Preparedness and Planning Revenue \$4,000 – General Fund	Perform a review of existing emergency preparedness programs, determine their ability to support special needs individuals and generate a report to incorporate the results into future planning to ensure equal access.	Allow better service to individuals in the community with special needs during an emergency in compliance with the federal Post-Katrina Emergency Management Reform Act.	This project was completed. The resulting 380 page “Access and Functional Needs Directory for San Luis Obispo County” dated March 2013 is broken up into 11 categories of resources and a directory of support organizations is broken up into another 11 categories. The entire directory itself is posted on the United Way SLO web site, and a search engine tool used for 2-1-1 linked resources includes the resources in the directory in its database. Access is available at http://www.unitedwayslo.org/ and scrolling down to “Emergency Information”.	The intended results have been achieved.

FY 2012-13 Budget Augmentation Requests and Results

Office of Emergency Services

Fund Center 138

Unit Amount	Description	Intended Results	Actual Results FY 12-13	Admin Office Comments
Gross Requested: \$25,000 \$18,750 – Federal Hazard Mitigation Grant \$6,250 – General Fund	Update the Local Hazard Mitigation Plan (LHMP) so it can be incorporated into the County's General Plan Safety Element.	Bringing the LHMP into compliance with AB 2140 will ensure the County is eligible for up to 100% State disaster fund reimbursement should it be made available.	The project was completed. The LHMP was adopted by the Board of Supervisors on December 10, 2013. The LHMP was also presented to the Planning Commission by OES and in a second Planning Commission meeting an overview of linking the LHMP and Safety Element was presented by the Planning Department. A hearing to amend the Safety Element to incorporate reference to the LHMP – which will meet the noted AB 2140 requirement – was held by the Board of Supervisors on December 3, 2013; the request was approved. While the December Board actions met the BAR intended results and thus the BAR project will be complete, beyond the scope of the BAR will be forwarding the LHMP to Cal OES and FEMA for review and formal approval.	The intended results have been achieved.

FY 2012-13 Budget Augmentation Requests and Results

Office of Emergency Services

Fund Center 138

Unit Amount	Description	Intended Results	Actual Results FY 12-13	Admin Office Comments
Gross Requested: \$12,000 \$3,000 – Emergency Management Grant \$9,000 – General Fund	Proceed with developing a TsunamiReady program that coordinates local agencies with the National Weather Service’s working partnership to develop a public readiness program. There is an additional \$5,000 of GFS allocated for the start up of this program in the Status Quo budget.	Increased awareness of the need to be prepared for and be aware of the potential for damaging tsunamis along our coastline. The County would be certified as “Tsunami Ready.”	This project was not completed and funds were not carried over due to three vacancies in OES during various portions of the year. This included the unexpected resignation of an Emergency Services Coordinator and an unexpected Emergency Services Coordinator retirement. In addition, additional time needed to be spent on increasing federal nuclear power plant planning requirements, thus resulting in OES not having staff available to address this project. The budgeted funds were not used.	The intended results were not achieved and the funding was returned. The department plans to submit a new BAR for consideration as part of the FY 2014-15 budget process.

FY 2012-13 Budget Augmentation Requests and Results

Office of Emergency Services

Fund Center 138

Unit Amount	Description	Intended Results	Actual Results FY 12-13	Admin Office Comments
Gross Requested: \$18,000 \$9,000 – Emergency Management Performance Grant \$9,000 – General Fund	Develop a stand-alone storm emergency response plan to mirror the strategy currently employed with stand-alone response plans for earthquakes, tsunamis, dam and levee failures, etc	Develop a stand-alone emergency response plan for storm response that is compliant with the National Incident Mgt. System and the Standardized Emergency Mgt. System.	This project was completed. A stand-alone document was developed titled “Standard Operating Procedure – Adverse Weather Events”. It provides internal guidance to OES and other agencies on storm and other significant multiagency response coordination.	The intended results have been achieved.

FY 2012-13 Budget Augmentation Requests and Results

Parks		Fund Center 305		
Unit Amount	Decription	Intended Results	Actual Results FY 12-13	Admin Office Comments
Gross: \$127,000 Park Projects Reserves General Fund support: \$0	This Budget Augmentation Request (BAR) funds needed repairs to four facilities identified below. The annual budgeted funds for Parks maintenance are insufficient to cover the cost of the identified repairs. Parks is requesting the use \$127,000 of the \$214,770 in Parks Projects Reserve designation to accomplish the following projects: <ul style="list-style-type: none"> • repair leaking roofs at Coastal Dunes RV Park; • repair leaking roof at El Chorro Park, Guilardi House; • remove the deteriorated Avila Plaza water feature and provide hardscape; and • replace the communications and data cable at Coastal Dunes RV Park. 	Completion of these projects will: <ul style="list-style-type: none"> • Repair leaking roofs on facilities at two park locations (Coastal Dunes RV Park and El Chorro Park) resulting in reduced damage to facilities and avoidance of greater future repair costs; • The elimination of Avila Plaza Water feature will eliminate a deteriorating structure which is not used and poses potential liabilities. Removal of the structure will create additional plaza space; • Replacing the communications and data cable at Coastal Dunes will provide for more reliable data and communications for staff and visitors at the Coastal Dunes RV Park. Upon completion of this project, the future repair/replacement costs for the communications cable at CDRVP would be transferred to the phone service provider. 	Staff has taken the following actions to date: <ul style="list-style-type: none"> • The leaking roofs at Coastal Dunes RV Park were completed April 2013. Repairs prevented destruction of timber framing, interior ceiling joists and sheet rock with potential mold that would accompany continued leaks. These repairs will help avoid costs to repair noted building components that would have reached upwards of \$80,000 to \$120,000 if left unaddressed. • The leaking roof at El Chorro Park, Guilardi House was completed in July 2013. Repairs prevented destruction of timber framing, interior ceiling joists and sheet rock with potential mold that would accompany continued leaks. These repairs will help avoid costs to repair noted building components that would have reached upwards of \$60,000 to \$90,000 if left unaddressed. • The deteriorated Avila Plaza water feature and hardscaping was completed in May 2013. Completion of this project has made the Avila Plaza a safer place to visit, especially for young children. It has also opened up the Plaza with more hardscape square footage for special events such as the Friday Fish & Farmers' Markets. 	The intended results have been achieved.

FY 2012-13 Budget Augmentation Requests and Results

Parks

Fund Center 305

Unit Amount	Decription	Intended Results	Actual Results FY 12-13	Admin Office Comments
			<ul style="list-style-type: none"> • Replacement of the communications and data cable at Coastal Dunes RV Park was completed in June 2013. In the future the phone service provider will have to provide for all repairs necessary for the new cable and conduit. 	

FY 2012-13 Budget Augmentation Requests and Results

Treasurer, Tax Collector, Public Administrator

Fund Center 108

Unit Amount	Description	Intended Results	Actual Results FY 12-13	Admin Office Comments
<p>Gross: \$124,397 for FY 2012-13</p> <p>General Fund support: \$0</p>	<p>Add 1.0 FTE Limited Term Financial Analyst I/II/III to backfill for existing staff who will be assigned to the Property Tax System Modernization project.</p> <p>The project is anticipated to last approximately 2.5 years. These limited term positions are planned to be eliminated at the end of the project.</p>	<p>The Property Tax System Modernization Project will:</p> <ol style="list-style-type: none"> 1. Reduce annual mainframe hardware and software operating costs by \$400,000; 2. Avoid system obsolescence by moving a critical set of applications, commonly described as the Property Tax System, from the mainframe to a more modern application and system development environment; 3. Move Property Tax system data to a modern database; 4. Position the County to provide additional Property Tax related services electronically or on-line; and 5. Extend the life of the current system by a minimum of 10 years. 	<p>A professional services and software contract was awarded in December 2012 to convert the current property tax system to a Microsoft SQL database that will run on a modern Windows platform. The vendor and County are engaged in system design and data migration testing. The new system is projected to go live in March 2015.</p> <p>The position has primarily been used in support of the subject matter experts assigned to the project.</p> <p>The position was filled at a lower level than anticipated resulting in budget savings in FY 2012-13 of \$53,384.</p>	<p>Intended results have not yet been achieved as the Property Tax System project is not anticipated to be completed until March 2015, This item will be revisited as part of the FY 2015-16 budget process.</p>

FY 2012-13 Budget Augmentation Requests and Results

Waste Management

Fund Center 130

Unit Amount	Decription	Intended Results	Actual Results FY 12-13	Admin Office Comments
Gross: \$22,748 Funding Source: Los Osos Landfill reserve designation located in FC 230 – Capital Projects General Fund support: \$0	Establishment of a preventive maintenance repair program for the Los Osos landfill gas flare station.	The risk of long term shutdown due to mechanical and/or electronic component failure is greatly reduced. Contaminants are removed with increasing efficiency, moving the landfill closer to meeting regulatory compliance goals.	The electrical/mechanical component preventative replacement program has significantly reduced mechanical and electrical equipment failures at the Los Osos Landfill Gas flare Station. No long- term shutdowns have occurred since implementation, and no unplanned shutdowns due to mechanical/electrical failure have occurred in calendar year 2013.	Intended results have been achieved.

FY 2012-13 Budget Augmentation Requests and Results

Waste Management				Fund Center 130
Unit Amount	Decription	Intended Results	Actual Results FY 12-13	Admin Office Comments
Gross: \$72,735 (purchase of 690 labor hours for the Civil Engineering Tech III) Funding Source: Los Osos Landfill reserve designation located in FC 230 – Capital Projects General Fund support: \$0	Restore the Stormwater Management Plan (SWMP) Coordinator position to a full- time position to address implementation gaps in the program by increasing the Solid Waste Coordinator time in the NPDES section of the Waste Management Budget by 690 hours and backfill the Solid Waste Coordination section with a Civil Engineering Tech III.	Restoration of the Stormwater Management Plan Coordinator will: 1. Reduce the possibility of receiving more notices of violation for the existing permit and better address the requirements of the new permit; 2. Reduce the possibility of receiving significant fines for not effectively implementing the SWMP or requirements of new permit; Backfilling the Solid Waste Coordination section with a Civil Engineering Tech III will: 3. Continue the Construction and Demolition Debris Recycling Program; 4. Continue approval of construction project recycling plans for issuance of permits in a timely manner; 5. Continue reviewing recycling compliance in a timely manner so final inspection approval of construction projects is not delayed unnecessarily; and	The Storm Water Coordinator position has been full time and engaged in coordinating the 2013 Municipal Storm Water Permit as well as continued efforts on the 2007 Storm Water Management Plan. There have not been any more notices of violations or fines. The Construction and Demolition Debris Recycling Program has been transferred to the Planning and Building Department. Remaining efforts of public assistance and review of permits not yet issued are being handled by Civil Engineering Tech staff, assuring efficient, timely review of project plans.	Intended results have been achieved.

FY 2012-13 Budget Augmentation Requests and Results

Waste Management		Fund Center 130		
Unit Amount	Decription	Intended Results	Actual Results FY 12-13	Admin Office Comments
		6. Continued staff availability for the public via the department's front counter, email, and telephone contacts.		
<p>Gross: \$98,230 (\$46,530 – consultant fees; \$51,700 for on-going monitoring and sampling)</p> <p>Funding Source: Los Osos Landfill reserve designation located in FC 230 – Capital Projects</p> <p>General Fund support: \$</p>	<p>Update and amend the County's Wasteload Allocation Attainment Plan (WAAP) to address the violations and deficiencies found during the April 2011 audit by the Regional Water Quality Control Board (RWQCB) and the United States Environmental Protection Agency (EPA).</p>	<p>The updated WAAP will encompass the following principle components:</p> <ol style="list-style-type: none"> 1. Provide a clear and diligent process to demonstrate the current WAAP best management practices (BMP) are sufficient for effectively abating pollutant sources, reducing pollutant discharges, and achieving waste load allocations for the relevant total maximum daily loads (TMDL); 2. Develop an approach to measure the effectiveness of BMP that demonstrates the wasteload allocation will be met; 3. Develop a monitoring program to confirm the WAAP approach, identify point sources, and assess discharges and receiving water quality for TMDL compliance. 	<p>The WAAP update is complete and is awaiting approval from Central Coast Regional Water Quality Control Board (RWQCB).</p> <p>Water sampling is occurring monthly for those water bodies identified in the WAAP to measure the pollutant discharge that occurs from County lands/roads. The TMDL limits have been exceeded and appear to be randomly occurring in some areas. The WAAP will need amendments to further investigate sources of the pollutant load.</p>	<p>While the WAAP updated was completed, it is unknown if the intended results have been achieved as the Central Coast RWQCB has not approved the plan. Therefore, the department will again report on the progress of this work as part of the FY 2015-16 budget</p>

FY 2012-13 Budget Augmentation Requests and Results

Waste Management

Fund Center 130

Unit Amount	Description	Intended Results	Actual Results FY 12-13	Admin Office Comments
		(Additional amendments to the WAAP may be required if the monitoring results reveal the discharge exceeds TMDL).		

2012-13 Budget Augmentation Results (Mid-Year Adjustments)

FY 2012-13 Budget Augmentation Requests and Results

Planning & Building

Fund Center 142

Agenda Date and Item #	Unit Amount	Description	Intended Results	Actual Results FY 12-13	Admin Office Comments
12/18/2012 Item#18	Gross: \$78,691 General Fund support: \$0	Add 2.0 FTE Limited Term Land Use Technicians to support implementation of the Energy Watch Partnership and Innovator Pilot Programs.	<ul style="list-style-type: none"> The positions will allow the Department to complete our on-going obligations to the Energy Watch Partnership contract and complete the Innovator Pilot Program. These programs will reduce energy use by 3,041,870 kwh in our county through the calendar years of 2013 and 2014. 	<p>The obligations to the Energy Watch Partnership contract including activities in Marketing, Direct Implementation, and Strategic Planning have been met.</p> <p>The finalization of the Innovator Pilot is in process and scheduled to be completed at the end of FY 2013-14.</p> <p>For calendar year of 2013 we are tracking ahead of our goal of kwh reduction in the community. Reports prepared in conjunction with PG&E demonstrate countywide savings in 2013 that total 1,800,000 kwh. Savings are tracked by PG&E and are based on projects and rebates.</p>	The intended results have not yet been fully achieved. This item will be revisited in the FY 2015-16 budget.

FY 2012-13 Budget Augmentation Requests and Results

Social Services

Fund Center 180

Agenda Date and Item #	Unit Amount	Description	Intended Results	Actual Results FY 12-13	Admin Office Comments
2/5/13 Item #12	Gross \$208,091 General Fund support: \$0	Addition of 2.0 FTE Employment Resource Specialist (ERS) I/II/III positions to accommodate the transition of the Healthy Families Program to the County.	These new positions will help to address increased workload due to the transition of Healthy Families to the County. This includes: processing 145 new applications a month and eventually assuming responsibility for more than 5,400 existing cases	The transition of Healthy Families to the County included processing 140 to 145 new applications per month and assuming responsibility for more than 5,400 existing cases. The addition of two ERS positions helped existing staff with the transition and the increased workload.	Intended results have been met.

Summary Schedules

The County Budget Act, Government Code Section 29000-29144, outlines the process and format by which counties submit their annual financial documents to the State Controller's Office. The Budget Act was most recently amended in January 2013 and subsequently, the State Controller's Office worked with county Auditor-Controllers and Administrative Officers to update the State's County Budget Guide to reflect amendments to the Budget Act.

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

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

Schedule 1

All Funds Summary

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

All Funds Summary
FOR FISCAL YEAR 2014-15
TOTAL FINANCING SOURCES

TOTAL FINANCING USES

Fund Name (1)	Decreases to Obligated				Increases to Obligated		
	Fund Balance Available June 30, 2014 (2)	Fund Balances (Reserves & Designations) (3)	Additional Financing Sources (4)	Total Financing Sources (5)	Financing Uses (6)	Fund Balances (reserves & designations) (7)	Total Financing Uses (8)
Governmental Funds							
General Fund	36,851,400	967	402,957,816	439,810,183	438,269,565	1,540,618	439,810,183
Special Revenue Funds	6,082,715	1,226,071	81,041,118	88,349,904	70,783,286	17,566,618	88,349,904
Capital Projects Funds	59,786	0	5,225,790	5,285,576	4,025,936	1,259,640	5,285,576
<u>Debt Service Funds</u>	<u>-199,830</u>	<u>199,840</u>	<u>12,176,492</u>	<u>12,176,502</u>	<u>11,286,365</u>	<u>890,137</u>	<u>12,176,502</u>
Total Governmental Funds	42,794,071	1,426,878	501,401,216	545,622,165	524,365,152	21,257,013	545,622,165
Other Funds							
Internal Service Funds	0	3,429,675	48,324,036	51,753,711	51,753,711	0	51,753,711
Enterprise Funds	0	1,260,297	6,377,487	7,637,784	7,637,784	0	7,637,784
<u>Special Districts and Other Agencies</u>	<u>21,954,056</u>	<u>1,263,660</u>	<u>48,807,013</u>	<u>72,024,729</u>	<u>66,126,972</u>	<u>5,897,757</u>	<u>72,024,729</u>
<u>Total Other Funds</u>	<u>21,954,056</u>	<u>5,953,632</u>	<u>103,508,536</u>	<u>131,416,224</u>	<u>125,518,467</u>	<u>5,897,757</u>	<u>131,416,224</u>
Total All Funds	<u>64,748,127</u>	<u>7,380,510</u>	<u>604,909,752</u>	<u>677,038,389</u>	<u>649,883,619</u>	<u>27,154,770</u>	<u>677,038,389</u>

Schedule 2

Governmental Funds Summary

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

GOVERNMENTAL FUNDS SUMMARY
FOR FISCAL YEAR 2014-15

COUNTY FUNDS (1)	Fund Number	TOTAL FINANCING SOURCES				TOTAL FINANCING USES		
		Fund Balance Available June 30, 2014 (2)	Decreases to Obligated Fund Balances (Reserves & Designations) (3)	Additional Financing Sources (4)	Total Financing Sources (5)	Financing Uses (6)	Increases to Obligated Fund Balances (Reserves & Designations) (7)	Total Financing Uses (8)
General Fund	1000000000	36,851,400	967	402,957,816	439,810,183	438,269,565	1,540,618	439,810,183
Capital Projects	1100000000	59,786	0	5,225,790	5,285,576	4,025,936	1,259,640	5,285,576
Special Revenue Funds								
Road Fund	1200000000	3,249,984	541,202	38,428,895	42,220,081	38,970,097	3,249,984	42,220,081
Comm Dev Pgm	1200500000	44,840	0	3,912,369	3,957,209	3,957,209	0	3,957,209
Pub Fac Fees	1201000000	0	202,000	1,468,500	1,670,500	400,000	1,270,500	1,670,500
Parks Spl Rev	1201500000	1,156,762	0	8,425,497	9,582,259	9,075,497	506,762	9,582,259
Automtn Replc	1202000000	449,425	0	3,547,313	3,996,738	2,297,313	1,699,425	3,996,738
Building Replcmt	1202500000	0	0	5,850,498	5,850,498	0	5,850,498	5,850,498
Tax Reductn Res	1203000000	0	0	4,550,000	4,550,000	0	4,550,000	4,550,000
Impact Fee	1203500000	0	287,703	853,800	1,141,503	1,141,503	0	1,141,503
Wildlife Grazing	1204000000	2,307	0	3,500	5,807	3,500	2,307	5,807
DUI	1204500000	72,534	78,169	1,483,649	1,634,352	1,634,352	0	1,634,352
Library	1205000000	995,941	0	8,260,159	9,256,100	9,131,819	124,281	9,256,100
Fish & Game	1205500000	15,768	0	20,000	35,768	20,000	15,768	35,768
Org Development	1206000000	95,154	116,997	904,000	1,116,151	819,058	297,093	1,116,151
MISP	1206500000	0	0	2,531,938	2,531,938	2,531,938	0	2,531,938
Emergency Med Svcs	1207000000	0	0	801,000	801,000	801,000	0	801,000
TOTAL Special Rev. Funds		6,082,715	1,226,071	81,041,118	88,349,904	70,783,286	17,566,618	88,349,904
Debt Service Funds								
Cop Loan DS	1208000000	10	0	2,080,047	2,080,057	2,080,047	10	2,080,057
POB- DSF	1801000000	(199,840)	199,840	10,096,445	10,096,445	9,206,318	890,127	10,096,445
TOTAL Debt Service Funds		(199,830)	199,840	12,176,492	12,176,502	11,286,365	890,137	12,176,502
TOTAL GOVERNMENTAL FUNDS		42,794,071	1,426,878	501,401,216	545,622,165	524,365,152	21,257,013	545,622,165

Schedule 3

Fund Balance- Governmental Funds

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

FUND BALANCE - GOVERNMENTAL FUNDS
FOR FISCAL YEAR 2014-15

County Funds (1)	Fund Number	Total Fund Balance	Less: Obligated Fund Balances (Reserves & Designations)			Fund Balance
		as of June 30, 2014 Actual (2)	Encumbrances (3)	Nonspendable Restricted & Committed (4)	Assigned (5)	Available June 30, 2014 Actual (6)
General Fund	1000000000	82,005,510	12,835,835	9,000,000	23,318,275	36,851,400
Capital Projects	1100000000	23,584,085	13,228,552	0	10,295,747	59,786
Special Revenue Funds						
Road Fund	1200000000	11,089,915	3,686,939	0	4,152,992	3,249,984
Community Devel Pgm	1200500000	44,841	1	0	0	44,840
Public Facility Fees	1201000000	11,009,724	5,591,532	0	5,418,192	0
Parks	1201500000	2,881,122	1,329,773	0	394,587	1,156,762
Co-Wide Automation Replacement	1202000000	14,426,648	2,366,698	0	11,610,525	449,425
Gen Gov Building Replacement	1202500000	21,133,677	1,220,159	0	19,913,518	0
Tax Reduction Resrv	1203000000	14,016,253	349,656	0	13,666,597	0
Impact Fee-Traffic	1203500000	7,151,516	2,285,704	0	4,865,812	0
Wildlife And Grazing	1204000000	17,591	0	377	14,907	2,307
Driving Under the Influence	1204500000	689,353	2,695	194,859	419,265	72,534
Library	1205000000	2,133,760	216,008	49,690	872,121	995,941
Fish And Game	1205500000	199,344	0	54,583	128,993	15,768
Organizational Development	1206000000	2,224,973	84,097	565,946	1,479,776	95,154
Medically Indigent Services Pr	1206500000	1,032,743	1,032,743	0	0	0
Emergency Med Svcs	1207000000	301,051	301,051	0	0	0
TOTAL Special Rev. Funds		88,352,511	18,467,056	865,455	62,937,285	6,082,715
Debt Service Funds						
Debt Service-Cert of Participa	1208000000	16,383	0	0	16,373	10
Pension Obligation Bond DSF	1801000000	8,008,097	0	0	8,207,937	(199,840)
TOTAL Debt Service Funds		8,024,480	0	0	8,224,310	(199,830)
TOTAL GOVERNMENTAL FUNDS		201,966,586	44,531,443	9,865,455	104,775,617	42,794,071

Schedule 4

Reserves/Designations by Governmental Funds

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

OBLIGATED FUND BALANCES (RESERVES & DESIGNATIONS) - BY GOVERNMENTAL FUNDS

X Encumbrances excluded

FOR FISCAL YEAR 2014-15

County Funds (1)	Obligated Fund Balances (Reserves & Designations) as of June 30, 2014 (2)	Decreases or Cancellation		Increases or New Obligated Fund Balances (Reserves & Designations)		Total Obligated Fund Balances (Reserves & Designations) for Budget Year (7)		Fund (8)
		Recommended (3)	Adopted by The Board of Supervisors (4)	Recommended (5)	Adopted by The Board of Supervisors (6)			
General Fund								1000000000
General Reserve	9,000,000	0	0	0	0	9,000,000		
Designations								
Co. Fire Equip. Replace	113,765	0	0	40,618	40,618	154,383		
Designated FB-2020 POB	7,188,657	0	0	0	1,500,000	8,688,657		
Internal Financing	4,163,459	0	0	0	0	4,163,459		
Solar Plant Mitigation	11,851,427	0	0	0	0	11,851,427		
Willow Rd Interchange	967	0	967	0	0	0		
TOTAL General Fund	32,318,275	0	967	40,618	1,540,618	33,857,926		
Capital Projects								1100000000
Designations								
Facilities Planning	6,783,064	0	0	1,259,640	1,259,640	8,042,704		
Juvenile Hall Bldg	326,496	0	0	0	0	326,496		
New Govt Buildin Rep	1,986,400	0	0	0	0	1,986,400		
Solar/Energy Projects	1,199,787	0	0	0	0	1,199,787		
TOTAL Capital Projects	10,295,747	0	0	1,259,640	1,259,640	11,555,387		
SPECIAL REVENUE FUNDS								
Road Fund								1200000000
Designations								
Future Road Projects	3,428,693	541,202	541,202	0	3,249,984	6,137,475		
Maria Vista Estates	641,299	0	0	0	0	641,299		
N. River Mine Reserve	83,000	0	0	0	0	83,000		
TOTAL Road Fund	4,152,992	541,202	541,202	0	3,249,984	6,861,774		
Public Facility Fees								1201000000
Designations								
Reserve for County Fire	2,261,021	0	0	566,080	566,080	2,827,101		
Reserve for General Gov't	667,828	202,000	202,000	0	0	465,828		
Reserve for Law Enforcmnt	872,768	0	0	109,140	109,140	981,908		
Reserve for Library	41,567	0	0	144,020	144,020	185,587		
Reserve for Parks	1,575,008	0	0	451,260	451,260	2,026,268		
TOTAL Public Facility Fees	5,418,192	202,000	202,000	1,270,500	1,270,500	6,486,692		

OBLIGATED FUND BALANCES (RESERVES & DESIGNATIONS) - BY GOVERNMENTAL FUNDS
X Encumbrances excluded FOR FISCAL YEAR 2014-15

County Funds (1)	Obligated Fund Balances (Reserves & Designations) as of June 30, 2014 (2)		Decreases or Cancellation Adopted by The Board of Supervisors Recommended (3)		Increases or New Obligated Fund Balances (Reserves & Designations) Adopted by The Board of Supervisors Recommended (6)		Total Obligated Fund Balances (Reserves & Designations) for Budget Year (7)		Fund (8)
Parks Designations									1201500000
Lopez Park's Projects	199,000	0	0	0	0	71,500	270,500		
Parks Projects	195,587	0	0	0	0	435,262	630,849		
TOTAL Parks	394,587	0	0	0	0	506,762	901,349		
Co-Wide Automation Replacement Designations									1202000000
Automation Replacement	10,840,251	0	0	0	0	1,699,425	12,539,676		
Budget System Developm	770,274	0	0	0	0	0	770,274		
TOTAL Co-Wide Automation Repla	11,610,525	0	0	0	0	1,699,425	13,309,950		
Gen Gov Building Replacement Designations									1202500000
Gov. Building Rpl	19,237,625	0	0	0	2,698,131	5,850,498	25,088,123		
Library - Cambria	675,893	0	0	0	0	0	675,893		
TOTAL Gen Gov Building Replace	19,913,518	0	0	0	2,698,131	5,850,498	25,764,016		
Tax Reduction Resrv Designations									1203000000
Desig-Prop Tax Litigation	797,952	0	0	0	0	0	797,952		
Tax Reduction Reserves	12,868,645	0	0	0	3,300,000	4,550,000	17,418,645		
TOTAL Tax Reduction Resrv	13,666,597	0	0	0	3,300,000	4,550,000	18,216,597		
Impact Fee-Traffic Designations									1203500000
Improvement Fees	4,865,812	287,703	287,703	0	0	0	4,578,109		
TOTAL Impact Fee-Traffic	4,865,812	287,703	287,703	0	0	0	4,578,109		
Wildlife And Grazing Designations									1204000000
General Reserve	377	0	0	0	0	2,307	2,684		
Wildlife Projects	14,907	0	0	0	0	0	14,907		
TOTAL Wildlife And Grazing	15,284	0	0	0	0	2,307	17,591		

OBLIGATED FUND BALANCES (RESERVES & DESIGNATIONS) - BY GOVERNMENTAL FUNDS
X Encumbrances excluded FOR FISCAL YEAR 2014-15

County Funds (1)	Obligated Fund Balances (Reserves & Designations) as of June 30, 2014 (2)		Decreases or Cancellation Adopted by The Board of Supervisors Recommended (3)		Increases or New Obligated Fund Balances (Reserves & Designations) Adopted by The Board of Supervisors Recommended (6)		Total Obligated Fund Balances (Reserves & Designations) for Budget Year (7)		Fund (8)
Driving Under the Influence									1204500000
General Reserve	194,859	57,250	57,250	0	0	0	137,609		
Designations									
Systems Development	419,265	0	20,919	0	0	0	398,346		
TOTAL Driving Under the Influe	614,124	57,250	78,169	0	0	0	535,955		
Library									1205000000
General Reserve	49,690	0	0	0	0	0	49,690		
Designations									
Atascadero Building Expan	94,611	0	0	0	0	0	94,611		
Facilities Planning	777,510	0	0	0	124,281	0	901,791		
TOTAL Library	921,811	0	0	0	124,281	0	1,046,092		
Fish And Game									1205500000
General Reserve	54,583	0	0	0	0	0	54,583		
Designations									
Environmental Settlemt	23,142	0	0	0	5,000	0	28,142		
Fish and Game Projects	105,851	0	0	0	10,768	0	116,619		
TOTAL Fish And Game	183,576	0	0	0	15,768	0	199,344		
Organizational Development									1206000000
General Reserve	565,946	0	116,997	47,093	47,093	0	496,042		
Designations									
Countywide Training	1,479,776	0	0	0	250,000	0	1,729,776		
TOTAL Organizational Developme	2,045,722	0	116,997	47,093	297,093	0	2,225,818		
TOTAL SPECIAL REV. FUNDS	63,802,740	1,088,155	1,226,071	7,315,724	17,566,618	0	80,143,287		
DEBT SERVICE FUNDS									
Debt Service-Cert of Participa									1208000000
Designations									
Loan Payment Reserve	16,373	0	0	0	10	0	16,383		
TOTAL Debt Service-Cert of Par	16,373	0	0	0	10	0	16,383		

OBLIGATED FUND BALANCES (RESERVES & DESIGNATIONS) - BY GOVERNMENTAL FUNDS
 FOR FISCAL YEAR 2014-15

X Encumbrances excluded

County Funds (1)	Obligated Fund Balances (Reserves & Designations) as of June 30, 2014 (2)		Decreases or Cancellation Adopted by The Board of Supervisors Recommended (3)		Increases or New Obligated Fund Balances (Reserves & Designations) Adopted by The Board of Supervisors Recommended (6)		Total Obligated Fund Balances (Reserves & Designations) for Budget Year (7)		Fund (8)
Pension Obligation Bond DSF Designations									1801000000
Desig - POB Debt Service	8,207,937	0	199,840	890,127	890,127	8,898,224			
TOTAL Pension Obligation Bond	8,207,937	0	199,840	890,127	890,127	8,898,224			
TOTAL DEBT SERVICE FUNDS	8,224,310	0	199,840	890,127	890,137	8,914,607			
TOTAL GOVERNMENTAL FUNDS	<u>114,641,072</u>	<u>1,088,155</u>	<u>1,426,878</u>	<u>9,506,109</u>	<u>21,257,013</u>	<u>134,471,207</u>			

Schedule 5

Summary of Additional Financing Sources by Source and Fund

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

SUMMARY OF ADDITIONAL FINANCING SOURCES BY SOURCE AND FUND

GOVERNMENTAL FUNDS

FOR THE FISCAL YEAR ENDED 2014-15

DESCRIPTION (1)	2012-13 ACTUAL (2)	2013-14 ACTUAL (3)	2014-15 RECOMMENDED (4)	2014-15 ADOPTED BY BOS (5)
SUMMARIZATION BY SOURCE				
CURRENT SECURED PROPERTY TAX	99,052,688	105,547,804	104,909,310	104,909,310
CURRENT UNSECURED PROPERTY TAX	5,214,414	2,947,465	2,405,544	2,405,544
SUPPLEMENTAL PROPERTY TAX	1,139,184	1,506,542	730,785	730,785
OTHER TAX (NON-CURRENT/SUPPL PROP TAX)	55,600,997	59,914,071	49,099,211	49,099,211
Total	161,007,283	169,915,882	157,144,850	157,144,850
LICENSES AND PERMITS	9,261,904	10,665,396	9,350,258	9,350,258
FINES, FORFEITURES AND PENALTIES	4,746,056	7,044,827	5,079,812	5,079,812
REVENUE FROM USE OF MONEY AND PROPERTY	1,259,539	1,272,672	1,851,082	1,851,082
INTERGOVERNMENTAL REVENUES - STATE	147,361,080	158,487,900	172,044,219	172,166,935
- FEDERAL	52,597,987	51,265,060	58,873,855	58,873,855
- OTHER	7,613,026	5,699,854	5,357,847	5,472,358
CHARGES FOR SERVICES	26,625,973	28,016,029	28,440,276	28,762,852
OTHER REVENUES	28,704,354	35,851,161	25,058,025	25,607,918
OTHER FINANCING SOURCES	31,623,731	27,283,024	30,838,929	37,091,296
TOTAL SUMMARIZATION BY SOURCE	470,800,933	495,501,805	494,039,153	501,401,216
SUMMARIZATION BY FUND				
1000000000 General Fund	381,771,733	395,561,016	401,949,120	402,957,816
1100000000 Capital Projects	6,639,188	12,397,735	4,775,790	5,225,790
1200000000 Road Fund	31,697,368	28,765,085	38,428,895	38,428,895
1200500000 Community Devel Pgm	4,794,508	6,218,018	3,912,369	3,912,369
1201000000 Public Facility Fees	1,519,576	2,072,155	1,468,500	1,468,500
1201500000 Parks	9,108,196	8,598,556	8,425,497	8,425,497
1202000000 Co-Wide Automation Replacement	3,376,072	3,751,232	2,297,313	3,547,313
1202500000 Gen Gov Building Replacement	2,904,729	6,024,615	2,698,131	5,850,498
1203000000 Tax Reduction Resrv	43,435	1,428,072	3,300,000	4,550,000
1203500000 Impact Fee-Traffic	1,926,488	1,412,138	853,800	853,800
1204000000 Wildlife And Grazing	5,153	4,073	3,500	3,500
1204500000 Driving Under the Influence	1,409,232	1,403,356	1,483,649	1,483,649
1205000000 Library	8,444,959	10,823,996	8,260,159	8,260,159
1205500000 Fish And Game	19,214	24,037	20,000	20,000
1206000000 Organizational Development	459,420	456,135	654,000	904,000
1206500000 Medically Indigent Services Program	5,165,976	3,993,017	2,531,938	2,531,938
1207000000 Emergency Med Svcs	776,995	679,771	801,000	801,000
1208000000 Debt Service-Cert of Participation	2,216,091	2,076,715	2,080,047	2,080,047
1801000000 Pension Obligation Bond DSF	8,522,600	9,812,083	10,095,445	10,096,445
TOTAL SUMMARIZATION BY FUND	470,800,933	495,501,805	494,039,153	501,401,216

Schedule 6

Detail of Additional Financing Sources by Fund and Account

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

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
 GOVERNMENTAL FUNDS
 FOR THE FISCAL YEAR ENDED 2014-15

Financing

Fund Name	Source Category	Financing Source Account	2012-13 Actual	2013-14 Actual	2014-15 Recommended	2014-15 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
General Fund						
Taxes						
4000005	PROP. TAXES CURR. SECURED		85,849,449	89,713,527	91,353,069	91,353,069
4000007	PROPERTY TAX-UNITARY		7,838,110	7,722,211	7,644,791	7,644,791
4000010	SUPPLEMENTAL-CURR.SECURED		1,067,548	1,418,012	663,000	663,000
4000015	REDEVELOPMENT AGENCY TAX		(2,666,706)	(1,737,423)	(2,619,218)	(2,619,218)
4000020	RETURN RDA PASSTHRU - S1290		0	1,450,544	0	0
4000021	RPTTF RESIDUAL BALANCE		255,634	375,401	0	0
4000022	Successor Agency-Other Funds and Accts		1,246,395	0	0	0
4000023	LOW MOD INCOME HOUSING FUND UNENC CASH		1,017,100	0	0	0
4000025	PROP. TAXES CURR. UNSEC.		2,253,049	2,346,176	2,193,434	2,193,434
4000030	SUPPLEMENTAL-CURR.UNSEC.		2,729	(2,581)	5,000	5,000
Total - Taxes			96,863,308	101,285,867	99,240,076	99,240,076
Other Taxes						
4010005	PROP. TAXES PRIOR SECURED		(443,656)	(277,481)	(417,000)	(417,000)
4010010	SUPPLEMENTL-PRIOR SECURED		(5,203)	(6,560)	(11,000)	(11,000)
4010015	PROP. TAXES PRIOR UNSEC.		111,777	162,047	125,000	125,000
4010020	SUPPLEMENTAL-PRIOR UNSEC		11,810	20,171	15,000	15,000
4010025	REDEMPTION FEES		26,090	23,220	30,000	30,000
4010030	DELINQUENT/COST REIMBRSMT		141,785	168,581	156,860	156,860
4010035	PENALTIES-DELINQUENT TAX		208,187	303,320	160,000	160,000
4010040	PENALTIES-C O F		6,209	44,427	0	0
4010045	TLRF PROCEEDS		1,250,000	1,464,682	1,465,000	1,465,000
4010050	SALES AND USE TAXES		13,769,517	11,357,639	7,167,017	7,167,017
4010051	SALES TAX - SOLAR PLANTS		0	0	1,308,653	1,308,653
4010065	AIRCRAFT TAX		331,045	346,425	300,000	300,000
4010070	PROPERTY TRANSFER TAX		2,177,596	2,244,508	2,000,000	2,000,000
4010073	RACEHORSE TAX		9,198	7,767	10,000	10,000
4010075	TRANSIENT OCCUPANCY TAX		7,710,936	8,020,592	7,725,000	7,725,000
4010076	SALE OF TAX DEEDED PROP.		22,500	29,400	32,100	32,100
4010077	PROPERTY TAX IN-LIEU OF SALES TAX		2,819,679	7,168,462	959,383	959,383
4010078	PROPERTY TAX IN-LIEU OF VLF		26,700,191	27,606,476	27,606,000	27,606,000
Total - Other Taxes			54,847,661	58,683,676	48,632,013	48,632,013
Licenses and Permits						
4050005	FRANCHISES-CABLE		724,038	779,225	700,000	700,000
4050006	FRANCHISE FEES-PUB UTIL		1,206,400	1,301,928	1,300,000	1,300,000
4050010	FRANCHISE FEES-GARBAGE		737,238	815,578	700,000	700,000
4050011	FRANCHISE FEES-PETROLEUM		17,730	17,995	0	0
4050015	ANIMAL LICENSES		702,838	754,864	634,982	634,982
4050020	BUSINESS LICENSES		132,759	134,767	136,336	136,336
4050025	BUILDING PERMITS		1,382,773	1,992,014	1,462,591	1,462,591

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
 GOVERNMENTAL FUNDS
 FOR THE FISCAL YEAR ENDED 2014-15

Financing

Fund Name	Source Category	Financing Source Account	2012-13 Actual	2013-14 Actual	2014-15 Recommended	2014-15 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
4050030	GRADING PERMITS		37	0	0	0
4050035	PLAN CHECK FEES		2,140,200	2,581,822	2,001,952	2,001,952
4050040	SUB PERMITS-MECH EL PLUMB		302,487	374,148	329,198	329,198
4050043	BLDG STANDARDS ADMIN		985	1,052	0	0
4050045	MINOR USE PERMIT APPLICATION		59,364	36,182	18,137	18,137
4050065	LAND USE PERMITS		973,189	831,532	1,073,738	1,073,738
4050070	PLOT PLANS		208,341	263,681	226,940	226,940
4050075	GENERAL PLAN AMENDMENTS		16,713	21,185	1,034	1,034
4050080	AGRICULTURAL PRESERVE FEE		38,627	53,945	58,285	58,285
4050081	AG B&P 12241 FEE		1,006	0	0	0
4050085	SUBDIVISION PERMITS		132,475	228,540	226,077	226,077
4050095	FINGER PRINTING FEES		8,640	11,675	12,500	12,500
4050100	EXPLOSIVE PERMITS		2,056	1,052	2,000	2,000
4050105	OTHER LICENSES AND PERMIT		236,876	256,543	273,964	273,964
4050110	GUN PERMITS		12,470	13,320	14,400	14,400
4050111	DOMESTIC VIOLENCE FEES		80,842	61,084	65,000	65,000
4050120	BURIAL PERMITS		12,178	10,975	10,718	10,718
4050130	MISC PERMITS		108,110	99,134	75,278	75,278
4050145	SUBPOENA DUCES TECUM GC 1563		1,322	1,025	2,000	2,000
4050150	TOBACCO RETAILERS LICENSES		20,540	20,540	21,628	21,628
4050165	NOTARY FEE GC 8211		560	255	1,000	1,000
4050170	REPOSSESSION OF VEHICLE GC 26751		1,110	1,335	2,500	2,500
Total - Licenses and Permits			9,261,904	10,665,396	9,350,258	9,350,258
Fines and Forfeitures						
4100005	50% EXCESS MOE REVENUE-ST		(344,490)	(279,674)	(500,000)	(500,000)
4100010	LAND USE FINES		4,556	3,600	1,500	1,500
4100015	RED LIGHT - VC21453, 54, 57		3,687	5,026	3,000	3,000
4100040	RESTITUTION FINE-PC 294		(161)	0	0	0
4100045	VEHICLE FORFEITURES-VC14607.6		0	100	500	500
4100055	PROBA DRUG FEE-PC1203.1AB		2,419	3,055	3,360	3,360
4100065	CHILD RESTRNT FEE-COUNTY		4,366	4,690	5,000	5,000
4100070	CHILD RESTRAINT FEE-CITY		3,432	2,384	2,500	2,500
4100080	BATTRD WM SHEL-PC1203.097		11	0	0	0
4100085	TRAFFIC SCH-VC42007.1(\$24)		228,014	175,383	256,000	256,000
4100090	CNTY FIX IT-VC 40611		31,063	30,072	36,000	36,000
4100100	CO-FAILURE TO APPEAR(FTA)		7,235	2,680	6,000	6,000
4100105	CO MOTOR VEH/CRIM FINES		715,077	494,874	840,000	840,000
4100130	LAB FEE-PC1463.14		78,121	74,160	90,200	90,200
4100135	CITIES FIX IT-VC40611		13,925	13,331	16,000	16,000
4100140	SMALL CLAIMS ADVISORY FEE		6,461	5,980	6,550	6,550
4100155	SUPERIOR COURT FINES-BASE		23,273	131,618	93,965	93,965
4100162	GAMING-PC 335a		686	0	0	0

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
 GOVERNMENTAL FUNDS
 FOR THE FISCAL YEAR ENDED 2014-15

Financing

Fund Name	Source Category	Financing Source Account	2012-13 Actual	2013-14 Actual	2014-15 Recommended	2014-15 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
4100165	SETTLEMENTS/JUDGEMENTS		367,340	154,072	335,000	335,000
4100180	BLDG CODE INVESTIG FEES		42,860	43,106	69,216	69,216
4100195	TRAFFIC SCHOOL FEES		1,088,547	861,113	1,172,000	1,172,000
4100206	ASSET FORFEITURES		150,356	242,612	70,598	70,598
4100220	BLOOD ALCOHOL FINES		135,541	199,140	174,000	174,000
4100225	AIDS EDUCATION FINE-PC264		567	967	0	0
4100230	PENALTY AS-FINGERPRINT ID		226,066	342,068	298,572	298,572
4100260	AGRICULTURE FINES		10,200	16,000	0	0
4100265	BUSINESS & PROFESSIONS		(6,810)	(3,772)	(6,000)	(6,000)
4100270	HEALTH/SAFETY FINES/FORFT		(1,359)	1,982	1,000	1,000
4100285	CITIES- ALL MISDEMEANORS		12,868	168,526	15,000	15,000
4100290	FEES -ALCOHOL ABUSE & EDU		40,000	90,000	42,000	42,000
4100295	CITIES PARKING		8,858	6,765	8,800	8,800
4100300	CITY MOTOR VEHICLE FINES		66,689	72,126	77,000	77,000
4100340	ST PENALTY ASSMNTS-PC1464		445,741	408,759	479,000	479,000
4100354	COUNTY PORTION GC 76000		91,692	101,751	97,000	97,000
4100366	ADM PENALTY-HS 25187		137,147	45,000	134,572	134,572
4100390	TRAFFIC SCHOOL FEES - CITY		13,270	7,122	16,000	16,000
4100465	DNA Database		4,284	7,000	10,000	10,000
Total - Fines and Forfeitures			3,611,532	3,431,616	3,854,333	3,854,333
Use of Money and Property						
4150000	INTEREST		225,327	215,809	1,453,000	1,453,000
4150003	INTEREST-PROP TAX REFUNDS		(92,317)	(13,426)	0	0
4150015	COMMUNICATION LEASE FACIL		12,900	12,900	11,300	11,300
4150020	RENT-LAND/BLDG-SHORT TERM		11,534	11,637	11,986	11,986
4150025	RENT-LAND/BLDG-LONG TERM		245,298	239,751	163,908	163,908
4150035	RENTAL OF VETERANS BLDGS.		54,774	55,778	54,774	54,774
Total - Use of Money and Property			457,516	522,449	1,694,968	1,694,968
State Aid						
4200005	ST RLGN-SALES TX-SOC SRVC		7,901,928	8,662,667	10,477,037	10,477,037
4200010	ST RLGN-SALES TAX-M H		5,597,838	5,682,729	5,628,773	5,628,773
4200015	ST RLGN-SALES TAX-HEALTH		1,447,805	725,016	911,884	911,884
4200020	ST REALGN- VLF		2,228,504	3,150,755	2,759,540	2,759,540
4200022	ST AID REALIGNMENT		111,005	314,920	424,746	424,746
4200023	ST AID REALIGNMENT-VLF		99,273	99,273	99,273	99,273
4200035	SB90 STATE MANDATED COSTS		354,531	283,948	265,616	265,616
4200040	ST AID- DRUG/MENTL HEALTH		518,967	533,631	0	0
4200045	STATE AID- EXTRADITION		25,722	21,040	25,000	25,000
4200050	ST AID-DMV-AIR		0	(66,066)	0	0
4200055	STATE AID FOR AGRICULTURE		743,734	754,431	742,144	742,144
4200065	STATE AID-NUCLEAR PLANNG		1,620,705	1,618,269	1,814,552	1,814,552

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
GOVERNMENTAL FUNDS
FOR THE FISCAL YEAR ENDED 2014-15

Financing

Fund Name	Source Category	Financing Source Account	2012-13 Actual	2013-14 Actual	2014-15 Recommended	2014-15 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
4200070	STATE AID VETERAN AFFAIRS		61,493	446,518	60,000	60,000
4200075	HOMEOWNER PROP TAX RELIEF		507,014	774,624	775,000	775,000
4200080	STATE REIMB-CMC/ASH CASES		878,208	796,396	855,000	855,000
4200090	ST AID-INS FRAUD INVESTIG		110,406	107,254	62,254	62,254
4200095	ST AID-DMV-VEH CRIME INV		284,202	284,768	294,704	294,704
4200105	STATE AWARDED GRANTS		772,451	1,000,503	513,912	513,912
4200125	STATE REIMB FOR DNA TESTING		77,445	76,964	76,816	76,816
4200140	ST REV-PAROLE HOLDS		(925)	0	0	0
4200150	ST AID - CHILD SUP ADMIN		1,514,771	1,472,285	1,561,085	1,561,085
4200170	STATE AID - OTHER		1,984,546	2,273,378	2,089,227	2,089,227
4200175	STATE - WELFARE ADMIN.		20,372,200	24,721,993	23,521,697	23,521,697
4200185	STATE AID-PRIOR YEAR		618,335	185,177	0	0
4200190	STATE AID - ABATEMENT		74,474	51,703	45,000	45,000
4200195	ST AID-CS COLL-FOSTR CARE		57,534	53,408	35,353	35,353
4200200	MEDI-CAL:PATIENTS-ST +FED		11,546,348	11,288,973	15,361,892	15,361,892
4200205	ST AID - REIMB		19,493	1,774	0	0
4200210	ST AID-CALIF CHILDREN SRVC		1,529,002	1,610,500	1,721,679	1,721,679
4200212	STATE AID-CENCAL		168,575	210,393	191,250	191,250
4200215	STATE - HEALTH ADMIN.		317,859	337,496	306,040	306,040
4200226	ST AID-GAS TAX-UNCLAIMED		1,094,914	1,103,390	1,094,914	1,094,914
4200235	STATE OFF HWY MTR VH FEES		7,653	0	0	0
4200240	STATE AID CONSTRUCTION		0	59,294	0	0
4200242	STATE AID - REGIONAL STATE HWY ACCOUNT		9,551	400	0	0
4200255	ST AID-PUBLIC SAFETY SRVC		21,300,025	22,368,086	23,383,517	23,383,517
4200270	STATE-MOTOR VEH LIC FEE		117,631	102,376	117,000	117,000
4200273	STATE AID-STATE OFFICE OF FAMILY PLANNING		1,144,464	1,040,167	1,226,000	1,226,000
4200275	OTHER STATE IN-LIEU TAXES		3,981	2,105	800	800
4200295	ST-10% SBOC VOC REBATE		5,792	6,914	8,000	8,000
4200305	ST AID - SLESF		862,373	788,976	775,181	775,181
4200315	ST-AB818 PROPERTY TAX ADMIN		0	30,000	0	0
4200325	ST AID-INCENIVES		238,930	307,144	378,000	378,000
4200335	ST-WELFARE ADMIN-PRIOR YR		4,782,145	4,118,051	0	0
4200340	ST AID - MHSA		8,716,423	8,801,744	9,741,592	9,829,037
4200350	ST RLGN-2011 COURT SECURITY		3,838,458	3,939,787	3,927,849	3,927,849
4200351	ST RLGN-2011 LOCAL COMM		4,531,707	5,948,563	6,442,813	6,478,084
4200352	ST RLGN-2011 DA & PUBLIC DEFENDER		69,533	84,699	126,945	126,945
4200354	ST RLGN-2011 HLTH & HUMAN SVCS		16,275,817	18,865,949	23,459,596	23,459,596
4200355	ST RLGN-2011 SLESF		1,195,312	1,224,819	1,326,285	1,326,285
4200356	ST RLGN-2011 CALWORKS MOE		4,942,105	5,143,312	9,845,024	9,845,024
Total - State Aid			130,680,257	141,410,496	152,472,990	152,595,706

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
 GOVERNMENTAL FUNDS
 FOR THE FISCAL YEAR ENDED 2014-15

Financing

Fund Name	Source Category	Financing Source Account	2012-13 Actual	2013-14 Actual	2014-15 Recommended	2014-15 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
Federal Aid						
4250005	FED AID ENTITLEMNT LAND		1,045,095	1,118,539	945,000	945,000
4250015	FEDERAL - HEALTH ADMIN		3,629,584	3,326,144	3,803,510	3,803,510
4250045	FEDERAL AID-COPS AHEAD		170,000	17,060	0	0
4250055	FED AID - REIMB		61,000	50,927	36,422	36,422
4250085	FEDERAL AID - SECURITY		36,996	55,288	65,000	65,000
4250086	FED AID - SCAAP PASS THRU		225,001	158,109	127,912	127,912
4250090	FED AID-DRUG AND ALCOHOL		1,460,452	1,554,769	1,541,372	1,541,372
4250095	FEDERAL-GRANTS		2,572,494	2,175,323	2,855,076	2,855,076
4250105	FEDERAL AID - OTHER		2,138,314	2,088,801	1,287,404	1,287,404
4250110	FEDERAL - WELFARE ADMIN		25,036,275	24,003,645	30,283,939	30,283,939
4250115	FEDERAL AID - ABATEMENT		25,023	31,397	25,000	25,000
4250120	FEDERAL AID-PRIOR YEAR		57,426	(34,336)	0	0
4250130	FED AID-PERINTL SETASIDE		68,591	72,569	72,201	72,201
4250136	FED AID - PUBLIC HEALTH SECURITY		759,354	696,079	766,062	766,062
4250140	FED AID-CHILD SUP ADMIN		2,940,437	2,857,967	3,030,342	3,030,342
4250141	FED-WELFARE ADMN-PRIOR YR		1,066,380	559,541	0	0
4250160	FED AID WORKFORCE INVESTMENT ACT		1,743,143	2,106,271	2,194,296	2,194,296
4250171	FED AID-MEDICARE		17,582	5,856	12,000	12,000
4250180	FED AID-SMALL WATER SYS (ST PASS THRU)		0	20,188	75,000	75,000
4250205	FEDERAL AID-ARRA/PRIME RECIPIENT		171,059	1,508	0	0
4250206	FEDERAL AID-ARRA/STATE SUB RECIPIENT		3,878	0	0	0
Total - Federal Aid			43,228,084	40,865,645	47,120,536	47,120,536
Other Governmental Aid						
4300005	OTHER GOVT AGENCY REVENUE		1,696,741	1,686,053	1,988,454	2,102,965
4300010	COMBINED FED/ST CALWORKS		4,274,864	3,779,335	1,944,393	1,944,393
4300015	OTHER GOV'T: RDA PASS THRU		1,590,413	0	1,425,000	1,425,000
4300022	SUCCESSOR AGENCY-OTHER FUNDS & ACCTS		0	234,466	0	0
Total - Other Governmental Aid			7,562,018	5,699,854	5,357,847	5,472,358
TOTAL AID FROM GOVERNMENTAL AGENCIES			181,470,359	187,975,995	204,951,373	205,188,600
Charges for Services						
4350010	TR CT TRUST-GC26833.1		1,080	0	0	0
4350101	AFFORDABLE HOUSNG IN-LIEU		0	107	0	0
4350106	APPEAL FEE		6,900	3,400	6,800	6,800
4350109	AFFORDABLE HOUSING IMPACT FEE		6,278	(1,111)	1,500	1,500
4350209	REVENUE TRANSFER FROM TRUST FUNDS		5,736	20,332	3,260	3,260
4350235	BILLINGS OH-OUTSIDE AGENCIES		40,277	7,470	0	0
4350245	OTHER BILLINGS TO COURTS		314,814	393,247	392,313	392,313
4350255	BILLINGS TO OUTSIDE AGENCIES		675,061	977,560	1,160,388	1,482,964
4350295	PREAPPLICATION PROCESS		27,290	19,982	23,807	23,807

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
GOVERNMENTAL FUNDS
FOR THE FISCAL YEAR ENDED 2014-15

Financing

Fund Name	Source Category	Financing Source Account	2012-13 Actual	2013-14 Actual	2014-15 Recommended	2014-15 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
4350305	FLOOD HAZARD	PROPERTY REPORTS	0	126	0	0
4350310	FIRE SUPPRESSION/COST REI		84,013	90,695	100,000	100,000
4350311	FIRE SUPPRESSION-EQUIP COST REIM		0	11,473	100,000	100,000
4350315	AMBULANCE REIMBURSEMENT		177,793	180,368	185,000	185,000
4350320	INMATE ASSISTANCE REIMBRS		877	509	750	750
4350330	PUBLIC EDUCATION GOV'T ACCESS FEE		77,999	47,658	0	0
4350335	MONITORING FEE-PC1203.1B		111,501	137,717	132,995	132,995
4350340	JUVENILE INFORMAL SUPERVISION		60,707	63,036	58,000	58,000
4350345	DIVERSN MONITRG-PC1001.53		13	59	0	0
4350350	MITIGATION FEE-AIR		535	695	500	500
4350365	CHANGE OF PLEA		741	198	400	400
4350370	PROBA MGMNT FEE-ADULTS		7,839	7,407	7,834	7,834
4350380	SENTENCING REPORT FEE		36,323	39,942	43,719	43,719
4350385	RESTITN COLL FEE-PC1203.1		32,162	35,444	65,000	65,000
4350390	RECORD SEALING FEE		901	561	824	824
4350395	RED INSTALLMENT PLAN FEE		14,281	10,063	9,730	9,730
4350400	ADMINISTRATIVE SERVICES		2,087,616	2,048,428	1,889,782	1,889,782
4350402	ADMIN FEE-SLO CTBID		31,803	33,463	35,000	35,000
4350404	ADMIN FEE - GC 29412		44,170	45,601	46,057	46,057
4350405	SPECIAL ASSESSMENT FEES		143,638	143,370	143,740	143,740
4350407	ADMIN FEE-RDA DISSOLUTION		201,707	55,945	35,000	35,000
4350410	ASSESSMNT APPORTNMNT FEES		681	0	0	0
4350415	PROP.REDEMPT.SEARCH FEES		20,172	17,255	15,515	15,515
4350430	ELECTION SERVICES		595,091	72,011	500,000	500,000
4350435	DEFERRED ENTRY OF JUDGMENT		85,542	60,598	76,000	76,000
4350441	SEGREGATIONS FEE		0	38	38	38
4350445	DMV DELINQUENT VESSEL FEE		918	972	985	985
4350450	UNSEC DELINQUENT COLL FEE		23,814	30,241	23,675	23,675
4350455	OTHER COURT-ORDERED REIMB		0	16	0	0
4350457	PUBLIC DEFENDER REIMBURSEMENT FEES		334,148	286,679	377,653	377,653
4350460	LEGAL SERVICES		35,250	37,538	44,000	44,000
4350465	INVOLUNTARY LIEN NOTICES		11,652	11,292	14,000	14,000
4350470	INSTALLMENT FEES		1	6,320	0	0
4350475	PROCESSING FEES		56,153	60,208	73,212	73,212
4350480	ENVIRONMNTL ASSESSMT FEES		118,223	185,949	155,368	155,368
4350490	PUBLICATION FEES		1,700	(249)	0	0
4350505	FILING FEES-CORNER RECORD		1,951	2,585	2,714	2,714
4350515	ALLOCATION ADMIN FEE		21,454	27,912	18,800	18,800
4350520	ITD BILL OUTSIDE AGENCIES		57,380	57,074	49,834	49,834
4350525	ITD BILL OUTSIDE AGENCIES COMM		7,507	8,202	6,981	6,981
4350530	FIRE PROTECTION SERVICES		2,319,940	2,399,171	2,444,483	2,444,483
4350540	AGRICULTURAL SERVICES		130,246	209,513	210,200	210,200
4350550	HOME DETENTION PROGRAM		336,936	323,984	365,000	365,000

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
 GOVERNMENTAL FUNDS
 FOR THE FISCAL YEAR ENDED 2014-15

Financing

Fund Name	Source Category	Financing Source Account	2012-13 Actual	2013-14 Actual	2014-15 Recommended	2014-15 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
4350555	STANDARDIZATION	INSPECTS	6,925	7,230	6,800	6,800
4350560	ALTERNATIVE WORK	PROG REV	46,080	45,042	45,000	45,000
4350567	ALT SENTENCING	UNIT	76,716	69,685	78,000	78,000
4350570	CIVIL PROCESS	SERVICE	96,630	82,880	101,700	101,700
4350580	REIMB JUV COURT	PROF FEES	35,316	30,209	40,000	40,000
4350581	ESTATE FEES		48,764	54,543	17,456	17,456
4350585	CONSERVATORSHIP	FEES	74,200	85,238	79,000	79,000
4350590	REPRESENTATIVE	PAYEE FEES	34,842	39,493	38,400	38,400
4350595	HUMANE SERVICES		5,204	4,229	10,867	10,867
4350600	IMPOUND FEES		34,177	30,929	47,895	47,895
4350605	BOARDING FEES		73,738	63,152	93,676	93,676
4350610	ANIMAL PLACEMENT		144,090	133,257	158,499	158,499
4350616	LAW ENFORCEMENT	SERVICES	104,878	137,287	135,000	135,000
4350620	BOOKING FEES (SB	2557)	461,320	414,568	475,000	475,000
4350625	RECORDER'S SPECL	PROJECTS	224,023	363,697	414,112	414,112
4350630	RECORDG FEE-MICRO	GRAPHICS	89,973	89,972	194,155	194,155
4350632	Rec Fees-Real Estate	Fraud GC 27388	262,997	286,048	433,000	433,000
4350633	RECORDING FEES-SSN	REDACTION	34,510	34,510	34,510	34,510
4350635	RECORDING FEES		1,740,179	1,254,692	1,466,428	1,466,428
4350640	RECORDING FEES-VHS		26,450	9,153	15,674	15,674
4350641	CIVIL SPECIAL FEE	GC26746	231,681	117,527	128,772	128,772
4350650	DEVELOPMENT FEE-	ADMIN	32,699	51,708	50,000	50,000
4350655	SEPARATE TAX BILL	COSTS	58,938	60,767	60,000	60,000
4350656	REIMB FOR PROJ	COSTS	0	529	0	0
4350665	ROAD ABANDONMENT	FEE	28,976	33,987	34,790	34,790
4350675	CURB & GUTTER	WAIVERS	2,300	575	1,150	1,150
4350690	MEDICAL RECORDS	FEE	1,491	1,488	1,300	1,300
4350705	NURSING FEES		372,181	301,079	299,000	299,000
4350715	LABORATORY SERVICES		114,943	105,493	93,000	93,000
4350720	SUPPLEMENTAL ROLL-5%	ADMN	602,029	321,698	250,000	250,000
4350725	MENTAL HEALTH SVCS-	MEDICARE	47,281	18,110	36,000	36,000
4350735	ALCOHOLISM SERVICES		117,828	92,545	110,000	110,000
4350740	COBRA MED INS	ADMIN FEE	545	730	600	600
4350745	ENVIRONMENTAL HEALTH	SERVICES	2,159,258	2,453,453	2,431,800	2,431,800
4350760	INST CARE/SV-MEDICALS	SB855	33,862	43,596	33,862	33,862
4350765	MEDICAL REMB SERV/PAT	CAR	136,665	111,119	145,250	145,250
4350770	CUTS & COMBINATN	REQUESTS	8,270	6,325	5,000	5,000
4350775	ADOPTION FEES		6,725	11,770	3,000	3,000
4350785	CALIF CHILDREN SERVICES		2,726	2,840	2,000	2,000
4350790	INST.CARE-JUVENILE	HALL	41,756	47,338	47,000	47,000
4350795	MENTAL HLTH SVCS-	INSURANCE	203,434	126,794	173,227	173,227
4350820	WASTE TIPPING FEES-	AB 939	16,150	17,732	16,000	16,000
4350835	COPYING FEES		14,354	16,780	19,000	19,000

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
GOVERNMENTAL FUNDS
FOR THE FISCAL YEAR ENDED 2014-15

Financing

Fund Name	Source Category	Financing Source Account	2012-13 Actual	2013-14 Actual	2014-15 Recommended	2014-15 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
4350890	INCOME FROM CONCESSIONS		6,520	4,426	7,500	7,500
4350920	MOBL HOME DUP TX CLEARNCE		88	105	84	84
4350925	PARKLAND FEE (QUIMBY FEE)		158,498	13,515	0	0
4350935	OTHER CLERK FEES		482,516	535,788	536,560	536,560
4350950	MISCELLANEOUS FEES		246,970	181,176	250,860	250,860
4350953	COMM ACKNOWLEDGEMENT FORM FEE		720	336	3,434	3,434
4350960	MONUMENTATION FEES		125,610	57,936	67,908	67,908
4350965	BLDG PRMT REVIEW-DRAINAGE		47,435	55,004	49,907	49,907
4350966	BLDG PRMT REVIEW-FLD HZD		2,725	1,776	3,151	3,151
4350990	DEVELOPMENT PLAN INSPECTN		60,938	30,430	39,322	39,322
4350995	PAR MAP CHECKING THRU T/A		39,116	21,689	6,674	6,674
4351005	RECORDS OF SURVEY FEES		16,673	25,791	31,512	31,512
4351010	OTHER SERVICE CHARGES		6,544	5,610	5,040	5,040
4351025	DEFERRED COMP ADMIN FEE		0	0	35,000	35,000
4351040	MENTAL HLTH SVCS-SELF PAY		35,746	21,957	20,000	20,000
4351045	PROGRAM REV - CHILD&FAMILIES		208,519	247,503	289,737	289,737
4351055	BOOK,PAMPHLT,BROCHR SALES		2,044	780	1,700	1,700
4351060	MAP SALES		1,024	234	608	608
4351065	PUB INFO SALE-COMP FILES		18,561	15,298	16,836	16,836
4351070	PM INSPECT-IMP PLANS P11E		15,377	43,753	68,382	68,382
4351075	TM INSPECT-IMP PLANS P11D		29,634	130,595	190,526	190,526
4351095	LOT LINE ADJUST APPLICATION		6,338	9,966	11,340	11,340
4351100	COND USE PMT/DEV PLAN APP		31,585	32,656	28,252	28,252
4351105	CERT COMPLIANCE APP		451	0	0	0
4351110	CERT OF CORRECTION		419	277	166	166
4351115	MAP AMENDMENTS		39	59	0	0
4351120	CERT COMPLIANCE-NON LLA		617	0	0	0
4351125	LOT LINE ADJUST CHECKING		8,820	9,402	8,722	8,722
4351130	ANNEXATION MAP REVIEW		540	540	0	0
4352240	SB2557 PROPERTY TAX ADMIN FEE		1,391,051	1,395,738	1,390,000	1,390,000
4352241	SB2557 PROPERTY TAX ADMIN FEE REFUND		(1,856,384)	0	0	0
4352250	ROAD EXCEPTION REQUEST - TRACT MAP		903	0	0	0
4352255	BULK TRANSFER FEE		1,235	1,032	1,296	1,296
4352260	SUBDIVISION/PARCEL TRACT MAP		3,307	3,168	3,498	3,498
4352270	AUDITOR CONTROLLER PR DIV DOCUMENT FEE		112	77	0	0
4400020	WATER SALES FOR RESALE		42,513	36,924	100,287	100,287
Total - Charges for Services			17,342,722	18,234,392	19,815,082	20,137,658
Other Revenues						
4550000	OTHER REVENUE		195,108	216,567	108,485	108,485
4550010	SEMINAR/CONF/WORKSHOP FEE		67,623	95,732	87,000	87,000
4550011	SETTLEMENTS-ENVIRONMENTAL		226,467	45,730	150,000	150,000
4550020	REV APPLICABLE PRIOR YRS		14,117	230,787	0	0

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
GOVERNMENTAL FUNDS
FOR THE FISCAL YEAR ENDED 2014-15

Financing

Fund Name	Source Category	Financing Source Account	2012-13 Actual	2013-14 Actual	2014-15 Recommended	2014-15 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
4550030	REIMBURSEMENTS-ASSISTANCE		474,297	521,022	440,556	440,556
4550045	REFUNDS/EXCISE TAX		15,294	11,268	0	0
4550050	TAX DEPT RETRND CHECK FEE		4,206	5,382	4,824	4,824
4550055	SALE OF FIXED ASSETS		28,431	59,065	21,131	21,131
4550062	ADV COSTS TX DEEDED PROP		828	1,020	1,284	1,284
4550065	OTHER REIMBURSEMENTS		445,505	219,958	446,128	446,128
4550070	EMPLOYEE REIMBURSEMENTS		2,427	299	250	250
4550075	EMPL MEALS/IN-HOUSE FOOD		1,634	1,159	1,000	1,000
4550080	OTHER SALES		1,940	8,346	1,940	1,940
4550085	NUISANCE ABATEMENT		35,621	18,604	38,880	38,880
4550090	SERVICE CHGE RETRND CHKS		7,933	7,213	8,160	8,160
4550100	1915 BOND ACT ASSESSMENT		30,075	30,040	30,000	30,000
4550120	CONTRIBUTIONS - NON GOVTL		75,334	42,679	21,280	21,280
4550125	GRANTS: NON-GOVERNMENTAL		420,298	579,127	428,775	877,668
4550150	MICROFILM		0	(74)	0	0
4550160	CASH OVERAGES		4,177	4,283	1,100	1,100
4550170	SETTLEMNTS, DAMAGES, & REST.		1,875,690	350,640	0	0
4550195	PENALTIES		0	80	0	0
4550200	INVOICE VARIANCES		7,453	7,323	2,065	2,065
4550210	TOBACCO SETTLEMENT		1,700,479	1,680,119	2,423,574	2,423,574
4900010	IFR-ADMIN DEPT SUPPORT		12,284	3,020	0	0
4900080	IFR-INT SETT-ITD NETWORK SVCS		283,802	241,451	232,745	232,745
4900090	IFR-INT SETT-PLANNING		376	1,044	0	0
4900100	IFR-INT SETT-GEN SRVS S/S BILLINGS		855,286	760,773	748,679	748,679
4900110	IFR-INT SETT-HEALTH BILLINGS		124,382	152,345	51,114	51,114
4900140	IFR-INT SETT-ITD ENTERPRISE SVCS		525,407	542,321	512,373	512,373
4900170	IFR-INT SETT-DRUG & ALCOHOL		131,167	161,009	66,976	66,976
4900190	IFR-INT SETT-ITD DPTMTL SVCS		443,767	378,115	423,035	423,035
4900200	IFR-INT SETT-ITD RADIO COMM		8,751	6,267	8,438	8,438
4900220	IFR-INT SETT-SHERIFF SUPPORT		505,330	554,930	576,187	576,187
4900250	IFR-INT SETT-MENTAL HEALTH		388,214	279,843	132,128	132,128
4900299	IFR-INT SETT-ALL OTHER DEPTS		203,179	284,147	82,924	82,924
4901000	IFR-OVERHEAD-OH ALLOCATIONS		540,978	435,827	627,653	627,653
4901020	IFR-OVERHEAD-AGR		4,090	1,648	0	0
4902010	IFR-MANUAL COST ALLOC-ITD VOICE		136,647	149,356	129,608	129,608
4902030	IFR-MANUAL COST ALLOC-POSTAGE		41,465	36,311	47,055	47,055
4903010	IFR-IAA-LABOR-REG		469,921	494,348	618,770	618,770
4903020	IFR-IAA-LABOR OT @ 1.5		3,763	0	0	0
4904000	IFR-IS-W/O SETTLEMENT		19,283	49,644	0	0
4909000	IFR-JOURNAL ENTRY ALLOCATIONS		5,973	5,922	4,250	4,250
4909001	IFR-JE-ADMIN OFFICE		56,112	65,229	172,165	172,165
4909005	IFR-JE-RISK MGMT		968,580	967,430	1,010,640	1,010,640
4909010	IFR-JE-AUDITOR/CONTROLLER		30,000	30,000	178,122	178,122

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
 GOVERNMENTAL FUNDS
 FOR THE FISCAL YEAR ENDED 2014-15

Financing

Fund Name	Source Category	Financing Source Account	2012-13 Actual	2013-14 Actual	2014-15 Recommended	2014-15 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
4909015	IFR-JE-ITD		823	708	0	0
4909020	IFR-JE-MAINTENANCE PROJ		124,804	130,926	0	0
4909025	IFR-JE-GENERAL SERVICES		901,151	982,895	916,101	916,101
4909030	IFR-JE-PERSONNEL		86,744	120,985	142,804	142,804
4909035	IFR-JE-COUNTY COUNSEL		241,680	253,275	183,200	183,200
4909040	IFR-JE ALLOC-PUBLIC HEALTH		147,520	138,200	137,831	137,831
4909045	IFR-JE ALLOC-MENTAL HEALTH		9,790	9,212	0	0
4909055	IFR-JE-SHERIFF		36,709	1,143	511	511
4909070	IFR-JE-CDF		506,973	506,642	530,106	530,106
4909080	IFR-JE-PLANNING		326,595	410,030	269,569	269,569
4909085	IFR-JE-SB 2557		305,324	307,077	300,000	300,000
4909090	IFR-JE ALLOC-CO-WIDE OVERHEAD		2,477,131	1,575,823	1,489,790	1,489,790
4909099	IFR-JE-UTILITY CHARGES-OPR CENTER		31,274	36,827	0	0
		Total - Other Revenues	16,590,212	14,211,092	13,809,206	14,258,099
		Total Fund Revenues	380,445,214	395,010,483	401,347,309	402,356,005
Other Financing Sources						
6000000	OPERATING TRANSFERS IN		475,895	247,442	82,968	82,968
6000005	OTI PROCEEDS INTRAFUND		77,929	0	0	0
6000130	TRANSFER IN FR AUTOMATION REPL FUND		133,612	12,061	518,843	518,843
6000155	OPR TRF IN - PFF LAW ENFORC		370,000	0	0	0
6000240	OP TRANSF-IN-FLEET		37,491	45,673	0	0
6001000	INTERNAL LOAN REPAYMENT-PRIN		225,629	248,939	0	0
6001001	INTERNAL LOAN REPAYMENT-INT		1,708	(5,112)	0	0
6001002	INTERNAL LOAN INT REPAYD		4,255	1,530	0	0
		Total - Other Financing Sources	1,326,519	550,533	601,811	601,811
		Total - General Fund Financing Sources	381,771,733	395,561,016	401,949,120	402,957,816
=====						
Capital Projects						
Fines and Forfeitures						
4100165	SETTLEMENTS/JUDGEMENTS		0	1,986,400	0	0
		Total - Fines and Forfeitures	0	1,986,400	0	0
Use of Money and Property						
4150000	INTEREST		59,802	47,136	0	0
		Total - Use of Money and Property	59,802	47,136	0	0

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
 GOVERNMENTAL FUNDS
 FOR THE FISCAL YEAR ENDED 2014-15

Financing

Fund Name	Source Category	Financing Source Account	2012-13 Actual	2013-14 Actual	2014-15 Recommended	2014-15 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
State Aid						
	4200260	ST AID-BICYCLE LANE ACCT	26,627	28,380	0	0
Total - State Aid			26,627	28,380	0	0
Federal Aid						
	4250095	FEDERAL-GRANTS	214,630	56,537	0	0
Total - Federal Aid			214,630	56,537	0	0
TOTAL AID FROM GOVERNMENTAL AGENCIES			241,257	84,917	0	0
Charges for Services						
	4350925	PARKLAND FEE (QUIMBY FEE)	45,925	0	0	0
	4350950	MISCELLANEOUS FEES	0	72,313	0	0
Total - Charges for Services			45,925	72,313	0	0
Other Revenues						
	4550000	OTHER REVENUE	575	0	0	0
	4550200	INVOICE VARIANCES	0	11	0	0
	4902055	IFR-JE CAPITAL ASSETS FUNDING	222,996	7,034,930	0	450,000
Total - Other Revenues			223,571	7,034,941	0	450,000
Total Fund Revenues			570,555	9,225,707	0	450,000
Other Financing Sources						
	6000000	OPERATING TRANSFERS IN	756,041	210,716	0	0
	6000120	TRANSFERS IN FROM GEN FND	4,716,317	2,864,619	4,775,790	4,775,790
	6000140	OPR TRF IN - PFF LIBRARY	158,000	0	0	0
	6000145	OPR TRF IN - PFF FIRE	27,662	37,634	0	0
	6000150	OPR TRF IN - PFF PARKS	350,616	39,401	0	0
	6000155	OPR TRF IN - PFF LAW ENFORC	59,997	19,658	0	0
Total - Other Financing Sources			6,068,633	3,172,028	4,775,790	4,775,790
Total - Capital Projects Funds Fin. Srcls			6,639,188	12,397,735	4,775,790	5,225,790
=====						
Special Revenue Funds						
Road Fund						
Taxes						
	4000005	PROP. TAXES CURR. SECURED	1,089,060	1,129,892	1,131,723	1,131,723
	4000007	PROPERTY TAX-UNITARY	336,934	329,212	349,996	349,996
	4000010	SUPPLEMENTAL-CURR.SECURED	10,305	13,689	2,520	2,520
	4000025	PROP. TAXES CURR. UNSEC.	28,185	29,208	25,785	25,785
	4000030	SUPPLEMENTAL-CURR.UNSEC.	26	(24)	115	115
Total - Taxes			1,464,510	1,501,977	1,510,139	1,510,139

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
GOVERNMENTAL FUNDS
FOR THE FISCAL YEAR ENDED 2014-15

Financing

Fund Name	Source Category	Financing Source Account	2012-13 Actual	2013-14 Actual	2014-15 Recommended	2014-15 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
Other Taxes						
	4010005	PROP. TAXES PRIOR SECURED	(5,259)	(3,458)	(6,062)	(6,062)
	4010010	SUPPLEMENTL-PRIOR SECURED	(50)	(62)	0	0
	4010015	PROP. TAXES PRIOR UNSEC.	1,393	2,027	0	0
	4010020	SUPPLEMENTAL-PRIOR UNSEC	114	194	0	0
	4010035	PENALTIES-DELINQUENT TAX	71	148	0	0
Total - Other Taxes			(3,731)	(1,151)	(6,062)	(6,062)
Use of Money and Property						
	4150000	INTEREST	16,471	14,027	15,000	15,000
	4150003	INTEREST-PROP TAX REFUNDS	(593)	(166)	0	0
Total - Use of Money and Property			15,878	13,861	15,000	15,000
State Aid						
	4200075	HOMEOWNER PROP TAX RELIEF	9,725	9,615	9,811	9,811
	4200121	ST AID-PROP 1B ST & LOCAL	0	0	119,000	119,000
	4200185	STATE AID-PRIOR YEAR	32,938	(7,908)	0	0
	4200230	STATE - HIGHWAY USERS TAX	8,484,088	10,998,339	9,700,000	9,700,000
	4200240	STATE AID CONSTRUCTION	289,871	476,757	5,969,000	5,969,000
	4200241	STATE AID - URBAN STATE HWY ACCOUNT	456,442	55,768	90,000	90,000
	4200242	STATE AID - REGIONAL STATE HWY ACCOUNT	231,432	16,043	506,800	506,800
	4200243	PRIOR YR USHA (URBAN HWY ACCT)	0	7,578	0	0
	4200244	PRIOR YR RSHA (REGIONAL HWY ACCT)	194	79,124	0	0
	4200245	TRANS DEV ACT SB 325	1,673,522	2,818,881	2,500,000	2,500,000
	4200250	ST AID-ISTEA EXCHANGE	578,060	578,060	578,060	578,060
Total - State Aid			11,756,272	15,032,257	19,472,671	19,472,671
Federal Aid						
	4250010	FEDERAL AID-STORM DAMAGE	379,458	0	0	0
	4250020	FEDERAL AID CONSTRUCTION	4,278,297	4,521,886	5,745,232	5,745,232
	4250021	FEDERAL AID-BRIDGE TOLLS	59,961	53,608	429,588	429,588
	4250022	FED AID STIP	2,275,831	0	0	0
	4250026	FEDERAL AID FOREST RESERVE	5,978	9,746	8,943	8,943
	4250120	FEDERAL AID-PRIOR YEAR	16,131	637,511	0	0
	4250123	FED AID-PRIOR YEAR BRIDGE TOLL	0	(233)	0	0
	4250150	FEDERAL AID FHWA	0	0	1,995,451	1,995,451
Total - Federal Aid			7,015,656	5,222,518	8,179,214	8,179,214
TOTAL AID FROM GOVERNMENTAL AGENCIES			18,771,928	20,254,775	27,651,885	27,651,885

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
 GOVERNMENTAL FUNDS
 FOR THE FISCAL YEAR ENDED 2014-15

Financing

Fund Name	Source Category	Financing Source Account	2012-13 Actual	2013-14 Actual	2014-15 Recommended	2014-15 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
Charges for Services						
	4350106	APPEAL FEE	876	0	0	0
	4350495	PLANNING/ENGINEERING SVCS	3,132	4,770	3,500	3,500
	4350500	ROAD PERMIT FEES	15,732	18,492	10,000	10,000
	4350660	ENCROACHMENT PERMIT FEES	146,007	161,926	92,000	92,000
	4350675	CURB & GUTTER WAIVERS	1,008	291	0	0
	4350676	CURB & GUTTER PERMIT WITH DESIGN	9,682	20,526	5,000	5,000
	4350677	CURB & GUTTER PERMIT W/O DESIGN	326	0	17,000	17,000
	4350678	CURB,GUTTER & SIDEWALK	0	5,040	0	0
	4350950	MISCELLANEOUS FEES	205	552	0	0
Total - Charges for Services			176,968	211,597	127,500	127,500
Other Revenues						
	4550000	OTHER REVENUE	85,322	23,210	26,830	26,830
	4550025	REF/ADJ-PRIOR YEAR EXPENS	0	767	0	0
	4550065	OTHER REIMBURSEMENTS	130,805	105,075	0	0
	4550090	SERVICE CHGE RETRND CHKS	0	48	0	0
	4550120	CONTRIBUTIONS - NON GOVTL	0	37,223	0	0
	4550200	INVOICE VARIANCES	1,028	1,368	0	0
	4902055	IFR-JE CAPITAL ASSETS FUNDING	103,380	97,122	0	0
	4909020	IFR-JE-MAINTENANCE PROJ	0	46,351	0	0
	4909305	IFR-JE-GARAGE BLNG-VEHICLE OPER COSTS	1,148	0	0	0
Total - Other Revenues			321,683	311,164	26,830	26,830
Total Fund Revenues			20,747,236	22,292,223	29,325,292	29,325,292
Other Financing Sources						
	6000000	OPERATING TRANSFERS IN	641,299	0	0	0
	6000100	ROADS IMPACT FEES	2,877,833	641,862	689,503	689,503
	6000120	TRANSFERS IN FROM GEN FND	7,431,000	5,831,000	8,414,100	8,414,100
Total - Other Financing Sources			10,950,132	6,472,862	9,103,603	9,103,603
Total - Road Fund			31,697,368	28,765,085	38,428,895	38,428,895
=====						
Community Devel Pgm						
Use of Money and Property						
	4150000	INTEREST	555	625	0	0
Total - Use of Money and Property			555	625	0	0

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
 GOVERNMENTAL FUNDS
 FOR THE FISCAL YEAR ENDED 2014-15

Financing

Fund Name	Source Category	Financing Source Account	2012-13 Actual	2013-14 Actual	2014-15 Recommended	2014-15 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
State Aid						
	4200170	STATE AID - OTHER	103,000	747,272	0	0
Total - State Aid			103,000	747,272	0	0
Federal Aid						
	4250065	FEDERAL FUNDS - CDBG	1,302,301	2,435,895	1,627,673	1,627,673
	4250067	FED AID - CDBG RECOVERY AND REINV FNDS	18,359	0	0	0
	4250070	FEDERAL FUNDS - HOME	1,803,748	1,471,388	726,163	726,163
	4250075	FEDERAL FUNDS - ESG	93,062	194,194	135,496	135,496
	4250076	FEDERAL AID-HPRP FUNDS	40,242	0	0	0
	4250080	FEDERAL FUNDS - SNAP	968,130	918,052	1,031,601	1,031,601
	4250100	FEDERAL AID - ENVIRONMENT	110,735	38,128	0	0
Total - Federal Aid			4,336,577	5,057,657	3,520,933	3,520,933
TOTAL AID FROM GOVERNMENTAL AGENCIES			4,439,577	5,804,929	3,520,933	3,520,933
Total Fund Revenues			4,440,132	5,805,554	3,520,933	3,520,933
Other Financing Sources						
	6000000	OPERATING TRANSFERS IN	0	21,028	0	0
	6000120	TRANSFERS IN FROM GEN FND	354,376	391,436	391,436	391,436
Total - Other Financing Sources			354,376	412,464	391,436	391,436
Total - Community Devel Pgm			4,794,508	6,218,018	3,912,369	3,912,369
=====						
Public Facility Fees						
Use of Money and Property						
	4150000	INTEREST	27,345	20,840	0	0
Total - Use of Money and Property			27,345	20,840	0	0
Charges for Services						
	4350100	AFFORDABLE HOUSING FEE TRANSFERRED	(1,904)	(11,647)	0	0
	4350101	AFFORDABLE HOUSNG IN-LIEU	1,905	11,648	0	0
	4350102	PUB FAC FEE-LIBRARY	129,620	179,100	144,020	144,020
	4350103	PUB FACIL FEE-FIRE	600,347	844,205	566,080	566,080
	4350104	PUB FACIL FEE-PARKS	457,697	616,262	451,260	451,260
	4350105	PUB FACIL FEE-GEN GOVT	199,640	270,017	198,000	198,000
	4350107	PUB FAC FEE-LAW ENFORCE	104,926	141,730	109,140	109,140
Total - Charges for Services			1,492,231	2,051,315	1,468,500	1,468,500
Total Fund Revenues			1,519,576	2,072,155	1,468,500	1,468,500
Total - Public Facility Fees			1,519,576	2,072,155	1,468,500	1,468,500
=====						

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
GOVERNMENTAL FUNDS
FOR THE FISCAL YEAR ENDED 2014-15

Financing

Fund Name	Source Category	Financing Source Account	2012-13 Actual	2013-14 Actual	2014-15 Recommended	2014-15 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
Parks						
Fines and Forfeitures						
	4100255	OFF-HIGHWAY MOTOR FINES	25,397	68,946	89,561	89,561
	4100275	LITTER CLEANUP	4,620	31,358	6,000	6,000
Total - Fines and Forfeitures			30,017	100,304	95,561	95,561
Use of Money and Property						
	4150000	INTEREST	4,989	5,479	2,397	2,397
	4150020	RENT-LAND/BLDG-SHORT TERM	48,614	54,878	57,258	57,258
	4150025	RENT-LAND/BLDG-LONG TERM	60,274	55,596	54,659	54,659
	4150030	FARM LAND RENT	1,950	1,650	1,800	1,800
Total - Use of Money and Property			115,827	117,603	116,114	116,114
State Aid						
	4200065	STATE AID-NUCLEAR PLANNG	0	0	3,922	3,922
Total - State Aid			0	0	3,922	3,922
TOTAL AID FROM GOVERNMENTAL AGENCIES			0	0	3,922	3,922
Charges for Services						
	4350245	OTHER BILLINGS TO COURTS	1,942	8,194	15,732	15,732
	4350255	BILLINGS TO OUTSIDE AGENCIES	40,223	38,060	39,352	39,352
	4350650	DEVELOPMENT FEE- ADMIN	770	990	551	551
	4350860	CAMPING FEES	2,818,563	3,144,078	3,122,974	3,122,974
	4350865	DAILY PASSES	375,028	467,316	391,790	391,790
	4350870	GROUP ENTRANCE FEES	187,833	142,103	170,632	170,632
	4350875	SEASON PASSES	106,721	97,807	100,547	100,547
	4350880	SEASON BOAT LICENSES	63,655	53,119	73,279	73,279
	4350885	DAILY BOAT PASSES	81,238	95,695	110,000	110,000
	4350890	INCOME FROM CONCESSIONS	96,421	87,880	110,000	110,000
	4350895	SWIMMING POOL FEES	82,514	94,807	54,931	54,931
	4350905	DOG/DAY USE	56,197	65,823	70,000	70,000
	4350910	SHOWERS/LOCKERS	54,464	60,135	58,000	58,000
	4350950	MISCELLANEOUS FEES	56,848	15,102	4,430	4,430
	4350970	RECREATIONAL PROGRAMS	36,026	28,794	31,043	31,043
	4350971	SKATE PARK FEES	5,544	4,675	4,780	4,780
	4350972	SPECIAL EVENTS	3,525	801	0	0
	4350980	OTHER RECREATIONAL FEES	32,173	7,366	11,004	11,004
Total - Charges for Services			4,099,685	4,412,745	4,369,045	4,369,045
Other Revenues						
	4550000	OTHER REVENUE	3,448	1,398	2,523	2,523
	4550065	OTHER REIMBURSEMENTS	370,772	2,394	3,000	3,000

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
 GOVERNMENTAL FUNDS
 FOR THE FISCAL YEAR ENDED 2014-15

Financing

Fund Name	Source Category	Financing Source Account	2012-13 Actual	2013-14 Actual	2014-15 Recommended	2014-15 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
4550080	OTHER SALES		410	0	0	0
4550120	CONTRIBUTIONS - NON GOVTL		33,553	75,454	30,000	30,000
4550125	GRANTS: NON-GOVERNMENTAL		10,000	68,373	38,760	38,760
4550130	BAD DEBT RECOVERY		75	278	0	0
4550160	CASH OVERAGES		464	1,755	1,000	1,000
4550170	SETTLEMNTS, DAMAGES, & REST.		5,508	1,202	0	0
4550200	INVOICE VARIANCES		2,467	2,331	0	0
4900260	IFR-INT SETT-PARKS BILLINGS		15,981	16,773	0	0
4901020	IFR-OVERHEAD-AGR		0	101	0	0
4903010	IFR-IAA-LABOR-REG		0	5,931	0	0
4903050	IFR-IAA-LABOR-NON PRODUCTION		0	165	0	0
4909025	IFR-JE-GENERAL SERVICES		214	20,422	10,000	10,000
4909200	IFR-JE-PARKS		368,524	230,550	227,395	227,395
	Total - Other Revenues		811,416	427,127	312,678	312,678
	Total Fund Revenues		5,056,945	5,057,779	4,897,320	4,897,320
Other Financing Sources						
6000120	TRANSFERS IN FROM GEN FND		4,020,055	3,540,677	3,528,177	3,528,177
6000150	OPR TRF IN - PFF PARKS		31,196	0	0	0
6000240	OP TRANSF-IN-FLEET		0	100	0	0
	Total - Other Financing Sources		4,051,251	3,540,777	3,528,177	3,528,177
	Total - Parks		9,108,196	8,598,556	8,425,497	8,425,497
=====						
Co-Wide Automation Replacement						
Other Taxes						
4010045	TLRF PROCEEDS		293,369	739,147	0	0
	Total - Other Taxes		293,369	739,147	0	0
Use of Money and Property						
4150000	INTEREST		33,587	26,826	0	0
4150010	RENTS AND CONCESSIONS		420,845	420,845	0	0
	Total - Use of Money and Property		454,432	447,671	0	0
Charges for Services						
4350330	PUBLIC EDUCATION GOV'T ACCESS FEE		1,406	20,306	61,000	61,000
	Total - Charges for Services		1,406	20,306	61,000	61,000
Other Revenues						
4909100	IFR-JE-MAJOR SYSTEM DEV		395,000	454,977	0	0
4909105	IDC-JE COWIDE O&M CHARGES		470,260	309,426	0	0
	Total - Other Revenues		865,260	764,403	0	0
	Total Fund Revenues		1,614,467	1,971,527	61,000	61,000

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
GOVERNMENTAL FUNDS
FOR THE FISCAL YEAR ENDED 2014-15

Financing

Fund Name	Source Category	Financing Source Account	2012-13 Actual	2013-14 Actual	2014-15 Recommended	2014-15 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
Other Financing Sources						
	6000120	TRANSFERS IN FROM GEN FND	1,761,605	1,779,705	2,236,313	3,486,313
Total - Other Financing Sources			1,761,605	1,779,705	2,236,313	3,486,313
Total - Co-Wide Automation Replacement			3,376,072	3,751,232	2,297,313	3,547,313
=====						
Gen Gov Building Replacement						
Fines and Forfeitures						
	4100165	SETTLEMENTS/JUDGEMENTS	0	513,600	0	0
Total - Fines and Forfeitures			0	513,600	0	0
Use of Money and Property						
	4150000	INTEREST	38,505	36,274	0	0
Total - Use of Money and Property			38,505	36,274	0	0
Total Fund Revenues			38,505	549,874	0	0
Other Financing Sources						
	6000120	TRANSFERS IN FROM GEN FND	2,732,613	5,300,724	2,698,131	5,850,498
	6001000	INTERNAL LOAN REPAYMENT-PRIN	133,611	174,017	0	0
Total - Other Financing Sources			2,866,224	5,474,741	2,698,131	5,850,498
Total - Gen Gov Building Replacement			2,904,729	6,024,615	2,698,131	5,850,498
=====						
Tax Reduction Resrv						
Use of Money and Property						
	4150000	INTEREST	43,435	29,039	0	0
Total - Use of Money and Property			43,435	29,039	0	0
Total Fund Revenues			43,435	29,039	0	0
Other Financing Sources						
	6000120	TRANSFERS IN FROM GEN FND	0	1,399,033	3,300,000	4,550,000
Total - Other Financing Sources			0	1,399,033	3,300,000	4,550,000
Total - Tax Reduction Resrv			43,435	1,428,072	3,300,000	4,550,000
=====						

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
 GOVERNMENTAL FUNDS
 FOR THE FISCAL YEAR ENDED 2014-15

Financing

Fund Name	Source Category	Financing Source Account	2012-13 Actual	2013-14 Actual	2014-15 Recommended	2014-15 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
Impact Fee-Traffic						
	Use of Money and Property					
	4150000	INTEREST	23,148	14,287	6,400	6,400
	Total - Use of Money and Property		23,148	14,287	6,400	6,400
	Charges for Services					
	4350108	ROAD IMPACT FEES	1,696,340	1,309,205	847,400	847,400
	Total - Charges for Services		1,696,340	1,309,205	847,400	847,400
	Total Fund Revenues		1,719,488	1,323,492	853,800	853,800
	Other Financing Sources					
	6000000	OPERATING TRANSFERS IN	0	14,646	0	0
	6000205	PROCEEDS OF GF INTERNAL LOAN	207,000	74,000	0	0
	Total - Other Financing Sources		207,000	88,646	0	0
	Total - Impact Fee-Traffic		1,926,488	1,412,138	853,800	853,800
=====						
Wildlife And Grazing						
	Use of Money and Property					
	4150000	INTEREST	37	32	0	0
	Total - Use of Money and Property		37	32	0	0
	Federal Aid					
	4250025	FEDERAL GRAZING FEES	5,116	4,041	3,500	3,500
	Total - Federal Aid		5,116	4,041	3,500	3,500
	TOTAL AID FROM GOVERNMENTAL AGENCIES		5,116	4,041	3,500	3,500
	Total Fund Revenues		5,153	4,073	3,500	3,500
	Total - Wildlife And Grazing		5,153	4,073	3,500	3,500
=====						
Driving Under the Influence						
	Use of Money and Property					
	4150000	INTEREST	2,008	1,373	1,000	1,000
	Total - Use of Money and Property		2,008	1,373	1,000	1,000

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
 GOVERNMENTAL FUNDS
 FOR THE FISCAL YEAR ENDED 2014-15

Financing

Fund Name	Source Category	Financing Source Account	2012-13 Actual	2013-14 Actual	2014-15 Recommended	2014-15 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
Charges for Services						
	4350260	FEES-YOUNG ADULTS PROGRAM	47,808	35,187	38,846	38,846
	4350285	EXTD FIRST OFFENDER FEES	204,626	182,313	197,713	197,713
	4350730	SECOND CHANCE CHARGES-ALC	556,441	569,838	669,706	669,706
	4350815	FIRST OFFENDER FEES	557,364	531,156	553,605	553,605
	4350950	MISCELLANEOUS FEES	583	274	0	0
	4352265	WET & RECKLESS	38,446	24,914	22,779	22,779
Total - Charges for Services			1,405,268	1,343,682	1,482,649	1,482,649
Other Revenues						
	4550160	CASH OVERAGES	0	1	0	0
	4900299	IFR-INT SETT-ALL OTHER DEPTS	1,956	58,300	0	0
Total - Other Revenues			1,956	58,301	0	0
Total Fund Revenues			1,409,232	1,403,356	1,483,649	1,483,649
Total - Driving Under the Influence			1,409,232	1,403,356	1,483,649	1,483,649

Library

Taxes

	4000005	PROP. TAXES CURR. SECURED	6,162,349	6,420,682	6,572,366	6,572,366
	4000007	PROPERTY TAX-UNITARY	564,081	555,578	550,257	550,257
	4000010	SUPPLEMENTAL-CURR.SECURED	58,427	77,586	60,000	60,000
	4000015	REDEVELOPMENT AGENCY TAX	(120,589)	(82,701)	(119,255)	(119,255)
	4000020	RETURN RDA PASSTHRU - S1290	0	46,282	45,581	45,581
	4000021	RPTTF RESIDUAL BALANCE	49,011	30,706	25,000	25,000
	4000022	Successor Agency-Other Funds and Accts	116,082	0	0	0
	4000023	LOW MOD INCOME HOUSING FUND UNENC CASH	89,473	0	0	0
	4000025	PROP. TAXES CURR. UNSEC.	159,485	165,974	161,325	161,325
	4000030	SUPPLEMENTAL-CURR.UNSEC.	149	(140)	150	150
Total - Taxes			7,078,468	7,213,967	7,295,424	7,295,424

Other Taxes

	4010005	PROP. TAXES PRIOR SECURED	(31,483)	(19,640)	(35,000)	(35,000)
	4010010	SUPPLEMENTL-PRIOR SECURED	(288)	(358)	(290)	(290)
	4010015	PROP. TAXES PRIOR UNSEC.	7,912	11,471	7,900	7,900
	4010020	SUPPLEMENTAL-PRIOR UNSEC	645	1,104	650	650
	4010035	PENALTIES-DELINQUENT TAX	402	842	0	0
Total - Other Taxes			(22,812)	(6,581)	(26,740)	(26,740)

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
GOVERNMENTAL FUNDS
FOR THE FISCAL YEAR ENDED 2014-15

Financing

Fund Name	Source Category	Financing Source Account	2012-13 Actual	2013-14 Actual	2014-15 Recommended	2014-15 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
Use of Money and Property						
4150000	INTEREST		5,632	6,872	4,500	4,500
4150003	INTEREST-PROP TAX REFUNDS		(3,374)	(949)	0	0
Total - Use of Money and Property			2,258	5,923	4,500	4,500
State Aid						
4200075	HOMEOWNER PROP TAX RELIEF		55,027	54,636	54,636	54,636
4200105	STATE AWARDED GRANTS		24,366	40,634	40,000	40,000
Total - State Aid			79,393	95,270	94,636	94,636
Federal Aid						
4250105	FEDERAL AID - OTHER		22,377	17,500	0	0
Total - Federal Aid			22,377	17,500	0	0
Other Governmental Aid						
4300015	OTHER GOV'T: RDA PASS THRU		51,008	0	0	0
Total - Other Governmental Aid			51,008	0	0	0
TOTAL AID FROM GOVERNMENTAL AGENCIES			152,778	112,770	94,636	94,636
Charges for Services						
4350805	LOST-DAMAGED MATERIALS		11,815	11,196	11,300	11,300
4350807	MEETING ROOM USE FEE		970	1,225	800	800
4350810	LIBRARY SERVICES		234,882	228,366	237,000	237,000
4350835	COPYING FEES		23,545	19,408	20,000	20,000
4350840	LIBRARY REQUEST FEES		90,658	98,582	0	0
Total - Charges for Services			361,870	358,777	269,100	269,100
Other Revenues						
4550000	OTHER REVENUE		21,401	62,080	16,100	16,100
4550010	SEMINAR/CONF/WORKSHOP FEE		151	0	0	0
4550090	SERVICE CHGE RETRND CHKS		(35)	(27)	0	0
4550120	CONTRIBUTIONS - NON GOVTL		201,148	2,295,915	0	0
4550160	CASH OVERAGES		0	16	0	0
Total - Other Revenues			222,665	2,357,984	16,100	16,100
Total Fund Revenues			7,795,227	10,042,840	7,653,020	7,653,020
Other Financing Sources						
6000120	TRANSFERS IN FROM GEN FND		516,121	607,139	607,139	607,139
6000140	OPR TRF IN - PFF LIBRARY		133,611	174,017	0	0
Total - Other Financing Sources			649,732	781,156	607,139	607,139
Total - Library			8,444,959	10,823,996	8,260,159	8,260,159

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
 GOVERNMENTAL FUNDS
 FOR THE FISCAL YEAR ENDED 2014-15

Financing

Fund Name	Source Category	Financing Source Account	2012-13 Actual	2013-14 Actual	2014-15 Recommended	2014-15 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
Fish And Game						
Fines and Forfeitures						
	4100250	FISH AND GAME FINES	14,155	16,472	20,000	20,000
	4100310	ST PENALTY F&GAME-PC1464	5,059	7,565	0	0
Total - Fines and Forfeitures			19,214	24,037	20,000	20,000
Total Fund Revenues			19,214	24,037	20,000	20,000
Total - Fish And Game			19,214	24,037	20,000	20,000
=====						
Organizational Development						
Use of Money and Property						
	4150000	INTEREST	5,862	4,438	4,000	4,000
Total - Use of Money and Property			5,862	4,438	4,000	4,000
Charges for Services						
	4350330	PUBLIC EDUCATION GOV'T ACCESS FEE	3,558	1,697	0	0
Total - Charges for Services			3,558	1,697	0	0
Total Fund Revenues			9,420	6,135	4,000	4,000
Other Financing Sources						
	6000120	TRANSFERS IN FROM GEN FND	450,000	450,000	650,000	900,000
Total - Other Financing Sources			450,000	450,000	650,000	900,000
Total - Organizational Development			459,420	456,135	654,000	904,000
=====						
Medically Indigent Services Program						
Use of Money and Property						
	4150000	INTEREST	2,833	2,300	1,500	1,500
Total - Use of Money and Property			2,833	2,300	1,500	1,500
State Aid						
	4200020	ST REALGN- VLF	2,439,000	1,174,225	0	0
	4200065	STATE AID-NUCLEAR PLANNG	700	0	0	0
Total - State Aid			2,439,700	1,174,225	0	0
Federal Aid						
	4250015	FEDERAL - HEALTH ADMIN	51,378	41,162	49,672	49,672
Total - Federal Aid			51,378	41,162	49,672	49,672
TOTAL AID FROM GOVERNMENTAL AGENCIES			2,491,078	1,215,387	49,672	49,672

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
 GOVERNMENTAL FUNDS
 FOR THE FISCAL YEAR ENDED 2014-15

Financing

Fund Name	Source Category	Financing Source Account	2012-13 Actual	2013-14 Actual	2014-15 Recommended	2014-15 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
Other Revenues						
	4550125	GRANTS: NON-GOVERNMENTAL	0	114,639	0	0
	4550210	TOBACCO SETTLEMENT	1,047,364	686,246	694,550	694,550
	4900110	IFR-INT SETT-HEALTH BILLINGS	67,167	47,377	75,340	75,340
	4909040	IFR-JE ALLOC-PUBLIC HEALTH	40,088	34,290	34,476	34,476
	4909999	IFR-CONVERSION ACCOUNT	0	0	0	0
Total - Other Revenues			1,154,619	882,552	804,366	804,366
Total Fund Revenues			3,648,530	2,100,239	855,538	855,538
Other Financing Sources						
	6000105	TRANSFER IN - GF MED ASST PROG	1,517,446	1,892,778	1,676,400	1,676,400
Total - Other Financing Sources			1,517,446	1,892,778	1,676,400	1,676,400
Total - Medically Indigent Services Prog			5,165,976	3,993,017	2,531,938	2,531,938
=====						
Emergency Med Svcs						
Fines and Forfeitures						
	4100150	PA-EMERGENCY MED SERVICES	309,140	276,003	350,000	350,000
	4100152	PA-SB1773 RICHIE'S FUND	388,286	340,005	350,000	350,000
	4100365	TRAFFIC SCH FEES-MADDY FUND	79,099	63,428	100,000	100,000
Total - Fines and Forfeitures			776,525	679,436	800,000	800,000
Use of Money and Property						
	4150000	INTEREST	470	335	1,000	1,000
Total - Use of Money and Property			470	335	1,000	1,000
Total Fund Revenues			776,995	679,771	801,000	801,000
Total - Emergency Med Svcs			776,995	679,771	801,000	801,000
=====						
TOTAL Special Revenue Funds Fin. Sracs			71,651,321	75,654,256	75,138,751	81,041,118
Debt Service Funds						
Debt Service-Cert of Participation						
Other Taxes						
	4010045	TLRF PROCEEDS	486,510	498,980	500,000	500,000
Total - Other Taxes			486,510	498,980	500,000	500,000

DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT
 GOVERNMENTAL FUNDS
 FOR THE FISCAL YEAR ENDED 2014-15

Financing

Fund Name	Source Category	Financing Source Account	2012-13 Actual	2013-14 Actual	2014-15 Recommended	2014-15 Adopted By BOS
(1)	(2)	(3)	(4)	(5)	(6)	(7)
Fines and Forfeitures						
	4100320	PENALTY AS-CTHS TEMP CONS	308,768	309,434	309,918	309,918
Total - Fines and Forfeitures			308,768	309,434	309,918	309,918
Total Fund Revenues			795,278	808,414	809,918	809,918
Other Financing Sources						
	6000135	TRFR IN FOR DEBT SERVICE	934,303	1,068,706	870,129	870,129
	6000160	OPR TRF IN - PFF GEN GOV'T	486,510	199,595	400,000	400,000
Total - Other Financing Sources			1,420,813	1,268,301	1,270,129	1,270,129
Total - Debt Service-Cert of Participati			2,216,091	2,076,715	2,080,047	2,080,047
=====						
Pension Obligation Bond DSF						
Use of Money and Property						
	4150000	INTEREST	9,628	8,486	6,600	6,600
Total - Use of Money and Property			9,628	8,486	6,600	6,600
Other Revenues						
	4550140	COUNTY CONTRIBUTIONS	8,512,972	9,803,597	10,088,845	9,739,845
Total - Other Revenues			8,512,972	9,803,597	10,088,845	9,739,845
Total Fund Revenues			8,522,600	9,812,083	10,095,445	9,746,445
Other Financing Sources						
	6000000	OPERATING TRANSFERS IN	0	0	0	350,000
Total - Other Financing Sources			0	0	0	350,000
Total - Pension Obligation Bond DSF			8,522,600	9,812,083	10,095,445	10,096,445
=====						
TOTAL Debt Service Funds Fin. Sources			10,738,691	11,888,798	12,175,492	12,176,492
=====						
TOTAL ALL FUNDS			470,800,933	495,501,805	494,039,153	501,401,216
=====						

Schedule 7

Summary of Financing Uses by Function and Fund

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

SUMMARY OF FINANCING USES BY FUNCTION AND FUND

GOVERNMENTAL FUNDS

FOR FISCAL YEAR 2014-15

DESCRIPTION (1)	2012-13 ACTUAL (2)	2013-14 ACTUAL (3)	2014-15 RECOMMENDED (4)	2014-15 ADOPTED (BOS) (5)
SUMMARIZATION BY FUNCTION				
General Government	64,340,583	74,019,468	67,030,104	67,539,890
Public Protection	143,966,584	146,997,442	153,333,885	154,218,089
Public Ways & Facilities	35,823,217	28,086,028	40,511,600	40,511,600
Health & Sanitation	66,483,259	68,700,953	76,423,574	76,511,019
Public Assistance	102,707,407	104,784,090	108,741,221	108,903,402
Education	10,254,118	12,628,224	10,749,472	10,749,472
Recreation & Cultural Services	7,673,733	8,156,269	8,114,786	8,564,786
Debt Service	10,555,761	10,836,673	11,285,365	11,286,365
Financing Uses	13,080,331	13,118,555	19,667,986	25,920,353
Total Financing Uses by Function	454,884,993	467,327,702	495,857,993	504,204,976
APPROPRIATIONS FOR CONTINGENCIES				
1000000000 General Fund			18,837,009	19,111,875
1200500000 Community Devel Pgm			0	44,840
1201500000 Parks			310,711	510,711
1204500000 Driving Under the Influence			40,000	40,000
1205000000 Library			375,931	452,750
Total Appropriations for Contingencies			19,563,651	20,160,176
Subtotal Financing Uses	454,884,993	467,327,702	515,421,644	524,365,152
PROVISIONS FOR OBLIGATED FUND BALANCES (Reserves & Designations)				
1000000000 General Fund			40,618	1,540,618
1100000000 Capital Projects			1,259,640	1,259,640
1200000000 Road Fund			0	3,249,984
1201000000 Public Facility Fees			1,270,500	1,270,500
1201500000 Parks			0	506,762
1202000000 Co-Wide Automation Replacement			0	1,699,425
1202500000 Gen Gov Building Replacement			2,698,131	5,850,498
1203000000 Tax Reduction Resrv			3,300,000	4,550,000
1204000000 Wildlife And Grazing			0	2,307
1205000000 Library			0	124,281
1205500000 Fish And Game			0	15,768
1206000000 Organizational Development			47,093	297,093
1208000000 Debt Service-Cert of Participation			0	10
1801000000 Pension Obligation Bond DSF			890,127	890,127
Total Obligated Fund Balances (Reserves & Designations)			9,506,109	21,257,013
Total Financing Uses	454,884,993	467,327,702	524,927,753	545,622,165

SUMMARY OF FINANCING USES BY FUNCTION AND FUND

GOVERNMENTAL FUNDS

FOR FISCAL YEAR 2014-15

DESCRIPTION (1)	2012-13 ACTUAL (2)	2013-14 ACTUAL (3)	2014-15 RECOMMENDED (4)	2014-15 ADOPTED (BOS) (5)
SUMMARIZATION BY FUND				
1000000000 General Fund	373,331,550	381,025,700	430,649,120	439,810,183
1100000000 Capital Projects	4,157,652	10,683,418	4,775,790	5,285,576
1200000000 Road Fund	31,373,791	26,523,049	38,970,097	42,220,081
1200500000 Community Devel Pgm	4,823,024	6,210,347	3,912,369	3,957,209
1201000000 Public Facility Fees	1,117,593	470,305	1,670,500	1,670,500
1201500000 Parks	7,673,733	8,156,269	8,425,497	9,582,259
1202000000 Co-Wide Automation Replacement	2,248,859	1,985,277	2,297,313	3,996,738
1202500000 Gen Gov Building Replacement	243,563	64,446	2,698,131	5,850,498
1203000000 Tax Reduction Resrv	204,104	2,800,000	3,300,000	4,550,000
1203500000 Impact Fee-Traffic	3,331,833	1,092,674	1,141,503	1,141,503
1204000000 Wildlife And Grazing	1,772	1,776	3,500	5,807
1204500000 Driving Under the Influence	1,365,069	1,457,233	1,634,352	1,634,352
1205000000 Library	8,441,722	10,717,108	9,055,000	9,256,100
1205500000 Fish And Game	10,972	8,269	20,000	35,768
1206000000 Organizational Development	342,310	357,325	866,151	1,116,151
1206500000 Medically Indigent Services Program	4,884,120	4,200,635	2,531,938	2,531,938
1207000000 Emergency Med Svcs	777,565	737,198	801,000	801,000
1208000000 Debt Service-Cert of Participation	2,216,081	2,076,714	2,080,047	2,080,057
1801000000 Pension Obligation Bond DSF	8,339,680	8,759,959	10,095,445	10,096,445
Total Financing Uses	454,884,993	467,327,702	524,927,753	545,622,165

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

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

DETAIL OF FINANCING USES BY FUNCTION, ACTIVITY AND BUDGET UNIT
GOVERNMENTAL FUNDS
FOR FISCAL YEAR 2014-15

FUNCTION, ACTIVITY AND BUDGET UNIT (1)	2012-13 ACTUAL (2)	2013-14 ACTUAL (3)	2014-15 RECOMMENDED (4)	2014-15 ADOPTED (BOS) (5)
General Government				
Legislative & Administrative				
100 BOARD OF SUPERVISORS	1,603,914	1,561,379	1,632,673	1,632,673
103 NON-DEPT OTHER EXPENDITURES	0	0	389,500	389,500
104 ADMINISTRATIVE OFFICE	1,522,960	1,549,503	1,831,811	1,831,811
110 CLERK/RECORDER	3,013,361	2,910,199	3,206,210	3,206,210
275 ORGANIZATIONAL DEVELOPMENT	342,310	357,325	819,058	819,058
290 COMMUNITY DEVELOPMENT PROGRAM	<u>4,823,024</u>	<u>6,210,347</u>	<u>3,912,369</u>	<u>3,912,369</u>
TOTAL Legislative & Administrative	11,305,569	12,588,753	11,791,621	11,791,621
Finance				
101 NON-DEPARTMENTAL REVENUES	2	3	5	5
107 AUDITOR-CONTROLLER	4,710,288	4,665,713	5,038,786	5,038,786
108 TREAS-TAX COLL-PUBLIC ADM	2,767,459	2,775,835	2,871,497	2,871,497
109 ASSESSOR	8,223,426	8,534,995	9,239,545	9,239,545
268 TAX REDUCTION RESERVE	<u>204,104</u>	<u>2,800,000</u>	<u>0</u>	<u>0</u>
TOTAL Finance	15,905,279	18,776,546	17,149,833	17,149,833
Counsel				
111 COUNTY COUNSEL	<u>3,974,307</u>	<u>3,473,835</u>	<u>3,532,987</u>	<u>3,532,987</u>
TOTAL Counsel	3,974,307	3,473,835	3,532,987	3,532,987
Personnel				
112 HUMAN RESOURCES	<u>2,117,560</u>	<u>2,272,522</u>	<u>2,593,737</u>	<u>2,593,737</u>
TOTAL Personnel	2,117,560	2,272,522	2,593,737	2,593,737
Property Management				
113 GENERAL SERVICES	8,774,392	9,300,585	9,788,600	9,788,600
200 MAINTENANCE PROJECTS	<u>1,668,002</u>	<u>1,677,369</u>	<u>1,968,340</u>	<u>1,968,340</u>
TOTAL Property Management	10,442,394	10,977,954	11,756,940	11,756,940
Plant Acquisition				
230 CAPITAL PROJECTS FUND	4,157,652	10,683,418	3,516,150	4,025,936
267 GEN GOVT BUILDING REPLACEMENT	<u>243,563</u>	<u>64,446</u>	<u>0</u>	<u>0</u>
TOTAL Plant Acquisition	4,401,215	10,747,864	3,516,150	4,025,936

DETAIL OF FINANCING USES BY FUNCTION, ACTIVITY AND BUDGET UNIT
GOVERNMENTAL FUNDS
FOR FISCAL YEAR 2014-15

FUNCTION, ACTIVITY AND BUDGET UNIT (1)	2012-13 ACTUAL (2)	2013-14 ACTUAL (3)	2014-15 RECOMMENDED (4)	2014-15 ADOPTED (BOS) (5)
Other General				
105 RISK MANAGEMENT	1,390,594	1,497,258	1,553,466	1,553,466
114 INFORMATION TECHNOLOGY DEPARTMENT	9,597,193	9,654,352	10,715,275	10,715,275
201 PUBLIC WORKS SPECIAL SERVICES	2,957,613	2,045,107	2,122,782	2,122,782
266 COUNTYWIDE AUTOMATION REPLACEMENT	<u>2,248,859</u>	<u>1,985,277</u>	<u>2,297,313</u>	<u>2,297,313</u>
TOTAL Other General	16,194,259	15,181,994	16,688,836	16,688,836
TOTAL General Government	64,340,583	74,019,468	67,030,104	67,539,890
Public Protection				
Judicial				
131 GRAND JURY	131,042	133,498	138,850	138,850
132 DISTRICT ATTORNEY	14,452,732	14,109,271	14,786,491	14,786,491
134 CHILD SUPPORT SERVICES	4,457,685	4,331,952	4,594,427	4,594,427
135 PUBLIC DEFENDER	5,967,048	5,890,492	5,682,424	5,682,424
143 COURT OPERATIONS	<u>2,420,940</u>	<u>2,411,401</u>	<u>2,426,973</u>	<u>2,426,973</u>
TOTAL Judicial	27,429,447	26,876,614	27,629,165	27,629,165
Police Protection				
136 SHERIFF-CORONER	<u>60,969,266</u>	<u>63,156,699</u>	<u>63,875,018</u>	<u>64,197,594</u>
TOTAL Police Protection	60,969,266	63,156,699	63,875,018	64,197,594
Detention & Correction				
139 PROBATION DEPARTMENT	<u>17,289,666</u>	<u>18,438,826</u>	<u>19,684,761</u>	<u>19,799,272</u>
TOTAL Detention & Correction	17,289,666	18,438,826	19,684,761	19,799,272
Fire Protection				
140 COUNTY FIRE	<u>16,878,246</u>	<u>17,099,924</u>	<u>19,176,310</u>	<u>19,176,310</u>
TOTAL Fire Protection	16,878,246	17,099,924	19,176,310	19,176,310
Flood Control, Soil & Water Conservation				
330 WILDLIFE AND GRAZING	<u>1,772</u>	<u>1,776</u>	<u>3,500</u>	<u>3,500</u>
TOTAL Flood Control, Soil & Water Conservation	1,772	1,776	3,500	3,500
Protective Inspection				
141 AGRICULTURAL COMMISSIONER	<u>5,140,138</u>	<u>5,186,098</u>	<u>5,366,859</u>	<u>5,365,083</u>
TOTAL Protective Inspection	5,140,138	5,186,098	5,366,859	5,365,083

DETAIL OF FINANCING USES BY FUNCTION, ACTIVITY AND BUDGET UNIT

GOVERNMENTAL FUNDS

FOR FISCAL YEAR 2014-15

FUNCTION, ACTIVITY AND BUDGET UNIT (1)	2012-13 ACTUAL (2)	2013-14 ACTUAL (3)	2014-15 RECOMMENDED (4)	2014-15 ADOPTED (BOS) (5)
Other Protection				
130 WASTE MANAGEMNT	714,267	554,746	906,300	906,300
137 ANIMAL SERVICES	2,393,201	2,394,434	2,560,321	2,560,321
138 EMERGENCY SERVICES	1,361,974	1,232,023	1,657,401	1,657,401
142 PLANNING & BUILDING DEPARTMENT	11,777,635	12,048,033	12,454,250	12,903,143
331 FISH AND GAME	<u>10,972</u>	<u>8,269</u>	<u>20,000</u>	<u>20,000</u>
TOTAL Other Protection	16,258,049	16,237,505	17,598,272	18,047,165
TOTAL Public Protection	143,966,584	146,997,442	153,333,885	154,218,089
Public Ways & Facilities				
Public Ways				
245 ROADS	31,373,791	26,523,049	38,970,097	38,970,097
247 PUBLIC FACILITIES FEES	1,117,593	470,305	400,000	400,000
248 ROADS - IMPACT FEES	<u>3,331,833</u>	<u>1,092,674</u>	<u>1,141,503</u>	<u>1,141,503</u>
TOTAL Public Ways	35,823,217	28,086,028	40,511,600	40,511,600
TOTAL Public Ways & Facilities	35,823,217	28,086,028	40,511,600	40,511,600
Health & Sanitation				
Health				
160 PUBLIC HEALTH	19,858,632	19,487,065	22,483,960	22,483,960
166 BEHAVIORAL HEALTH	<u>46,624,627</u>	<u>49,213,888</u>	<u>53,939,614</u>	<u>54,027,059</u>
TOTAL Health	66,483,259	68,700,953	76,423,574	76,511,019
TOTAL Health & Sanitation	66,483,259	68,700,953	76,423,574	76,511,019
Public Assistance				
Administration				
180 SOCIAL SERVICES ADMINISTRATION	<u>57,040,440</u>	<u>59,543,426</u>	<u>65,425,848</u>	<u>65,425,848</u>
TOTAL Administration	57,040,440	59,543,426	65,425,848	65,425,848
Aid Programs				
181 FOSTER CARE-SOCIAL SERVICES	18,760,326	19,568,338	21,646,210	21,646,210
182 CALWORKS	<u>11,497,320</u>	<u>11,492,582</u>	<u>12,351,556</u>	<u>12,351,556</u>
TOTAL Aid Programs	30,257,646	31,060,920	33,997,766	33,997,766

DETAIL OF FINANCING USES BY FUNCTION, ACTIVITY AND BUDGET UNIT

GOVERNMENTAL FUNDS

FOR FISCAL YEAR 2014-15

FUNCTION, ACTIVITY AND BUDGET UNIT (1)	2012-13 ACTUAL (2)	2013-14 ACTUAL (3)	2014-15 RECOMMENDED (4)	2014-15 ADOPTED (BOS) (5)
Medical Services				
183 MEDICAL ASSISTANCE PROG	4,017,446	3,142,778	0	0
350 Medically Indigent Services Program	4,884,120	4,200,635	2,531,938	2,531,938
351 EMERGENCY MEDICAL SRVS FUND	<u>777,565</u>	<u>737,198</u>	<u>801,000</u>	<u>801,000</u>
TOTAL Medical Services	9,679,131	8,080,611	3,332,938	3,332,938
General Relief				
185 GENERAL ASSISTANCE	<u>1,149,727</u>	<u>970,661</u>	<u>1,165,593</u>	<u>1,165,593</u>
TOTAL General Relief	1,149,727	970,661	1,165,593	1,165,593
Veterans Services				
186 VETERANS SERVICES	<u>461,648</u>	<u>544,782</u>	<u>524,813</u>	<u>524,813</u>
TOTAL Veterans Services	461,648	544,782	524,813	524,813
Other Assistance				
106 CONTRIBUTIONS TO OTHER AGENCIES	1,845,347	1,916,095	1,639,244	1,684,244
184 LAW ENFORCEMENT MED CARE	<u>2,273,468</u>	<u>2,667,595</u>	<u>2,655,019</u>	<u>2,772,200</u>
TOTAL Other Assistance	4,118,815	4,583,690	4,294,263	4,456,444
TOTAL Public Assistance	102,707,407	104,784,090	108,741,221	108,903,402
Education				
Library Services				
377 LIBRARY	<u>8,441,722</u>	<u>10,717,108</u>	<u>8,679,069</u>	<u>8,679,069</u>
TOTAL Library Services	8,441,722	10,717,108	8,679,069	8,679,069
Agricultural Education				
215 FARM ADVISOR	<u>447,327</u>	<u>453,883</u>	<u>476,051</u>	<u>476,051</u>
TOTAL Agricultural Education	447,327	453,883	476,051	476,051
Other Education				
375 DRIVING UNDER THE INFLUENCE	<u>1,365,069</u>	<u>1,457,233</u>	<u>1,594,352</u>	<u>1,594,352</u>
TOTAL Other Education	1,365,069	1,457,233	1,594,352	1,594,352
TOTAL Education	10,254,118	12,628,224	10,749,472	10,749,472

DETAIL OF FINANCING USES BY FUNCTION, ACTIVITY AND BUDGET UNIT
GOVERNMENTAL FUNDS
FOR FISCAL YEAR 2014-15

FUNCTION, ACTIVITY AND BUDGET UNIT (1)	2012-13 ACTUAL (2)	2013-14 ACTUAL (3)	2014-15 RECOMMENDED (4)	2014-15 ADOPTED (BOS) (5)
Recreation & Cultural Services				
Recreation Facilities				
305 PARKS	<u>7,673,733</u>	<u>8,156,269</u>	<u>8,114,786</u>	<u>8,564,786</u>
TOTAL Recreation Facilities	7,673,733	8,156,269	8,114,786	8,564,786
TOTAL Recreation & Cultural Services	7,673,733	8,156,269	8,114,786	8,564,786
Debt Service				
Retirement Of Long-Term Debt				
277 DEBT SERVICE	2,216,081	2,076,714	2,080,047	2,080,047
392 PENSION OBLIGATION BOND DSF	<u>8,339,680</u>	<u>8,759,959</u>	<u>9,205,318</u>	<u>9,206,318</u>
TOTAL Retirement Of Long-Term Debt	10,555,761	10,836,673	11,285,365	11,286,365
TOTAL Debt Service	10,555,761	10,836,673	11,285,365	11,286,365
Financing Uses				
Transfers Out				
102 NON-DEPTL-OTHR FINCNG USE	<u>13,080,331</u>	<u>13,118,555</u>	<u>19,667,986</u>	<u>25,920,353</u>
TOTAL Transfers Out	13,080,331	13,118,555	19,667,986	25,920,353
TOTAL Financing Uses	13,080,331	13,118,555	19,667,986	25,920,353
GRAND TOTAL FINANCING USES BY FUNCTION	<u><u>454,884,993</u></u>	<u><u>467,327,702</u></u>	<u><u>495,857,993</u></u>	<u><u>504,204,976</u></u>

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

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

FINANCING USES CLASSIFICATION	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 REQUESTED	2014-15 PROPOSED	2014-15 ADOPTED
(1)	(2)	(3)	(4)	(5)	(6)
Salary and Benefits	228,270,778	235,415,294	250,117,425	253,688,151	254,318,854
Services and Supplies	137,862,650	138,809,197	138,160,366	139,826,296	140,251,423
Other Charges	87,424,320	90,593,448	81,722,502	93,989,092	100,770,459
Fixed Assets	21,844,027	22,168,930	25,444,965	27,005,322	27,515,108
Transfers	(20,516,782)	(19,659,167)	(18,678,099)	(18,650,868)	(18,650,868)
Contingencies	0	0	16,549,342	19,563,651	20,160,176
TOTAL FINANCING REQUIREMENTS	<u>454,884,993</u>	<u>467,327,702</u>	<u>493,316,501</u>	<u>515,421,644</u>	<u>524,365,152</u>

Analysis of Financing Sources by Source by Fund

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

ACCT	REVENUE CLASSIFICATION (1)	2012-13 ACTUAL (2)	2013-14 ACTUAL (3)	2014-15 PROPOSED (4)	2014-15 ADOPTED (5)	FUND (6)
CURRENT PROPERTY TAXES						
4000005	PROP. TAXES CURR. SECURED	85,849,449	89,713,527	91,353,069	91,353,069	
4000005	PROP. TAXES CURR. SECURED	1,089,060	1,129,892	1,131,723	1,131,723	Road Fund
4000005	PROP. TAXES CURR. SECURED	6,162,349	6,420,682	6,572,366	6,572,366	Library
4000007	PROPERTY TAX-UNITARY	7,838,110	7,722,211	7,644,791	7,644,791	
4000007	PROPERTY TAX-UNITARY	336,934	329,212	349,996	349,996	Road Fund
4000007	PROPERTY TAX-UNITARY	564,081	555,578	550,257	550,257	Library
4000010	SUPPLEMENTAL-CURR.SECURED	1,067,548	1,418,012	663,000	663,000	
4000010	SUPPLEMENTAL-CURR.SECURED	10,305	13,689	2,520	2,520	Road Fund
4000010	SUPPLEMENTAL-CURR.SECURED	58,427	77,586	60,000	60,000	Library
4000015	REDEVELOPMENT AGENCY TAX	(2,666,706)	(1,737,423)	(2,619,218)	(2,619,218)	
4000015	REDEVELOPMENT AGENCY TAX	(120,589)	(82,701)	(119,255)	(119,255)	Library
4000020	RETURN RDA PASSTHRU - S1290	0	1,450,544	0	0	
4000020	RETURN RDA PASSTHRU - S1290	0	46,282	45,581	45,581	Library
4000021	RPTTF RESIDUAL BALANCE	255,634	375,401	0	0	
4000021	RPTTF RESIDUAL BALANCE	49,011	30,706	25,000	25,000	Library
4000022	Successor Agency-Other Funds and Acct	1,246,395	0	0	0	
4000022	Successor Agency-Other Funds and Acct	116,082	0	0	0	Library
4000023	LOW MOD INCOME HOUSING FUND UNENC CAS	1,017,100	0	0	0	
4000023	LOW MOD INCOME HOUSING FUND UNENC CAS	89,473	0	0	0	Library
4000025	PROP. TAXES CURR. UNSEC.	2,253,049	2,346,176	2,193,434	2,193,434	
4000025	PROP. TAXES CURR. UNSEC.	28,185	29,208	25,785	25,785	Road Fund
4000025	PROP. TAXES CURR. UNSEC.	159,485	165,974	161,325	161,325	Library
4000030	SUPPLEMENTAL-CURR.UNSEC.	2,729	(2,581)	5,000	5,000	
4000030	SUPPLEMENTAL-CURR.UNSEC.	26	(24)	115	115	Road Fund
4000030	SUPPLEMENTAL-CURR.UNSEC.	149	(140)	150	150	Library
	Total - CURRENT PROPERTY TAXES	105,406,286	110,001,811	108,045,639	108,045,639	
TAXES OTHER THAN CURRENT PROP						
4010005	PROP. TAXES PRIOR SECURED	(443,656)	(277,481)	(417,000)	(417,000)	
4010005	PROP. TAXES PRIOR SECURED	(5,259)	(3,458)	(6,062)	(6,062)	Road Fund
4010005	PROP. TAXES PRIOR SECURED	(31,483)	(19,640)	(35,000)	(35,000)	Library
4010010	SUPPLEMENTL-PRIOR SECURED	(5,203)	(6,560)	(11,000)	(11,000)	
4010010	SUPPLEMENTL-PRIOR SECURED	(50)	(62)	0	0	Road Fund
4010010	SUPPLEMENTL-PRIOR SECURED	(288)	(358)	(290)	(290)	Library
4010015	PROP. TAXES PRIOR UNSEC.	111,777	162,047	125,000	125,000	
4010015	PROP. TAXES PRIOR UNSEC.	1,393	2,027	0	0	Road Fund
4010015	PROP. TAXES PRIOR UNSEC.	7,912	11,471	7,900	7,900	Library
4010020	SUPPLEMENTAL-PRIOR UNSEC	11,810	20,171	15,000	15,000	
4010020	SUPPLEMENTAL-PRIOR UNSEC	114	194	0	0	Road Fund
4010020	SUPPLEMENTAL-PRIOR UNSEC	645	1,104	650	650	Library
4010025	REDEMPTION FEES	26,090	23,220	30,000	30,000	
4010030	DELINQUENT/COST REIMERSMT	141,785	168,581	156,860	156,860	
4010035	PENALTIES-DELINQUENT TAX	208,187	303,320	160,000	160,000	
4010035	PENALTIES-DELINQUENT TAX	71	148	0	0	Road Fund
4010035	PENALTIES-DELINQUENT TAX	402	842	0	0	Library

ACCT	REVENUE CLASSIFICATION (1)	2012-13 ACTUAL (2)	2013-14 ACTUAL (3)	2014-15 PROPOSED (4)	2014-15 ADOPTED (5)	FUND (6)
4010040	PENALTIES-C O F	6,209	44,427	0	0	
4010045	TLRF PROCEEDS	1,250,000	1,464,682	1,465,000	1,465,000	
4010045	TLRF PROCEEDS	293,369	739,147	0	0	Automtn Replc
4010045	TLRF PROCEEDS	486,510	498,980	500,000	500,000	Cop Loan DS
4010050	SALES AND USE TAXES	13,769,517	11,357,639	7,167,017	7,167,017	
4010051	SALES TAX - SOLAR PLANTS	0	0	1,308,653	1,308,653	
4010065	AIRCRAFT TAX	331,045	346,425	300,000	300,000	
4010070	PROPERTY TRANSFER TAX	2,177,596	2,244,508	2,000,000	2,000,000	
4010073	RACEHORSE TAX	9,198	7,767	10,000	10,000	
4010075	TRANSIENT OCCUPANCY TAX	7,710,936	8,020,592	7,725,000	7,725,000	
4010076	SALE OF TAX DEEDED PROP.	22,500	29,400	32,100	32,100	
4010077	PROPERTY TAX IN-LIEU OF SALES TAX	2,819,679	7,168,462	959,383	959,383	
4010078	PROPERTY TAX IN-LIEU OF VLF	26,700,191	27,606,476	27,606,000	27,606,000	
	Total - TAXES OTHER THAN CURRENT PROP	55,600,997	59,914,071	49,099,211	49,099,211	
	LICENSES AND PERMITS					
4050005	FRANCHISES-CABLE	724,038	779,225	700,000	700,000	
4050006	FRANCHISE FEES-PUB UTIL	1,206,400	1,301,928	1,300,000	1,300,000	
4050010	FRANCHISE FEES-GARBAGE	737,238	815,578	700,000	700,000	
4050011	FRANCHISE FEES-PETROLEUM	17,730	17,995	0	0	
4050015	ANIMAL LICENSES	702,838	754,864	634,982	634,982	
4050020	BUSINESS LICENSES	132,759	134,767	136,336	136,336	
4050025	BUILDING PERMITS	1,382,773	1,992,014	1,462,591	1,462,591	
4050030	GRADING PERMITS	37	0	0	0	
4050035	PLAN CHECK FEES	2,140,200	2,581,822	2,001,952	2,001,952	
4050040	SUB PERMITS-MECH EL PLUMB	302,487	374,148	329,198	329,198	
4050043	BLDG STANDARDS ADMIN	985	1,052	0	0	
4050045	MINOR USE PERMIT APPLICATION	59,364	36,182	18,137	18,137	
4050065	LAND USE PERMITS	973,189	831,532	1,073,738	1,073,738	
4050070	PLOT PLANS	208,341	263,681	226,940	226,940	
4050075	GENERAL PLAN AMENDMENTS	16,713	21,185	1,034	1,034	
4050080	AGRICULTURAL PRESERVE FEE	38,627	53,945	58,285	58,285	
4050081	AG B&P 12241 FEE	1,006	0	0	0	
4050085	SUBDIVISION PERMITS	132,475	228,540	226,077	226,077	
4050095	FINGER PRINTING FEES	8,640	11,675	12,500	12,500	
4050100	EXPLOSIVE PERMITS	2,056	1,052	2,000	2,000	
4050105	OTHER LICENSES AND PERMIT	236,876	256,543	273,964	273,964	
4050110	GUN PERMITS	12,470	13,320	14,400	14,400	
4050111	DOMESTIC VIOLENCE FEES	80,842	61,084	65,000	65,000	
4050120	BURIAL PERMITS	12,178	10,975	10,718	10,718	
4050130	MISC PERMITS	108,110	99,134	75,278	75,278	
4050145	SUBPOENA DUCES TECUM GC 1563	1,322	1,025	2,000	2,000	
4050150	TOBACCO RETAILERS LICENSES	20,540	20,540	21,628	21,628	
4050165	NOTARY FEE GC 8211	560	255	1,000	1,000	
4050170	REPOSSESSION OF VEHICLE GC 26751	1,110	1,335	2,500	2,500	
	Total - LICENSES AND PERMITS	9,261,904	10,665,396	9,350,258	9,350,258	

ACCT	REVENUE CLASSIFICATION (1)	2012-13 ACTUAL (2)	2013-14 ACTUAL (3)	2014-15 PROPOSED (4)	2014-15 ADOPTED (5)	FUND (6)
	FINES, FORFEITURES AND PENALTIES					
4100005	50% EXCESS MOE REVENUE-ST	(344,490)	(279,674)	(500,000)	(500,000)	
4100010	LAND USE FINES	4,556	3,600	1,500	1,500	
4100015	RED LIGHT - VC21453, 54, 57	3,687	5,026	3,000	3,000	
4100040	RESTITUTION FINE-PC 294	(161)	0	0	0	
4100045	VEHICLE FORFEITURES-VC14607.6	0	100	500	500	
4100055	PROBA DRUG FEE-PC1203.1AB	2,419	3,055	3,360	3,360	
4100065	CHILD RESTRNT FEE-COUNTY	4,366	4,690	5,000	5,000	
4100070	CHILD RESTRAINT FEE-CITY	3,432	2,384	2,500	2,500	
4100080	BATTRD WM SHEL-PC1203.097	11	0	0	0	
4100085	TRAFFIC SCH-VC42007.1(\$24)	228,014	175,383	256,000	256,000	
4100090	CNTY FIX IT-VC 40611	31,063	30,072	36,000	36,000	
4100100	CO-FAILURE TO APPEAR(FTA)	7,235	2,680	6,000	6,000	
4100105	CO MOTOR VEH/CRIM FINES	715,077	494,874	840,000	840,000	
4100130	LAB FEE-PC1463.14	78,121	74,160	90,200	90,200	
4100135	CITIES FIX IT-VC40611	13,925	13,331	16,000	16,000	
4100140	SMALL CLAIMS ADVISORY FEE	6,461	5,980	6,550	6,550	
4100150	PA-EMERGENCY MED SERVICES	309,140	276,003	350,000	350,000	Emergency Med Svcs
4100152	PA-SB1773 RICHIE'S FUND	388,286	340,005	350,000	350,000	Emergency Med Svcs
4100155	SUPERIOR COURT FINES-BASE	23,273	131,618	93,965	93,965	
4100162	GAMING-PC 335a	686	0	0	0	
4100165	SETTLEMENTS/JUDGEMENTS	367,340	154,072	335,000	335,000	
4100165	SETTLEMENTS/JUDGEMENTS	0	1,986,400	0	0	Capital Projects
4100165	SETTLEMENTS/JUDGEMENTS	0	513,600	0	0	Building Replcmt
4100180	BLDG CODE INVESTIG FEES	42,860	43,106	69,216	69,216	
4100195	TRAFFIC SCHOOL FEES	1,088,547	861,113	1,172,000	1,172,000	
4100206	ASSET FORFEITURES	150,356	242,612	70,598	70,598	
4100220	BLOOD ALCOHOL FINES	135,541	199,140	174,000	174,000	
4100225	AIDS EDUCATION FINE-PC264	567	967	0	0	
4100230	PENALTY AS-FINGERPRINT ID	226,066	342,068	298,572	298,572	
4100250	FISH AND GAME FINES	14,155	16,472	20,000	20,000	Fish & Game
4100255	OFF-HIGHWAY MOTOR FINES	25,397	68,946	89,561	89,561	Parks Spl Rev
4100260	AGRICULTURE FINES	10,200	16,000	0	0	
4100265	BUSINESS & PROFESSIONS	(6,810)	(3,772)	(6,000)	(6,000)	
4100270	HEALTH/SAFETY FINES/FORFT	(1,359)	1,982	1,000	1,000	
4100275	LITTER CLEANUP	4,620	31,358	6,000	6,000	Parks Spl Rev
4100285	CITIES- ALL MISDEMEANORS	12,868	168,526	15,000	15,000	
4100290	FEES -ALCOHOL ABUSE & EDU	40,000	90,000	42,000	42,000	
4100295	CITIES PARKING	8,858	6,765	8,800	8,800	
4100300	CITY MOTOR VEHICLE FINES	66,689	72,126	77,000	77,000	
4100310	ST PENALTY F&GAME-PC1464	5,059	7,565	0	0	Fish & Game
4100320	PENALTY AS-CTHS TEMP CONS	308,768	309,434	309,918	309,918	Cop Loan DS
4100340	ST PENALTY ASSMNTS-PC1464	445,741	408,759	479,000	479,000	
4100354	COUNTY PORTION GC 76000	91,692	101,751	97,000	97,000	
4100365	TRAFFIC SCH FEES-MADDY FUND	79,099	63,428	100,000	100,000	Emergency Med Svcs
4100366	ADM PENALTY-HS 25187	137,147	45,000	134,572	134,572	

ACCT	REVENUE CLASSIFICATION (1)	2012-13 ACTUAL (2)	2013-14 ACTUAL (3)	2014-15 PROPOSED (4)	2014-15 ADOPTED (5)	FUND (6)
4100390	TRAFFIC SCHOOL FEES - CITY	13,270	7,122	16,000	16,000	
4100465	DNA Database	4,284	7,000	10,000	10,000	
	Total - FINES, FORFEITURES AND PENALT	4,746,056	7,044,827	5,079,812	5,079,812	
	USE OF MONEY AND PROPERTY					
4150000	INTEREST	225,327	215,809	1,453,000	1,453,000	
4150000	INTEREST	59,802	47,136	0	0	Capital Projects
4150000	INTEREST	16,471	14,027	15,000	15,000	Road Fund
4150000	INTEREST	555	625	0	0	Comm Dev Pgm
4150000	INTEREST	27,345	20,840	0	0	Pub Fac Fees
4150000	INTEREST	4,989	5,479	2,397	2,397	Parks Spl Rev
4150000	INTEREST	33,587	26,826	0	0	Automtn Replc
4150000	INTEREST	38,505	36,274	0	0	Building Replcmt
4150000	INTEREST	43,435	29,039	0	0	Tax Reductn Res
4150000	INTEREST	23,148	14,287	6,400	6,400	Impact Fee
4150000	INTEREST	37	32	0	0	Wildlife Grazing
4150000	INTEREST	2,008	1,373	1,000	1,000	DUI
4150000	INTEREST	5,632	6,872	4,500	4,500	Library
4150000	INTEREST	5,862	4,438	4,000	4,000	Org Development
4150000	INTEREST	2,833	2,300	1,500	1,500	MISP
4150000	INTEREST	470	335	1,000	1,000	Emergcy Med Svcs
4150000	INTEREST	9,628	8,486	6,600	6,600	POB- DSF
4150003	INTEREST-PROP TAX REFUNDS	(92,317)	(13,426)	0	0	
4150003	INTEREST-PROP TAX REFUNDS	(593)	(166)	0	0	Road Fund
4150003	INTEREST-PROP TAX REFUNDS	(3,374)	(949)	0	0	Library
4150010	RENTS AND CONCESSIONS	420,845	420,845	0	0	Automtn Replc
4150015	COMMUNICATION LEASE FACIL	12,900	12,900	11,300	11,300	
4150020	RENT-LAND/BLDG-SHORT TERM	11,534	11,637	11,986	11,986	
4150020	RENT-LAND/BLDG-SHORT TERM	48,614	54,878	57,258	57,258	Parks Spl Rev
4150025	RENT-LAND/BLDG-LONG TERM	245,298	239,751	163,908	163,908	
4150025	RENT-LAND/BLDG-LONG TERM	60,274	55,596	54,659	54,659	Parks Spl Rev
4150030	FARM LAND RENT	1,950	1,650	1,800	1,800	Parks Spl Rev
4150035	RENTAL OF VETERANS BLDGS.	54,774	55,778	54,774	54,774	
	Total - USE OF MONEY AND PROPERTY	1,259,539	1,272,672	1,851,082	1,851,082	
	AID FROM STATE GOVERNMENT					
4200005	ST RLG- SALES TX-SOC SRVC	7,901,928	8,662,667	10,477,037	10,477,037	
4200010	ST RLG- SALES TAX-M H	5,597,838	5,682,729	5,628,773	5,628,773	
4200015	ST RLG- SALES TAX-HEALTH	1,447,805	725,016	911,884	911,884	
4200020	ST REALGN- VLF	2,228,504	3,150,755	2,759,540	2,759,540	
4200020	ST REALGN- VLF	2,439,000	1,174,225	0	0	MISP
4200022	ST AID REALIGNMENT	111,005	314,920	424,746	424,746	
4200023	ST AID REALIGNMENT-VLF	99,273	99,273	99,273	99,273	
4200035	SB90 STATE MANDATED COSTS	354,531	283,948	265,616	265,616	
4200040	ST AID- DRUG/MENTL HEALTH	518,967	533,631	0	0	
4200045	STATE AID- EXTRADITION	25,722	21,040	25,000	25,000	

ACCT	REVENUE CLASSIFICATION (1)	2012-13 ACTUAL (2)	2013-14 ACTUAL (3)	2014-15 PROPOSED (4)	2014-15 ADOPTED (5)	FUND (6)
4200050	ST AID-DMV-AIR	0	(66,066)	0	0	
4200055	STATE AID FOR AGRICULTURE	743,734	754,431	742,144	742,144	
4200065	STATE AID-NUCLEAR PLANNG	1,620,705	1,618,269	1,814,552	1,814,552	
4200065	STATE AID-NUCLEAR PLANNG	0	0	3,922	3,922	Parks Spl Rev
4200065	STATE AID-NUCLEAR PLANNG	700	0	0	0	MISP
4200070	STATE AID VETERAN AFFAIRS	61,493	446,518	60,000	60,000	
4200075	HOMEOWNER PROP TAX RELIEF	507,014	774,624	775,000	775,000	
4200075	HOMEOWNER PROP TAX RELIEF	9,725	9,615	9,811	9,811	Road Fund
4200075	HOMEOWNER PROP TAX RELIEF	55,027	54,636	54,636	54,636	Library
4200080	STATE REIMB-CMC/ASH CASES	878,208	796,396	855,000	855,000	
4200090	ST AID-INS FRAUD INVESTIG	110,406	107,254	62,254	62,254	
4200095	ST AID-DMV-VEH CRIME INV	284,202	284,768	294,704	294,704	
4200105	STATE AWARDED GRANTS	772,451	1,000,503	513,912	513,912	
4200105	STATE AWARDED GRANTS	24,366	40,634	40,000	40,000	Library
4200121	ST AID-PROP 1B ST & LOCAL	0	0	119,000	119,000	Road Fund
4200125	STATE REIMB FOR DNA TESTING	77,445	76,964	76,816	76,816	
4200140	ST REV-PAROLE HOLDS	(925)	0	0	0	
4200150	ST AID - CHILD SUP ADMIN	1,514,771	1,472,285	1,561,085	1,561,085	
4200170	STATE AID - OTHER	1,984,546	2,273,378	2,089,227	2,089,227	
4200170	STATE AID - OTHER	103,000	747,272	0	0	Comm Dev Pgm
4200175	STATE - WELFARE ADMIN.	20,372,200	24,721,993	23,521,697	23,521,697	
4200185	STATE AID-PRIOR YEAR	618,335	185,177	0	0	
4200185	STATE AID-PRIOR YEAR	32,938	(7,908)	0	0	Road Fund
4200190	STATE AID - ABATEMENT	74,474	51,703	45,000	45,000	
4200195	ST AID-CS COLL-FOSTR CARE	57,534	53,408	35,353	35,353	
4200200	MEDI-CAL:PATIENTS-ST +FED	11,546,348	11,288,973	15,361,892	15,361,892	
4200205	ST AID - REIMB	19,493	1,774	0	0	
4200210	ST AID-CALIF CHILDREN SRVC	1,529,002	1,610,500	1,721,679	1,721,679	
4200212	STATE AID-CENCAL	168,575	210,393	191,250	191,250	
4200215	STATE - HEALTH ADMIN.	317,859	337,496	306,040	306,040	
4200226	ST AID-GAS TAX-UNCLAIMED	1,094,914	1,103,390	1,094,914	1,094,914	
4200230	STATE - HIGHWAY USERS TAX	8,484,088	10,998,339	9,700,000	9,700,000	Road Fund
4200235	STATE OFF HWY MTR VH FEES	7,653	0	0	0	
4200240	STATE AID CONSTRUCTION	0	59,294	0	0	
4200240	STATE AID CONSTRUCTION	289,871	476,757	5,969,000	5,969,000	Road Fund
4200241	STATE AID - URBAN STATE HWY ACCOUNT	456,442	55,768	90,000	90,000	Road Fund
4200242	STATE AID - REGIONAL STATE HWY ACCOUN	9,551	400	0	0	
4200242	STATE AID - REGIONAL STATE HWY ACCOUN	231,432	16,043	506,800	506,800	Road Fund
4200243	PRIOR YR USHA (URBAN HWY ACCT)	0	7,578	0	0	Road Fund
4200244	PRIOR YR RSHA (REGIONAL HWY ACCT)	194	79,124	0	0	Road Fund
4200245	TRANS DEV ACT SB 325	1,673,522	2,818,881	2,500,000	2,500,000	Road Fund
4200250	ST AID-ISTEA EXCHANGE	578,060	578,060	578,060	578,060	Road Fund
4200255	ST AID-PUBLIC SAFETY SRVC	21,300,025	22,368,086	23,383,517	23,383,517	
4200260	ST AID-BICYCLE LANE ACCT	26,627	28,380	0	0	Capital Projects
4200270	STATE-MOTOR VEH LIC FEE	117,631	102,376	117,000	117,000	
4200273	STATE AID-STATE OFFICE OF FAMILY PLAN	1,144,464	1,040,167	1,226,000	1,226,000	

ACCT	REVENUE CLASSIFICATION (1)	2012-13 ACTUAL (2)	2013-14 ACTUAL (3)	2014-15 PROPOSED (4)	2014-15 ADOPTED (5)	FUND (6)
4200275	OTHER STATE IN-LIEU TAXES	3,981	2,105	800	800	
4200295	ST-10% SBOC VOC REBATE	5,792	6,914	8,000	8,000	
4200305	ST AID - SLESF	862,373	788,976	775,181	775,181	
4200315	ST-AB818 PROPERTY TAX ADMIN	0	30,000	0	0	
4200325	ST AID-INCENIVES	238,930	307,144	378,000	378,000	
4200335	ST-WELFARE ADMIN-PRIOR YR	4,782,145	4,118,051	0	0	
4200340	ST AID - MHSA	8,716,423	8,801,744	9,741,592	9,829,037	
4200350	ST RLGN-2011 COURT SECURITY	3,838,458	3,939,787	3,927,849	3,927,849	
4200351	ST RLGN-2011 LOCAL COMM	4,531,707	5,948,563	6,442,813	6,478,084	
4200352	ST RLGN-2011 DA & PUBLIC DEFENDER	69,533	84,699	126,945	126,945	
4200354	ST RLGN-2011 HLTH & HUMAN SVCS	16,275,817	18,865,949	23,459,596	23,459,596	
4200355	ST RLGN-2011 SLESF	1,195,312	1,224,819	1,326,285	1,326,285	
4200356	ST RLGN-2011 CALWORKS MOE	4,942,105	5,143,312	9,845,024	9,845,024	
4250022	FED AID STIP	2,275,831	0	0	0	Road Fund
	Total - AID FROM STATE GOVERNMENT	147,361,080	158,487,900	172,044,219	172,166,935	
	AID FROM FEDERAL GOVERNMENT					
4250005	FED AID ENTITLEMNT LAND	1,045,095	1,118,539	945,000	945,000	
4250010	FEDERAL AID-STORM DAMAGE	379,458	0	0	0	Road Fund
4250015	FEDERAL - HEALTH ADMIN	3,629,584	3,326,144	3,803,510	3,803,510	
4250015	FEDERAL - HEALTH ADMIN	51,378	41,162	49,672	49,672	MISP
4250020	FEDERAL AID CONSTRUCTION	4,278,297	4,521,886	5,745,232	5,745,232	Road Fund
4250021	FEDERAL AID-BRIDGE TOLLS	59,961	53,608	429,588	429,588	Road Fund
4250025	FEDERAL GRAZING FEES	5,116	4,041	3,500	3,500	Wildlife Grazing
4250026	FEDERAL AID FOREST RESERVE	5,978	9,746	8,943	8,943	Road Fund
4250045	FEDERAL AID-COPS AHEAD	170,000	17,060	0	0	
4250055	FED AID - REIMB	61,000	50,927	36,422	36,422	
4250065	FEDERAL FUNDS - CDBG	1,302,301	2,435,895	1,627,673	1,627,673	Comm Dev Pgm
4250067	FED AID - CDBG RECOVERY AND REINV FND	18,359	0	0	0	Comm Dev Pgm
4250070	FEDERAL FUNDS - HOME	1,803,748	1,471,388	726,163	726,163	Comm Dev Pgm
4250075	FEDERAL FUNDS - ESG	93,062	194,194	135,496	135,496	Comm Dev Pgm
4250076	FEDERAL AID-HPRP FUNDS	40,242	0	0	0	Comm Dev Pgm
4250080	FEDERAL FUNDS - SNAP	968,130	918,052	1,031,601	1,031,601	Comm Dev Pgm
4250085	FEDERAL AID - SECURITY	36,996	55,288	65,000	65,000	
4250086	FED AID - SCAAP PASS THRU	225,001	158,109	127,912	127,912	
4250090	FED AID-DRUG AND ALCOHOL	1,460,452	1,554,769	1,541,372	1,541,372	
4250095	FEDERAL-GRANTS	2,572,494	2,175,323	2,855,076	2,855,076	
4250095	FEDERAL-GRANTS	214,630	56,537	0	0	Capital Projects
4250100	FEDERAL AID - ENVIRONMENT	110,735	38,128	0	0	Comm Dev Pgm
4250105	FEDERAL AID - OTHER	2,138,314	2,088,801	1,287,404	1,287,404	
4250105	FEDERAL AID - OTHER	22,377	17,500	0	0	Library
4250110	FEDERAL - WELFARE ADMIN	25,036,275	24,003,645	30,283,939	30,283,939	
4250115	FEDERAL AID - ABATEMENT	25,023	31,397	25,000	25,000	
4250120	FEDERAL AID-PRIOR YEAR	57,426	(34,336)	0	0	
4250120	FEDERAL AID-PRIOR YEAR	16,131	637,511	0	0	Road Fund
4250123	FED AID-PRIOR YEAR BRIDGE TOLL	0	(233)	0	0	Road Fund

ACCT	REVENUE CLASSIFICATION (1)	2012-13 ACTUAL (2)	2013-14 ACTUAL (3)	2014-15 PROPOSED (4)	2014-15 ADOPTED (5)	FUND (6)
4250130	FED AID-PERINTL SETASIDE	68,591	72,569	72,201	72,201	
4250136	FED AID - PUBLIC HEALTH SECURITY	759,354	696,079	766,062	766,062	
4250140	FED AID-CHILD SUP ADMIN	2,940,437	2,857,967	3,030,342	3,030,342	
4250141	FED-WELFARE ADMN-PRIOR YR	1,066,380	559,541	0	0	
4250150	FEDERAL AID FHWA	0	0	1,995,451	1,995,451	Road Fund
4250160	FED AID WORKFORCE INVESTMENT ACT	1,743,143	2,106,271	2,194,296	2,194,296	
4250171	FED AID-MEDICARE	17,582	5,856	12,000	12,000	
4250180	FED AID-SMALL WATER SYS (ST PASS THRU	0	20,188	75,000	75,000	
4250205	FEDERAL AID-ARRA/PRIME RECIPIENT	171,059	1,508	0	0	
4250206	FEDERAL AID-ARRA/STATE SUB RECIPIENT	3,878	0	0	0	
	Total - AID FROM FEDERAL GOVERNMENT	52,597,987	51,265,060	58,873,855	58,873,855	
	AID FROM OTHER GOVERNMENT AGENCIES					
4300005	OTHER GOVT AGENCY REVENUE	1,696,741	1,686,053	1,988,454	2,102,965	
4300010	COMBINED FED/ST CALWORKS	4,274,864	3,779,335	1,944,393	1,944,393	
4300015	OTHER GOV'T: RDA PASS THRU	1,590,413	0	1,425,000	1,425,000	
4300015	OTHER GOV'T: RDA PASS THRU	51,008	0	0	0	Library
4300022	SUCCESSOR AGENCY-OTHER FUNDS & ACCTS	0	234,466	0	0	
	Total - AID FROM OTHER GOVERNMENT AGE	7,613,026	5,699,854	5,357,847	5,472,358	
	TOTAL AID FROM GOVERNMENTAL AGENCIES	207,572,093	215,452,814	236,275,921	236,513,148	
	CHARGES FOR CURRENT SERVICES					
4350010	TR CT TRUST-GC26833.1	1,080	0	0	0	
4350100	AFFORDABLE HOUSING FEE TRANSFERRED	(1,904)	(11,647)	0	0	Pub Fac Fees
4350101	AFFORDABLE HOUSNG IN-LIEU	0	107	0	0	
4350101	AFFORDABLE HOUSNG IN-LIEU	1,905	11,648	0	0	Pub Fac Fees
4350102	PUB FAC FEE-LIBRARY	129,620	179,100	144,020	144,020	Pub Fac Fees
4350103	PUB FACIL FEE-FIRE	600,347	844,205	566,080	566,080	Pub Fac Fees
4350104	PUB FACIL FEE-PARKS	457,697	616,262	451,260	451,260	Pub Fac Fees
4350105	PUB FACIL FEE-GEN GOVT	199,640	270,017	198,000	198,000	Pub Fac Fees
4350106	APPEAL FEE	6,900	3,400	6,800	6,800	
4350106	APPEAL FEE	876	0	0	0	Road Fund
4350107	PUB FAC FEE-LAW ENFORCE	104,926	141,730	109,140	109,140	Pub Fac Fees
4350108	ROAD IMPACT FEES	1,696,340	1,309,205	847,400	847,400	Impact Fee
4350109	AFFORDABLE HOUSING IMPACT FEE	6,278	(1,111)	1,500	1,500	
4350209	REVENUE TRANSFER FROM TRUST FUNDS	5,736	20,332	3,260	3,260	
4350235	BILLINGS OH-OUTSIDE AGENCIES	40,277	7,470	0	0	
4350245	OTHER BILLINGS TO COURTS	314,814	393,247	392,313	392,313	
4350245	OTHER BILLINGS TO COURTS	1,942	8,194	15,732	15,732	Parks Spl Rev
4350255	BILLINGS TO OUTSIDE AGENCIES	675,061	977,560	1,160,388	1,482,964	
4350255	BILLINGS TO OUTSIDE AGENCIES	40,223	38,060	39,352	39,352	Parks Spl Rev
4350260	FEES-YOUNG ADULTS PROGRAM	47,808	35,187	38,846	38,846	DUI
4350285	EXTD FIRST OFFENDER FEES	204,626	182,313	197,713	197,713	DUI
4350295	PREAPPLICATION PROCESS	27,290	19,982	23,807	23,807	
4350305	FLOOD HAZARD PROPERTY REPORTS	0	126	0	0	

ACCT	REVENUE CLASSIFICATION (1)	2012-13 ACTUAL (2)	2013-14 ACTUAL (3)	2014-15 PROPOSED (4)	2014-15 ADOPTED (5)	FUND (6)
4350310	FIRE SUPPRESSION/COST REI	84,013	90,695	100,000	100,000	
4350311	FIRE SUPPRESSION-EQUIP COST REIM	0	11,473	100,000	100,000	
4350315	AMBULANCE REIMBURSEMENT	177,793	180,368	185,000	185,000	
4350320	INMATE ASSISTANCE REIMBRS	877	509	750	750	
4350330	PUBLIC EDUCATION GOV'T ACCESS FEE	77,999	47,658	0	0	
4350330	PUBLIC EDUCATION GOV'T ACCESS FEE	1,406	20,306	61,000	61,000	Automtn Replc
4350330	PUBLIC EDUCATION GOV'T ACCESS FEE	3,558	1,697	0	0	Org Development
4350335	MONITORING FEE-PC1203.1B	111,501	137,717	132,995	132,995	
4350340	JUVENILE INFORMAL SUPERVISION	60,707	63,036	58,000	58,000	
4350345	DIVERSN MONITRG-PC1001.53	13	59	0	0	
4350350	MITIGATION FEE-AIR	535	695	500	500	
4350365	CHANGE OF PLEA	741	198	400	400	
4350370	PROBA MGMNT FEE-ADULTS	7,839	7,407	7,834	7,834	
4350380	SENTENCING REPORT FEE	36,323	39,942	43,719	43,719	
4350385	RESTITN COLL FEE-PC1203.1	32,162	35,444	65,000	65,000	
4350390	RECORD SEALING FEE	901	561	824	824	
4350395	RED INSTALLMENT PLAN FEE	14,281	10,063	9,730	9,730	
4350400	ADMINISTRATIVE SERVICES	2,087,616	2,048,428	1,889,782	1,889,782	
4350402	ADMIN FEE-SLO CTBID	31,803	33,463	35,000	35,000	
4350404	ADMIN FEE - GC 29412	44,170	45,601	46,057	46,057	
4350405	SPECIAL ASSESSMENT FEES	143,638	143,370	143,740	143,740	
4350407	ADMIN FEE-RDA DISSOLUTION	201,707	55,945	35,000	35,000	
4350410	ASSESSMNT APPORTNMNT FEES	681	0	0	0	
4350415	PROP.REDEMPT.SEARCH FEES	20,172	17,255	15,515	15,515	
4350430	ELECTION SERVICES	595,091	72,011	500,000	500,000	
4350435	DEFERRED ENTRY OF JUDGMENT	85,542	60,598	76,000	76,000	
4350441	SEGREGATIONS FEE	0	38	38	38	
4350445	DMV DELINQUENT VESSEL FEE	918	972	985	985	
4350450	UNSEC DELINQUENT COLL FEE	23,814	30,241	23,675	23,675	
4350455	OTHER COURT-ORDERED REIMB	0	16	0	0	
4350457	PUBLIC DEFENDER REIMBURSEMENT FEES	334,148	286,679	377,653	377,653	
4350460	LEGAL SERVICES	35,250	37,538	44,000	44,000	
4350465	INVOLUNTARY LIEN NOTICES	11,652	11,292	14,000	14,000	
4350470	INSTALLMENT FEES	1	6,320	0	0	
4350475	PROCESSING FEES	56,153	60,208	73,212	73,212	
4350480	ENVIRONMNTL ASSESSMT FEES	118,223	185,949	155,368	155,368	
4350490	PUBLICATION FEES	1,700	(249)	0	0	
4350495	PLANNING/ENGINEERING SVCS	3,132	4,770	3,500	3,500	Road Fund
4350500	ROAD PERMIT FEES	15,732	18,492	10,000	10,000	Road Fund
4350505	FILING FEES-CORNER RECORD	1,951	2,585	2,714	2,714	
4350515	ALLOCATION ADMIN FEE	21,454	27,912	18,800	18,800	
4350520	ITD BILL OUTSIDE AGENCIES	57,380	57,074	49,834	49,834	
4350525	ITD BILL OUTSIDE AGENCIES COMM	7,507	8,202	6,981	6,981	
4350530	FIRE PROTECTION SERVICES	2,319,940	2,399,171	2,444,483	2,444,483	
4350540	AGRICULTURAL SERVICES	130,246	209,513	210,200	210,200	
4350550	HOME DETENTION PROGRAM	336,936	323,984	365,000	365,000	

ACCT	REVENUE CLASSIFICATION (1)	2012-13 ACTUAL (2)	2013-14 ACTUAL (3)	2014-15 PROPOSED (4)	2014-15 ADOPTED (5)	FUND (6)
4350555	STANDARDIZATION INSPECTS	6,925	7,230	6,800	6,800	
4350560	ALTERNATIVE WORK PROG REV	46,080	45,042	45,000	45,000	
4350567	ALT SENTENCING UNIT	76,716	69,685	78,000	78,000	
4350570	CIVIL PROCESS SERVICE	96,630	82,880	101,700	101,700	
4350580	REIMB JUV COURT PROF FEES	35,316	30,209	40,000	40,000	
4350581	ESTATE FEES	48,764	54,543	17,456	17,456	
4350585	CONSERVATORSHIP FEES	74,200	85,238	79,000	79,000	
4350590	REPRESENTATIVE PAYEE FEES	34,842	39,493	38,400	38,400	
4350595	HUMANE SERVICES	5,204	4,229	10,867	10,867	
4350600	IMPOUND FEES	34,177	30,929	47,895	47,895	
4350605	BOARDING FEES	73,738	63,152	93,676	93,676	
4350610	ANIMAL PLACEMENT	144,090	133,257	158,499	158,499	
4350616	LAW ENFORCEMENT SERVICES	104,878	137,287	135,000	135,000	
4350620	BOOKING FEES (SB 2557)	461,320	414,568	475,000	475,000	
4350625	RECORDER'S SPECL PROJECTS	224,023	363,697	414,112	414,112	
4350630	RECORDG FEE-MICROGRAPHICS	89,973	89,972	194,155	194,155	
4350632	Rec Fees-Real Estate Fraud GC 27388	262,997	286,048	433,000	433,000	
4350633	RECORDING FEES-SSN REDACTION	34,510	34,510	34,510	34,510	
4350635	RECORDING FEES	1,740,179	1,254,692	1,466,428	1,466,428	
4350640	RECORDING FEES-VHS	26,450	9,153	15,674	15,674	
4350641	CIVIL SPECIAL FEE GC26746	231,681	117,527	128,772	128,772	
4350650	DEVELOPMENT FEE- ADMIN	32,699	51,708	50,000	50,000	
4350650	DEVELOPMENT FEE- ADMIN	770	990	551	551	Parks Spl Rev
4350655	SEPARATE TAX BILL COSTS	58,938	60,767	60,000	60,000	
4350656	REIMB FOR PROJ COSTS	0	529	0	0	
4350660	ENCROACHMENT PERMIT FEES	146,007	161,926	92,000	92,000	Road Fund
4350665	ROAD ABANDONMENT FEE	28,976	33,987	34,790	34,790	
4350675	CURB & GUTTER WAIVERS	2,300	575	1,150	1,150	
4350675	CURB & GUTTER WAIVERS	1,008	291	0	0	Road Fund
4350676	CURB & GUTTER PERMIT WITH DESIGN	9,682	20,526	5,000	5,000	Road Fund
4350677	CURB & GUTTER PERMIT W/O DESIGN	326	0	17,000	17,000	Road Fund
4350678	CURB,GUTTER & SIDEWALK	0	5,040	0	0	Road Fund
4350690	MEDICAL RECORDS FEE	1,491	1,488	1,300	1,300	
4350705	NURSING FEES	372,181	301,079	299,000	299,000	
4350715	LABORATORY SERVICES	114,943	105,493	93,000	93,000	
4350720	SUPPLEMENTAL ROLL-5% ADMN	602,029	321,698	250,000	250,000	
4350725	MENTAL HEALTH SVCS-MEDICARE	47,281	18,110	36,000	36,000	
4350730	SECOND CHANCE CHARGES-ALC	556,441	569,838	669,706	669,706	DUI
4350735	ALCOHOLISM SERVICES	117,828	92,545	110,000	110,000	
4350740	COBRA MED INS ADMIN FEE	545	730	600	600	
4350745	ENVIRONMENTAL HEALTH SERVICES	2,159,258	2,453,453	2,431,800	2,431,800	
4350760	INST CARE/SV-MEDICALSB855	33,862	43,596	33,862	33,862	
4350765	MEDICAL REMB SERV/PAT CAR	136,665	111,119	145,250	145,250	
4350770	CUTS & COMBINATN REQUESTS	8,270	6,325	5,000	5,000	
4350775	ADOPTION FEES	6,725	11,770	3,000	3,000	
4350785	CALIF CHILDREN SERVICES	2,726	2,840	2,000	2,000	

ACCT	REVENUE CLASSIFICATION (1)	2012-13 ACTUAL (2)	2013-14 ACTUAL (3)	2014-15 PROPOSED (4)	2014-15 ADOPTED (5)	FUND (6)
4350790	INST.CARE-JUVENILE HALL	41,756	47,338	47,000	47,000	
4350795	MENTAL HLTH SVCS-INSURANCE	203,434	126,794	173,227	173,227	
4350805	LOST-DAMAGED MATERIALS	11,815	11,196	11,300	11,300	Library
4350807	MEETING ROOM USE FEE	970	1,225	800	800	Library
4350810	LIBRARY SERVICES	234,882	228,366	237,000	237,000	Library
4350815	FIRST OFFENDER FEES	557,364	531,156	553,605	553,605	DUI
4350820	WASTE TIPPING FEES-AB 939	16,150	17,732	16,000	16,000	
4350835	COPYING FEES	14,354	16,780	19,000	19,000	
4350835	COPYING FEES	23,545	19,408	20,000	20,000	Library
4350840	LIBRARY REQUEST FEES	90,658	98,582	0	0	Library
4350860	CAMPING FEES	2,818,563	3,144,078	3,122,974	3,122,974	Parks Spl Rev
4350865	DAILY PASSES	375,028	467,316	391,790	391,790	Parks Spl Rev
4350870	GROUP ENTRANCE FEES	187,833	142,103	170,632	170,632	Parks Spl Rev
4350875	SEASON PASSES	106,721	97,807	100,547	100,547	Parks Spl Rev
4350880	SEASON BOAT LICENSES	63,655	53,119	73,279	73,279	Parks Spl Rev
4350885	DAILY BOAT PASSES	81,238	95,695	110,000	110,000	Parks Spl Rev
4350890	INCOME FROM CONCESSIONS	6,520	4,426	7,500	7,500	
4350890	INCOME FROM CONCESSIONS	96,421	87,880	110,000	110,000	Parks Spl Rev
4350895	SWIMMING POOL FEES	82,514	94,807	54,931	54,931	Parks Spl Rev
4350905	DOG/DAY USE	56,197	65,823	70,000	70,000	Parks Spl Rev
4350910	SHOWERS/LOCKERS	54,464	60,135	58,000	58,000	Parks Spl Rev
4350920	MOBL HOME DUP TX CLEARNCE	88	105	84	84	
4350925	PARKLAND FEE (QUIMBY FEE)	158,498	13,515	0	0	
4350925	PARKLAND FEE (QUIMBY FEE)	45,925	0	0	0	Capital Projects
4350935	OTHER CLERK FEES	482,516	535,788	536,560	536,560	
4350950	MISCELLANEOUS FEES	246,970	181,176	250,860	250,860	
4350950	MISCELLANEOUS FEES	0	72,313	0	0	Capital Projects
4350950	MISCELLANEOUS FEES	205	552	0	0	Road Fund
4350950	MISCELLANEOUS FEES	56,848	15,102	4,430	4,430	Parks Spl Rev
4350950	MISCELLANEOUS FEES	583	274	0	0	DUI
4350953	COMM ACKNOWLEDGEMENT FORM FEE	720	336	3,434	3,434	
4350960	MONUMENTATION FEES	125,610	57,936	67,908	67,908	
4350965	BLDG PRMT REVIEW-DRAINAGE	47,435	55,004	49,907	49,907	
4350966	BLDG PRMT REVIEW-FLD HZD	2,725	1,776	3,151	3,151	
4350970	RECREATIONAL PROGRAMS	36,026	28,794	31,043	31,043	Parks Spl Rev
4350971	SKATE PARK FEES	5,544	4,675	4,780	4,780	Parks Spl Rev
4350972	SPECIAL EVENTS	3,525	801	0	0	Parks Spl Rev
4350980	OTHER RECREATIONAL FEES	32,173	7,366	11,004	11,004	Parks Spl Rev
4350990	DEVELOPMENT PLAN INSPECTN	60,938	30,430	39,322	39,322	
4350995	PAR MAP CHECKING THRU T/A	39,116	21,689	6,674	6,674	
4351005	RECORDS OF SURVEY FEES	16,673	25,791	31,512	31,512	
4351010	OTHER SERVICE CHARGES	6,544	5,610	5,040	5,040	
4351025	DEFERRED COMP ADMIN FEE	0	0	35,000	35,000	
4351040	MENTAL HLTH SVCS-SELF PAY	35,746	21,957	20,000	20,000	
4351045	PROGRAM REV - CHILD&FAMILIES	208,519	247,503	289,737	289,737	
4351055	BOOK, PAMPHLT, BROCHR SALES	2,044	780	1,700	1,700	

ACCT	REVENUE CLASSIFICATION (1)	2012-13 ACTUAL (2)	2013-14 ACTUAL (3)	2014-15 PROPOSED (4)	2014-15 ADOPTED (5)	FUND (6)
4351060	MAP SALES	1,024	234	608	608	
4351065	PUB INFO SALE-COMP FILES	18,561	15,298	16,836	16,836	
4351070	PM INSPECT-IMP PLANS P11E	15,377	43,753	68,382	68,382	
4351075	TM INSPECT-IMP PLANS P11D	29,634	130,595	190,526	190,526	
4351095	LOT LINE ADJUST APPLICATION	6,338	9,966	11,340	11,340	
4351100	COND USE PMT/DEV PLAN APP	31,585	32,656	28,252	28,252	
4351105	CERT COMPLIANCE APP	451	0	0	0	
4351110	CERT OF CORRECTION	419	277	166	166	
4351115	MAP AMENDMENTS	39	59	0	0	
4351120	CERT COMPLIANCE-NON LLA	617	0	0	0	
4351125	LOT LINE ADJUST CHECKING	8,820	9,402	8,722	8,722	
4351130	ANNEXATION MAP REVIEW	540	540	0	0	
4352240	SB2557 PROPERTY TAX ADMIN FEE	1,391,051	1,395,738	1,390,000	1,390,000	
4352241	SB2557 PROPERTY TAX ADMIN FEE REFUND	(1,856,384)	0	0	0	
4352250	ROAD EXCEPTION REQUEST - TRACT MAP	903	0	0	0	
4352255	BULK TRANSFER FEE	1,235	1,032	1,296	1,296	
4352260	SUBDIVISION/PARCEL TRACT MAP	3,307	3,168	3,498	3,498	
4352265	WET & RECKLESS	38,446	24,914	22,779	22,779	DUI
4352270	AUDITOR CONTROLLER PR DIV DOCUMENT FE	112	77	0	0	
4400020	WATER SALES FOR RESALE	42,513	36,924	100,287	100,287	
	Total - CHARGES FOR CURRENT SERVICES	26,625,973	28,016,029	28,440,276	28,762,852	
	OTHER REVENUES					
4550000	OTHER REVENUE	195,108	216,567	108,485	108,485	
4550000	OTHER REVENUE	575	0	0	0	Capital Projects
4550000	OTHER REVENUE	85,322	23,210	26,830	26,830	Road Fund
4550000	OTHER REVENUE	3,448	1,398	2,523	2,523	Parks Spl Rev
4550000	OTHER REVENUE	21,401	62,080	16,100	16,100	Library
4550010	SEMINAR/CONF/WORKSHOP FEE	67,623	95,732	87,000	87,000	
4550010	SEMINAR/CONF/WORKSHOP FEE	151	0	0	0	Library
4550011	SETTLEMENTS-ENVIRONMENTAL	226,467	45,730	150,000	150,000	
4550020	REV APPLICABLE PRIOR YRS	14,117	230,787	0	0	
4550025	REF/ADJ-PRIOR YEAR EXPENS	0	767	0	0	Road Fund
4550030	REIMBURSEMENTS-ASSISTANCE	474,297	521,022	440,556	440,556	
4550045	REFUNDS/EXCISE TAX	15,294	11,268	0	0	
4550050	TAX DEPT RETRND CHECK FEE	4,206	5,382	4,824	4,824	
4550055	SALE OF FIXED ASSETS	28,431	59,065	21,131	21,131	
4550062	ADV COSTS TX DEEDED PROP	828	1,020	1,284	1,284	
4550065	OTHER REIMBURSEMENTS	445,505	219,958	446,128	446,128	
4550065	OTHER REIMBURSEMENTS	130,805	105,075	0	0	Road Fund
4550065	OTHER REIMBURSEMENTS	370,772	2,394	3,000	3,000	Parks Spl Rev
4550070	EMPLOYEE REIMBURSEMENTS	2,427	299	250	250	
4550075	EMPL MEALS/IN-HOUSE FOOD	1,634	1,159	1,000	1,000	
4550080	OTHER SALES	1,940	8,346	1,940	1,940	
4550080	OTHER SALES	410	0	0	0	Parks Spl Rev
4550085	NUISANCE ABATEMENT	35,621	18,604	38,880	38,880	

ACCT	REVENUE CLASSIFICATION (1)	2012-13 ACTUAL (2)	2013-14 ACTUAL (3)	2014-15 PROPOSED (4)	2014-15 ADOPTED (5)	FUND (6)
4550090	SERVICE CHGE RETRND CHKS	7,933	7,213	8,160	8,160	
4550090	SERVICE CHGE RETRND CHKS	0	48	0	0	Road Fund
4550090	SERVICE CHGE RETRND CHKS	(35)	(27)	0	0	Library
4550100	1915 BOND ACT ASSESSMENT	30,075	30,040	30,000	30,000	
4550120	CONTRIBUTIONS - NON GOVTL	75,334	42,679	21,280	21,280	
4550120	CONTRIBUTIONS - NON GOVTL	0	37,223	0	0	Road Fund
4550120	CONTRIBUTIONS - NON GOVTL	33,553	75,454	30,000	30,000	Parks Spl Rev
4550120	CONTRIBUTIONS - NON GOVTL	201,148	2,295,915	0	0	Library
4550125	GRANTS: NON-GOVERNMENTAL	420,298	579,127	428,775	877,668	
4550125	GRANTS: NON-GOVERNMENTAL	10,000	68,373	38,760	38,760	Parks Spl Rev
4550125	GRANTS: NON-GOVERNMENTAL	0	114,639	0	0	MISP
4550130	BAD DEBT RECOVERY	75	278	0	0	Parks Spl Rev
4550140	COUNTY CONTRIBUTIONS	8,512,972	9,803,597	10,088,845	9,739,845	POB- DSF
4550150	MICROFILM	0	(74)	0	0	
4550160	CASH OVERRAGES	4,177	4,283	1,100	1,100	
4550160	CASH OVERRAGES	464	1,755	1,000	1,000	Parks Spl Rev
4550160	CASH OVERRAGES	0	1	0	0	DUI
4550160	CASH OVERRAGES	0	16	0	0	Library
4550170	SETTLEMNTS, DAMAGES, & REST.	1,875,690	350,640	0	0	
4550170	SETTLEMNTS, DAMAGES, & REST.	5,508	1,202	0	0	Parks Spl Rev
4550195	PENALTIES	0	80	0	0	
4550200	INVOICE VARIANCES	7,453	7,323	2,065	2,065	
4550200	INVOICE VARIANCES	0	11	0	0	Capital Projects
4550200	INVOICE VARIANCES	1,028	1,368	0	0	Road Fund
4550200	INVOICE VARIANCES	2,467	2,331	0	0	Parks Spl Rev
4550210	TOBACCO SETTLEMENT	1,700,479	1,680,119	2,423,574	2,423,574	
4550210	TOBACCO SETTLEMENT	1,047,364	686,246	694,550	694,550	MISP
4900010	IFR-ADMIN DEPT SUPPORT	12,284	3,020	0	0	
4900080	IFR-INT SETT-ITD NETWORK SVCS	283,802	241,451	232,745	232,745	
4900090	IFR-INT SETT-PLANNING	376	1,044	0	0	
4900100	IFR-INT SETT-GEN SRVS S/S BILLINGS	855,286	760,773	748,679	748,679	
4900110	IFR-INT SETT-HEALTH BILLINGS	124,382	152,345	51,114	51,114	
4900110	IFR-INT SETT-HEALTH BILLINGS	67,167	47,377	75,340	75,340	MISP
4900140	IFR-INT SETT-ITD ENTERPRISE SVCS	525,407	542,321	512,373	512,373	
4900170	IFR-INT SETT-DRUG & ALCOHOL	131,167	161,009	66,976	66,976	
4900190	IFR-INT SETT-ITD DPTMTL SVCS	443,767	378,115	423,035	423,035	
4900200	IFR-INT SETT-ITD RADIO COMM	8,751	6,267	8,438	8,438	
4900220	IFR-INT SETT-SHERIFF SUPPORT	505,330	554,930	576,187	576,187	
4900250	IFR-INT SETT-MENTAL HEALTH	388,214	279,843	132,128	132,128	
4900260	IFR-INT SETT-PARKS BILLINGS	15,981	16,773	0	0	Parks Spl Rev
4900299	IFR-INT SETT-ALL OTHER DEPTS	203,179	284,147	82,924	82,924	
4900299	IFR-INT SETT-ALL OTHER DEPTS	1,956	58,300	0	0	DUI
4901000	IFR-OVERHEAD-OH ALLOCATIONS	540,978	435,827	627,653	627,653	
4901020	IFR-OVERHEAD-AGR	4,090	1,648	0	0	
4901020	IFR-OVERHEAD-AGR	0	101	0	0	Parks Spl Rev
4902010	IFR-MANUAL COST ALLOC-ITD VOICE	136,647	149,356	129,608	129,608	

ACCT	REVENUE CLASSIFICATION (1)	2012-13 ACTUAL (2)	2013-14 ACTUAL (3)	2014-15 PROPOSED (4)	2014-15 ADOPTED (5)	FUND (6)
4902030	IFR-MANUAL COST ALLOC-POSTAGE	41,465	36,311	47,055	47,055	
4902055	IFR-JE CAPITAL ASSETS FUNDING	222,996	7,034,930	0	450,000	Capital Projects
4902055	IFR-JE CAPITAL ASSETS FUNDING	103,380	97,122	0	0	Road Fund
4903010	IFR-IAA-LABOR-REG	469,921	494,348	618,770	618,770	
4903010	IFR-IAA-LABOR-REG	0	5,931	0	0	Parks Spl Rev
4903020	IFR-IAA-LABOR OT @ 1.5	3,763	0	0	0	
4903050	IFR-IAA-LABOR-NON PRODUCTION	0	165	0	0	Parks Spl Rev
4904000	IFR-IS-W/O SETTLEMENT	19,283	49,644	0	0	
4909000	IFR-JOURNAL ENTRY ALLOCATIONS	5,973	5,922	4,250	4,250	
4909001	IFR-JE-ADMIN OFFICE	56,112	65,229	172,165	172,165	
4909005	IFR-JE-RISK MGMT	968,580	967,430	1,010,640	1,010,640	
4909010	IFR-JE-AUDITOR/CONTROLLER	30,000	30,000	178,122	178,122	
4909015	IFR-JE-ITD	823	708	0	0	
4909020	IFR-JE-MAINTENANCE PROJ	124,804	130,926	0	0	
4909020	IFR-JE-MAINTENANCE PROJ	0	46,351	0	0	Road Fund
4909025	IFR-JE-GENERAL SERVICES	901,151	982,895	916,101	916,101	
4909025	IFR-JE-GENERAL SERVICES	214	20,422	10,000	10,000	Parks Spl Rev
4909030	IFR-JE-PERSONNEL	86,744	120,985	142,804	142,804	
4909035	IFR-JE-COUNTY COUNSEL	241,680	253,275	183,200	183,200	
4909040	IFR-JE ALLOC-PUBLIC HEALTH	147,520	138,200	137,831	137,831	
4909040	IFR-JE ALLOC-PUBLIC HEALTH	40,088	34,290	34,476	34,476	MISP
4909045	IFR-JE ALLOC-MENTAL HEALTH	9,790	9,212	0	0	
4909055	IFR-JE-SHERIFF	36,709	1,143	511	511	
4909070	IFR-JE-CDF	506,973	506,642	530,106	530,106	
4909080	IFR-JE-PLANNING	326,595	410,030	269,569	269,569	
4909085	IFR-JE-SB 2557	305,324	307,077	300,000	300,000	
4909090	IFR-JE ALLOC-CO-WIDE OVERHEAD	2,477,131	1,575,823	1,489,790	1,489,790	
4909099	IFR-JE-UTILITY CHARGES-OPR CENTER	31,274	36,827	0	0	
4909100	IFR-JE-MAJOR SYSTEM DEV	395,000	454,977	0	0	Automtnn Replc
4909105	IDC-JE COWIDE O&M CHARGES	470,260	309,426	0	0	Automtnn Replc
4909200	IFR-JE-PARKS	368,524	230,550	227,395	227,395	Parks Spl Rev
4909305	IFR-JE-GARAGE BLNG-VEHICLE OPER COSTS	1,148	0	0	0	Road Fund
	Total - OTHER REVENUES	28,704,354	35,851,161	25,058,025	25,607,918	
	TOTAL COUNTY REVENUES	439,177,202	468,218,781	463,200,224	464,309,920	
	OTHER FINANCING SOURCES					
6000000	OPERATING TRANSFERS IN	475,895	247,442	82,968	82,968	
6000000	OPERATING TRANSFERS IN	756,041	210,716	0	0	Capital Projects
6000000	OPERATING TRANSFERS IN	641,299	0	0	0	Road Fund
6000000	OPERATING TRANSFERS IN	0	21,028	0	0	Comm Dev Pgm
6000000	OPERATING TRANSFERS IN	0	14,646	0	0	Impact Fee
6000000	OPERATING TRANSFERS IN	0	0	0	350,000	POB- DSF
6000005	OTI PROCEEDS INTRAFUND	77,929	0	0	0	
6000100	ROADS IMPACT FEES	2,877,833	641,862	689,503	689,503	Road Fund
6000105	TRANSFER IN - GF MED ASST PROG	1,517,446	1,892,778	1,676,400	1,676,400	MISP

ACCT	REVENUE CLASSIFICATION (1)	2012-13 ACTUAL (2)	2013-14 ACTUAL (3)	2014-15 PROPOSED (4)	2014-15 ADOPTED (5)	FUND (6)
6000120	TRANSFERS IN FROM GEN FND	4,716,317	2,864,619	4,775,790	4,775,790	Capital Projects
6000120	TRANSFERS IN FROM GEN FND	7,431,000	5,831,000	8,414,100	8,414,100	Road Fund
6000120	TRANSFERS IN FROM GEN FND	354,376	391,436	391,436	391,436	Comm Dev Pgm
6000120	TRANSFERS IN FROM GEN FND	4,020,055	3,540,677	3,528,177	3,528,177	Parks Spl Rev
6000120	TRANSFERS IN FROM GEN FND	1,761,605	1,779,705	2,236,313	3,486,313	Automtn Replc
6000120	TRANSFERS IN FROM GEN FND	2,732,613	5,300,724	2,698,131	5,850,498	Building Replcmt
6000120	TRANSFERS IN FROM GEN FND	0	1,399,033	3,300,000	4,550,000	Tax Reductn Res
6000120	TRANSFERS IN FROM GEN FND	516,121	607,139	607,139	607,139	Library
6000120	TRANSFERS IN FROM GEN FND	450,000	450,000	650,000	900,000	Org Development
6000130	TRANSFER IN FR AUTOMATION REPL FUND	133,612	12,061	518,843	518,843	
6000135	TRFR IN FOR DEBT SERVICE	934,303	1,068,706	870,129	870,129	Cop Loan DS
6000140	OPR TRF IN - PFF LIBRARY	158,000	0	0	0	Capital Projects
6000140	OPR TRF IN - PFF LIBRARY	133,611	174,017	0	0	Library
6000145	OPR TRF IN - PFF FIRE	27,662	37,634	0	0	Capital Projects
6000150	OPR TRF IN - PFF PARKS	350,616	39,401	0	0	Capital Projects
6000150	OPR TRF IN - PFF PARKS	31,196	0	0	0	Parks Spl Rev
6000155	OPR TRF IN - PFF LAW ENFORC	370,000	0	0	0	
6000155	OPR TRF IN - PFF LAW ENFORC	59,997	19,658	0	0	Capital Projects
6000160	OPR TRF IN - PFF GEN GOV'T	486,510	199,595	400,000	400,000	Cop Loan DS
6000205	PROCEEDS OF GF INTERNAL LOAN	207,000	74,000	0	0	Impact Fee
6000240	OP TRANSF-IN-FLEET	37,491	45,673	0	0	
6000240	OP TRANSF-IN-FLEET	0	100	0	0	Parks Spl Rev
6001000	INTERNAL LOAN REPAYMENT-PRIN	225,629	248,939	0	0	
6001000	INTERNAL LOAN REPAYMENT-PRIN	133,611	174,017	0	0	Building Replcmt
6001001	INTERNAL LOAN REPAYMENT-INT	1,708	(5,112)	0	0	
6001002	INTERNAL LOAN INT REPAYD	4,255	1,530	0	0	
	Total - OTHER FINANCING SOURCES	31,623,731	27,283,024	30,838,929	37,091,296	
	OVERALL COUNTY TOTALS	<u>470,800,933</u>	<u>495,501,805</u>	<u>494,039,153</u>	<u>501,401,216</u>	

Revenue Detail by Department

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

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY DEPARTMENT

DEPARTMENT	REVENUE TYPE	2013-14 ACTUAL	2014-15 REQUESTED	2014-15 RECOMMENDED	2014-15 ADOPTED
101	NON-DEPARTMENTAL REVENUES				
	4000005 PROP. TAXES CURR. SECURED	89,713,527	91,673,330	91,353,069	91,353,069
	4000007 PROPERTY TAX-UNITARY	7,722,211	7,710,000	7,644,791	7,644,791
	4000010 SUPPLEMENTAL-CURR.SECURED	1,418,012	663,000	663,000	663,000
	4000015 REDEVELOPMENT AGENCY TAX	(1,737,423)	(2,567,861)	(2,619,218)	(2,619,218)
	4000020 RETURN RDA PASSTHRU - S1290	1,450,544	0	0	0
	4000021 RPTTF RESIDUAL BALANCE	375,401	0	0	0
	4000025 PROP. TAXES CURR. UNSEC.	2,346,176	2,171,730	2,193,434	2,193,434
	4000030 SUPPLEMENTAL-CURR.UNSEC.	(2,581)	5,000	5,000	5,000
	4010005 PROP. TAXES PRIOR SECURED	(277,481)	(417,000)	(417,000)	(417,000)
	4010010 SUPPLEMENTL-PRIOR SECURED	(6,560)	(11,000)	(11,000)	(11,000)
	4010015 PROP. TAXES PRIOR UNSEC.	162,047	125,000	125,000	125,000
	4010020 SUPPLEMENTAL-PRIOR UNSEC	20,171	15,000	15,000	15,000
	4010025 REDEMPTION FEES	23,220	30,000	30,000	30,000
	4010030 DELINQUENT/COST REIMBRSMT	10	0	0	0
	4010035 PENALTIES-DELINQUENT TAX	303,320	160,000	160,000	160,000
	4010040 PENALTIES-C O F	44,427	0	0	0
	4010045 TLRP PROCEEDS	1,214,682	1,215,000	1,215,000	1,215,000
	4010050 SALES AND USE TAXES	11,357,639	7,167,017	7,167,017	7,167,017
	4010051 SALES TAX - SOLAR PLANTS	0	937,500	1,308,653	1,308,653
	4010065 AIRCRAFT TAX	346,425	300,000	300,000	300,000
	4010070 PROPERTY TRANSFER TAX	2,244,508	2,000,000	2,000,000	2,000,000
	4010073 RACEHORSE TAX	7,767	10,000	10,000	10,000
	4010075 TRANSIENT OCCUPANCY TAX	8,020,592	7,725,000	7,725,000	7,725,000
	4010077 PROPERTY TAX IN-LIEU OF SALES	7,168,462	959,383	959,383	959,383
	4010078 PROPERTY TAX IN-LIEU OF VLF	27,606,476	27,606,000	27,606,000	27,606,000
	4050005 FRANCHISES-CABLE	779,225	700,000	700,000	700,000
	4050006 FRANCHISE FEES-PUB UTIL	1,301,928	1,300,000	1,300,000	1,300,000
	4050010 FRANCHISE FEES-GARBAGE	815,578	700,000	700,000	700,000
	4050011 FRANCHISE FEES-PETROLEUM	17,995	0	0	0
	4150000 INTEREST	215,809	153,000	1,453,000	1,453,000
	4150003 INTEREST-PROP TAX REFUNDS	(13,426)	0	0	0
	4200075 HOMEOWNER PROP TAX RELIEF	774,624	775,000	775,000	775,000
	4200270 STATE-MOTOR VEH LIC FEE	97,604	112,000	112,000	112,000
	4200275 OTHER STATE IN-LIEU TAXES	2,105	800	800	800
	4250005 FED AID ENTITLEMNT LAND	1,118,539	945,000	945,000	945,000
	4300015 OTHER GOV'T: RDA PASS THRU	0	1,425,000	1,425,000	1,425,000
	4300022 SUCCESSOR AGENCY-OTHER FUNDS &	234,466	0	0	0
	4350315 AMBULANCE REIMBURSEMENT	40,000	40,000	40,000	40,000
	4350655 SEPARATE TAX BILL COSTS	60,767	60,000	60,000	60,000
	4350720 SUPPLEMENTAL ROLL-5% ADMN	321,698	250,000	250,000	250,000
	4352240 SB2557 PROPERTY TAX ADMIN FEE	1,395,738	1,390,000	1,390,000	1,390,000
	4550000 OTHER REVENUE	1,550	1,000	1,000	1,000
	4550045 REFUNDS/EXCISE TAX	616	0	0	0
	4550170 SETTLEMNTS,DAMAGES,&REST.	10,324	0	0	0
	4550200 INVOICE VARIANCES	139	5	5	5
	4909085 IFR-JE-SB 2557	307,077	300,000	300,000	300,000
	TOTAL:	167,003,928	155,628,904	156,884,934	156,884,934

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY DEPARTMENT

DEPARTMENT	REVENUE TYPE	2013-14 ACTUAL	2014-15 REQUESTED	2014-15 RECOMMENDED	2014-15 ADOPTED
102	NON-DEPTL-OTHR FINCNG USE				
	4350235 BILLINGS OH-OUTSIDE AGENCIES	7,470	0	0	0
	4909090 IFR-JE ALLOC-CO-WIDE OVERHEAD	1,575,823	1,236,310	1,489,790	1,489,790
	6001000 INTERNAL LOAN REPAYMENT-PRIN	248,939	0	0	0
	6001001 INTERNAL LOAN REPAYMENT-INT	(5,112)	0	0	0
	6001002 INTERNAL LOAN INT REPAID	1,530	0	0	0
	TOTAL:	1,828,650	1,236,310	1,489,790	1,489,790
103	NON-DEPT OTHER EXPENDITURES				
	4351025 DEFERRED COMP ADMIN FEE	0	35,000	35,000	35,000
	4909001 IFR-JE-ADMIN OFFICE	0	36,000	36,000	36,000
	TOTAL:	0	71,000	71,000	71,000
104	ADMINISTRATIVE OFFICE				
	4350835 COPYING FEES	50	0	0	0
	4909001 IFR-JE-ADMIN OFFICE	29,229	29,627	136,165	136,165
	TOTAL:	29,279	29,627	136,165	136,165
105	RISK MANAGEMENT				
	4350255 BILLINGS TO OUTSIDE AGENCIES	4,403	0	0	0
	4909005 IFR-JE-RISK MGMT	967,430	1,010,640	1,010,640	1,010,640
	TOTAL:	971,833	1,010,640	1,010,640	1,010,640
106	CONTRIBUTIONS TO OTHER AGENCIE				
	4550120 CONTRIBUTIONS - NON GOVTL	1,560	0	0	0
	4550210 TOBACCO SETTLEMENT	354,955	359,250	399,250	399,250
	4909001 IFR-JE-ADMIN OFFICE	36,000	0	0	0
	TOTAL:	392,515	359,250	399,250	399,250
107	AUDITOR-CONTROLLER				
	4010045 TLRP PROCEEDS	250,000	250,000	250,000	250,000
	4100165 SETTLEMENTS/JUDGEMENTS	46,196	50,000	50,000	50,000
	4100295 CITIES PARKING	6,765	8,800	8,800	8,800
	4100354 COUNTY PORTION GC 76000	25,440	22,000	22,000	22,000
	4200035 SB90 STATE MANDATED COSTS	5,557	12,190	12,190	12,190
	4200065 STATE AID-NUCLEAR PLANNG	1,420	1,300	1,300	1,300
	4350209 REVENUE TRANSFER FROM TRUST FU	18,122	3,260	3,260	3,260
	4350255 BILLINGS TO OUTSIDE AGENCIES	72	252	252	252
	4350400 ADMINISTRATIVE SERVICES	212,594	199,178	199,178	199,178
	4350404 ADMIN FEE - GC 29412	45,601	46,057	46,057	46,057
	4350405 SPECIAL ASSESSMENT FEES	143,370	143,740	143,740	143,740
	4350407 ADMIN FEE-RDA DISSOLUTION	54,378	35,000	35,000	35,000
	4350740 COBRA MED INS ADMIN FEE	730	600	600	600
	4350820 WASTE TIPPING FEES-AB 939	17,732	16,000	16,000	16,000
	4351055 BOOK,PAMPHLT,BROCHR SALES	165	200	200	200
	4352270 AUDITOR CONTROLLER PR DIV DOCU	77	0	0	0
	4550000 OTHER REVENUE	7,596	2,500	2,500	2,500
	4550100 1915 BOND ACT ASSESSMENT	30,040	30,000	30,000	30,000
	4909010 IFR-JE-AUDITOR/CONTROLLER	30,000	30,000	178,122	178,122
	6000130 TRANSFER IN FR AUTOMATION REPL	12,061	0	0	0
	TOTAL:	907,916	851,077	999,199	999,199
108	TREAS-TAX COLL-PUBLIC ADM				
	4010030 DELINQUENT/COST REIMBRSMT	168,571	156,860	156,860	156,860
	4010076 SALE OF TAX DEEDED PROP.	29,400	32,100	32,100	32,100
	4050020 BUSINESS LICENSES	132,831	134,311	134,311	134,311
	4050150 TOBACCO RETAILERS LICENSES	4,658	4,480	4,480	4,480

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY DEPARTMENT

DEPARTMENT	REVENUE TYPE	2013-14 ACTUAL	2014-15 REQUESTED	2014-15 RECOMMENDED	2014-15 ADOPTED
108	(Continued)				
	4350395 RED INSTALLMENT PLAN FEE	10,063	9,730	9,730	9,730
	4350400 ADMINISTRATIVE SERVICES	913,319	713,147	713,147	713,147
	4350402 ADMIN FEE-SLO CTBID	33,463	35,000	35,000	35,000
	4350415 PROP.REDEMPT.SEARCH FEES	17,255	15,515	15,515	15,515
	4350441 SEGREGATIONS FEE	38	38	38	38
	4350445 DMV DELINQUENT VESSEL FEE	972	985	985	985
	4350450 UNSEC DELINQUENT COLL FEE	30,241	23,675	23,675	23,675
	4350581 ESTATE FEES	30,126	17,456	17,456	17,456
	4350920 MOBL HOME DUP TX CLEARNCE	105	84	84	84
	4350950 MISCELLANEOUS FEES	3,863	1,806	1,806	1,806
	4351065 PUB INFO SALE-COMP FILES	1,471	836	836	836
	4352255 BULK TRANSFER FEE	1,032	1,296	1,296	1,296
	4352260 SUBDIVISION/PARCEL TRACT MAP	3,168	3,498	3,498	3,498
	4550000 OTHER REVENUE	8,284	6,137	6,137	6,137
	4550050 TAX DEPT RETRND CHECK FEE	5,382	4,824	4,824	4,824
	4550062 ADV COSTS TX DEEDED PROP	1,020	1,284	1,284	1,284
	4550090 SERVICE CHGE RETRND CHKS	6,705	8,160	8,160	8,160
	4550160 CASH OVERRAGES	977	1,100	1,100	1,100
	4900299 IFR-INT SETT-ALL OTHER DEPTS	35,000	82,924	82,924	82,924
	TOTAL:	1,437,944	1,255,246	1,255,246	1,255,246
109	ASSESSOR				
	4200315 ST-AB818 PROPERTY TAX ADMIN	30,000	0	0	0
	4350770 CUTS & COMBINATN REQUESTS	6,325	5,000	5,000	5,000
	4350950 MISCELLANEOUS FEES	5,075	3,000	3,000	3,000
	4351010 OTHER SERVICE CHARGES	5,246	4,000	4,000	4,000
	4351060 MAP SALES	169	500	500	500
	4351065 PUB INFO SALE-COMP FILES	13,397	16,000	16,000	16,000
	4550000 OTHER REVENUE	832	0	0	0
	4900299 IFR-INT SETT-ALL OTHER DEPTS	249,147	0	0	0
	4909000 IFR-JOURNAL ENTRY ALLOCATIONS	572	0	0	0
	6000130 TRANSFER IN FR AUTOMATION REPL	0	331,000	438,506	438,506
	TOTAL:	310,763	359,500	467,006	467,006
110	CLERK/RECORDER				
	4200170 STATE AID - OTHER	86,060	10,000	10,000	10,000
	4350255 BILLINGS TO OUTSIDE AGENCIES	0	3,600	3,600	3,600
	4350430 ELECTION SERVICES	72,011	500,000	500,000	500,000
	4350465 INVOLUNTARY LIEN NOTICES	11,292	14,000	14,000	14,000
	4350625 RECORDER'S SPECL PROJECTS	363,697	414,112	414,112	414,112
	4350630 RECORDG FEE-MICROGRAPHICS	89,972	90,655	194,155	194,155
	4350632 Rec Fees-Real Estate Fraud GC	28,605	33,000	33,000	33,000
	4350633 RECORDING FEES-SSN REDACTION	34,510	34,510	34,510	34,510
	4350635 RECORDING FEES	913,707	1,030,000	1,030,000	1,030,000
	4350640 RECORDING FEES-VHS	9,153	15,674	15,674	15,674
	4350935 OTHER CLERK FEES	535,788	536,560	536,560	536,560
	4550160 CASH OVERRAGES	3,082	0	0	0
	4909000 IFR-JOURNAL ENTRY ALLOCATIONS	3,600	0	0	0
	TOTAL:	2,151,477	2,682,111	2,785,611	2,785,611

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY DEPARTMENT

DEPARTMENT		REVENUE TYPE	2013-14 ACTUAL	2014-15 REQUESTED	2014-15 RECOMMENDED	2014-15 ADOPTED
111	COUNTY COUNSEL	4200065 STATE AID-NUCLEAR PLANNG	0	3,500	3,500	3,500
		4350407 ADMIN FEE-RDA DISSOLUTION	1,567	0	0	0
		4350460 LEGAL SERVICES	37,538	44,000	44,000	44,000
		4350581 ESTATE FEES	24,417	0	0	0
		4350585 CONSERVATORSHIP FEES	7,587	4,000	4,000	4,000
		4550170 SETTLEMNTS,DAMAGES,&REST.	4,020	0	0	0
		4909035 IFR-JE-COUNTY COUNSEL	253,275	183,200	183,200	183,200
		TOTAL:	328,404	234,700	234,700	234,700
112	HUMAN RESOURCES	4200065 STATE AID-NUCLEAR PLANNG	2,468	3,630	3,630	3,630
		4350255 BILLINGS TO OUTSIDE AGENCIES	39,994	35,550	35,550	35,550
		4350835 COPYING FEES	117	0	0	0
		4909030 IFR-JE-PERSONNEL	120,985	142,804	142,804	142,804
		6000130 TRANSFER IN FR AUTOMATION REPL	0	0	80,337	80,337
		TOTAL:	163,564	181,984	262,321	262,321
113	GENERAL SERVICES	4050130 MISC PERMITS	10,024	14,500	14,500	14,500
		4150015 COMMUNICATION LEASE FACIL	11,300	11,300	11,300	11,300
		4150020 RENT-LAND/BLDG-SHORT TERM	11,637	11,986	11,986	11,986
		4150025 RENT-LAND/BLDG-LONG TERM	158,883	163,908	163,908	163,908
		4150035 RENTAL OF VETERANS BLDGS.	55,778	54,774	54,774	54,774
		4200065 STATE AID-NUCLEAR PLANNG	8,302	4,198	4,198	4,198
		4200242 STATE AID - REGIONAL STATE HWY	400	0	0	0
		4350245 OTHER BILLINGS TO COURTS	297,957	302,395	302,395	302,395
		4350890 INCOME FROM CONCESSIONS	4,426	7,500	7,500	7,500
		4550000 OTHER REVENUE	12,011	18,293	18,293	18,293
		4550055 SALE OF FIXED ASSETS	7,000	21,131	21,131	21,131
		4550065 OTHER REIMBURSEMENTS	56,043	51,937	51,937	51,937
		4550080 OTHER SALES	6,576	1,940	1,940	1,940
		4550200 INVOICE VARIANCES	2,581	2,060	2,060	2,060
		4900100 IFR-INT SETT-GEN SRVS S/S BILL	760,773	748,679	748,679	748,679
		4901000 IFR-OVERHEAD-OH ALLOCATIONS	435,827	544,463	627,653	627,653
		4901020 IFR-OVERHEAD-AGR	1,648	0	0	0
		4902030 IFR-MANUAL COST ALLOC-POSTAGE	36,311	47,055	47,055	47,055
		4903010 IFR-IAA-LABOR-REG	494,348	543,682	618,770	618,770
		4904000 IFR-IS-W/O SETTLEMENT	49,644	0	0	0
		4909025 IFR-JE-GENERAL SERVICES	982,895	916,101	916,101	916,101
		TOTAL:	3,404,364	3,465,902	3,624,180	3,624,180
114	INFORMATION TECHNOLOGY DEPARTM	4150015 COMMUNICATION LEASE FACIL	1,600	0	0	0
		4200065 STATE AID-NUCLEAR PLANNG	228,774	190,584	190,584	190,584
		4350245 OTHER BILLINGS TO COURTS	95,290	310,516	89,918	89,918
		4350520 ITD BILL OUTSIDE AGENCIES	57,074	49,834	49,834	49,834
		4350525 ITD BILL OUTSIDE AGENCIES COMM	8,202	6,981	6,981	6,981
		4550200 INVOICE VARIANCES	130	0	0	0
		4900010 IFR-ADMIN DEPT SUPPORT	3,020	0	0	0
		4900080 IFR-INT SETT-ITD NETWORK SVCS	241,451	232,745	232,745	232,745
		4900140 IFR-INT SETT-ITD ENTERPRISE SV	542,321	512,373	512,373	512,373
		4900190 IFR-INT SETT-ITD DPTMTL SVCS	378,115	383,035	423,035	423,035
		4900200 IFR-INT SETT-ITD RADIO COMM	6,267	8,438	8,438	8,438

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY DEPARTMENT

DEPARTMENT	REVENUE TYPE	2013-14 ACTUAL	2014-15 REQUESTED	2014-15 RECOMMENDED	2014-15 ADOPTED
114	(Continued)				
	4902010 IFR-MANUAL COST ALLOC-ITD VOIC	149,356	129,608	129,608	129,608
	4909015 IFR-JE-ITD	708	0	0	0
	TOTAL:	1,712,308	1,824,114	1,643,516	1,643,516
130	WASTE MANAGEMNT				
	4350950 MISCELLANEOUS FEES	26,869	26,036	26,036	26,036
	4550195 PENALTIES	80	0	0	0
	4550200 INVOICE VARIANCES	121	0	0	0
	TOTAL:	27,070	26,036	26,036	26,036
132	DISTRICT ATTORNEY				
	4050111 DOMESTIC VIOLENCE FEES	61,084	65,000	65,000	65,000
	4100045 VEHICLE FORFEITURES-VCL4607.6	100	500	500	500
	4100140 SMALL CLAIMS ADVISORY FEE	5,980	6,550	6,550	6,550
	4100165 SETTLEMENTS/JUDGEMENTS	107,876	285,000	285,000	285,000
	4100206 ASSET FORFEITURES	3,100	5,000	5,000	5,000
	4100220 BLOOD ALCOHOL FINES	68,678	55,000	55,000	55,000
	4200035 SB90 STATE MANDATED COSTS	220,316	214,426	214,426	214,426
	4200045 STATE AID- EXTRADITION	21,040	25,000	25,000	25,000
	4200080 STATE REIMB-CMC/ASH CASES	314,348	390,000	390,000	390,000
	4200090 ST AID-INS FRAUD INVESTIG	107,254	62,254	62,254	62,254
	4200095 ST AID-DMV-VEH CRIME INV	136,633	280,000	140,000	140,000
	4200105 STATE AWARDED GRANTS	403,968	403,756	403,756	403,756
	4200170 STATE AID - OTHER	3,687	7,500	7,500	7,500
	4200205 ST AID - REIMB	1,774	0	0	0
	4200255 ST AID-PUBLIC SAFETY SRVC	2,983,903	3,119,361	3,119,361	3,119,361
	4200305 ST AID - SLESF	(5,141)	0	0	0
	4200351 ST RLG-2011 LOCAL COMM	74,968	116,518	76,518	76,518
	4200352 ST RLG-2011 DA & PUBLIC DEFEND	47,499	73,935	73,935	73,935
	4200355 ST RLG-2011 SLESF	79,483	79,483	79,483	79,483
	4250045 FEDERAL AID-COPS AHEAD	17,060	0	0	0
	4250105 FEDERAL AID - OTHER	181,392	216,404	216,404	216,404
	4350400 ADMINISTRATIVE SERVICES	45,753	55,000	55,000	55,000
	4350435 DEFERRED ENTRY OF JUDGMENT	21,675	26,000	26,000	26,000
	4350632 Rec Fees-Real Estate Fraud GC	257,443	400,000	400,000	400,000
	4350835 COPYING FEES	16,565	19,000	19,000	19,000
	4550000 OTHER REVENUE	3,123	3,000	3,000	3,000
	4550011 SETTLEMENTS-ENVIRONMENTAL	45,730	150,000	150,000	150,000
	4550120 CONTRIBUTIONS - NON GOVTL	630	0	0	0
	4550160 CASH OVERRAGES	27	0	0	0
	4550170 SETTLEMNTS,DAMAGES,&REST.	316,212	0	0	0
	6000240 OP TRANSF-IN-FLEET	1,960	0	0	0
	TOTAL:	5,544,120	6,058,687	5,878,687	5,878,687
134	CHILD SUPPORT SERVICES				
	4200150 ST AID - CHILD SUP ADMIN	1,472,285	1,561,085	1,561,085	1,561,085
	4250140 FED AID-CHILD SUP ADMIN	2,857,967	3,030,342	3,030,342	3,030,342
	4550000 OTHER REVENUE	1,703	3,000	3,000	3,000
	TOTAL:	4,331,955	4,594,427	4,594,427	4,594,427
135	PUBLIC DEFENDER				
	4200035 SB90 STATE MANDATED COSTS	19,105	0	0	0
	4200080 STATE REIMB-CMC/ASH CASES	290,882	300,000	300,000	300,000
	4200351 ST RLG-2011 LOCAL COMM	81,000	81,000	81,000	81,000

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY DEPARTMENT

DEPARTMENT	REVENUE TYPE	2013-14	2014-15	2014-15	2014-15
		ACTUAL	REQUESTED	RECOMMENDED	ADOPTED
135	(Continued)				
	4200352 ST RLGN-2011 DA & PUBLI DEFEND	37,200	53,010	53,010	53,010
	4350457 PUBLIC DEFENDER REIMBURSEMENT	48,441	100,000	100,000	100,000
	4350580 REIMB JUV COURT PROF FEES	30,209	40,000	40,000	40,000
	TOTAL:	506,837	574,010	574,010	574,010
136	SHERIFF-CORONER				
	4050095 FINGER PRINTING FEES	11,675	12,500	12,500	12,500
	4050100 EXPLOSIVE PERMITS	1,052	2,000	2,000	2,000
	4050110 GUN PERMITS	13,320	14,400	14,400	14,400
	4050145 SUBPOENA DUCES TECUM GC 1563	1,025	2,000	2,000	2,000
	4050165 NOTARY FEE GC 8211	255	1,000	1,000	1,000
	4050170 REPOSSESSION OF VEHICLE GC 267	1,335	2,500	2,500	2,500
	4100130 LAB FEE-PC1463.14	74,160	90,200	90,200	90,200
	4100206 ASSET FORFEITURES	239,512	65,598	65,598	65,598
	4100220 BLOOD ALCOHOL FINES	40,000	70,000	70,000	70,000
	4100230 PENALTY AS-FINGERPRINT ID	342,068	298,572	298,572	298,572
	4200065 STATE AID-NUCLEAR PLANNG	40,498	49,000	49,000	49,000
	4200080 STATE REIMB-CMC/ASH CASES	58,152	75,000	75,000	75,000
	4200095 ST AID-DMV-VEH CRIME INV	148,135	154,704	154,704	154,704
	4200105 STATE AWARDED GRANTS	18,810	0	0	0
	4200125 STATE REIMB FOR DNA TESTING	76,964	76,816	76,816	76,816
	4200170 STATE AID - OTHER	213,810	110,000	110,000	110,000
	4200255 ST AID-PUBLIC SAFETY SRVC	13,452,167	14,062,847	14,062,847	14,062,847
	4200350 ST RLGN-2011 COURT SECURITY	3,939,787	3,927,849	3,927,849	3,927,849
	4200351 ST RLGN-2011 LOCAL COMM	2,834,960	3,012,168	3,012,168	3,012,168
	4200355 ST RLGN-2011 SLESF	1,140,299	1,246,802	1,246,802	1,246,802
	4250086 FED AID - SCAAP PASS THRU	158,109	127,912	127,912	127,912
	4250095 FEDERAL-GRANTS	121,946	126,411	126,411	126,411
	4250105 FEDERAL AID - OTHER	611,133	164,000	164,000	164,000
	4250205 FEDERAL AID-ARRA/PRIME RECIPIE	1,508	0	0	0
	4300005 OTHER GOVT AGENCY REVENUE	37,923	46,330	46,330	46,330
	4350255 BILLINGS TO OUTSIDE AGENCIES	89,588	0	0	322,576
	4350320 INMATE ASSISTANCE REIMBRS	509	750	750	750
	4350340 JUVENILE INFORMAL SUPERVISION	58,000	58,000	58,000	58,000
	4350550 HOME DETENTION PROGRAM	323,984	365,000	365,000	365,000
	4350560 ALTERNATIVE WORK PROG REV	45,042	45,000	45,000	45,000
	4350567 ALT SENTENCING UNIT	69,685	78,000	78,000	78,000
	4350570 CIVIL PROCESS SERVICE	82,880	101,700	101,700	101,700
	4350616 LAW ENFORCEMENT SERVICES	137,287	135,000	135,000	135,000
	4350620 BOOKING FEES (SB 2557)	414,568	475,000	475,000	475,000
	4350641 CIVIL SPECIAL FEE GC26746	117,527	128,772	128,772	128,772
	4350656 REIMB FOR PROJ COSTS	529	0	0	0
	4550000 OTHER REVENUE	68,515	6,000	6,000	6,000
	4550065 OTHER REIMBURSEMENTS	3,300	3,300	3,300	3,300
	4550075 EMPL MEALS/IN-HOUSE FOOD	1,159	1,000	1,000	1,000
	4550160 CASH OVERRAGES	80	0	0	0
	4550170 SETTLEMNTS,DAMAGES,&REST.	11,036	0	0	0
	4550200 INVOICE VARIANCES	3,342	0	0	0
	4550210 TOBACCO SETTLEMENT	118,318	119,450	180,659	180,659
	4900220 IFR-INT SETT-SHERIFF SUPPORT	554,930	576,187	576,187	576,187
	4909055 IFR-JE-SHERIFF	1,143	511	511	511

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY DEPARTMENT

DEPARTMENT	REVENUE TYPE	2013-14	2014-15	2014-15	2014-15
		ACTUAL	REQUESTED	RECOMMENDED	ADOPTED
136	(Continued)				
	6000000 OPERATING TRANSFERS IN	200,777	0	0	0
	6000240 OP TRANSF-IN-FLEET	3,195	0	0	0
	TOTAL:	25,883,997	25,832,279	25,893,488	26,216,064
137	ANIMAL SERVICES				
	4050015 ANIMAL LICENSES	754,864	634,982	634,982	634,982
	4050130 MISC PERMITS	53,465	31,578	31,578	31,578
	4300005 OTHER GOVT AGENCY REVENUE	830,311	874,927	874,927	874,927
	4350400 ADMINISTRATIVE SERVICES	1,906	2,874	2,874	2,874
	4350595 HUMANE SERVICES	4,229	10,867	10,867	10,867
	4350600 IMPOUND FEES	30,929	47,895	47,895	47,895
	4350605 BOARDING FEES	63,152	93,676	93,676	93,676
	4350610 ANIMAL PLACEMENT	133,257	158,499	158,499	158,499
	4550000 OTHER REVENUE	6,915	0	0	0
	4550120 CONTRIBUTIONS - NON GOVTL	33,954	18,880	18,880	18,880
	4550160 CASH OVERRAGES	20	0	0	0
	6000000 OPERATING TRANSFERS IN	27,324	0	0	0
	TOTAL:	1,940,326	1,874,178	1,874,178	1,874,178
138	EMERGENCY SERVICES				
	4200065 STATE AID-NUCLEAR PLANNG	1,038,765	1,303,681	1,303,681	1,303,681
	4250085 FEDERAL AID - SECURITY	21,480	65,000	65,000	65,000
	4250095 FEDERAL-GRANTS	82,874	107,047	120,497	120,497
	4550070 EMPLOYEE REIMBURSEMENTS	0	250	250	250
	TOTAL:	1,143,119	1,475,978	1,489,428	1,489,428
139	PROBATION DEPARTMENT				
	4100055 PROBA DRUG FEE-PC1203.1AB	2,930	3,360	3,360	3,360
	4100155 SUPERIOR COURT FINES-BASE	131,618	93,965	93,965	93,965
	4100225 AIDS EDUCATION FINE-PC264	967	0	0	0
	4100465 DNA Database	7,000	10,000	10,000	10,000
	4200005 ST RLG-N-SALES TX-SOC SRVC	240,576	240,572	240,572	240,572
	4200035 SB90 STATE MANDATED COSTS	38,970	39,000	39,000	39,000
	4200080 STATE REIMB-CMC/ASH CASES	133,014	90,000	90,000	90,000
	4200170 STATE AID - OTHER	1,324,313	1,430,770	1,430,770	1,430,770
	4200255 ST AID-PUBLIC SAFETY SRVC	3,505,079	3,664,197	3,664,197	3,664,197
	4200295 ST-10% SBOC VOC REBATE	6,914	8,000	8,000	8,000
	4200305 ST AID - SLESF	794,117	775,181	775,181	775,181
	4200325 ST AID-INCENIVES	307,144	378,000	378,000	378,000
	4200351 ST RLG-N-2011 LOCAL COMM	788,634	911,842	911,842	911,842
	4200354 ST RLG-N-2011 HLTH & HUMAN SVCS	35,003	0	0	0
	4250110 FEDERAL - WELFARE ADMIN	654,588	857,000	857,000	857,000
	4300005 OTHER GOVT AGENCY REVENUE	479,055	689,517	689,517	804,028
	4350209 REVENUE TRANSFER FROM TRUST FU	2,210	0	0	0
	4350335 MONITORING FEE-PC1203.1B	137,717	132,995	132,995	132,995
	4350340 JUVENILE INFORMAL SUPERVISION	5,036	0	0	0
	4350345 DIVERSN MONITRG-PC1001.53	59	0	0	0
	4350365 CHANGE OF PLEA	198	400	400	400
	4350370 PROBA MGMNT FEE-ADULTS	7,407	7,834	7,834	7,834
	4350380 SENTENCING REPORT FEE	39,942	43,719	43,719	43,719
	4350385 RESTITN COLL FEE-PC1203.1	35,444	65,000	65,000	65,000
	4350390 RECORD SEALING FEE	561	824	824	824
	4350400 ADMINISTRATIVE SERVICES	530,169	681,822	681,822	681,822

SLO COUNTY BUDGET PREPARATION SYSTEM
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DEPARTMENT	REVENUE TYPE	2013-14 ACTUAL	2014-15 REQUESTED	2014-15 RECOMMENDED	2014-15 ADOPTED
139	(Continued)				
	4350435 DEFERRED ENTRY OF JUDGMENT	58	0	0	0
	4350455 OTHER COURT-ORDERED REIMB	16	0	0	0
	4350457 PUBLIC DEFENDER REIMBURSEMENT	238,238	277,653	277,653	277,653
	4350470 INSTALLMENT FEES	6,320	0	0	0
	4350475 PROCESSING FEES	60,208	73,212	73,212	73,212
	4350790 INST.CARE-JUVENILE HALL	47,338	47,000	47,000	47,000
	4550000 OTHER REVENUE	550	8,575	8,575	8,575
	4550020 REV APPLICABLE PRIOR YRS	142,560	0	0	0
	4550070 EMPLOYEE REIMBURSEMENTS	299	0	0	0
	4550160 CASH OVERRAGES	77	0	0	0
	TOTAL:	9,704,329	10,530,438	10,530,438	10,644,949
140	COUNTY FIRE				
	4050035 PLAN CHECK FEES	341,087	266,910	266,910	266,910
	4200065 STATE AID-NUCLEAR PLANNG	102,498	70,000	70,000	70,000
	4200255 ST AID-PUBLIC SAFETY SRVC	2,426,937	2,537,112	2,537,112	2,537,112
	4250105 FEDERAL AID - OTHER	265,022	40,000	40,000	40,000
	4350310 FIRE SUPPRESSION/COST REI	90,695	100,000	100,000	100,000
	4350311 FIRE SUPPRESSION-EQUIP COST RE	11,473	100,000	100,000	100,000
	4350315 AMBULANCE REIMBURSEMENT	140,368	145,000	145,000	145,000
	4350530 FIRE PROTECTION SERVICES	2,399,171	2,408,603	2,444,483	2,444,483
	4351065 PUB INFO SALE-COMP FILES	430	0	0	0
	4550010 SEMINAR/CONF/WORKSHOP FEE	95,732	87,000	87,000	87,000
	4550055 SALE OF FIXED ASSETS	52,065	0	0	0
	4550065 OTHER REIMBURSEMENTS	725	0	0	0
	4550080 OTHER SALES	1,770	0	0	0
	4550200 INVOICE VARIANCES	770	0	0	0
	4909070 IFR-JE-CDF	506,642	520,627	530,106	530,106
	TOTAL:	6,435,385	6,275,252	6,320,611	6,320,611
141	AGRICULTURAL COMMISSIONER				
	4050025 BUILDING PERMITS	523	0	0	0
	4050065 LAND USE PERMITS	27,258	26,000	26,000	26,000
	4050105 OTHER LICENSES AND PERMIT	242,907	251,000	251,000	251,000
	4100260 AGRICULTURE FINES	16,000	0	0	0
	4200055 STATE AID FOR AGRICULTURE	754,431	742,144	742,144	742,144
	4200065 STATE AID-NUCLEAR PLANNG	70,739	60,000	60,000	60,000
	4200226 ST AID-GAS TAX-UNCLAIMED	1,103,390	1,094,914	1,094,914	1,094,914
	4250105 FEDERAL AID - OTHER	956,259	867,000	867,000	867,000
	4350540 AGRICULTURAL SERVICES	209,513	210,200	210,200	210,200
	4350555 STANDARDIZATION INSPECTS	7,230	6,800	6,800	6,800
	4550000 OTHER REVENUE	386	1,000	1,000	1,000
	4550065 OTHER REIMBURSEMENTS	7,117	0	0	0
	4550200 INVOICE VARIANCES	39	0	0	0
	4909000 IFR-JOURNAL ENTRY ALLOCATIONS	1,750	4,250	4,250	4,250
	TOTAL:	3,397,542	3,263,308	3,263,308	3,263,308
142	PLANNING & BUILDING DEPARTMENT				
	4050020 BUSINESS LICENSES	1,936	2,025	2,025	2,025
	4050025 BUILDING PERMITS	1,933,670	1,417,382	1,417,382	1,417,382
	4050035 PLAN CHECK FEES	2,240,735	1,735,042	1,735,042	1,735,042
	4050040 SUB PERMITS-MECH EL PLUMB	374,148	329,198	329,198	329,198
	4050043 BLDG STANDARDS ADMIN	1,052	0	0	0

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DEPARTMENT		REVENUE TYPE	2013-14 ACTUAL	2014-15 REQUESTED	2014-15 RECOMMENDED	2014-15 ADOPTED
142	(Continued)	4050065 LAND USE PERMITS	804,274	1,047,738	1,047,738	1,047,738
		4050070 PLOT PLANS	263,681	226,940	226,940	226,940
		4050075 GENERAL PLAN AMENDMENTS	21,185	1,034	1,034	1,034
		4050080 AGRICULTURAL PRESERVE FEE	53,945	58,285	58,285	58,285
		4050085 SUBDIVISION PERMITS	228,540	226,077	226,077	226,077
		4050105 OTHER LICENSES AND PERMIT	13,636	22,964	22,964	22,964
		4050130 MISC PERMITS	35,645	29,200	29,200	29,200
		4100010 LAND USE FINES	3,600	1,500	1,500	1,500
		4100180 BLDG CODE INVESTIG FEES	43,106	69,216	69,216	69,216
		4200065 STATE AID-NUCLEAR PLANNG	7,540	7,371	7,371	7,371
		4200105 STATE AWARDED GRANTS	403,448	110,156	110,156	110,156
		4250085 FEDERAL AID - SECURITY	33,808	0	0	0
		4250095 FEDERAL-GRANTS	2,382	0	0	0
		4350101 AFFORDABLE HOUSNG IN-LIEU	107	0	0	0
		4350106 APPEAL FEE	3,400	6,800	6,800	6,800
		4350109 AFFORDABLE HOUSING IMPACT FEE	(1,111)	1,500	1,500	1,500
		4350295 PREAPPLICATION PROCESS	19,982	23,807	23,807	23,807
		4350350 MITIGATION FEE-AIR	695	500	500	500
		4350400 ADMINISTRATIVE SERVICES	344,687	237,761	237,761	237,761
		4350480 ENVIRONMNTL ASSESSMT FEES	185,949	155,368	155,368	155,368
		4350490 PUBLICATION FEES	(249)	0	0	0
		4350515 ALLOCATION ADMIN FEE	27,912	18,800	18,800	18,800
		4350650 DEVELOPMENT FEE- ADMIN	51,708	50,000	50,000	50,000
		4350665 ROAD ABANDONMENT FEE	33,987	34,790	34,790	34,790
		4350675 CURB & GUTTER WAIVERS	575	1,150	1,150	1,150
		4350950 MISCELLANEOUS FEES	55,640	82,018	82,018	82,018
		4351010 OTHER SERVICE CHARGES	364	1,040	1,040	1,040
		4351055 BOOK,PAMPHLT,BROCHR SALES	615	1,500	1,500	1,500
		4550000 OTHER REVENUE	5,921	3,900	3,900	3,900
		4550085 NUISANCE ABATEMENT	18,604	38,880	38,880	38,880
		4550125 GRANTS: NON-GOVERNMENTAL	458,442	297,500	297,500	746,393
		4550150 MICROFILM	(74)	0	0	0
		4550160 CASH OVERRAGES	19	0	0	0
		4900090 IFR-INT SETT-PLANNING	1,044	0	0	0
		4909080 IFR-JE-PLANNING	410,030	258,473	269,569	269,569
		6000000 OPERATING TRANSFERS IN	19,341	82,968	82,968	82,968
		TOTAL:	8,103,919	6,580,883	6,591,979	7,040,872
143	COURT OPERATIONS	4100005 50% EXCESS MOE REVENUE-ST	(279,674)	(500,000)	(500,000)	(500,000)
		4100015 RED LIGHT - VC21453, 54, 57	5,026	3,000	3,000	3,000
		4100055 PROBA DRUG FEE-PC1203.1AB	125	0	0	0
		4100085 TRAFFIC SCH-VC42007.1(\$24)	175,383	256,000	256,000	256,000
		4100090 CNTY FIX IT-VC 40611	30,072	36,000	36,000	36,000
		4100100 CO-FAILURE TO APPEAR(FTA)	2,680	6,000	6,000	6,000
		4100105 CO MOTOR VEH/CRIM FINES	494,874	840,000	840,000	840,000
		4100135 CITIES FIX IT-VC40611	13,331	16,000	16,000	16,000
		4100195 TRAFFIC SCHOOL FEES	861,113	1,172,000	1,172,000	1,172,000
		4100220 BLOOD ALCOHOL FINES	462	0	0	0
		4100265 BUSINESS & PROFESSIONS	(3,772)	(6,000)	(6,000)	(6,000)
		4100270 HEALTH/SAFETY FINES/FORFT	1,982	1,000	1,000	1,000

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY DEPARTMENT

DEPARTMENT		REVENUE TYPE	2013-14 ACTUAL	2014-15 REQUESTED	2014-15 RECOMMENDED	2014-15 ADOPTED
143	(Continued)	4100285 CITIES- ALL MISDEMEANORS	168,526	15,000	15,000	15,000
		4100300 CITY MOTOR VEHICLE FINES	72,126	77,000	77,000	77,000
		4100340 ST PENALTY ASSMNTS-PC1464	408,759	479,000	479,000	479,000
		4100354 COUNTY PORTION GC 76000	76,311	75,000	75,000	75,000
		4100390 TRAFFIC SCHOOL FEES - CITY	7,122	16,000	16,000	16,000
		4200050 ST AID-DMV-AIR	(66,066)	0	0	0
		4200351 ST RLGN-2011 LOCAL COMM	127,387	142,959	142,959	142,959
		4350635 RECORDING FEES	185,855	252,000	252,000	252,000
		4550090 SERVICE CHGE RETRND CHKS	508	0	0	0
		TOTAL:	2,282,130	2,880,959	2,880,959	2,880,959
160	PUBLIC HEALTH	4050120 BURIAL PERMITS	5,622	5,925	5,925	5,925
		4050150 TOBACCO RETAILERS LICENSES	15,882	17,148	17,148	17,148
		4100065 CHILD RESTRNT FEE-COUNTY	4,690	5,000	5,000	5,000
		4100070 CHILD RESTRAINT FEE-CITY	2,384	2,500	2,500	2,500
		4100366 ADM PENALTY-HS 25187	45,000	134,572	134,572	134,572
		4200005 ST RLGN-SALES TX-SOC SRVC	158,700	158,700	158,700	158,700
		4200015 ST RLGN-SALES TAX-HEALTH	631,221	793,917	793,917	793,917
		4200020 ST REALGN- VLF	2,581,788	2,215,212	2,215,212	2,215,212
		4200022 ST AID REALIGNMENT	182,887	66,525	66,525	66,525
		4200065 STATE AID-NUCLEAR PLANNG	91,000	89,100	89,100	89,100
		4200170 STATE AID - OTHER	607,505	374,915	497,107	497,107
		4200200 MEDI-CAL: PATIENTS-ST +FED	57,912	75,500	75,500	75,500
		4200210 ST AID-CALIF CHILDREN SRVC	1,610,500	1,673,274	1,721,679	1,721,679
		4200212 STATE AID-CENCAL	210,393	191,250	191,250	191,250
		4200215 STATE - HEALTH ADMIN.	337,496	306,040	306,040	306,040
		4200273 STATE AID-STATE OFFICE OF FAMI	1,040,167	1,226,000	1,226,000	1,226,000
		4250015 FEDERAL - HEALTH ADMIN	3,084,487	3,561,853	3,561,853	3,561,853
		4250095 FEDERAL-GRANTS	0	1,480,000	1,480,000	1,480,000
		4250105 FEDERAL AID - OTHER	74,873	0	0	0
		4250136 FED AID - PUBLIC HEALTH SECURI	696,079	766,062	766,062	766,062
		4250171 FED AID-MEDICARE	5,856	12,000	12,000	12,000
		4250180 FED AID-SMALL WATER SYS (ST PA	20,188	75,000	75,000	75,000
		4300005 OTHER GOVT AGENCY REVENUE	74,147	117,575	117,575	117,575
		4350585 CONSERVATORSHIP FEES	77,651	75,000	75,000	75,000
		4350590 REPRESENTATIVE PAYEE FEES	39,493	38,400	38,400	38,400
		4350635 RECORDING FEES	153,589	183,000	183,000	183,000
		4350705 NURSING FEES	300,061	299,000	299,000	299,000
		4350715 LABORATORY SERVICES	105,493	93,000	93,000	93,000
		4350745 ENVIRONMENTAL HEALTH SERVICES	2,453,453	2,431,800	2,431,800	2,431,800
		4350765 MEDICAL REMB SERV/PAT CAR	111,119	145,250	145,250	145,250
		4350785 CALIF CHILDREN SERVICES	2,840	2,000	2,000	2,000
		4350835 COPYING FEES	48	0	0	0
		4350950 MISCELLANEOUS FEES	89,729	138,000	138,000	138,000
		4351045 PROGRAM REV - CHILD&FAMILIES	247,503	289,737	289,737	289,737
		4550000 OTHER REVENUE	96,303	33,294	54,131	54,131
		4550125 GRANTS: NON-GOVERNMENTAL	120,685	131,275	131,275	131,275
		4550160 CASH OVERRAGES	1	0	0	0
		4550200 INVOICE VARIANCES	201	0	0	0
		4550210 TOBACCO SETTLEMENT	372,636	376,201	569,919	569,919

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY DEPARTMENT

DEPARTMENT		REVENUE TYPE	2013-14 ACTUAL	2014-15 REQUESTED	2014-15 RECOMMENDED	2014-15 ADOPTED
160	(Continued)	4900110 IFR-INT SETT-HEALTH BILLINGS	152,345	51,114	51,114	51,114
		4909040 IFR-JE ALLOC-PUBLIC HEALTH	138,200	137,831	137,831	137,831
		6000240 OP TRANSF-IN-FLEET	10,070	0	0	0
		TOTAL:	16,010,197	17,772,970	18,158,122	18,158,122
166	BEHAVIORAL HEALTH	4100220 BLOOD ALCOHOL FINES	90,000	49,000	49,000	49,000
		4100290 FEES -ALCOHOL ABUSE & EDU	90,000	42,000	42,000	42,000
		4200010 ST RLGN-SALES TAX-M H	5,682,729	5,628,773	5,628,773	5,628,773
		4200022 ST AID REALIGNMENT	111,005	111,005	111,005	111,005
		4200023 ST AID REALIGNMENT-VLF	99,273	99,273	99,273	99,273
		4200040 ST AID- DRUG/MENTL HEALTH	533,631	0	0	0
		4200065 STATE AID-NUCLEAR PLANNG	0	1,520	1,520	1,520
		4200105 STATE AWARDED GRANTS	31,750	0	0	0
		4200170 STATE AID - OTHER	31,406	28,000	28,000	28,000
		4200200 MEDI-CAL: PATIENTS-ST +FED	11,231,061	14,113,392	15,188,067	15,188,067
		4200340 ST AID - MHSA	8,801,744	9,689,467	9,741,592	9,829,037
		4200351 ST RLGN-2011 LOCAL COMM	1,325,040	1,491,883	1,491,883	1,491,883
		4200354 ST RLGN-2011 HLTH & HUMAN SVCS	7,126,621	7,979,441	7,979,441	7,979,441
		4250015 FEDERAL - HEALTH ADMIN	241,657	241,657	241,657	241,657
		4250090 FED AID-DRUG AND ALCOHOL	1,554,769	1,541,372	1,541,372	1,541,372
		4250095 FEDERAL-GRANTS	1,968,121	1,077,168	1,128,168	1,128,168
		4250105 FEDERAL AID - OTHER	122	0	0	0
		4250130 FED AID-PERINTL SETASIDE	72,569	72,201	72,201	72,201
		4300005 OTHER GOVT AGENCY REVENUE	264,617	260,105	260,105	260,105
		4350255 BILLINGS TO OUTSIDE AGENCIES	843,503	1,120,986	1,120,986	1,120,986
		4350435 DEFERRED ENTRY OF JUDGMENT	38,865	50,000	50,000	50,000
		4350690 MEDICAL RECORDS FEE	1,488	1,300	1,300	1,300
		4350725 MENTAL HEALTH SVCS-MEDICARE	18,110	36,000	36,000	36,000
		4350735 ALCOHOLISM SERVICES	92,545	110,000	110,000	110,000
		4350760 INST CARE/SV-MEDICALSB855	43,596	33,862	33,862	33,862
		4350795 MENTAL HLTH SVCS-INSURANCE	126,794	173,227	173,227	173,227
		4351040 MENTAL HLTH SVCS-SELF PAY	21,957	20,000	20,000	20,000
		4550000 OTHER REVENUE	105	0	0	0
		4550065 OTHER REIMBURSEMENTS	55,433	45,000	45,000	45,000
		4550120 CONTRIBUTIONS - NON GOVTL	3,720	2,400	2,400	2,400
		4550210 TOBACCO SETTLEMENT	834,210	842,189	1,273,746	1,273,746
		4900170 IFR-INT SETT-DRUG & ALCOHOL	161,009	66,976	66,976	66,976
		4900250 IFR-INT SETT-MENTAL HEALTH	279,843	94,044	132,128	132,128
		4909045 IFR-JE ALLOC-MENTAL HEALTH	9,212	0	0	0
		TOTAL:	41,786,505	45,022,241	46,669,682	46,757,127
180	SOCIAL SERVICES ADMINISTRATION	4200005 ST RLGN-SALES TX-SOC SRVC	1,635,799	3,044,537	3,044,537	3,044,537
		4200020 ST REALGN- VLF	260,877	279,983	279,983	279,983
		4200022 ST AID REALIGNMENT	21,028	150,000	247,216	247,216
		4200065 STATE AID-NUCLEAR PLANNG	692	18,684	18,684	18,684
		4200175 STATE - WELFARE ADMIN.	22,624,006	22,977,482	23,368,371	23,368,371
		4200185 STATE AID-PRIOR YEAR	186,373	0	0	0
		4200335 ST-WELFARE ADMIN-PRIOR YR	4,118,051	0	0	0
		4200354 ST RLGN-2011 HLTH & HUMAN SVCS	5,019,837	8,246,174	8,101,900	8,101,900
		4200355 ST RLGN-2011 SLESF	5,037	0	0	0

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY DEPARTMENT

DEPARTMENT	REVENUE TYPE	2013-14 ACTUAL	2014-15 REQUESTED	2014-15 RECOMMENDED	2014-15 ADOPTED
180	(Continued)				
	4250110 FEDERAL - WELFARE ADMIN	17,597,142	22,816,583	23,127,697	23,127,697
	4250120 FEDERAL AID-PRIOR YEAR	(38,903)	0	0	0
	4250141 FED-WELFARE ADMN-PRIOR YR	559,541	0	0	0
	4250160 FED AID WORKFORCE INVESTMENT A	2,106,271	2,194,296	2,194,296	2,194,296
	4350775 ADOPTION FEES	11,770	3,000	3,000	3,000
	4550000 OTHER REVENUE	2,758	0	0	0
	4550030 REIMBURSEMENTS-ASSISTANCE	(50)	0	0	0
	4550045 REFUNDS/EXCISE TAX	10,652	0	0	0
	4550065 OTHER REIMBURSEMENTS	16,006	0	0	0
	4550120 CONTRIBUTIONS - NON GOVTL	2,815	0	0	0
	6000240 OP TRANSF-IN-FLEET	30,448	0	0	0
	TOTAL:	54,170,150	59,730,739	60,385,684	60,385,684
181	FOSTER CARE-SOCIAL SERVICES				
	4200005 ST RLGN-SALES TX-SOC SRVC	6,627,592	7,033,228	7,033,228	7,033,228
	4200185 STATE AID-PRIOR YEAR	(2,102)	0	0	0
	4200190 STATE AID - ABATEMENT	51,703	45,000	45,000	45,000
	4200195 ST AID-CS COLL-FOSTR CARE	15,093	15,000	15,000	15,000
	4200354 ST RLGN-2011 HLTH & HUMAN SVCS	6,684,488	7,378,255	7,378,255	7,378,255
	4250055 FED AID - REIMB	11,911	15,000	15,000	15,000
	4250110 FEDERAL - WELFARE ADMIN	5,572,321	6,121,354	6,121,354	6,121,354
	4250115 FEDERAL AID - ABATEMENT	31,397	25,000	25,000	25,000
	4250120 FEDERAL AID-PRIOR YEAR	4,567	0	0	0
	4550030 REIMBURSEMENTS-ASSISTANCE	121,928	110,000	110,000	110,000
	4550065 OTHER REIMBURSEMENTS	67,873	344,615	344,615	344,615
	TOTAL:	19,186,771	21,087,452	21,087,452	21,087,452
182	CALWORKS				
	4200175 STATE - WELFARE ADMIN.	1,978,897	0	0	0
	4200185 STATE AID-PRIOR YEAR	906	0	0	0
	4200195 ST AID-CS COLL-FOSTR CARE	37,065	20,353	20,353	20,353
	4200356 ST RLGN-2011 CALWORKS MOE	5,143,312	9,845,024	9,845,024	9,845,024
	4250055 FED AID - REIMB	39,016	21,422	21,422	21,422
	4250110 FEDERAL - WELFARE ADMIN	179,594	177,888	177,888	177,888
	4300010 COMBINED FED/ST CALWORKS	3,779,335	1,944,393	1,944,393	1,944,393
	4550030 REIMBURSEMENTS-ASSISTANCE	32,930	11,228	11,228	11,228
	TOTAL:	11,191,055	12,020,308	12,020,308	12,020,308
183	MEDICAL ASSISTANCE PROG				
	4150025 RENT-LAND/BLDG-LONG TERM	80,868	0	0	0
184	LAW ENFORCEMENT MED CARE				
	4200015 ST RLGN-SALES TAX-HEALTH	93,795	117,967	117,967	117,967
	4200020 ST REALGN- VLF	308,090	264,345	264,345	264,345
	4200200 MEDI-CAL: PATIENTS-ST +FED	0	0	98,325	98,325
	4200351 ST RLGN-2011 LOCAL COMM	716,574	726,443	726,443	761,714
	4350705 NURSING FEES	1,018	0	0	0
	TOTAL:	1,119,477	1,108,755	1,207,080	1,242,351
185	GENERAL ASSISTANCE				
	4050120 BURIAL PERMITS	5,353	4,793	4,793	4,793
	4200175 STATE - WELFARE ADMIN.	119,090	153,326	153,326	153,326
	4200195 ST AID-CS COLL-FOSTR CARE	1,250	0	0	0
	4550030 REIMBURSEMENTS-ASSISTANCE	366,214	319,328	319,328	319,328
	TOTAL:	491,907	477,447	477,447	477,447

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY DEPARTMENT

DEPARTMENT	REVENUE TYPE	2013-14	2014-15	2014-15	2014-15
		ACTUAL	REQUESTED	RECOMMENDED	ADOPTED
186 VETERANS SERVICES	4200070 STATE AID VETERAN AFFAIRS	446,518	100,000	60,000	60,000
	4200105 STATE AWARDED GRANTS	132,042	0	0	0
	4200270 STATE-MOTOR VEH LIC FEE	4,772	5,000	5,000	5,000
	TOTAL:	583,332	105,000	65,000	65,000
200 MAINTENANCE PROJECTS	4200105 STATE AWARDED GRANTS	10,485	0	0	0
	4200240 STATE AID CONSTRUCTION	59,294	0	0	0
	4350925 PARKLAND FEE (QUIMBY FEE)	13,515	0	0	0
	4909020 IFR-JE-MAINTENANCE PROJ	130,926	0	0	0
	TOTAL:	214,220	0	0	0
201 PUBLIC WORKS SPECIAL SERVICES	4050025 BUILDING PERMITS	57,821	45,209	45,209	45,209
	4050045 MINOR USE PERMIT APPLICATION	36,182	18,137	18,137	18,137
	4200065 STATE AID-NUCLEAR PLANNG	25,573	11,984	11,984	11,984
	4350305 FLOOD HAZARD PROPERTY REPORTS	126	0	0	0
	4350330 PUBLIC EDUCATION GOV'T ACCESS	47,658	0	0	0
	4350505 FILING FEES-CORNER RECORD	2,585	2,714	2,714	2,714
	4350635 RECORDING FEES	1,541	1,428	1,428	1,428
	4350953 COMM ACKNOWLEDGEMENT FORM FEE	336	3,434	3,434	3,434
	4350960 MONUMENTATION FEES	57,936	67,908	67,908	67,908
	4350965 BLDG PRMT REVIEW-DRAINAGE	55,004	49,907	49,907	49,907
	4350966 BLDG PRMT REVIEW-FLD HZD	1,776	3,151	3,151	3,151
	4350990 DEVELOPMENT PLAN INSPECTN	30,430	39,322	39,322	39,322
	4350995 PAR MAP CHECKING THRU T/A	21,689	6,674	6,674	6,674
	4351005 RECORDS OF SURVEY FEES	25,791	31,512	31,512	31,512
	4351060 MAP SALES	65	108	108	108
	4351070 PM INSPECT-IMP PLANS P11E	43,753	68,382	68,382	68,382
	4351075 TM INSPECT-IMP PLANS P11D	130,595	190,526	190,526	190,526
	4351095 LOT LINE ADJUST APPLICATION	9,966	11,340	11,340	11,340
	4351100 COND USE PMT/DEV PLAN APP	32,656	28,252	28,252	28,252
	4351110 CERT OF CORRECTION	277	166	166	166
	4351115 MAP AMENDMENTS	59	0	0	0
	4351125 LOT LINE ADJUST CHECKING	9,402	8,722	8,722	8,722
	4351130 ANNEXATION MAP REVIEW	540	0	0	0
	4400020 WATER SALES FOR RESALE	36,924	100,287	100,287	100,287
	4550000 OTHER REVENUE	15	949	949	949
	4550020 REV APPLICABLE PRIOR YRS	88,227	0	0	0
	4550065 OTHER REIMBURSEMENTS	13,461	1,276	1,276	1,276
4550170 SETTLEMNTS, DAMAGES, & REST.	9,048	0	0	0	
4909099 IFR-JE-UTILITY CHARGES-OPR CEN	36,827	0	0	0	
TOTAL:	776,263	691,388	691,388	691,388	
215 FARM ADVISOR	4200170 STATE AID - OTHER	6,597	5,850	5,850	5,850
	TOTAL:	6,597	5,850	5,850	5,850
230 CAPITAL PROJECTS FUND	4100165 SETTLEMENTS/JUDGEMENTS	1,986,400	0	0	0
	4150000 INTEREST	47,136	0	0	0
	4200260 ST AID-BICYCLE LANE ACCT	28,380	0	0	0
	4250095 FEDERAL-GRANTS	56,537	0	0	0
	4350950 MISCELLANEOUS FEES	72,313	0	0	0

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY DEPARTMENT

DEPARTMENT	REVENUE TYPE	2013-14 ACTUAL	2014-15 REQUESTED	2014-15 RECOMMENDED	2014-15 ADOPTED
230	(Continued)				
	4550200 INVOICE VARIANCES	11	0	0	0
	4902055 IFR-JE CAPITAL ASSETS FUNDING	7,034,930	0	0	450,000
	6000000 OPERATING TRANSFERS IN	210,716	0	0	0
	6000120 TRANSFERS IN FROM GEN FND	2,864,619	3,516,150	4,775,790	4,775,790
	6000145 OPR TRF IN - PFF FIRE	37,634	0	0	0
	6000150 OPR TRF IN - PFF PARKS	39,401	0	0	0
	6000155 OPR TRF IN - PFF LAW ENFORC	19,658	0	0	0
	TOTAL:	12,397,735	3,516,150	4,775,790	5,225,790
245	ROADS				
	4000005 PROP. TAXES CURR. SECURED	1,129,892	1,131,723	1,131,723	1,131,723
	4000007 PROPERTY TAX-UNITARY	329,212	349,996	349,996	349,996
	4000010 SUPPLEMENTAL-CURR.SECURED	13,689	2,520	2,520	2,520
	4000025 PROP. TAXES CURR. UNSEC.	29,208	25,785	25,785	25,785
	4000030 SUPPLEMENTAL-CURR.UNSEC.	(24)	115	115	115
	4010005 PROP. TAXES PRIOR SECURED	(3,458)	(6,062)	(6,062)	(6,062)
	4010010 SUPPLEMENTL-PRIOR SECURED	(62)	0	0	0
	4010015 PROP. TAXES PRIOR UNSEC.	2,027	0	0	0
	4010020 SUPPLEMENTAL-PRIOR UNSEC	194	0	0	0
	4010035 PENALTIES-DELINQUENT TAX	148	0	0	0
	4150000 INTEREST	14,027	15,000	15,000	15,000
	4150003 INTEREST-PROP TAX REFUNDS	(166)	0	0	0
	4200075 HOMEOWNER PROP TAX RELIEF	9,615	9,811	9,811	9,811
	4200121 ST AID-PROP 1B ST & LOCAL	0	119,000	119,000	119,000
	4200185 STATE AID-PRIOR YEAR	(7,908)	0	0	0
	4200230 STATE - HIGHWAY USERS TAX	10,998,339	9,700,000	9,700,000	9,700,000
	4200240 STATE AID CONSTRUCTION	476,757	5,969,000	5,969,000	5,969,000
	4200241 STATE AID - URBAN STATE HWY AC	55,768	90,000	90,000	90,000
	4200242 STATE AID - REGIONAL STATE HWY	16,043	506,800	506,800	506,800
	4200243 PRIOR YR USHA (URBAN HWY ACCT)	7,578	0	0	0
	4200244 PRIOR YR RSHA (REGIONAL HWY AC	79,124	0	0	0
	4200245 TRANS DEV ACT SB 325	2,818,881	2,500,000	2,500,000	2,500,000
	4200250 ST AID-ISTEA EXCHANGE	578,060	578,060	578,060	578,060
	4250020 FEDERAL AID CONSTRUCTION	4,521,886	5,745,232	5,745,232	5,745,232
	4250021 FEDERAL AID-BRIDGE TOLLS	53,608	429,588	429,588	429,588
	4250026 FEDERAL AID FOREST RESERVE	9,746	8,943	8,943	8,943
	4250120 FEDERAL AID-PRIOR YEAR	637,511	0	0	0
	4250123 FED AID-PRIOR YEAR BRIDGE TOLL	(233)	0	0	0
	4250150 FEDERAL AID FHWA	0	1,995,451	1,995,451	1,995,451
	4350495 PLANNING/ENGINEERING SVCS	4,770	3,500	3,500	3,500
	4350500 ROAD PERMIT FEES	18,492	10,000	10,000	10,000
	4350660 ENCROACHMENT PERMIT FEES	161,926	92,000	92,000	92,000
	4350675 CURB & GUTTER WAIVERS	291	0	0	0
	4350676 CURB & GUTTER PERMIT WITH DESI	20,526	5,000	5,000	5,000
	4350677 CURB & GUTTER PERMIT W/O DESIG	0	17,000	17,000	17,000
	4350678 CURB,GUTTER & SIDEWALK	5,040	0	0	0
	4350950 MISCELLANEOUS FEES	552	0	0	0
	4550000 OTHER REVENUE	23,210	26,830	26,830	26,830
	4550025 REF/ADJ-PRIOR YEAR EXPENS	767	0	0	0
	4550065 OTHER REIMBURSEMENTS	105,075	0	0	0
	4550090 SERVICE CHGE RETRND CHKS	48	0	0	0

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY DEPARTMENT

DEPARTMENT	REVENUE TYPE	2013-14 ACTUAL	2014-15 REQUESTED	2014-15 RECOMMENDED	2014-15 ADOPTED
245	(Continued)				
	4550120 CONTRIBUTIONS - NON GOVTL	37,223	0	0	0
	4550200 INVOICE VARIANCES	1,368	0	0	0
	4902055 IFR-JE CAPITAL ASSETS FUNDING	97,122	0	0	0
	4909020 IFR-JE-MAINTENANCE PROJ	46,351	0	0	0
	6000100 ROADS IMPACT FEES	641,862	689,503	689,503	689,503
	6000120 TRANSFERS IN FROM GEN FND	5,831,000	5,831,000	8,414,100	8,414,100
	TOTAL:	28,765,085	35,845,795	38,428,895	38,428,895
290	COMMUNITY DEVELOPMENT PROGRAM				
	4150000 INTEREST	625	0	0	0
	4200170 STATE AID - OTHER	747,272	0	0	0
	4250065 FEDERAL FUNDS - CDBG	2,435,895	1,501,084	1,627,673	1,627,673
	4250070 FEDERAL FUNDS - HOME	1,471,388	650,549	726,163	726,163
	4250075 FEDERAL FUNDS - ESG	194,194	108,615	135,496	135,496
	4250080 FEDERAL FUNDS - SNAP	918,052	1,031,601	1,031,601	1,031,601
	4250100 FEDERAL AID - ENVIRONMENT	38,128	0	0	0
	6000000 OPERATING TRANSFERS IN	21,028	0	0	0
	6000120 TRANSFERS IN FROM GEN FND	391,436	391,436	391,436	391,436
	TOTAL:	6,218,018	3,683,285	3,912,369	3,912,369
247	PUBLIC FACILITIES FEES				
	4150000 INTEREST	20,840	0	0	0
	4350100 AFFORDABLE HOUSING FEE TRANSFE	(11,647)	0	0	0
	4350101 AFFORDABLE HOUSNG IN-LIEU	11,648	0	0	0
	4350102 PUB FAC FEE-LIBRARY	179,100	144,020	144,020	144,020
	4350103 PUB FACIL FEE-FIRE	844,205	566,080	566,080	566,080
	4350104 PUB FACIL FEE-PARKS	616,262	451,260	451,260	451,260
	4350105 PUB FACIL FEE-GEN GOVT	270,017	198,000	198,000	198,000
	4350107 PUB FAC FEE-LAW ENFORCE	141,730	109,140	109,140	109,140
	TOTAL:	2,072,155	1,468,500	1,468,500	1,468,500
305	PARKS				
	4100255 OFF-HIGHWAY MOTOR FINES	68,946	89,561	89,561	89,561
	4100275 LITTER CLEANUP	31,358	6,000	6,000	6,000
	4150000 INTEREST	5,479	2,397	2,397	2,397
	4150020 RENT-LAND/BLDG-SHORT TERM	54,878	57,258	57,258	57,258
	4150025 RENT-LAND/BLDG-LONG TERM	55,596	54,659	54,659	54,659
	4150030 FARM LAND RENT	1,650	1,800	1,800	1,800
	4200065 STATE AID-NUCLEAR PLANNG	0	3,922	3,922	3,922
	4350245 OTHER BILLINGS TO COURTS	8,194	15,732	15,732	15,732
	4350255 BILLINGS TO OUTSIDE AGENCIES	38,060	39,352	39,352	39,352
	4350650 DEVELOPMENT FEE- ADMIN	990	551	551	551
	4350860 CAMPING FEES	3,144,078	3,122,974	3,122,974	3,122,974
	4350865 DAILY PASSES	467,316	391,790	391,790	391,790
	4350870 GROUP ENTRANCE FEES	142,103	170,632	170,632	170,632
	4350875 SEASON PASSES	97,807	100,547	100,547	100,547
	4350880 SEASON BOAT LICENSES	53,119	73,279	73,279	73,279
	4350885 DAILY BOAT PASSES	95,695	110,000	110,000	110,000
	4350890 INCOME FROM CONCESSIONS	87,880	110,000	110,000	110,000
	4350895 SWIMMING POOL FEES	94,807	54,931	54,931	54,931
	4350905 DOG/DAY USE	65,823	70,000	70,000	70,000
	4350910 SHOWERS/LOCKERS	60,135	58,000	58,000	58,000
	4350950 MISCELLANEOUS FEES	15,102	4,430	4,430	4,430

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY DEPARTMENT

DEPARTMENT		REVENUE TYPE	2013-14 ACTUAL	2014-15 REQUESTED	2014-15 RECOMMENDED	2014-15 ADOPTED
305	(Continued)	4350970 RECREATIONAL PROGRAMS	28,794	31,043	31,043	31,043
		4350971 SKATE PARK FEES	4,675	4,780	4,780	4,780
		4350972 SPECIAL EVENTS	801	0	0	0
		4350980 OTHER RECREATIONAL FEES	7,366	11,004	11,004	11,004
		4550000 OTHER REVENUE	1,398	2,523	2,523	2,523
		4550065 OTHER REIMBURSEMENTS	2,394	3,000	3,000	3,000
		4550120 CONTRIBUTIONS - NON GOVTL	75,454	30,000	30,000	30,000
		4550125 GRANTS: NON-GOVERNMENTAL	68,373	38,760	38,760	38,760
		4550130 BAD DEBT RECOVERY	278	0	0	0
		4550160 CASH OVERRAGES	1,755	1,000	1,000	1,000
		4550170 SETTLEMNTS,DAMAGES,&REST.	1,202	0	0	0
		4550200 INVOICE VARIANCES	2,331	0	0	0
		4900260 IFR-INT SETT-PARKS BILLINGS	16,773	0	0	0
		4901020 IFR-OVERHEAD-AGR	101	0	0	0
		4903010 IFR-IAA-LABOR-REG	5,931	0	0	0
		4903050 IFR-IAA-LABOR-NON PRODUCTION	165	0	0	0
		4909025 IFR-JE-GENERAL SERVICES	20,422	10,000	10,000	10,000
		4909200 IFR-JE-PARKS	230,550	227,395	227,395	227,395
		6000120 TRANSFERS IN FROM GEN FND	3,540,677	3,540,677	3,528,177	3,528,177
		6000240 OP TRANSF-IN-FLEET	100	0	0	0
		TOTAL:	8,598,556	8,437,997	8,425,497	8,425,497
266	COUNTYWIDE AUTOMATION REPLACEM	4010045 TLRP PROCEEDS	739,147	0	0	0
		4150000 INTEREST	26,826	0	0	0
		4150010 RENTS AND CONCESSIONS	420,845	0	0	0
		4350330 PUBLIC EDUCATION GOV'T ACCESS	20,306	61,000	61,000	61,000
		4909100 IFR-JE-MAJOR SYSTEM DEV	454,977	0	0	0
		4909105 IDC-JE COWIDE O&M CHARGES	309,426	0	0	0
		6000120 TRANSFERS IN FROM GEN FND	1,779,705	1,674,438	2,236,313	3,486,313
		TOTAL:	3,751,232	1,735,438	2,297,313	3,547,313
267	GEN GOVT BUILDING REPLACEMENT	4100165 SETTLEMENTS/JUDGEMENTS	513,600	0	0	0
		4150000 INTEREST	36,274	0	0	0
		6000120 TRANSFERS IN FROM GEN FND	5,300,724	2,698,131	2,698,131	5,850,498
		6001000 INTERNAL LOAN REPAYMENT-PRIN	174,017	0	0	0
		TOTAL:	6,024,615	2,698,131	2,698,131	5,850,498
268	TAX REDUCTION RESERVE	4150000 INTEREST	29,039	0	0	0
		6000120 TRANSFERS IN FROM GEN FND	1,399,033	0	3,300,000	4,550,000
		TOTAL:	1,428,072	0	3,300,000	4,550,000
248	ROADS - IMPACT FEES	4150000 INTEREST	14,287	6,400	6,400	6,400
		4350108 ROAD IMPACT FEES	1,309,205	847,400	847,400	847,400
		6000000 OPERATING TRANSFERS IN	14,646	0	0	0
		6000205 PROCEEDS OF GF INTERNAL LOAN	74,000	0	0	0
		TOTAL:	1,412,138	853,800	853,800	853,800
330	WILDLIFE AND GRAZING	4150000 INTEREST	32	0	0	0
		4250025 FEDERAL GRAZING FEES	4,041	3,500	3,500	3,500
		TOTAL:	4,073	3,500	3,500	3,500

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY DEPARTMENT

DEPARTMENT	REVENUE TYPE	2013-14 ACTUAL	2014-15 REQUESTED	2014-15 RECOMMENDED	2014-15 ADOPTED
375	DRIVING UNDER THE INFLUENCE				
	4150000 INTEREST	1,373	1,000	1,000	1,000
	4350260 FEES-YOUNG ADULTS PROGRAM	35,187	38,846	38,846	38,846
	4350285 EXTD FIRST OFFENDER FEES	182,313	197,713	197,713	197,713
	4350730 SECOND CHANCE CHARGES-ALC	569,838	669,706	669,706	669,706
	4350815 FIRST OFFENDER FEES	531,156	553,605	553,605	553,605
	4350950 MISCELLANEOUS FEES	274	0	0	0
	4352265 WET & RECKLESS	24,914	22,779	22,779	22,779
	4550160 CASH OVERAGES	1	0	0	0
	4900299 IFR-INT SETT-ALL OTHER DEPTS	58,300	0	0	0
	TOTAL:	1,403,356	1,483,649	1,483,649	1,483,649
377	LIBRARY				
	4000005 PROP. TAXES CURR. SECURED	6,420,682	6,572,366	6,572,366	6,572,366
	4000007 PROPERTY TAX-UNITARY	555,578	550,257	550,257	550,257
	4000010 SUPPLEMENTAL-CURR.SECURED	77,586	60,000	60,000	60,000
	4000015 REDEVELOPMENT AGENCY TAX	(82,701)	(119,255)	(119,255)	(119,255)
	4000020 RETURN RDA PASSTHRU - S1290	46,282	45,581	45,581	45,581
	4000021 RPTTF RESIDUAL BALANCE	30,706	25,000	25,000	25,000
	4000025 PROP. TAXES CURR. UNSEC.	165,974	161,325	161,325	161,325
	4000030 SUPPLEMENTAL-CURR.UNSEC.	(140)	150	150	150
	4010005 PROP. TAXES PRIOR SECURED	(19,640)	(35,000)	(35,000)	(35,000)
	4010010 SUPPLEMENTL-PRIOR SECURED	(358)	(290)	(290)	(290)
	4010015 PROP. TAXES PRIOR UNSEC.	11,471	7,900	7,900	7,900
	4010020 SUPPLEMENTAL-PRIOR UNSEC	1,104	650	650	650
	4010035 PENALTIES-DELINQUENT TAX	842	0	0	0
	4150000 INTEREST	6,872	4,500	4,500	4,500
	4150003 INTEREST-PROP TAX REFUNDS	(949)	0	0	0
	4200075 HOMEOWNER PROP TAX RELIEF	54,636	54,636	54,636	54,636
	4200105 STATE AWARDED GRANTS	40,634	40,000	40,000	40,000
	4250105 FEDERAL AID - OTHER	17,500	0	0	0
	4350805 LOST-DAMAGED MATERIALS	11,196	11,300	11,300	11,300
	4350807 MEETING ROOM USE FEE	1,225	800	800	800
	4350810 LIBRARY SERVICES	228,366	237,000	237,000	237,000
	4350835 COPYING FEES	19,408	20,000	20,000	20,000
	4350840 LIBRARY REQUEST FEES	98,582	0	0	0
	4550000 OTHER REVENUE	62,080	16,100	16,100	16,100
	4550090 SERVICE CHGE RETRND CHKS	(27)	0	0	0
	4550120 CONTRIBUTIONS - NON GOVTL	2,295,915	0	0	0
	4550160 CASH OVERAGES	16	0	0	0
	6000120 TRANSFERS IN FROM GEN FND	607,139	607,139	607,139	607,139
	6000140 OPR TRF IN - PFF LIBRARY	174,017	0	0	0
	TOTAL:	10,823,996	8,260,159	8,260,159	8,260,159
331	FISH AND GAME				
	4100250 FISH AND GAME FINES	16,472	20,000	20,000	20,000
	4100310 ST PENALTY F&GAME-PC1464	7,565	0	0	0
	TOTAL:	24,037	20,000	20,000	20,000
275	ORGANIZATIONAL DEVELOPMENT				
	4150000 INTEREST	4,438	4,000	4,000	4,000
	4350330 PUBLIC EDUCATION GOV'T ACCESS	1,697	0	0	0
	6000120 TRANSFERS IN FROM GEN FND	450,000	450,000	650,000	900,000
	TOTAL:	456,135	454,000	654,000	904,000

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY DEPARTMENT

DEPARTMENT	REVENUE TYPE	2013-14 ACTUAL	2014-15 REQUESTED	2014-15 RECOMMENDED	2014-15 ADOPTED
350	Medically Indigent Services Pr				
	4150000 INTEREST	2,300	1,500	1,500	1,500
	4200020 ST REALGN- VLF	1,174,225	0	0	0
	4250015 FEDERAL - HEALTH ADMIN	41,162	49,672	49,672	49,672
	4550125 GRANTS: NON-GOVERNMENTAL	114,639	0	0	0
	4550210 TOBACCO SETTLEMENT	686,246	692,810	694,550	694,550
	4900110 IFR-INT SETT-HEALTH BILLINGS	47,377	75,340	75,340	75,340
	4909040 IFR-JE ALLOC-PUBLIC HEALTH	34,290	34,476	34,476	34,476
	6000105 TRANSFER IN - GF MED ASST PROG	<u>1,892,778</u>	<u>1,677,587</u>	<u>1,676,400</u>	<u>1,676,400</u>
	TOTAL:	3,993,017	2,531,385	2,531,938	2,531,938
351	EMERGENCY MEDICAL SRVS FUND				
	4100150 PA-EMERGENCY MED SERVICES	276,003	350,000	350,000	350,000
	4100152 PA-SB1773 RICHIE'S FUND	340,005	350,000	350,000	350,000
	4100365 TRAFFIC SCH FEES-MADDY FUND	63,428	100,000	100,000	100,000
	4150000 INTEREST	<u>335</u>	<u>1,000</u>	<u>1,000</u>	<u>1,000</u>
	TOTAL:	679,771	801,000	801,000	801,000
277	DEBT SERVICE				
	4010045 TLRP PROCEEDS	498,980	500,000	500,000	500,000
	4100320 PENALTY AS-CTHS TEMP CONS	309,434	309,918	309,918	309,918
	6000135 TRFR IN FOR DEBT SERVICE	1,068,706	870,129	870,129	870,129
	6000160 OPR TRF IN - PFF GEN GOV'T	<u>199,595</u>	<u>400,000</u>	<u>400,000</u>	<u>400,000</u>
	TOTAL:	2,076,715	2,080,047	2,080,047	2,080,047
392	PENSION OBLIGATION BOND DSF				
	4150000 INTEREST	8,486	6,600	6,600	6,600
	4550140 COUNTY CONTRIBUTIONS	9,803,597	10,088,845	10,088,845	9,739,845
	6000000 OPERATING TRANSFERS IN	<u>0</u>	<u>0</u>	<u>0</u>	<u>350,000</u>
	TOTAL:	9,812,083	10,095,445	10,095,445	10,096,445
	TOTAL COUNTY REVENUE:	<u>495,501,805</u>	<u>481,147,231</u>	<u>494,039,153</u>	<u>501,401,216</u>

Revenue Detail by Account

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

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2013-14	2014-15	2014-15	2014-15	
		ACTUAL	REQUESTED	RECOMMENDED	ADOPTED	
4000005 PROP. TAXES CURR. SECURED	101	NON-DEPARTMENTAL REVENUES	89,713,527	91,673,330	91,353,069	91,353,069
	245	ROADS	1,129,892	1,131,723	1,131,723	1,131,723
	377	LIBRARY	6,420,682	6,572,366	6,572,366	6,572,366
		TOTAL:	97,264,101	99,377,419	99,057,158	99,057,158
4000007 PROPERTY TAX-UNITARY	101	NON-DEPARTMENTAL REVENUES	7,722,211	7,710,000	7,644,791	7,644,791
	245	ROADS	329,212	349,996	349,996	349,996
	377	LIBRARY	555,578	550,257	550,257	550,257
		TOTAL:	8,607,001	8,610,253	8,545,044	8,545,044
4000010 SUPPLEMENTAL-CURR.SECURED	101	NON-DEPARTMENTAL REVENUES	1,418,012	663,000	663,000	663,000
	245	ROADS	13,689	2,520	2,520	2,520
	377	LIBRARY	77,586	60,000	60,000	60,000
		TOTAL:	1,509,287	725,520	725,520	725,520
4000015 REDEVELOPMENT AGENCY TAX	101	NON-DEPARTMENTAL REVENUES	(1,737,423)	(2,567,861)	(2,619,218)	(2,619,218)
	377	LIBRARY	(82,701)	(119,255)	(119,255)	(119,255)
		TOTAL:	(1,820,124)	(2,687,116)	(2,738,473)	(2,738,473)
4000020 RETURN RDA PASSTHRU - S1290	101	NON-DEPARTMENTAL REVENUES	1,450,544	0	0	0
	377	LIBRARY	46,282	45,581	45,581	45,581
		TOTAL:	1,496,826	45,581	45,581	45,581
4000021 RPTTF RESIDUAL BALANCE	101	NON-DEPARTMENTAL REVENUES	375,401	0	0	0
	377	LIBRARY	30,706	25,000	25,000	25,000
		TOTAL:	406,107	25,000	25,000	25,000
4000025 PROP. TAXES CURR. UNSEC.	101	NON-DEPARTMENTAL REVENUES	2,346,176	2,171,730	2,193,434	2,193,434
	245	ROADS	29,208	25,785	25,785	25,785
	377	LIBRARY	165,974	161,325	161,325	161,325
		TOTAL:	2,541,358	2,358,840	2,380,544	2,380,544
4000030 SUPPLEMENTAL-CURR.UNSEC.	101	NON-DEPARTMENTAL REVENUES	(2,581)	5,000	5,000	5,000
	245	ROADS	(24)	115	115	115
	377	LIBRARY	(140)	150	150	150
		TOTAL:	(2,745)	5,265	5,265	5,265
4010005 PROP. TAXES PRIOR SECURED	101	NON-DEPARTMENTAL REVENUES	(277,481)	(417,000)	(417,000)	(417,000)
	245	ROADS	(3,458)	(6,062)	(6,062)	(6,062)
	377	LIBRARY	(19,640)	(35,000)	(35,000)	(35,000)
		TOTAL:	(300,579)	(458,062)	(458,062)	(458,062)
4010010 SUPPLEMENTL-PRIOR SECURED	101	NON-DEPARTMENTAL REVENUES	(6,560)	(11,000)	(11,000)	(11,000)
	245	ROADS	(62)	0	0	0
	377	LIBRARY	(358)	(290)	(290)	(290)
		TOTAL:	(6,980)	(11,290)	(11,290)	(11,290)
4010015 PROP. TAXES PRIOR UNSEC.	101	NON-DEPARTMENTAL REVENUES	162,047	125,000	125,000	125,000
	245	ROADS	2,027	0	0	0
	377	LIBRARY	11,471	7,900	7,900	7,900
		TOTAL:	175,545	132,900	132,900	132,900

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2013-14 ACTUAL	2014-15 REQUESTED	2014-15 RECOMMENDED	2014-15 ADOPTED
4010020 SUPPLEMENTAL-PRIOR UNSEC	101 NON-DEPARTMENTAL REVENUES	20,171	15,000	15,000	15,000
	245 ROADS	194	0	0	0
	377 LIBRARY	1,104	650	650	650
	TOTAL:	21,469	15,650	15,650	15,650
4010025 REDEMPTION FEES	101 NON-DEPARTMENTAL REVENUES	23,220	30,000	30,000	30,000
	TOTAL:	23,220	30,000	30,000	30,000
4010030 DELINQUENT/COST REIMBRSMT	101 NON-DEPARTMENTAL REVENUES	10	0	0	0
	108 TREAS-TAX COLL-PUBLIC ADM	168,571	156,860	156,860	156,860
	TOTAL:	168,581	156,860	156,860	156,860
4010035 PENALTIES-DELINQUENT TAX	101 NON-DEPARTMENTAL REVENUES	303,320	160,000	160,000	160,000
	245 ROADS	148	0	0	0
	377 LIBRARY	842	0	0	0
	TOTAL:	304,310	160,000	160,000	160,000
4010040 PENALTIES-C O F	101 NON-DEPARTMENTAL REVENUES	44,427	0	0	0
4010045 TLRP PROCEEDS	101 NON-DEPARTMENTAL REVENUES	1,214,682	1,215,000	1,215,000	1,215,000
	107 AUDITOR-CONTROLLER	250,000	250,000	250,000	250,000
	266 COUNTYWIDE AUTOMATION REPLACEM	739,147	0	0	0
	277 DEBT SERVICE	498,980	500,000	500,000	500,000
	TOTAL:	2,702,809	1,965,000	1,965,000	1,965,000
4010050 SALES AND USE TAXES	101 NON-DEPARTMENTAL REVENUES	11,357,639	7,167,017	7,167,017	7,167,017
	TOTAL:	11,357,639	7,167,017	7,167,017	7,167,017
4010051 SALES TAX - SOLAR PLANTS	101 NON-DEPARTMENTAL REVENUES	0	937,500	1,308,653	1,308,653
4010065 AIRCRAFT TAX	101 NON-DEPARTMENTAL REVENUES	346,425	300,000	300,000	300,000
	TOTAL:	346,425	300,000	300,000	300,000
4010070 PROPERTY TRANSFER TAX	101 NON-DEPARTMENTAL REVENUES	2,244,508	2,000,000	2,000,000	2,000,000
	TOTAL:	2,244,508	2,000,000	2,000,000	2,000,000
4010073 RACEHORSE TAX	101 NON-DEPARTMENTAL REVENUES	7,767	10,000	10,000	10,000
	TOTAL:	7,767	10,000	10,000	10,000
4010075 TRANSIENT OCCUPANCY TAX	101 NON-DEPARTMENTAL REVENUES	8,020,592	7,725,000	7,725,000	7,725,000
	TOTAL:	8,020,592	7,725,000	7,725,000	7,725,000
4010076 SALE OF TAX DEEDED PROP.	108 TREAS-TAX COLL-PUBLIC ADM	29,400	32,100	32,100	32,100
	TOTAL:	29,400	32,100	32,100	32,100
4010077 PROPERTY TAX IN-LIEU OF SALES	101 NON-DEPARTMENTAL REVENUES	7,168,462	959,383	959,383	959,383
	TOTAL:	7,168,462	959,383	959,383	959,383

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2013-14 ACTUAL	2014-15 REQUESTED	2014-15 RECOMMENDED	2014-15 ADOPTED
4010078 PROPERTY TAX IN-LIEU OF VLF	101 NON-DEPARTMENTAL REVENUES	27,606,476	27,606,000	27,606,000	27,606,000
	TOTAL:	27,606,476	27,606,000	27,606,000	27,606,000
4050005 FRANCHISES-CABLE	101 NON-DEPARTMENTAL REVENUES	779,225	700,000	700,000	700,000
	TOTAL:	779,225	700,000	700,000	700,000
4050006 FRANCHISE FEES-PUB UTIL	101 NON-DEPARTMENTAL REVENUES	1,301,928	1,300,000	1,300,000	1,300,000
	TOTAL:	1,301,928	1,300,000	1,300,000	1,300,000
4050010 FRANCHISE FEES-GARBAGE	101 NON-DEPARTMENTAL REVENUES	815,578	700,000	700,000	700,000
	TOTAL:	815,578	700,000	700,000	700,000
4050011 FRANCHISE FEES-PETROLEUM	101 NON-DEPARTMENTAL REVENUES	17,995	0	0	0
4050015 ANIMAL LICENSES	137 ANIMAL SERVICES	754,864	634,982	634,982	634,982
	TOTAL:	754,864	634,982	634,982	634,982
4050020 BUSINESS LICENSES	108 TREAS-TAX COLL-PUBLIC ADM	132,831	134,311	134,311	134,311
	142 PLANNING & BUILDING DEPARTMENT	1,936	2,025	2,025	2,025
	TOTAL:	134,767	136,336	136,336	136,336
4050025 BUILDING PERMITS	141 AGRICULTURAL COMMISSIONER	523	0	0	0
	142 PLANNING & BUILDING DEPARTMENT	1,933,670	1,417,382	1,417,382	1,417,382
	201 PUBLIC WORKS SPECIAL SERVICES	57,821	45,209	45,209	45,209
	TOTAL:	1,992,014	1,462,591	1,462,591	1,462,591
4050035 PLAN CHECK FEES	140 COUNTY FIRE	341,087	266,910	266,910	266,910
	142 PLANNING & BUILDING DEPARTMENT	2,240,735	1,735,042	1,735,042	1,735,042
	TOTAL:	2,581,822	2,001,952	2,001,952	2,001,952
4050040 SUB PERMITS-MECH EL PLUMB	142 PLANNING & BUILDING DEPARTMENT	374,148	329,198	329,198	329,198
	TOTAL:	374,148	329,198	329,198	329,198
4050043 BLDG STANDARDS ADMIN	142 PLANNING & BUILDING DEPARTMENT	1,052	0	0	0
4050045 MINOR USE PERMIT APPLICATION	201 PUBLIC WORKS SPECIAL SERVICES	36,182	18,137	18,137	18,137
	TOTAL:	36,182	18,137	18,137	18,137
4050065 LAND USE PERMITS	141 AGRICULTURAL COMMISSIONER	27,258	26,000	26,000	26,000
	142 PLANNING & BUILDING DEPARTMENT	804,274	1,047,738	1,047,738	1,047,738
	TOTAL:	831,532	1,073,738	1,073,738	1,073,738
4050070 PLOT PLANS	142 PLANNING & BUILDING DEPARTMENT	263,681	226,940	226,940	226,940
	TOTAL:	263,681	226,940	226,940	226,940
4050075 GENERAL PLAN AMENDMENTS	142 PLANNING & BUILDING DEPARTMENT	21,185	1,034	1,034	1,034
	TOTAL:	21,185	1,034	1,034	1,034

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2013-14 ACTUAL	2014-15 REQUESTED	2014-15 RECOMMENDED	2014-15 ADOPTED
4050080 AGRICULTURAL PRESERVE FEE	142 PLANNING & BUILDING DEPARTMENT	53,945	58,285	58,285	58,285
	TOTAL:	53,945	58,285	58,285	58,285
4050085 SUBDIVISION PERMITS	142 PLANNING & BUILDING DEPARTMENT	228,540	226,077	226,077	226,077
	TOTAL:	228,540	226,077	226,077	226,077
4050095 FINGER PRINTING FEES	136 SHERIFF-CORONER	11,675	12,500	12,500	12,500
	TOTAL:	11,675	12,500	12,500	12,500
4050100 EXPLOSIVE PERMITS	136 SHERIFF-CORONER	1,052	2,000	2,000	2,000
	TOTAL:	1,052	2,000	2,000	2,000
4050105 OTHER LICENSES AND PERMIT	141 AGRICULTURAL COMMISSIONER	242,907	251,000	251,000	251,000
	142 PLANNING & BUILDING DEPARTMENT	13,636	22,964	22,964	22,964
	TOTAL:	256,543	273,964	273,964	273,964
4050110 GUN PERMITS	136 SHERIFF-CORONER	13,320	14,400	14,400	14,400
	TOTAL:	13,320	14,400	14,400	14,400
4050111 DOMESTIC VIOLENCE FEES	132 DISTRICT ATTORNEY	61,084	65,000	65,000	65,000
	TOTAL:	61,084	65,000	65,000	65,000
4050120 BURIAL PERMITS	160 PUBLIC HEALTH	5,622	5,925	5,925	5,925
	185 GENERAL ASSISTANCE	5,353	4,793	4,793	4,793
	TOTAL:	10,975	10,718	10,718	10,718
4050130 MISC PERMITS	113 GENERAL SERVICES	10,024	14,500	14,500	14,500
	137 ANIMAL SERVICES	53,465	31,578	31,578	31,578
	142 PLANNING & BUILDING DEPARTMENT	35,645	29,200	29,200	29,200
	TOTAL:	99,134	75,278	75,278	75,278
4050145 SUBPOENA DUCES TECUM GC 1563	136 SHERIFF-CORONER	1,025	2,000	2,000	2,000
	TOTAL:	1,025	2,000	2,000	2,000
4050150 TOBACCO RETAILERS LICENSES	108 TREAS-TAX COLL-PUBLIC ADM	4,658	4,480	4,480	4,480
	160 PUBLIC HEALTH	15,882	17,148	17,148	17,148
	TOTAL:	20,540	21,628	21,628	21,628
4050165 NOTARY FEE GC 8211	136 SHERIFF-CORONER	255	1,000	1,000	1,000
	TOTAL:	255	1,000	1,000	1,000
4050170 REPOSSESSION OF VEHICLE GC 267	136 SHERIFF-CORONER	1,335	2,500	2,500	2,500
	TOTAL:	1,335	2,500	2,500	2,500
4100005 50% EXCESS MOE REVENUE-ST	143 COURT OPERATIONS	(279,674)	(500,000)	(500,000)	(500,000)
	TOTAL:	(279,674)	(500,000)	(500,000)	(500,000)
4100010 LAND USE FINES	142 PLANNING & BUILDING DEPARTMENT	3,600	1,500	1,500	1,500
	TOTAL:	3,600	1,500	1,500	1,500

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2013-14 ACTUAL	2014-15 REQUESTED	2014-15 RECOMMENDED	2014-15 ADOPTED
4100015 RED LIGHT - VC21453, 54, 57	143 COURT OPERATIONS	5,026	3,000	3,000	3,000
	TOTAL:	5,026	3,000	3,000	3,000
4100045 VEHICLE FORFEITURES-VC14607.6	132 DISTRICT ATTORNEY	100	500	500	500
	TOTAL:	100	500	500	500
4100055 PROBA DRUG FEE-PC1203.1AB	139 PROBATION DEPARTMENT	2,930	3,360	3,360	3,360
	143 COURT OPERATIONS	125	0	0	0
	TOTAL:	3,055	3,360	3,360	3,360
4100065 CHILD RESTRNT FEE-COUNTY	160 PUBLIC HEALTH	4,690	5,000	5,000	5,000
	TOTAL:	4,690	5,000	5,000	5,000
4100070 CHILD RESTRAINT FEE-CITY	160 PUBLIC HEALTH	2,384	2,500	2,500	2,500
	TOTAL:	2,384	2,500	2,500	2,500
4100085 TRAFFIC SCH-VC42007.1(\$24)	143 COURT OPERATIONS	175,383	256,000	256,000	256,000
	TOTAL:	175,383	256,000	256,000	256,000
4100090 CNTY FIX IT-VC 40611	143 COURT OPERATIONS	30,072	36,000	36,000	36,000
	TOTAL:	30,072	36,000	36,000	36,000
4100100 CO-FAILURE TO APPEAR(FTA)	143 COURT OPERATIONS	2,680	6,000	6,000	6,000
	TOTAL:	2,680	6,000	6,000	6,000
4100105 CO MOTOR VEH/CRIM FINES	143 COURT OPERATIONS	494,874	840,000	840,000	840,000
	TOTAL:	494,874	840,000	840,000	840,000
4100130 LAB FEE-PC1463.14	136 SHERIFF-CORONER	74,160	90,200	90,200	90,200
	TOTAL:	74,160	90,200	90,200	90,200
4100135 CITIES FIX IT-VC40611	143 COURT OPERATIONS	13,331	16,000	16,000	16,000
	TOTAL:	13,331	16,000	16,000	16,000
4100140 SMALL CLAIMS ADVISORY FEE	132 DISTRICT ATTORNEY	5,980	6,550	6,550	6,550
	TOTAL:	5,980	6,550	6,550	6,550
4100150 PA-EMERGENCY MED SERVICES	351 EMERGENCY MEDICAL SRVS FUND	276,003	350,000	350,000	350,000
	TOTAL:	276,003	350,000	350,000	350,000
4100152 PA-SB1773 RICHIE'S FUND	351 EMERGENCY MEDICAL SRVS FUND	340,005	350,000	350,000	350,000
	TOTAL:	340,005	350,000	350,000	350,000
4100155 SUPERIOR COURT FINES-BASE	139 PROBATION DEPARTMENT	131,618	93,965	93,965	93,965
	TOTAL:	131,618	93,965	93,965	93,965
4100165 SETTLEMENTS/JUDGEMENTS	107 AUDITOR-CONTROLLER	46,196	50,000	50,000	50,000
	132 DISTRICT ATTORNEY	107,876	285,000	285,000	285,000
	230 CAPITAL PROJECTS FUND	1,986,400	0	0	0
	267 GEN GOVT BUILDING REPLACEMENT	513,600	0	0	0
	TOTAL:	2,654,072	335,000	335,000	335,000

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2013-14 ACTUAL	2014-15 REQUESTED	2014-15 RECOMMENDED	2014-15 ADOPTED
4100180 BLDG CODE INVESTIG FEES	142 PLANNING & BUILDING DEPARTMENT	43,106	69,216	69,216	69,216
	TOTAL:	43,106	69,216	69,216	69,216
4100195 TRAFFIC SCHOOL FEES	143 COURT OPERATIONS	861,113	1,172,000	1,172,000	1,172,000
	TOTAL:	861,113	1,172,000	1,172,000	1,172,000
4100206 ASSET FORFEITURES	132 DISTRICT ATTORNEY	3,100	5,000	5,000	5,000
	136 SHERIFF-CORONER	239,512	65,598	65,598	65,598
	TOTAL:	242,612	70,598	70,598	70,598
4100220 BLOOD ALCOHOL FINES	132 DISTRICT ATTORNEY	68,678	55,000	55,000	55,000
	136 SHERIFF-CORONER	40,000	70,000	70,000	70,000
	143 COURT OPERATIONS	462	0	0	0
	166 BEHAVIORAL HEALTH	90,000	49,000	49,000	49,000
	TOTAL:	199,140	174,000	174,000	174,000
4100225 AIDS EDUCATION FINE-PC264	139 PROBATION DEPARTMENT	967	0	0	0
4100230 PENALTY AS-FINGERPRINT ID	136 SHERIFF-CORONER	342,068	298,572	298,572	298,572
	TOTAL:	342,068	298,572	298,572	298,572
4100250 FISH AND GAME FINES	331 FISH AND GAME	16,472	20,000	20,000	20,000
	TOTAL:	16,472	20,000	20,000	20,000
4100255 OFF-HIGHWAY MOTOR FINES	305 PARKS	68,946	89,561	89,561	89,561
	TOTAL:	68,946	89,561	89,561	89,561
4100260 AGRICULTURE FINES	141 AGRICULTURAL COMMISSIONER	16,000	0	0	0
4100265 BUSINESS & PROFESSIONS	143 COURT OPERATIONS	(3,772)	(6,000)	(6,000)	(6,000)
	TOTAL:	(3,772)	(6,000)	(6,000)	(6,000)
4100270 HEALTH/SAFETY FINES/FORFT	143 COURT OPERATIONS	1,982	1,000	1,000	1,000
	TOTAL:	1,982	1,000	1,000	1,000
4100275 LITTER CLEANUP	305 PARKS	31,358	6,000	6,000	6,000
	TOTAL:	31,358	6,000	6,000	6,000
4100285 CITIES- ALL MISDEMEANORS	143 COURT OPERATIONS	168,526	15,000	15,000	15,000
	TOTAL:	168,526	15,000	15,000	15,000
4100290 FEES -ALCOHOL ABUSE & EDU	166 BEHAVIORAL HEALTH	90,000	42,000	42,000	42,000
	TOTAL:	90,000	42,000	42,000	42,000
4100295 CITIES PARKING	107 AUDITOR-CONTROLLER	6,765	8,800	8,800	8,800
	TOTAL:	6,765	8,800	8,800	8,800
4100300 CITY MOTOR VEHICLE FINES	143 COURT OPERATIONS	72,126	77,000	77,000	77,000
	TOTAL:	72,126	77,000	77,000	77,000

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2013-14 ACTUAL	2014-15 REQUESTED	2014-15 RECOMMENDED	2014-15 ADOPTED
4100310 ST PENALTY F&GAME-PC1464	331 FISH AND GAME	7,565	0	0	0
4100320 PENALTY AS-CTHS TEMP CONS	277 DEBT SERVICE	<u>309,434</u>	<u>309,918</u>	<u>309,918</u>	<u>309,918</u>
	TOTAL:	309,434	309,918	309,918	309,918
4100340 ST PENALTY ASSMNTS-PC1464	143 COURT OPERATIONS	<u>408,759</u>	<u>479,000</u>	<u>479,000</u>	<u>479,000</u>
	TOTAL:	408,759	479,000	479,000	479,000
4100354 COUNTY PORTION GC 76000	107 AUDITOR-CONTROLLER	25,440	22,000	22,000	22,000
	143 COURT OPERATIONS	<u>76,311</u>	<u>75,000</u>	<u>75,000</u>	<u>75,000</u>
	TOTAL:	101,751	97,000	97,000	97,000
4100365 TRAFFIC SCH FEES-MADDY FUND	351 EMERGENCY MEDICAL SRVS FUND	<u>63,428</u>	<u>100,000</u>	<u>100,000</u>	<u>100,000</u>
	TOTAL:	63,428	100,000	100,000	100,000
4100366 ADM PENALTY-HS 25187	160 PUBLIC HEALTH	<u>45,000</u>	<u>134,572</u>	<u>134,572</u>	<u>134,572</u>
	TOTAL:	45,000	134,572	134,572	134,572
4100390 TRAFFIC SCHOOL FEES - CITY	143 COURT OPERATIONS	<u>7,122</u>	<u>16,000</u>	<u>16,000</u>	<u>16,000</u>
	TOTAL:	7,122	16,000	16,000	16,000
4100465 DNA Database	139 PROBATION DEPARTMENT	<u>7,000</u>	<u>10,000</u>	<u>10,000</u>	<u>10,000</u>
	TOTAL:	7,000	10,000	10,000	10,000
4150000 INTEREST	101 NON-DEPARTMENTAL REVENUES	215,809	153,000	1,453,000	1,453,000
	230 CAPITAL PROJECTS FUND	47,136	0	0	0
	245 ROADS	14,027	15,000	15,000	15,000
	247 PUBLIC FACILITIES FEES	20,840	0	0	0
	248 ROADS - IMPACT FEES	14,287	6,400	6,400	6,400
	266 COUNTYWIDE AUTOMATION REPLACEM	26,826	0	0	0
	267 GEN GOVT BUILDING REPLACEMENT	36,274	0	0	0
	268 TAX REDUCTION RESERVE	29,039	0	0	0
	275 ORGANIZATIONAL DEVELOPMENT	4,438	4,000	4,000	4,000
	290 COMMUNITY DEVELOPMENT PROGRAM	625	0	0	0
	305 PARKS	5,479	2,397	2,397	2,397
	330 WILDLIFE AND GRAZING	32	0	0	0
	350 Medically Indigent Services Pr	2,300	1,500	1,500	1,500
	351 EMERGENCY MEDICAL SRVS FUND	335	1,000	1,000	1,000
	375 DRIVING UNDER THE INFLUENCE	1,373	1,000	1,000	1,000
	377 LIBRARY	6,872	4,500	4,500	4,500
	392 PENSION OBLIGATION BOND DSF	<u>8,486</u>	<u>6,600</u>	<u>6,600</u>	<u>6,600</u>
	TOTAL:	434,178	195,397	1,495,397	1,495,397
4150003 INTEREST-PROP TAX REFUNDS	101 NON-DEPARTMENTAL REVENUES	(13,426)	0	0	0
	245 ROADS	(166)	0	0	0
	377 LIBRARY	<u>(949)</u>	<u>0</u>	<u>0</u>	<u>0</u>
	TOTAL:	(14,541)	0	0	0

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2013-14 ACTUAL	2014-15 REQUESTED	2014-15 RECOMMENDED	2014-15 ADOPTED
4150010 RENTS AND CONCESSIONS	266 COUNTYWIDE AUTOMATION REPLACEM	420,845	0	0	0
4150015 COMMUNICATION LEASE FACIL	113 GENERAL SERVICES	11,300	11,300	11,300	11,300
	114 INFORMATION TECHNOLOGY DEPARTM	1,600	0	0	0
	TOTAL:	12,900	11,300	11,300	11,300
4150020 RENT-LAND/BLDG-SHORT TERM	113 GENERAL SERVICES	11,637	11,986	11,986	11,986
	305 PARKS	54,878	57,258	57,258	57,258
	TOTAL:	66,515	69,244	69,244	69,244
4150025 RENT-LAND/BLDG-LONG TERM	113 GENERAL SERVICES	158,883	163,908	163,908	163,908
	183 MEDICAL ASSISTANCE PROG	80,868	0	0	0
	305 PARKS	55,596	54,659	54,659	54,659
	TOTAL:	295,347	218,567	218,567	218,567
4150030 FARM LAND RENT	305 PARKS	1,650	1,800	1,800	1,800
	TOTAL:	1,650	1,800	1,800	1,800
4150035 RENTAL OF VETERANS BLDGS.	113 GENERAL SERVICES	55,778	54,774	54,774	54,774
	TOTAL:	55,778	54,774	54,774	54,774
4200005 ST RLGN-SALES TX-SOC SRVC	139 PROBATION DEPARTMENT	240,576	240,572	240,572	240,572
	160 PUBLIC HEALTH	158,700	158,700	158,700	158,700
	180 SOCIAL SERVICES ADMINISTRATION	1,635,799	3,044,537	3,044,537	3,044,537
	181 FOSTER CARE-SOCIAL SERVICES	6,627,592	7,033,228	7,033,228	7,033,228
	TOTAL:	8,662,667	10,477,037	10,477,037	10,477,037
4200010 ST RLGN-SALES TAX-M H	166 BEHAVIORAL HEALTH	5,682,729	5,628,773	5,628,773	5,628,773
	TOTAL:	5,682,729	5,628,773	5,628,773	5,628,773
4200015 ST RLGN-SALES TAX-HEALTH	160 PUBLIC HEALTH	631,221	793,917	793,917	793,917
	184 LAW ENFORCEMENT MED CARE	93,795	117,967	117,967	117,967
	TOTAL:	725,016	911,884	911,884	911,884
4200020 ST REALGN- VLF	160 PUBLIC HEALTH	2,581,788	2,215,212	2,215,212	2,215,212
	180 SOCIAL SERVICES ADMINISTRATION	260,877	279,983	279,983	279,983
	184 LAW ENFORCEMENT MED CARE	308,090	264,345	264,345	264,345
	350 Medically Indigent Services Pr	1,174,225	0	0	0
	TOTAL:	4,324,980	2,759,540	2,759,540	2,759,540
4200022 ST AID REALIGNMENT	160 PUBLIC HEALTH	182,887	66,525	66,525	66,525
	166 BEHAVIORAL HEALTH	111,005	111,005	111,005	111,005
	180 SOCIAL SERVICES ADMINISTRATION	21,028	150,000	247,216	247,216
	TOTAL:	314,920	327,530	424,746	424,746
4200023 ST AID REALIGNMENT-VLF	166 BEHAVIORAL HEALTH	99,273	99,273	99,273	99,273
	TOTAL:	99,273	99,273	99,273	99,273

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REVENUE TYPE	DEPARTMENT	2013-14 ACTUAL	2014-15 REQUESTED	2014-15 RECOMMENDED	2014-15 ADOPTED
4200035 SB90 STATE MANDATED COSTS	107 AUDITOR-CONTROLLER	5,557	12,190	12,190	12,190
	132 DISTRICT ATTORNEY	220,316	214,426	214,426	214,426
	135 PUBLIC DEFENDER	19,105	0	0	0
	139 PROBATION DEPARTMENT	38,970	39,000	39,000	39,000
	TOTAL:	283,948	265,616	265,616	265,616
4200040 ST AID- DRUG/MENTL HEALTH	166 BEHAVIORAL HEALTH	533,631	0	0	0
4200045 STATE AID- EXTRADITION	132 DISTRICT ATTORNEY	21,040	25,000	25,000	25,000
	TOTAL:	21,040	25,000	25,000	25,000
4200050 ST AID-DMV-AIR	143 COURT OPERATIONS	(66,066)	0	0	0
4200055 STATE AID FOR AGRICULTURE	141 AGRICULTURAL COMMISSIONER	754,431	742,144	742,144	742,144
	TOTAL:	754,431	742,144	742,144	742,144
4200065 STATE AID-NUCLEAR PLANNG	107 AUDITOR-CONTROLLER	1,420	1,300	1,300	1,300
	111 COUNTY COUNSEL	0	3,500	3,500	3,500
	112 HUMAN RESOURCES	2,468	3,630	3,630	3,630
	113 GENERAL SERVICES	8,302	4,198	4,198	4,198
	114 INFORMATION TECHNOLOGY DEPARTM	228,774	190,584	190,584	190,584
	136 SHERIFF-CORONER	40,498	49,000	49,000	49,000
	138 EMERGENCY SERVICES	1,038,765	1,303,681	1,303,681	1,303,681
	140 COUNTY FIRE	102,498	70,000	70,000	70,000
	141 AGRICULTURAL COMMISSIONER	70,739	60,000	60,000	60,000
	142 PLANNING & BUILDING DEPARTMENT	7,540	7,371	7,371	7,371
	160 PUBLIC HEALTH	91,000	89,100	89,100	89,100
	166 BEHAVIORAL HEALTH	0	1,520	1,520	1,520
	180 SOCIAL SERVICES ADMINISTRATION	692	18,684	18,684	18,684
	201 PUBLIC WORKS SPECIAL SERVICES	25,573	11,984	11,984	11,984
	305 PARKS	0	3,922	3,922	3,922
	TOTAL:	1,618,269	1,818,474	1,818,474	1,818,474
4200070 STATE AID VETERAN AFFAIRS	186 VETERANS SERVICES	446,518	100,000	60,000	60,000
	TOTAL:	446,518	100,000	60,000	60,000
4200075 HOMEOWNER PROP TAX RELIEF	101 NON-DEPARTMENTAL REVENUES	774,624	775,000	775,000	775,000
	245 ROADS	9,615	9,811	9,811	9,811
	377 LIBRARY	54,636	54,636	54,636	54,636
	TOTAL:	838,875	839,447	839,447	839,447
4200080 STATE REIMB-CMC/ASH CASES	132 DISTRICT ATTORNEY	314,348	390,000	390,000	390,000
	135 PUBLIC DEFENDER	290,882	300,000	300,000	300,000
	136 SHERIFF-CORONER	58,152	75,000	75,000	75,000
	139 PROBATION DEPARTMENT	133,014	90,000	90,000	90,000
	TOTAL:	796,396	855,000	855,000	855,000
4200090 ST AID-INS FRAUD INVESTIG	132 DISTRICT ATTORNEY	107,254	62,254	62,254	62,254
	TOTAL:	107,254	62,254	62,254	62,254

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2013-14 ACTUAL	2014-15 REQUESTED	2014-15 RECOMMENDED	2014-15 ADOPTED
4200095 ST AID-DMV-VEH CRIME INV	132 DISTRICT ATTORNEY	136,633	280,000	140,000	140,000
	136 SHERIFF-CORONER	<u>148,135</u>	<u>154,704</u>	<u>154,704</u>	<u>154,704</u>
	TOTAL:	284,768	434,704	294,704	294,704
4200105 STATE AWARDED GRANTS	132 DISTRICT ATTORNEY	403,968	403,756	403,756	403,756
	136 SHERIFF-CORONER	18,810	0	0	0
	142 PLANNING & BUILDING DEPARTMENT	403,448	110,156	110,156	110,156
	166 BEHAVIORAL HEALTH	31,750	0	0	0
	186 VETERANS SERVICES	132,042	0	0	0
	200 MAINTENANCE PROJECTS	10,485	0	0	0
	377 LIBRARY	<u>40,634</u>	<u>40,000</u>	<u>40,000</u>	<u>40,000</u>
	TOTAL:	1,041,137	553,912	553,912	553,912
4200121 ST AID-PROP 1B ST & LOCAL	245 ROADS	0	119,000	119,000	119,000
4200125 STATE REIMB FOR DNA TESTING	136 SHERIFF-CORONER	<u>76,964</u>	<u>76,816</u>	<u>76,816</u>	<u>76,816</u>
	TOTAL:	76,964	76,816	76,816	76,816
4200150 ST AID - CHILD SUP ADMIN	134 CHILD SUPPORT SERVICES	<u>1,472,285</u>	<u>1,561,085</u>	<u>1,561,085</u>	<u>1,561,085</u>
	TOTAL:	1,472,285	1,561,085	1,561,085	1,561,085
4200170 STATE AID - OTHER	110 CLERK/RECORDER	86,060	10,000	10,000	10,000
	132 DISTRICT ATTORNEY	3,687	7,500	7,500	7,500
	136 SHERIFF-CORONER	213,810	110,000	110,000	110,000
	139 PROBATION DEPARTMENT	1,324,313	1,430,770	1,430,770	1,430,770
	160 PUBLIC HEALTH	607,505	374,915	497,107	497,107
	166 BEHAVIORAL HEALTH	31,406	28,000	28,000	28,000
	215 FARM ADVISOR	6,597	5,850	5,850	5,850
	290 COMMUNITY DEVELOPMENT PROGRAM	<u>747,272</u>	<u>0</u>	<u>0</u>	<u>0</u>
	TOTAL:	3,020,650	1,967,035	2,089,227	2,089,227
4200175 STATE - WELFARE ADMIN.	180 SOCIAL SERVICES ADMINISTRATION	22,624,006	22,977,482	23,368,371	23,368,371
	182 CALWORKS	1,978,897	0	0	0
	185 GENERAL ASSISTANCE	<u>119,090</u>	<u>153,326</u>	<u>153,326</u>	<u>153,326</u>
	TOTAL:	24,721,993	23,130,808	23,521,697	23,521,697
4200185 STATE AID-PRIOR YEAR	180 SOCIAL SERVICES ADMINISTRATION	186,373	0	0	0
	181 FOSTER CARE-SOCIAL SERVICES	(2,102)	0	0	0
	182 CALWORKS	906	0	0	0
	245 ROADS	<u>(7,908)</u>	<u>0</u>	<u>0</u>	<u>0</u>
	TOTAL:	177,269	0	0	0
4200190 STATE AID - ABATEMENT	181 FOSTER CARE-SOCIAL SERVICES	<u>51,703</u>	<u>45,000</u>	<u>45,000</u>	<u>45,000</u>
	TOTAL:	51,703	45,000	45,000	45,000
4200195 ST AID-CS COLL-FOSTR CARE	181 FOSTER CARE-SOCIAL SERVICES	15,093	15,000	15,000	15,000
	182 CALWORKS	37,065	20,353	20,353	20,353
	185 GENERAL ASSISTANCE	<u>1,250</u>	<u>0</u>	<u>0</u>	<u>0</u>
	TOTAL:	53,408	35,353	35,353	35,353

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2013-14 ACTUAL	2014-15 REQUESTED	2014-15 RECOMMENDED	2014-15 ADOPTED
4200200 MEDI-CAL: PATIENTS-ST +FED	160 PUBLIC HEALTH	57,912	75,500	75,500	75,500
	166 BEHAVIORAL HEALTH	11,231,061	14,113,392	15,188,067	15,188,067
	184 LAW ENFORCEMENT MED CARE	0	0	98,325	98,325
	TOTAL:	11,288,973	14,188,892	15,361,892	15,361,892
4200205 ST AID - REIMB	132 DISTRICT ATTORNEY	1,774	0	0	0
4200210 ST AID-CALIF CHILDREN SRVC	160 PUBLIC HEALTH	1,610,500	1,673,274	1,721,679	1,721,679
	TOTAL:	1,610,500	1,673,274	1,721,679	1,721,679
4200212 STATE AID-CENCAL	160 PUBLIC HEALTH	210,393	191,250	191,250	191,250
	TOTAL:	210,393	191,250	191,250	191,250
4200215 STATE - HEALTH ADMIN.	160 PUBLIC HEALTH	337,496	306,040	306,040	306,040
	TOTAL:	337,496	306,040	306,040	306,040
4200226 ST AID-GAS TAX-UNCLAIMED	141 AGRICULTURAL COMMISSIONER	1,103,390	1,094,914	1,094,914	1,094,914
	TOTAL:	1,103,390	1,094,914	1,094,914	1,094,914
4200230 STATE - HIGHWAY USERS TAX	245 ROADS	10,998,339	9,700,000	9,700,000	9,700,000
	TOTAL:	10,998,339	9,700,000	9,700,000	9,700,000
4200240 STATE AID CONSTRUCTION	200 MAINTENANCE PROJECTS	59,294	0	0	0
	245 ROADS	476,757	5,969,000	5,969,000	5,969,000
	TOTAL:	536,051	5,969,000	5,969,000	5,969,000
4200241 STATE AID - URBAN STATE HWY AC	245 ROADS	55,768	90,000	90,000	90,000
	TOTAL:	55,768	90,000	90,000	90,000
4200242 STATE AID - REGIONAL STATE HWY 113	400 GENERAL SERVICES	400	0	0	0
	245 ROADS	16,043	506,800	506,800	506,800
	TOTAL:	16,443	506,800	506,800	506,800
4200243 PRIOR YR USHA (URBAN HWY ACCT)	245 ROADS	7,578	0	0	0
4200244 PRIOR YR RSHA (REGIONAL HWY AC	245 ROADS	79,124	0	0	0
4200245 TRANS DEV ACT SB 325	245 ROADS	2,818,881	2,500,000	2,500,000	2,500,000
	TOTAL:	2,818,881	2,500,000	2,500,000	2,500,000
4200250 ST AID-ISTEA EXCHANGE	245 ROADS	578,060	578,060	578,060	578,060
	TOTAL:	578,060	578,060	578,060	578,060
4200255 ST AID-PUBLIC SAFETY SRVC	132 DISTRICT ATTORNEY	2,983,903	3,119,361	3,119,361	3,119,361
	136 SHERIFF-CORONER	13,452,167	14,062,847	14,062,847	14,062,847
	139 PROBATION DEPARTMENT	3,505,079	3,664,197	3,664,197	3,664,197
	140 COUNTY FIRE	2,426,937	2,537,112	2,537,112	2,537,112
	TOTAL:	22,368,086	23,383,517	23,383,517	23,383,517

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2013-14 ACTUAL	2014-15 REQUESTED	2014-15 RECOMMENDED	2014-15 ADOPTED
4200260 ST AID-BICYCLE LANE ACCT	230 CAPITAL PROJECTS FUND	28,380	0	0	0
4200270 STATE-MOTOR VEH LIC FEE	101 NON-DEPARTMENTAL REVENUES	97,604	112,000	112,000	112,000
	186 VETERANS SERVICES	4,772	5,000	5,000	5,000
	TOTAL:	102,376	117,000	117,000	117,000
4200273 STATE AID-STATE OFFICE OF FAMI	160 PUBLIC HEALTH	1,040,167	1,226,000	1,226,000	1,226,000
	TOTAL:	1,040,167	1,226,000	1,226,000	1,226,000
4200275 OTHER STATE IN-LIEU TAXES	101 NON-DEPARTMENTAL REVENUES	2,105	800	800	800
	TOTAL:	2,105	800	800	800
4200295 ST-10% SBOC VOC REBATE	139 PROBATION DEPARTMENT	6,914	8,000	8,000	8,000
	TOTAL:	6,914	8,000	8,000	8,000
4200305 ST AID - SLESF	132 DISTRICT ATTORNEY	(5,141)	0	0	0
	139 PROBATION DEPARTMENT	794,117	775,181	775,181	775,181
	TOTAL:	788,976	775,181	775,181	775,181
4200315 ST-AB818 PROPERTY TAX ADMIN	109 ASSESSOR	30,000	0	0	0
4200325 ST AID-INCENIVES	139 PROBATION DEPARTMENT	307,144	378,000	378,000	378,000
	TOTAL:	307,144	378,000	378,000	378,000
4200335 ST-WELFARE ADMIN-PRIOR YR	180 SOCIAL SERVICES ADMINISTRATION	4,118,051	0	0	0
4200340 ST AID - MHSA	166 BEHAVIORAL HEALTH	8,801,744	9,689,467	9,741,592	9,829,037
	TOTAL:	8,801,744	9,689,467	9,741,592	9,829,037
4200350 ST RLGN-2011 COURT SECURITY	136 SHERIFF-CORONER	3,939,787	3,927,849	3,927,849	3,927,849
	TOTAL:	3,939,787	3,927,849	3,927,849	3,927,849
4200351 ST RLGN-2011 LOCAL COMM	132 DISTRICT ATTORNEY	74,968	116,518	76,518	76,518
	135 PUBLIC DEFENDER	81,000	81,000	81,000	81,000
	136 SHERIFF-CORONER	2,834,960	3,012,168	3,012,168	3,012,168
	139 PROBATION DEPARTMENT	788,634	911,842	911,842	911,842
	143 COURT OPERATIONS	127,387	142,959	142,959	142,959
	166 BEHAVIORAL HEALTH	1,325,040	1,491,883	1,491,883	1,491,883
	184 LAW ENFORCEMENT MED CARE	716,574	726,443	726,443	761,714
	TOTAL:	5,948,563	6,482,813	6,442,813	6,478,084
4200352 ST RLGN-2011 DA & PUBLIC DEFEND	132 DISTRICT ATTORNEY	47,499	73,935	73,935	73,935
	135 PUBLIC DEFENDER	37,200	53,010	53,010	53,010
	TOTAL:	84,699	126,945	126,945	126,945
4200354 ST RLGN-2011 HLTH & HUMAN SVCS	139 PROBATION DEPARTMENT	35,003	0	0	0
	166 BEHAVIORAL HEALTH	7,126,621	7,979,441	7,979,441	7,979,441
	180 SOCIAL SERVICES ADMINISTRATION	5,019,837	8,246,174	8,101,900	8,101,900
	181 FOSTER CARE-SOCIAL SERVICES	6,684,488	7,378,255	7,378,255	7,378,255
	TOTAL:	18,865,949	23,603,870	23,459,596	23,459,596

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2013-14 ACTUAL	2014-15 REQUESTED	2014-15 RECOMMENDED	2014-15 ADOPTED
4200355 ST RLGN-2011 SLESF	132 DISTRICT ATTORNEY	79,483	79,483	79,483	79,483
	136 SHERIFF-CORONER	1,140,299	1,246,802	1,246,802	1,246,802
	180 SOCIAL SERVICES ADMINISTRATION	5,037	0	0	0
	TOTAL:	1,224,819	1,326,285	1,326,285	1,326,285
4200356 ST RLGN-2011 CALWORKS MOE	182 CALWORKS	5,143,312	9,845,024	9,845,024	9,845,024
	TOTAL:	5,143,312	9,845,024	9,845,024	9,845,024
4250005 FED AID ENTITLEMNT LAND	101 NON-DEPARTMENTAL REVENUES	1,118,539	945,000	945,000	945,000
	TOTAL:	1,118,539	945,000	945,000	945,000
4250015 FEDERAL - HEALTH ADMIN	160 PUBLIC HEALTH	3,084,487	3,561,853	3,561,853	3,561,853
	166 BEHAVIORAL HEALTH	241,657	241,657	241,657	241,657
	350 Medically Indigent Services Pr	41,162	49,672	49,672	49,672
	TOTAL:	3,367,306	3,853,182	3,853,182	3,853,182
4250020 FEDERAL AID CONSTRUCTION	245 ROADS	4,521,886	5,745,232	5,745,232	5,745,232
	TOTAL:	4,521,886	5,745,232	5,745,232	5,745,232
4250021 FEDERAL AID-BRIDGE TOLLS	245 ROADS	53,608	429,588	429,588	429,588
	TOTAL:	53,608	429,588	429,588	429,588
4250025 FEDERAL GRAZING FEES	330 WILDLIFE AND GRAZING	4,041	3,500	3,500	3,500
	TOTAL:	4,041	3,500	3,500	3,500
4250026 FEDERAL AID FOREST RESERVE	245 ROADS	9,746	8,943	8,943	8,943
	TOTAL:	9,746	8,943	8,943	8,943
4250045 FEDERAL AID-COPS AHEAD	132 DISTRICT ATTORNEY	17,060	0	0	0
4250055 FED AID - REIMB	181 FOSTER CARE-SOCIAL SERVICES	11,911	15,000	15,000	15,000
	182 CALWORKS	39,016	21,422	21,422	21,422
	TOTAL:	50,927	36,422	36,422	36,422
4250065 FEDERAL FUNDS - CDBG	290 COMMUNITY DEVELOPMENT PROGRAM	2,435,895	1,501,084	1,627,673	1,627,673
	TOTAL:	2,435,895	1,501,084	1,627,673	1,627,673
4250070 FEDERAL FUNDS - HOME	290 COMMUNITY DEVELOPMENT PROGRAM	1,471,388	650,549	726,163	726,163
	TOTAL:	1,471,388	650,549	726,163	726,163
4250075 FEDERAL FUNDS - ESG	290 COMMUNITY DEVELOPMENT PROGRAM	194,194	108,615	135,496	135,496
	TOTAL:	194,194	108,615	135,496	135,496
4250080 FEDERAL FUNDS - SNAP	290 COMMUNITY DEVELOPMENT PROGRAM	918,052	1,031,601	1,031,601	1,031,601
	TOTAL:	918,052	1,031,601	1,031,601	1,031,601
4250085 FEDERAL AID - SECURITY	138 EMERGENCY SERVICES	21,480	65,000	65,000	65,000
	142 PLANNING & BUILDING DEPARTMENT	33,808	0	0	0
	TOTAL:	55,288	65,000	65,000	65,000

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2013-14 ACTUAL	2014-15 REQUESTED	2014-15 RECOMMENDED	2014-15 ADOPTED
4250086 FED AID - SCAAP PASS THRU	136 SHERIFF-CORONER	158,109	127,912	127,912	127,912
	TOTAL:	158,109	127,912	127,912	127,912
4250090 FED AID-DRUG AND ALCOHOL	166 BEHAVIORAL HEALTH	1,554,769	1,541,372	1,541,372	1,541,372
	TOTAL:	1,554,769	1,541,372	1,541,372	1,541,372
4250095 FEDERAL-GRANTS	136 SHERIFF-CORONER	121,946	126,411	126,411	126,411
	138 EMERGENCY SERVICES	82,874	107,047	120,497	120,497
	142 PLANNING & BUILDING DEPARTMENT	2,382	0	0	0
	160 PUBLIC HEALTH	0	1,480,000	1,480,000	1,480,000
	166 BEHAVIORAL HEALTH	1,968,121	1,077,168	1,128,168	1,128,168
	230 CAPITAL PROJECTS FUND	56,537	0	0	0
	TOTAL:	2,231,860	2,790,626	2,855,076	2,855,076
4250100 FEDERAL AID - ENVIRONMENT	290 COMMUNITY DEVELOPMENT PROGRAM	38,128	0	0	0
4250105 FEDERAL AID - OTHER	132 DISTRICT ATTORNEY	181,392	216,404	216,404	216,404
	136 SHERIFF-CORONER	611,133	164,000	164,000	164,000
	140 COUNTY FIRE	265,022	40,000	40,000	40,000
	141 AGRICULTURAL COMMISSIONER	956,259	867,000	867,000	867,000
	160 PUBLIC HEALTH	74,873	0	0	0
	166 BEHAVIORAL HEALTH	122	0	0	0
	377 LIBRARY	17,500	0	0	0
	TOTAL:	2,106,301	1,287,404	1,287,404	1,287,404
4250110 FEDERAL - WELFARE ADMIN	139 PROBATION DEPARTMENT	654,588	857,000	857,000	857,000
	180 SOCIAL SERVICES ADMINISTRATION	17,597,142	22,816,583	23,127,697	23,127,697
	181 FOSTER CARE-SOCIAL SERVICES	5,572,321	6,121,354	6,121,354	6,121,354
	182 CALWORKS	179,594	177,888	177,888	177,888
	TOTAL:	24,003,645	29,972,825	30,283,939	30,283,939
4250115 FEDERAL AID - ABATEMENT	181 FOSTER CARE-SOCIAL SERVICES	31,397	25,000	25,000	25,000
	TOTAL:	31,397	25,000	25,000	25,000
4250120 FEDERAL AID-PRIOR YEAR	180 SOCIAL SERVICES ADMINISTRATION	(38,903)	0	0	0
	181 FOSTER CARE-SOCIAL SERVICES	4,567	0	0	0
	245 ROADS	637,511	0	0	0
	TOTAL:	603,175	0	0	0
4250123 FED AID-PRIOR YEAR BRIDGE TOLL	245 ROADS	(233)	0	0	0
4250130 FED AID-PERINTL SETASIDE	166 BEHAVIORAL HEALTH	72,569	72,201	72,201	72,201
	TOTAL:	72,569	72,201	72,201	72,201
4250136 FED AID - PUBLIC HEALTH SECURI	160 PUBLIC HEALTH	696,079	766,062	766,062	766,062
	TOTAL:	696,079	766,062	766,062	766,062
4250140 FED AID-CHILD SUP ADMIN	134 CHILD SUPPORT SERVICES	2,857,967	3,030,342	3,030,342	3,030,342
	TOTAL:	2,857,967	3,030,342	3,030,342	3,030,342

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2013-14 ACTUAL	2014-15 REQUESTED	2014-15 RECOMMENDED	2014-15 ADOPTED
4250141 FED-WELFARE ADMN-PRIOR YR	180 SOCIAL SERVICES ADMINISTRATION	559,541	0	0	0
4250150 FEDERAL AID FHWA	245 ROADS	0	1,995,451	1,995,451	1,995,451
4250160 FED AID WORKFORCE INVESTMENT A	180 SOCIAL SERVICES ADMINISTRATION	<u>2,106,271</u>	<u>2,194,296</u>	<u>2,194,296</u>	<u>2,194,296</u>
	TOTAL:	2,106,271	2,194,296	2,194,296	2,194,296
4250171 FED AID-MEDICARE	160 PUBLIC HEALTH	<u>5,856</u>	<u>12,000</u>	<u>12,000</u>	<u>12,000</u>
	TOTAL:	5,856	12,000	12,000	12,000
4250180 FED AID-SMALL WATER SYS (ST PA	160 PUBLIC HEALTH	<u>20,188</u>	<u>75,000</u>	<u>75,000</u>	<u>75,000</u>
	TOTAL:	20,188	75,000	75,000	75,000
4250205 FEDERAL AID-ARRA/PRIME RECIPIE	136 SHERIFF-CORONER	1,508	0	0	0
4300005 OTHER GOVT AGENCY REVENUE	136 SHERIFF-CORONER	37,923	46,330	46,330	46,330
	137 ANIMAL SERVICES	830,311	874,927	874,927	874,927
	139 PROBATION DEPARTMENT	479,055	689,517	689,517	804,028
	160 PUBLIC HEALTH	74,147	117,575	117,575	117,575
	166 BEHAVIORAL HEALTH	<u>264,617</u>	<u>260,105</u>	<u>260,105</u>	<u>260,105</u>
	TOTAL:	1,686,053	1,988,454	1,988,454	2,102,965
4300010 COMBINED FED/ST CALWORKS	182 CALWORKS	<u>3,779,335</u>	<u>1,944,393</u>	<u>1,944,393</u>	<u>1,944,393</u>
	TOTAL:	3,779,335	1,944,393	1,944,393	1,944,393
4300015 OTHER GOV'T: RDA PASS THRU	101 NON-DEPARTMENTAL REVENUES	0	1,425,000	1,425,000	1,425,000
4300022 SUCCESSOR AGENCY-OTHER FUNDS &	101 NON-DEPARTMENTAL REVENUES	234,466	0	0	0
4350100 AFFORDABLE HOUSING FEE TRANSFE	247 PUBLIC FACILITIES FEES	(11,647)	0	0	0
4350101 AFFORDABLE HOUSNG IN-LIEU	142 PLANNING & BUILDING DEPARTMENT	107	0	0	0
	247 PUBLIC FACILITIES FEES	<u>11,648</u>	<u>0</u>	<u>0</u>	<u>0</u>
	TOTAL:	11,755	0	0	0
4350102 PUB FAC FEE-LIBRARY	247 PUBLIC FACILITIES FEES	<u>179,100</u>	<u>144,020</u>	<u>144,020</u>	<u>144,020</u>
	TOTAL:	179,100	144,020	144,020	144,020
4350103 PUB FACIL FEE-FIRE	247 PUBLIC FACILITIES FEES	<u>844,205</u>	<u>566,080</u>	<u>566,080</u>	<u>566,080</u>
	TOTAL:	844,205	566,080	566,080	566,080
4350104 PUB FACIL FEE-PARKS	247 PUBLIC FACILITIES FEES	<u>616,262</u>	<u>451,260</u>	<u>451,260</u>	<u>451,260</u>
	TOTAL:	616,262	451,260	451,260	451,260
4350105 PUB FACIL FEE-GEN GOVT	247 PUBLIC FACILITIES FEES	<u>270,017</u>	<u>198,000</u>	<u>198,000</u>	<u>198,000</u>
	TOTAL:	270,017	198,000	198,000	198,000
4350106 APPEAL FEE	142 PLANNING & BUILDING DEPARTMENT	<u>3,400</u>	<u>6,800</u>	<u>6,800</u>	<u>6,800</u>
	TOTAL:	3,400	6,800	6,800	6,800

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2013-14 ACTUAL	2014-15 REQUESTED	2014-15 RECOMMENDED	2014-15 ADOPTED
4350107 PUB FAC FEE-LAW ENFORCE	247 PUBLIC FACILITIES FEES	141,730	109,140	109,140	109,140
	TOTAL:	141,730	109,140	109,140	109,140
4350108 ROAD IMPACT FEES	248 ROADS - IMPACT FEES	1,309,205	847,400	847,400	847,400
	TOTAL:	1,309,205	847,400	847,400	847,400
4350109 AFFORDABLE HOUSING IMPACT FEE	142 PLANNING & BUILDING DEPARTMENT	(1,111)	1,500	1,500	1,500
	TOTAL:	(1,111)	1,500	1,500	1,500
4350209 REVENUE TRANSFER FROM TRUST FU	107 AUDITOR-CONTROLLER	18,122	3,260	3,260	3,260
	139 PROBATION DEPARTMENT	2,210	0	0	0
	TOTAL:	20,332	3,260	3,260	3,260
4350235 BILLINGS OH-OUTSIDE AGENCIES	102 NON-DEPTL-OTHR FINCNG USE	7,470	0	0	0
4350245 OTHER BILLINGS TO COURTS	113 GENERAL SERVICES	297,957	302,395	302,395	302,395
	114 INFORMATION TECHNOLOGY DEPARTM	95,290	310,516	89,918	89,918
	305 PARKS	8,194	15,732	15,732	15,732
	TOTAL:	401,441	628,643	408,045	408,045
4350255 BILLINGS TO OUTSIDE AGENCIES	105 RISK MANAGEMENT	4,403	0	0	0
	107 AUDITOR-CONTROLLER	72	252	252	252
	110 CLERK/RECORDER	0	3,600	3,600	3,600
	112 HUMAN RESOURCES	39,994	35,550	35,550	35,550
	136 SHERIFF-CORONER	89,588	0	0	322,576
	166 BEHAVIORAL HEALTH	843,503	1,120,986	1,120,986	1,120,986
	305 PARKS	38,060	39,352	39,352	39,352
	TOTAL:	1,015,620	1,199,740	1,199,740	1,522,316
4350260 FEES-YOUNG ADULTS PROGRAM	375 DRIVING UNDER THE INFLUENCE	35,187	38,846	38,846	38,846
	TOTAL:	35,187	38,846	38,846	38,846
4350285 EXTD FIRST OFFENDER FEES	375 DRIVING UNDER THE INFLUENCE	182,313	197,713	197,713	197,713
	TOTAL:	182,313	197,713	197,713	197,713
4350295 PREAPPLICATION PROCESS	142 PLANNING & BUILDING DEPARTMENT	19,982	23,807	23,807	23,807
	TOTAL:	19,982	23,807	23,807	23,807
4350305 FLOOD HAZARD PROPERTY REPORTS	201 PUBLIC WORKS SPECIAL SERVICES	126	0	0	0
4350310 FIRE SUPPRESSION/COST REI	140 COUNTY FIRE	90,695	100,000	100,000	100,000
	TOTAL:	90,695	100,000	100,000	100,000
4350311 FIRE SUPPRESSION-EQUIP COST RE	140 COUNTY FIRE	11,473	100,000	100,000	100,000
	TOTAL:	11,473	100,000	100,000	100,000
4350315 AMBULANCE REIMBURSEMENT	101 NON-DEPARTMENTAL REVENUES	40,000	40,000	40,000	40,000
	140 COUNTY FIRE	140,368	145,000	145,000	145,000
	TOTAL:	180,368	185,000	185,000	185,000

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2013-14 ACTUAL	2014-15 REQUESTED	2014-15 RECOMMENDED	2014-15 ADOPTED
4350320 INMATE ASSISTANCE REIMBRS	136 SHERIFF-CORONER	509	750	750	750
	TOTAL:	509	750	750	750
4350330 PUBLIC EDUCATION GOV'T ACCESS	201 PUBLIC WORKS SPECIAL SERVICES	47,658	0	0	0
	266 COUNTYWIDE AUTOMATION REPLACEM	20,306	61,000	61,000	61,000
	275 ORGANIZATIONAL DEVELOPMENT	1,697	0	0	0
	TOTAL:	69,661	61,000	61,000	61,000
4350335 MONITORING FEE-PC1203.1B	139 PROBATION DEPARTMENT	137,717	132,995	132,995	132,995
	TOTAL:	137,717	132,995	132,995	132,995
4350340 JUVENILE INFORMAL SUPERVISION	136 SHERIFF-CORONER	58,000	58,000	58,000	58,000
	139 PROBATION DEPARTMENT	5,036	0	0	0
	TOTAL:	63,036	58,000	58,000	58,000
4350345 DIVERSN MONITRG-PC1001.53	139 PROBATION DEPARTMENT	59	0	0	0
4350350 MITIGATION FEE-AIR	142 PLANNING & BUILDING DEPARTMENT	695	500	500	500
	TOTAL:	695	500	500	500
4350365 CHANGE OF PLEA	139 PROBATION DEPARTMENT	198	400	400	400
	TOTAL:	198	400	400	400
4350370 PROBA MGMNT FEE-ADULTS	139 PROBATION DEPARTMENT	7,407	7,834	7,834	7,834
	TOTAL:	7,407	7,834	7,834	7,834
4350380 SENTENCING REPORT FEE	139 PROBATION DEPARTMENT	39,942	43,719	43,719	43,719
	TOTAL:	39,942	43,719	43,719	43,719
4350385 RESTITN COLL FEE-PC1203.1	139 PROBATION DEPARTMENT	35,444	65,000	65,000	65,000
	TOTAL:	35,444	65,000	65,000	65,000
4350390 RECORD SEALING FEE	139 PROBATION DEPARTMENT	561	824	824	824
	TOTAL:	561	824	824	824
4350395 RED INSTALLMENT PLAN FEE	108 TREAS-TAX COLL-PUBLIC ADM	10,063	9,730	9,730	9,730
	TOTAL:	10,063	9,730	9,730	9,730
4350400 ADMINISTRATIVE SERVICES	107 AUDITOR-CONTROLLER	212,594	199,178	199,178	199,178
	108 TREAS-TAX COLL-PUBLIC ADM	913,319	713,147	713,147	713,147
	132 DISTRICT ATTORNEY	45,753	55,000	55,000	55,000
	137 ANIMAL SERVICES	1,906	2,874	2,874	2,874
	139 PROBATION DEPARTMENT	530,169	681,822	681,822	681,822
	142 PLANNING & BUILDING DEPARTMENT	344,687	237,761	237,761	237,761
	TOTAL:	2,048,428	1,889,782	1,889,782	1,889,782
4350402 ADMIN FEE-SLO CTBID	108 TREAS-TAX COLL-PUBLIC ADM	33,463	35,000	35,000	35,000
	TOTAL:	33,463	35,000	35,000	35,000

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2013-14 ACTUAL	2014-15 REQUESTED	2014-15 RECOMMENDED	2014-15 ADOPTED
4350404 ADMIN FEE - GC 29412	107 AUDITOR-CONTROLLER	45,601	46,057	46,057	46,057
	TOTAL:	45,601	46,057	46,057	46,057
4350405 SPECIAL ASSESSMENT FEES	107 AUDITOR-CONTROLLER	143,370	143,740	143,740	143,740
	TOTAL:	143,370	143,740	143,740	143,740
4350407 ADMIN FEE-RDA DISSOLUTION	107 AUDITOR-CONTROLLER	54,378	35,000	35,000	35,000
	111 COUNTY COUNSEL	1,567	0	0	0
	TOTAL:	55,945	35,000	35,000	35,000
4350415 PROP.REDEMPT.SEARCH FEES	108 TREAS-TAX COLL-PUBLIC ADM	17,255	15,515	15,515	15,515
	TOTAL:	17,255	15,515	15,515	15,515
4350430 ELECTION SERVICES	110 CLERK/RECORDER	72,011	500,000	500,000	500,000
	TOTAL:	72,011	500,000	500,000	500,000
4350435 DEFERRED ENTRY OF JUDGMENT	132 DISTRICT ATTORNEY	21,675	26,000	26,000	26,000
	139 PROBATION DEPARTMENT	58	0	0	0
	166 BEHAVIORAL HEALTH	38,865	50,000	50,000	50,000
	TOTAL:	60,598	76,000	76,000	76,000
4350441 SEGREGATIONS FEE	108 TREAS-TAX COLL-PUBLIC ADM	38	38	38	38
	TOTAL:	38	38	38	38
4350445 DMV DELINQUENT VESSEL FEE	108 TREAS-TAX COLL-PUBLIC ADM	972	985	985	985
	TOTAL:	972	985	985	985
4350450 UNSEC DELINQUENT COLL FEE	108 TREAS-TAX COLL-PUBLIC ADM	30,241	23,675	23,675	23,675
	TOTAL:	30,241	23,675	23,675	23,675
4350455 OTHER COURT-ORDERED REIMB	139 PROBATION DEPARTMENT	16	0	0	0
4350457 PUBLIC DEFENDER REIMBURSEMENT	135 PUBLIC DEFENDER	48,441	100,000	100,000	100,000
	139 PROBATION DEPARTMENT	238,238	277,653	277,653	277,653
	TOTAL:	286,679	377,653	377,653	377,653
4350460 LEGAL SERVICES	111 COUNTY COUNSEL	37,538	44,000	44,000	44,000
	TOTAL:	37,538	44,000	44,000	44,000
4350465 INVOLUNTARY LIEN NOTICES	110 CLERK/RECORDER	11,292	14,000	14,000	14,000
	TOTAL:	11,292	14,000	14,000	14,000
4350470 INSTALLMENT FEES	139 PROBATION DEPARTMENT	6,320	0	0	0
4350475 PROCESSING FEES	139 PROBATION DEPARTMENT	60,208	73,212	73,212	73,212
	TOTAL:	60,208	73,212	73,212	73,212
4350480 ENVIRONMNTL ASSESSMT FEES	142 PLANNING & BUILDING DEPARTMENT	185,949	155,368	155,368	155,368
	TOTAL:	185,949	155,368	155,368	155,368

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2013-14 ACTUAL	2014-15 REQUESTED	2014-15 RECOMMENDED	2014-15 ADOPTED
4350490 PUBLICATION FEES	142 PLANNING & BUILDING DEPARTMENT	(249)	0	0	0
4350495 PLANNING/ENGINEERING SVCS	245 ROADS	4,770	3,500	3,500	3,500
	TOTAL:	4,770	3,500	3,500	3,500
4350500 ROAD PERMIT FEES	245 ROADS	18,492	10,000	10,000	10,000
	TOTAL:	18,492	10,000	10,000	10,000
4350505 FILING FEES-CORNER RECORD	201 PUBLIC WORKS SPECIAL SERVICES	2,585	2,714	2,714	2,714
	TOTAL:	2,585	2,714	2,714	2,714
4350515 ALLOCATION ADMIN FEE	142 PLANNING & BUILDING DEPARTMENT	27,912	18,800	18,800	18,800
	TOTAL:	27,912	18,800	18,800	18,800
4350520 ITD BILL OUTSIDE AGENCIES	114 INFORMATION TECHNOLOGY DEPARTM	57,074	49,834	49,834	49,834
	TOTAL:	57,074	49,834	49,834	49,834
4350525 ITD BILL OUTSIDE AGENCIES COMM	114 INFORMATION TECHNOLOGY DEPARTM	8,202	6,981	6,981	6,981
	TOTAL:	8,202	6,981	6,981	6,981
4350530 FIRE PROTECTION SERVICES	140 COUNTY FIRE	2,399,171	2,408,603	2,444,483	2,444,483
	TOTAL:	2,399,171	2,408,603	2,444,483	2,444,483
4350540 AGRICULTURAL SERVICES	141 AGRICULTURAL COMMISSIONER	209,513	210,200	210,200	210,200
	TOTAL:	209,513	210,200	210,200	210,200
4350550 HOME DETENTION PROGRAM	136 SHERIFF-CORONER	323,984	365,000	365,000	365,000
	TOTAL:	323,984	365,000	365,000	365,000
4350555 STANDARDIZATION INSPECTS	141 AGRICULTURAL COMMISSIONER	7,230	6,800	6,800	6,800
	TOTAL:	7,230	6,800	6,800	6,800
4350560 ALTERNATIVE WORK PROG REV	136 SHERIFF-CORONER	45,042	45,000	45,000	45,000
	TOTAL:	45,042	45,000	45,000	45,000
4350567 ALT SENTENCING UNIT	136 SHERIFF-CORONER	69,685	78,000	78,000	78,000
	TOTAL:	69,685	78,000	78,000	78,000
4350570 CIVIL PROCESS SERVICE	136 SHERIFF-CORONER	82,880	101,700	101,700	101,700
	TOTAL:	82,880	101,700	101,700	101,700
4350580 REIMB JUV COURT PROF FEES	135 PUBLIC DEFENDER	30,209	40,000	40,000	40,000
	TOTAL:	30,209	40,000	40,000	40,000
4350581 ESTATE FEES	108 TREAS-TAX COLL-PUBLIC ADM	30,126	17,456	17,456	17,456
	111 COUNTY COUNSEL	24,417	0	0	0
	TOTAL:	54,543	17,456	17,456	17,456

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REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2013-14 ACTUAL	2014-15 REQUESTED	2014-15 RECOMMENDED	2014-15 ADOPTED
4350585 CONSERVATORSHIP FEES	111 COUNTY COUNSEL	7,587	4,000	4,000	4,000
	160 PUBLIC HEALTH	77,651	75,000	75,000	75,000
	TOTAL:	85,238	79,000	79,000	79,000
4350590 REPRESENTATIVE PAYEE FEES	160 PUBLIC HEALTH	39,493	38,400	38,400	38,400
	TOTAL:	39,493	38,400	38,400	38,400
4350595 HUMANE SERVICES	137 ANIMAL SERVICES	4,229	10,867	10,867	10,867
	TOTAL:	4,229	10,867	10,867	10,867
4350600 IMPOUND FEES	137 ANIMAL SERVICES	30,929	47,895	47,895	47,895
	TOTAL:	30,929	47,895	47,895	47,895
4350605 BOARDING FEES	137 ANIMAL SERVICES	63,152	93,676	93,676	93,676
	TOTAL:	63,152	93,676	93,676	93,676
4350610 ANIMAL PLACEMENT	137 ANIMAL SERVICES	133,257	158,499	158,499	158,499
	TOTAL:	133,257	158,499	158,499	158,499
4350616 LAW ENFORCEMENT SERVICES	136 SHERIFF-CORONER	137,287	135,000	135,000	135,000
	TOTAL:	137,287	135,000	135,000	135,000
4350620 BOOKING FEES (SB 2557)	136 SHERIFF-CORONER	414,568	475,000	475,000	475,000
	TOTAL:	414,568	475,000	475,000	475,000
4350625 RECORDER'S SPECL PROJECTS	110 CLERK/RECORDER	363,697	414,112	414,112	414,112
	TOTAL:	363,697	414,112	414,112	414,112
4350630 RECORDG FEE-MICROGRAPHICS	110 CLERK/RECORDER	89,972	90,655	194,155	194,155
	TOTAL:	89,972	90,655	194,155	194,155
4350632 Rec Fees-Real Estate Fraud GC	110 CLERK/RECORDER	28,605	33,000	33,000	33,000
	132 DISTRICT ATTORNEY	257,443	400,000	400,000	400,000
	TOTAL:	286,048	433,000	433,000	433,000
4350633 RECORDING FEES-SSN REDACTION	110 CLERK/RECORDER	34,510	34,510	34,510	34,510
	TOTAL:	34,510	34,510	34,510	34,510
4350635 RECORDING FEES	110 CLERK/RECORDER	913,707	1,030,000	1,030,000	1,030,000
	143 COURT OPERATIONS	185,855	252,000	252,000	252,000
	160 PUBLIC HEALTH	153,589	183,000	183,000	183,000
	201 PUBLIC WORKS SPECIAL SERVICES	1,541	1,428	1,428	1,428
	TOTAL:	1,254,692	1,466,428	1,466,428	1,466,428
4350640 RECORDING FEES-VHS	110 CLERK/RECORDER	9,153	15,674	15,674	15,674
	TOTAL:	9,153	15,674	15,674	15,674
4350641 CIVIL SPECIAL FEE GC26746	136 SHERIFF-CORONER	117,527	128,772	128,772	128,772
	TOTAL:	117,527	128,772	128,772	128,772

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2013-14 ACTUAL	2014-15 REQUESTED	2014-15 RECOMMENDED	2014-15 ADOPTED
4350650 DEVELOPMENT FEE- ADMIN	142 PLANNING & BUILDING DEPARTMENT	51,708	50,000	50,000	50,000
	305 PARKS	990	551	551	551
	TOTAL:	52,698	50,551	50,551	50,551
4350655 SEPARATE TAX BILL COSTS	101 NON-DEPARTMENTAL REVENUES	60,767	60,000	60,000	60,000
	TOTAL:	60,767	60,000	60,000	60,000
4350656 REIMB FOR PROJ COSTS	136 SHERIFF-CORONER	529	0	0	0
4350660 ENCROACHMENT PERMIT FEES	245 ROADS	161,926	92,000	92,000	92,000
	TOTAL:	161,926	92,000	92,000	92,000
4350665 ROAD ABANDONMENT FEE	142 PLANNING & BUILDING DEPARTMENT	33,987	34,790	34,790	34,790
	TOTAL:	33,987	34,790	34,790	34,790
4350675 CURB & GUTTER WAIVERS	142 PLANNING & BUILDING DEPARTMENT	575	1,150	1,150	1,150
	245 ROADS	291	0	0	0
	TOTAL:	866	1,150	1,150	1,150
4350676 CURB & GUTTER PERMIT WITH DESI	245 ROADS	20,526	5,000	5,000	5,000
	TOTAL:	20,526	5,000	5,000	5,000
4350677 CURB & GUTTER PERMIT W/O DESIG	245 ROADS	0	17,000	17,000	17,000
4350678 CURB,GUTTER & SIDEWALK	245 ROADS	5,040	0	0	0
4350690 MEDICAL RECORDS FEE	166 BEHAVIORAL HEALTH	1,488	1,300	1,300	1,300
	TOTAL:	1,488	1,300	1,300	1,300
4350705 NURSING FEES	160 PUBLIC HEALTH	300,061	299,000	299,000	299,000
	184 LAW ENFORCEMENT MED CARE	1,018	0	0	0
	TOTAL:	301,079	299,000	299,000	299,000
4350715 LABORATORY SERVICES	160 PUBLIC HEALTH	105,493	93,000	93,000	93,000
	TOTAL:	105,493	93,000	93,000	93,000
4350720 SUPPLEMENTAL ROLL-5% ADMN	101 NON-DEPARTMENTAL REVENUES	321,698	250,000	250,000	250,000
	TOTAL:	321,698	250,000	250,000	250,000
4350725 MENTAL HEALTH SVCS-MEDICARE	166 BEHAVIORAL HEALTH	18,110	36,000	36,000	36,000
	TOTAL:	18,110	36,000	36,000	36,000
4350730 SECOND CHANCE CHARGES-ALC	375 DRIVING UNDER THE INFLUENCE	569,838	669,706	669,706	669,706
	TOTAL:	569,838	669,706	669,706	669,706
4350735 ALCOHOLISM SERVICES	166 BEHAVIORAL HEALTH	92,545	110,000	110,000	110,000
	TOTAL:	92,545	110,000	110,000	110,000

SLO COUNTY BUDGET PREPARATION SYSTEM
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REVENUE TYPE	DEPARTMENT	2013-14 ACTUAL	2014-15 REQUESTED	2014-15 RECOMMENDED	2014-15 ADOPTED
4350740 COBRA MED INS ADMIN FEE	107 AUDITOR-CONTROLLER	730	600	600	600
	TOTAL:	730	600	600	600
4350745 ENVIRONMENTAL HEALTH SERVICES	160 PUBLIC HEALTH	2,453,453	2,431,800	2,431,800	2,431,800
	TOTAL:	2,453,453	2,431,800	2,431,800	2,431,800
4350760 INST CARE/SV-MEDICALSB855	166 BEHAVIORAL HEALTH	43,596	33,862	33,862	33,862
	TOTAL:	43,596	33,862	33,862	33,862
4350765 MEDICAL REMB SERV/PAT CAR	160 PUBLIC HEALTH	111,119	145,250	145,250	145,250
	TOTAL:	111,119	145,250	145,250	145,250
4350770 CUTS & COMBINATN REQUESTS	109 ASSESSOR	6,325	5,000	5,000	5,000
	TOTAL:	6,325	5,000	5,000	5,000
4350775 ADOPTION FEES	180 SOCIAL SERVICES ADMINISTRATION	11,770	3,000	3,000	3,000
	TOTAL:	11,770	3,000	3,000	3,000
4350785 CALIF CHILDREN SERVICES	160 PUBLIC HEALTH	2,840	2,000	2,000	2,000
	TOTAL:	2,840	2,000	2,000	2,000
4350790 INST.CARE-JUVENILE HALL	139 PROBATION DEPARTMENT	47,338	47,000	47,000	47,000
	TOTAL:	47,338	47,000	47,000	47,000
4350795 MENTAL HLTH SVCS-INSURANCE	166 BEHAVIORAL HEALTH	126,794	173,227	173,227	173,227
	TOTAL:	126,794	173,227	173,227	173,227
4350805 LOST-DAMAGED MATERIALS	377 LIBRARY	11,196	11,300	11,300	11,300
	TOTAL:	11,196	11,300	11,300	11,300
4350807 MEETING ROOM USE FEE	377 LIBRARY	1,225	800	800	800
	TOTAL:	1,225	800	800	800
4350810 LIBRARY SERVICES	377 LIBRARY	228,366	237,000	237,000	237,000
	TOTAL:	228,366	237,000	237,000	237,000
4350815 FIRST OFFENDER FEES	375 DRIVING UNDER THE INFLUENCE	531,156	553,605	553,605	553,605
	TOTAL:	531,156	553,605	553,605	553,605
4350820 WASTE TIPPING FEES-AB 939	107 AUDITOR-CONTROLLER	17,732	16,000	16,000	16,000
	TOTAL:	17,732	16,000	16,000	16,000
4350835 COPYING FEES	104 ADMINISTRATIVE OFFICE	50	0	0	0
	112 HUMAN RESOURCES	117	0	0	0
	132 DISTRICT ATTORNEY	16,565	19,000	19,000	19,000
	160 PUBLIC HEALTH	48	0	0	0
	377 LIBRARY	19,408	20,000	20,000	20,000
	TOTAL:	36,188	39,000	39,000	39,000

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REVENUE TYPE	DEPARTMENT	2013-14 ACTUAL	2014-15 REQUESTED	2014-15 RECOMMENDED	2014-15 ADOPTED
4350840 LIBRARY REQUEST FEES	377 LIBRARY	98,582	0	0	0
4350860 CAMPING FEES	305 PARKS	<u>3,144,078</u>	<u>3,122,974</u>	<u>3,122,974</u>	<u>3,122,974</u>
	TOTAL:	3,144,078	3,122,974	3,122,974	3,122,974
4350865 DAILY PASSES	305 PARKS	<u>467,316</u>	<u>391,790</u>	<u>391,790</u>	<u>391,790</u>
	TOTAL:	467,316	391,790	391,790	391,790
4350870 GROUP ENTRANCE FEES	305 PARKS	<u>142,103</u>	<u>170,632</u>	<u>170,632</u>	<u>170,632</u>
	TOTAL:	142,103	170,632	170,632	170,632
4350875 SEASON PASSES	305 PARKS	<u>97,807</u>	<u>100,547</u>	<u>100,547</u>	<u>100,547</u>
	TOTAL:	97,807	100,547	100,547	100,547
4350880 SEASON BOAT LICENSES	305 PARKS	<u>53,119</u>	<u>73,279</u>	<u>73,279</u>	<u>73,279</u>
	TOTAL:	53,119	73,279	73,279	73,279
4350885 DAILY BOAT PASSES	305 PARKS	<u>95,695</u>	<u>110,000</u>	<u>110,000</u>	<u>110,000</u>
	TOTAL:	95,695	110,000	110,000	110,000
4350890 INCOME FROM CONCESSIONS	113 GENERAL SERVICES	4,426	7,500	7,500	7,500
	305 PARKS	<u>87,880</u>	<u>110,000</u>	<u>110,000</u>	<u>110,000</u>
	TOTAL:	92,306	117,500	117,500	117,500
4350895 SWIMMING POOL FEES	305 PARKS	<u>94,807</u>	<u>54,931</u>	<u>54,931</u>	<u>54,931</u>
	TOTAL:	94,807	54,931	54,931	54,931
4350905 DOG/DAY USE	305 PARKS	<u>65,823</u>	<u>70,000</u>	<u>70,000</u>	<u>70,000</u>
	TOTAL:	65,823	70,000	70,000	70,000
4350910 SHOWERS/LOCKERS	305 PARKS	<u>60,135</u>	<u>58,000</u>	<u>58,000</u>	<u>58,000</u>
	TOTAL:	60,135	58,000	58,000	58,000
4350920 MOBL HOME DUP TX CLEARNCE	108 TREAS-TAX COLL-PUBLIC ADM	<u>105</u>	<u>84</u>	<u>84</u>	<u>84</u>
	TOTAL:	105	84	84	84
4350925 PARKLAND FEE (QUIMBY FEE)	200 MAINTENANCE PROJECTS	13,515	0	0	0
4350935 OTHER CLERK FEES	110 CLERK/RECORDER	<u>535,788</u>	<u>536,560</u>	<u>536,560</u>	<u>536,560</u>
	TOTAL:	535,788	536,560	536,560	536,560
4350950 MISCELLANEOUS FEES	108 TREAS-TAX COLL-PUBLIC ADM	3,863	1,806	1,806	1,806
	109 ASSESSOR	5,075	3,000	3,000	3,000
	130 WASTE MANAGEMNT	26,869	26,036	26,036	26,036
	142 PLANNING & BUILDING DEPARTMENT	55,640	82,018	82,018	82,018
	160 PUBLIC HEALTH	89,729	138,000	138,000	138,000
	230 CAPITAL PROJECTS FUND	72,313	0	0	0
	245 ROADS	552	0	0	0
	305 PARKS	15,102	4,430	4,430	4,430
	375 DRIVING UNDER THE INFLUENCE	<u>274</u>	<u>0</u>	<u>0</u>	<u>0</u>
	TOTAL:	269,417	255,290	255,290	255,290

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2013-14 ACTUAL	2014-15 REQUESTED	2014-15 RECOMMENDED	2014-15 ADOPTED
4350953 COMM ACKNOWLEDGEMENT FORM FEE	201 PUBLIC WORKS SPECIAL SERVICES	336	3,434	3,434	3,434
	TOTAL:	336	3,434	3,434	3,434
4350960 MONUMENTATION FEES	201 PUBLIC WORKS SPECIAL SERVICES	57,936	67,908	67,908	67,908
	TOTAL:	57,936	67,908	67,908	67,908
4350965 BLDG PRMT REVIEW-DRAINAGE	201 PUBLIC WORKS SPECIAL SERVICES	55,004	49,907	49,907	49,907
	TOTAL:	55,004	49,907	49,907	49,907
4350966 BLDG PRMT REVIEW-FLD HZD	201 PUBLIC WORKS SPECIAL SERVICES	1,776	3,151	3,151	3,151
	TOTAL:	1,776	3,151	3,151	3,151
4350970 RECREATIONAL PROGRAMS	305 PARKS	28,794	31,043	31,043	31,043
	TOTAL:	28,794	31,043	31,043	31,043
4350971 SKATE PARK FEES	305 PARKS	4,675	4,780	4,780	4,780
	TOTAL:	4,675	4,780	4,780	4,780
4350972 SPECIAL EVENTS	305 PARKS	801	0	0	0
4350980 OTHER RECREATIONAL FEES	305 PARKS	7,366	11,004	11,004	11,004
	TOTAL:	7,366	11,004	11,004	11,004
4350990 DEVELOPMENT PLAN INSPECTN	201 PUBLIC WORKS SPECIAL SERVICES	30,430	39,322	39,322	39,322
	TOTAL:	30,430	39,322	39,322	39,322
4350995 PAR MAP CHECKING THRU T/A	201 PUBLIC WORKS SPECIAL SERVICES	21,689	6,674	6,674	6,674
	TOTAL:	21,689	6,674	6,674	6,674
4351005 RECORDS OF SURVEY FEES	201 PUBLIC WORKS SPECIAL SERVICES	25,791	31,512	31,512	31,512
	TOTAL:	25,791	31,512	31,512	31,512
4351010 OTHER SERVICE CHARGES	109 ASSESSOR	5,246	4,000	4,000	4,000
	142 PLANNING & BUILDING DEPARTMENT	364	1,040	1,040	1,040
	TOTAL:	5,610	5,040	5,040	5,040
4351025 DEFERRED COMP ADMIN FEE	103 NON-DEPT OTHER EXPENDITURES	0	35,000	35,000	35,000
4351040 MENTAL HLTH SVCS-SELF PAY	166 BEHAVIORAL HEALTH	21,957	20,000	20,000	20,000
	TOTAL:	21,957	20,000	20,000	20,000
4351045 PROGRAM REV - CHILD&FAMILIES	160 PUBLIC HEALTH	247,503	289,737	289,737	289,737
	TOTAL:	247,503	289,737	289,737	289,737
4351055 BOOK, PAMPHLT, BROCHR SALES	107 AUDITOR-CONTROLLER	165	200	200	200
	142 PLANNING & BUILDING DEPARTMENT	615	1,500	1,500	1,500
	TOTAL:	780	1,700	1,700	1,700

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2013-14 ACTUAL	2014-15 REQUESTED	2014-15 RECOMMENDED	2014-15 ADOPTED
4351060 MAP SALES	109 ASSESSOR	169	500	500	500
	201 PUBLIC WORKS SPECIAL SERVICES	65	108	108	108
	TOTAL:	234	608	608	608
4351065 PUB INFO SALE-COMP FILES	108 TREAS-TAX COLL-PUBLIC ADM	1,471	836	836	836
	109 ASSESSOR	13,397	16,000	16,000	16,000
	140 COUNTY FIRE	430	0	0	0
	TOTAL:	15,298	16,836	16,836	16,836
4351070 PM INSPECT-IMP PLANS P11E	201 PUBLIC WORKS SPECIAL SERVICES	43,753	68,382	68,382	68,382
	TOTAL:	43,753	68,382	68,382	68,382
4351075 TM INSPECT-IMP PLANS P11D	201 PUBLIC WORKS SPECIAL SERVICES	130,595	190,526	190,526	190,526
	TOTAL:	130,595	190,526	190,526	190,526
4351095 LOT LINE ADJUST APPLICATION	201 PUBLIC WORKS SPECIAL SERVICES	9,966	11,340	11,340	11,340
	TOTAL:	9,966	11,340	11,340	11,340
4351100 COND USE PMT/DEV PLAN APP	201 PUBLIC WORKS SPECIAL SERVICES	32,656	28,252	28,252	28,252
	TOTAL:	32,656	28,252	28,252	28,252
4351110 CERT OF CORRECTION	201 PUBLIC WORKS SPECIAL SERVICES	277	166	166	166
	TOTAL:	277	166	166	166
4351115 MAP AMENDMENTS	201 PUBLIC WORKS SPECIAL SERVICES	59	0	0	0
4351125 LOT LINE ADJUST CHECKING	201 PUBLIC WORKS SPECIAL SERVICES	9,402	8,722	8,722	8,722
	TOTAL:	9,402	8,722	8,722	8,722
4351130 ANNEXATION MAP REVIEW	201 PUBLIC WORKS SPECIAL SERVICES	540	0	0	0
4352240 SB2557 PROPERTY TAX ADMIN FEE	101 NON-DEPARTMENTAL REVENUES	1,395,738	1,390,000	1,390,000	1,390,000
	TOTAL:	1,395,738	1,390,000	1,390,000	1,390,000
4352255 BULK TRANSFER FEE	108 TREAS-TAX COLL-PUBLIC ADM	1,032	1,296	1,296	1,296
	TOTAL:	1,032	1,296	1,296	1,296
4352260 SUBDIVISION/PARCEL TRACT MAP	108 TREAS-TAX COLL-PUBLIC ADM	3,168	3,498	3,498	3,498
	TOTAL:	3,168	3,498	3,498	3,498
4352265 WET & RECKLESS	375 DRIVING UNDER THE INFLUENCE	24,914	22,779	22,779	22,779
	TOTAL:	24,914	22,779	22,779	22,779
4352270 AUDITOR CONTROLLER PR DIV DOCU	107 AUDITOR-CONTROLLER	77	0	0	0
4400020 WATER SALES FOR RESALE	201 PUBLIC WORKS SPECIAL SERVICES	36,924	100,287	100,287	100,287
	TOTAL:	36,924	100,287	100,287	100,287

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2013-14	2014-15	2014-15	2014-15	
		ACTUAL	REQUESTED	RECOMMENDED	ADOPTED	
4550000 OTHER REVENUE	101	NON-DEPARTMENTAL REVENUES	1,550	1,000	1,000	1,000
	107	AUDITOR-CONTROLLER	7,596	2,500	2,500	2,500
	108	TREAS-TAX COLL-PUBLIC ADM	8,284	6,137	6,137	6,137
	109	ASSESSOR	832	0	0	0
	113	GENERAL SERVICES	12,011	18,293	18,293	18,293
	132	DISTRICT ATTORNEY	3,123	3,000	3,000	3,000
	134	CHILD SUPPORT SERVICES	1,703	3,000	3,000	3,000
	136	SHERIFF-CORONER	68,515	6,000	6,000	6,000
	137	ANIMAL SERVICES	6,915	0	0	0
	139	PROBATION DEPARTMENT	550	8,575	8,575	8,575
	141	AGRICULTURAL COMMISSIONER	386	1,000	1,000	1,000
	142	PLANNING & BUILDING DEPARTMENT	5,921	3,900	3,900	3,900
	160	PUBLIC HEALTH	96,303	33,294	54,131	54,131
	166	BEHAVIORAL HEALTH	105	0	0	0
	180	SOCIAL SERVICES ADMINISTRATION	2,758	0	0	0
	201	PUBLIC WORKS SPECIAL SERVICES	15	949	949	949
	245	ROADS	23,210	26,830	26,830	26,830
	305	PARKS	1,398	2,523	2,523	2,523
	377	LIBRARY	62,080	16,100	16,100	16,100
		TOTAL:	303,255	133,101	153,938	153,938
4550010 SEMINAR/CONF/WORKSHOP FEE	140	COUNTY FIRE	95,732	87,000	87,000	87,000
		TOTAL:	95,732	87,000	87,000	87,000
4550011 SETTLEMENTS-ENVIRONMENTAL	132	DISTRICT ATTORNEY	45,730	150,000	150,000	150,000
		TOTAL:	45,730	150,000	150,000	150,000
4550020 REV APPLICABLE PRIOR YRS	139	PROBATION DEPARTMENT	142,560	0	0	0
	201	PUBLIC WORKS SPECIAL SERVICES	88,227	0	0	0
		TOTAL:	230,787	0	0	0
4550025 REF/ADJ-PRIOR YEAR EXPENS	245	ROADS	767	0	0	0
4550030 REIMBURSEMENTS-ASSISTANCE	180	SOCIAL SERVICES ADMINISTRATION	(50)	0	0	0
	181	FOSTER CARE-SOCIAL SERVICES	121,928	110,000	110,000	110,000
	182	CALWORKS	32,930	11,228	11,228	11,228
	185	GENERAL ASSISTANCE	366,214	319,328	319,328	319,328
		TOTAL:	521,022	440,556	440,556	440,556
4550045 REFUNDS/EXCISE TAX	101	NON-DEPARTMENTAL REVENUES	616	0	0	0
	180	SOCIAL SERVICES ADMINISTRATION	10,652	0	0	0
		TOTAL:	11,268	0	0	0
4550050 TAX DEPT RETRND CHECK FEE	108	TREAS-TAX COLL-PUBLIC ADM	5,382	4,824	4,824	4,824
		TOTAL:	5,382	4,824	4,824	4,824
4550055 SALE OF FIXED ASSETS	113	GENERAL SERVICES	7,000	21,131	21,131	21,131
	140	COUNTY FIRE	52,065	0	0	0
		TOTAL:	59,065	21,131	21,131	21,131

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2013-14 ACTUAL	2014-15 REQUESTED	2014-15 RECOMMENDED	2014-15 ADOPTED
4550062 ADV COSTS TX DEEDED PROP	108 TREAS-TAX COLL-PUBLIC ADM	1,020	1,284	1,284	1,284
	TOTAL:	1,020	1,284	1,284	1,284
4550065 OTHER REIMBURSEMENTS	113 GENERAL SERVICES	56,043	51,937	51,937	51,937
	136 SHERIFF-CORONER	3,300	3,300	3,300	3,300
	140 COUNTY FIRE	725	0	0	0
	141 AGRICULTURAL COMMISSIONER	7,117	0	0	0
	166 BEHAVIORAL HEALTH	55,433	45,000	45,000	45,000
	180 SOCIAL SERVICES ADMINISTRATION	16,006	0	0	0
	181 FOSTER CARE-SOCIAL SERVICES	67,873	344,615	344,615	344,615
	201 PUBLIC WORKS SPECIAL SERVICES	13,461	1,276	1,276	1,276
	245 ROADS	105,075	0	0	0
	305 PARKS	2,394	3,000	3,000	3,000
	TOTAL:	327,427	449,128	449,128	449,128
4550070 EMPLOYEE REIMBURSEMENTS	138 EMERGENCY SERVICES	0	250	250	250
	139 PROBATION DEPARTMENT	299	0	0	0
	TOTAL:	299	250	250	250
4550075 EMPL MEALS/IN-HOUSE FOOD	136 SHERIFF-CORONER	1,159	1,000	1,000	1,000
	TOTAL:	1,159	1,000	1,000	1,000
4550080 OTHER SALES	113 GENERAL SERVICES	6,576	1,940	1,940	1,940
	140 COUNTY FIRE	1,770	0	0	0
	TOTAL:	8,346	1,940	1,940	1,940
4550085 NUISANCE ABATEMENT	142 PLANNING & BUILDING DEPARTMENT	18,604	38,880	38,880	38,880
	TOTAL:	18,604	38,880	38,880	38,880
4550090 SERVICE CHGE RETRND CHKS	108 TREAS-TAX COLL-PUBLIC ADM	6,705	8,160	8,160	8,160
	143 COURT OPERATIONS	508	0	0	0
	245 ROADS	48	0	0	0
	377 LIBRARY	(27)	0	0	0
	TOTAL:	7,234	8,160	8,160	8,160
4550100 1915 BOND ACT ASSESSMENT	107 AUDITOR-CONTROLLER	30,040	30,000	30,000	30,000
	TOTAL:	30,040	30,000	30,000	30,000
4550120 CONTRIBUTIONS - NON GOVTL	106 CONTRIBUTIONS TO OTHER AGENCIE	1,560	0	0	0
	132 DISTRICT ATTORNEY	630	0	0	0
	137 ANIMAL SERVICES	33,954	18,880	18,880	18,880
	166 BEHAVIORAL HEALTH	3,720	2,400	2,400	2,400
	180 SOCIAL SERVICES ADMINISTRATION	2,815	0	0	0
	245 ROADS	37,223	0	0	0
	305 PARKS	75,454	30,000	30,000	30,000
	377 LIBRARY	2,295,915	0	0	0
	TOTAL:	2,451,271	51,280	51,280	51,280

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2013-14	2014-15	2014-15	2014-15	
		ACTUAL	REQUESTED	RECOMMENDED	ADOPTED	
4550125 GRANTS: NON-GOVERNMENTAL	142 PLANNING & BUILDING DEPARTMENT	458,442	297,500	297,500	746,393	
	160 PUBLIC HEALTH	120,685	131,275	131,275	131,275	
	305 PARKS	68,373	38,760	38,760	38,760	
	350 Medically Indigent Services Pr	114,639	0	0	0	
	TOTAL:	762,139	467,535	467,535	916,428	
4550130 BAD DEBT RECOVERY	305 PARKS	278	0	0	0	
4550140 COUNTY CONTRIBUTIONS	392 PENSION OBLIGATION BOND DSF	9,803,597	10,088,845	10,088,845	9,739,845	
	TOTAL:	9,803,597	10,088,845	10,088,845	9,739,845	
4550150 MICROFILM	142 PLANNING & BUILDING DEPARTMENT	(74)	0	0	0	
4550160 CASH OVERRAGES	108 TREAS-TAX COLL-PUBLIC ADM	977	1,100	1,100	1,100	
	110 CLERK/RECORDER	3,082	0	0	0	
	132 DISTRICT ATTORNEY	27	0	0	0	
	136 SHERIFF-CORONER	80	0	0	0	
	137 ANIMAL SERVICES	20	0	0	0	
	139 PROBATION DEPARTMENT	77	0	0	0	
	142 PLANNING & BUILDING DEPARTMENT	19	0	0	0	
	160 PUBLIC HEALTH	1	0	0	0	
	305 PARKS	1,755	1,000	1,000	1,000	
	375 DRIVING UNDER THE INFLUENCE	1	0	0	0	
	377 LIBRARY	16	0	0	0	
	TOTAL:	6,055	2,100	2,100	2,100	
	4550170 SETTLEMNTS, DAMAGES, & REST.	101 NON-DEPARTMENTAL REVENUES	10,324	0	0	0
		111 COUNTY COUNSEL	4,020	0	0	0
132 DISTRICT ATTORNEY		316,212	0	0	0	
136 SHERIFF-CORONER		11,036	0	0	0	
201 PUBLIC WORKS SPECIAL SERVICES		9,048	0	0	0	
305 PARKS		1,202	0	0	0	
TOTAL:		351,842	0	0	0	
4550195 PENALTIES	130 WASTE MANAGEMNT	80	0	0	0	
4550200 INVOICE VARIANCES	101 NON-DEPARTMENTAL REVENUES	139	5	5	5	
	113 GENERAL SERVICES	2,581	2,060	2,060	2,060	
	114 INFORMATION TECHNOLOGY DEPARTM	130	0	0	0	
	130 WASTE MANAGEMNT	121	0	0	0	
	136 SHERIFF-CORONER	3,342	0	0	0	
	140 COUNTY FIRE	770	0	0	0	
	141 AGRICULTURAL COMMISSIONER	39	0	0	0	
	160 PUBLIC HEALTH	201	0	0	0	
	230 CAPITAL PROJECTS FUND	11	0	0	0	
	245 ROADS	1,368	0	0	0	
	305 PARKS	2,331	0	0	0	
	TOTAL:	11,033	2,065	2,065	2,065	

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2013-14	2014-15	2014-15	2014-15
		ACTUAL	REQUESTED	RECOMMENDED	ADOPTED
4550210 TOBACCO SETTLEMENT	106 CONTRIBUTIONS TO OTHER AGENCIE	354,955	359,250	399,250	399,250
	136 SHERIFF-CORONER	118,318	119,450	180,659	180,659
	160 PUBLIC HEALTH	372,636	376,201	569,919	569,919
	166 BEHAVIORAL HEALTH	834,210	842,189	1,273,746	1,273,746
	350 Medically Indigent Services Pr	686,246	692,810	694,550	694,550
	TOTAL:	2,366,365	2,389,900	3,118,124	3,118,124
4900010 IFR-ADMIN DEPT SUPPORT	114 INFORMATION TECHNOLOGY DEPARTM	3,020	0	0	0
4900080 IFR-INT SETT-ITD NETWORK SVCS	114 INFORMATION TECHNOLOGY DEPARTM	241,451	232,745	232,745	232,745
	TOTAL:	241,451	232,745	232,745	232,745
4900090 IFR-INT SETT-PLANNING	142 PLANNING & BUILDING DEPARTMENT	1,044	0	0	0
4900100 IFR-INT SETT-GEN SRVS S/S BILL	113 GENERAL SERVICES	760,773	748,679	748,679	748,679
	TOTAL:	760,773	748,679	748,679	748,679
4900110 IFR-INT SETT-HEALTH BILLINGS	160 PUBLIC HEALTH	152,345	51,114	51,114	51,114
	350 Medically Indigent Services Pr	47,377	75,340	75,340	75,340
	TOTAL:	199,722	126,454	126,454	126,454
4900140 IFR-INT SETT-ITD ENTERPRISE SV	114 INFORMATION TECHNOLOGY DEPARTM	542,321	512,373	512,373	512,373
	TOTAL:	542,321	512,373	512,373	512,373
4900170 IFR-INT SETT-DRUG & ALCOHOL	166 BEHAVIORAL HEALTH	161,009	66,976	66,976	66,976
	TOTAL:	161,009	66,976	66,976	66,976
4900190 IFR-INT SETT-ITD DPTMTL SVCS	114 INFORMATION TECHNOLOGY DEPARTM	378,115	383,035	423,035	423,035
	TOTAL:	378,115	383,035	423,035	423,035
4900200 IFR-INT SETT-ITD RADIO COMM	114 INFORMATION TECHNOLOGY DEPARTM	6,267	8,438	8,438	8,438
	TOTAL:	6,267	8,438	8,438	8,438
4900220 IFR-INT SETT-SHERIFF SUPPORT	136 SHERIFF-CORONER	554,930	576,187	576,187	576,187
	TOTAL:	554,930	576,187	576,187	576,187
4900250 IFR-INT SETT-MENTAL HEALTH	166 BEHAVIORAL HEALTH	279,843	94,044	132,128	132,128
	TOTAL:	279,843	94,044	132,128	132,128
4900260 IFR-INT SETT-PARKS BILLINGS	305 PARKS	16,773	0	0	0
4900299 IFR-INT SETT-ALL OTHER DEPTS	108 TREAS-TAX COLL-PUBLIC ADM	35,000	82,924	82,924	82,924
	109 ASSESSOR	249,147	0	0	0
	375 DRIVING UNDER THE INFLUENCE	58,300	0	0	0
	TOTAL:	342,447	82,924	82,924	82,924
4901000 IFR-OVERHEAD-OH ALLOCATIONS	113 GENERAL SERVICES	435,827	544,463	627,653	627,653
	TOTAL:	435,827	544,463	627,653	627,653

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2013-14 ACTUAL	2014-15 REQUESTED	2014-15 RECOMMENDED	2014-15 ADOPTED
4901020 IFR-OVERHEAD-AGR	113 GENERAL SERVICES	1,648	0	0	0
	305 PARKS	101	0	0	0
	TOTAL:	1,749	0	0	0
4902010 IFR-MANUAL COST ALLOC-ITD VOIC	114 INFORMATION TECHNOLOGY DEPARTM	149,356	129,608	129,608	129,608
	TOTAL:	149,356	129,608	129,608	129,608
4902030 IFR-MANUAL COST ALLOC-POSTAGE	113 GENERAL SERVICES	36,311	47,055	47,055	47,055
	TOTAL:	36,311	47,055	47,055	47,055
4902055 IFR-JE CAPITAL ASSETS FUNDING	230 CAPITAL PROJECTS FUND	7,034,930	0	0	450,000
	245 ROADS	97,122	0	0	0
	TOTAL:	7,132,052	0	0	450,000
4903010 IFR-IAA-LABOR-REG	113 GENERAL SERVICES	494,348	543,682	618,770	618,770
	305 PARKS	5,931	0	0	0
	TOTAL:	500,279	543,682	618,770	618,770
4903050 IFR-IAA-LABOR-NON PRODUCTION	305 PARKS	165	0	0	0
4904000 IFR-IS-W/O SETTLEMENT	113 GENERAL SERVICES	49,644	0	0	0
4909000 IFR-JOURNAL ENTRY ALLOCATIONS	109 ASSESSOR	572	0	0	0
	110 CLERK/RECORDER	3,600	0	0	0
	141 AGRICULTURAL COMMISSIONER	1,750	4,250	4,250	4,250
	TOTAL:	5,922	4,250	4,250	4,250
4909001 IFR-JE-ADMIN OFFICE	103 NON-DEPT OTHER EXPENDITURES	0	36,000	36,000	36,000
	104 ADMINISTRATIVE OFFICE	29,229	29,627	136,165	136,165
	106 CONTRIBUTIONS TO OTHER AGENCIE	36,000	0	0	0
	TOTAL:	65,229	65,627	172,165	172,165
4909005 IFR-JE-RISK MGMT	105 RISK MANAGEMENT	967,430	1,010,640	1,010,640	1,010,640
	TOTAL:	967,430	1,010,640	1,010,640	1,010,640
4909010 IFR-JE-AUDITOR/CONTROLLER	107 AUDITOR-CONTROLLER	30,000	30,000	178,122	178,122
	TOTAL:	30,000	30,000	178,122	178,122
4909015 IFR-JE-ITD	114 INFORMATION TECHNOLOGY DEPARTM	708	0	0	0
4909020 IFR-JE-MAINTENANCE PROJ	200 MAINTENANCE PROJECTS	130,926	0	0	0
	245 ROADS	46,351	0	0	0
	TOTAL:	177,277	0	0	0
4909025 IFR-JE-GENERAL SERVICES	113 GENERAL SERVICES	982,895	916,101	916,101	916,101
	305 PARKS	20,422	10,000	10,000	10,000
	TOTAL:	1,003,317	926,101	926,101	926,101

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2013-14 ACTUAL	2014-15 REQUESTED	2014-15 RECOMMENDED	2014-15 ADOPTED
4909030 IFR-JE-PERSONNEL	112 HUMAN RESOURCES	120,985	142,804	142,804	142,804
	TOTAL:	120,985	142,804	142,804	142,804
4909035 IFR-JE-COUNTY COUNSEL	111 COUNTY COUNSEL	253,275	183,200	183,200	183,200
	TOTAL:	253,275	183,200	183,200	183,200
4909040 IFR-JE ALLOC-PUBLIC HEALTH	160 PUBLIC HEALTH	138,200	137,831	137,831	137,831
	350 Medically Indigent Services Pr	34,290	34,476	34,476	34,476
	TOTAL:	172,490	172,307	172,307	172,307
4909045 IFR-JE ALLOC-MENTAL HEALTH	166 BEHAVIORAL HEALTH	9,212	0	0	0
4909055 IFR-JE-SHERIFF	136 SHERIFF-CORONER	1,143	511	511	511
	TOTAL:	1,143	511	511	511
4909070 IFR-JE-CDF	140 COUNTY FIRE	506,642	520,627	530,106	530,106
	TOTAL:	506,642	520,627	530,106	530,106
4909080 IFR-JE-PLANNING	142 PLANNING & BUILDING DEPARTMENT	410,030	258,473	269,569	269,569
	TOTAL:	410,030	258,473	269,569	269,569
4909085 IFR-JE-SB 2557	101 NON-DEPARTMENTAL REVENUES	307,077	300,000	300,000	300,000
	TOTAL:	307,077	300,000	300,000	300,000
4909090 IFR-JE ALLOC-CO-WIDE OVERHEAD	102 NON-DEPTL-OTHR FINCNG USE	1,575,823	1,236,310	1,489,790	1,489,790
	TOTAL:	1,575,823	1,236,310	1,489,790	1,489,790
4909099 IFR-JE-UTILITY CHARGES-OPR CEN	201 PUBLIC WORKS SPECIAL SERVICES	36,827	0	0	0
4909100 IFR-JE-MAJOR SYSTEM DEV	266 COUNTYWIDE AUTOMATION REPLACEM	454,977	0	0	0
4909105 IDC-JE COWIDE O&M CHARGES	266 COUNTYWIDE AUTOMATION REPLACEM	309,426	0	0	0
4909200 IFR-JE-PARKS	305 PARKS	230,550	227,395	227,395	227,395
	TOTAL:	230,550	227,395	227,395	227,395
6000000 OPERATING TRANSFERS IN	136 SHERIFF-CORONER	200,777	0	0	0
	137 ANIMAL SERVICES	27,324	0	0	0
	142 PLANNING & BUILDING DEPARTMENT	19,341	82,968	82,968	82,968
	230 CAPITAL PROJECTS FUND	210,716	0	0	0
	248 ROADS - IMPACT FEES	14,646	0	0	0
	290 COMMUNITY DEVELOPMENT PROGRAM	21,028	0	0	0
	392 PENSION OBLIGATION BOND DSF	0	0	0	350,000
	TOTAL:	493,832	82,968	82,968	432,968
6000100 ROADS IMPACT FEES	245 ROADS	641,862	689,503	689,503	689,503
	TOTAL:	641,862	689,503	689,503	689,503

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2013-14 ACTUAL	2014-15 REQUESTED	2014-15 RECOMMENDED	2014-15 ADOPTED
6000105 TRANSFER IN - GF MED ASST PROG	350 Medically Indigent Services Pr	1,892,778	1,677,587	1,676,400	1,676,400
	TOTAL:	1,892,778	1,677,587	1,676,400	1,676,400
6000120 TRANSFERS IN FROM GEN FND	230 CAPITAL PROJECTS FUND	2,864,619	3,516,150	4,775,790	4,775,790
	245 ROADS	5,831,000	5,831,000	8,414,100	8,414,100
	266 COUNTYWIDE AUTOMATION REPLACEM	1,779,705	1,674,438	2,236,313	3,486,313
	267 GEN GOVT BUILDING REPLACEMENT	5,300,724	2,698,131	2,698,131	5,850,498
	268 TAX REDUCTION RESERVE	1,399,033	0	3,300,000	4,550,000
	275 ORGANIZATIONAL DEVELOPMENT	450,000	450,000	650,000	900,000
	290 COMMUNITY DEVELOPMENT PROGRAM	391,436	391,436	391,436	391,436
	305 PARKS	3,540,677	3,540,677	3,528,177	3,528,177
	377 LIBRARY	607,139	607,139	607,139	607,139
	TOTAL:	22,164,333	18,708,971	26,601,086	32,503,453
6000130 TRANSFER IN FR AUTOMATION REPL	107 AUDITOR-CONTROLLER	12,061	0	0	0
	109 ASSESSOR	0	331,000	438,506	438,506
	112 HUMAN RESOURCES	0	0	80,337	80,337
	TOTAL:	12,061	331,000	518,843	518,843
6000135 TRFR IN FOR DEBT SERVICE	277 DEBT SERVICE	1,068,706	870,129	870,129	870,129
	TOTAL:	1,068,706	870,129	870,129	870,129
6000140 OPR TRF IN - PFF LIBRARY	377 LIBRARY	174,017	0	0	0
6000145 OPR TRF IN - PFF FIRE	230 CAPITAL PROJECTS FUND	37,634	0	0	0
6000150 OPR TRF IN - PFF PARKS	230 CAPITAL PROJECTS FUND	39,401	0	0	0
6000155 OPR TRF IN - PFF LAW ENFORC	230 CAPITAL PROJECTS FUND	19,658	0	0	0
6000160 OPR TRF IN - PFF GEN GOV'T	277 DEBT SERVICE	199,595	400,000	400,000	400,000
	TOTAL:	199,595	400,000	400,000	400,000
6000205 PROCEEDS OF GF INTERNAL LOAN	248 ROADS - IMPACT FEES	74,000	0	0	0
6000240 OP TRANSF-IN-FLEET	132 DISTRICT ATTORNEY	1,960	0	0	0
	136 SHERIFF-CORONER	3,195	0	0	0
	160 PUBLIC HEALTH	10,070	0	0	0
	180 SOCIAL SERVICES ADMINISTRATION	30,448	0	0	0
	305 PARKS	100	0	0	0
	TOTAL:	45,773	0	0	0
6001000 INTERNAL LOAN REPAYMENT-PRIN	102 NON-DEPTL-OTHR FINCNG USE	248,939	0	0	0
	267 GEN GOVT BUILDING REPLACEMENT	174,017	0	0	0
	TOTAL:	422,956	0	0	0
6001001 INTERNAL LOAN REPAYMENT-INT	102 NON-DEPTL-OTHR FINCNG USE	(5,112)	0	0	0
6001002 INTERNAL LOAN INT REPAYED	102 NON-DEPTL-OTHR FINCNG USE	1,530	0	0	0
	TOTAL COUNTY REVENUE:	<u>495,501,805</u>	<u>481,147,231</u>	<u>494,039,153</u>	<u>501,401,216</u>

Appendix

The appendix includes the following information:

- A copy of the resolution adopting the County Budget for Fiscal Year 2014-15
- A narrative detailing the basis of budgeting for all funds included in the County's budget
- A glossary and acronym glossary
- An index

IN THE BOARD OF SUPERVISORS
COUNTY OF SAN LUIS OBISPO, STATE OF CALIFORNIA

Tuesday, June 17, 2014

PRESENT: Supervisors Frank R. Mecham, Adam Hill, Caren Ray, Debbie Arnold,
Chairperson Bruce S. Gibson

ABSENT: None

RESOLUTION NO. 2014-151

**RESOLUTION ADOPTING THE COUNTY BUDGET AND BUDGETS FOR BOARD
GOVERNED DISTRICTS FOR FISCAL YEAR 2014 - 2015**

The following resolution is now offered and read:

WHEREAS, the Board so finds, a Proposed Budget was compiled, approved, advertised and published, pursuant to the County Budget Act; and

WHEREAS, the Board hereby finds, that it has properly noticed and conducted a public hearing at which it made revisions to, deductions from, and additions to said Proposed Budget as it has deemed advisable; and

WHEREAS, the Board so finds, the Proposed Budget, the supplemental budget documents and all revisions developed in the hearing on the final budget as reflected in the Clerk's minutes and documents filed with the Clerk during said hearing, properly constitute each of the objects of expenditure to satisfy the budget requirements as determined by the Board, and are hereby found to be in accordance with Government Code Section 29089, and summarized for the entire budget as follows:

1.	Salaries and Employee Benefit	\$ 254,318,854
2.	Services and Supplies	140,251,423
3.	Other charges	94,067,092
4.	Fixed Assets	23,489,172
5.	Capital Projects	3,516,150
6.	Intrafund Transfers	(18,650,868)
7.	Provisions for Contingencies:	
	General Fund	19,438,517
	All Other Funds	
8.	Provisions for New Reserve/Designations:	9,506,109
	TOTAL GOVERNMENTAL FUNDS	\$ 525,936,449

WHEREAS, the balance in the General Reserve of the General Fund is estimated to be \$9,000,000; and

WHEREAS, the Board finds, that some funds from the State Realignment Sales Tax - Social Services Account should be transferred to programs administered by health and mental health departments and has determined that the transfers will not make a substantial change in the services, facilities, programs, or providers funded by the realignment account; and

WHEREAS, the County's appropriation limit established by Article XIII-B of the State Constitution is \$543,096,685 and the total annual appropriations subject to limitation is \$179,207,801.

NOW, THEREFORE BE IT RESOLVED AND ORDERED, by the Board of Supervisors, County of San Luis Obispo, State of California that:

1. Recitals - The recitals set forth hereinabove are true, correct, and valid.
2. Adoption by Reference - The Proposed Budget for Fiscal Year 2014-2015 on file with the Clerk, as revised and finally determined by the Board, is adopted by reference pursuant to Government Code Section 29090 as the Final Budget.
3. Appropriation of Funds - The various amounts of appropriations for Salaries and Employee Benefits, Services and Supplies, Other Charges, Fixed Assets, and Intrafund Transfers are hereby appropriated to the various departments, offices, boards, commissions, committees, other agencies, and special districts as they are shown in the aforesaid Proposed Budget for Fiscal Year 2014-2015, as revised and finally determined by the Board, and hereby adopted by reference as the Final Budget. The amounts appropriated therein are the total amounts of obligations and expenditures authorized for the period July 1, 2014 through June 30, 2015.
4. Allocated Positions - Employees shall be appointed at class levels shown for allocated permanent positions as indicated by said Final Budget.
5. Contingencies - Contingencies for All Funds are appropriated in an amount of \$19,438,517. If final adjusted revenue and fund balances estimates prove higher than the current estimated amounts, then the difference shall either be placed in contingencies up to the allowable limit, used for continued financing of the Teeter obligation or placed in new reserves and/or designations. If final revenue and fund balance estimates are lower than current estimated revenue and fund balance amounts, then the Auditor-Controller shall immediately advise the Board of Supervisors and County Administrator of amount of such shortage so that the Board may decrease appropriations or reserves.
6. Adjustments for Capital and Maintenance Projects and Restricted Revenues - The Auditor-Controller shall determine actual fund balances in the capital

projects budget unit and the maintenance projects budget unit as of June 30, 2014. The Auditor-Controller is hereby authorized to make transfers and revisions between projects within the capital projects unit, and between projects within the maintenance projects budget unit, in order to revise each appropriation to account for actual fund balances, so that each project is funded at no more than the amount appropriated by the Board of Supervisors. The Auditor-Controller shall report any excess appropriations for each of the budget units, and make recommendations on or before September 30, 2014 concerning the disposition of said excess(es). Also, the Auditor-Controller is hereby authorized to reestablish unspent appropriations funded by restricted revenues relating to projects or programs previously approved by the Board. This applies to federal, state, and other granting agency funded programs where the revenues have already been pledged or held in trust and the program or project spans more than one Fiscal Year.

7. Cash Flow Loans – In order to meet cash flow requirements the Auditor-Controller is authorized to make loans between any funds in the County Treasury that are under the control of the County Board of Supervisors to the extent allowed by law. Loans should bear quarterly interest at a rate equivalent to the rate earned on funds held in the County Treasury for that quarter. Repayments of all loans should occur by the end of the Fiscal Year, unless specific authorization is given by the Board to extend repayment.

8. Publication of Final Budget - The Auditor-Controller shall cause the publication of the Final Budget after the Board approves any adjustments made pursuant to Government Code Sections 29101 - 29107 and shall file said publication with the Clerk and State Controller on or before December 1, 2014.

Upon motion of Supervisor Mecham, seconded by Supervisor Hill, and on the following roll call vote, to wit:

AYES: Supervisors Mecham, Hill, Ray, Arnold, and Chairperson Gibson

NOES: None

ABSENT: None

ABSTAINING: None

The foregoing resolution is hereby adopted.

County of San Luis Obispo



Chairperson, Board of Supervisors

Approved by Board Action on:

June 17, 2014

ATTEST:

JULIE RODEWALD

County Clerk and Clerk of the Board of Supervisors

By: /s/Sandy Currens

Deputy Clerk

APPROVED AS TO FORM AND LEGAL EFFECT:

/s/ Rita L. Neal

RITA L. NEAL
County Counsel

Dated: June 12, 2014

STATE OF CALIFORNIA)
) ss.
COUNTY OF SAN LUIS OBISPO)

I, JULIE RODEWALD, County Clerk and ex-officio Clerk of the Board of Supervisors, in and for the County of San Luis Obispo, State of California, do hereby certify the foregoing to be a full, true and correct copy of an order made by the Board of Supervisors, as the same appears spread upon their minute book.

WITNESS my hand and the seal of said Board of Supervisors, affixed this 16th day of September, 2014.

JULIE RODEWALD
County Clerk and Ex-Officio Clerk of the
Board of Supervisors

(SEAL)

By: Sandy Currens
Deputy Clerk

Basis of Budgeting

The County's budget is developed on a modified accrual basis for governmental fund types (e.g. general fund, special revenue funds, debt service funds, and capital project funds), adjusted for encumbrance accounting. Appropriations for encumbrances are included; however, appropriations for expenditures against prior year encumbrances are excluded.

- **Accrual:** is an accounting method that records revenues and expenses when they are incurred, regardless of when cash is exchanged.
- **Encumbrance:** in government accounting, are commitments related to unfilled contracts for goods and services including purchase orders. The purpose of encumbrance accounting is to prevent further expenditure of funds in light of commitments already made. At year-end, encumbrances still open are not accounted for as expenditures and liabilities but, rather, as reservations of fund balance.
- **Modified accrual:** is when revenues are recognized when they become available and measurable and with a few exceptions, expenditures are recognized when they are incurred.

Proprietary fund types (e.g. enterprise funds such as Golf Courses, Airports, and internal service funds such as Public Works, Reprographics) are budgeted on the full accrual basis where not only are expenses recognized when incurred but revenues are also recognized when they are incurred or owed to the County.

For business-type activities, such as internal service funds and enterprise funds, the County follows GASB Statement No. 20, Accounting and Financial Reporting for Proprietary Funds and Other Governmental Entities That Use Property Fund Accounting, to apply applicable GASB pronouncements as well as any applicable pronouncements of the Financial Accounting Standards Board, the Accounting Principles Board or any Accounting Research Bulletins issued on or before November 30, 1989, unless those pronouncements conflict with or contradict GASB pronouncements.

The County's audited Governmental Fund financial statements are reported using the current financial resources measurement focus and depending on the type of financial statement, either modified or full accrual basis of accounting. Government wide financial statements are reported at full accrual while government funds financial statements are reported on the modified accrual basis.

GLOSSARY

TERMS COMMONLY USED IN THIS BUDGET DOCUMENT

<u>Account:</u>	A detailed classification of an expenditure or revenue. For example, "Postage" is an expenditure account; "Property Taxes Secured" is a revenue account.
<u>Activity:</u>	A specific line of work performed to accomplish a function for which a governmental unit is responsible. This designation is required by the State Controller. Example: "Protective Inspection" is an activity performed in discharging the "Public Protection" function.
<u>Appropriation:</u>	An authorization granted by a legislative body to make expenditures and to incur obligations for specific purposes. An appropriation usually is time-limited and must be expended before the deadline.
<u>Assessed Valuation:</u>	A valuation set upon real estate or other property by government as a basis for levying taxes.
<u>Available Financing:</u>	All the means of financing a budget including fund balance, revenues, canceled reserves and designations.
<u>Budget:</u>	A plan of financial operation consisting of an estimate of proposed revenue and expenditures for a given period and purpose, usually one year.
<u>Capital Assets:</u>	Land, improvements to land, easements, buildings, building improvements, vehicles, machinery, equipment, works of art and historical treasures, infrastructure and all other tangible and intangible assets that are used in operations and have useful lives extending beyond a single reporting period. Capital assets are not physically consumed by their use, though their economic usefulness typically declines over time.
<u>Capital Expenditures:</u>	Expenditures resulting in the acquisition of or addition to the government's general capital assets.
<u>Capital Project Program:</u>	A program itemizing the County's acquisitions, additions and improvements to buildings and land purchases. These purchases are often capital assets.
<u>Contingency:</u>	An amount not to exceed fifteen percent of appropriations, which is set aside to meet unforeseen expenditure requirements.
<u>Contracted Services:</u>	Expense for services rendered under contract by individuals or businesses who are not on the payroll of the jurisdiction, including all related expenses covered by the contract.
<u>Cost Accounting:</u>	That method of accounting which provides for assembling and recording of all the elements of cost incurred to accomplish a purpose, to carry on an activity or operation, or to complete a unit of work or a specific job.
<u>Communitywide Results:</u>	The Communitywide Results represents the "big picture" results we want for all county residents and are used to guide the preparation of the budget each year.
<u>Debt Service Fund:</u>	A fund established to finance and account for the payment of interest and principal on all general obligation debt, other than that payable exclusively from special assessments and debt issued for and serviced by a governmental enterprise.
<u>Department:</u>	An organizational structure used to group programs of like nature.
<u>Department Goals:</u>	A listing of ongoing results a department desires for its customers.

GLOSSARY

TERMS COMMONLY USED IN THIS BUDGET DOCUMENT

<u>Encumbrance:</u>	An obligation in the form of a purchase order, contract, or other commitment which is chargeable to an appropriation and for which a part of the appropriation is reserved.
<u>Enterprise Fund:</u>	Established to finance and account for the operation and maintenance of facilities and services which are self-supporting by user charges. Example: Airports Enterprise Fund.
<u>Educational Revenue Augmentation Fund (ERAF):</u>	In 1992-93, in response to serious budgetary shortfalls, the state began redirecting a portion of counties, cities and special districts property tax receipts to schools and community college districts'. The term "ERAF" is an acronym for the fund into which redirected property taxes are deposited.
<u>Expenditure:</u>	Designates the cost of goods delivered or services rendered.
<u>Fiscal Year:</u>	Twelve-month period for which a budget is in effect. The County's fiscal year is July 1 to June 30.
<u>Fixed Asset:</u>	An asset of a long-term character such as land, buildings, and equipment. Typically must have a value of \$5,000 or greater.
<u>Full-Time Equivalent (FTE):</u>	The ratio of time expended in a position. The ratio is derived by dividing the amount of employed time required in the position by the amount of employed time required in a corresponding full-time position. 2080 hours per year equates to 1.0 FTE.
<u>Function:</u>	A group of related activities aimed at accomplishing a major service for which a governmental unit is responsible. These designations are specified by the State Controller. Example: "Public Protection" is a function.
<u>Fund:</u>	A sum of money or other resources set aside for the purpose of carrying out specific activities or attaining certain objectives in accordance with regulations, restrictions, or limitations. A fund is a distinct financial or fiscal entity.
<u>Fund Balance:</u>	The difference between fund assets and fund liabilities of governmental funds.
<u>Fund Balance Available:</u>	That portion of the fund balance that is not reserved, encumbered or designated and therefore is available for financing a portion of the budgetary requirements for the upcoming fiscal year. California State law requires that counties balance their budget each year so that budgeted financing sources (i.e. revenues) are equal to budgeted financing uses (i.e. expenditures). When actual financing sources or financing uses vary from budgeted levels and are not equal at the end of the budget year, a fund balance exists.
<u>Fund Center:</u>	The lowest entity in the budget hierarchy including all accounts for which a legal appropriation is approved by the Board of Supervisors. A department or agency may have one or more fund centers assigned to it. Each fund center is a collection of account numbers necessary to fund a certain division, department or set of functions.
<u>General Fund:</u>	The main operating fund of the county accounting for expenditures and revenues for countywide activities.
<u>General Fund Support:</u>	The amount of General Fund financial support to a given fund center after revenues and other funding are subtracted from expenditures.

GLOSSARY

TERMS COMMONLY USED IN THIS BUDGET DOCUMENT

<u>Indicators:</u>	Measures, for which data is readily available, that tell whether communitywide results are being achieved (e.g., crime rate, poverty rate, high school graduation rate, etc.).
<u>Interfund Transfer:</u>	A transfer between different funds (e.g., General Fund and Parks) which cannot be classified as a revenue or expenditure.
<u>Intergovernmental Expenditures:</u>	Payments to other governments as fiscal aids and shared taxes or as reimbursements for the performance of services.
<u>Intergovernmental Revenue:</u>	Revenue received from other governments, such as fiscal aids, shared taxes and reimbursements for services.
<u>Internal Service Fund (ISF):</u>	An organization created to perform specified services for other county departments. The using department is charged by the ISF for the services received. Example: Fleet.
<u>Intrafund Transfers:</u>	Reimbursements to a provider fund center for services/supplies received by another fund center; transactions of this nature are limited to fund centers within the same fund.
<u>Mission Statement:</u>	A description of the basic purpose and responsibility of the Budget Unit or department.
<u>Other Charges:</u>	Accounts which establish expenditures for expenses other than salary or operations, such as support and care of persons or debt service.
<u>Per Capita:</u>	Amount per individual.
<u>Performance Measure:</u>	<p>A measurement that assesses progress toward achieving predetermined goals. There are three basic types of meaningful performance measures:</p> <ul style="list-style-type: none"> • efficiency measures show the relationship between work performed and resources required to perform it (i.e. cost per job application received, cost per felony prosecuted, etc.) • quality measures show how well services are delivered to customers and the extent to which the customer is satisfied (i.e. percentage of customers satisfied with custodial services, percentage of clients satisfied with fire suppression response time, etc.) • outcome measures show the qualitative results of a program compared to its intended purpose (i.e. who is better off as a result -- percentage of clients that receive substance abuse treatment services and are alcohol and drug free one year later; percentage of repeat child abuse reports, etc.)
<u>Proposed Budget:</u>	The proposed spending plan for the upcoming fiscal year.
<u>Proposition 1A:</u>	Passed by voters in November 2004, this proposition grants local governments long-term fiscal protection and stability by preventing the state from raiding local government revenues during times of state fiscal crisis. The state will be able to borrow revenues from local governments during fiscal emergencies, but can only do so with a two-thirds vote of the legislature and the Governor's signature. Borrowing can only take place twice during a 10-year period, and only after the prior loan has been repaid. During FY 2009-10, the State borrowed approximately \$2 billion from counties. The impact to our County Government was approximately \$10 million.

GLOSSARY

TERMS COMMONLY USED IN THIS BUDGET DOCUMENT

<u>Proposition 13:</u>	A tax limitation initiative approved by the voters in 1978. Proposition 13 provided for (1) a 1 percent tax limit of fair market value exclusive of tax rates to repay existing voter-approved bonded indebtedness, (2) assessment restrictions establishing 1975 level values for all property, with allowable increases of 2 percent annually and reappraisal to current value upon change in ownership and new construction, (3) a two-thirds vote requirement to increase property taxes, and (4) a two-thirds vote of the electorate for local agencies to impose "special taxes".
<u>Proposition 63:</u>	Approved by the voters in November 2004, this proposition established a state personal income tax surcharge of one percent on tax payers with annual taxable incomes of more than \$1 million. Funds resulting from the surcharge are to be spent on the expansion of County Mental Health programs.
<u>Proposition 172:</u>	A tax measure proposed by the Legislature and approved by the voters in 1993 to provide counties and cities with a half-cent sales tax for public safety purposes. This measure mitigated some of the 1993-94 property tax shift from counties and cities to schools and community colleges.
<u>Reimbursement:</u>	Payment received for services/supplies expended for another institution, agency or person.
<u>Reserve:</u>	An account that records a portion of funds which must be segregated for some future use and which is, therefore, not available for further appropriation or expenditure.
<u>Results Based Decision Making (RDBM) Initiative:</u>	RDBM is a county sponsored initiative aimed at making the County a "results culture" organization. "Results oriented", means that the County intends to show taxpayers in measurable terms that the county government runs efficiently, provides high quality services, and produces results that are responsive to community desires.
<u>Revenue:</u>	Money received to finance ongoing county governmental services. Example: Property taxes, sales taxes, user fees, etc.
<u>Realignment:</u>	Refers to the 1991-92 restructuring of state and local government financing of health and welfare programs. Counties assumed a greater overall financing responsibility for these programs in exchange for a portion of sales tax and vehicle license fees.
<u>Secured Roll:</u>	Assessed value of real property such as land, building, secured personal property, or anything permanently attached to land as determined by the County Assessor.
<u>Secured Taxes:</u>	Taxes levied on real properties in the county which are "secured" by a lien on the properties.
<u>Services and Supplies:</u>	The "object class" or general classification of expenditure accounts that describe and report all operating expenses, other than employee related costs, of departments and programs.
<u>Special District:</u>	Independent unit of local government generally organized to perform a single function. Examples: Street lighting, waterworks, parks, fire departments.
<u>Special Revenue Fund:</u>	A fund used to account for the proceeds of specific revenue sources (other than expendable trusts or major capital projects) that are legally restricted to expenditure for specified purposes.

GLOSSARY

TERMS COMMONLY USED IN THIS BUDGET DOCUMENT

<u>Spending Limits:</u>	Refers to the Gann Initiative (Proposition 4 on the November 1979 ballot), which imposed limits on the allowable annual appropriations of the state, schools, and most local agencies; limit is generally prior year appropriations factored by CPI and population changes.
<u>Supplemental Tax Roll:</u>	The Supplemental Property Tax Roll is a result of legislation enacted in 1983, and requires an assessment of property when a change to the status of the property occurs, rather than once a year as was previously the case.
<u>Taxes:</u>	Compulsory charges levied by a governmental unit for the purpose of financing services performed for the common benefit.
<u>Tax Levy:</u>	Amount of tax dollars raised by the imposition of the tax rate on the assessed valuation.
<u>Tax Rate:</u>	The rate per one hundred dollars of the assessed valuation base necessary to produce the tax levy.
<u>Tax Relief Subventions:</u>	Funds ordinarily paid to compensate local governments for taxes lost because of tax relief measures, such as the homeowner's exemption.
<u>Teeter Plan:</u>	An alternative method of allocating property tax receipts wherein the various taxing agencies (schools, cities, special districts) receive 100% of their tax levy each year without a deduction for delinquencies. The County General Fund finances the delinquencies and in return the General Fund collects and retains all of the eventual payments of delinquent taxes, including interest and penalties.
<u>Unincorporated Area:</u>	The areas of the county outside city boundaries.
<u>Unsecured Roll:</u>	A tax on properties such as office furniture, equipment, boats and airplanes owned by the assessee.
<u>Use Tax:</u>	A tax on goods purchased outside the state to prevent revenue loss from avoidance of sales taxes by means of out-of- state purchases. A use tax is also levied in order to remove inequities between purchases made within and outside the state.

ACRONYM GLOSSARY

DEFINITIONS OF ACRONYMS COMMONLY USED IN THIS BUDGET DOCUMENT

<u>AA:</u>	Administrative Assistant	<u>CHIS:</u>	California Health Interview Survey
<u>ADA:</u>	Americans with Disabilities Act	<u>CIP:</u>	Capital Improvement Plan
<u>AED:</u>	Automated External Defibrillators	<u>CMC:</u>	California Men's Colony
<u>ALS:</u>	Advanced Life Support	<u>CMIA:</u>	Confidentiality of Medical Information Act
<u>APCD:</u>	Air Pollution Control District	<u>CMSP:</u>	County Medical Services Program
<u>APWA:</u>	American Public Works Association	<u>CNI:</u>	California Necessities Index
<u>ARRA:</u>	American Recovery and Reinvestment Act	<u>CO:</u>	Correctional Officer
<u>ARC:</u>	American Red Cross	<u>COP:</u>	Certificate of Participation
<u>ARCA:</u>	Areas Requiring Corrective Action	<u>COSE:</u>	Conservation and Open Space Element
<u>ASH:</u>	Atascadero State Hospital	<u>COTS:</u>	Commercial off the Shelf
<u>ASM:</u>	Administrative Services Manager	<u>CPA:</u>	Certified Public Accountant
<u>ASO:</u>	Administrative Services Officer	<u>CPE:</u>	Continuing Professional Education
<u>BAR:</u>	Budget Augmentation Request	<u>CPS:</u>	Contract Pharmacy Services
<u>BHEHR:</u>	Behavioral Health Electronic Health Record	<u>CSAC:</u>	California State Association of Counties
<u>BLM:</u>	Bureau of Land Management	<u>CSAC – EIA:</u>	California State Association of Counties Excess Insurance Authority
<u>BME:</u>	Budget Management Evaluation	<u>CSP:</u>	Customer Service Program
<u>BMI:</u>	Body Mass Index	<u>CSS:</u>	Community Services and Support
<u>BOE:</u>	Board of Equalization	<u>CT:</u>	Certified Tech
<u>CACASA:</u>	California Association of Commissioners and Sealers Association	<u>CTOC:</u>	County Treasury Oversight Committee
<u>CAD:</u>	Computer Aided Dispatch	<u>CWS:</u>	Child Welfare Services
<u>CAFR:</u>	Comprehensive Annual Financial Report	<u>DA:</u>	District Attorney
<u>CAL OMS:</u>	California Outcomes Measurement System	<u>DAS:</u>	Drug and Alcohol Services
<u>CALPERS:</u>	California Public Employee Retirement System	<u>DCSS:</u>	Department of Child Support Services
<u>CAO:</u>	County Administrative Officer	<u>DMH:</u>	Department of Mental Health
<u>CAPSLO:</u>	Community Action Partnership of San Luis Obispo	<u>DMV:</u>	Department of Motor Vehicles
<u>CASQA:</u>	California Storm Water Quality Association	<u>DOJ:</u>	Department of Justice
<u>C-CFSR:</u>	California Child and Family Services Review	<u>DRP:</u>	Disaster Recovery Planning
<u>CCJCC:</u>	Countywide Criminal Justice Coordination Committee	<u>DSS:</u>	Department of Social Services
<u>CCS:</u>	California Children's Services	<u>DSW:</u>	Disaster Service Worker
<u>CCSAS:</u>	California Child Support Automation System	<u>DUI:</u>	Driving Under the Influence
<u>CDBG:</u>	Community Development Block Grant	<u>EAI:</u>	Excess Insurance Authority
<u>CDC:</u>	Centers for Disease Control and Prevention	<u>EFS:</u>	Enterprise Financial System
<u>CDSS:</u>	California Department of Social Services	<u>EHR:</u>	Electronic Health Record
<u>CEQA:</u>	California Environmental Quality Act	<u>EIR:</u>	Environmental Impact Report
<u>CHADOC:</u>	County Health Agency Departmental Operations Center	<u>EMAS:</u>	Engineering Materials Arresting System
<u>CHC:</u>	Community Health Centers	<u>EMS:</u>	Emergency Medical Services
<u>CHIP:</u>	California Healthcare for Indigents Program	<u>EMSA:</u>	Emergency Medical Services Agency
		<u>EMSP:</u>	Emergency Medical Services Program
		<u>EMTALA:</u>	Emergency Medical Treatment and Active Labor Act
		<u>EQRO:</u>	External Quality Review Organization
		<u>ER:</u>	Emergency Response
		<u>ESC:</u>	Emergency Services Coordination

ACRONYM GLOSSARY

DEFINITIONS OF ACRONYMS COMMONLY USED IN THIS BUDGET DOCUMENT

<u>ESS:</u>	Employee Self Service	<u>LAFCO:</u>	Local Agency Formation Commission
<u>EVC:</u>	Economic Vitality Corporation	<u>LAIF:</u>	Local Agency Investment Fund
<u>FAA:</u>	Federal Aviation Administration	<u>LAN:</u>	Local Area Network
<u>FBA:</u>	Fund Balance Available	<u>LBGTQ:</u>	Lesbian, Bisexual, Gay, Transgender, Questioning
<u>FBI:</u>	Federal Bureau of Investigation	<u>LEMC:</u>	Law Enforcement Medical Care Agency
<u>FC:</u>	Fund Center	<u>LID:</u>	Low Impact Development
<u>FEMA:</u>	Federal Emergency Management Agency	<u>LSI:</u>	Level of Service Inventory
<u>FFP:</u>	Federal Financial Participation	<u>LVN:</u>	Licensed Vocational Nurse
<u>FM:</u>	Family Reunification	<u>MAA:</u>	Medical Administrative Activities
<u>FMAP:</u>	Federal Medical Assistance Percentage	<u>MDC:</u>	Mobile Data Computers
<u>FSET:</u>	Food Stamps Employment Training	<u>MDO:</u>	Mentally Disordered Offender
<u>FSP:</u>	Full Service Partnership	<u>MHSA:</u>	Mental Services Act
<u>FTE:</u>	Full Time Equivalent	<u>MHT:</u>	Mental Health Therapist
<u>FY:</u>	Fiscal Year	<u>MoCPOC:</u>	Model of Care Partners Oversight Committee
<u>GAAP:</u>	Generally Accepted Accounting Principles	<u>MOE:</u>	Maintenance of Effort Expense
<u>GASB:</u>	Governmental Accounting Standards Board	<u>NCAST:</u>	Nursing Child Assessment Satellite Training
<u>GFOA:</u>	Government Finance Officers Association	<u>NGF:</u>	National Golf Foundation
<u>GFS:</u>	General Fund Support	<u>NPDES:</u>	National Pollutant Discharge Elimination System
<u>GIS:</u>	Geographic Information System	<u>OD:</u>	Organizational Development
<u>GSA:</u>	General Services Agency	<u>OES:</u>	Office of Emergency Services
<u>HAZMAT:</u>	Hazardous Materials	<u>OPEB:</u>	Other Post Employment Benefits
<u>HF:</u>	Healthy Families	<u>OSHA:</u>	Occupational Safety & Health Act
<u>HHS:</u>	Health and Human Services	<u>PAL:</u>	Position Allocation List
<u>HIPPA:</u>	Health Insurance Portability and Accountability Act	<u>PC:</u>	Personal Computer
<u>HK:</u>	Healthy Kids	<u>PCF:</u>	Paid Call Firefighters
<u>HOP:</u>	Homeless Outreach Program	<u>PCR:</u>	Payment Condition Rating
<u>HR:</u>	Human Resources	<u>PEI:</u>	Prevention and Early Intervention
<u>HSUS:</u>	Humane Society of the United States	<u>PFF:</u>	Public Facility Fees
<u>HVAC:</u>	Heating Ventilation and Air Conditioning	<u>PHD:</u>	Public Health Department
<u>IDM:</u>	Integrated Document Management	<u>PHF:</u>	Psychiatric Health Facility
<u>IHSS:</u>	In Home Supportive Services	<u>PM:</u>	Preventative Maintenance
<u>IMD:</u>	Institutions for Mental Disease	<u>POB:</u>	Pension Obligation Bond
<u>IMR:</u>	Illness Management and Recovery	<u>PP:</u>	Permanency Placement
<u>IRS:</u>	Internal Revenue Service	<u>PQI:</u>	Performance Quality Improvement
<u>ISF:</u>	Internal Service Fund	<u>PRS:</u>	Program Review Specialists
<u>ISO:</u>	International Organization for Standards	<u>PTMS:</u>	Property Tax Management System
<u>IT:</u>	Information Technology	<u>PYD:</u>	Positive Youth Development
<u>IT – ESC:</u>	Information Technology Executive Steering Committee	<u>RCL:</u>	Rate Classification Level
<u>ITIL:</u>	Information Technology Infrastructure Library	<u>REHS:</u>	Registered Environmental Health Specialist
<u>ITSP:</u>	Information Technology Strategic Plan	<u>RFP:</u>	Request for Proposal
<u>JPA:</u>	Joint Powers Authority	<u>RFQ:</u>	Request for Qualifications
<u>JSC:</u>	Juvenile Services Center	<u>RN:</u>	Registered Nurse
		<u>RTA:</u>	Regional Transit Authority
		<u>SAC:</u>	Supervising Administrative Clerk
		<u>SAMHSA:</u>	Substance Abuse and Mental Health Services Administration
		<u>SART:</u>	Suspected Abuse Response Team
		<u>SCBA:</u>	Self Contained Breathing Apparatus

ACRONYM GLOSSARY

DEFINITIONS OF ACRONYMS COMMONLY USED IN THIS BUDGET DOCUMENT

<u>SIP:</u>	System Improvement Plan
<u>SIU:</u>	Special Investigative Unit
<u>SJSO:</u>	Supervising Juvenile Services Officers
<u>SLOCOG:</u>	San Luis Obispo Council of Governments
<u>SLOCTBID:</u>	San Luis Obispo County Tourism and Business Improvement District
<u>SLORTA:</u>	San Luis Obispo Regional Transit Authority
<u>SLOVCB:</u>	San Luis Obispo Visitors and Conference Bureau
<u>SLVC:</u>	School Located Vaccination Clinics
<u>SOP:</u>	Standard Operating Procedure
<u>STC:</u>	Standard in Training for Corrections
<u>STD:</u>	Sexually Transmitted Diseases
<u>SWMP:</u>	Storm Water Management System
<u>TAY:</u>	Transitional Age Youth
<u>TB:</u>	Tuberculosis
<u>THPP:</u>	Transitional Housing Program Plus
<u>TMHA:</u>	Transitions Mental Health Association
<u>TOW:</u>	Taxes on the Web
<u>TPA:</u>	Third Party Administrator
<u>TSF:</u>	Tobacco Settlement Fund
<u>UCR:</u>	Uniform Crime Reporting
<u>UMAN:</u>	Unified Metropolitan Area Network
<u>USAR:</u>	Urban Search and Rescue Vehicle
<u>USDA:</u>	United States Dept. of Agriculture
<u>VA:</u>	Veterans Administration
<u>VBM:</u>	Vote by Mail
<u>VLF:</u>	Vehicle License Fee
<u>VOIP:</u>	Voiceover Internet Protocol
<u>VTO:</u>	Voluntary Time Off
<u>WET:</u>	Workforce Education and Training
<u>WIA:</u>	Workforce Investment Act
<u>WIC:</u>	Women, Infants and Children
<u>WPR:</u>	Work Participation Rate
<u>YAP:</u>	Young Adult Programs

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